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**  
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
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.