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## EIBA 2022 Conference Proceedings

### Strategic leadership and firm speed of internationalization

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Building upon Upper Echelon theory, this paper investigates how diversity in the TMT affects the speed of internationalization of a firm. We hypothesize that work-experience diversity among TMT members positively affects the speed of internationalization by stimulating comparison and broadening the perspectives and networks available to the firm. On the other hand, however, we need to distinguish the role of the CEO from the rest of the TMT, believing that the CEO's entrepreneurial vision may be distorted and not pursued if there are identification problems from other TMT members. In this regard, we measure the moderating role of CEO-TMT functional experience dissimilarity by hypothesizing a negative effect on the main relationship. Our analysis based on a longitudinal sample of UK-based firms over an 11-year time span supports our hypotheses and provides important implications from a theoretical and managerial perspective.

### Factors influencing the efficient implementation of a hybrid system in companies

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This article looks at the very rapid evolution of the use of telework during the Covid-19 crisis to identify the fundamental influencing factors that may explain the acceptance of this evolution or the possible blockages. The research is based on several series of surveys and semi-structured interviews with employees and managers, conducted between May 2000 and September 2021. The data collected was analyzed using the Grounded Theory method, leading to the identification of five very different nodes of understanding, whose concrete significance will be analyzed, while providing clues as to how these factors can be dealt with when a true hybrid system is put in place. At the end of the article, we will review the literature on the Covid-19 crisis to link our research to other research that has identified issues that need to be addressed if telework is to be generalized.