

Syddansk Universitet

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

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**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

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.