

## Appendix A

List of articles included in the meta-analysis  
(For the main and moderating effect analyses; N=51)

- Alexiev, A. S., Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2010). Top management team advice seeking and exploratory innovation: The moderating role of TMT heterogeneity. *Journal of Management Studies*, *47*, 1343-1364.
- Amason, A. C., Liu, J., & Fu, P. (2010). *TMT Demography, Conflict and (Effective) Decision Making: The Key Role of Value Congruence*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada.
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- Clark, K. D., & Maggitti, P. G. (2012). TMT potency and strategic decision-making in high technology firms. *Journal of Management Studies, 49*, 1168-1193.
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*Management*, 26, 874-896.

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- Li, Q., Maggitti, P. G., Smith, K. G., Tesluk, P. E., & Katila, R. (2013). Top management attention to innovation: The role of search selection and intensity in new product introductions. *Academy of Management Journal*, 56, 893-916.
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- Li, C. R., Liu, Y. Y., Lin, C. J., & Ma, H. J. (2016). Top management team diversity, ambidextrous innovation and the mediating effect of top team decision-making processes. *Industry and Innovation*, 23, 260-275.
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- Palmer, S. L. (2001). *Executive Group Decision-making and Demographic Diversity: Exploring the Roles of Generating Issues and Ideas and Evaluating Outcomes*. Unpublished doctoral dissertation, University of Maryland, College Park, MD.
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- Relationship between Diversity of Expertise and Performance in Top Management Teams.* Unpublished doctoral dissertation, University of Minnesota, Minneapolis, MN.
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## Appendix B

List of articles additionally included for the meta-analytic structural equation modeling analysis (N=152)

- Acar, F. P. (2016). The effects of top management team composition on SME export performance: An upper echelons perspective. *Central European Journal of Operations Research, 24*, 833-852.
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- Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal, 39*, 123-148.
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**Appendix C**

List of meta-analyses used for the meta-analytic structural equation modeling analysis (N=3)

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