

XX Organization Science Winter Conference

The Conversation Continues: Reflecting and Building on the Work of Michael Cohen

Steamboat Springs, Colorado

February 6-9, 2014

The conference is being co-sponsored by the
NSF Research Collaboration Network facilitating
our understanding of knowledge creation and diffusion



Thursday, February 6

4:30 – 5:00 pm Greeting and Opening Reception

5:00 – 7:00 pm Plenary Panel

**“More than “Dead Habits”: Exploring Dynamic Interplay Within and Between
Consequential Routines”**

Moderators: Marlys Christianson (Univ. of Toronto), Curtis LeBaron (Brigham Young Univ.)

- **“Microcycling: The Dynamic Interplay Between Lists and Stories Within Handoff Routines”** - Curtis LeBaron (Brigham Young Univ.), Marlys Christianson (Univ. of Toronto) and Lyndon Garrett (Univ. of Michigan)
- **“Intentional Routine Change: The Interplay of Reflective and Experimental Spaces”** - Silke Bucher (HEC Montréal) with Ann Langley (HEC Montréal)
- **“Structure, Routine, and Action in the ED: A Comparative Field Study”** - Melissa Valentine (Stanford Univ.)
- **“The Actual Expression of Routines In Organizations: The Unexplored Source of Variation in Organization Effectiveness”** - Arie Y. Lewin (Fuqua School of Business, Duke Univ.), Keren Caspin-Wagner (Duke Univ.), Silvia Massini (Manchester Business School), Carine Peeters (Solvay Business School)
- Sidney Winter (Wharton) - Discussant

7:00 – 10:00 pm Food, Libation, Interactive Poster Session I

“Social Structure and Competition in Interhospital Patient Handoff Relations” – Alessandro Lomi (USI, Lugano), Duy Vu (Univ. of Melbourne), Daniele Mascia (Catholic Univ. of Rome), Francesca Pallotti (Univ. of Greenwich and USI, Lugano), Theodore J. Iwashyna, (Univ. of Michigan)

“Searching for Blue Oceans: Mental Representation and the Discovery of New Strategies” – Felipe A. Csaszar (Univ. of Michigan), Daniel A. Levinthal (Wharton)

“Habit and Impulse in Digital Political Activism: The Case of Amnesty International” – Sirkka L. Jarvenpaa (Univ. of Texas at Austin) and Lisen Selander (Univ. of Gothenburg)

“Organizational Routines and the Materiality of Habit” - Eugenia Cacciatori (Cass Business School), Scott F. Turner (Darla Moore School of Business)

“Augmenting the Riolo, Cohen, Axelrod Model with Behavioral Algorithms and Behavioral Errors: Did we break it?” - Michael Prietula (Emory Univ.), Chen Yuanyuan (National Univ. of Singapore), Sheen S. Levine (Columbia Univ.)

“Born to be Wild? Innovation Paths as Complex Adaptive Systems” - Tyler Wry (Wharton) and Daniel Albert (Wharton)

"Aspirations in the Prisoner's Dilemma and Intergroup Prisoner's Dilemma"	– Corinne Coen (Weatherhead School of Management)
"Emergence without Self-Organization: The Airbnb Platform as a Complex 'Reactive' System"	– Thomas Steinberger (Univ. of California, Irvine)
"Modelling Dynamic Network Evolution in the Context of Strategic Change"	– Bill Foster (Rotman, Univ. of Toronto)
"Diving into the Garbage Can: Decision Avoidance Strategies and the Organizational Production of Social Defenses"	– Elizabeth Hansen (Harvard Business School)
"Alliance Networks and Technological Dynamism: Individual Decisions and Systemic Consequences"	– Jesse Shore (Boston Univ. School of Management) and N. Venkatraman (Boston Univ. School of Management)
"The Emotional Side of Routines' Change – How the Development of Artifacts Shapes their Interpretation"	– Leona Wiegmann (WHU), Erik Strauss (WHU) and Jurgen Weber (WHU)
"Organizational Transactive Memory Systems, Uncertainty and Performance"	– Diogo Cotta (IE Business School) and Fabrizio Salvador (IE Business School)
"Managing Experience Spillovers Across Corporate Development Activities"	– Koen H. Heimeriks (TiasNimbas Business School, Tilburg Univ.), Mario Schijven (Mays Business School, Texas A&M Univ.)

Friday, February 7

7:00 – 8:45 am **Breakfast Buffet**

8:00 – 10:00 am **Plenary Panel**

"Routines and Performativity"

Moderators: Martha S. Feldman (Univ. of California, Irvine) and Claus Rerup (Ivey Business School)

- **"Routine regulation: An Empirical Investigation of Routine Dynamics"** – Claus Rerup (Ivey Business School) and Carlo Salvato (Bocconi Univ.)
- **"Routines for Generating Financial Deals: Performing Interdependence Between Multiple Performative-ostensive Cycles"** – Paul Spee (UQ Business School), Paula Jarzabkowski (Cass Business School, City Univ. London) and Michael Smets (Said Business School)
- **"Evolutionary Trajectory in Organizational Routines: Predicting the Magnitude and Direction of Change in Networks of Action"** – Peng Liu (Michigan State Univ.) and Brian Pentland (Michigan State Univ.)
- **"Resourcing Routine Change: How Resources Contribute to Routine Dynamics"** – Katharina Dittrich (Univ. of Zurich) and David Seidl (Univ. of Zurich)
- **"Understanding Action in Routines"** – Martha S. Feldman (Univ. of California, Irvine)

10:15 – 4:00 pm **Winter Activities and Social Networking**



4:30 – 6:30 pm **Plenary Panel**

"Organizational Experiments"

Moderator: Linda Argote (Tepper School of Business, CMU)

- **"Portrait of Michael as a Young Experimentalist: Logrolling in Bargaining"** – Massimo Warglien (Ca' Foscari Univ. of Venice)
- **"Cognitive Roots of Routinized Behavior: a Sketch of Preliminary Ideas and Experiments"** – Massimo Egidi (Luiss Univ.)

- **“Dynamic Capabilities and Merger Success: a Laboratory Experiment”** – Jutta Wollersheim (TUM School of Management)
- **“The Role of Emotions and Performance Relative to Aspirations in Deciding Whether to Exploit an Existing Routine or Explore a New Routine”** – Linda Argote (Tepper School of Business, CMU) and Jacob Eskildsen (Aarhus Univ.)

7:00 – 10:00 pm **Food, Libation, Interactive Poster Session II**

“Choice and Learning Patterns in the Four Armed Bandit Task: Implications for a Discussion About the Origins of Routines” – Daniella Laureiro-Martinez (ETH), Stefano Brusoni (ETH), Amulya Tata (ETH), Maurizio Zollo (Bocconi Univ.)

“The Effect of Knowledge Heterogeneity on Group Learning and Performance: A Case Study on an Open Source Software Project” – Marco Tonellato (USI, Lugano), Guido Conaldi (Univ. of Greenwich)

“Truce Breaking and Remaking: The CEO’s Role in Changing Organizational Routines” – Sarah Kaplan (Rotman, Univ. of Toronto)

“The Garbage Can Model and Technological Change” – Janne M. Korhonen (Aalto Univ.) Liisa Valikangas (Aalto Univ.)

“Is Selective Attention Always Beneficial? Selective Attention, Architectural Knowledge, and Organizational Performance” – Thomas Keil (Univ. of Zurich), Markus Lang (Univ. of Zurich), and Dirk Martignoni (Univ. of Zurich)

“On the Silence of Routines and the Significance of Socks” – Marie Bengtsson (Linköping Univ.) and Fredrik Tell (Linköping Univ.)

“Selection of Routines in Organizational Search: Role Systems and Routine Systems in the Search Process” – Amit Nigam (Cass Business School), Ruthanne Huising (McGill Univ.) and Brian Golden (Rotman, Univ. of Toronto)

“Attention Networks: Structural Equivalence among Actors and Correlation Equivalence among Problems” – Matteo Prato (USI, Lugano) and David Stark (Columbia Univ.)

“Shifting Logics and Knowledge Uptake of Rules: Erosion and Anchoring of Appropriateness” – Martin Schulz (Sauder School of Business, UBC) and Kejia Zhu (Sauder School of Business, UBC)

“Enchanted Algorithms: How Organizations Use Algorithms to Automate Decision-Making Routines” – Vern Glaser (University of Southern California)

“Routine Learning in Complex Networks” – Ray Reagans (Sloan School of Management, MIT)

“Individual Resilience Despite Corporate Downsizing: Positioning in the Formal and Informal Network” – Rick Aalbers (Radboud Univ. Nijmegen) and Wilfred Dolfsma (Univ. of Groningen)

“Lost in Translation? The Diffusion of Lean Management in New Product Development” – Florian Rittiner (ETH Zurich)

“Within or Between? On the Contextually Contingent Role of Routine Codification in Acquisition Integration Performance” – Koen H. Heimeriks (TiasNimbas Business School, Tilburg Univ.) and Melissa E. Graebner (McCombs School of Business, Univ. of Texas at Austin)

“The Dynamics of Status, Partner Focus and VC Financial Performance In the U.S. Venture Capital Industry – 1980-2001” – Oliver Gottschalg (HEC Paris), Bo Kyung Kim (Cox School, SMU), and Gordon Walker (Cox School, SMU)

“Innovating Without Information Constraints: Organizations, Communities, and Innovation When Information Costs Approach Zero” – Elizabeth J. Altman (Harvard Business School), Frank Nagle (Harvard Business School), and Michael L. Tushman (Harvard Business School)

Saturday, February 8

7:00 – 8:45 am **Breakfast Buffet**

8:00 – 10:00 am **Plenary Panel**

“Garbage Can and Allocation of Attention”

Moderator: Richard Harrison (Univ. of Texas at Dallas)

- **“Institutional Logics, Attention Structures, and the Garbage Can Model”** – William Ocasio (Kellogg School of Management)
- **“Routines, Creative Projects, and Firm Adaptation from a Garbage Can Perspective”** – David Obstfeld (California State Univ., Fullerton), Steve Borgatti (University of Kentucky)
- **“Fluid and Random? Attention to Goals in a Garbage Can Model”** – Pino Audia (Tuck School of Business at Dartmouth), Matteo Prato (USI, Lugano)
- **“Expanding the Scope of Fluid Participation in Organizations”** – Richard Harrison (Univ. of Texas at Dallas)

10:15 – 4:00 pm **Winter Activities and Social Networking**



4:00 – 6:00 pm **Plenary Panel**

“Emergence: Networks, Organizations, and Strategies”

Moderator: Alessandro Lomi (USI, Lugano)

- **“The Problem of Emergence”** – John Padgett (Univ. of Chicago)
- **“The Emergence of Coordination in Open Organizations”** – Alessandro Lomi (USI, Lugano), Guido Conaldi (Univ. of Greenwich), Duy Vu (Univ. of Melbourne), Marco Tonellato (USI, Lugano)
- **“The Ecosystem of Strategic Initiatives”** – Philip Anderson (INSEAD)
- **“The Emergence of a Problem. Link Formation, Opinion Dynamics in Axelrod/Watts Type Models”** – Jae-Suk Yang (Columbia Univ.), Jerry Kim (Columbia Univ.), and Bruce Kogut (Columbia Univ.)

6:00 – 7:30 pm **Dinner – Sit Down Buffet**

7:30 – 8:45pm **“Organizational Politics, Learning and Cooperation”**

- **“A Process Explanation of Executive’s Responses to Crises, Threats and Other Demanding Situations”** George Huber (McCombs School of Business, Univ. of Texas at Austin)
- **“Party Politics’ Contribution to Organization Learning and Agile Change”** Anne Huff (Univ. of Ireland, Maynooth)

8:45 – 9:30 pm **“Habits and Emotions”**

- Maurizio Zollo (Bocconi Univ.) and Daniella Laureiro-Martinez (ETH Zurich)
- Sidney Winter (Wharton)

Sunday, February 9

7:00 – 8:00 am **Breakfast**