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

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Conference Participants

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Markus Becker Southern Denmark Gianluca Carnabuci USI
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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)**

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**

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.