

**Organizational Learning  
Conference Agenda  
Asilomar Conference Grounds  
Pacific Grove, CA.  
March 30 – April 1, 2012**

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**Friday, March 30**

3:00 Welcome: Jerker Denrell (Oxford) Kiln

3:05 **Idea Session: Learning in the danger zone**

*Organizational learning in hospital intensive care units*  
Michal Tamuz (SUNY)

*Mental models and incident investigation practices in hospitals*  
John Carroll (MIT) w/ Yvonne Pfeiffer (ETH)

*Why failed executives should not get fired: Learning, bad management, and bad luck*  
Chengwei Liu (Warwick) w/ David Maslach (Waterloo) and Jerker Denrell (Oxford)

Overall discussion

4:35 **Break**

4:50 **Idea Session: Learning when opportunity knocks**

*When to be a nonconformist entrepreneur: Organizational responses to vital events*  
William Barnett (Stanford) w/ Elizabeth Pontikes (Chicago)

*Learning from Improvisation and Mobilizing for Organizational Learning*  
Markus Becker (Southern Denmark) w/ Francesco Zirpoli (Ca Foscari)

*The outcome of organizational improvisation in terms of its immediate purposes and organizational memory*  
Anne Miner (UW-Madison) w/ Yan Gong (Irvine), Ted Baker (NC State), and Dale Eesley (Nebraska-Omaha)

*The role of vicarious learning in overcoming the competence trap*  
Vinit Desai (Colorado)

Overall discussion

6:10 **Dinner (Boardwalk BBQ)** Crocker  
7:00 Bonfire and S'mores

## Saturday, March 31

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- 7:30     **Breakfast**     Crocker
- 8:30     **Idea Session: Ambiguities and lessons**     Kiln
- Cognitive control capabilities, routinization and decision-making*  
          Stefano Brusoni (Bocconi) w/ Daniella Laureiro Martinez (ETH) and Maurizio Zollo (Bocconi)
- Commitments in organizational learning*  
          Thorbjorn Knudsen (Southern Denmark) and Nils Stieglitz (Southern Denmark)
- Dreams, deceptions, and decision-making: An analysis of the United States' involvement in Iraq*  
          Claus Rerup (Ivey) and John Lufkas
- Success as a cognitive construction in learning from experience*  
          Dijana Tiplic (Oslo)
- Overall discussion
- 10:00    **Break**
- 10:10    **Panel Session: Sources and Outcomes of Performance Feedback**
- Organizers:*       Tom Moliterno (U. Mass-Amherst) and Christine Beckman (Irvine)
- Presenters:*     *Knowing your place: Performance feedback and organizational change in the best and worst of times*  
                              Tom Moliterno (U. Mass-Amherst) w/ Christine Beckman  
                              *Internal social comparisons and risky organizational change: Evidence from the mutual fund industry*  
                              Christine Beckman (Irvine) w/ Tom Moliterno  
                              *Performance feedback when the aspiration level is uncertain: Evidence from the semiconductor industry*  
                              Balazs Kovacs (Lugano) w/ Elisa Operti and Gianluca Carnabuci
- Discussant:*     Pino Audia (Tuck)
- 11:50    **Lunch**     Crocker
- 1:00     **Idea Session: Search and Adaptation**
- Search in unknowable worlds: The power of robust and simple heuristics*

Christina Fang (NYU) w/ Jason Ji-hyun Kim (Yonsei)

*Reinforcement learning in strategic decision-making*

Nils Stieglitz (Southern Denmark) w/ Thorsten Grohsjean (Imperial) and  
Tobias Kretschmer (Munich)

Overall discussion

2:10 **Free time: Monterey Aquarium**

6:00 **Dinner**

Crocker

7:00 **Discussion on organizational learning (Cookies and Hot Beverages)**

Linda Argote (CMU), John Carroll (MIT), Christina Fang (NYU)

Kiln

## Sunday, April 1

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7:30      **Breakfast**      Crocker

8:30      **Idea Session: Assignment, selection, and abandonment**      Kiln

*Hierarchical participation constraint for adaptive learning and coordination*  
Sangyoon Yi (Southern Denmark)

*Learning in abandonment decisions*  
Ann Terlaak (UW-Madison)

*Social context and network growth: evidence from roommate random assignment*  
Sharique Hassan (Stanford)

*Are higher cited papers with greater merits?*  
Chengwei Liu (Warwick) and Jerker Denrell (Oxford)

10:00      **Break**

10:20      **Panel Session: An odd duo? Organizational learning and heterogeneity**

*Organizers:*      Pamela Haunschild (UT-Austin) and Claus Rerup (Ivey)

*Presenters:*      *Does organizational identity moderate the impact of experience on organizational learning? If so, so what?*  
Anne Miner (UW-Madison) w/ Michael Ciuchta (UCF)

*The missing facet of heterogeneity: Heterogeneity in selection criteria*  
Dan Levinthal (Wharton)

*Learning to cross boundaries in online knowledge communities: Fading of surface-level and rise of deep-level similarity with experience*  
Elina Hwang (CMU) w/ Linda Argote (CMU)

*Attentional oscillation: Distractions, delays, and coordination in the face of crises*  
Pamela Haunschild (UT-Austin) w/ Claus Rerup (Ivey)

11:50      **Closing Remarks**  
Jerker Denrell

12:00      **Lunch**      Crocker

N.B.: Presentations are 15 minutes, followed by 5 minutes directed Q/A.

There will be 10 minutes for overarching discussion of the papers at the end of each session.