



CSOL 2021

VIRTUAL CONFERENCE

AUGUST 4-6, 2021

*CARNEGIE SCHOOL OF
ORGANIZATIONAL LEARNING*

Notes:

All session times in Pacific Daylight Time (California)

Presentations are 15 minutes unless otherwise indicated.

BYOD Breaks: During this time you can:

a) allow Zoom to run and use the break to informally chat while you brew your own drink ;)

-or-

b) you can pause your video and audio, and attend to your own needs. Please return before the next session starts.

Socializing activity: These are moments where we will assign you to breakout rooms to engage in some activity. We want it to feel like you are at Asilomar from the comfort of your own home.

Check out our conference website for downloadable zoom backgrounds!

www.csolconference.org

Virtual Conference Best Practices

Prepare your space:

Before the conference begins, clean and organize your work area. Put away anything that could be a distraction either to yourself, or others. Test your video/audio. Charge your devices. Test your lighting. Sitting with your face facing a natural light source is best.

Schedule your time:

Schedule your attendance and get yourself dressed and ready for the day, just like you would if the conference was in-person. Find a quiet space where you can attend uninterrupted. Hang a "Do Not Disturb" sign if you share your work space with others. Take advantage of scheduled breaks during the conference.

Think ahead:

Grab some coffee, water, and a snack. Check that you have the tools you need: phone charger, headphones, notebook/pen

Minimize distractions:

Turn off notifications on your phone and computer. Log out of your inbox. Close unrelated tabs. Turn off the tv/radio. Take the dogs for a walk before the first session begins. Mute your microphone when not in use.

Most importantly, enjoy!



2021 Scholar's Quest Lecture In Honor of James G. March

Jeffrey Pfeffer, Ph.D.

**Professor of Organizational Behavior
Graduate School of Business, Stanford University**

The 2021 Scholar's Quest Lecture In Honor Of James G. March will be presented by Dr. Jeffrey Pfeffer. Dr. Pfeffer is the Thomas D. Dee II Professor of Organizational Behavior at the Graduate School of Business, Stanford University. He received his B.S. and M.S. degrees from Carnegie-Mellon University and his Ph.D. from Stanford. He began his career at the University of Illinois and then taught for six years at the University of California, Berkeley. Professor Pfeffer not only has published extensively, but serves on many advisory boards. He is known for many ideas, but every graduate student recognizes his work about resource dependence with GR Salancik.

Wednesday, August 4

All times listed in Pacific Daylight Time (California)

8:00 - 8:30 am

Introductions

Led by: David Maslach (FSU), Daniella Laureiro (ETH Zurich)

8:30 - 9:30 am

Idea Session: Knowledge and Learning

Should knowledge be distorted? Managers' knowledge distortion strategies and organizational learning in different environments

-Jiamin Dong, Xi'an Jiaotong University

Dancing with myself: A model of intrapersonal vicarious learning

-Daniel Newark, HEC

(15 min discussion)

9:30 - 9:45 am

BYOD Break

9:45 - 10:45 am

Idea Session: Individual Preferences and Learning

Risk-Type Preference Shifts

-Ronald Klingebiel, Frankfurt School of Finance and Management

The role of experience in socio-economic tradeoff decisions

-Anna Dereky, ETH Zurich (5 min)

(15 min discussion)

10:45 - 11:00 am

BYOD Break

11:00 - 11:45 am

Idea Session: Learning, Routines, Chance

Routines as Games

-Jose Arrieta, University of Amsterdam

Underdogs and One-hit Wonders: When is Overcoming Adversity Impressive?

-Chengwei Liu, ESMT Berlin

(15 min discussion)

11:45am- 12:15 pm

Socializing Activity

- Led by: Arus Zakaryan, Grenoble École de Management

12:15 pm

Newcomers Chat

Thursday, August 5

All times listed in Pacific Standard Time (California)

8:00 - 8:45 am

Idea Session: Attention and Learning

An attention perspective on how managers deal with multiple goals simultaneously

-Ann Xavier, ETH Zurich

Knowledge worker attention cycles: Dynamic surprises in a multi-dashboard environment

-Martin Schulz, UBC

(15 min discussion)

8:45- 9:15 am

BYOD Break

9:15 - 9:40 am

Idea Session: Search and Organizational Differences

Learning from patients: The role of narratives in healthcare improvement

-Ingrid Nembhard, Wharton (5 min)

Searching wide and far: The relative use of distinct organizational learning types in high novelty innovations

-Russell Seidle, Suffolk (5 min)

(15 min discussion)

9:40- 10:00 am

BYOD Break

10:00 - 11:00 am

2nd Scholar's Quest Lecture in Honor of Jim March

Most organizational processes are variance amplifying, rather than homeostatic, making learning and adaptation rarer and more difficult. What are the implications for research?

- Dr. Jeffrey Pfeffer, Stanford University

11:00am - 12:00 pm

Fireside Chat

How do we, as scholars, help organizations learn?

- Led by: Özgecan Koçak

12:00 pm

Socializing Activity

Is learning the purpose of individuals and learners?

- Led by: David Maslach, FSU

Friday, August 6

All times listed in Pacific Standard Time (California)

8:00 - 9:00 am

Idea Session: Models, Search, Learning

Functional interdependencies as an impediment to successful search

- Jon Atwell, Stanford

Organizational structure, learning, and innovation

- Franziska Sump, University of Southern Denmark

Ties that bind or ties that free? Core-periphery collaboration and diverging knowledge bases in US Hollywood Films.

-Demetrius Lewis, Emory

(15 min discussion)

9:15 - 9:30 am

General Meeting, Administration and Future Outlook

-David Maslach and Daniella Laureiro-Martinez

9:30 am

Group Photo and BYOD Break

10:00-11:00 am

Idea Session: Learning From Failure

Concerns about my family vs myself: How family CEOs and professional CEOs in business groups respond to performance shortfalls

-Luke Rhee, UC Irvine

Organizational learning from near misses

-Arusyak Zakaryan, Grenoble Ecole de Management

Emerging market firms' persistence with failed innovations

-Thorsten Wahle, Manchester

(15 min discussion)

11:00 - 11:30 am

Closing Remarks and Preferences for 2022 Conference

Conference Details

Zoom Info:

Direct Link:

[https://ethz.zoom.us/j/62687601352?
pwd=Y0NsUzZFdXdPbVNoOW5JcklWV3
ZXZz09](https://ethz.zoom.us/j/62687601352?pwd=Y0NsUzZFdXdPbVNoOW5JcklWV3ZXZz09)

Meeting ID

626 8760 1352

Password

asilomar

2021 Conference Organizing Committee

Daniella Laureiro-Martinez
David Maslach

2021 Scholars Quest Committee

Jerry Guo
Arusyak Zakaryan

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Trish Sowinski

Special Thanks To:

Özgecan Koçak
&
Jeffrey Pfeffer

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