



# CSOL 2022

AUGUST 10-12, 2022

ASILOMAR HOTEL & CONFERENCE GROUNDS  
PACIFIC GROVE, CA

*CARNEGIE SCHOOL OF  
ORGANIZATIONAL LEARNING*



# 2022 Scholar's Quest Lecture In Honor of James G. March

## **Sarah Kaplan**

Director, Institute for Gender and the Economy  
Distinguished Professor of Gender & the Economy  
Professor of Strategic Management at Rotman

Sarah Kaplan is a co-author of the bestselling business book, *Creative Destruction* as well as *Survive and Thrive: Winning Against Strategic Threats to Your Business*. Her latest book, *The 360° Corporation: From Stakeholder Trade-offs to Transformation* was published in September 2019. Her research has covered how organizations participate in and respond to the emergence of new fields and technologies in biotechnology, fiber optics, financial services, nanotechnology and most recently, the field emerging at the nexus of gender and finance. Her current work focuses on applying an innovation lens to understanding the challenges for achieving gender equality.

Formerly a professor at the Wharton School, University of Pennsylvania (where she remains a Senior Fellow), and a consultant and innovation specialist for nearly a decade at McKinsey & Company in New York, she completed her doctoral research at the Sloan School of Management at the Massachusetts Institute of Technology (MIT). She has a BA with honors in Political Science from UCLA and an MA in International Relations and International Economics with distinction from the School for Advanced International Studies, Johns Hopkins University.

She recently authored "Gender Equality as an Innovation Challenge" (2017) in the *Rotman Management Magazine*, "The Risky Rhetoric of Female Risk Aversion" (2016) in the *Stanford Social Innovation Review*, "Meritocracy: From Myth to Reality" in the *Rotman Management Magazine* (2015), and "The Rise of Gender Capitalism," in the *Stanford Social Innovation Review* (2014).

# Wednesday, August 10

All times listed in Pacific Daylight Time (California)

**3:00 - 3:05 pm**

**Introductions**

**Scripps**

Led by: David Maslach & Daniella Laureiro

**3:05 - 4:20 pm**

**Idea Session: Power and Learning**

**Scripps**

*Bring Power Back In: Politics and Learning in Organizational Adaptation*  
Dong Nghi PHAM

*A Model of Elite Fragmentation and Power*  
Johan Chu

*Whence the Dominant Coalition: Sources and Uses of Power through Coalitional, Organizational, and Environment Consistency*  
Tom Moliterno

*Maladaptation - The unintended outcomes when organizations can shape their environment*  
Maximiliane Sachenbacher

(15 min discussion)

**4:20 - 4:30 pm**

**Break**

**4:30 - 6:00 pm**

**Idea Session: Routinization, Practice and Change**

**Scripps**

*The Impact of AI on Organizational Routines*  
Tiziano Volpentesta

*How Employing Contractors Affects the Adoption of New Industry Best Practices: Evidence from the U.S. Hospitals*  
Jisoo Park

*Staffing and Survival: The Symbolic Impact of Genre-Based Staffing Levels, U.S. Television Shows form 1985-2004*  
Kelly Patterson

*Organizational Learning and Strategy Improvisation*  
Anne Miner

(15 min discussion)

**6:00 - 7:00 pm**

**Dinner (Boardwalk BBQ)**

**BBQ Area**

**7:00 pm**

**Bonfire & S'mores**

**BBQ Area**

# Thursday, August 11

All times listed in Pacific Standard Time (California)

**7:20 - 8:20 am**

**Breakfast**

**Crocker**

**8:20 - 9:35 am**

**Idea Session: Search and Aspirations**

**Scripps**

*Diverse Aspirations in Dyadic Search*  
Jerry Guo

*Constraints or Empowerment? The Impact of Multiple Goals on Search in Product Development Teams*  
Cha Li

*Organizational Search and Risk-taking in Tournaments*  
Amir Orujov

*Hierarchical Inconsistency, Search, and Exploration in Cross-Functional Product Development Teams*  
Subrina Shen

(15 min discussion)

**9:35 - 9:50 am**

**Break**

**9:50 - 11:00 am**

**Idea Session: Selves and Learning**

**Scripps**

*Dancing With My (Other )Self: A Model of Professional Identity Development Through Intrapersonal Vicarious Learning.*  
Bianca Crivellini Eger

*When Your Tale Becomes Untenable: Abandoning Self-narrative for an Unnarrated Self*  
Daniel Newark

*Experts learn to disagree--and that's not a bad thing*  
Hesam Mahmoudi

*Attention From the Bottom Down: Insights from Single-Celled Organisms on Self-Organization*  
Jose Arrieta (5 minutes presentation)

(15 min discussion)

**11:00 am - 11:05 am**

**Break**

**11:05 am - 12:10 pm**

**Scholar's Quest Lecture in Honor of Jim March**

**Scripps**

*Framing Contests and Beyond: A Scholar's Quest*  
Sarah Kaplan

# Thursday, August 11

*All times listed in Pacific Standard Time (California)*

**12:10 - 1:00 pm**      **Lunch**      **Crocker**

**1:00 - 6:00 pm**      **Free Time**      **Scripps**

**6:00 - 7:15 pm**      **Dinner**      **Crocker**

**7:15 - 7:30 pm**      **Group Photo / General Meeting / Administration and Future Years' Planning**

Led by: Danielle Laureiro & David Maslach

**7:30 pm**      **Fireside Chat: Scholar's Quest Lecture**

Discussion led by: Arusyak Zakaryan, Jerry Guo; Tara Li

# Friday, August 12

*All times listed in Pacific Standard Time (California)*

**7:30 - 8:15 am**      **Breakfast**      **Crocker**

**8:15 - 9:15 am**      **CSOL Academy: Group Work Presentation, Part 1**      **Scripps**

5 groups will present for 10 minutes each, on questions raised during CSOL Academy

(10 min discussion)

**9:15- 9:30 am**      **Break**

**9:30 - 10:30 am**      **CSOL Academy: Group Work Presentation, Part 2**      **Scripps**

5 groups will present for 10 minutes each, on questions raised during CSOL Academy

(10 min discussion)

# Friday, August 12

All times listed in Pacific Standard Time (California)

**10:30 - 10:45 am**      **Break**

**10:45am - 12:00 pm**      **Idea Session: Innovation, Discovery, and Entrepreneurship**      **Scripps**

*Experimental Learning in Early-Stage Ventures*  
Andrea Contigiani

*Can Success Arrive Too Soon? The Effect of Early Success on Future Innovation Behavior*  
Arusyak Zakaryan

*Routines and Novelty: Producing Discovery and Invention on an Ongoing Basis*  
Scott Turner

*Peer-to-Peer Learning from Entrepreneurial Failure*  
Jessica J. Santana

(15 min discussion)

**12:00- 12:15 pm**      **Closing Remarks**

**12:15 pm**      **Lunch**      **Crocker**

**N.B.: Presentations are 15 minutes unless otherwise indicated.  
Scripps and Crocker are room locations at the Asilomar resort.**

# *Special Thanks To...*

**We would especially like to thank:** Linda Argote, Christine Beckman, Jerker Denrell, Heinrich Greve, Daniel Levinthal, Anne Miner, William Ocasio, Zur Shapira, and all of the participants at the 2022 CSOL Academy.

**Most importantly,** we thank the Academy organizers: Emanuel Ubert and Jose Arrieta for their dedication to advancing the field.

**CSOL Academy Committee:**

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

**Scholars Quest Committee:**

Arusyak Zakaryan and Jerry Guo

**CSOL Organizing Committee:**

Daniella Laureiro-Martinez and David Maslach

# 2022 Participants

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