GOGOs, YOYOs and DODOs
Company Directors and Industry Performance

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SUMMARY

This research investigates the characteristics of 354 directors of Britain's largest companies. Three sections of independent variables were analysed: those relating to the economic environ; those relating to the domestic environ--family background and educational experiences; those relating to self concept.

Directors were categorised according to the economic performance of their industries--GOGOs (industries in growth); YOYOs (industries in turbulence); and DODOs (industries in decline). Several differences emerged between the characteristics of directors and the economic success of their industries for which they were strategically influential.

In the last decade, researchers in the field of strategic management have attempted to isolate those factors associated with variations in economic performance. These investigations have developed from two different positions--those from a product-market standpoint, and those which start with organizational formats. Recently however, Hambrick and Mason [1983] have argued for a third approach; an emphasis upon the values and "moulding" of those executives who comprise the top management team. It is suggested that the characteristics of this dominant coalition may predict, partially, performance outcomes. This paper adopts the approach of Hambrick and Mason and is based upon data from 354 executive directors of Britain's largest companies, by definition the corporate leaders of the U.K. private enterprise economy. By analysing the economic performance of their industrial and commercial sectors over the previous decade, directors were grouped into categories of growth, decline, and turbulence. A review of theoretical and empirical contributions from the areas of strategic management, organisational behaviour, and of leadership theory, established hypotheses within three main groups: the economic environ; the domestic environ--education and family background; and those relating to the leaders' self-concept.

PERFORMANCE-BASED STRATEGIC RESEARCH:

The problem of obtaining access to the Boardroom--in the U.K., the pivotal arena in the determination of strategic direction--appears to have channeled performance oriented research towards product-market typologies and their relationship with structural processes. Three strands of empirical knowledge have developed, the first of which is based upon the original conceptualisation of Chandler [1962] and Scott [1971].

(a) Economic success through structural mechanisms

Rumelt [1974] showed that the type of diversification--and not the extent of diversification--related to performance as defined by revenue growth and by return on shareholders' funds. Additionally, his data supported the hypothesis that multi-divisional structures out-performed functional structures, although his performance measurement, growth in earnings-per-share, is less indicative, being skewed by changes in liability structures, and by changes in the cost of capital.

Channon [1974] replicated much of Rumelt's work within the context of the British service industry. Supporting Rumelt's hypotheses, Channon showed that related businesses were associated with superior growth in sales, assets, and earnings-per-share. Poensgen [1974] gave additional support that multi-divisional structures outperformed functional structures on the data provided by COMPUSTAT financial measures. Cable and Steer [1977] confirmed Poensgen, again on a cross-sectional basis.

(b) Economic success through processes

Concentrating more on the process of strategic implementation, Lawrence and Lorsch [1967] demonstrated the positive relationship between the pairing of decentralisation and economic uncertainty, and centralisation with more predictable trading conditions. Additional support, particularly the advantage of decentralisation during conditions of economic uncertainty, have been provided by Lorsch and Allan [1973], Negandhi and Reinmann [1976], and by Grinyer and Yasai-Ardekani [1981].

(c) Economic success through product-market choice

Most empirical research in this section is based upon the PIMS study. The three major determinants of profit performance--market share, investment intensity, and corporate factors--were held to explain 80% of the performance variable of the equation (Schoeffler, Buzzell and Heany [1974]). Buzzell, Gale and Sultan [1975] refined the original statements, and for the first time began to isolate the quality of management as a major variable. "The simplest of all explanations for the market share/profitability relationship is that both share and ROI reflect a common underlying factor: the quality of management." The PIMS data has been used further to test the empirical validity of the four-cell Boston Consulting Group typology (Hambrick, MacMillan, and Day [1982]).

In each of these three strands of research, progress has been made to identify key aspects associated with economic performance. But in the main, these contributions focus upon what has been done, not on why it was done, and by whom. In particular, they ignore the impact upon strategic formulation by the top management team which forms the apex of the organisational hierarchy--the executive director set. Unless organisations really are helpless relative to the power of the external environ--the theories of the population ecologists (see, Hannan and Freeman [1977])--the behavioral characteristics of the top decision-makers could well impinge upon the determination of economic success. In support of this view Hambrick and Mason [1983] state that "if strategic choices have a largely behavioural component, then to some extent they reflect the idiosyncracies of decision makers." The paper therefore next reviews the theoretical development from research in leadership.

BEHAVIOURAL RESEARCH ON LEADERSHIP

To the strategic researcher, the sheer volume of output from theoreticians in social psychology is both daunting and controversial. Pfeffer & Salancik [1978] doubts that leaders have any substantial influence on the performance of their organisation: Katz and Kahn [1978] argue the reverse--an organisation's leaders are a major determinant of its success or failure. Lieberson and O'Connor [1972] and Weiner and Mahoney [1981] take a middle position. Stogdill [1974] reviewed over 3,000 studies of leadership, only to observe

> Four decades of research on leadership have produced a bewildering mass of findings. . . . The endless accumulation of empirical data has not produced an integrated understanding of leadership.

This is not to denigrate these efforts; indeed the sheer persistency is laudable. But to the strategist, two areas seem to have received little concentration. Firstly, most studies have focused upon leadership characteristics without considering the constraints of the external environment. Secondly, most studies which emanate from within the business world study leadership at the supervisory level and not at the level at which strategy is determined--the top management team. Additionally, a very large number have drawn upon non-commercial organisations to develop their theories, e.g., military groups, the results of which may not be as replicable within industry.

Nevertheless, to scholars of strategic management, three schools of thought advance our knowledge.

(a) Trait

In early approaches in the study of leadership, it was assumed that certain persons were "natural leaders" and the subsequent development of psychological testing methods facilitated the development of the trait theory. Stogdill [1974] reviewed 163 studies and concluded that leaders would exhibit characteristics of strong responsibility, risk-taking, originality, drive, self-confidence, ability to absorb stress, patience, and the capacity to structure social interaction systems. Although Stogdill's work is still the most comprehensive review, the strategic researcher should also consider the following contributions. Bray, Campbell and Grant [1974] conducted studies at AT&T and in addition to Stogdill's composite, particularly highlighted the need for advancement, creativity, and the primacy of the workplace, as predictors of managerial advancement. The need for achievement--Miner [1975]: McClelland [1965, 1975]:Wainer and Rubin [1969]:Hundal [1971]--was held to correlate significantly with measures of corporate growth. Donley and Winter [1970] in their study of American presidents observed a strong need for both achievement and power. Gordon [1975] considered values "influence a person's perception of situations and problems, and . . . his preferences, aspirations, and problems." Katz and Kahn [1978] emphasize leadership requirements of conceptual skills and creativity, particularly under situations of uncertainty. They state that these "will make the difference between successful and unsuccessful competition, between growth and stagnation, survival and failure."

(b) Behavioural style

The second school of thought concentrates upon the examination of leadership behavioural style. A number of studies have attempted to define the nature of managerial activity (see McCall, Morrison, and Hannan [1978]), but for those which observed top management--the major concern of this research--the sample size has been limited by the observational methodology. Carlson [1951] and Dale and Urwick [1960] both studied 10 chief executives; Mintzberg [1973] studied five.

The largest program of research on leadership behaviour was initiated at the Ohio State University in the early 1950's. Their results, and those from the University of Michigan [1950's] both had a primary objective to determine what pattern of leadership behaviour was associated with effective group behaviour. The results are interesting in that they suggest that a participative management style is more effective, judged upon a criterion of subordinate satisfaction, but their results were largely inconclusive when related to a financial measure of organisational performance (for a review, see Stogdill 1974). Likert [1961, 1967] attempted to integrate the results of the Michigan studies in a theoretical framework by linking "causal variables" (behaviour and skills), through "intervening variables" (subordinate motivation and reciprocity), to "end-result variables" (production output and profit). Likert's theory is further advanced by Bowers and Seashore [1966] who having combined both the Ohio and Michigan results, established a relationship between output and leader/subordinate goal emphasis. Yukl [1981] has developed a taxonomy of leadership behaviour reconciling the diversity of those studies referenced above.

(c) Situational determinants

The third school of leadership theory draws upon both preceding concepts and theorises that different situations predicate different patterns of both trait and style to ensure effective leadership. Yet for all their theoretical attraction--Fiedler's contingency theory [1965]:House's path-goal theory [1971]:Vroom and Yetton's normative theory [1973]: Hersey and Blanchard's situational leadership theory [1977]--empirical tests have produced results which are largely inconclusive. Nevertheless, they do focus attention upon the variability of situations which may well impinge upon the leader's choice of behaviour relative to personal values (Crowe, Bochner and Clark [1972]). Further, Osborn and Hunt [1975] contend that external variables, for example, the economic environment, will influence leadership behaviour. When that environment is hostile, more directive leadership will ensue (Yukl [1967]: Vroom & Yetton [1973]:Pfeffer and Salancik [1978]).

To researchers in strategic management, this third school of situational theorists is appealing. Since the trading conditions facing large companies is dynamic, it seems reasonable to expect that different styles and traits will be exhibited within those top management teams who face differing economic conditions of varying difficulty. Since almost all analysis of situational theory has been conducted at a hierarchical organisational level well below that which the scholar of strategic management would define as strategic leadership, a substantial opportunity for research is seen to exist. When leadership concepts are combined with the "upper-echelons" theory of Hambrick and Mason [1983], which states that top management characteristics may form a potent predictor of performance levels, the time is apposite for empirical investigation.

HYPOTHESES

By combining the "upper-echelons" theory with situational theory, it is the major hypothesis of this paper that the profile of the top management team--in the U.K., the executive director level--will exhibit different characteristics relative to the economic performance of those industries within which their companies dominate. Further, theoretical development from the disciplines of leadership studies, strategic management, and those concepts from organisational behaviour discussed below, suggest three constituencies--those of an economic corporate influence, e.g., functional experience; those of a domestic environment, e.g., family influence; and those of the individual directors' self-concept, e.g., ambition, motivation, perceived style. This is not to infer that each of the three constituencies will exhibit equal weight, but it should assist in establishing a more focused profile of the U.K. strategic leaders. The three constituencies are depicted below, together with their sub-set components.

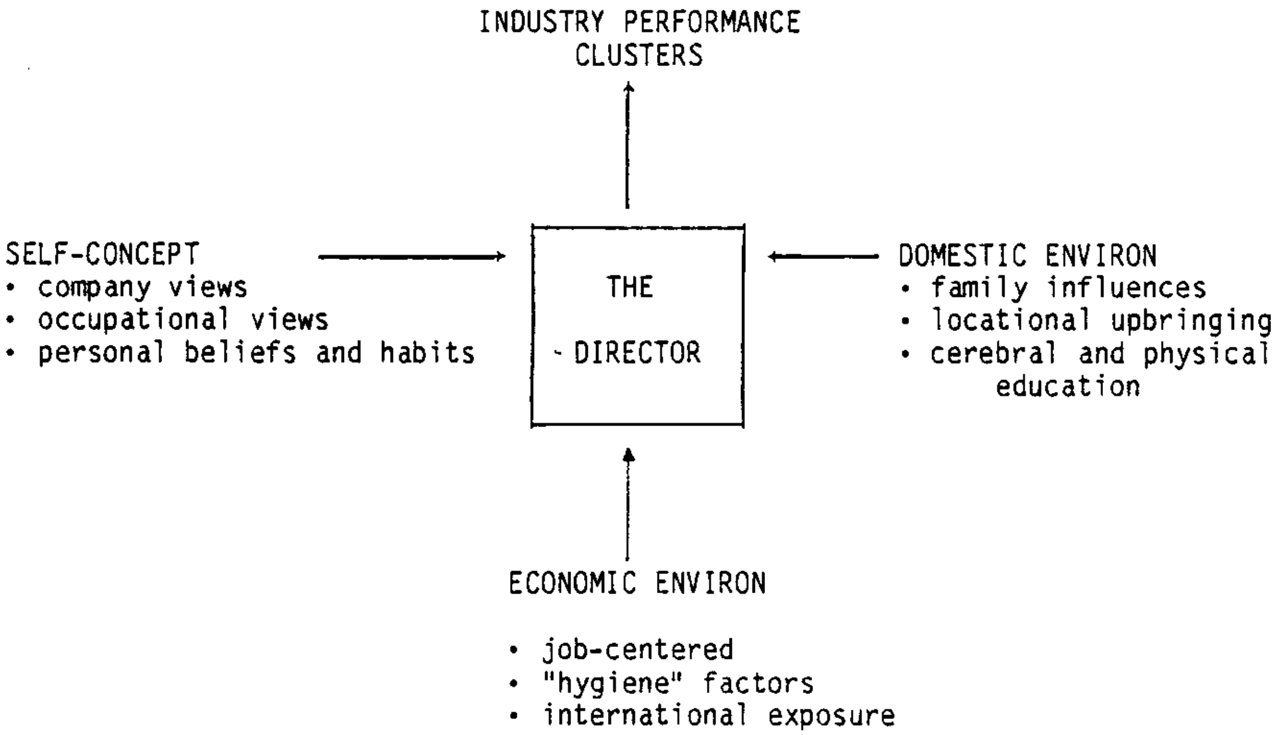

Figure 1

(a) The Economic Environ

Within this section, hypotheses predominate mainly from conceptual development in business policy and strategic management. In addition to that empirical strategic management research referenced above, the importance of functional experience and its effect upon perceptions of different trading environments has been developed by Lawrence and Lorsch [1973], Hayes and Abernathy [1980], and by Miles and Snow [1978]. Length of tenure and stability of economic performance are linked by Shetty and Perry [1976], and by Kotter [1982]. The relationship between leadership behaviour and economic environment is debated by Vroom and Yetton [1973], Osborn and Hunt [1975], Pfeffer and Salancik [1978], and by Yukl [1981].

(b) The Domestic Environ

Hypotheses tested in this constituency emanate largely from theoretical and empirical development from researchers in organisational behaviour. The conditioning of managerial attitudes from childhood family experience is suggested by Collins and Moore [1970], Handy [1976], and by Hunt [1979]. The socio-economic background of senior executives is catalogued by Burck [1976], and by Sturdivant and Adler [1976]. On both sides of the Atlantic--in England, Channon [1976], and in the United States, Collins and Moore [1970], Miner [1975], and Pfeffer [1981]--type of education is thought to predict membership of managerial level.

(c) Self-Concept

The hypotheses to be tested within this last section are predominantly a development of leadership research. Bowers and Seashore [1966], Stogdill [1974], Gordon [1976], Katz and Kahn [1978] suggest success traits connected with top management levels. Further, Bray, Cambell and Grant [1974] consider the influence of the first boss to be reflected within those success traits. Leaders will demonstrate high achievement needs (McClelland [1965, 1975], Wainer and Rubin [1969], Donley and Winter [1970], Hundal [1971], Miner [1975]). Leaders will exhibit distinct managerial styles (Ohio studies [1950's], Michigan studies [1950's], Likert [1961, 1967], Bowers and Seashore [1966]). Building upon the leadership concept of style, the situational theorists contend that different styles will be identified relative to different conditions--a particularly fruitful seam of hypothesis generation relative to varying degrees of economic performance (Fiedler [1965], House

[1971], Crowe, Bochner and Clark [1972], Vroom and Yetton [1973], Hersey and Blanchard [1977], Yukl [1981]). The major variables tested relative to industry economic success together with their expected relationships are seen below in Tables 2, 3 and 4. For certain variables, either insufficient theoretical justification or the author's lack of personal empirical observation resulted in an uncertainty as the association with the three economic categories.

METHODOLOGICAL ISSUES

(a) Pilot survey

The framework for this research was tested at the pilot stage with 20 British executive directors to establish the propriety of the three major variable sets, and the prospect of access. Two constraints emerged immediately. Firstly, whereas directors were willing to participate by questionnaire, direct clinical observation in the Boardroom was unlikely to be agreed. The implications of this advice meant that for results obtained for certain variables, e.g., managerial style, interpretation should be cautious given the reliance on self-perception. Secondly, directors insisted on complete anonymity as to both person and corporation, although they were prepared to release their company's Standard Industrial Classification [SIC]. This precluded financial analysis of company performance, the implications of which are discussed below.

(b) Sample

In the U.K., the top management team [TMT] is that of executive directors: (the equivalent in the U.S., would be the executive committee comprising the Chief Executive Officer [CEO] and the Senior Vice Presidents.) The Stock Exchange Yearbook was used to isolate the largest 450 British companies and a personal letter was written to each Managing Director [CEO] requesting that he, and three fellow executive directors, who comprise the caucus of the TMT, should participate. From the 1800 questionnaires mailed, 420 directors responded. For the purpose of this analysis, 66 directors could not be classified on the criterion of SIC industry economic performance and were eliminated, leaving 354 valid respondents. TMT's, rather than just CEO's were chosen, since collectively they were responsible for strategic decision and implementation. Additionally, previous Boardroom research (Norburn & Grinyer [1974]:Grinyer & Norburn [1975]:Birley [1976]:Bourgeois [1980]:Dess [1983]: Miller & Norburn [1983]), revealed the opinions of the CEO to be frequently unrepresentative of the executive director set [TMT].

(c) Performance classification

The chosen method of performance against which to test the characteristics of directors derived from the index of industry sector output at constant factor cost. This measure is that most frequently utilised by the Central Statistical Office of the U.K. Government to calculate the National Income and Expenditure accounts, and hence to establish the growth or decline of industries. Given the insistence on corporate anonymity, a comparison of directors' characteristics with financial performance at the company level was ruled out. Nevertheless, the 354 directors did represent the largest companies in the largest sectors of the U.K. economy, and any bias in the data was thought to be small given both the timescale [10 year industry performance], and the aggregation of the 18 SIC sectors into three performance categories. The period 1971-1981 was chosen not only to reflect attempts to change strategic positioning as a result of the economic turbulence of that decade, but would also encompass the average tenure of the directors with their companies--nineteen years--at a strategically influential level.

The economic performance of the eighteen industry sectors was "smoothed" by calculating the percentile variation from the underlying national Gross Domestic Product, and by running regression analysis upon the adjusted indices. Results of performance are seen in Table 1.

Insert Table 1 about here

The sign of the ranked betas indicate whether the sector is growing, or declining, relative to the underlying momentum of GDP. From this, five sectors had shown "real" growth within the decade (winners), and thirteen "real" decline (losers). The indicative strength of correlation coefficients was further supported by the significance levels and revealed a third category--that of greater variability relative to the aggregate national trend. The sector categories were therefore re-classified as growth (GOGOs), turbulence (YOYOs), and decline (DODOs). Analysis of variance tests were conducted utilising the Statistical Package for Social Science [SPSS].

RESULTS

1. THE ECONOMIC ENVIRON

Given that the achievement of a directorship is the pinnacle of managerial success, the theoretical development discussed above suggests that certain "grooming" of potential candidates will have occurred over the long climb up the managerial ladder. The corporate culture, and subsequently, the industry culture, may have been absorbed by managerial osmosis. Would growing industries show more emphasis upon an International focus, exposing their potential directors to multiple trading conditions? Would industries in decline value managerial experience within the production function higher than

TABLE 1

INDUSTRY PERFORMANCE CLASSIFICATION 1971-81

	BETAS angle of slope	SAMPLE SIZE	$F_{1,9}$	SIGNIFICANCE LEVEL(<)	
WINNERS					
1. Mining & Quarrying	+0.236	22	38.7	0.001	GOGOs
2. Insurance & Banking	+0.0186	70	58.8	0.001	
3. Electrical Engineering	+0.0132	19	19.1	0.01	(111)
4. Chemicals	+0.0098	25	4.6	0.1	
5. Instrument Engineering	+0.0096	1	10.0	0.05	YOYOs
LOSERS					
6. Food, Drink & Tobacco	-0.0018	22	4.4	0.1	
7. Transport	-0.0044	4	6.5	0.05	
8. Distributive Trades	-0.0054	38	8.4	0.05	(90)
9. Paper & Publishing	-0.0124	11	12.6	0.01	
10. Clothing & Footwear	-0.0125	15	18.8	0.01	
11. Mechanical Engineering	-0.021466	22	22.0	0.01	
12= Bricks/Cement Glass	-0.0257	9	52.1	0.001	DODOs
12= Timber & Furniture	-0.0257	10	17.9	0.01	
14. Vehicles	-0.0300	11	308.7	0.001	
15. Construction	-0.0350	19	123.0	0.001	
16. Coal & Petroleum Products	-0.0366	19	147.0	0.001	
17. Textiles	-0.0443	6	65.0	0.001	
18. Metal Manufacturing	-0.0491	31	68.2	0.001	(153)
					354

that of marketing? Would contacts or patronage be associated with economic success? Would directors representing industries in decline have less experience in managing within other industries, thus limiting their managerial exposure to different strategic options? Table 2 documents the hypotheses tested.

The hypotheses are grouped into the three categories of those which are job-centered, "hygiene" factors, and international exposure.

(a) Job-Centered: H.1-H.5

The pay-off from investment in the human resource is difficult to quantify, yet most large companies offer management development programmes as part of their strategy to accelerate managerial growth. Indeed, in the U.K., Industry Training Boards have emphasized the importance attached to this factor. Whereas the rate of junior management turnover is considerable in early years, and is expected, frequently the loss of a senior executive is major. Why do top managers change companies?

Clear differences emerged between the three performance categories. For both GOGOs and YOYOs, the prime catalyst was the perceived challenge of the new managerial task. For DODOs, it was an increase in income. Indeed, the importance of a monetary improvement related directly to industry performance. The worse the performance, the more money became identified. Differences in mobility triggers were also observed with subordinate rankings. YOYOs and DODOs saw their triggers much more in terms of faster career advancement, in contrast to the potential increase in creativity strongly identified by the GOGOs. Creativity was rated poorly by the other two which, given the far more difficult trading conditions of the next decade, reinforces

TABLE 2

ECONOMIC ENVIRON

INDEPENDENT VARIABLES		EXPECTATION	RESULT
JOB-CENTERED			LEVELS OF SIGNIFICANCE
H.1	Reasons for changing Companies	GOGOs would move for challenge DODOs for increased income	0.0340
H.2	Functional Experience •Career Start •Major Functional Experience	GOGOs = Financial DODOs = Production GOGOs: International DODOs: Production YOYOs: Marketing	0.0259 Not Sig. (0.6454)
H.3	Perceived fastest route to top	GOGOs: General Mgt.	0.0320
H.4	Company Tenure	YOYOs show short tenure GOGOs much more mobile DODOs very short	0.0705
H.5	Patronage (winners v. losers only)	GOGOs believe in patronage	0.0576
HYGIENE FACTORS			
H.6	Remuneration	GOGOs would be paid more	0.0251
H.7	Hours worked	YOYOs would work longer DODOs less	Not Sig. (0.6035)
H.8	Increase in hours worked in last 10 years	GOGOs would increase faster	0.0355
H.9	Travel time	GOGOs & YOYOs would travel more	Not Sig. (0.3154)
H.10	Holidays taken	YOYOs would take less holiday	Not Sig. (0.9679)
H.11	Perceived company status	GOGOs rate highly DODOs lower	Not Sig. (0.7786)
INTERNATIONAL			
H.12	International Exposure	GOGOs would be more "International"=	0.0046
H.13	Perceived value of H.8	YOYOs more focussed domestically	0.0347
H.14	Linguistic ability		0.0436

the belief that directors in declining industries will do little to arrest that trend. Further, these directors stayed with their companies far longer in sharp contrast to the occupational mobility of the GOGOs.

It was expected that the functional experience of directors would vary, but the hypotheses tested were broadly inconclusive. Whereas the directors of growing sectors were more likely to start in the financial function and those in decline in the production area, promotion to profit-centre managers--general management--masked functional differences. It was thought that those directors with intensive single functional experience would cluster in the declining sectors, but no significant results were demonstrated. However, when asked which functional route was the fastest route to the top, clear delineation was observed. Finance was identified by GOGOs, with marketing being a much slower track; the reverse was identified by YOYOs. No doubt this result reflects a major difference in strategic emphasis between these two sectors. Industries in turbulence are much more likely to be considering strategic shifts in market positioning, whereas growing industries are more likely to concentrate upon the financial harvesting from their market consolidation.

Do contacts advance managerial careers? It was expected that the importance of patronage would cluster with winning sectors, but the reverse direction was observed. Declining sectors consider the "old boy network" certainly exists, but not for them! In their eyes, directors in growing industries may not have achieved a seat in the boardroom without additional help.

(b) "Hygiene"-factors: H.6-H.10

As expected, levels of remuneration related positively to economic performance--38% of GOGO directors were paid in excess of £50,000 (1981=$90,000) compared to 21% of directors in declining industries. Pay and performance go together. Variations were also observed in the increase in working hours--directors of declining sectors actually recorded a decrease in the hourly working week, whereas the more active categories showed the reverse. Although not necessarily more efficiently, GOGO directors work harder.

It was thought that the pay and workload distinctions would continue with business travel, and with the amount of holiday taken. Higher performing sectors might show greater emphasis upon "marrying the job," but the results were not significant.

The last result in this section is curious. Directors were asked to scale the status of their companies in terms of extent, and of direction. Since 44% of the sample represented industries in decline, it was hypothesised that this would be self-evident to the directors. Not so, for the facts of their economic performance failed to be recorded. When combined with the results of H.5 and H.4, evidence seems to support the view that this set of directors pursues a myopic path towards unreality.

(c) International exposure: H.12-H.14

The most positive set of variables distinguishing economic performance fell within this category. All variables gave significant results. GOGOs showed not only an international grooming in terms of work experience, but were very positive in terms of its favourable value upon their managerial capabilities. DODOs showed the reverse. Considering the interdependence of all major economies and the gradual erosion of U.K. manufacturing competitiveness in both the export market, and in its capability to stem the inroads of imports in its domestic markets, this seeming rejection of the importance of international business exposure may well accelerate the decline.

On the evidence of this section, some support is indicated as to the concepts developed earlier in this paper from leadership theorists as to the effects of the trading environment--Vroom and Yetton [1973]:Osborn and Hunt [1975]:Pfeffer and Salancik [1978]:Yukl [1981]--and those from the strategic management school--Miles and Snow [1978]:Hayes and Abernathy [1980]:Kotter [1982]:Hambrick and Mason [1983]-- with regard to functional grooming and management tenure.

2. THE DOMESTIC ENVIRON: EDUCATION AND FAMILY

What effect would the early environment have upon directors? Would child birth position be related to those boardroom strategic decisions resulting in superior industry performance? Did childhood geographic location funnel entry into certain industries? Does the level of education really make a difference? This section is therefore divided into three categories of variables--those relating to family influence, those to location, and those to educational attainment. Table 3 illustrates the results.

(a) Family Influences: H.15-H.20

It is stated frequently that sibling position (Handy [1976]:Hunt [1979]) affects leadership qualities, in particular that of the first and last child. "Sandwiched" children are thought to be less assertive. If this is applied to the Boardroom, GOGOs and YOYOs should fall into the first category, and DODOs, into the latter, but no significant result was obtained. Indeed, within this sub-section, the only positive result was obtained by relating economic performance to a single parent upbringing: directors whose industries were growing came from divorced parents, whereas those in decline had a single parent upbringing caused by death. Parental influence was not related, nor was parental occupation for it was thought that the managerial

TABLE 3

DOMESTIC ENVIRON: EDUCATION AND FAMILY

INDEPENDENT VARIABLES	EXPECTATION	RESULT
FAMILY INFLUENCES		
H.15 Sibling position	GOGOs would be first or last child DODOs would be second child	Not Sig. (0.9010)
H.16 Parental marital status	Domestic trauma influences behaviour	Not Sig. (0.4050)
H.17 Single parent upbringing (winners v. losers only)	GOGOs would strive more after childhood trauma	0.0363
H.18 Parental influence	YOYOs would be less influenced & therefore more independent	Not Sig. (0.4042)
H.19 Parent's occupation	GOGOs parents have managerial expertise: DODOs not	Not Sig. (0.8867)
H.20 Marital status	GOGOs and YOYOs "married" the job: i.e., were divorced more	Not Sig. (0.6953)
EARLY ENVIRONMENT		
H.21 Geographic location of childhood	"Inner" Britain (S. East) = GOGOs: "Outer" Britain = DODOs	0.0093
H.22 Urban, Suburban & Rural	Urban early environment = GOGOs: Suburban = YOYOs & DODOs	Not Sig. (0.5186)
EDUCATION: CEREBRAL & PHYSICAL		
H.23 Secondary education	GOGOs = Public (fee paying) YOYOs = Grammar (scholarship)	Not Sig. (0.5724)
H.24 University attended	GOGOs = Oxbridge YOYOs = Grey Brick DODOs = Red Brick	Not Sig. (0.5724)
H.25 Tertiary education Arts v. Science Degrees	GOGOs = science DODOs = arts	Not Sig. (0.9047)
H.26 MBA achievement	GOGOs reflect business education	Not Sig. (0.6450)
H.27 Team v. Individual sports (winners v. losers only)	DODOs = Individual sports GOGOs = Team	0.0825
H.28 Importance of winning at sports	DODOs not important Reverse for YOYOs and GOGOs	Not sig. (0.2849)

level of the father's job would be a factor. The influences of neither brother, sister, mother or father seems to make much difference.

(b) Early Environment: H.21-H.22

The geographic location of childhood did however relate to industry performance. "Inner Britain"--the South-East, and those raised outside the UK dominated the GOGOs; "outer Britain"--the North--clustered with the DODOs; of those directors born in Scotland, most work within those industries in turbulence, the YOYOs. The first result certainly supports those of H.12, H.13 and H.14--an international or cosmopolitan childhood conditioning being associated with industry growth. The second result suggests evidence of geographic immobility, given the substantial number of industries in decline in the North of England. But why should Scotland dominate the YOYOs? Perhaps the different education system in that part of the UK provides some evidence or the Government's attempts to support Scotland via the Scottish Development Agency. This analysis was developed further by segmenting directors into urban, suburban, and childhood locations in the belief that GOGOs would be distinct, but no significant result was obtained.

(c) Education: Cerebral and Physical: H.23-H.28

Despite the belief that patronage exists (H.5), there is no evidence to support the view that the fee-paying public schools dominate, in later life, any particular category. Indeed the grammar schools, now abolished, provided the major route to the boardroom. What can be said is that no particular flavour of secondary education appears to relate to industry economic performance. Additionally, the view that Oxbridge provides the director elite cadre fails to be supported.

It was thought that the nature of he degree might well be associated, but again, the results were not signific t. Arts and Sciences were equally split, which should give some comfort to ose University Vice-Chancellors (or in the U.S., University Presidents), who nd their budgets reduced. What was surprising was that the achievement of MBA did not cluster in either the GOGOs, or the YOYOs, particularly as th sample included a large number of directors with a North American post-gr uate business experience. Although the first U.K. MBA students graduated in 67, it was unlikely that they would as yet have achieved the Boardroom, ing considerably younger than the average age of the sample directors.

Sports at University did howeve delineate. Directors in declining sectors preferred individual sports whi t those representing growth industries preferred team sports. This giv some support to the statements of Negandhi and Reinmann [1976] mentioned e lier, relative to decentralisation/interventionist issues, and to those b aviouralists within the contingency camp. Interestingly, the importance of ning at sports was not significant.

This whole section focussing the ffects of directors' early environment is noticeable by its seeming lack influence upon categories of economic performance. With the exception f geographic location, neither the family nor the educational system appea to exert any significant "patterning." Winning, or losing, directors se not to be born, nor conditioned by their childhood experience before they art to work. On the basis of this sample, the theories on family influen (Burck [1976]:Sturdivant and Adler [1976]:Handy [1976]:Hunt [1979]); and educational influence (Collins & Moore [1970]:Channon [1976]:Pfeffer [198) fail to be supported.

3. SELF-CONCEPT

The volume of theoretical development, particularly from the school of leadership theorists, is at its heaviest for this section on self-concept. The section tests those variables which emerge as directors reflect upon their personal views as to effective paths to reach the top of the corporate ladder, their attitude to the nature of work in general, and to those private views as to their way of life outside the executive office. Table 4 summarises the results.

(a) Company Views: H.29-H.32

Differences emerged as to relative success traits for executive success. For YOYOs, concern for people was held to be a far more important managerial characteristic than was held by the other two sets of directors. In addition, the characteristic of intellectual intelligence of directors rated poorly. Quite the reverse was observed for GOGOs: intelligence was of prime importance, with creativity a close second. DODOs most valued success trait was personal integrity.

The results are interesting. Conceptual skill (e.g., Katz and Kahn [1978]), is clearly valued by GOGOs--a skill more likely to facilitate effective strategic management. The trait "concern for people" of the YOYO'S fits easily with the proposals of the style theorists, for example, Bowers and Seashore [1966]. Under conditions of trading uncertainty, the value of this trait seems appropriate. To the strategist, the most worrying result is that for DODOs--to rate personal integrity as the most important characteristic seems curiously inward-looking. This is not to say that this trait is unimportant--indeed both GOGOs, and YOYOs rated it--but it does not appear to be of the highest relevance for industries in decline.

TABLE 4

SELF CONCEPT

INDEPENDENT VARIABLES	EXPECTATION	RESULT
COMPANY VIEWS		
H.29 Executive success traits	YOYOs=Results:GOGOs = intelligence:DODOs=people	0.0449
H.30 Stay in one company	YOYOs mobile:DODOs and GOGOs not	Not Sig. (0.4360)
H.31 Influence of first boss	GOGOs show patronage influence	0.0039
H.32 Positive/Negative direction of H.31	GOGOs were "groomed"	0.0684
JOB VIEWS		
H.33 Aspirations	YOYOs would be ambitious more onward and upward: DODOs not	Not Sig. (0.2434)
H.34 Management style	GOGOs = democratic:YOYOs & DODOs = autocratic	Not Sig. (0.4369)
H.35 Early retirement	YOYOs would desire early retirement:DODOs would "soldier on"	0.0003
H.36 Continue if financially independent	GOGOs would love their job	Not Sig. (0.9935)
H.37 Same career again?	GOGOs = Yes DODOs = No	0.0155
PERSONAL		
H.38 Outside interests and second career	DODOs + GOGOs would have time to develop:YOYO'S not	Not Sig. (0.7830)
H.39 Enough time with family?	YOYOs & GOGOs not	Not Sig. (0.3802)
H.40 Importance of religion (winners & losers only)	GOGOs have little time for non secular activity	0.0055
H.41 Religious denomination	Jewish/Catholic would cluster with GOGOs	Not Sig. (0.6211)
H.42 Drinking habits	YOYOs and DODOs would consume more--a palliative	Not Sig. (0.6211)
H.43 Smoking habits	YOYOs & DODOs would smoke more--a palliative	0.0551
H.44 Exercise habits	"Healthy mind, healthy body" GOGOs would be fitter	Not Sig. (0.1108)
H.45 Sleeping habits	DODOs & YOYOs would sleep less	Not Sig. (0.5610)
H.46 Suffer from stress	YOYOs would suffer more	Not. Sig. (0.7906)
H.47 Age	GOGOs would be more youthful:DODO'S older	0.100

The influence of the first boss positively related to economic performance (Bray, Cambell and Grant [1974]). The greater the industry decline, the more this variable was perceived as a factor. This result accords with those of company tenure (H.4)--GOGOs are more mobile: DODOs are much less so, and seem more influenced by their first managerial supervision.

(b) Job views: H.33-H.37

The view of those leadership theorists who emphasize the importance of aspiration (e.g., Donley and Winter [1970]:Miner [1975]) failed to find support from this sample. No relationship existed relative to industry performance.

The result for managerial style was also inconclusive. Much of the literature reviewed earlier in this paper (leadership style theory) would propose that conditions of turbulence need firm, interventionist, directionist, autocratic management. The reverse would be proposed for industries in growth. Here, consultative and participative management would be more likely to administer effectively controlled growth. The results were inconclusive despite the positive results of team sports (H.27), perhaps because style was perceived through their own eyes, rather than those of their subordinates.

Positive results were obtained for the attitude of directors towards retirement. YOYOs wanted to retire early, not surprisingly given the effect of taking tough strategic decisions under conditions of turbulence. GOGOs were satisfied with their choice of careers, and would stay the course. DODOs were an enigma: not only would they choose a different career if free, but given their present position, would "soldier-on" as long as possible. Morale in declining industries must be low!

(c) Personal views and Habits: H.38-H.47

The populist view of directors is one of jetsetting, heavy drinking, highly stressed, little sleep and being married to the job. No evidence existed to support this view whatsoever. In the main, directors were content with their family life, drank moderately, and considered themselves to be unstressed. Relative to economic performance, DODOs smoked more heavily and considered religion to be a significant factor in their lives. GOGOs appeared to place little value on non-secular philosophies, perhaps because they comprised a younger age set than those directors in declining sectors.

The proposition of Hambrick and Mason [1983] that age might delineate was supported. Directors of growing industries were significantly younger than those who operated within declining sectors. This result therefore supported the earlier suppositions of Hart and Mellons [1970]; Child [1974]; Taylor [1975]; and Stevens [1978]. Only Child, however, advanced his proposition within the U.K. context.

The relationship between age and industry performance, the association with perceived success traits (see Stogdill [1974], Yukl [1981]), and that with the influence of the first boss (Bray, Campbell and Grant [1974]) demonstrate positive relationships. Yet, despite the volume of theory as to leadership motivation, and leadership style, no support could be provided from his sample.

CONCLUSIONS

This research has sought to establish the variability of the U.K. directors' characteristics relative to the economic performance of those industries in which they operate. Its hypotheses emanate from leadership theory, from research in strategic management, and in particular, from the "upper-echelons" propositions of Hambrick and Mason [1983].

The results, seemingly as always in social science, are mixed. Although the non-findings are interesting in their own right, the number of differences, summarised in Table 5 below, are sufficient to continue this direction of research. The sociology of the various industries should be of interest to large companies contemplating strategic entry, and to government agencies considering interventionist moves. Further research should refine many of the above propositions, and should help to establish the direction of causality.

Insert Table 5 About Here

TABLE 5

VARIABLE	GOGOs	YOYOs	DODOs
COMPANY			
1. Why change companies	Challenge	Challenge	More money
2. Fastest route to top	Finance	Marketing	Finance
3. Remuneration	Above average	Average	Below average
4. Workload increase	Substantially	Significantly	Not significantly
5. Company tenure	Short	Mobile	Inert
6. Patronage perception	No	--*	Yes
7. International exposure	High	Low	Low
FAMILY			
8. Childhood location	London & International	Scotland	Northern England
9. Team v. individual sports	Team	--*	Individual
SELF-CONCEPT			
10. Executive success traits	Conceptual & Creative	Concern for people	Integrity
11. First boss influence	Low	Low	High
12. Early retirement	Early	Very early	Later
13. Same career again	Same	Similar	Different
14. Age	Younger	All ages	Older

*Winners v. Losers only.

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