



Member NeuBletter

Thoughts from the Chair -- and an Announcement

At the meeting of the AOM in 2018, Sebastiano Massaro and I discussed the possibility of forming an “Organizational Neuroscience” interest group in the Academy. At the time, I had no idea what would need to be done in order to accomplish that objective. But I agreed to spearhead the effort with Sebastiano’s assistance. The following year proved to be very challenging in terms of all of the hurdles that needed to be addressed. But we persevered, and in early 2020, we received approval from the AOM. Then the pandemic hit, and as I recall, we did not actually meet face-to-face as an interest group until 2022.

The times have changed, and we have entered into a new phase of our interest group’s development. Just recently, we changed both our mission statement and interest group name to broaden our inclusion of biological phenomena that are associated with organizations and management. I see this as a very positive development as we move forward into the future.

With these changes in mind, I have two goals that I hope to pursue while I am Chair of our group. *First*, I would like to find new avenues for expanding our membership. Our broadened mission provides one obvious means of accomplishing this expansion. However, there are other opportunities as well. For example, the fact that the annual meeting of the AOM will be held in Copenhagen in 2025 sets the stage for the expansion of membership to individuals residing outside of North America, perhaps especially in Europe. In recent times, I have noticed a lot of interest on the part of European scholars regarding neuroscience and biology issues, and we should attempt to tap into such interests with the AOM conference in Copenhagen.

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Beyond academic scholars, I have always believed that high-level practitioners and executives from the “real world” represent a highly viable group of potential members. In my own experience, I have come across, and even published with, several neuroscience practitioners who are largely Ph.D.-qualified. They are interested in how science and practice come together. Many of them operate in small or medium-sized firms, specializing in such maladies as attention deficit or anxiety disorders. However, they are looking to apply their skills and interests to the management world. If we play our cards right, we can help supply that opportunity.

Second, I would like to see some broadened efforts in the education and development space. I think that in the past, we have focused largely on technical topics (e.g., the nature of fMRI) through PDWs at AOM meetings. Those efforts have been largely organized and delivered by George Christopoulos, and they have been very successful. But I think that it would be great to see some less formal, brief, and online efforts that can address practical issues that our members, or potential members, might find to be of interest. One example might be a consideration of what it takes to get neuroscience- and biologically-based research published in our top management journals. I am sure that other examples will come to mind. In any event, perhaps a podcast sort of format would be optimal for such education and development efforts.

To help accomplish these goals, I will be turning to the Membership Committee Chair, [Zhaoli Song](#), as well as the Education and Development Committee Chair, [Fred Ooms](#). Please feel free to reach out to these individuals yourself if you have some ideas pertaining to either membership or education and development.

Now on to my announcement. As you know, the AOM will have its annual meeting in Copenhagen in 2025 from July 25-29. Just prior to that meeting, there will be a mini-conference on organizational neuroscience and biology hosted by the Copenhagen Business School from July 23-25. Although the conference is still in the planning stage, you can find out more about it at this web site: [Organizational Neuroscience & Biology & Beyond](#). One thing that I would like to emphasize is that we will allow for essentially overlapping submissions to the mini-conference and to our NeuB interest group of the larger AOM conference. In other words, if you have particular research that you would like to present, you can do so at both conferences. If you have questions about the mini-conference, please contact the conference Chair, [Mark van Vugt](#).



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Daily Neuroscience Newsletter

Richard E. Boyatzis has shared a potentially useful resource: a daily neuroscience newsletter (not affiliated with NeuB): <https://neurosciencenews.com/>

Unlocking the Power of the Mind: A Treasure Trove of Neuroscience Research for Organizational Scholars

Have you ever wondered why some managers effortlessly inspire teams to achieve extraordinary feats, while others struggle to motivate even the most talented individuals? Or how certain strategies can ignite a spark of creativity, leading to groundbreaking innovations? What drives our decisions? What shapes our beliefs? What fuels our passions? The key to unlocking these mysteries may reside within the neural networks of the human brain, and the Organizational Neuroscience and Biology Interest Group (NeuB) at the Academy of Management is at the forefront of unlocking these secrets.

To accelerate such scientific discoveries, empower your research, and foster collaboration, I am excited to introduce the **NeuB Research Repository**. This curated collection of research from NeuB members is your one-stop shop for groundbreaking insights in organizational neuroscience. Discover cutting-edge research to propel your work in critical areas, including:

- **Neurostrategy:** Unravel the neural mechanisms behind strategic thinking, decision-making, and problem-solving.
- **Neuroentrepreneurship:** Identify the neurobiological factors that drive entrepreneurial success, innovation, and risk-taking.
- **Leadership and the brain:** Uncover the neural mechanisms underlying effective leadership, including empathy, charisma, and influence.
- **Workplace well-being:** Delve into the neurobiology of stress, emotions, and employee well-being.
- **Neuromarketing and consumer behavior:** Understand the neural basis of consumer choices and preferences.
- **Ethical considerations in organizational neuroscience:** Grapple with the responsible use of neuroscientific tools and data in organizational settings.

The NeuB Research Repository is your gateway to gaining inspiration, connecting with like-minded researchers, and making impactful contributions in the field of organizational neuroscience. Visit the NeuB Resources page (<https://neu.aom.org/resources>) to explore the latest findings on organizational neuroscience and see how these insights can empower your work.

But let the learning not stop there! Contribute to the collective knowledge by sharing your own published articles with the community. Amplify your voice and help build upon NeuB's ever-growing research base.

By fostering knowledge sharing and collaboration, we can continue to push the boundaries of organizational neuroscience, unlock new insights into human behavior, and revolutionize the workplace. So, I invite you all to join the movement - Let's unlock the power of organizational neuroscience, together!



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Enhancing Management Scholarship through Advanced Neuroscience/Biology Education

Hello NeuB folks. I'm newly in charge of the NeuB newsletter. In the process of putting together the newsletter, I have the opportunity to include a column of my own.

I'd like to share a thought I suspect many of us have toyed with: continuing advanced education after tenure (with this audience, advanced neuroscience and/or biology education in particular). We work in amazing institutions with neuroscience programs, and there are convenience online programs available as well. Pursuing, say, a master's in neuroscience part time may sound a bit nutty, but let me make the case for it. I'll include my own anecdotes.

In my view, taking up formal neuroscience education offers an effective way to ground our work in established scientific knowledge. Neuroscience offers tools and frameworks for better understanding the "how" behind the behaviors we observe in organizational contexts. And with these insights, we can reshape how we approach organizational research, leading to more rigorous, interdisciplinary studies that combine management theory with scientific insights. We can get new theories, new methods, new metaphors, any of which could be useful in advancing research in the nexus between management and neuroscience/biology.

I will speak from experience. Since becoming a tenured professor, I've completed two degrees and started another, and found them to be quite valuable in my efforts to publish research in management journals.

My first post-tenure degree was an online MSc in Sleep Medicine from the University of Oxford. A lot of the content was well beyond anything that I saw as relevant to management, although I did find it personally fascinating. But I did have two very tangible payoffs, which came from two ideas I encountered in my readings for the sleep medicine program.

The first idea stemmed from my readings on treatment adherence. It inspired an idea that evolved into a Journal of Management paper about the science-practice gap (Banks, Barnes, & Jiang, 2021). The second idea occurred to me when I was reading a very technical paper on sleep regulation (specifically, the "flip-flop switch"), and a metaphor eventually turned into a new domain switch theory paper at Academy of Management Review (Kaur, Barnes, Butts, & Gabriel, in press). In neither case would I have been able to come up with the ideas without having read through those articles outside of management. And in neither case would I have read those articles without having gone through structured formal education.

After the sleep medicine degree, I completed a Master of Public Health (MPH) from the University of Washington. This was a face-to-face program, which added to the logistical and temporal demands (fun fact: I had two UW IDs in my wallet: one listing me as faculty, the other listing me as a student). But there was also something fun about being in a real classroom and on the other side of the content. In the readings for that program, I encountered a new topic (which I won't reveal just to protect the blind review process). That inspired a project which has made it through the first hurdle that will hopefully result in being published at Journal of Applied Psychology. Again, I would not have encountered the topic without having gone through the MPH program.

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Currently, I'm enrolled in an online MSc in Applied Neuroscience from King's College London. This is another online degree, which makes things a bit easier again. During the preparation phase for this degree, I came across material that sparked the idea for a new project applying some neuroscience concepts to an OB-relevant topic (which I again will not mention). This is currently a Revise-and-Resubmit at the Academy of Management Review. This one is a bit riskier, and may end up being rejected. But I'm still excited about it.

If you are intrigued by the possibility of doing something like this, two neuroscience programs stuck out to me in my search process as being credible and easy to access (both are online). King's College London – MSc in Applied Neuroscience. The program is typically completed over two years and costs a bit over £20,000. University of Florida – Master's in Medical Sciences with a Concentration in Biomedical Neuroscience. This is typically completed in 2-3 years, and costs a bit under \$20,000.

I have completed roughly a third of the KCL program. I have found some bits irrelevant, some bits to be redundant with content many of us might already be familiar with, some bits to be very interesting, and some bits that may be quite useful. I have not enjoyed the assignments, and do not look forward to doing yet another thesis. There are many hours that could potentially be more useful doing other things. But I never know when I will encounter that next golden nugget, and it has happened enough already that I am optimistic that it will happen again. And of course, a lot of the learning process has just been enjoyable.

Aside from the fun of it, deciding on whether or not pursuing an unnecessary graduate degree post tenure requires weighing the pros and cons. The cons are obvious. Time (and opportunity costs to time), money, effort, and the annoying things that come with being a student. The pros are less tangible, and more stochastic. But they include the possibility of encountering new methods and new ideas that you can port back into your home discipline of management (as well as the opportunity to import some of your management methods/ideas to another discipline). You may end up with no tangible benefit, or perhaps multiple papers in top tier journals. It is a gamble that tenure makes affordable (notice that I'm not suggesting that pre-tenure people do this).

Ultimately, deciding to pursue a new degree post-tenure is about embracing intellectual curiosity and the thrill of discovering something unexpected. Yes, the costs in time, energy, and money are real. But if one paper, one insight, or one powerful concept emerges that transforms your research or teaching, it's a gamble worth taking. I've found the journey invigorating—and I encourage you to consider stepping beyond the familiar, not because you have to, but because you can. Whether it's neuroscience, biology, or any other field, formal study outside of management might just be the best investment you didn't know you needed.

References

Banks, G. C., Barnes, C. M., & Jiang, K. (2021). Changing the conversation on the science-practice gap: An adherence-based approach. *Journal of Management*, 47, 1347-1356.

Kauer, E., Barnes, C. M., Butts, M., & Gabriel, A. (in press). Domain switch theory: Toward a deeper temporal understanding of transitions between work and family domains. *Academy of Management Review*.



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New Chair of the Education & Development committee

Hello NeuB community,

I'm excited to introduce myself as the new chair of the Education & Development committee for our group. I have a background in both entrepreneurship and neuroscience, and my work has always been centered on exploring the intersection of these two fields. I'm passionate about leveraging insights from neuroscience to enrich our understanding of the entrepreneurial mind, and I'm thrilled to take on this role.

Building on the incredible foundation established by George Christopoulos and his committee, I aim to continue fostering an environment where scholars can learn, grow, and develop the technical skills necessary for organizational neuroscience and biology. We plan to maintain our focus on organizing workshops, training sessions, and providing resources that help our community stay at the forefront of these emerging areas.

I am particularly excited to announce that we also plan to launch a podcast featuring conversations with scholars, experts, and practitioners who are passionate about applying neuroscience to organizational research. The goal is to gather diverse perspectives and insights on how neuroscience can offer valuable advantages in understanding organizational dynamics.

These goals are aligned with David's message, and we hope that this will be one of the many initiatives developed to increase the visibility of our group and attract new members. Practical discussions, such as what it takes to get neuroscience-based research published in top management journals, could serve as excellent podcast episodes. Other podcast themes could include insights from practitioners, leaders, and CEOs about what neuroscience and biology have to offer, or discussions on the contributions of neuroscience and biology to both theories and practice. This editorial direction needs further development and none of this would be possible without the incredible support of a passionate and motivated team.

If you are enthusiastic about these initiatives and want to contribute to this exciting journey, I warmly invite you to join us. Together, we can create impactful resources and opportunities for everyone in our community.

I look forward to what we will accomplish together!



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