

**Carnegie School of Organizational Learning (CSOL) Participants
Asilomar Conference Grounds, Pacific Grove, CA., Aug. 10-12, 2016**

Linda	Argote	Carnegie Mellon University
Özgecan	Koçak	Sabancı School of Management
Jennifer	Bailey	Babson University
Oliver	Baumann	University of Southern Denmark
Markus	Becker	Southern Denmark University
Ashok	Bhandary	Florida State University
Stefano	Brusoni	ETH Zurich
Vinit	Desai	University of Colorado, Denver
Erin	Fahrenkopf	Carnegie Mellon University
Scott	Ganz	Georgia Institute of Technology
Manpreet	Hora	Georgia Institute of Technology
Amit	Jain	National University of Singapore
Daniel	Keum	NYU
Jason	Kim	Yonsei University
Thorbjorn	Knudsen	University of Southern Denmark
Daniella	Laureiro Martinez	ETH Zurich
Jeho	Lee	Seoul National University
Chengwei	Liu	Warwick Business School
David	Maslach	Florida State University
Thomas	Moliterno	University of Massachusetts Amherst
Ingrid	Nembhard	Yale School of Management
Kelly	Patterson	University of Southern California
Hart	Posen	University of Wisconsin - Madison
Phanish	Puranam	INSEAD
Hazhir	Rahmandad	MIT Sloan
Ray	Reagans	MIT Sloan
Scott	Rockart	University of North Carolina
Nicole	Rosenkranz	ETH Zurich
Zur	Shapira	New York University
Martin	Schulz	University of British Columbia
Michal	Tamuz	Patient Safety Institute
Amulya	Tata	ETH Zurich
Scott	Turner	University of South Carolina
Tony	Vashevko	Stanford University
Jutta	Wollersheim	Technical University of Munich
Sangyoon	Yi	University of Southern Denmark
Maurizio	Zollo	Bocconi University

Conference Organizing Committee

Linda Argote Peter Madsen David Maslach

Junior Scholar Committee

Scott Ganz David Lehman Daniella Laureiro Martinez

Conference Program

Wednesday, August 10

- 3:00 **Introduction** Scripps
 Linda Argote (CMU), Peter Madsen (BYU), David Maslach (FSU)
- 3:15 **Idea Session: Cognition and learning** Scripps
- How aspirations shape cognition*
 Hart Posen (Wisconsin)
- The iron law of asymmetry*
 Phanish Puranam (INSEAD) w/ Dan Levinthal (Wharton) & Özgecan Koçak (Sabanci)
- A sequence analysis of ill-structured problem solving: was Einstein right?*
 Daniella Laureiro Martinez (ETZ) w/ Jose Arrieta and Stefano Brusoni
- Overall discussion (15 min)
- 4:30 **Break**
- 4:40 **Idea Session: Innovation and learning** Scripps
- Chain structure and innovation*
 Scott Turner (USC) w/ Anne Marie Knott (Olin)
- The dynamics of firm innovation and employment protection*
 Daniel Keum (NYU)
- Overall discussion (10 min)
- 5:50 *Visualizing Jim's Influence on CSOL*
 Chengwei Liu (Warwick) w/ Mie Augier, Jerker Denrell, Christina Fang, Zur Shapira
- 6:00 **Dinner (Boardwalk BBQ)** BBQ Area
- 7:00 **Bonfire and S'mores** BBQ Area

Thursday, August 11

7:30	<u>Breakfast</u>	Crocker
8:30	<u>Idea Session: Short-talks (5 minutes)</u>	Scripps
	<i>Implementing role-changing versus time-changing innovations in health care</i> Ingrid Nembhard (Yale)	
	<i>Customers, competitors, and the fog of uncertainty</i> Oliver Baumann (USD)	
	<i>Non-local Feedback: An early stage idea</i> Vinit Desai (UC-Denver)	
	<i>Organizational routines and adaptation</i> Markus Becker (USD)	
	<i>Imitation and employment decisions in the entertainment industry</i> Kelly Patterson (USC)	
	<i>Organizations experimenting with managers experimenting with strategies</i> Scott Ganz (Georgia Tech)	
	<i>Adaptive organizations</i> Thorbjorn Knudsen (USD)	
	Overall discussion (30 min)	
10:10	<u>Break</u>	
10:20	<u>General Meeting and Administration</u>	
10:40	<u>Simulations</u>	Scripps
	<i>Towards a science of the artificial</i> David Maslach (FSU)	
	<i>When can we sustain good jobs in retail?</i> Hazhir Rahmandad (MIT)	
	<i>Regularity in Structure and Learning Dynamics of Hierarchy</i> Jeho Lee (SNU)	

Organizational Learning from Simulation in Healthcare: Generating hypothetical histories from simulated and recollected experience

Michal Tamuz (Northwell Health)

Overall discussion (10 min)

- 12:00 **Lunch** Crocker
Small group debate: Let it be resolved that organizations develop competence primarily through deliberate, rather than purely experiential, learning processes.
- 1:00 **Free Time and Pair up with Junior Scholars**
Thank you Scott Ganz, David Lehman, Daniella Laureiro Martinez!
- 6:00 **Dinner** Crocker
- 8:00 **Fire-side Chat with Michal Tamuz and Maurizio Zollo** Scripps
- Take up two sides of the debate

Friday, August 12

- 7:30 **Breakfast** Crocker
- 8:30 **Idea Session: Persistence, inertia, and routines** Scripps
- Organizational delay of gratification*
 Ashok Bhandary (FSU) w/ David Maslach (FSU)
- The role of persistence in search tasks: An experimental study*
 Amulya Tata (ETZ)
- When is it good to feel bad? A study on the influence of negative emotions on organizational routine*
 Jutta Wollersheim (TUM)
- Learning and rules*
 Martin Schulz (UBC)
- Overall discussion (15 min)
- 9:45 **Break**
- 10:15 **Idea Session: Group and individual learning** Scripps
- The influence of experience with multiple task environments on individual learning outcomes*
 Anand Nandkumar Kannan Srikanth (SMU)
- Conceptual pacts in triads*
 Özgecan Koçak (Sabanci) w/ Massimo Warglien (Venice)
- Diversity and Organizational Learning*
 Sangyoon Yi (USD)
- Individual & organizational learning: Similarities, differences & a look into the future*
 Zur Shapira (NYU)
- Overall discussion (15 min)
- 11:45 **Closing Remarks**
 Scott Rockart (UNC), Jennifer Bailey (Babson), and Stefano Brusoni (ETH)
- 12:15 **Lunch** Crocker

N.B.: Presentations are 15 minutes.

Scripps and Crocker are room locations at the Asilomar resort.