**CEO ADVICE SEEKING:**

**AN INTEGRATIVE FRAMEWORK AND FUTURE RESEARCH AGENDA**

**ONLINE SUPPLEMENT**

**S-Table 1. Target journals for the review**

(1) FT 50 journals relevant to management

* Academy of Management Journal
* Academy of Management Review
* Administrative Science Quarterly
* Entrepreneurship Theory and Practice
* Human Relations
* Journal of Applied Psychology
* Journal of Business Venturing
* Journal of International Business Studies
* Journal of Management
* Journal of Management Studies
* Management Science
* Organization Science
* Organization Studies
* Organizational Behavior and Human Decision Processes
* Strategic Entrepreneurship Journal
* Strategic Management Journal

(2) Additional impactful non-FT50 journals relevant to management

* Corporate Governance: An International Review
* Decision Science
* Industrial & Labor Relations Review
* Journal of Organizational Behavior
* Leadership Quarterly
* Long Range Planning
* Personnel Psychology
* Research in Organizational Behavior
* Strategic Organization

**S-Table 2. Research on Antecedents and Outcomes of CEO Advice Seeking**

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| **Study** | **Theoretical basis** | **Source of advice** | **Method/ Sample** |
| ***Subtheme 1: Strategic context and CEO advice seeking*** | | | |
| Alexiev et al. (in press) | Information processing; structural power interdependence | Internal & external | Survey/ The Netherlands |
| Arendt et al. (2005) | Information processing; social capital; leadership theory | Internal & external | Conceptual |
| Bacon-Gerasymenko and Eggers (2019) | Information processing | Hybrid (VC) | Survey & archival/ Ventures in France |
| Barney et al. (1996) | Organizational learning | Hybrid (VC) | Survey/ U.S. ventures |
| Bridwell-Mitchell and Lant (2014) | Social capital; managerial cognition | External | Experiments/ U.S. school principals |
| Heyden et al. (2013) | Information processing | Internal & external | Survey/ The Netherlands |
| Jones and Cannella (2011) | Information processing; personality theory | Internal (TMT) & Hybrid (board) | Conceptual |
| Kor and Mesko (2013) | Human capital; social capital | Internal (TMT) | Conceptual |
| Ma and Seidl (2018) | Information processing; role theory (implicit) | Internal & Hybrid (board) | Case studies/ Europe |
| McDonald and Westphal (2003) | Social capital; identity theory | External (other CEOs) | Survey/ Forbes index, U.S. |
| McNulty and Pettigrew (1999) | Resource dependence; agency theory | Hybrid (board) | Case studies/ U.K. |
| Minichilli et al. (2012) | Resource dependence; institutional theory | Hybrid (board) | Survey/ Industrial firms, Italy & Norway |
| Oehmichen et al. (2017) | Resource dependence; resource-based view | Hybrid (board) | Archival/ MSCI Europe and S&P 500, 17 countries |
| Rosenstein et al. (1993) | N/A | Hybrid (VC) | Survey/ high-tech ventures, U.S. |
| Sapienza (1992) | Information processing | Hybrid (VC) | Survey/ U.S. ventures |
| Sapienza and Gupta (1994) | Agency theory; information processing | Hybrid (VC) | Survey/ U.S. ventures |
| Sapienza et al. (1996) | Agency theory; information processing | Hybrid (VC) | Survey/ Ventures in the U.S., U.K., The Netherlands, & France |
| Westphal et al. (2006) | Resource dependence; social capital | External (other CEOs) | Survey/ Forbes index, U.S. |
| ***Subtheme 2: Governance context and CEO advice seeking*** | | | |
| Bacon-Gerasymenko and Eggers (2019) | Information processing | Hybrid (VC) | Survey & archival/ Ventures in France |
| Bezemer et al. (2007) | Resource dependence | Hybrid (board) | Archival/ The Netherlands |
| Caimo and Lomi (2015) | Social capital | Internal & external | Survey/ A multiunit group |
| Carpenter and Westphal (2001) | Social capital; resource dependence | Hybrid (board) | Survey/ Forbes, U.S. |
| Chen (2014) | Social capital; resource dependence | Hybrid (board) | Archival/ Taiwan |
| Dulewicz et al. (2007) | N/A | Hybrid (chairmen) | Survey/ U.K. |
| Fiegener (2010) | Agency theory | Hybrid (owner family) | Survey/ U.S. small firms |
| Haunschild and Beckman (1998) | Social capital; resource dependence | External | Archival/ COMPUSTAT, U.S. |
| Joh and Jung (2018) | Social capital; resource dependence | Hybrid (affiliate directors) | Archival/ Korea |
| Jones and Cannella (2011) | Information processing; personality theory | Internal (TMT) & Hybrid (board) | Conceptual |
| Khanna et al. (2014) | Information processing; human capital | Hybrid (board) | Archival/ Fortune 1000 |
| Kim and Lu (2018) | Social capital; information processing | Internal (TMT) & Hybrid (board) | Archival/ NYSE & NASDAQ |
| Kor and Sundaramurthy (2009) | Human capital; social capital | Hybrid (board) | Archival/ U.S. medical and surgical industry |
| Krause et al. (2013) | Resource dependence; human capital | Hybrid (board) | Archival/ S&P 1500, manufacturing |
| Kroll et al. (2008) | Human capital; information processing | Hybrid (board) | Archival/ U.S. |
| Li and Aguilera (2008) | Resource-based view; social capital | Hybrid (board) | Conceptual |
| McDonald et al. (2008) | Agency theory; social capital | External (other CEOs) | Survey/ Forbes, U.S. |
| McNulty and Pettigrew (1999) | Resource dependence; agency theory | Hybrid (board) | Case studies/ U.K. |
| Minichilli et al. (2012) | Resource dependence; institutional theory | Hybrid (board) | Survey/ Industrial firms, Italy & Norway |
| Oehmichen et al. (2017) | Resource dependence; resource-based view | Hybrid (board) | Archival/ MSCI Europe & the S&P 500, 17 countries |
| Sapienza and Gupta (1994) | Agency theory; information processing | Hybrid (VC) | Survey/ U.S. ventures |
| Sapienza et al. (1996) | Agency theory; information processing | Hybrid (VC) | Survey/ Ventures in the U.S., U.K., The Netherlands, & France |
| Schiehll et al. (2018) | Resource dependence; agency theory | Hybrid (board) | Archival/ Toronto Stock Exchange |
| Stevenson and Radin (2009) | Social capital | Hybrid (board) | Survey/ U.S. |
| Stewart (1991) | Role theory | Hybrid (chairmen) | Case studies/ U.K. NHS |
| Sundaramurthy et al. (2014) | Human capital; social capital | Hybrid (board) | Archival/ U.S. biotechnology firms |
| Westphal (1999) | Agency theory; stewardship theory | Hybrid (board) | Survey & archival/ Forbes 1000, U.S. |
| ***Subtheme 3: Personal context and CEO advice seeking*** | | | |
| Arendt et al. (2005) | Information processing; social capital; leadership theory | Internal & external | Conceptual |
| Barney et al. (1996) | Organizational learning | Hybrid (VC) | Survey/ U.S. ventures |
| Chen et al. (2009) | Identity theory | External (corporate elites) | Conceptual |
| Jones and Cannella (2011) | Information processing; personality theory | Internal (TMT) & Hybrid (board) | Conceptual |
| Lomi et al. (2014) | Identity theory; social capital | Internal & external | Survey/ A multiunit group |
| Ma and Seidl (2018) | Information processing; role theory (implicit) | Internal & Hybrid (board) | Case studies/ Europe |
| Mooney and Amason (2011) | Similarity attraction theory; information processing | Internal (TMT) | Survey/ Chief executive leadership institute |
| O’Reilly et al. (2018) | Personality theory | External (legal experts) | Mix methods/ Survey: U.S. high-tech firms; experiments: Amazon’s Mechanical Turk |
| Sapienza and Gupta (1994) | Agency theory; information processing | Hybrid (VC) | Survey/ U.S. ventures |
| Shen (2003) | Stewardship theory; agency theory | Hybrid (board) | Conceptual |
| Sundaramurthy et al. (2014) | Human capital; social capital | Hybrid (board) | Archival/ U.S. biotechnology firms |
| ***Subtheme 4: Decision-level outcomes and CEO advice seeking*** | | | |
| Eisenhardt (1989) | Information processing theory | Internal (TMT) | Case studies/ Microcomputer industry, U.S. |
| Garg and Eisenhardt (2017) | Resource dependence | Hybrid (board) | Case studies/ U.S. ventures |
| Levin and Walter (2019) | Social capital | External (new ties) | Experiments/ Executive MBAs, U.S. |
| Levin et al. (2011) | Social capital | External (dormant ties) | Experiments/ Executive MBAs, U.S. |
| Walter et al. (2015) | Social capital; prospect theory | External (dormant ties) | Experiments/ Executive MBAs, U.S. |
| ***Subtheme 5: Organizational outcomes and CEO advice seeking*** | | | |
| Acquaah (2007) | Social capital | External | Survey/ Ghana |
| Alexiev et al. (2010) | Information processing | Internal & external | Survey/ SMEs, the Netherlands |
| Ashford et al. (2018) | Leadership theory | Internal (TMT) | Survey/ 18 industries, U.S. & Belgium |
| Cao et al. (2015) | Social capital | Internal & external | Survey/ Technology firms, China |
| Cao et al. (2010) | Social capital | Internal & external | Survey/ Technology firms, China |
| Chatterji et al. (2019) | Human capital | External (fellow entrepreneurs) | Experiments/ technology firms, India |
| Chen et al. (2009) | Identity theory | External (corporate elites) | Conceptual |
| Chen (2014) | Social capital; resource dependence | Hybrid (board) | Archival/ Taiwan |
| Geletkanycz and Hambrick (1997) | Social capital | External | Archival/ Two industries, U.S. |
| Heavey and Simsek (2015) | Social capital; information processing | External | Survey/ Technology SMEs, U.S. |
| Joh and Jung (2018) | Social capital; resource dependence | Hybrid (affiliate directors) | Archival/ Korea |
| Jones et al. (2008) | Social capital | Hybrid (affiliate directors) | Archival/ U.S. |
| Khanna et al. (2014) | Information processing; human capital | Hybrid (board) | Archival/ Fortune 1000 |
| Kim and Lu (2018) | Social capital; information processing | Internal (TMT) & Hybrid (board) | Archival/ NYSE & NASDAQ |
| Kor and Sundaramurthy (2009) | Human capital; social capital | Hybrid (board) | Archival/ U.S. medical and surgical industry |
| Krause (2017) | Stewardship theory; agency theory | Hybrid (board) | Archival/ S&P 500 |
| Krause et al. (2013) | Resource dependence; human capital | Hybrid (board) | Archival/ S&P 1500, manufacturing |
| Kroll et al. (2008) | Human capital; information processing | Hybrid (board) | Archival/ U.S. |
| McDonald et al. (2008) | Agency theory; social capital | External (other CEOs) | Survey/ Forbes, U.S. |
| McDonald and Westphal (2003) | Social capital; identity theory | External (other CEOs) | Survey/ Forbes index, U.S. |
| Mol and Kotabe (2011) | N/A | External | Mix-methods/ the Netherlands |
| Oehmichen et al. (2017) | Resource dependence; resource-based view | Hybrid (board) | Archival/ MSCI Europe and S&P 500, 17 countries |
| Sapienza (1992) | Information processing | Hybrid (VC) | Survey/ U.S. ventures |
| Schiehll et al. (2018) | Resource dependence; agency theory | Hybrid (board) | Archival/ Toronto Stock Exchange |
| van Doorn et al. (2017) | Information processing theory | External | Survey/ The Netherlands |
| Westphal (1999) | Agency theory; stewardship theory | Hybrid (board) | Survey & archival/ Forbes 1000, U.S. |
| Wu (2008) | Resource dependence; social capital | Hybrid (board) | Survey & archival/ Taiwan |
| Yoo and Reed (2015) | Social capital | External | Archival/ computer industry, U.S. |
| Yoo et al. (2009) | Social capital; information processing (implicit) | External | Archival/ computer industry, U.S. |
| ***Subtheme 6: Group-level outcomes and CEO advice seeking*** | | | |
| Ashford et al. (2018) | Leadership theory | Internal (TMT) | Survey/ 18 industries, U.S. & Belgium |
| Forbes and Milliken (1999) | Information processing | Hybrid (board) | Conceptual |
| Ma and Seidl (2018) | Information processing; role theory (implicit) | Internal & Hybrid (board) | Case studies/ Europe |
| Minichilli et al. (2012) | Resource dependence; institutional theory | Hybrid (board) | Survey/ Industrial firms, Italy & Norway |
| ***Subtheme 7: CEO-level outcomes and CEO advice seeking*** | | | |
| Ashford et al. (2018) | Leadership theory | Internal (TMT) | Survey/ 18 industries, U.S. & Belgium |
| McDonald and Westphal (2011) | Identity theory | External (other CEOs) | Survey/ Forbes & Fortune indexes, U.S. |