

INDEX

- Abbott, Andrew, 205
adverse selection, 33
agency problem, 34
Akers, John, 151, 249n32
Allen, Herbert, 59
American Express Company, 6–7, 127, 163–66, 242n23, 249n32
analysts. *See* financial analysts
anti-takeover legislation, 55–56
Apple Computer, 59
Armstrong, C. Michael, 33, 78, 91, 168
Association of Executive Search Consultants, 130, 135
AT&T, 33, 40, 78, 91, 168, 231, 258n34
authority, 156–59; charismatic, 69, 160, 195–96, 207–8, 212; managerial, 53; owner-based, 52, 157; rational, 157, 207–8, 212, 250n39

Bachelder, Joseph, 16
Baker, Wayne, 31
Bank One Corporation, 1–19, 24–30; charisma/leadership sought by, 4, 6, 14–15, 24–25, 29, 174; external pressures on, 42–43, 91; governance of, 26, 184; risk of search to, 32–33, 143; search process of, 4–6, 12–17, 24–26, 28, 35–36; stock prices of, 1, 4, 17, 18, 26
Barber, James, 216

Barron's, 253n58
Beck, John, 129
Bell, Daniel, 199, 200–201
Berkshire Hathaway, 59
Black-Scholes pricing formula, 192
boards of directors, 81–117, 208–11; chairman/CEO combinations and, 26, 184, 197–98, 232; cohesiveness of, 83–84, 142; compensation for, 66, 81–82; dismissal of CEOs and, 67, 87–90, 198; election of, 66; failed searches and, 149–50; firm performance/CEO relationship, belief in, 36, 67–68, 106, 109–11, 167–70; group norms of, 84–85; impression management and, 175, 177; investor capitalism and, 86; investors and, 2, 4, 57–58; managerial capitalism and, 53–54, 61–62, 86; size of, 83–84, 87; social networks and, 30–31, 41–42, 82–91, 118. *See also* executive search firms; interlocking directorates; search process
Bok, Derek, 30, 194
bonuses, 242n30
Booz Allen & Hamilton, 121–22
Braudy, Leo, 158, 261n12
Brooks, David, 71
Brunswick, Roger, 24
Buffett, Warren, 21, 59