



When do firms benefit from overconfident CEOs? The role of board expertise and power for technological breakthrough innovation

Priscilla S. Kraft¹ | Teresa A. Dickler^{2,3} | Michael C. Withers⁴

¹Entrepreneurship and Innovation Group, WHU—Otto Beisheim School of Management, Vallendar, Germany

²Sustainability Management Research Group, Philipps University Marburg, Germany

³IE Strategy Research Group, IE University, Madrid, Spain

⁴Department of Management, Mays Business School, Texas A&M University, College Station, Texas, USA

Correspondence

Priscilla S. Kraft, Entrepreneurship and Innovation Group, WHU—Otto Beisheim School of Management, Burgplatz 2, 56179 Vallendar, Germany.

Email: priscilla.kraft@whu.edu

Abstract

Research Summary: While prior upper echelon research has shown that overconfident CEOs are beneficial for innovation, less is known about how firms can harness the benefits of these CEOs for breakthrough innovations. To extend this stream of research, we identify crucial board characteristics that enable firms to benefit from overconfident CEOs in the context of promoting breakthrough innovations. Using longitudinal data of US high-tech firms, our results emphasize that overconfident CEOs guided by boards with expertise and power strongly outperform fellow CEOs who are monitored by boards lacking either or both of these characteristics. By theorizing and empirically demonstrating how powerful expert boards are important for firms to profit from their CEO's overconfidence, our study provides important contributions to the CEO overconfidence, corporate board, and breakthrough innovation literatures.

This is an open access article under the terms of the [Creative Commons Attribution-NonCommercial-NoDerivs](#) License, which permits use and distribution in any medium, provided the original work is properly cited, the use is non-commercial and no modifications or adaptations are made.

© 2024 The Author(s). *Strategic Management Journal* published by John Wiley & Sons Ltd.



Managerial Summary: Can boards harness the benefits of overconfident CEOs to increase breakthrough innovation for their firms? We examine this question using a longitudinal dataset of US high-tech firms and find that board expertise and power enable firms to benefit from CEO overconfidence in the context of breakthrough innovations. Our results suggest that boards need both power and expertise to effectively channel an overconfident CEO's drive toward breakthrough innovations. Interestingly, powerful boards that lack expertise may be detrimental to harnessing CEO overconfidence for breakthrough innovations. For governance practitioners, ensuring that a board is composed of directors with knowledge and understanding of breakthrough innovations and a balance of power with their CEOs will create a beneficial context for firms led by CEO overconfidence to produce breakthrough innovations.

KEY WORDS

board expertise, board power, breakthrough innovation, CEO overconfidence, corporate governance

1 | INTRODUCTION

Confidence is an important determinant of how CEOs direct their firms and shape strategy (Finkelstein et al., 2009; Heavey et al., 2022). However, when this confidence becomes inflated, in the form of overconfidence, it can be a double-edged sword. As such, recent research has focused on how CEO overconfidence—or, the “overestimation of one's actual ability, performance, level of control, or chance for success” (Moore & Healy, 2008, p. 502)—affects strategic decision-making and firm outcomes (e.g., Chen et al., 2015; Heavey et al., 2022; Schumacher et al., 2020; Smith et al., 2018; Tang et al., 2018). This research suggests that overconfident CEOs tend to perceive novel business opportunities more favorably and engage more in risky large-scale projects due to their excessive confidence in their abilities (Malmendier & Tate, 2005; Pavićević & Keil, 2021; Van Zant & Moore, 2013). While this may result in strategic failures, such as value-destroying mergers and acquisitions (M&As) (Malmendier & Tate, 2008), unsuccessful pioneering products (Simon & Houghton, 2003), and inaccurate management forecasts (Chen et al., 2015), prior research finds that overconfident CEOs can also be beneficial for firms because of their increased propensity to engage in innovation (Galasso & Simcoe, 2011; Hirshleifer et al., 2012; Tang et al., 2015).¹

¹Although Tang et al. (2015) focus on CEO hubris in their study, we include them here as this construct is closely related to CEO overconfidence (see also Chen et al., 2015; Heavey et al., 2022). More information about the different constructs is provided on p. 6.



However, the influence of these CEOs on breakthrough innovations—defined as the most valuable innovations that serve as the basis for new technological paradigms, enable firms to shape the competitive landscape, and achieve long-term success (Ahuja & Lampert, 2001; Hall et al., 2005; Phene et al., 2006)—remains largely unexplored. The pursuit of such innovations is typically characterized by high costs and long-term resource commitments, delayed and uncertain returns, a large amount of risk and uncertainty, as well as high failure rates (Hill & Rothaermel, 2003; Singh & Fleming, 2010). While the tendency of overconfident CEOs to engage in risk taking (Galasso & Simcoe, 2011) might also increase their inclination to pursue breakthrough innovations, their overconfidence makes them less likely to consider potential threats associated with risky innovative endeavors (Simon & Houghton, 2003). These CEOs tend to underestimate the resources required to implement new initiatives (Malmendier & Tate, 2005) and engage in hasty and less comprehensive decision-making (Barnes, 1984; Chen et al., 2015), which might impede their ability to foster breakthrough innovations. Thus, a key question remains: How can firms harness the benefits of overconfident CEOs to promote breakthrough innovations?

To answer this question, we theorize that the board of directors is an essential mechanism. Specifically, we draw from the literature on corporate boards that suggests that directors' expertise is critical for boards to effectively contribute to strategic decision-making in firms (Hambrick et al., 2015; Haynes & Hillman, 2010; Hillman & Dalziel, 2003; McDonald et al., 2008). Building on these insights, we argue that boards possessing expertise with breakthrough innovations—gained through their diverse experiences at firms that previously conducted breakthrough innovations—are better able to contribute to and guide the strategic decision-making of overconfident CEOs, thus increasing the likelihood of creating breakthrough innovations. Due to their broad range of experiences, such boards have greater exposure to heterogeneous, relevant knowledge that enables them to better understand and cope with novel, ill-structured, and complex challenges (Genin et al., 2023; Golden & Zajac, 2001; Haynes & Hillman, 2010) and hence, to contribute to the CEO's breakthrough innovation endeavors. However, prior research indicates that overconfident CEOs tend to be heavily convinced of their opinions and exclude others from their decision-making (Chen et al., 2015). We thus further theorize that firms benefit most from overconfident CEOs with regard to breakthrough innovation when boards not only possess the expertise to advise but also the power to influence the CEO's decision-making (Finkelstein et al., 2009; Pearce & Zahra, 1991).

We examine these hypotheses in a sample of US publicly listed firms within the S&P 1500 that operate in high-tech industries as prior research has shown that breakthrough innovations are especially important in these dynamic environments (Phene et al., 2006). We find empirical support for our predictions as the relationship between CEO overconfidence and breakthrough innovations is strongest in firms with high board expertise and power, resulting in a 113% increase in breakthrough innovations relative to the sample mean. Interestingly, firms with overconfident CEOs guided by powerful boards lacking expertise achieve fewer breakthrough innovations as compared to firms in which both board expertise and power are low.

Our study contributes to current research in the following ways. First, we extend prior research on CEO overconfidence and innovation (Galasso & Simcoe, 2011; Hirshleifer et al., 2012) by integrating insights from the literature on corporate boards to identify crucial board characteristics that enable firms to harness the benefits of such CEOs in the context of breakthrough innovations. More broadly, we thereby shift the focus from studying how CEO overconfidence affects innovation outcomes toward studying ways to effectively manage such an influential CEO personality through relevant governance mechanisms. While prior research



has shown that overconfident CEOs are inclined to promote innovation in general (e.g., Galasso & Simcoe, 2011), we theorize and empirically demonstrate that the presence of powerful, expert boards is a crucial condition for achieving breakthrough innovations. In doing so, our work also answers calls in the literature on CEO overconfidence to examine governance mechanisms that help firms benefit from the risky endeavors pursued by overconfident CEOs (Simon & Houghton, 2003; Smith et al., 2018).

Second, this study contributes to the growing stream of governance research examining the interplay between board expertise and power (Golden & Zajac, 2001; Hambrick et al., 2015; Haynes & Hillman, 2010). This literature generally shows that boards possessing both expertise and power have the greatest influence on firm outcomes (Golden & Zajac, 2001). Building on this literature, within the context of breakthrough innovations, we theorize and find that boards require both expertise and power in order to provide the greatest benefit from CEO overconfidence. However, by examining the interaction between CEO overconfidence, board expertise, and power, we also consider those instances in which boards lack either expertise, power, or both. Specifically, we find the lack of expertise to be particularly harmful when boards are powerful, which, interestingly, represents the most detrimental condition for the CEO overconfidence-breakthrough innovation relationship. In doing so, we advance research on board expertise and power by underscoring the fact that lacking either or both may have detrimental effects on firm outcomes.

Finally, our study contributes to the stream of research that seeks to identify the determinants of breakthrough innovation (Phene et al., 2006; Randle & Pisano, 2021; Srivastava & Gnyawali, 2011) by suggesting that overconfident CEOs may be an important driver—if they are complemented by boards that have both expertise and power. While CEO characteristics are recognized as important factors leading to breakthrough innovations (Eggers & Kaplan, 2009), our research suggests that this is only part of the theoretical story. In particular, given their importance in developing or sustaining a competitive advantage, both CEOs and their boards may focus their efforts on exploring such novel opportunities (Genin et al., 2023; Tuggle et al., 2010). It is the interplay between these two that may determine whether breakthrough innovations occur. As such, our work adds to the broader understanding of the role of strategic leadership in cultivating and producing breakthrough innovations.

2 | THEORETICAL BACKGROUND AND HYPOTHESES

2.1 | CEO overconfidence

Upper echelon theory posits that individual differences influence how executives perceive and interpret situations and thus affect their strategic decision-making processes (Hambrick, 2007; Hambrick & Mason, 1984). As Hambrick (2007, p. 334) states, “if we want to understand why organizations do the things they do, or why they perform the way they do, we must consider the biases and dispositions of their most powerful actors—their top executives.” Building on this view, researchers have increasingly focused on CEO overconfidence (e.g., Chen et al., 2015; Heavey et al., 2022; Pavićević & Keil, 2021; Smith et al., 2018).

Overconfidence differs from related constructs, such as hubris and narcissism. While hubris refers to overconfidence with excessive pride (Hayward & Hambrick, 1997), prior research has often used overconfidence and hubris synonymously and applied similar measures to assess them (e.g., Chen et al., 2015; Hill et al., 2012; Smith et al., 2018). Specifically, the recent review

by Heavey et al. (2022, p. 1431) criticizes that the literature is characterized by an “unclear distinction” between these constructs and that hubris is “a nebulous construct” and “all too often used to describe the behavioral manifestations of confidence as distinct from a particular level of confidence” (Heavey et al., 2022, p. 1442). The authors conclude that “hubris can be best characterized as the outward manifestations of excessive confidence levels” (Heavey et al., 2022, p. 1142). We focus on overconfidence because our theorizing does not require the “pride” aspect of hubris (Hayward & Hambrick, 1997) and it seems to be the more precise construct (Heavey et al., 2022).

Overconfidence differs from narcissism, a personality trait that refers to an individual's inflated view of one's self that requires constant validation from others (Chatterjee & Hambrick, 2007). While both narcissistic and overconfident CEOs have a preference for risk-taking (Gerstner et al., 2013), they differ in that narcissistic CEOs require constant attention and praise to reinforce their self-view, whereas overconfident CEOs do not (Tang et al., 2018). Moreover, overconfidence differs from dispositional optimism, which refers to the generalized tendency to expect positive outcomes even when such expectations are not rationally justified (Hmielecki & Baron, 2009). Whereas overconfidence refers to an individual's overestimation of his or her own abilities, optimism refers to an individual's general expectation that future events will turn out well without regard to his or her own abilities (Hmielecki & Baron, 2009).

While the extent and nature of overconfidence vary considerably among individuals (Klayman et al., 1999), executives are particularly likely to exhibit overconfidence (Chen et al., 2015; Heavey et al., 2022). Furthermore, research suggests that overconfidence is a cognitive disposition that is largely stable over time (Chen et al., 2015; Hirshleifer et al., 2012; Schumacher et al., 2020). For instance, overconfident founders are more likely to start new ventures after experiencing failures suggesting that overconfidence persists among individuals despite negative experiences (Hayward et al., 2010). This cognitive disposition is distinct from “situation-specific confidence,” a construct that refers to CEOs' confidence with regard to a specific situation, for example, acquisition-related confidence (Gamache et al., 2019).

Prior research has shown that CEO overconfidence often results in negative consequences for firms, such as investment distortions (Malmendier & Tate, 2005), value-destroying M&As (Malmendier & Tate, 2008), higher acquisition premiums (Pavićević & Keil, 2021), unsuccessful pioneering products (Simon & Houghton, 2003), and management forecast errors (Chen et al., 2015). However, recent research suggests that overconfident CEOs may also provide benefits for firms, such as an increased propensity to innovate (Galasso & Simcoe, 2011; Hirshleifer et al., 2012; Tang et al., 2015). The focus has thus shifted toward considering both the positive and negative consequences of CEO overconfidence (Heavey et al., 2022; Smith et al., 2018).

2.2 | CEO overconfidence and breakthrough innovation

Breakthrough innovations represent a subset of innovations that replace existing technologies and thus serve as the basis for new technological paradigms (Ahuja & Lampert, 2001; Anderson & Tushman, 1990; Randle & Pisano, 2021). They allow firms to shape and create new markets leading to competitive advantage (Phene et al., 2006) and, in turn, long-term performance benefits (Hall et al., 2005). However, while innovation is by nature an uncertain endeavor, the creation of breakthrough innovations requires a departure from existing practices and knowledge to explore novel solutions (Benner & Tushman, 2003; Byun et al., 2021). The literature thus consistently demonstrates that pursuing breakthrough innovations poses several



challenges as they are typically associated with high costs and long-term resource commitments, delayed and uncertain returns, a large amount of risk and uncertainty, as well as high failure rates (Damanpour, 1996; Hill & Rothaermel, 2003; Simon & Houghton, 2003; Singh & Fleming, 2010). Given that decisions on R&D budgets and the prioritization of innovative projects typically fall within the purview of top executives (Custódio et al., 2019), studies have focused on how executives influence a firm's breakthrough innovation (Cho & Kim, 2017) or entry into radical new technological markets (Eggers & Kaplan, 2009).

Prior research on CEO overconfidence provides evidence that these CEOs perceive opportunities and the risks associated with them more favorably, resulting in increased R&D investments (Galasso & Simcoe, 2011; Hirshleifer et al., 2012) and innovation outcomes, including the number of patents and forward citations (Galasso & Simcoe, 2011; Hirshleifer et al., 2012; Tang et al., 2015). Moving beyond innovation in general, Simon and Houghton (2003) find that overconfident top managers tend to introduce risky, pioneering products that they find to be less successful than their incremental counterparts. While Simon and Houghton (2003) examine the distinction between pioneering and incremental product introductions, for instance, based on the extent to which products differed from competitive offerings or the distribution channels the manager planned to utilize, and others investigate innovation in general (Galasso & Simcoe, 2011; Hirshleifer et al., 2012; Tang et al., 2015), the focus of our study is on breakthrough innovations. They refer to the most valuable types of innovations (i.e., reflected in the top 1% of the most cited patents) as they form the basis for new technological paradigms and enable firms to shape the competitive landscape (Ahuja & Lampert, 2001; Phene et al., 2006). This small proportion of innovations is particularly important for the long-term performance of firms (Hall et al., 2005).

Building on prior research suggesting that overconfident CEOs are more inclined to engage in innovative behaviors in general, we propose that they may also foster breakthrough innovations for similar reasons. First, overconfident CEOs tend to overestimate their problem-solving abilities (Camerer & Lovallo, 1999) and the potential chances of success associated with risky initiatives (Hirshleifer et al., 2012). This misperception makes them more likely to engage in innovative endeavors (e.g., Tang et al., 2015) and may particularly spur initiatives to break away from existing knowledge and paradigms increasing the likelihood of pursuing breakthrough innovations (Benner & Tushman, 2003). Second, overconfident CEOs prefer difficult and challenging tasks as they tend to believe that they are in control and particularly adept at overcoming such challenges (Griffin & Tversky, 1992). This tendency may lead them to prefer departing from existing and proven practices, which is critical for breakthrough innovations. Third, overconfident CEOs are inclined to make decisions quickly, as they tend to overestimate the value of their own knowledge and feel less need to consider and discuss additional information (Chen et al., 2015). As a result, they are less likely to be discouraged by the potential risks associated with pursuing novel initiatives (e.g., technological feasibility) and, therefore, tend to evaluate them more favorably, which increases their inclination to pursue new opportunities.

While several of these misperceptions may promote innovation in general and breakthrough innovations in particular, the downsides of these misperceptions also may be particularly detrimental for achieving breakthrough innovations for several reasons. First, the tendency to prefer and search for difficult tasks (Camerer & Lovallo, 1999) makes overconfident CEOs prone to pursue breakthrough innovation endeavors. However, pursuing such types of innovations requires more attention than innovation in general due to their risky and challenging nature (Fleming, 2001; Singh & Fleming, 2010), which can result in cognitive overload and goal



conflicts if the CEOs simultaneously perceive multiple potential opportunities (Engelen et al., 2015).

Second, overconfident CEOs tend to overestimate their firms' resources (Malmendier & Tate, 2005; Schumacher et al., 2020) and make less comprehensive and more hasty resource commitments (Engelen et al., 2015; Pavicević & Keil, 2021; Simon & Houghton, 2003). This can result in resource conflicts and suboptimal resource allocation decisions (Malmendier & Tate, 2005; Van Zant & Moore, 2013), which reduce the probability of creating breakthrough innovations. Substantial long-term resource investments are typically more relevant for breakthrough innovations than for innovation in general (Benner & Tushman, 2003).

Finally, overconfident CEOs tend to be heavily convinced of their opinions and are thus likely to ignore relevant information from others that does not support their views (Chen et al., 2015). Ignoring such (potentially disconfirming) information undermines a CEO's ability to identify potential threats early on, make necessary adjustments, and consider more appropriate courses of action (Navis & Ozbek, 2016), which can be particularly harmful for breakthrough innovation. In part, these innovation efforts are inherently more uncertain than innovation in general and thus require constant incorporation of newly available information (Simon & Shrader, 2012). Overconfident CEOs tend to ignore such information and instead rely on "unreliable cues" (Simon & Houghton, 2003), which limits a firm's ability to pursue more promising initiatives that may lead to breakthrough innovations.

In summary, prior research indicates that overconfident CEOs offer both benefits and disadvantages when it comes to breakthrough innovation. While overconfident CEOs spur innovation in general (Galasso & Simcoe, 2011; Hirshleifer et al., 2012; Tang et al., 2015), in the context of breakthrough innovations, this research suggests that their higher inclination to innovate is canceled out by their misperceptions about potential challenges and threats. As such, rather than offering a hypothesis regarding the direct relationship between CEO overconfidence and breakthrough innovation, we propose that this relationship depends on the governance context in which the CEO operates. In the following section, we develop theory regarding the role of the corporate board in providing useful advice to the CEO and, thus, in contributing to the complex and novel decision-making processes associated with risky endeavors. Our theorizing suggests that firms may benefit from overconfident CEOs with regard to breakthrough innovation when the board is able to provide effective guidance.

2.3 | The moderating influence of corporate boards with expertise

A board's ability to monitor and provide advice serves as an important mechanism to influence risky and uncertain initiatives (Chang & Wu, 2021; Genin et al., 2023; Hambrick et al., 2015; Haynes & Hillman, 2010; Kor, 2006), such as breakthrough innovation. Prior research emphasizes that board expertise—reflecting directors' knowledge and understanding of a specific domain gained through their experiences—enhances the quality of board monitoring and advice provision (Carpenter & Westphal, 2001; Hillman & Dalziel, 2003; McDonald et al., 2008; Oehmichen et al., 2016). Expertise enables directors to better assess strategy-related issues. As Hambrick et al. (2015, p. 331) emphasize, "[a] director cannot begin to ask the right questions or to interpret the answers in complex matters unless he or she has the ability to comprehend the issue at hand." For example, prior research finds that directors' acquisition experience is positively associated with subsequent acquisition performance (Kroll et al., 2008; McDonald et al., 2008). In addition, board experiential diversity stemming from board members' different



educational, industrial, and organizational experiences has been shown to promote radical innovation (Genin et al., 2023).

Extending these findings, we propose that directors' heterogeneous expertise² with breakthrough innovations, gained through their experiences at other firms that previously conducted these innovations, improves the board's ability to contribute to the decision-making of overconfident CEOs and thus increases a firm's breakthrough innovations. Specifically, their involvement as directors at other boards engaged in breakthrough innovations enables them to observe the strategic decision-making process around such decisions and their consequences firsthand (Beckman & Haunschild, 2002; Carpenter & Westphal, 2001). To be clear, the board is typically not involved in operational matters, such as the technological specificities of individual innovations. Rather, the board is involved in strategic decisions around breakthrough innovations as it reviews and approves important strategic decisions, such as the allocation of enormous resource endowments and the evaluation of the firm's risk exposures (Haynes & Hillman, 2010; Kor, 2006), placing them in a position to critically influence breakthrough innovation.

Given that breakthrough innovations require departures from existing knowledge and practices (Benner & Tushman, 2003), boards with a broad range of experiences gained in multiple industries might be better able to cope with ill-defined, complex, or novel problem-solving situations (Golden & Zajac, 2001; Haynes & Hillman, 2010). Conversely, boards with homogenous knowledge and experiences possess limited ability to depart from industry norms as they tend to consider a smaller array of potential solutions (i.e., those favored by the overrepresented industry, see Haynes & Hillman, 2010). This notion is also supported when firms announce the appointment of directors with specialized expertise. For example, when Intel Corp.—a company whose “strategic intent is to lead in key technology inflections that are fundamentally changing computing and communications” (Intel Corporation, 2017)—announced two new director appointments, Intel Chairman Andy Bryant stated:

“We are very pleased to welcome two new, independent directors with the depth of leadership experience at innovative, global companies that both Mr. [Omar] Ishrak and Mr. [Gregory] Smith bring. [...] We look forward to their valuable contributions as Intel continues to transform itself for growth in emerging, adjacent market segments” (Intel Corporation, 2017).

The press release went on to note that Dr. Ishrak “has extensive experience identifying and developing emerging technologies” that derived from his positions in the medical technology industry (e.g., GE Healthcare). Similarly, Mr. Smith was suggested to bring expertise from identifying and investing “in start-ups that are developing emerging technologies and businesses in markets such as cybersecurity, AI and machine learning, and autonomous systems among others” within the aerospace industry (Boeing HorizonX) (Intel Corporation, 2017).³

Therefore, we propose that boards possessing heterogeneous expertise with breakthrough innovations influence the relationship between overconfident CEOs and breakthrough

²For brevity, we use the term “board expertise” to refer to boards possessing heterogeneous expertise with breakthrough innovations in the remainder of the manuscript unless otherwise stated.

³Online Appendix A presents two exemplary firms from our sample that have successfully produced breakthrough innovations, along with a list of their board members who possess breakthrough innovation experience and where they gained their experiences from.



innovation in several ways. First, due to their exposure to a wide variety of breakthrough innovation experiences in multiple industries, directors are better able to consider a more diverse set of options outside of firm-level norms (Golden & Zajac, 2001; Haynes & Hillman, 2010). Boards with this expertise are thus better able to understand and support the initiatives of overconfident CEOs to break away from existing knowledge and practices with their innovation endeavors. These board members have been exposed to breakthrough innovations at other firms in a variety of contexts providing them with the ability to envision potential opportunities associated with such endeavors. In particular, boards with breakthrough innovation expertise recognize the uncertainty around breakthrough innovation success and the required tolerance of potential (costly) mistakes (Byun et al., 2021), the lack of comprehensive information, and the long-term, resource-intensive investments needed (Anderson & Tushman, 1990; Hill & Rothaermel, 2003). Instead, boards without such expertise might fear the risks associated with these innovations, such as uncertain outcomes and unfavorable stock market reactions in the short term due to enormous innovation investments (Cohen et al., 2013). Thus, they are less likely to support breakthrough innovation endeavors pursued by overconfident CEOs and instead encourage them to focus on less risky initiatives to maximize short-term financial outcomes (Balsmeier et al., 2017).

Second, boards possessing expertise can help contribute to more comprehensive decision-making (Carpenter & Westphal, 2001; Haynes & Hillman, 2010), which can aid overconfident CEOs in achieving breakthrough innovations. Because they are exposed to a wider range of experiences and knowledge associated with breakthrough innovations, such boards are better able to ask questions and review resource allocation decisions (Hambrick et al., 2015; Meng & Tian, 2020; Tuggle et al., 2010) enabling them to debate and challenge the opinions of overconfident CEOs. These informed discussions between the board and CEO may help to prioritize opportunities and focus on pursuing the most promising ones, thereby helping the CEO to avoid goal and resource conflicts. Boards with expertise are thus better able to reduce the tendencies of overconfident CEOs to underestimate required resources (Malmendier & Tate, 2005; Schumacher et al., 2020). In comparison to boards lacking expertise, boards having the ability to advise contribute to more comprehensive resource allocation decisions, which increase the likelihood of overconfident CEOs creating breakthrough innovations.

Third, boards possessing a broader set of experiences with the creation of breakthrough innovations are better able to advise overconfident CEOs about potential threats that may emerge during the development of these risky projects. Prior research finds that overconfident CEOs tend to ignore new information that does not support their judgments (Chen et al., 2015) and proceed with risk-taking initiatives, resulting in failure more frequently (Simon & Houghton, 2003). Boards with expertise are better equipped to rectify these potential misperceptions by drawing the CEO's attention to new challenges and threats. Due to their diverse experiences with breakthrough innovations, such boards are better able to help overconfident CEOs find a wider array of strategic solutions (Genin et al., 2023; Golden & Zajac, 2001; Haynes & Hillman, 2010), which increases a firm's breakthrough innovations.

In developing our arguments for the moderating effect of board expertise on the CEO overconfidence-breakthrough innovation relationship, our theorizing focuses on CEOs who are overconfident. It is important to note, though, that for CEOs who lack overconfidence, we assume that other board characteristics and governance mechanisms may be necessary to stimulate breakthrough innovation because these CEOs are generally less inclined to innovate (Galasso & Simcoe, 2011). Their lower inclination toward innovation may result in identifying fewer opportunities and evaluating associated risks less favorably. Hence, CEOs lacking



overconfidence might need more inducements, such as incentive structures that offer tolerance for failures and learning (e.g., long-term compensation plans, job security, etc.), to encourage their engagement in breakthrough innovation endeavors in the first place (Manso, 2011; Tian & Wang, 2014). Without the CEO's inclination to pursue novel endeavors, the support and advice of boards possessing expertise (e.g., helping the CEO prioritize the most promising innovations and allocate resources accordingly) is not sufficient to spur breakthrough innovations. Conversely, overconfident CEOs inherently possess the inclination to innovate but benefit from board expertise to help guide their decision-making.

In summary, boards with diverse expertise relating to breakthrough innovations play a critical role in both supporting the inclinations of overconfident CEOs toward pursuing breakthrough innovations and correcting potential misperceptions held by these CEOs. Building on these arguments, we propose that firms are more likely to reap the benefits of having overconfident CEOs if their boards possess the relevant expertise to effectively guide them:

Hypothesis (H1). *Board expertise moderates the relationship between CEO overconfidence and breakthrough innovation, such that the relationship is more positive for boards with more heterogeneous breakthrough innovation expertise.*

2.4 | The moderating influence of corporate boards with expertise and power

Given that overconfident CEOs tend to be heavily convinced of their opinions and ignore or even counter feedback from others (Chen et al., 2015), they may also disregard advice from boards with expertise. Thus, the conditions under which board advice is actually considered by overconfident CEOs are important to examine. Related to this, corporate governance research finds that a board is more likely to influence firm strategy when it is powerful relative to the CEO (Golden & Zajac, 2001; Zajac & Westphal, 1996b). Specifically, board relative power is the ability of boards to influence and constrain the decision-making of CEOs by blocking or even sanctioning their actions (Finkelstein et al., 2009; Pearce & Zahra, 1991).

Drawing on insights from the governance literature, we argue that the relationship between overconfident CEOs and breakthrough innovation is most positive when boards have both expertise and power for several reasons. First, while boards with expertise possess the ability to support overconfident CEOs' inclination to pursue breakthrough initiatives, we further propose that overconfident CEOs are most likely to consider the advice from boards with expertise if they are confronted with powerful boards. Specifically, we theorized that for overconfident CEOs pursuing breakthrough innovations, the advice of expert boards is critical to helping prioritize opportunities and improve resource allocation decisions. If overconfident CEOs face powerful boards that are in a strong position to demand justifications and explanations for risky and resource-intensive initiatives (Finkelstein et al., 2009), they are more likely to heed the advice of their board members regarding resource allocation decisions. In other words, if overconfident CEOs fail to convince expert board members of their investment proposals envisioned to lead to desired breakthrough innovations and neglect to incorporate their useful advice into their decisions, powerful boards are able to block CEOs' decisions and thus, constrain their discretion to engage in risk-taking initiatives (Finkelstein et al., 2009; Pearce & Zahra, 1991). Consequently, boards possessing both expertise and power relative to the CEO are able to significantly guide resource allocation decisions (Haynes & Hillman, 2010) increasing the likelihood of producing breakthrough innovations.



Second, powerful boards with expertise are in a strong position to draw the overconfident CEO's attention to potential threats associated with pursuing breakthrough innovations. Given that overconfident CEOs tend to be strongly convinced of their opinions and are likely to disregard disconfirming feedback (Chen et al., 2015), board power is necessary to ensure that overconfident CEOs truly consider the potential problems and alternative paths highlighted by their expert board members. Thus, when confronted with powerful boards able to leverage their expertise, overconfident CEOs are less likely to ignore threats and unsuccessful developments enabling them to make necessary adjustments early on, thereby increasing the probability of creating breakthrough innovations.

To deepen our theorizing about the moderating role of having both board expertise and power for the CEO overconfidence-breakthrough innovation relationship, we contrast different scenarios in which boards are lacking either or both of these characteristics. We start by considering expert boards lacking power to propose that overconfident CEOs are less likely to consider the advice of such boards in their decision-making. While these boards have the knowledge and experience to assist the initiatives of overconfident CEOs to pursue breakthrough innovations, they lack the power to rectify any misperceptions, for instance, through requesting formal justifications for resource budgets or suggesting corrective actions. Given that overconfident CEOs tend to ignore such valuable advice from board members who lack power, board expertise does not automatically translate into improved decision-making by the CEO. As a consequence, overconfident CEOs governed by expert boards without power are less likely to achieve breakthrough innovations as compared to a governance context in which expert boards also possess the power to influence the CEO.

While expert boards without power are less effective when guiding overconfident CEOs in their strategic decision-making associated with breakthrough innovations as compared to boards possessing both, powerful boards without expertise might even have detrimental effects. This is because they are less likely to envision the opportunities and rather fear the threats and short-term financial consequences associated with pursuing risky innovations (Balsmeier et al., 2017) and are also in a strong position to suppress potentially promising endeavors initiated by overconfident CEOs. Given that powerful boards are able to sanction their CEOs (Finkelstein et al., 2009), overconfident CEOs might conform to the board's preferences and pursue less risky initiatives (Manso, 2011). Moreover, powerful boards without expertise might not only constrain such initiatives overall but also provide limited or even misleading advice to overconfident CEOs. In contrast to a governance context in which the board possesses not only power but also expertise, overconfident CEOs are therefore less likely to achieve breakthrough innovation if they are confronted with powerful boards lacking expertise.

Finally, while boards without expertise or power lack the knowledge and experience to provide valuable advice necessary to support breakthrough innovation initiatives, they are also limited in their ability to constrain or block such endeavors. Therefore, such boards can neither constrain overconfident CEOs inclined to innovate nor contribute to more comprehensive decision-making by rectifying their misperceptions. Compared to a governance context in which boards possess both expertise and power, overconfident CEOs are therefore less likely to achieve breakthrough innovation if boards lack both of these characteristics.

Again, as discussed above, CEOs who lack overconfidence are less likely to take the risks necessary to develop breakthrough innovations in the first place. Their lower propensity to innovate (Galasso & Simcoe, 2011) is unlikely to be spurred by boards with the relevant expertise and the necessary power to effectively guide their decision-making; rather, other governance mechanisms (e.g., incentive schemes and job security) might be needed to increase their



willingness to take risks (e.g., Manso, 2011). In summary, we propose that the relationship between overconfident CEOs and breakthrough innovation is most positive when boards have both expertise and power.

Hypothesis (H2). *There is a three-way interactive relationship between CEO overconfidence, board expertise, and board power on breakthrough innovation. The effect of CEO overconfidence on breakthrough innovation is most positive at high levels of both heterogeneous board expertise with breakthrough innovation and board power.*

3 | METHODS

3.1 | Sample and data

Prior research has shown that breakthrough innovations are crucial in technology-intensive industries due to their dynamic nature (Phene et al., 2006; Srivastava & Gnyawali, 2011) and that the CEOs' decision-making about innovation is particularly important in these industries (Eggers & Kaplan, 2009; Tang et al., 2015). We thus tested our hypotheses on a sample of US publicly listed firms from the *S&P 1500* index that operate in high-tech industries. In line with prior research (Tang et al., 2015), we included firms that operate in the following three-digit SIC industries: drugs (283), computers and office equipment (357), communication equipment (366), electronic components and accessories (367), telephone communications (481), and computer and data processing services (737). In addition, we included aerospace and aircraft (372, 376) as well as medical and electronical instruments (382, 384) as they have been defined as high-tech sectors by the Organization for Economic Cooperation and Development (OECD, 2011).

First, we identified CEOs of firms listed in the ExecuComp database and then merged data from various sources. We included financial and accounting information for these firms from the Compustat database and board data from BoardEx and Institutional Shareholder Services. Data for institutional ownership were retrieved from Thompson Reuters Institutional Holdings. In the next step, we matched patent data from the National Bureau of Economic Research (NBER) to construct our dependent variable, *breakthrough innovation*.⁴ Given that NBER data are available until 2006, our sample covers the time period from 1995 until 2006. Following related studies (Atanassov, 2015; Hirshleifer et al., 2012), we include all firms in the sample that operate in the same (three-digit SIC) industries as the firms that are listed in the NBER database and assigned zero patents to those firms that have no patents. Our sample is thus not restricted to firms that have patents, which helps to alleviate sample selection concerns (Atanassov, 2015).⁵ After deleting firms with missing data, the final sample consists of 1612 firm-year observations stemming from 331 firms between 1995 and 2006.

⁴While this manuscript was going through the review process, we became aware of the patent data provided by Kogan et al. (2017). As we describe in the supplemental analysis section, we ran additional analyses using these data and find support for our main finding (H2).

⁵As a robustness check, we reran our models based on a sample with no missing patent values (only firms with patents included in the NBER database) and find robust results.



3.2 | Variables

3.2.1 | Dependent variable

To capture a firm's ability to generate breakthrough innovation, we measured the number of a firm's breakthrough innovations in relation to the firm's overall innovation output. In line with prior research, we use the number of forward citations a patent receives to detect top-cited patents, that is, breakthrough innovations (Ahuja & Lampert, 2001; Cho & Kim, 2017; Phene et al., 2006; Srivastava & Gnyawali, 2011). Previous findings have shown that forward citations are highly associated with the technological importance of the patent (Trajtenberg, 1990) and market value (Hall et al., 2005). Given that forward citations vary across technological classes and are influenced by the duration after a patent is granted, we followed the recommendation provided by Hall et al. (2001) and divided the number of a patent's forward citations by the mean value of forward citations based on all patents in the same application year and technological subcategory. This fixed-effects approach allows for the removal of year effects and thus the potential issue of truncation (Srivastava & Gnyawali, 2011). In line with prior studies, we classified the top 1% of cited patents as breakthrough innovations (e.g., Ahuja & Lampert, 2001; Phene et al., 2006).⁶ We then divided the number of top-cited patents by the total number of patents of a firm in a given year to capture the firm's increase in the number of breakthrough innovations in relation to its overall patenting activities. Breakthrough innovation is measured at $t + 1$, while the predictor and control variables were measured at t to account for a time lag between CEO decisions and innovation.

3.2.2 | Independent and moderator variables

CEO overconfidence

Following prior studies (e.g., Campbell et al., 2011; Chen et al., 2015; Galasso & Simcoe, 2011; Hirshleifer et al., 2012), we used an option-based measure of CEO overconfidence to test our predictions. This stock option-based measure by Malmendier and Tate (2005) classifies CEOs who persistently postpone exercising in-the-money stock options as overconfident with respect to evaluating firm prospects. The underlying assumption is that risk-averse CEOs should exercise their stock options when the stock price has reached a rational benchmark (and the option is "in the money") to minimize their shareholdings and to avoid overexposure to the firms' idiosyncratic risks (Malmendier & Tate, 2005).⁷

We used ExecuComp data to compute the average stock option moneyness of the CEO's portfolio as follows (Campbell et al., 2011; Hirshleifer et al., 2012). First, we calculated the average realizable value per option as the total realizable value of the exercisable options divided by the number of exercisable options held by the CEO. Then, we computed the average exercise price of the options as the fiscal year-end stock price minus the average realizable value per option. To assess the average moneyness of the options, we divided the average realizable value per option by the estimated average exercise price. Following prior research (Hirshleifer

⁶In a series of post hoc robustness checks, we conducted our analyses using the top 2, 3, and 5% of cited patents (e.g., Phene et al., 2006; Srivastava & Gnyawali, 2011) and the results remain robust.

⁷This measure has been validated by Kaplan et al. (2020) who show that it is significantly related to several specific characteristics that prior literature in psychology has found to be related to overconfidence.



et al., 2012; Malmendier & Tate, 2005), we created an indicator variable for overconfidence taking on a value of “1” for CEOs who do not exercise their exercisable options although they are at least 67% in the money (i.e., the stock price was larger than the exercise price by more than 67%) and “0” otherwise.⁸ We required CEOs to exhibit this option-holding behavior at least twice during the sample period and treated CEOs that were identified as overconfident so for the rest of the sample period (Chen et al., 2015; Hirshleifer et al., 2012).

Board expertise with breakthrough innovations

It is well documented that board members acquire knowledge and experience through their interconnections with other firms (Beckman & Haunschild, 2002; Carpenter & Westphal, 2001; Kroll et al., 2008; Zajac & Westphal, 1996a). To capture the directors' expertise with breakthrough innovations we utilize their board appointments at other firms that have successfully produced breakthrough innovations during the period when the focal director served on their boards. Specifically, we ensured that the director was appointed to the other firms' boards at least 1 year prior to the development of their breakthrough innovations and remained on the board for the subsequent year. Our analysis of director interlocks includes firms from multiple industries, categorized based on three-digit SIC codes, that had breakthrough innovations over a five-year period from $t - 4$ to t (Kroll et al., 2008).⁹ To measure the heterogeneity of these inter-organizational linkages, we employed the Blau (1977) heterogeneity index (Haynes & Hillman, 2010; Zhu & Shen, 2016). The index is calculated as $1 - \sum p_i^2$, where p_i represents the proportion of interlocks within the i th three-digit SIC code category. It is important to note that multiple interlocks within the same three-digit SIC industry are aggregated to ensure that the Blau index is computed based on 10 distinct industry categories. This approach is more conservative than simply considering the number of firms a focal firm has interlocks with since it avoids artificially inflating the diversity of experiences by counting interlocks within the same industry. Consequently, higher values of the index indicate that the board possesses a more diverse set of experiences and knowledge related to breakthrough innovations, thereby reflecting a higher level of *board expertise*.

Board power

Board power may stem from multiple sources, including structural or ownership power (e.g., Finkelstein et al., 2009; Zajac & Westphal, 1996a). To assess the power of the board relative to the CEO, we adopted a well-established approach in prior research by constructing a board power index comprising four widely recognized indicators (Finkelstein et al., 2009; Westphal & Zajac, 1995; Zajac & Westphal, 1996a, 1996b): *board independence* (measured as the ratio of outside directors to the total number of directors), *CEO non-duality* (measured as a binary variable which was coded as one if the CEO did not serve as the chairman of the board and zero otherwise), *relative CEO-board tenure* (measured as the average board tenure of the directors divided by the CEO's tenure) and *relative CEO-board ownership* (measured as the ratio of outside directors' to CEO stock ownership). We used the sum of the standard scores of these variables to create the index of *board power*.

⁸In supplemental analyses, we used a 100% in the money threshold as an alternative (e.g., Chen et al., 2015; Gamache et al., 2019) and our results remained robust.

⁹We were careful to examine different specifications of this variable using a time frame of 4 years (Oehmichen et al., 2016) as well as two-digit and four-digit SIC codes to define industries and to capture industry board interlocks. The results remained robust.



Control variables

At the firm-level, we accounted for the influence of the firm's *prior breakthrough innovation*, which is measured as the mean of breakthrough innovation created by the firm in the 5 years prior to the firm's entry into the sample (Phene et al., 2006).¹⁰ We controlled for firm performance, which was captured as the firm's return on assets (ROA) and market-to-book value (MTB). We controlled for *firm size* (the logarithm of the number of employees), firm age (in years), and *R&D intensity* (the ratio of current assets to current liabilities). To control for resource availability or slack, we included *unabsorbed slack* (the ratio of current assets to current liabilities) and the *debt-to-equity* ratio. To control for the influence of institutional investors, we included *institutional ownership* (measured as the percentage of blockholders owning at least 5% of a firm's stock). At the board-level, we controlled for *board size* (number of directors) and the proportion of *new directors appointed under the CEO* (i.e., during the CEO's tenure). At the CEO-level, we control for *CEO age* (in years), *CEO compensation*, and *CEO gender*. Finally, we included year and industry fixed effects.

3.3 | Analysis

Given that our dependent variable *breakthrough innovation* is a ratio defined to lie strictly between 0 and 1, we applied fractional regression for panel data with a probit link function and robust standard errors (clustered at the firm level) using the generalized linear models command (i.e., `-glm-`) with a binary distribution for the dependent variable, a probit link function, and robust standard errors as recommended by Papke and Wooldridge (1996) in Stata 16 (Stata command: "`glm y x1 x2 ... xk, fam(bin) link(probit) vce(robust)`"). When imposing a functional form for the conditional mean of the fractional outcome: $E(y|X) = G(X\beta)$ where X is a vector of regressors and β contains the corresponding parameters, the nonlinear function $G(\cdot)$ ensures that predictions lie inside the natural bounds of our fractional outcome [0, 1] (Papke & Wooldridge, 1996). This has the benefit of (a) circumventing transformations such as log-odds and log transformations, which are problematic when the dependent variable includes zero values, or (b) applying tobit models appropriate only for censored data, whereas fractional outcomes are certainly not censored but instead defined only over the interval [0, 1] (Villadsen & Wulff, 2021; Wulff, 2019). As a robustness check, we ran additional regression models using different estimators which we describe in the supplemental analysis section.

In addition, variables were standardized prior to the creation of the interaction terms to reduce the potential problem of multicollinearity (Aiken & West, 2001). All independent variables and control variables are lagged by 1 year to account for a time lag between CEO decisions and our dependent variable.

4 | RESULTS

4.1 | Main results

Table 1 presents descriptive statistics and correlations. Prior to the main analysis, we checked the variance inflation factor values, which ranged from 1.06 to 3.89, and together with an

¹⁰Our results remain robust if we exclude this control variable from the analyses.



TABLE 1 Descriptive statistics.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1 Breakthrough innovation	0.04	0.15																		
2 CEO overconfidence	0.69	0.46	0.01																	
3 CEO age	53.70	8.39	0.02	0.06																
4 CEO change	0.08	0.27	0.03	-0.08	-0.05															
5 CEO compensation	6.27	18.97	0.03	0.01	-0.03	0.06														
6 CEO gender	0.02	0.14	-0.01	-0.01	-0.05	-0.01	0.01													
7 Board size	7.92	2.65	0.09	-0.07	0.16	0.10	0.10	0.02												
8 Board power	-0.08	0.51	0.09	-0.12	-0.26	0.12	0.02	0.08	0.16											
9 Board expertise	0.25	0.29	0.13	-0.03	0.02	0.01	0.16	0.01	0.34	0.18										
10 New directors under the CEO	0.36	0.28	0.01	0.10	0.09	-0.09	0.04	0.08	0.01	-0.07	0.16									
11 ROA	0.02	0.25	0.01	0.11	0.04	-0.01	0.05	-0.01	0.01	-0.07	0.06	-0.05								
12 MTB	2.89	4.11	0.02	0.09	-0.07	-0.02	0.07	0.02	-0.11	-0.10	-0.03	-0.03	0.07							
13 Firm size	1.55	1.21	0.12	-0.05	0.16	0.02	0.21	-0.04	0.54	0.05	0.46	0.14	0.14	-0.10						
14 Firm age	33.28	29.48	0.04	-0.06	0.21	0.06	0.05	-0.04	0.45	0.06	0.27	-0.00	0.10	-0.14	0.54					
15 R&D intensity	0.08	0.07	-0.01	-0.06	-0.10	0.03	-0.02	-0.00	-0.11	0.14	0.03	0.04	-0.29	0.03	-0.28	-0.16				
16 Unabsorbed slack	3.80	3.60	-0.02	0.09	-0.09	-0.04	-0.05	0.15	-0.25	-0.08	-0.24	-0.09	-0.02	0.11	-0.40	-0.22	0.05			
17 Debt-to-equity ratio	0.25	1.19	0.01	0.03	0.03	0.04	0.00	-0.05	0.12	0.00	-0.01	0.05	-0.16	-0.06	0.12	0.10	-0.11	-0.08	-0.08	0.03
18 Institutional ownership	0.17	0.13	-0.03	0.05	-0.06	-0.02	-0.09	0.00	-0.16	0.04	-0.13	-0.03	0.03	-0.12	-0.25	-0.13	0.01	0.08	0.03	0.03
19 Prior breakthrough innovation	0.02	0.06	0.13	0.01	-0.06	-0.00	0.03	0.16	0.00	0.11	0.05	0.06	-0.05	0.06	-0.04	-0.08	0.03	0.01	0.04	

Note: N = 1612.

examination of the pairwise correlations in Table 1 suggests that multicollinearity is not a concern in this study.

The fractional regression results of CEO overconfidence on breakthrough innovation are presented in Table 2. Our baseline results are shown in Model 1 which includes only control variables and in Model 2 which adds the direct effect of CEO overconfidence on breakthrough innovation. The results show no meaningful direct effect of CEO overconfidence on breakthrough innovation (Model 2 in Table 2: $\beta = .110$, $p = .257$). To test our predictions, we then included the two-way interaction term of CEO overconfidence and board expertise on breakthrough innovation in Model 3 and added the three-way interaction term of CEO overconfidence, board expertise, and board power on breakthrough innovation in Model 5 (Model 4 presents the two-way interaction of CEO overconfidence and board power).

Hypothesis H1 proposed that the relationship between overconfident CEOs and breakthrough innovation is more positive for firms with boards that possess more heterogeneous expertise with breakthrough innovation. Given our sample, the results in Model 3 show that board expertise positively moderates the relationship between CEO overconfidence and breakthrough innovation with a coefficient of $\beta = .208$ and a p -value of .027. Figure 1 illustrates the interaction effect. While the two slopes are meaningfully different from each other ($p = .022$), aiding the interpretation of our results, the point estimate of 0.13 (low expertise, high overconfidence) is meaningfully different ($p = .003$) from 0.18 (high expertise, high overconfidence).

To provide a more nuanced interpretation of the results, we examined the marginal effects (Busenbark, Graffin, et al., 2022; Villadsen & Wulff, 2021; Wulff, 2015; Wulff, 2019). Specifically, the estimated average marginal effect implies that holding other variables at their observed values, a one standard deviation increase in board expertise (0.29 in the Blau index of heterogeneity) is associated with a 0.021 ($p = .023$) increase in the influence of overconfident CEOs on the proportion of breakthrough innovations. Given that the sample mean of breakthrough innovation is 0.039 (i.e., on average 3.9 out of 100 patents are breakthrough innovations), this translates into a 54% (0.021/0.039) increase in the proportion of breakthrough innovations for overconfident CEOs governed by corporate boards with high expertise. Thus, firms with overconfident CEOs and expert boards on average achieve 6.0 breakthrough innovations instead of the mean 3.9 breakthrough innovations per 100 patents granted. Together, this supports Hypothesis H1.

Hypothesis H2 proposed a three-way interactive relationship between CEO overconfidence, board expertise, and board power, such that the relationship between CEO overconfidence and breakthrough innovation is most positive when both board expertise and power are high. In line with this prediction, we find a positive three-way interaction of CEO overconfidence, board expertise, and board power on breakthrough innovation (Model 5 in Table 2: $\beta = .350$, $p = .000$). In addition, we used split samples for board power (above and below its median value) and tested two-way interactions between CEO overconfidence and board expertise in the two resulting subsamples. The results show that for our sample firms the interaction between CEO overconfidence and board expertise is only meaningfully different from zero ($\beta = .473$, $p = .000$) in the subsample of firms having high board power. In contrast, the relationship is not meaningfully different from zero ($\beta = -.150$, $p = .263$) in the subsample of low board power firms (see Appendix B for detailed results). To better interpret this complex relationship, we plotted the interaction in Figure 2 using a cut-off of one standard deviation above and below the mean for the main predictor variables (Aiken & West, 2001; Dawson, 2014).



As shown in Figure 2, the relationship between CEO overconfidence and breakthrough innovation is most positive when both the expertise and the power of boards are high (slope 1). In line with recent studies that examine three-way interactions (Burgers & Covin, 2016; Zona et al., 2018), we followed the recommendation by Dawson and Richter (2006) and conducted slope difference tests to further analyze the interaction and tested values one standard deviation above and below the mean (Dawson, 2014; Dawson & Richter, 2006). The slope difference test shows that lines 1 and 2 are meaningfully different from each other ($p = .000$), indicating that the relationship between CEO overconfidence and breakthrough innovation is stronger when boards possess both high expertise and high power (slope 1) as compared to boards that have high expertise but only low power (slope 2). Moreover, we find that lines 1 and 3 are meaningfully different from each other ($p = .000$), indicating that the relationship between CEO overconfidence and breakthrough innovation is stronger when boards possess both high expertise and high power (slope 1) as compared to boards which have high power but only low expertise (slope 3). Finally, the slope difference test shows that lines 1 and 4 are meaningfully different from each other ($p = .028$), indicating that the relationship between CEO overconfidence and breakthrough innovation is stronger when boards possess both high expertise and high board power (slope 1) as compared to boards which have low expertise and low power (slope 4).

Further aiding the interpretation of our results, the point estimates for high CEO overconfidence in the different contexts—for example, when both board expertise and power are high as compared to boards with high power but low expertise—are meaningfully different from each (p -value = .001 for slope 1 vs. 2; p -value = .000 for slope 1 vs. 3; p -value = .007 for slope 1 vs. 4). Instead, the point estimates for CEOs who lack overconfidence are not meaningfully different from each other in the different contexts. Estimated average marginal effects of CEO overconfidence on breakthrough innovation over values of board power and board expertise imply a 0.044 increase ($p = .000$) in the influence of overconfident CEOs on the proportion of breakthrough innovations when both expertise and power are one standard deviation above the mean. This translates into a 113% ($0.044/0.039$) increase in the influence of overconfident CEOs on the proportion of breakthrough innovations if they are governed by corporate boards with high expertise and power, resulting in 8.3 breakthrough innovations per 100 patents. In contrast, further evaluating the marginal effects of other contexts, such as boards having high power, but low levels of expertise illuminates a 0.029 (74%) meaningful decrease ($p = .034$) in the effect of overconfident CEOs on the proportion of breakthrough innovations, resulting in only 1.0 breakthrough innovations per 100 patents. In sum, overconfident CEOs achieve roughly eight times more breakthrough innovations per 100 patents if they are governed by the most conducive boards, those having high levels of expertise and power, compared to the most detrimental boards having high power over CEOs but lacking the expertise to effectively guide them. Together, this yields support for Hypothesis H2.

Another interesting finding worth highlighting is that the relationship between CEO overconfidence and breakthrough innovation is meaningfully weaker (slope difference test: $p = .053$) when boards have high power but low expertise (slope 3) as compared to boards with low expertise and power (slope 4). While powerful boards that have low expertise are detrimental for overconfident CEOs achieving breakthrough innovations, boards that have low levels of both expertise and power have no meaningful impact on the CEO overconfidence-breakthrough innovation relationship. This finding indicates that powerful boards with low expertise are the most detrimental combination for overconfident CEOs pursuing breakthrough innovations. All other scenarios are not meaningfully different from each other. A summary of these findings is also presented in Table 3.



TABLE 2 Fractional regression results of CEO overconfidence on breakthrough innovation.

DV: Breakthrough innovation	(1)	(2)	(3)	(4)	(5)
ROA	-0.029 (0.025) [.240]	-0.034 (0.025) [.176]	-0.030 (0.023) [.196]	-0.032 (0.025) [.187]	-0.027 (0.022) [.235]
Firm size	0.245 (0.067) [.000]	0.247 (0.066) [.000]	0.251 (0.066) [.000]	0.249 (0.066) [.000]	0.268 (0.066) [.000]
MTB	0.083 (0.032) [.010]	0.084 (0.032) [.009]	0.082 (0.033) [.014]	0.082 (0.033) [.013]	0.086 (0.034) [.011]
Firm age	-0.100 (0.058) [.088]	-0.097 (0.058) [.096]	-0.093 (0.056) [.095]	-0.096 (0.058) [.099]	-0.095 (0.055) [.085]
R&D intensity	0.027 (0.046) [.553]	0.028 (0.047) [.548]	0.029 (0.045) [.517]	0.031 (0.046) [.497]	0.038 (0.044) [.390]
Unabsorbed slack	0.062 (0.041) [.127]	0.061 (0.040) [.128]	0.068 (0.041) [.102]	0.062 (0.040) [.122]	(0.039) [.100] 0.046
Debt-to-equity ratio	0.034 (0.025) [.173]	0.035 (0.026) [.175]	0.039 (0.024) [.108]	0.035 (0.025) [.174]	0.046 (0.026) [.074]
Institutional ownership	-0.002 (0.054) [.971]	-0.006 (0.053) [.916]	0.001 (0.053) [.986]	-0.003 (0.052) [.955]	0.015 (0.053) [.783]
Prior breakthrough innovation	0.157 (0.044) [.000]	0.157 (0.043) [.000]	0.156 (0.044) [.000]	0.160 (0.043) [.000]	0.150 (0.042) [.000]
Board size	0.057 (0.060) [.340]	0.060 (0.060) [.316]	0.058 (0.059) [.327]	0.057 (0.060) [.337]	0.056 (0.059) [.340]
Board expertise	0.113 (0.051) [.027]	0.109 (0.051) [.032]	-0.035 (0.081) [.670]	0.106 (0.051) [.037]	-0.003 (0.080) [.970]
Board power	0.074 (0.052) [.151]	0.078 (0.052) [.134]	0.067 (0.050) [.177]	0.030 (0.072) [.675]	0.008 (0.067) [.901]
New directors under the CEO	-0.048 (0.050) [.333]	-0.059 (0.050) [.240]	-0.070 (0.050) [.158]	-0.060 (0.050) [.232]	-0.051 (0.050) [.306]
CEO age	0.028 (0.047) [.552]	0.024 (0.047) [.614]	0.016 (0.047) [.732]	0.024 (0.047) [.608]	0.011 (0.047) [.823]



TABLE 2 (Continued)

DV: Breakthrough innovation	(1)	(2)	(3)	(4)	(5)
CEO change	0.032 (0.041) [.444]	0.036 (0.041) [.376]	0.032 (0.041) [.434]	0.035 (0.042) [.396]	0.028 (0.041) [.492]
CEO compensation	0.004 (0.026) [.884]	0.004 (0.026) [.892]	0.006 (0.025) [.803]	0.006 (0.026) [.808]	0.012 (0.025) [.633]
CEO gender	-0.029 (0.058) [.619]	-0.025 (0.055) [.644]	-0.021 (0.055) [.696]	-0.024 (0.054) [.652]	-0.024 (0.056) [.662]
CEO overconfidence		0.110 (0.097) [.257]	0.057 (0.096) [.552]	0.086 (0.096) [.368]	-0.022 (0.096) [.818]
CEO overconfidence × board expertise			0.208 (0.094) [.027]		0.159 (0.097) [.099]
CEO overconfidence × board power				0.086 (0.088) [.332]	0.029 (0.082) [.722]
Board expertise × board power					-0.142 (0.064) [.026]
CEO overconfidence × board expertise × board power					0.350 (0.084) [.000]
Constant	-1.748 (0.135) [.000]	-1.807 (0.144) [.000]	-1.756 (0.145) [.000]	-1.786 (0.142) [.000]	-1.737 (0.145) [.000]
Year and Industry fixed effects	YES	YES	YES	YES	YES
Observations	1612	1612	1612	1612	1612
Number of firms	331	331	331	331	331
Log-likelihood	-203.078	-202.797	-201.698	-202.593	-198.274

Note: Robust standard errors clustered at the firm-level are reported in parentheses and exact *p*-values are reported in square brackets.

4.2 | Supplemental analysis

To scrutinize the robustness of our results, we reran our models using generalized estimating equations in Stata 16 with a probit link function and a binomial distribution as well as robust standard errors (clustered at the firm level) (Stata command: “*xtgee y x1 x2 ... xk family(bin) link(probit) corr(exchangeable) vce(robust)*”). The similarity of those results with our main analysis lends further support to our findings. Moreover, we reran our models using a tobit function in Stata 16 with a lower-censoring limit of 0 and an upper-censoring limit of 1 because

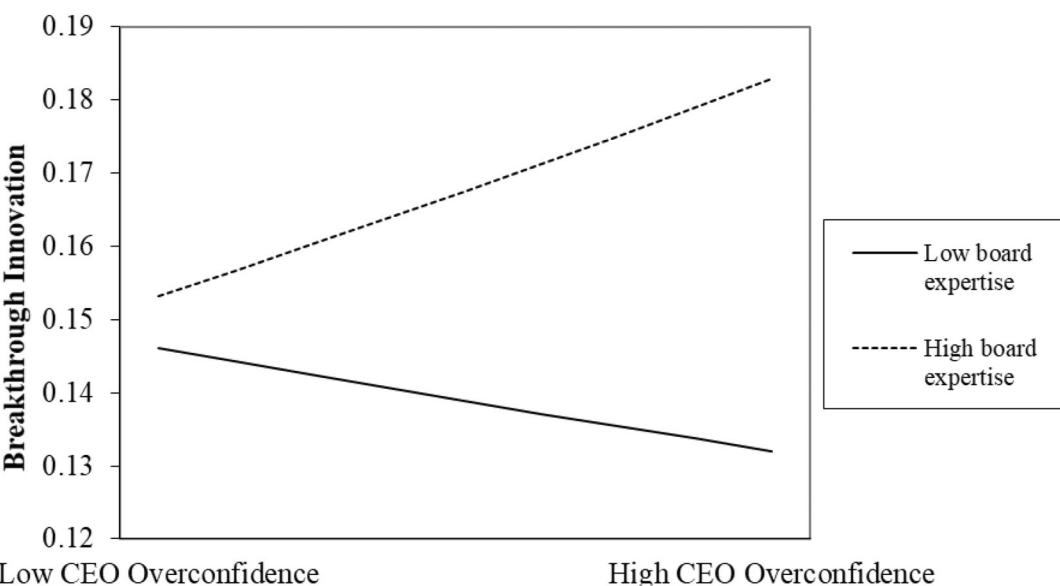


FIGURE 1 Interaction of CEO overconfidence and board expertise on breakthrough innovation.

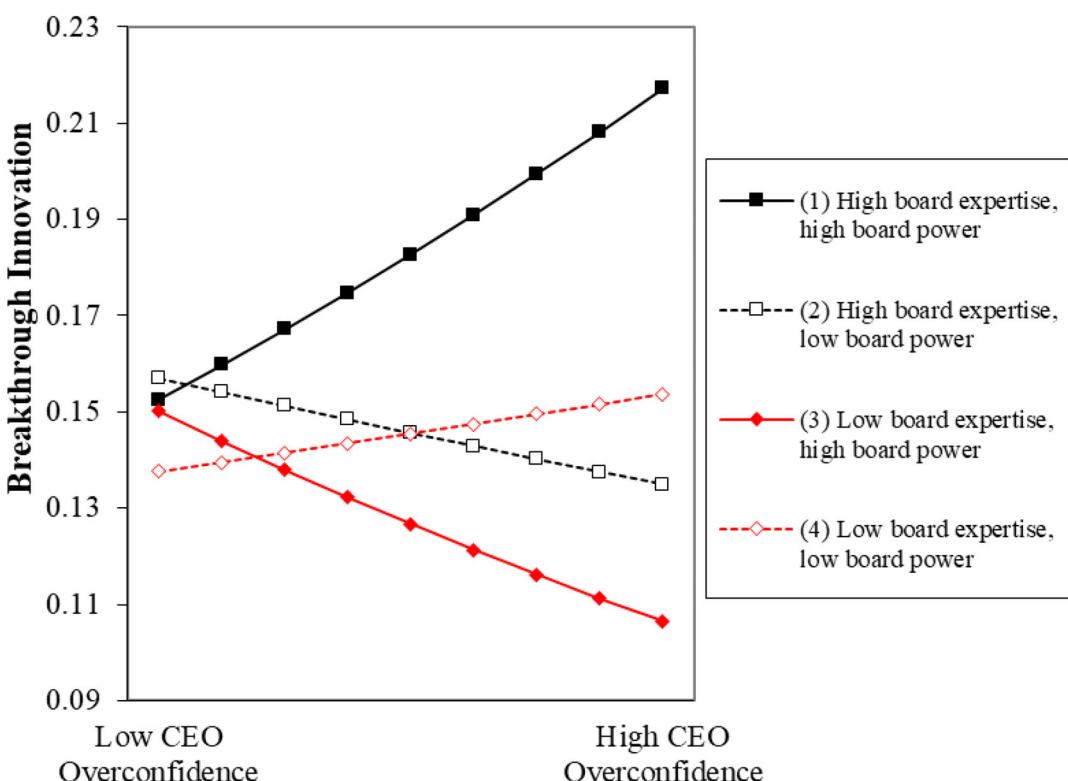


FIGURE 2 Three-way interaction of CEO overconfidence, board expertise, and board power on breakthrough innovation.



of the bounded nature of our dependent variable (Stata command: “`xttobit y x1 x2... ll(0) ul(1)`”). The results were consistent with our main findings and are presented in Appendix C.

Following related research, we conducted supplemental analyses using a media-based measure of CEO overconfidence which builds on the premise that media portrayals reflect the CEOs’ underlying characteristics (e.g., Chen et al., 2015; Hirshleifer et al., 2012). Appendix D provides the description of this measure and shows robust results.

Moreover, we used the patent data provided by Kogan et al. (2017) to run a supplemental analysis covering the time period from 2006 until 2018. The detailed results are presented in Appendix E and show no meaningful impact of overconfident CEOs on breakthrough innovations (Appendix Table E: $\beta = .067$, $p = .251$). While we find no meaningful moderating influence of board expertise on the relationship between CEO overconfidence and breakthrough innovation ($\beta = .055$, $p = .161$), we find a positive and meaningful three-way interaction of CEO overconfidence, board expertise, and board power on breakthrough innovation ($\beta = .125$, $p = .008$). The core finding of our study, that overconfident CEOs are most beneficial for breakthrough innovation when they are equipped with corporate boards that possess both expertise and power (Hypothesis H2) is supported.

4.2.1 | Endogeneity

Prior research suggests that overconfidence is a cognitive disposition that is largely stable over time (Chen et al., 2015; Hirshleifer et al., 2012), and thus less likely to suffer from endogeneity issues related to reverse causality. However, to alleviate potential concerns that our estimates of the main effect could be biased due to an omitted variable, we followed recent studies (Busenbark et al., 2017; Busenbark, Yoon, et al., 2022; Westphal & Zhu, 2019) and examined the impact threshold of a confounding variable (ITCV) (Frank, 2000) using the “konfound” command in Stata to analyze the potential for an omitted variable to invalidate the results. As reported in Appendix F, the results suggest that the likelihood for an omitted variable to invalidate our results is quite low (Busenbark, Yoon, et al., 2022).

In addition, recent research suggests that endogeneity bias is less likely to influence interaction terms, which are the focus of this study (Bun & Harrison, 2019; Busenbark, Yoon, et al., 2022). However, we still aim to address the remaining endogeneity concerns using a novel instrumental variable approach. The potential drawback with a traditional instrumental variable approach is that several exogenous and strong instrumental variables are needed, given the need to account for potential endogeneity in the direct effects, secondary-order interactions, and the three-way interaction. As such, we turned to recent advances in identifying instrumental variables when “external” instruments are not available and applied the Lewbel (2012) estimator that has recently been used in strategic management research (e.g., Campbell et al., 2021; O’Sullivan et al., 2021). This technique enables the identification of a causal effect by generating instrumental variables via leveraging heteroskedastic errors and has been applied to consider multiple endogenous moderators (Chen, 2020). As reported in Appendix F, the analysis supported our general findings regarding the two-way interaction between CEO overconfidence and board expertise as well as the three-way interaction between CEO overconfidence, board expertise, and board power on breakthrough innovation.

**TABLE 3** Summary of findings: Practical impact.

	Number of breakthrough innovations per 100 patents	Relative change in comparison to the baseline relationship
Baseline effect: Overconfident CEOs	3.9	
Overconfident CEOs governed by boards with expertise (H1)	6.0	Increase by 54%
Overconfident CEOs governed by boards with high expertise and high power (H2)	8.3	Increase by 113%
Overconfident CEOs governed by boards low expertise and high power	1.0	Decrease by 74%

5 | DISCUSSION

A growing stream of upper echelon research focuses on the influence of CEO overconfidence on strategic decision-making and firm outcomes (e.g., Heavey et al., 2022; Smith et al., 2018). While prior studies have shown that overconfident CEOs are prone to engaging in innovation in general (Galasso & Simcoe, 2011; Hirshleifer et al., 2012), less is known about their influence on breakthrough innovations. To advance this literature, our study theorizes about and empirically examines how corporate boards may enable firms to benefit from overconfident CEOs in the context of breakthrough innovations. From this perspective, we offer several new insights into the complex interplay of CEO and board characteristics for firm outcomes.

5.1 | Theoretical contributions

Our study contributes to the existing literature in the following ways. First, we extend prior research on CEO overconfidence and innovation (e.g., Galasso & Simcoe, 2011) by theorizing that for overconfident CEOs to foster breakthrough innovations, the presence of a corporate board that possesses both expertise and power is an important governance condition. Building on prior research showing that overconfident CEOs spur innovation in general (e.g., Galasso & Simcoe, 2011; Hirshleifer et al., 2012), we suggest that they also have a higher inclination to engage in breakthrough innovation, which is, however, offset by the repercussions of their misperceptions, such as poor resource allocation decisions. In support of our arguments, we find that overconfident CEOs have no meaningful effect on breakthrough innovation per se, but we demonstrate that firms can benefit from overconfident CEOs' inclination to innovate if they are equipped with expert boards that have the power to leverage their expertise in breakthrough innovation endeavors. Our study thus supports the view that board members can be strategic partners with CEOs (Boivie et al., 2021) and suggests that future research should consider both board expertise and power relative to the CEO when examining mechanisms effective to guide strong CEO personalities in innovation endeavors.

Second, our study offers important insights to the governance literature examining the interplay between board expertise and power (e.g., Golden & Zajac, 2001; Hambrick et al., 2015; Haynes & Hillman, 2010; Kroll et al., 2008) by demonstrating that, in the



context of breakthrough innovation, firms benefit most from overconfident CEOs if they are governed by boards possessing both expertise and power. Another interesting insight our study provides is that boards lacking expertise but possessing power relative to the CEO represent the most detrimental condition for overconfident CEOs producing breakthrough innovations. Prior research emphasizes that board members' expertise is crucial for their ability to guide strategic decisions in firms, and this work implies that a lack of expertise is problematic for board effectiveness (e.g., Genin et al., 2023; Hambrick et al., 2015; Haynes & Hillman, 2010; Hillman & Dalziel, 2003; Schnatterly et al., 2021). However, empirical research on the consequences of boards that *lack* expertise is surprisingly rare. Feldman and Montgomery (2015) represent an exception as they show that directors with significant ownership but lacking top-level management experience are negatively associated with firm value. We complement their work by finding that boards with less expertise but more power relative to the CEO are likely to attenuate the relationship between overconfident CEOs and breakthrough innovations.

One potential explanation for this negative finding regarding powerful boards with less expertise is that these boards may be limited in their ability to contribute to fruitful boardroom interactions with an overconfident CEO as those conversations relate to innovation initiatives. For example, these boards might fear the risks associated with such resource-intensive innovations, such as failures and negative stock market reactions (Balsmeier et al., 2017; Cohen et al., 2013).

This may result in conflicts between the CEO and the powerful board, ultimately restraining overconfident CEOs in their pursuit of breakthrough innovations. Moreover, it is important to note that in our sample, boards that have low levels of both expertise and power have no meaningful impact on the CEO overconfidence-breakthrough innovation relationship. Together, this finding suggests that future research should continue to examine the interplay between board power and expertise, especially regarding lower levels of expertise, to increase our understanding of effective boards in governing CEOs and their influence on firm outcomes.

Third, our findings contribute to the literature on breakthrough innovations (Phene et al., 2006; Randle & Pisano, 2021; Srivastava & Gnyawali, 2011) by identifying that overconfident CEOs in combination with appropriate governance mechanisms may be an important driver. In particular, our study emphasizes that it is the interplay between overconfident CEOs and the board's power as well as expertise that determines whether breakthrough innovations occur.

5.2 | Limitations and future research

This study has several limitations, which provide avenues for future studies. First, our study theorizes about the ways in which boards guide CEOs in the context of breakthrough innovation. However, we do not observe boardroom interactions directly but rather use empirical proxies for board characteristics (i.e., expertise and power) to examine our hypotheses. To gain deeper insights, we encourage future studies to examine boardroom interactions in a more direct way, for instance, using qualitative research designs (e.g., Boivie et al., 2021) or field studies (Westphal & Park, 2020). In addition, while our study investigates a specific innovation outcome (i.e., breakthrough innovations), future studies may look at other entrepreneurial and innovation outcomes. With this focus on other strategic outcomes, the main effect of CEO



overconfidence as well as other contingencies in which this CEO characteristic can be beneficial for firms may be examined (e.g., Smith et al., 2018).

Second, our study is based on data from several databases that only cover firms in the United States. We thus encourage future studies to extend our findings to other countries as different cultural and regulatory settings might influence the interaction between boards and CEOs (Crossland & Hambrick, 2011; North, 1990). For example, future research could examine whether our findings extend to other governance systems (e.g., the German two-tier board structure) or ownership patterns (e.g., dispersed vs. concentrated ownership) (e.g., Aguilera & Jackson, 2003; Tuschke & Sanders, 2003). Finally, although overconfidence has been defined as a cognitive disposition largely stable over time (Chen et al., 2015; Schumacher et al., 2020), therefore reducing endogeneity concerns, we were not able to completely rule out a potential endogeneity bias, especially given the lack of instruments identified in the current literature. In an effort to overcome this challenge, we turned to recent advances in identifying instrumental variables via leveraging heteroskedastic errors when “external” instruments are not available as described in Appendix F (Campbell et al., 2021; Lewbel, 2012; O’Sullivan et al., 2021).

Beyond our study’s limitations, our theorizing and findings offer several promising avenues for future research. In particular, our study suggests that research focusing on CEO personality characteristics may benefit from considering board factors that enhance their benefits. Building on our findings, future research may consider whether the board further enhances the value of CEO overconfidence with respect to other important organizational outcomes. For example, do other types of board expertise, such as expertise with acquisitions, internationalization, or corporate social responsibility help guide overconfident CEOs leading to other beneficial firm outcomes? Beyond overconfidence, the strategic decision-making of CEOs with certain personality or cognitive characteristics, such as narcissistic tendencies (Chatterjee & Hambrick, 2007), prevention versus promotion focus (Gamache et al., 2020), different ideologies (Chin et al., 2013), or cognitive schemas (Malhotra & Harrison, 2022), might benefit from different levels of board power and expertise. Similarly, are there configurations of CEO personality dimensions (Harrison et al., 2019) and board characteristics that lead to better overall firm performance?

Similarly, are there configurations of CEO personality dimensions and board characteristics that lead to better overall firm performance? Given recent methodological advances in studying CEO personalities (Harrison et al., 2019), future research may be able to examine such interrelationships. In addition, we encourage future research to examine the potential costs for firms facing low levels of board expertise, which we have demonstrated to increase under the specific condition of powerful boards guiding overconfident CEOs in breakthrough innovation endeavors. Such costs, however, are likely to manifest across various contexts involving the interplay between CEOs, board characteristics, and strategic outcomes. For example, the costs associated with powerful boards with low expertise might be particularly high for firms involved in acquisition activities. This is due to the potential for overpayment in acquiring targets (Malmendier & Tate, 2008) which presents an even higher risk when compared to the cost–benefit tradeoffs associated with breakthrough innovations.

Our work also suggests that the interplay between CEOs and boards can be an important consideration for the impact of strategic leadership on corporate and strategic entrepreneurship (Ireland et al., 2003; Ireland et al., 2023). In recognizing the critical role that board characteristics play in enhancing the relationship between CEO overconfidence and breakthrough innovation, our study suggests that future work may look to further explore the dynamic interplay between CEO and board characteristics to enhance strategically focused innovation activities.



ACKNOWLEDGMENTS

We would like to thank the Associate Editor Timothy Quigley and the two anonymous reviewers for their helpful guidance in the review process. Moreover, we would like to thank Guoli Chen, Aaron Hill, Steven Boivie, Ithai Stern, and Janet Bercovitz for their helpful comments on earlier versions of this study. Open Access funding enabled and organized by Projekt DEAL.

DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from Compustat, ExecuComp, Boardex, Institutional Shareholder Services (ISS), and Thompson Reuters Institutional Holdings. Third party restrictions apply to the availability of these data, which were used under license for this study. Patent data from the National Bureau of Economic Research (NBER) are openly available at <https://sites.google.com/site/patentdataproject/Home?authuser=0>.

ORCID

Priscilla S. Kraft <https://orcid.org/0000-0003-1141-2353>

Teresa A. Dickler <https://orcid.org/0000-0002-2426-1569>

Michael C. Withers <https://orcid.org/0000-0002-5789-5445>

REFERENCES

- Aguilera, R. V., & Jackson, G. (2003). The cross-national diversity of corporate governance: Dimensions and determinants. *Academy of Management Review*, 28(3), 447–465.
- Ahuja, G., & Lampert, M. C. (2001). Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22(6–7), 521–543.
- Aiken, L. S., & West, S. G. (2001). *Multiple regression: Testing and interpreting interactions*. SAGE.
- Anderson, P., & Tushman, M. L. (1990). Technological discontinuities and dominant designs: A cyclical model of technological change. *Administrative Science Quarterly*, 35(4), 604–633.
- Atanassov, J. (2015). Arm's length financing and innovation: Evidence from publicly traded firms. *Management Science*, 62(1), 128–155.
- Balsmeier, B., Fleming, L., & Manso, G. (2017). Independent boards and innovation. *Journal of Financial Economics*, 123(3), 536–557.
- Barnes, J. H. (1984). Cognitive biases and their impact on strategic planning. *Strategic Management Journal*, 5(2), 129–137.
- Beckman, C. M., & Haunschild, P. R. (2002). Network learning: The effects of partners' heterogeneity of experience on corporate acquisitions. *Administrative Science Quarterly*, 47(1), 92–124.
- Benner, M. J., & Tushman, M. L. (2003). Exploitation, exploration, and process management: The productivity dilemma revisited. *Academy of Management Review*, 28(2), 238–256.
- Blau, P. M. (1977). *Inequality and heterogeneity: A primitive theory of social structure*. Free Press.
- Boivie, S., Withers, M. C., Graffin, S. D., & Corley, K. G. (2021). Corporate directors' implicit theories of the roles and duties of boards. *Strategic Management Journal*, 42(9), 1662–1695.
- Bun, M. J. G., & Harrison, T. D. (2019). Ols and iv estimation of regression models including endogenous interaction terms. *Econometric Reviews*, 38(7), 814–827.
- Burgers, J. H., & Covin, J. G. (2016). The contingent effects of differentiation and integration on corporate entrepreneurship. *Strategic Management Journal*, 37(3), 521–540.
- Busenbark, J. R., Graffin, S. D., Campbell, R. J., & Lee, E. Y. (2022). A marginal effects approach to interpreting main effects and moderation. *Organizational Research Methods*, 25(1), 147–169.
- Busenbark, J. R., Lange, D., & Certo, S. T. (2017). Foreshadowing as impression management: Illuminating the path for security analysts. *Strategic Management Journal*, 38(12), 2486–2507.

- Busenbark, J. R., Yoon, H., Gamache, D. L., & Withers, M. C. (2022). Omitted variable bias: Examining management research with the impact threshold of a confounding variable (ITCV). *Journal of Management*, 48(1), 17–48.
- Byun, S. K., Oh, J.-M., & Xia, H. (2021). Incremental vs. breakthrough innovation: The role of technology spillovers. *Management Science*, 67(3), 1779–1802.
- Camerer, C., & Lovallo, D. (1999). Overconfidence and excess entry: An experimental approach. *The American Economic Review*, 89(1), 306–318.
- Campbell, R. J., Busenbark, J. R., Graffin, S. D., & Boivie, S. (2021). Retaining problems or solutions? The post-acquisition performance implications of director retention. *Strategic Management Journal*, 42(9), 1716–1733.
- Campbell, T. C., Gallmeyer, M., Johnson, S. A., Rutherford, J., & Stanley, B. W. (2011). CEO optimism and forced turnover. *Journal of Financial Economics*, 101(3), 695–712.
- Carpenter, M. A., & Westphal, J. D. (2001). The strategic context of external network ties: Examining the impact of director appointments on board involvement in strategic decision making. *Academy of Management Journal*, 44(4), 639–660.
- Chang, C.-H., & Wu, Q. (2021). Board networks and corporate innovation. *Management Science*, 67(6), 3618–3654.
- Chatterjee, A., & Hambrick, D. (2007). It's all about me: Narcissistic chief executive officers and their effects on company strategy and performance. *Administrative Science Quarterly*, 52(3), 351–386.
- 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.
- Chen, J. (2020). A juggling act: CEO polychronicity and firm innovation. *The Leadership Quarterly*, 33(3), 101380.
- Chin, M. K., Hambrick, D. C., & Treviño, L. K. (2013). Political ideologies of CEOs: The influence of executives' values on corporate social responsibility. *Administrative Science Quarterly*, 58(2), 197–232.
- Cho, S. Y., & Kim, S. K. (2017). Horizon problem and firm innovation: The influence of CEO career horizon, exploitation and exploration on breakthrough innovations. *Research Policy*, 46(10), 1801–1809.
- Cohen, L., Diether, K., & Malloy, C. (2013). Misvaluing innovation. *The Review of Financial Studies*, 26(3), 635–666.
- Crossland, C., & Hambrick, D. C. (2011). Differences in managerial discretion across countries: How nation-level institutions affect the degree to which CEOs matter. *Strategic Management Journal*, 32(8), 797–819.
- Custódio, C., Ferreira, M. A., & Matos, P. (2019). Do general managerial skills spur innovation? *Management Science*, 65(2), 459–476.
- Damanpour, F. (1996). Organizational complexity and innovation: Developing and testing multiple contingency models. *Management Science*, 42(5), 693–716.
- Dawson, J. F. (2014). Moderation in management research: What, why, when, and how. *Journal of Business and Psychology*, 29(1), 1–19.
- Dawson, J. F., & Richter, A. W. (2006). Probing three-way interactions in moderated multiple regression: Development and application of a slope difference test. *Journal of Applied Psychology*, 91(4), 917–926.
- Eggers, J. P., & Kaplan, S. (2009). Cognition and renewal: Comparing CEO and organizational effects on incumbent adaptation to technical change. *Organization Science*, 20(2), 461–477.
- Engelen, A., Neumann, C., & Schwens, C. (2015). "Of course i can": The effect of CEO overconfidence on entrepreneurial oriented firms. *Entrepreneurship Theory and Practice*, 39(5), 1137–1160.
- Feldman, E. R., & Montgomery, C. A. (2015). Are incentives without expertise sufficient? Evidence from fortune 500 firms. *Strategic Management Journal*, 36(1), 113–122.
- Finkelstein, S., Hambrick, D. C., & Cannella, A. A. (2009). *Strategic leadership: Theory and research on executives, top management teams, and boards*. Oxford Press.
- Fleming, L. (2001). Recombinant uncertainty in technological search. *Management Science*, 47(1), 117–132.
- Frank, K. A. (2000). Impact of a confounding variable on a regression coefficient. *Sociological Methods & Research*, 29(2), 147–194.
- Galasso, A., & Simcoe, T. S. (2011). CEO overconfidence and innovation. *Management Science*, 57(8), 1469–1484.
- Gamache, D. L., McNamara, G., Graffin, S. D., Kiley, J., Halebian, J., & Devers, C. E. (2019). Impression offsetting as an early warning signal of low CEO confidence in acquisitions. *Academy of Management Journal*, 62(5), 1307–1332.



- Gamache, D. L., Neville, F., Bundy, J., & Short, C. E. (2020). Serving differently: CEO regulatory focus and firm stakeholder strategy. *Strategic Management Journal*, 41(7), 1305–1335.
- Genin, A., Ma, W., Bhagwat, V., & Bernile, G. (2023). Board experiential diversity and corporate radical innovation. *Strategic Management Journal*, 44(11), 2634–2657.
- Gerstner, W.-C., König, A., Enders, A., & Hambrick, D. C. (2013). CEO narcissism, audience engagement, and organizational adoption of technological discontinuities. *Administrative Science Quarterly*, 58(2), 257–291.
- Golden, B. R., & Zajac, E. J. (2001). When will boards influence strategy? Inclination x power = strategic change. *Strategic Management Journal*, 22(12), 1087–1111.
- Griffin, D., & Tversky, A. (1992). The weighing of evidence and the determinants of confidence. *Cognitive Psychology*, 24(3), 411–435.
- Hall, B. H., Jaffe, A., & Trajtenberg, M. (2001). The NBER patent citation data file: Lessons, insights and methodological tools. NBER Working Paper 8498.
- Hall, B. H., Jaffe, A., & Trajtenberg, M. (2005). Market value and patent citations. *The Rand Journal of Economics*, 36(1), 16–38.
- Hambrick, D. C. (2007). Upper echelons theory: An update. *Academy of Management Review*, 32(2), 334–343.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193–206.
- Hambrick, D. C., Misangyi, V. F., & Park, C. A. (2015). The quad model for identifying a corporate director's potential for effective monitoring: Toward a new theory of board sufficiency. *Academy of Management Review*, 40(3), 323–344.
- Harrison, J. S., Thurgood, G. R., Boivie, S., & Pfarrer, M. D. (2019). Measuring CEO personality: Developing, validating, and testing a linguistic tool. *Strategic Management Journal*, 40(8), 1316–1330.
- Haynes, K. T., & Hillman, A. (2010). The effect of board capital and CEO power on strategic change. *Strategic Management Journal*, 31(11), 1145–1163.
- Hayward, M. L. A., Forster, W. R., Sarasvathy, S. D., & Fredrickson, B. L. (2010). Beyond hubris: How highly confident entrepreneurs rebound to venture again. *Journal of Business Venturing*, 25(6), 569–578.
- Hayward, M. L. A., & Hambrick, D. C. (1997). Explaining the premiums paid for large acquisitions: Evidence of CEO hubris. *Administrative Science Quarterly*, 42(1), 103–127.
- Heavey, C., Simsek, Z., Fox, B. C., & Hersel, M. C. (2022). Executive confidence: A multidisciplinary review, synthesis, and agenda for future research. *Journal of Management*, 48(6), 1430–1468.
- Hill, A. D., Kern, D. A., & White, M. A. (2012). Building understanding in strategy research: The importance of employing consistent terminology and convergent measures. *Strategic Organization*, 10(2), 187–200.
- Hill, C. W. L., & Rothaermel, F. T. (2003). The performance of incumbent firms in the face of radical technological innovation. *Academy of Management Review*, 28(2), 257–274.
- Hillman, A. J., & Dalziel, T. (2003). Boards of directors and firm performance: Integrating agency and resource dependence perspectives. *Academy of Management Review*, 28(3), 383–396.
- Hirschleifer, D., Low, A., & Teoh, S. H. (2012). Are overconfident CEOs better innovators? *The Journal of Finance*, 67(4), 1457–1498.
- Hmieski, K. M., & Baron, R. A. (2009). Entrepreneurs' optimism and new venture performance: A social cognitive perspective. *Academy of Management Journal*, 52(3), 473–488.
- Intel Corporation (2017). Retrieved from <https://www.businesswire.com/news/home/20170323005310/en/Intel-Elects-Two-New-Members-to-Board-of-Director>
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of management*, 29(6), 963–989.
- Ireland, R. D., Withers, M. C., Harrison, J. S., Boss, D. S., & Scoresby, R. (2023). Strategic entrepreneurship: A review and research agenda. *Entrepreneurship Theory and Practice*, 47(2), 495–523.
- Kaplan, S. N., Sorensen, M., & Zakolyukina, A. A. (2020). What is CEO overconfidence? Evidence from executive assessments, working paper, national bureau of economic research. NBER Working Paper Series.
- Klayman, J., Soll, J. B., González-Vallejo, C., & Barlas, S. (1999). Overconfidence: It depends on how, what, and whom you ask. *Organizational Behavior and Human Decision Processes*, 79(3), 216–247.
- Kogan, L., Papanikolaou, D., Seru, A., & Stoffman, N. (2017). Technological innovation, resource allocation, and growth. *The Quarterly Journal of Economics*, 132(2), 665–712.
- Kor, Y. Y. (2006). Direct and interaction effects of top management team and board compositions on R&D investment strategy. *Strategic Management Journal*, 27(11), 1081–1099.



- Kroll, M., Walters, B. A., & Wright, P. (2008). Board vigilance, director experience, and corporate outcomes. *Strategic Management Journal*, 29(4), 363–382.
- Lewbel, A. (2012). Using heteroscedasticity to identify and estimate mismeasured and endogenous regressor models. *Journal of Business & Economic Statistics*, 30(1), 67–80.
- Malhotra, S., & Harrison, J. S. (2022). A blessing and a curse: How chief executive officer cognitive complexity influences firm performance under varying industry conditions. *Strategic Management Journal*, 43(13), 2809–2828.
- Malmendier, U., & Tate, G. (2005). CEO overconfidence and corporate investment. *The Journal of Finance*, 60(6), 2661–2700.
- Malmendier, U., & Tate, G. (2008). Who makes acquisitions? CEO overconfidence and the market's reaction. *Journal of Financial Economics*, 89(1), 20–43.
- Manso, G. (2011). Motivating innovation. *Journal of Finance*, 66(5), 1823–1860.
- McDonald, M. L., Westphal, J. D., & Graebner, M. E. (2008). What do they know? The effects of outside director acquisition experience on firm acquisition performance. *Strategic Management Journal*, 29(11), 1155–1177.
- Meng, X., & Tian, J. J. (2020). Board expertise and executive incentives. *Management Science*, 66(11), 5448–5464.
- Moore, D. A., & Healy, P. J. (2008). The trouble with overconfidence. *Psychological Review*, 115(2), 502–517.
- Navis, C., & Ozbek, O. V. (2016). The right people in the wrong places: The paradox of entrepreneurial entry and successful opportunity realization. *Academy of Management Review*, 41(1), 109–129.
- North, D. C. (1990). *Institutions, institutional change, and economic performance*. Cambridge University Press.
- OECD. (2011). ISIC rev. 3 technology intensity definition. Retrieved from <https://www.oecd.org/sti/ind/48350231.pdf>
- Oehmichen, J., Schrapp, S., & Wolff, M. (2016). Who needs experts most? Board industry expertise and strategic change—A contingency perspective. *Strategic Management Journal*, 38(3), 645–656.
- O'Sullivan, D., Zolotoy, L., & Fan, Q. (2021). CEO early-life disaster experience and corporate social performance. *Strategic Management Journal*, 42(11), 2137–2161.
- Papke, L. E., & Wooldridge, J. M. (1996). Econometric methods for fractional response variables with an application to 401 (k) plan participation rates. *Journal of Applied Econometrics*, 11, 619–632.
- Pavićević, S., & Keil, T. (2021). The role of procedural rationality in debiasing acquisition decisions of overconfident CEOs. *Strategic Management Journal*, 42(9), 1696–1715.
- Pearce, J. A., & Zahra, S. A. (1991). The relative power of CEOs and boards of directors: Associations with corporate performance. *Strategic Management Journal*, 12(2), 135–153.
- Phene, A., Fladmoe-Lindquist, K., & Marsh, L. (2006). Breakthrough innovations in the U.S. Biotechnology industry: The effects of technological space and geographic origin. *Strategic Management Journal*, 27(4), 369–388.
- Randle, D. K., & Pisano, G. P. (2021). The evolutionary nature of breakthrough innovation: An empirical investigation of firm search strategies. *Strategy Science*, 6(4), 290–304.
- Schnatterly, K., Calvano, F., Berns, J. P., & Deng, C. (2021). The effects of board expertise-risk misalignment and subsequent strategic board reconfiguration on firm performance. *Strategic Management Journal*, 42(11), 2162–2191.
- Schumacher, C., Keck, S., & Tang, W. (2020). Biased interpretation of performance feedback: The role of CEO overconfidence. *Strategic Management Journal*, 41(6), 1139–1165.
- Simon, M., & Houghton, S. M. (2003). The relationship between overconfidence and the introduction of risky products: Evidence from a field study. *Academy of Management Journal*, 46(2), 139–149.
- Simon, M., & Shrader, R. C. (2012). Entrepreneurial actions and optimistic overconfidence: The role of motivated reasoning in new product introductions. *Journal of Business Venturing*, 27(3), 291–309.
- Singh, J., & Fleming, L. (2010). Lone inventors as sources of breakthroughs: Myth or reality? *Management Science*, 56(1), 41–56.
- Smith, M. B., Hill, A. D., Wallace, J. C., Recendes, T., & Judge, T. A. (2018). Upsides to dark and downsides to bright personality: A multidomain review and future research agenda. *Journal of Management*, 44(1), 191–217.
- Srivastava, M. K., & Gnyawali, D. R. (2011). When do relational resources matter? Leveraging portfolio technological resources for breakthrough innovation. *Academy of Management Journal*, 54(4), 797–810.
- Tang, Y., Li, J., & Yang, H. (2015). What I see, what I do: How executive hubris affects firm innovation. *Journal of Management*, 41(6), 1698–1723.



- Tang, Y., Mack, D. Z., & Chen, G. (2018). The differential effects of CEO narcissism and hubris on corporate social responsibility. *Strategic Management Journal*, 39(5), 1370–1387.
- Tian, X., & Wang, T. Y. (2014). Tolerance for failure and corporate innovation. *The Review of Financial Studies*, 27(1), 211–255.
- Trajtenberg, M. (1990). A penny for your quotes: Patent citations and the value of innovations. *The Rand Journal of Economics*, 21(1), 172–187.
- Tuttle, C. S., Schnatterly, K., & Johnson, R. A. (2010). Attention patterns in the boardroom: How board composition and processes affect discussion of entrepreneurial issues. *The Academy of Management Journal*, 53(3), 550–571.
- Tuschke, A., & Sanders, G. W. (2003). Antecedents and consequences of corporate governance reform: The case of Germany. *Strategic Management Journal*, 24(7), 631–649.
- Van Zant, A. B., & Moore, D. A. (2013). Avoiding the pitfalls of overconfidence while benefiting from the advantages of confidence. *California Management Review*, 55(2), 5–23.
- Villadsen, A. R., & Wulff, J. N. (2021). Are you 110% sure? Modeling of fractions and proportions in strategy and management research. *Strategic Organization*, 19(2), 312–337.
- Westphal, J. D., & Park, S. H. (2020). *Symbolic management: Governance, strategy, and institutions*. Oxford University Press.
- Westphal, J. D., & Zajac, E. J. (1995). Who shall govern? CEO/board power, demographic similarity, and new director selection. *Administrative Science Quarterly*, 40(1), 60–83.
- Westphal, J. D., & Zhu, D. H. (2019). Under the radar: How firms manage competitive uncertainty by appointing friends of other chief executive officers to their boards. *Strategic Management Journal*, 40(1), 79–107.
- Wulff, J. N. (2015). Interpreting results from the multinomial logit model: Demonstrated by foreign market entry. *Organizational Research Methods*, 18(2), 300–325.
- Wulff, J. N. (2019). Generalized two-part fractional regression with cmp. *The Stata Journal*, 19(2), 375–389.
- Zajac, E. J., & Westphal, J. D. (1996a). Director reputation, CEO-board power, and the dynamics of board interlocks. *Administrative Science Quarterly*, 41(3), 507–529.
- Zajac, E. J., & Westphal, J. D. (1996b). Who shall succeed? How CEO/board preferences and power affect the choice of new CEOs. *Academy of Management Journal*, 39(1), 64–90.
- Zhu, D. H., & Shen, W. (2016). Why do some outside successions fare better than others? The role of outside CEOs' prior experience with board diversity. *Strategic Management Journal*, 37(13), 2695–2708.
- Zona, F., Gomez-Mejia, L. R., & Withers, M. C. (2018). Board interlocks and firm performance: Toward a combined agency-resource dependence perspective. *Journal of Management*, 44(2), 589–618.

SUPPORTING INFORMATION

Additional supporting information can be found online in the Supporting Information section at the end of this article.

How to cite this article: Kraft, P. S., Dickler, T. A., & Withers, M. C. (2025). When do firms benefit from overconfident CEOs? The role of board expertise and power for technological breakthrough innovation. *Strategic Management Journal*, 46(2), 381–410.

<https://doi.org/10.1002/smj.3657>