OB Division Executive Committee Meeting
Sunday, August 9, 2020
3:15-4:45PM EDT

AGENDA AND MEETING MINUTES
(Recorded by Brad Kirkman, COO)

Attendees: Sigal Barsade, Daan van Knippenberg, Ron Piccolo, Becky Bennett, Cristina Gibson, Jessica Methot, Eean Crawford, Lance Frazier, Keith Leavitt, Celia Moore, Sharon Hill, Shimul Melwani, Uta Bindl, Andrew Knight, Beth Campbell, Alex Newman, Howie Xu, Nataly Lorinkova, Beth Campbell, Laura Erskine, Payal Sharma, David Wagner, Lisa Brady, Ashleigh Rosette, Oscar Holmes IV, Elizabeth George, Brad Kirkman, Darren K Bharanitharan, Denise Loyd, Hannah Weisman, Laura Little

Welcome – Daan van Knippenberg (3:15-3:25)

-Daan: welcomed new members and thanked departing members

-Daan: suggested that members moving into a role, and members moving out of a role, need to connect soon for (i) a handoff document, to also send CC Brad Kirkman, and (ii) to discuss the handoff (and CCing Brad Kirkman would both be a way to document this and to ensure all handoffs are made).

-Sigal: thanked everyone on the team for their contributions

-Daan: suggested there is no need to go over all of the details of the reports already submitted; let's discuss only issues that really need discussing

A.   AOM Program (3:25-3:50)

- Paper sessions and symposia (Ron Piccolo, Becky Bennett, and Program team: Alex Gerbasi, Jessica Methot, Eean Crawford, Lance Frazier)
- Doctoral Consortium (Keith Leavitt & Celia Moore)
- Jr. Faculty Consortium (Denise Loyd & Sharon Hill)
- PDWs (Shimul Melwani)
- Awards (Uta Bindl, Cristina Gibson)
- Spotlight/OB Division Plenary (Sigal Barsade & Andrew Knight/Denise Loyd & Daan van Knippenberg)
- Process of Virtual Program (Sigal)

Key Takeaways/Issues:

Decision was made to go virtual, and then we did not have access to a program developer; all of the information about authors, sessions, timelines…we had to recreate; information from the program developer site was not available; we needed access throughout; virtual program should have used that system, it was all there

AOM wants our feedback; let's use the chat; Brad Kirkman will save the chat and capture those thoughts here, grouping and integrating comments to capture key themes.

FROM THE CHAT:

1. *__Advantages/Things We Liked__*

a. Interaction/Inclusion/Participation: The virtual format made is possible for people to attend who might otherwise not have been able to attend. The chat function in addition to the speaking function for synchronous sessions created an additional opportunity to participates. The virtual format also made it easier to quickly mix-up people (e.g., for breakouts in PDWs).

Take-away: We may increase participation/inclusion by adding a virtual option to an on-site AOM. We may also use our newly acquired experience with virtual meetings to organize more activities for members throughout the year (i.e., in addition to the Annual Meeting) [This, in fact, is already work in progress for the OB Division].

b. Program Structure: There is appreciation both for the mixing of PDWs and academic sessions throughout the conference (i.e., better combination of active and passive sessions throughout the days) and for the use of Sunday for sessions (i.e., rather than mainly business meetings for only a small group of participants).

Take-away: In principle these are things that could be also brought to an on-site conference, but only at the expense of lengthening the conference for those only coming for the academic program (or only for the PDWs).

c. Asynchronous Offerings: The asynchronous part of the program came with the advantage that it is possible to attend more sessions than at an on-site meeting. It is also an option that could potentially be leveraged as a virtual component for an on-site conference for those who are unable to physically attend the conference (even when one has to wonder whether asynchronous participation would be as high when there is also an on-site conference). The recording of sessions was more generally appreciated as offering greater flexibility in "attending" sessions.

Take-away: recordings and materials as asynchronous offering may add value to an on-site conference both for those attending and for those unable to attend an on-site conference.

2. *Disadvantages/Things We Need to Improve*

a. Time Zones: Whereas the virtual format had inclusion/participation advantages as per above, it also came with inclusion/participation disadvantages, first and foremost in terms of the challenge of dealing with different time zones that put Asia/Australasia/Oceania at a serious disadvantage for synchronous attendence. This resulted in papers, symposia, and PDWs dropping out because of time zone problems. The original hope was that sessions could be scheduled with time zone in mind, but this effectively did not happen – possibly because sessions where too time zone diverse to make this a realistic option.

Take-away: Unless there is a way to address the time zone problem differently than at AOM 2020, the time zone challenge is a *major* disadvantage of the virtual format that seirously detracts from the inclusion/participation advantage noted above.

b. Technology/Functionality: The inability to chat with other participants limited interactivity in the sessions, and the platform was not as easy to master as one would expect given everybody's extensive experience now with working remotely. For several sessions, organizers abandoned the platform in favor of a Zoom session they set up themselves, because they felt they did not have the options they required for their meeting. In part, this reflects a desire for control and uncertainty reduction; in part it reflects the perception that Zoom offers better functionality than this platform. People also felt technical support beforehand was somewhat lacking.

Take-away: In part these may be communication challenges and not a technology challenges (see next point), but it seems clear that future use of ICT will benefit from more – or at least better timed – tech support and possibly reconsidering the platform used (i.e., not turning the 2020 choice for Pathable into a given but exploring options again with more time to decide between options).

Communication Improvements/Integration with AOM

The move to a virtual conference was enforced by external events and made on relatively short notice and it is completely understandable that preparation for and communication about the 2020 conference did not run as smoothly as preparation for earlier conferences where we have a year (or in effect several years) lead time and years of experience to build on. That said, it is worth noting that there are points where preparation can run more smoothly should we again have virtual components to earlier and fuller communication. People felt underinformed about how to operate the system, organize the program, and use the session technology. There was a lot of anxiety amongst organizers and participants about not knowing what to do/how to do things past deadlines (e.g., upload documents for sessions, speaker options for sessions). While in theory this is an easy fix when AOM has more lead time for the virtual aspect of the conference, a clear take-away is also that better and more timely communication really will improve the conference experience.

In the spirit of honest and frank feedback, it may also be worth sharing that there were some misgiving about the messaging around the conference. The general tone in the messaging that seemed to stress innovation and things that would probably be better with the virtual format seemed a disconnect with the widespread preference for an on-site conference. While nobody questions the decision to go virtual, there is a sense that AOM could have acknowledged the "loss" more and invested less in messaging about presumed "gains". (As part of this, the need for what seems a very high fee for a virtual conference could probably also be better explained).

Program Developer Issues

There as considerable frustration on the Division's end that Program Developer was disabled. PD contains all the information about submissions and not being able to draw on this information (e.g., author email addresses for mailings) introduced a lot of issues that required major time investment in putting the virtual program together – issues that could have been prevented by maintaining access to PD.

END OF CHAT TEXT REGARDING LEARNING FROM VIRTUAL AOM

David: Can we enhance the diversity in terms of how EC members are selected?

Daan: Let's put that on the mid-term agenda

Cristina: awards committee issues; perceived issues of lack of procedural justice; people really get upset, particularly senior people

      -conflicts of interest

      -roll over of nominees from one year to the next

      -deadlines

SIOP has a great set of procedures for this; everything is available on-line for everyone to see; we should emulate this

Daan: perhaps Cristina and Sigal can put their heads together and come up with some recommendations for our mid-year meeting; SIOP has a lengthy manual on how to do these things; perhaps we do not want to go that far, but we do need to do better; one important facet is to avoid a global bias with emphasis only on certain regions

Sigal: for the 5-year survey, people were really satisfied with procedural justice for awards AND elections of officers; so, overall satisfaction is high

Denise: our mid-year meeting is a bit later this year (December 4-5), really close to the holiday season; that would be pushing our invitations to those who we'd like to participate in consortia, other aspects of our program; we invite people way before we submit proposals to AOM

Uta: we also need to contact award committee members well before the December meeting too

Daan: we will have a virtual mid-year meeting most likely; so, we should make decisions earlier without necessarily getting the entire EC together

Laura: will talk to Daan about how to do things off-line in pieces

Sharon: junior faculty workshop, we had 140 people registered (need to check how many actually showed), which was wonderful; we did a lot of outreach, we'd like to replicate it next year; BUT, only about 15% of attendees were outside the U.S.; the panel was diverse, but not the participants; outside the U.S., it's harder to identify who the junior faculty are; let's work on getting non-U.S. junior faculty to attend (clearly COVID and time zones played a role)

Keith: doctoral consortia went very well; we're using survey to see how we can improve virtual delivery

Celia: we had fun organizing it; the students were really craving community; some said they hadn't talked to actual humans in months!; it worked well

Cristina: participated as a roundtable discussant; students were very appreciative; but, for doc students, there is a strong pessimism right now, we need to be their social support network

B.   Standing Committees (3.50-4:05)

- Making Connections (Beth Campbell)
- Global (Alex Newman)

Alex: how to engage more with our international members; we're thinking of holding monthly events later this year and early next year; we're looking for ways to engage; would AOM support this or should we just do it ourselves?; we saw a lot of people from Asia, and particularly Africa; we could use this platform to help us serve underrepresented parts of the globe;

Daan: AOM will not likely support this, I would not count on it; it would be very easy to organize on-line sessions, we do not need a lot of support; this fits squarely with the strategic priorities we discussed in our last mid-year meeting at Wharton; we need to do more to reach out to a wider array of members

Alex: is there a plan from the Making Connections Committee to meet outside of physical settings?

Beth: are there strategic goals we should focus on that could involve social events, please let Beth know

Sigal: conflict management and strategic management divisions seem to be making inroads on this; let's touch base with them; maybe some of the positives that have come out of this could help answer the question of how we can better connect with our members between AOM meetings

Denise: connections with respect to the hiring context coming up this year; if there anything we can think about doing on this, we should

Beth: send me ideas via email about this, anything we can do differently

- Volunteers (Andrew Knight)
- Communications (Nataly Lorinkova)
- Technology (Darren Bharanitharan)

C.   Treasurer (4:05-4:15) (Bret Bradley)

-Daan: Bret is not here; but, we are forced to make some cuts to our budget because of structural issues; for many years, we had to spend more because we had too much; now, we need to cut (e.g., catering costs in hotels have increased exponentially)

D.   Strategic Priorities (4.15-4:35) (Sigal Barsade & Daan van Knippenberg)

-Daan: need to look beyond one year for strategic priorities; let's think of successive years

-Sigal: we spent the last mid-year meeting really thinking about long term; we had three themes:

-Enhancing Rigor

-Enhancing Relationships

-Enhancing Relevance

Better shaping the PDWs; connecting outside of AOM meetings is so critical; we have gotten moving on some of this

-Daan: spotlight on social class

-Sigal: wants to move ahead with affect plenary next year; but, we still need to track on COVID throughout the year; we need to be relevant to our international members; concerted effort to connect research to practice; focus on OB identity; should have t-shirts again; we are not forming micro-communities…we need to revisit this; 5-year report summarizes where we are going in detail

Daan: some things that came out of the previous mid-year meeting have already started; there's a lot more we can do than just putting together the OB Division part of the meeting; there's nothing stopping us from doing these initiatives; bring up any ideas you have and if we agree, we can make them happen; increase the chances to reach out to people; a lot of what we do in our field is creating communities, and it's better to make them open rather than closed

Sigal: before going "rogue" we all do need to check in with Daan; what about a session for doctoral students about how to deal with the job market right now?; and, what about a repository or a list of people on the exec committee or other volunteers that could listen to a job talk? A lot of this is summarized in the chat

Daan: was there anyone who proposed to take the initiative here? Celia, Laura E., Keith

Sigal: we can send an OB blast about this; practice job talks

Keith: maybe we should push out something external and find out what schools are looking for

Daan: think about what we can do on this and circle back to us

E.   Additional issues/questions & Wrap up (4.35-4:45)

- Virtual Mid-year meeting, December 4-5, 2020 (Daan van Knippenberg)

Daan: is there anything else we didn't address that we need to address now?

Sigal: wave goodbye to the folks were going to miss; let's do a call out

Welcome and Introductions

New Officers: Congratulations to all!

- Program Chair-Elect: Elizabeth George

- Representative-at-Large: Payal Sharma (Jr Faculty Consortium)

- Representative-at-Large: Oscar Holmes (PhD Consortium)

- Representative-at-Large: David Wagner (PDWs)

Departing Officers: Thank you for your dedication and service!

- Past OB Division Chair: Cristina Gibson

- Representative-at-Large: Andrew Knight

- Representative-at-Large: Laura Little

- Representative-at-Large: Ashleigh Rosette

- Student representative: Hannah Weisman

- Student representative: Catherine Kleshinski

- (Student representative: Effie Savvides-Syrimis)

OB Division Mission and Strategy

<u>Mission Statement</u>

- The Organizational Behavior Division of the Academy of Management exists to advance the development of scholars and scholarship within the content domain of organizational behavior. Scholarship occurs in the practice of both research and teaching. Through scholarship, we strive to positively influence management thought and practice.

<u>Strategic Priorities Moving Forward for 2020-2024 from 2019 5-year OB Division Survey and Report:</u>

1. Enhance Rigor
   - Create resources so that all OB faculty are knkowledgeable about OB theory and methods
   - Develop prioritized and more flexible AOM Annual Meeting Programming
   - Improving review process for AOM papers, symposia & PDWs
   - Better shaping PDW programming, and changing its place in our program
   - Create opportunities to connect intellectually throughout the year, not just at the annual meeting.
2. Enhance Relationships
   - Relationships at AOM Meeting
   - Relationships Outside of AOM meeting
   - Inclusiveness towards all types of members
3. Enhance Relevance
   - Continue to have an emphasis on being relevant to our international members
   - Make clear our relevance to scholars in building their careers
   - Make a more concerted effort to promote the connection between research and practice
   - Focus on the OB identity

And leverage technology/communications, financial stability, and micro-communities to do so.