

Syddansk Universitet

Routines, organizational reliability and change: A hidden source of variation

Yi, Sangyoon; Becker, Markus; Knudsen, Thorbjørn

Publication date:
2013

Document version
Early version, also known as pre-print

Citation for published version (APA):

Yi, S., Becker, M., & Knudsen, T. (2013). Routines, organizational reliability and change: A hidden source of variation. Paper presented at Annual Meeting of Carnegie School of Organizational Learning, Monterey, California, United States.

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal ?

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

**Carnegie School of Organizational Learning
Asilomar Conference Grounds
Pacific Grove, CA.
March 29th – 31st, 2012**

Conference Participants

Linda Argote	Carnegie Mellon	Pino Audia	Dartmouth
Markus Becker	Southern Denmark	Gianluca Carnabuci	USI
Michael Ciuchta	UCF	Felipe Csaszar	Michigan
Jerker Denrell	Warwick	Vinit Desai	Colorado
Christina Fang	NYU	Alina Ferecatu	UT-Dallas
John Joseph	Duke	Thorbjørn Knudsen	Southern Denmark
Jonathan Kush	Carnegie Mellon	Daniella Laureiro Martinez	ETH
Dan Levinthal	Wharton	Chengwei Liu	Warwick
Boris Maciejovsky	Imperial College	Peter Madsen	BYU
Jim March	Stanford	David Maslach	Florida State
Anne Miner	Wisconsin	William Ocasio	Northwestern
Phanish Puranam	INSEAD	Hazhir Rahmandad	Virginia Tech
Ray Reagans	MIT	Claus Rerup	Ivey
Andreas Schwab	Iowa State	John Sterman	MIT
Nils Stiglitz	Frankfurt	Sangyoon Yi	Southern Denmark

N = 30

% New Attendees: ~40%

Number of institutions: 24

Conference Program

Friday, March 29

- 11:00 **Teaching Workshop: Organizational Learning in the Classroom** Sanderling
 Organizer: Christina Fang (NYU)
 Speakers: Linda Argote (CMU), Jerker Denrell (Warwick), John Sterman (MIT)
- 12:00 **Working Lunch** Sanderling
- 3:00 **Kick-off Session: Information Aggregation in Organizations** Sanderling
 Organizer: Felipe Csaszar (Michigan)
- Markets as a structural solution to knowledge-sharing dilemmas*
 Boris Maciejovsky (Imperial College) w/ David Budescu (Fordham)
- Why effective implementation may be useful even with bad strategy*
 Phanish Puranam (INSEAD) w/ Eucman Lee (LBS)
- How organizational structure can compensate for flawed mental representation*
 Felipe Csaszar (Michigan)
- 4:30 **Break**
- 4:45 **Idea Session: From Information Retrieval to Aspirations** Sanderling
- Team Structure, turnover and performance: A transactive memory perspective*
 Jonathan Kush (CMU) w/ Brandy Aven (CMU) and Linda Argote (CMU)
- Aspiration-level adaptation revisited: The roles of performance feedback and performance expectation*
 Peter Madsen (BYU)
- Organizational structure and performance feedback: Situated decision making and persistence in product phase-out*
 John Joseph (Duke) w/ Ronald Klingebiel (Warwick) and Alex J. Wilson (Duke)
- Overall discussion (10 min)
- 6:00 **Dinner (Boardwalk BBQ)** BBQ Area
- 7:00 Bonfire and S'mores BBQ Area

Saturday, March 30

- 7:30 **Breakfast** Crocker
- 8:30 **Idea Session: The Hidden and Habitual Structures within Organizations**
Sanderling
- Routines, organizational reliability and change: A hidden source of variation*
Sangyoon Yi (Southern Denmark) w/ Markus Becker (Southern Denmark),
Thorbjørn Knudsen (Southern Denmark)
- Routine regulation: Interpersonal connections and the coordination of contrasting
routine interpretations*
Claus Rerup (Ivey) w/ Carlo Salvato (Bocconi)
- Integrating organizational identity into organizational learning*
Michael Ciuchta (UCF)
- Overall discussion (10 min)
- 9:40 **Break**
- 9:55 **General Meeting and Administrative Affairs**
- 10:15 **Ambiguous and Conflicting Information within Multidivisional
Organizations** Sanderling
- Mission accomplished? Attention to performance during the Iraq War*
Pino Audia (Dartmouth) w/ Mary Kate Stimmler (Berkeley)
- Attention to performance of member firms in hierarchical business groups*
William Ocasio (Northwestern)
- Competition, cooperation, and search: Incentives and the competition for research
resources in multidivisional firms*
Nils Stiglitz (Frankfurt) w/ Oliver Baumann (Southern Denmark), and JP
Eggers (NYU)
- Overall discussion (10 min)
- 11:25 **Discussion Groups** Sanderling
- Andreas Schwab (Iowa State), Anne Miner (Wisconsin), Ray Reagans (MIT),
Dan Levinthal (Wharton), Thorbjørn Knudsen (Southern Denmark)

12:00 **Lunch (continuing Discussion Groups)** Crocker

2:20 **Models of Information and Learning**

Stretch goals, managerial responses, and variance in performance

John Sterman (MIT) w/ Michael Shayne Gary (UNSW), Miles M. Yang (UNSW), Philip W. Yetton (UNSW)

When should one ignore the top performers and imitate the mediocre?

Chengwei Liu (Warwick) w/ Jerker Denrell (Warwick) and Gerard Hodgkinson (Warwick)

Similarity, clustering, and simple identities in Schelling Segregation

Christina Fang (NYU), Jason Kim (Yonsei), and Joe Porac (NYU)

Overall discussion (10 min)

3:30 **Free Time**

6:00 **Dinner** Crocker

7:00 **Discussions on Organizational Learning** Sanderling

Andreas Schwab (Iowa State), Anne Miner (Wisconsin), Ray Reagans (MIT), Dan Levinthal (Wharton), Thorbjørn Knudsen (Southern Denmark)

Sunday, March 31

- 7:30 **Breakfast** Crocker
- 8:30 **Idea Session: Individual Exploration and Information** Sanderling
- Maximizing vs. Satisficing: Understanding managers' tradeoffs between exploration and exploitation*
Alina Fercatu (ESSEC) w/ Arnaud De Bruyn (ESSEC)
- Cognitive control capabilities and cognitive flexibility: Integrating two studies of experienced decision-makers*
Daniella Laureiro-Martinez (ETH-Zurich)
- Understanding patterns of exploration in online communities*
Hazhir Rahmandad (Virginia Tech)
- Overall discussion (10 min)
- 9:40 **Break**
- 9:55 **Idea Session: Information Flows Across Organizations** Sanderling
- Reciprocal learning among organizations and stakeholders: Quality and complaints in the California Nursing Home Industry*
Vinit Desai (UC-Denver)
- Inside out and outside in: The coevolution of organizations' knowledge base and network position*
Gianluca Carnabuci (USI) w/ James Hayton (Warwick)
- Mediated knowledge spillovers and public welfare*
David Maslach (FSU) w/ Oana Branzei (Ivey), Claus Rerup (Ivey), and Mark Zbaracki (Ivey)
- Overall discussion (10 min)
- 11:05 **Wrap-up: Themes and New Beginnings** Sanderling
Anne Miner (Wisconsin)
- 11:50 **Closing Remarks**
David Maslach (FSU)
- 12:00 **Lunch** Crocker
- N.B.: Presentations are 15 minutes, followed by 5 minutes directed Q/A.
Sanderling and Crocker are room locations at the Asilomar resort.