



**Organizational Learning  
Conference Agenda  
Asilomar Conference Grounds  
Pacific Grove, CA.  
April 1 – 3, 2011**

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**Friday, April 1**

3:00 Welcome: Jerker Denrell (Oxford) Scripps

3:05 **Panel Session: Why organizational learning?**  
Alessandro Marino and John Lyneis

3:25 **Idea Session: Success, failure, and everything else in between**

*The strategy of small and large losses: Organizational learning from near-misses and accidents*

Peter Madsen (BYU)

*Learning from successes and failures in M&A*

Yan Gong (Irvine)

*Success as a cognitive construction in learning from experience*

Dijana Tiplic (Stanford)

Overall discussion

4:35 **Break**

4:50 **Idea Session: How does an organization learn?**

*Particularistic rules and front line discretion: Learning from weak signals in a hazardous industry*

John Lyneis (MIT)

*Organizational learning from product failure and the related reliability of subsequent new products*

Manpreet Hora (Georgia Tech)

*Risk, rare events, and the politics of organizational learning (w/ M. Zbaracki)*

Claus Rerup (Ivey)

Overall discussion

6:00	<b><u>Dinner (Boardwalk BBQ)</u></b>	Crocker
7:00	Bonfire and S'mores	

## **Saturday, April 2**

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7:30	<b><u>Breakfast</u></b>	Crocker
8:30	<b><u>Idea Session: Search and other ways of exploring</u></b>	Scripps

*Back to the future: Revisiting bandit models and the exploration-exploitation tradeoff*  
Dan Levinthal (Wharton)

*Correct or cull: Failure and the exploration of generational and new products*  
David Maslach (Ivey)

*Different flavors of search: Myopic search, directed search, or exploratory search?*  
Henrich Greve (INSEAD)

*Correcting the consequences: Organizational performance feedback and mitigation*  
Vinit Desai (Colorado-Denver)

Overall discussion

10:00 **Break**

10:20 **Idea Session: Models of Learning**

*Are the highest performers the best?*  
Jerker Denrell (Oxford)

*Dynamicity in adaptive organizations*  
Alessandro Marino (Wharton)

*Confidence and joint learning*  
Thorbjorn Knudsen (University of Southern Denmark)

*Learning in interpersonal networks*  
Christina Fang (NYU)

Overall discussion

12:00 **Lunch** Crocker



## Sunday, April 3

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7:30	<b><u>Breakfast</u></b>	Crocker
8:30	<b><u>Idea Session: New and Different Ideas About Learning</u></b>	Scripps
	<i>Moving from a workaround culture to an improvement-oriented culture</i> Anita Tucker (Harvard)	
	<i>Organizations and ethics: Learning from ethics transgressions</i> David Chandler (UT-Austin)	
	<i>Implementing new practices in health care</i> Ingrid Nembhard (Yale)	
	<i>Ideas about learning</i> Hazhir Rahmandad (Virginia Tech)	
10:00	<b><u>Break</u></b>	
10:20	<b><u>Panel Session: The Impact of OL on Management and Organization Theory</u></b>	
	Anne Miner (Wisconsin), and Linda Argote (CMU)	
11:20	<b><u>Closing Remarks</u></b>	
	Jerker Denrell	
12:00	<b><u>Lunch</u></b>	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.