

Banka Slovenije
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the Research Centre of the School of Economics and Business
invites you to a seminar

CEO-Firm Matches and Productivity in 42 Countries

Co-author and speaker:
Helena Schweiger

Lead Research Economist, European Bank for Reconstruction and Development

The paper is a joint work with Amanda Dahlstrand, Dávid László, Oriana Bandiera, Andrea Prat, and Raffaella Sadun.

The seminar will be held in the
Great Hall of Banka Slovenije
on Thursday, 5 February 2026 at 11:00

Abstract:

Firms drive economic development, and CEOs shape firm productivity. Yet a critical question remains: Are firms led by CEO types well-suited to their needs? We develop a parsimonious measure of CEO time use that classifies CEOs as “leaders” (focused on strategy and vision) and “managers” (focused on operations and execution) using data from 4,800 manufacturing firms across 42 countries spanning income levels from US\$4,000 to US\$45,000 per capita. We document three key patterns. First, leader-type CEOs are less prevalent in lower-income countries. Second, even where leaders are available, CEO types are often mismatched with firm needs: leaders head firms better suited to managers, and vice versa. Third, this mismatch correlates with substantial productivity differentials: firms with mismatched CEO types exhibit 13.8% lower productivity, and eliminating this mismatch is associated with potential aggregate productivity gains of 8.2%. These patterns suggest that policies addressing CEO-firm matching frictions could yield significant productivity improvements without requiring additional resources.

About the speaker:

Helena Schweiger is an Associate Director, Lead Research Economist at the European Bank for Reconstruction and Development in London. She graduated from the Faculty of Economics in Ljubljana and completed her Ph.D. in Economics at the University of Maryland, College Park. She has published work in American Economic Journal: Economic Policy, Management Science, Energy Policy, Labour Economics and Economics of Transition, among others. Her main research interests are firm productivity, (green) management practices, innovation, and impact of climate change policies and climate change on firms' performance.

How to sign up:

To sign up for the seminar, please send an email to seminar@bsi.si. You can sign up by Wednesday, 4 February 2026. The seminar will be held in English.