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

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
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<tbody>
<tr>
<td>Linda Argote</td>
<td>Carnegie Mellon</td>
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<tr>
<td>Markus Becker</td>
<td>Southern Denmark</td>
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<td>Michael Ciuchta</td>
<td>UCF</td>
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<td>Jerker Denrell</td>
<td>Warwick</td>
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<td>Christina Fang</td>
<td>NYU</td>
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<td>John Joseph</td>
<td>Duke</td>
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<td>Jonathan Kush</td>
<td>Carnegie Mellon</td>
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<td>Dan Levinthal</td>
<td>Wharton</td>
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<td>Boris Maciejovsky</td>
<td>Imperial College</td>
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<td>Jim March</td>
<td>Stanford</td>
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<td>Anne Miner</td>
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<td>Phanish Puranam</td>
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<td>Ray Reagans</td>
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<td>Andreas Schwab</td>
<td>Iowa State</td>
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<td>Nils Stiglitz</td>
<td>Frankfurt</td>
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<td>Pino Audia</td>
<td>Dartmouth</td>
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<td>Gianluca Carnabuci</td>
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<td>Felipe Csaszar</td>
<td>Michigan</td>
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<td>Vinit Desai</td>
<td>Colorado</td>
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<td>Alina Ferecatu</td>
<td>UT-Dallas</td>
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<td>Thorbjørn Knudsen</td>
<td>Southern Denmark</td>
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<td>Daniella Laureiro Martinez</td>
<td>ETH</td>
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<td>Chengwei Liu</td>
<td>Warwick</td>
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<td>Peter Madsen</td>
<td>BYU</td>
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<td>David Maslach</td>
<td>Florida State</td>
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<td>William Ocasio</td>
<td>Northwestern</td>
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<td>Hazhir Rahmandad</td>
<td>Virginia Tech</td>
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<td>Claus Rerup</td>
<td>Ivey</td>
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<td>John Sterman</td>
<td>MIT</td>
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<td>Sangyoon Yi</td>
<td>Southern Denmark</td>
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$N = 30$

% 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)

6:00  Dinner (Boardwalk BBQ)  BBQ Area

7:00  Bonfire and S’mores  BBQ Area
Saturday, March 30

7:30 **Breakfast**

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**

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**  Sanderling

  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.