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):

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.
Conference Participants

Linda Argote Carnegie Mellon
Markus Becker Southern Denmark
Michael Ciuchta UCF
Jerker Denrell Warwick
Christina Fang NYU
John Joseph Duke
Jonathan Kush Carnegie Mellon
Dan Levinthal Wharton
Boris Maciejovsky Imperial College
Jim March Stanford
Anne Miner Wisconsin
Phanish Puranam INSEAD
Ray Reagans MIT
Andreas Schwab Iowa State
Nils Stiglitz Frankfurt

Pino Audia
Gianluca Carnabuci
Felipe Csaszar
Vinit Desai
Alina Ferecatu
Thorbjørn Knudsen
Daniella Laureiro Martinez
Chengwei Liu
Peter Madsen
David Maslach
William Ocasio
Hazhir Rahmandad
Claus Rerup
John Sterman
Sangyoon Yi

Dartmouth
USI
Michigan
Colorado
UT-Dallas
Southern Denmark
ETH
Warwick
BYU
Florida State
Northwestern
Virginia Tech
Ivey
MIT
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**  
Organizer: Christina Fang (NYU)  
Speakers: Linda Argote (CMU), Jerker Denrell (Warwick), John Sterman (MIT)

12:00  **Working Lunch**

3:00  **Kick-off Session: Information Aggregation in Organizations**  
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**

*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)**

7:00  Bonfire and S’mores
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30</td>
<td>Breakfast</td>
<td>Crocker</td>
</tr>
<tr>
<td>8:30</td>
<td><strong>Idea Session: The Hidden and Habitual Structures within Organizations</strong></td>
<td>Sanderling</td>
</tr>
<tr>
<td></td>
<td><em>Routines, organizational reliability and change: A hidden source of variation</em>&lt;br&gt;Sangyoon Yi (Southern Denmark) w/ Markus Becker (Southern Denmark), Thorbjørn Knudsen (Southern Denmark)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Routine regulation: Interpersonal connections and the coordination of contrasting routine interpretations</em>&lt;br&gt;Claus Rerup (Ivey) w/ Carlo Salvato (Bocconi)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Integrating organizational identity into organizational learning</em>&lt;br&gt;Michael Ciuchta (UCF)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overall discussion (10 min)</td>
<td></td>
</tr>
<tr>
<td>9:40</td>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>9:55</td>
<td><strong>General Meeting and Administrative Affairs</strong></td>
<td></td>
</tr>
<tr>
<td>10:15</td>
<td><strong>Ambiguous and Conflicting Information within Multidivisional Organizations</strong></td>
<td>Sanderling</td>
</tr>
<tr>
<td></td>
<td><em>Mission accomplished? Attention to performance during the Iraq War</em>&lt;br&gt;Pino Audia (Dartmouth) w/ Mary Kate Stimmler (Berkeley)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Attention to performance of member firms in hierarchical business groups</em>&lt;br&gt;William Ocasio (Northwestern)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Competition, cooperation, and search: Incentives and the competition for research resources in multidivisional firms</em>&lt;br&gt;Nils Stiglitz (Frankfurt) w/ Oliver Baumann (Southern Denmark), and JP Eggers (NYU)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overall discussion (10 min)</td>
<td></td>
</tr>
<tr>
<td>11:25</td>
<td><strong>Discussion Groups</strong></td>
<td>Sanderling</td>
</tr>
<tr>
<td></td>
<td>Andreas Schwab (Iowa State), Anne Miner (Wisconsin), Ray Reagans (MIT), Dan Levinthal (Wharton), Thorbjørn Knudsen (Southern Denmark)</td>
<td></td>
</tr>
</tbody>
</table>
12:00 **Lunch (continuing Discussion Groups)**

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

Strengthen 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**

7:00 **Discussions on Organizational Learning**

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.