

**Carnegie School of Organizational Learning  
Asilomar Conference Grounds  
Pacific Grove, CA.  
March 29th – 31<sup>st</sup>, 2012**

---

**Conference Participants**

Linda Argote	Carnegie Mellon	Pino Audia	Dartmouth
Markus Becker	Southern Denmark	Gianluca Carnabuci	USI
Michael Ciuchta	UCF	Felipe Csaszar	Michigan
Jerker Denrell	Warwick	Vinit Desai	Colorado
Christina Fang	NYU	Daniel Feiler	Dartmouth
Alina Ferecatu	UT-Dallas	Thorbjørn Knudsen	Southern Denmark
Jonathan Kush	Carnegie Mellon	Daniella Laureiro Martinez	ETH
Dan Levinthal	Wharton	Chengwei Liu	Warwick
Boris Maciejovsky	Imperial College	Peter Madsen	BYU
Jim March	Stanford	David Maslach	Florida State
Anne Miner	Wisconsin	William Ocasio	Northwestern
Phanish Puranam	INSEAD	Hazhir Rahmandad	Virginia Tech
Ray Reagans	MIT	Claus Rerup	Ivey
Andreas Schwab	Iowa State	John Sterman	MIT
Nils Stiglitz	Frankfurt	Sangyoon Yi	Southern Denmark

N = 30

% New Attendees: ~40%

Number of institutions: 24

## Conference Program

---

### Friday, March 29

- 11:00    **Teaching Workshop: Organizational Learning in the Classroom**    Sanderling  
 Organizer: Christina Fang (NYU)  
 Speakers: Linda Argote (CMU), Jerker Denrell (Warwick), John Sterman (MIT)
- 12:00    **Working Lunch**    Sanderling
- 3:00    **Kick-off Session: Information Aggregation in Organizations**    Sanderling  
 Organizer: Felipe Csaszar (Michigan)
- How organizational structure can compensate for flawed mental representations*  
 Felipe Csaszar (Michigan)
- Markets as a structural solution to knowledge-sharing dilemmas*  
 Boris Maciejovsky (Imperial College) w/ David Budescu (Fordham)
- Why effective implementation may be useful even with bad strategy*  
 Phanish Puranam (INSEAD) w/ Eucman Lee (LBS)
- 4:30    **Break**
- 4:45    **Idea Session: From Information Retrieval to Aspirations**    Sanderling
- Team structure, turnover and performance: A transactive memory perspective*  
 Jonathan Kush (CMU) w/ Brandy Aven (CMU) and Linda Argote (CMU)
- Aspiration-level adaptation revisited: The roles of performance feedback and performance expectation*  
 Peter Madsen (BYU)
- Learning in censored environments*  
 Daniel Feiler (Dartmouth)
- Overall discussion (10 min)
- 6:00    **Dinner (Boardwalk BBQ)**    BBQ Area
- 7:00    Bonfire and S'mores    BBQ Area

## Saturday, March 30

---

- 7:30     **Breakfast**     Crocker
- 8:30     **Idea Session: The Hidden and Habitual Structures within Organizations**     Sanderling
- Routines, organizational reliability and change: A hidden source of variation*  
          Sangyoon Yi (Southern Denmark) w/ Markus Becker (Southern Denmark),  
          Thorbjørn Knudsen (Southern Denmark)
- Routine regulation: Interpersonal connections and the coordination of contrasting  
          routine interpretations*  
          Claus Rerup (Ivey) w/ Carlo Salvato (Bocconi)
- Integrating organizational identity into organizational learning*  
          Michael Ciuchta (UCF)
- Overall discussion (10 min)
- 9:40     **Break**
- 9:55     **General Meeting and Administrative Affairs**
- 10:15    **Ambiguous and Conflicting Information within Multidivisional  
          Organizations**     Sanderling
- Mission accomplished? Attention to performance during the Iraq War*  
          Pino Audia (Dartmouth) w/ Mary Kate Stimmler (Berkeley)
- Attention to performance of member firms in hierarchical business groups*  
          William Ocasio (Northwestern)
- Competition, cooperation, and search: Incentives and the competition for research  
          resources in multidivisional firms*  
          Nils Stiglitz (Frankfurt) w/ Oliver Baumann (Southern Denmark), and JP  
          Eggers (NYU)
- Overall discussion (10 min)
- 11:25    **Discussion Groups**     Sanderling
- Andreas Schwab (Iowa State), Anne Miner (Wisconsin), Ray Reagans (MIT),  
          Dan Levinthal (Wharton), Thorbjørn Knudsen (Southern Denmark)



## Sunday, March 31

---

- 7:30     **Breakfast**     Crocker
- 8:30     **Idea Session: Individual Exploration and Information**     Sanderling
- Maximizing vs. Satisficing: Understanding managers' tradeoffs between exploration and exploitation*  
          Alina Fercatu (ESSEC) w/ Arnaud De Bruyn (ESSEC)
- Cognitive control capabilities and cognitive flexibility: Integrating two studies of experienced decision-makers*  
          Daniella Laureiro-Martinez (ETH-Zurich)
- Understanding patterns of exploration in online communities*  
          Hazhir Rahmandad (Virginia Tech)
- Overall discussion (10 min)
- 9:40     **Break**
- 9:55     **Idea Session: Information Flows Across Organizations**     Sanderling
- Reciprocal learning among organizations and stakeholders: Quality and complaints in the California Nursing Home Industry*  
          Vinit Desai (UC-Denver)
- Inside out and outside in: The coevolution of organizations' knowledge base and network position*  
          Gianluca Carnabuci (USI) w/ James Hayton (Warwick)
- Mediated knowledge spillovers and public welfare*  
          David Maslach (FSU) w/ Oana Branzei (Ivey), Claus Rerup (Ivey), and Mark Zbaracki (Ivey)
- Overall discussion (10 min)
- 11:05    **Wrap-up: Themes and New Beginnings**     Sanderling  
          Anne Miner (Wisconsin)
- 11:50    **Closing Remarks**  
          David Maslach (FSU)
- 12:00    **Lunch**     Crocker
- N.B.: Presentations are 15 minutes, followed by 5 minutes directed Q/A.  
Sanderling and Crocker are room locations at the Asilomar resort.