

CSOL 2023

Kartause Ittingen, Switzerland



May 15th - May 17th

Carnegie School of Organizational Learning

SCHOLAR'S QUEST LECTURE

In Honor of James G. March



Nicolas Gruber has been Full Professor of Environmental Physics at ETH Zurich at the Department of Environmental Systems Science since 2006. Before joining ETH Zurich, he was Assistant and then tenured Associate Professor at the University of California, Los Angeles. He completed his Ph.D in University of Bern in 1997 after which he was a postdoctoral researcher at Princeton University.

His research centers on the study of Earth's carbon cycle, with a particular focus on the role of the ocean and its interaction with the climate system. He relies on the interpretation and analysis of observation data and modeling to conduct his research.

Nicolas Gruber

Environmental Sciences
ETH Zurich

He received the Rosenstiel Award from the University of Miami in 2004 and was elected as a fellow of the American Geophysical Union in 2012.

He has co-authored (with Jorge Sarmiento from Princeton University) the textbook "Ocean Biogeochemical Dynamics" which has become a seminal work in the field.

He is a member of multiple international research boards and serves as an editor for AGU Advances and as a review editor for Science. He has been involved in the last three IPCC reports (AR4-AR6) as either a contributing or lead author. For many years, he was a member of the governing board of Climate-KIC (EU's leading climate innovation initiative).

Nicolas Gruber is the author of over 220 peer-reviewed publications and has been recognized as a highly cited authors for the last 4 years.

CONFERENCE PROGRAM

Monday May 15th

2:00 Introductions

Daniella Laureiro-Martinez & David Maslach

2:15 Learners

Search and Adaptation in Neutral Landscapes: Reconciling Behavioral Perspectives on Complexity and Reference Points

Axel Zeijen

Regulating the Unwilling Learner

Kristina Dahlin

The Impact of Strategic Problem Framing on Multiple Goal Attainment

Zorica Zagorac-Uremovic

Artificial Un-Intelligence: Dimensions of Bias of Artificial Intelligence Technology in Organizations (5 min)

Maximiliane Sachenbacher

Overall discussion (15 min)

3:20 Break

4:00 Learning from Feedback

Organizational Learning Following Weak Signals: Evidence from FDA Investigations in Drug Manufacturing Facilities

Arusyak (Arus) Zakaryan

Does it Pay to Pay More? Evidence from Borders Bookstores

Hazhir Rahmandad

Learning Fast and Learning Slow

Mauricio Geleilate

Decision Centralization and Learning from Experience in Groups: Separating Context from Aggregation Effects

Sanghyun Park

Overall discussion (15 min)

5:15 2023 Scholar's Quest Lecture

Mitigation versus Adaptation: Overcoming a false dichotomy
[Nicolas Gruber](#)

6:30 Dinner

Tuesday May 16th

7:30 Breakfast

8:30 Attention and Routines

Attention! Exploring the Relationship Between the Structure of Organizational Attention and Decision-making Success

[Jon Atwell](#)

Organizational Routines in Mergers
[Markus Becker](#)

Sustaining Attention to Inclusive Organizational Change
[Tomoko Yokoi](#)

Overall discussion (15 min)

9:30 Break

10:00 Some contexts of learning

Ownership Competence and Value Creation in Private Equity
[Deirdre Coveney](#)

New Venture Pivoting: Exploring the Influence of Novelty and the Pivot Effect in Subsequent Performance
[Gerardo Bastos-Neto](#)

When Is Organizational Culture More Replicable through Entrepreneurial Spawning?
[Yeonsin Ahn](#)

When Do Firms Learn By Hiring? How Complexity Moderates The Value Of Distant Knowledge
[Maciej Workiewicz](#)

Overall discussion (15 min)

11:15 General Meeting

Group Photo, Administration and Future Years' Planning

11:45 Lunch

1:30 Inferences and Fast learners

Interactions Between Conformity-based and Outcome-based Learners: Who Should Learn Fast?

Thorbjørn Knudsen

Shape-Constrained Inference and Learning about Learning

Scott Ganz

Learning and Both of Simon's Blades (5 min)

Oliver Baumann

Overall discussion (15 min)

2:20 Free Afternoon

For this free afternoon, we have a few suggested activities for you to enjoy. Feel free to explore even more options!

- **Organized:**
 - 2:30 - 3:30 | Tour of the monastery premises and the museum
 - 3:30 - 5:30 | Cheese making with a Swiss Cheese Master
- **Spontaneous:**
 - Explore the monastery premises and gardens independently.
 - Visit the information office for recommendations on walks or biking trails.
 - Book a bike free of charge to enjoy the surroundings.

6:00 Dinner

7:30 Group Discussion

Artificial Learning

Christine Beckman, Stefano Brusoni, and Phanish Puranam

Wednesday May 17th

7:30 **Breakfast**

8:30 **Decision Making**

Aimless Choosing
[Daniel Newark](#)

Championing the Flawed Gems: In Search of Contrarian Opportunities from the Blind Spot of the Majority
[Chengwei Liu](#)

How Leaders Problematize: Cognition and Conflicting Goals in a Fragile Ecosystem
[Daniella Laureiro-Martinez](#)

Overall discussion (15 min)

9:30 **Break**

10:00 **Invention and Innovation**

Why do Firms Hire Generalists? Generalist inventors and knowledge transfer
[Jerry Guo](#)

Regulatory Delays, Product Innovation, & Organizational Learning
[David Maslach](#)

Collective Screening of Innovation
[Ronald Klingebiel](#)

Virtually There and Yet so Far: The Impact of Remote Work on Organizational Learning
[Dong Nghi Pham](#)

Overall discussion (15 min)

11:15 **Closing Remarks**

11:30 **Lunch**

Important Notes:

- Presentations are 15 minutes unless otherwise indicated.
- All presentations will take place in Obere Aula and all meals will take place in the Pfisterei Restaurant.

2023 PARTICIPANTS

Anja Schulze	University of Zurich
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Most importantly, the Academy organizers:

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Organizing Committee:

David Maslach, Daniella Laureiro-Martinez, Özgecan Koçak, and Scott Turner

CSOL Academy Committee:

Jose Arrieta, John Joseph, Phanish Puranam, and Emanuel Ubert

Scholar's Quest Committee:

Arusyak Zakaryan and Jerry Guo



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