

CSOL 2026

Dartmouth College
Hanover, NH



May 13th - May 15th, 2026

Carnegie School of Organizational Learning

SCHOLAR'S QUEST LECTURE

In Honor of James G. March

Ralph Hertwig

Max Planck Institute for
Human Development



Ralph Hertwig is the Director of the Research Center for Adaptive Rationality at the Max Planck Institute for Human Development in Berlin, Germany. His work looks in the psychology of human judgement and decision making. He earned his doctorate in psychology from the University of Konstanz in 1995. He has held appointments at Columbia University, University of Chicago, Hebrew University of Jerusalem, and the University of Basel.

Through his interdisciplinary research he has contributed, in particular, to the research on bounded rationality, decision from experience and the psychology of risk. He combined concepts and methods from psychology, neuroscience, economics, philosophy, biology and mathematics. His work has reshaped debates on whether human judgment should be judged by strict rules of logic or by how well it fits real-world environments.

He also pioneered research on the description–experience gap in risk taking, showing how people treat rare events differently depending on how they learn about them. More recently, his work on deliberate ignorance and “boosting” has influenced policy design, health, and public decision making worldwide. He has been awarded The Gottfried Wilhelm Leibniz Prize in 2017.

CONFERENCE PROGRAM

Wednesday, May 13

2:00-2:15 Introductions

David Maslach & Daniella Laureiro-Martinez

2:15-3:30 Presentation Session: Learning Under Causal Ambiguity

Jessica Santana, Questions Unanswered in Learning: How Outcome Uncertainty and Anonymity Shape Entrepreneurial Advice Seeking and Giving in Virtual Communities

Carrington Motley, Failure as Fuel or Foil? Serial Entrepreneurs, External Changes, and the Challenge of Learning from Venture Failure

Jamie Song, Learning from Qualitative Feedback: How Divergent User Evaluations Shape Entrepreneurial Search (Virtual)

3:30-3:45 Break

3:45-5:15 Presentation Session: Heterogeneity in Choices and Learning from Feedback

Cassandra Chambers, Differential Learning from Inconsistent Performance Feedback: Comparing Specialists and Generalists

Chengwei Liu, Target Diversity: Reconciling the Trade-off Between Learning Speed and Exploration

Jisoo Park, Resilience in Adversity: Adverse Events and the Evolution of Physician Referral Ties

Valerie M.H. Caubergh, Sense of Power and Decision Recipient in Risky Decision-Making: Neural and Behavioral Evidence (Virtual)

5:15-5:30 Break

5:30-6:45 2026 Scholar's Quest Lecture In Honor of James G. March

Ralph Hertwig, Let People Learn: Rethinking Bounded Rationality, Heuristic Models, and Behavioral Public Policy

6:45-8:15 **Dinner**

8:15 **Fireside Chat**

Where Does the Carnegie School Go Next?
Daniel Levinthal, Linda Argote, and Zur Shapira
Moderated by Jisoo Park

Thursday, May 14

8:00-9:00 Breakfast and Group Photo

9:00-10:30 Presentation Session: How AI Shapes Human Learning or Decision Making

Mauricio Galli Geleilate, Cogs in the Machine? The influence of Artificial Intelligence on Managerial Decision-Making about Frontline Workers

Tianyu He, Conditional Amplification: Training with AI and Competitive Outcomes in Professional Go

Cha Li, Borrowed Cognition: How LLM Exposure Impacts Idea Generation and Evaluation

Cyrille Grumbach, Artificial Intelligence, Innovation, and the Technology of Foolishness (Virtual)

10:30-11:00 Break

11:00-12:15 Presentation Session: Designing Organizations for Learning

Maciej Workiewicz, Organization Design and Learning in The Remote Era

Samuel Allen, Organizational Learning in Learning Health Systems: Intervention and Theory Development

Amy Zhao-Ding, Accelerators as Strategic Organizations: How Strategies to Navigate Multiple Goals Affect the Evolution of Program Design Choices

12:15-3:00 Lunch + Free Time (Paired Meetings)

3:15-5:15 Poster Session

A Note for Poster Presenters:

The poster session is designed as an exploration space – a forum for original and wide-ranging work that invites curiosity and open-ended conversation. To make the session as valuable as possible for everyone, we ask presenters to design materials that communicate effectively on their own, without requiring a live walkthrough. Rather than standing by your poster to deliver repeated presentations, consider formats that engage viewers independently: a well-structured visual narrative that guides the reader without narration (perhaps with supplementary slides that expand on key points), a short video or animation playing on a tablet, an interactive demonstration or physical setup that showcases your research instruments... We have deliberately included high-quality contributions from researchers at all career stages in this session and we encourage attendees to treat it as an opportunity for joint exploration of exciting ideas.

Cathy DiGennaro, Concealed Cynicism in Mission-Driven Organizations

Carolyn Fu, Maintaining an Edge: Controlling the Entry of Peripheral Innovations into the Core

Koen Heimeriks, Portfolio Matching in Private Equity: the Role of Relatedness, Competence, and Experience

Özgecan Koçak, Why They Disagree: Decoding Differences in Opinions about AI Risk on the Lex Fridman Podcast

Daniella Laureiro-Martinez, Multiple Goals for the Swiss Hut Wardens: Integration of an Externally Imposed Goal

Saerom (Ronnie) Lee, When Autonomy Backfires: Adverse Selection in Startup Recruitment (Virtual)

Abraham Oshotse, Profit or Prestige? Selective Conformity Under Multi-Audience Evaluation (Virtual)

Hazhir Rahmandad, The Apprenticeship Externality of AI: How Automation Erodes Expert Pipelines

Vicky C. Yang, Addressing Novel Issues in a Polarized Organization

5:30

Bus Departs for Dinner

Simon Pearce Restaurant

Friday, May 15

8:00–9:00 **Breakfast**

9:00–10:30 **Presentation Session: Constructing the Search Space:
Attention, Framing, and Representation**

Jean Pierre Bolaños, Search Where? How Performance Feedback and Diversity Change the Direction of Search (Virtual)

Alex Tyulyupo, Organizational Reconnaissance: How Initial Competitive Search Shapes Strategic Understanding and Action

Xi Kang, Searching from Problems or Solutions? A Field Experiment on Employee AI-Agent Ideation in Manufacturing

Martin Schulz, Closing Knowledge Gaps: How Search Produces Attention Cycles

10:30–11:00 **Break**

11:00–12:30 **Presentation Session: Performance Feedback and the
Context of Innovation and Search**

Ronald Klingebiel, Intra-Firm Competitions for Resources

William Zhou, To Whom Do We Compare? Reference Groups, Social Performance Feedback, and Problemistic Search (Virtual)

Kiran Awate, What Happens the Morning After a Breakthrough? Inventor Search in the Wake of Exceptional Innovation

Ningzi Li, The Behavioral Logic of Disruptive Innovation: Performance Feedback and Environmental Dynamism

12:30–12:45 **General Meeting**

12:45–1:00 **Closing Remarks**

1:00–2:00 **Lunch**

2026 PARTICIPANTS

Alex Tyulyupo	Yale School of Management
Amy Zhao-Ding	UC Irvine
Carolyn Fu	Harvard University
Carrington Motley	Carnegie Mellon University
Cassandra Chambers	Johns Hopkins University
Cathy DiGennaro	MIT Sloan School of Management
Cha Li	University of Texas at Austin
Chengwei Liu	Imperial College London
Daniel Feiler	Dartmouth College, Tuck School
Daniel Keum	Columbia Business School
Daniel Levinthal	Wharton School, University of Pennsylvania
Daniel TZABBAR	Drexel University
Daniella Laureiro Martinez	ETH Zurich
David Maslach	College of Business, Florida State University
Dev Dutta	University of New Hampshire
Geoffrey Love	University of Illinois at Urbana Champaign
Hart Posen	Dartmouth College, Tuck School
Hazhir Rahmandad	MIT Sloan School of Management
Jessica Santana	UC Santa Barbara
Jisoo Park	Clark University
Jose Mauricio Galli Geleilate	UMASS Lowell
Kiran Awate	Virginia Tech
Koen Heimeriks	Warwick Business School- University of Warwick
Linda Argote	Carnegie Mellon University
Maciej Workiewicz	ESSEC Business School
Marlon Alves	SKEMA Business School
Martin Schulz	UBC
Ozgecan Kocak	Emory University
Pino Audia	Tuck School of Business, Dartmouth College
Rajat Khanna	Tulane University
Ronald Klingebiel	Frankfurt School of Finance and Management gGmbH
Sam Allen	RAND Corporation
Scott Turner	University of South Carolina
Tianyu He	National University of Singapore
Vicky Yang	MIT Sloan
Xi Kang	Vanderbilt University
Zhi Cao	University of Arizona
Zur Shapira	Stern School of Business, New York University

SPECIAL THANKS TO

Organizing Committee

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

CSOL Academy Committee

Jose Arrieta , Franziska Lauenstein, Dong Nghi Pham, Phanish
Puranam and Amy Zhao-Ding

CSOL Academy Lecturers

Chiara Spina, Daniel Keum, David Maslach, Hila Lifshitz-Assaf,
Luke Rhee, Maciej Workiewicz, Ronald Klingebiel, Markus Becker
and Sungyong Chang

Scholar's Quest Committee

Arusyak Zakaryan and Jerry Guo

Host Team

Pino Audia, Jimmy Huynh and the Tuck School of Business

We extend our sincere gratitude to the Dean's Office at the Tuck
School of Business for their gracious support and hospitality in
hosting this conference.

Carnegie School of Organizational Learning

www.csolconference.org