

Spring 2023, Volume 8

BEHAVIORAL STRATEGY NEWS

THE OFFICIAL NEWSLETTER
OF THE BEHAVIORAL STRATEGY
INTEREST GROUP



GREETINGS FROM THE IG CHAIR

Dear IG members,

First, on behalf of the Behavioral Strategy IG Leadership Team, I wish to extend the warmest wishes for a healthy and productive 2023. As we adjust to the new normal, we look forward to continuing with our IG activities to build conversations and connections among our community members as well as experimenting with new initiatives. The 2022 SMS Annual Meeting in London resulted from an incredible collective effort by all the SMS officers, the conference organizers, and all of you. Indeed, it was lovely to see so many happy faces in London!

Second, I want to acknowledge our colleagues for their thought-provoking research. Alexis Smith, Marla Baskerville Watkins, Jamie Ladge, & Pamela Carlton received the Sucheta Nadkarni Award for Outstanding Publication on Women Executive Leadership for their paper "Making the invisible visible: Paradoxical effects of intersectional invisibility on the career experiences of executive

black women." I encourage all of you to read the paper as it helps us understand as well as challenge our conception of women in leadership positions. In addition, every year, the IG confers four awards, and the winners for the 2022 awards are Sangyun Kim & Hart Posen (Best Proposal), Sebastian Raisch & Kateryna Fomina (Best Proposal Runner Up), Sanghyun Park, Cleotilde Gonzalez, & Phanish Puranam (Best PhD

(continued on page 2)

IN THIS NEWSLETTER

SMS 2023 IN TORONTO

Invitation to submit

NEW LEADERSHIP

**Get to know the new members
of the IG-leadership**

SMS 2022 IN LONDON

Looking back at our award winners

GREETINGS FROM THE IG CHAIR (cont)

Proposal), and Elizabeth Maitland & Andre Sammartino (Most Novel Proposal). Congratulations to all! It was inspiring to learn about the exciting research of all these scholars!

Third, I want to extend a warm welcome to the new members of the Behavioral Strategy IG leadership team: John Joseph as the Associate Program Chair, Arianna Marchetti, John Eklund, and Cyndi Man Zhang as Reps-at-Large. I look forward to working with all of them in the coming months.

I also want to thank Gerry McNamara, Abhinav Gupta, Derek Harmon, and Songcui Hu for their service and commitment to the Behavioral Strategy IG. The IG is better off because of them! We are also grateful to those who devoted much of their time to the IG and will continue their service this year: Shelby Gai, Cha Li, and Chengwei Liu.

Moving forward, we will continue to serve and strengthen the community of scholars who apply behavioral and social science insights to the theory and practice of strategic management. We encourage research grounded in realistic assumptions about human motivation, cognition, emotion, decision-making, social interactions, networks, culture, and organizational systems. The 2022 SMS Annual Meeting program included papers on AI-augmented decision-making, managing the unexpected, the impact of managerial attention, cognition and judgement on firm behavior and performance, performance aspirations and adaptive behavior, dynamics of collaborative processes, and new ways of working, among others. The breadth of research foci, methods and levels of analyses revealed the outreach and interdisciplinarity of our community. We want to maintain and encourage this diversity.

We look forward to receiving your submissions for the 2023 Annual Meeting in Toronto. We also welcome your feedback and suggestions on further advancing our intellectual, social and community-building agenda.

Finally, I look forward to seeing many of you in Toronto this fall!

Warm Wishes,

Vibha Gaba
Chair, Behavioral Strategy IG



LOOKING AHEAD TO TORONTO 2023

Dear Members of the Behavioral Strategy Interest Group,

I am writing to extend a warm invitation to you all to submit your proposals to the SMS annual conference in Toronto.

As I write this invitation, news channels are announcing that the world's population has just officially passed 8 billion. However, despite the enormous and rapid growth of humanity and its technological capacities, our species has evolved little from the days when we lived in small tribes. Some of our organizational problems are very different from those our ancestors faced; others, however, remain essentially the same. Current work in psychology, sociology, behavioral economics, and neurosciences plays a fundamental role in helping us make sense of how individuals, and groups of individuals, perceive problems in their environment, organize information, and make choices in present times.

In these times of high uncertainty, when it often feels as if "crisis is the new normal," behavioral strategy research speaks loudly to the most fundamental questions that organizations face. For example, how to incorporate discordant voices and varying perspectives, how to flex and adapt to fast changes, and how to live with what appears to be ever-increasing uncertainty and ambiguity.

The SMS 43rd Annual Conference calls for research contributions that support novel thinking about the tripod of strategy, governance, and resource allocation in an era of great turbulence. Within that frame, we encourage submissions that build on realistic assumptions about human cognition and choice to better understand organizations.

Behavioral strategy research is strongly influenced by foundational authors like March, Simon, Nelson, Winter, and many others who introduced the concepts of behavioral principles to further our understanding of decision-making processes. Our current research continues to build on that early work and enriches it by developing new theories, drawing on more recent theorizing in related disciplinary fields, and asking novel questions that become more pressing in a faster-changing and seemingly more complex and uncertain world.

Since its creation, the Behavioral Strategy Interest Group has aimed to give space and voice to the different strands of research that are contributing to its development. When you join our sessions, you notice the variety of theoretical lenses and methods that we use. We are a diverse interest group and have experienced fast growth within the

(continued on page 4)

INVITATION TO SUBMIT (cont)



SMS community. We are already among the largest interest groups in the SMS family. That growth evidences the interest group's ability to incorporate a broad variety of methods, theories, topics, and ideas. Growth might not mean much, per se, but including different views is a very valuable way to understand strategic problems from perspectives that begin with a realistic assessment of our very humanity.

The Toronto Conference will offer opportunities to connect in person, enrich each other's ideas, start new discussions, meet old friends, and make new ones.

I warmly invite you to submit your proposals to the Behavioral Strategy Interest Group, and I hope to see many of you in Toronto.

Daniella Laureiro Martinez
Program Chair



GET TO KNOW THE NEW MEMBERS OF THE IG-LEADERSHIP

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John Joseph - Associate Program Chair

John Joseph an Associate Professor of Strategy at the Merage School of Business at UC Irvine. John received his Ph.D. from the Kellogg School of Management at Northwestern University. John's research examines organizational designs for better innovation, decision making, and growth. John's research has been published in the *Strategic Management Journal*, *Organization Science*, *Academy of Management Journal*, *Academy of Management Annals*, *Harvard Business Review*, *Long Range Planning*, *Advances in Strategic Management*, and *Academy of Management Proceedings*. His SMJ paper on entry and innovation in the mobile device industry won the prestigious 2017 Ralph Gomory Industry Studies Association Award. John is Senior Editor at Organization Science, an editorial board member at Strategic Management Journal, and the former editor of the Journal of Organization Design. He recently published an edited volume of Advances in Strategic Management on organization design and is co-editing a special issue of Strategic Organization on attention and strategy. In addition to his current role as Associate Program Chair of the Behavioral IG, John previously served as an Executive Committee member of AOM's STR division and a rep-at-large of SMS's Behavioral Strategy and Strategy Process IGs.



Arianna Marchetti – Engagement Officer

Dr Arianna Marchetti is an Assistant Professor of Strategy and Entrepreneurship at London Business School. Her research lies at the intersection of strategy and organisation, taking a keen interest in the interplay between formal organisation design and organisational culture, and its implications for integration of effort and corporate performance. Arianna is also passionate about machine learning and AI, and their impact on research and society at large. She earned a PhD in Management at INSEAD, and a BSc and MSc in Industrial Engineering from Università La Sapienza, in Rome. Prior to joining academia, Arianna has worked as a management consultant in the logistics sector in Italy.



GET TO KNOW THE NEW MEMBERS OF THE IG-LEADERSHIP

[CLICK ON THE PICTURES TO LEARN EVEN MORE](#)

Cyndi Man Zhang – Programs and Elections Officer

Cyndi Man Zhang is an Associate Professor of Strategic Management at the Lee Kong Chian School of Business, Singapore Management University. Her research builds on the intersection of behavioral theories and institutional theories to examine the influence of institutional logics on firms' strategic choices such as mergers and acquisitions and innovation. She is also particularly interested in the power struggle and coalition building in strategic decision making, and the pursuit of multiple goals in firm's decisions of change. Her work has been published in the *Academy of Management Journal*, *Journal of Management*, *Strategic Organization*, and *Advances in Mergers and Acquisitions*. She currently serves on the editorial board of the *Academy of Management Journal*, *Strategic Management Journal*, *Strategic Organization*, and *Management and Organization Review*. Her research has also been covered by mainstream business media such as *LSE Business Review* and *Forbes*.



John Eklund – Awards Officer

John Eklund is an Assistant Professor at USC's Marshall School in the Management and Organization Department. His research lies at the intersection of strategy and innovation, with an emphasis on how firms' organization designs can shape their performance outcomes. These outcomes can relate to firms' innovation efforts as well as their broader performance. In examining this phenomenon, John studies the underlying mechanisms such as incentives, knowledge flows and the breadth of strategies firms pursue that both shape organization design choices and their consequences. John has a management PhD from the Wharton School, University of Pennsylvania.



LOOKING BACK AT SMS 2022 IN LONDON!

Many award winners to congratulate

Join us in congratulating the winners for:

Best Paper Award

Vicarious Experimentation Through Imitation:
Evidence From Video Game Sequel Release
Sangyun Kim, University of Zurich
Hart Posen, University of Wisconsin-Madison



Best Paper Award Runner Up

When Artificial Intelligence Solves Problems:
A Technology-Based Theory of
Organizational Search
Sebastian Raisch, University of Geneva
Kateryna Fomina, University of Geneva



Best PhD Paper Award Winner

Decision Centralization and
Learning from Experience in
Groups: Separating Context from
Aggregation Effects
Sanghyun Park, INSEAD
Cleotilde Gonzalez, CMU
Phanish Puranam, INSEAD



Most Novel Paper Award Winner

What Makes a Strategy Expert?
Elizabeth Maitland, University of Liverpool
Andre Sammartino, University of Melbourne



If you want to contribute to the newsletter, join our Committee!
(PhD's welcome) - Contact: BehavioralStrategyIG@gmail.com

Behavioral Strategy IG Engagement Committee:
Shelby Gai & Arianna Marchetti