WESTERN ACADEMY OF MANAGEMENT

WAM 2026
67th Annual Meeting

March 11-14, 2026
Hilton Santa Fe Historic Plaza, Santa Fe, New Mexico

THEME:
Leveraging the Past to Forge
a New Frontier of Work

WESTERN ACADEMY OF MANAGEMENT

MARCH 11-14, 2026
SANTA FE, NEW MEXICO

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MARCH 11-14, 2026
SANTA FE, NEW MEXICO

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15:45-17:30	Doctoral & Junior Faculty Consortium: Pecos
18:00-20:00	Doctoral & Junior Faculty Consortium Dinner: Off-site

THURSDAY, MARCH 12					
07:00-17:30	Registration / Info Desk Open: Promenade				
07:00-08:00	WCA & Consortium Breakfast: Mesa A & B				
	Pecos	Chapel	Mesa C	Canyon 1	Canyon 2
08:30-09:45	Doctoral & Junior Faculty Consortium	*Break-out room*	WCA Conference		
09:45-10:00	Coffee Break: Promenade				
10:00-11:45	Doctoral & Junior Faculty Consortium	*Break-out room*	WCA Conference		
11:45-12:45	WCA & Consortium Lunch: Mesa A & B				
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14:15-15:30	Doctoral & Junior Faculty Consortium	*Break-out room*	WCA Conference	WAM Teaching and Learning Symposium - Workshop Session #6	WAM Teaching and Learning Symposium - Traditional Papers #5
15:30-16:00	Post-Consortium/Symposium Break (walking groups)				
16:00-17:00	WAM Opening Session/Fireside Chat: Mesa Ballroom A/B				
17:00-18:00	Speed Networking: Mesa Ballroom A/B				
18:00-20:00	WAM Opening Reception: Promenade, seating in Mesa C				

FRIDAY, MARCH 13						
07:00-17:00	Registration / Info Desk Open: Promenade					
07:00-08:00	Newcomers' Breakfast: Mesa Ballroom					
08:00-08:05	*Transition*					
	Pecos	Canyon 1	Canyon 2	Chapel	Pinon	Mesa
08:05-09:20	Workshop #1	Developmental Papers #1	Traditional Papers #1	Traditional Papers #2	Collaboration Room	
09:20-09:30	*Transition*					
09:30-10:45	Workshop #3	Developmental Papers #1	Traditional Papers #3	Traditional Papers #4	Collaboration Room	
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13:30-14:00	Post-Lunch Break (walking groups)					
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16:45-17:45	Ascendant Scholars Session: Mesa A & B Ballroom					
18:00-21:00	Tasting Event onsite & Walking Tour offsite (tickets required)					

SATURDAY, MARCH 14					
07:00-12:00	Registration / Info Desk Open: Promenade				
07:00-08:30	Breakfast and WAM Business Meeting: Mesa A & B Ballroom				
	Pecos	Canyon 1	Canyon 2	Chapel	PInon
08:30-09:45	Workshop #5	Workshop #7	Traditional Papers #14	Traditional Papers #14	WAM Past Presidents Advisory Meeting
09:45-10:00	Coffee Break: Promenade				
10:00-11:15		Workshop #8	Traditional Papers #16	Inspirational Papers #2	Collaboration Room
11:15-11:25	*Transition*				
11:25-13:00	Closing Session: Canyon 1 - Workshop #9				

WAM FUTURE SITES

WAM 2027 | March 10-13, 2027
Outrigger Kauai Beach Resort & Spa, Lihue, Hawaii

When selecting sites, WAM's Executive Committee discuss considerations that include budget, accessibility, the venue itself, and the attractiveness of the destination.

2025-2026 WAM OFFICERS

President Pro-Tempore	Lori Peterson, *Universidad Norbert Wiener*
President Elect & Program Chair 2026	Jonathan Westover, *Utah Valley University*
Vice-President	Kyle Ehrhardt, *University of Colorado Denver*
Communications Officer	Reka Anna Lassu, *Pepperdine University*
Chief Financial Officer	Jim Downing, *New Mexico State University*
Three Year Representative	Bahareh Javadizadeh, *San Francisco State University*
Representative at Large	Johnna Capitano, *West Chester University*
Past President	Carol Flinchbaugh, *New Mexico State University*

WAM'S CONFERENCE SERVICE PROVIDER

WAM's Executive Committee continues to partner with Podium Conferences & Association Specialists to assist with conference planning and site selection.

WAM 2026 AWARDS

WAM 2026 JMI Outstanding Scholar

Cristina Gibson, *Pepperdine University*

WAM 2026 Ascendant Scholars

Arvind Karunakaran, *Stanford University*
Rebecca Paluch, *University of British Columbia*

WAM 2026 Best Paper Award Finalists

Best Traditional Paper Finalists

"Not up for Debate? Uncovering the Processes Through which Political Discussions are Managed at Work"
By Cecily Cooper, Amanda Jones, and Sharon Sheridan

"Internal vs. external signaling: substitute or compliments, evidence from Kickstarter campaigns"
By Dan H Vo, Cole Crider, and Kristin Draulens

Best Doctoral Paper Finalists

"From Anthropocentric Frames to Biocentric Openings: Organisational Sensemaking and Sensegiving of Biodiversity and Nature Loss" By Patrick Oko Quaye

"The essence of craft: Exploring craft configurations through category centrality" By Amit Sharma

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WESTERN ACADEMY OF MANAGEMENT 2026 CONFERENCE SCHEDULE SUMMARY

WEDNESDAY, MARCH 11

14:30–18:30	Registration / Info Desk Open (Promenade)
15:45–17:30	Doctoral & Junior Faculty Consortium (Pecos) Sponsored by CARMA
15:00–17:30	Junior Faculty Consortium (Chapel) Sponsored by CARMA
18:00–20:00	Doctoral & Junior Faculty Consortium Dinner (Offsite)

THURSDAY, MARCH 12

07:00–17:30	Registration / Info Desk Open (Promenade)
07:00–08:00	WCA & Consortium Breakfast (Mesa A & B)
08:00–09:30	Doctoral & Junior Faculty Consortium (Pecos)
08:00–09:30	WCA Conference (Mesa C)
09:45–10:00	Coffee Break (Promenade) Sponsored by UC Denver
10:00–11:45	Doctoral & Junior Faculty Consortium (Pecos)
10:00–11:45	WCA Conference (Mesa C)
11:45–12:45	WCA & Consortium Lunch (Mesa A & B)
12:45–14:00	Doctoral & Junior Faculty Consortium (Pecos)
12:45–14:00	WCA Conference (Mesa C)
12:45–14:00	WAM Teaching & Learning Symposium – Panel Session #1 (Canyon 1)
12:45–14:00	WAM Teaching & Learning Symposium – Inspirational Papers #1 (Canyon 2)
14:00–14:15	Coffee Break (Promenade) Sponsored by UC Denver
14:15–15:30	Doctoral & Junior Faculty Consortium (Pecos)
14:15–15:30	WCA Conference (Mesa C)
14:15–15:30	WAM Teaching & Learning Symposium – Workshop Session #6 (Canyon 1)
14:15–15:30	WAM Teaching & Learning Symposium – Traditional Papers #5 (Canyon 2)
15:30–16:00	Post-Consortium / Symposium Break (Walking Groups*)
16:00–17:00	WAM 2026 Opening Session / Fireside Chat (Mesa Ballroom)
17:00–18:00	Speed Networking (Mesa Ballroom)
18:00–20:00	WAM 2026 Opening Reception (Promenade) Sponsored by New Mexico State University

Informal walking groups will take place throughout the conference. Details will be available at the registration table.

FRIDAY, MARCH 13

07:00–17:00	Registration / Info Desk Open (Promenade)
07:00–08:00	Newcomers' Breakfast (Mesa Ballroom)
08:00–08:05	Transition
08:05–09:20	Workshop Session #1 *Arts-Based & Mindful Learning* (Pecos)
08:05–09:20	Developmental Papers Session #1 (Canyon 1)
08:05–09:20	Traditional Papers Session #1 *Craft, Tradition & Emerging Work Form* (Canyon 2)
08:05–09:20	Traditional Papers Session #2 *AI, Technology & Digital Work* (Chapel)
09:20–09:30	Transition
09:30–10:45	Workshop Session #3 *Academic Writing & Publishing* (Pecos)
09:30–10:45	Developmental Papers Session #2 *Workplace Well-Being, Performance & Employee Experience* (Canyon 1)
09:30–10:45	Traditional Papers Session #3 *Leadership Excellence & Decision Making* (Canyon 2)
09:30–10:45	Traditional Papers Session #4 *International Business & Organizational Scaling* (Chapel)
10:45–11:00	Coffee Break (Promenade) Sponsored by UC Denver
11:00–12:15	Traditional Papers Session #8 *Political Polarization, Trust & Fit* (Pecos)
11:00–12:15	Developmental Papers Session #3 *Leadership, Relationships & Communication* (Canyon 1)
11:00–12:15	Traditional Papers Session #6 *Student Engagement & Academic Embeddedness* (Canyon 2)
11:00–12:15	Traditional Papers Session #7 *Workplace Ethics & Moral Repair* (Chapel)
11:00–12:15	Workshop Session #10 *Academy Of Management Journals* (Mesa)
12:15–12:30	Transition
12:30–13:30	Presidential Lunch & Awards (Mesa Ballroom)
13:30–14:00	Post-Lunch Break (Walking Groups)
14:00–15:15	Workshop Session #2 *Journal of Management Inquiry* (Pecos)
14:00–15:15	Traditional Papers Session #11 *Leadership Character & Moral Decision Making* (Canyon 1)
14:00–15:15	Traditional Papers Session #9 *Revenge, Unethical Behavior & Well-Being* (Canyon 2)
14:00–15:15	Traditional Papers Session #10 *Workplace Romance, Politics & Gende*r (Chapel)
14:00–15:15	Panel Session #2 (Mesa)
15:15–15:30	Coffee Break (Promenade)
15:30–16:45	Workshop Session #4 *Ethics, Character & Values in Management Education* (Pecos)
15:30–16:45	Developmental Papers Session #4 *Social Media, Narratives & New Work Models* (Canyon 1)
15:30–16:45	Traditional Papers Session #12 *Organizational Change & Communication* (Canyon 2)
15:30–16:45	Traditional Papers Session #13 *Environmental Contexts & Strategic Competition* (Chapel)
16:45–17:45	Ascendant Scholars Session (Mesa Ballroom)
17:45–18:45	Walking Tour (Offsite; tickets required)
18:00–21:00	Tequila Tasting Event (Onsite; tickets required)

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SATURDAY, MARCH 14

07:00–12:00	Registration / Info Desk Open (Promenade)
07:30–08:30	Breakfast And Wam Business Meeting (Mesa A & B Ballroom)
08:30–09:45	Workshop #5 *Experiential & Interactive Pedagogy* (Pecos)
08:30–09:45	Workshop #7 *Faculty Wellbeing & Performance* (Canyon 1)
08:30–09:45	Traditional Papers #14 *Climate, Biodiversity & Organizational Memor*y (Canyon 2)
08:30–09:45	Traditional Papers #15 *Entrepreneurship, Failure & Learning* (Chapel)
08:30–09:45	WAM Past Presidents Advisory Meeting (Pinon)
09:45–10:00	Coffee Break (Promenade)
10:00–11:15	Workshop #8 *Faculty Support & Professional Development* (Canyon 1)
10:00–11:15	Traditional Papers #16 *Corporate Governance, Innovation & Family Firms* (Canyon 2)
10:00–11:15	Inspirational Papers #2 *Innovation, Research Methods & Organizational Dynamics* (Chapel)
11:15–11:25	Transition
11:25–12:45	Closing Session - Workshop #9 *Exploring storytelling: A LEGO® Serious Play workshop* (Canyon 1)

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WAM 2026 PROGRAM SCHEDULE

WEDNESDAY, MARCH 11

SCHEDULE OVERVIEW

14:30–18:30	Registration / Info Desk Open (Promenade)
15:45–17:30	Doctoral & Junior Faculty Consortium (Pecos)
18:00–20:00	Doctoral & Junior Faculty Consortium Dinner (Offsite)

14:30-18:30 **REGISTRATION/INFO DESK OPEN**
Location: Promenade

15:45–17:30 **DOCTORAL & JUNIOR FACULTY CONSORTIUM**
Location: Pecos

18:00-20:00 **DOCTORAL & JUNIOR FACULTY CONSORTIUM DINNER**
Location: Offsite

THURSDAY, MARCH 12

SCHEDULE OVERVIEW

07:00–17:30	Registration / Info Desk Open (Promenade)
07:00–08:00	WCA & Consortium Breakfast (Mesa A & B)
08:00–09:30	Doctoral & Junior Faculty Consortium (Pecos)
08:00–09:30	WCA Conference (Mesa C)
09:45–10:00	Coffee Break (Promenade)
10:00–11:45	Doctoral & Junior Faculty Consortium (Pecos)
10:00–11:45	WCA Conference (Mesa C)
11:45–12:45	WCA & Consortium Lunch (Mesa A & B)
12:45–14:00	Doctoral & Junior Faculty Consortium (Pecos)
12:45–14:00	WCA Conference (Mesa C)
12:45–14:00	WAM Teaching & Learning Symposium – Panel Session #1 (Canyon 1)
14:00–14:15	Coffee Break (Promenade)
14:15–15:30	Doctoral & Junior Faculty Consortium (Pecos)
14:15–15:30	WCA Conference (Mesa C)
14:15–15:30	WAM Teaching & Learning Symposium – Workshop Session #6 (Canyon 1)
14:15–15:30	WAM Teaching & Learning Symposium – Traditional Papers #5 (Canyon 2)
15:30–16:00	Post-Consortium / Symposium Break (Walking Groups)
16:00–17:00	WAM 2026 Opening Session / Fireside Chat (Mesa Ballroom)
17:00–18:00	Speed Networking (Mesa Ballroom)
18:00–20:00	WAM 2026 Opening Reception (Promenade)

07:00-17:30 **REGISTRATION/INFO DESK OPEN**
Location: Promenade

07:00-08:00 **WCA & CONSORTIUM BREAKFAST**
Location: Mesa A & B

08:00–09:30 **DOCTORAL STUDENTS & JUNIOR FACULTY CONSORTIUM**
Location: Pecos

08:00–09:30 **WCA CONFERENCE**
Location: Mesa C

09:45–10:00 **COFFEE BREAK**
Location: Promenade

10:00–11:45	**DOCTORAL & JUNIOR FACULTY CONSORTIUM**

Location: Pecos

10:00–11:45	**WCA CONFERENCE**

Location: Mesa C

11:45–12:45	**WCA & CONSORTIUM LUNCH**

Location: Mesa A & B

12:45–14:00	**DOCTORAL & JUNIOR FACULTY CONSORTIUM**

Location: Pecos

12:45–14:00	**WCA CONFERENCE**

Location: Mesa C

12:45–14:00	**WAM TEACHING & LEARNING SYMPOSIUM – PANEL SESSION #1**

Location: Canyon 1

P1 - Advancing management education through skills-based/competency-based education

Angela Owens-Jackson [1], Jonathan Westover [1,2], Justine Lee [1], Lynnann Erickson [1], Kelly Hall [3]

[1] Utah Valley University, [2] Western Governors University, [3] East Tennessee State University

Within management education, skills-based or competency-based education (CBE) is being implemented as a powerful approach in preparing graduates, as they lead, innovate and adapt to complex environments. This panel will illustrate options for CBE integration in the form of simulations, case studies, service-learning consulting projects and credit for prior learning/experience (CPL/PLA). This panel brings together an experienced and diverse management educators and practitioners to demonstrate by sharing best-practice frameworks and compelling case examples how these integrations go beyond earning credits by providing competencies for students that extend into the workplace.

12:45–14:00	**WAM TEACHING & LEARNING SYMPOSIUM – INSPIRATIONAL PAPERS #1**

Location: Canyon 2

Chair: Kyle Ehrhardt, *University of Colorado Denver*

IP1-1 - Student success in traditional vs accelerated community college transfer business courses

Derek Rich [1]

[1] Eastern Arizona College

This research paper examines the differences between accelerated eight-week community college transfer business and business administration courses and full semester community college transfer business and business administration courses, focusing on student success measured by course GPA and completion rate. It analyzes research studies and literature to provide a comprehensive background of other studies that have examined the differences between accelerated and full semester course formats mainly in majors other than business. The paper concludes by discussing the implications for students and institutions in choosing between these two course structures in the context of transfer community college business courses.

IP1-2 - Bridging the Gap: Practitioner Perspectives on Accounting & Finance Competencies for New Graduates

Geoffrey Plourde [1]

[1] California Lutheran University

In today's evolving business environment—characterized by automation, data analytics, and shifting stakeholder demands—accounting graduates require a broader skillset encompassing technical, financial, analytical, ethical, and interpersonal competencies. Although initiatives such as the Pathways Commission and CPA Evolution have emphasized future-ready skills, these efforts often reflect top-down consensus frameworks rather than practitioner-driven perspectives. This proposed study bridges management and accounting education by integrating employer perspectives into curriculum design. A U.S.-based survey of accounting and finance professionals will identify and prioritize competencies new graduates must possess, modeling importance–readiness gaps across organizational contexts.

IP1-3 - Leading organizations artistically: Adding intuition and imagination to intellect

Jyoti Bachani [1]

[1] St Mary's College of California

Our profession tends to prioritize critical thinking driven by analytical frameworks that focus on intellect. Management, however, often involves complex decisions filled with uncertainty, ambiguity, paradoxes, and dualities, which analytical frameworks often overlook. Intuition and imagination, though essential, are rarely valued in business practice or education. In times of rapid change and uncertainty, it becomes crucial to use our intuition to navigate and imagine new possibilities. Art is not just for advertising, product packaging, or activism; it's a universal human expression that can be used to feel our way forward into uncertain future. Reinventing the future, while preserving the best elements of the past, requires not only critical thinking but creative problem-solving. Using the arts in business classrooms and as research methods will help us rethink, reimagine and reinvent.

IP1-4 - Unfreeze the room: Daily questions to thaw out your large classroom

Natalie Liberman [1], Shammi Gandhi [2], Sharonda Bishop [3], Thomas Norman [4]

[1] California State University, Los Angeles, [2] University of Northern Colorado, [3] California State Polytechnic University, Pomona, [4] California State University, Dominguez Hills

Traditional icebreakers are often short, introductory activities used to energize students or learn names. In larger classrooms, students need repeated opportunities to connect meaningfully throughout the course, not just at the beginning of it. Question of the Day is a reimagined, ongoing icebreaker designed for large classes (80-200 students) that promotes engagement through psychological safety. When used consistently throughout the term, Question of the Day cultivates the gradual growth of psychological safety from a one-time warm-up into a sustained classroom practice.

IP1-5 - Slow burns and the saddle effect: A configurational approach

Matthew Farrell [1]

[1] Austin Peay State University

In recent years, scholars have devoted considerable attention to the diffusion of innovations – particularly the "saddle effect," which occurs when there is a drop-off in uptake between an innovation's earliest adopters and other groups. Although great strides have been made in our understanding of firm strategy from this stream of research, the antecedents of what we call slow burns - products which either come close to failing or actually fail before becoming outlier success stories - are difficult to explain with extant theory. Employing recent breakthroughs in Analytical Induction (AI), we examine several prominent cases of slow burns to fill this apparent gap. Our findings indicate that the eccentricity of founding teams is reflected in their products and can be difficult for a wider audience to grasp, making early champions and a devoted fan base critical to the success of slow burns.

IP1-6 - Self-leadership and creative process engagement in the age of AI

Joseph Avery [1], Christopher Neck [2], Jeffery Houghton [1]

[1] West Virginia University, [2] University of Nebraska Kearney

There is increasing interest in the use of generative artificial intelligence (AI) in the context of work involving creative processes. Yet, little is known about the means and mechanisms through which AI may be effectively accepted and strategically integrated into creative endeavors. Self-leadership—a proactive process of self-influence—holds great potential as a means of enhancing generative AI acceptance in the workplace to increase individual confidence and engagement in creative processes at work. Consequently, grounded primarily in social cognitive theory and job demands–resources theory, the current paper develops and tests a hypothesized serial mediation of the relationship between self-leadership and creative process engagement as mediated through generative AI acceptance and creative self-efficacy. As hypothesized, results show a significant positive direct relationship between self-leadership and creative process engagement, along with a significant positive indirect effect through generative AI acceptance and creative self-efficacy. This paper makes important contributions to literature by being among the first to explore strategies and mechanisms through which generative AI may be effectively integrated into creative workflows. The findings have important implications for both future researchers and practicing managers seeking to understand and facilitate the effective use of generative AI in creative contexts.

14:00–14:15	**COFFEE BREAK**
	Location: Promenade

14:15–15:30	**DOCTORAL & JUNIOR FACULTY CONSORTIUM**
	Location: Pecos

14:15–15:30	WCA CONFERENCE

Location: Mesa C

14:15–15:30	WAM TEACHING & LEARNING SYMPOSIUM – WORKSHOP SESSION #6

Location: Canyon 1

W6-1 - Publishing business cases to help students learn from past leaders

Jared Simard[1], Irene Morrison-Moncure[1], Rebecca Frankel[2]

[1] New York University, [2] Sage Publishing

In this workshop, an acquisitions editor at Sage and two series editors will show participants how they can A. transform examples from the past into pedagogically useful business case drafts, and B. publish those drafts to disseminate lessons from the past with a global audience.

14:15–15:30	WAM TEACHING & LEARNING SYMPOSIUM – TRADITIONAL PAPERS #5

Location: Canyon 2

Chair: Diljot Soin, *University Canada West*

TP5-1 - Instructor Discretion in Online Test Monitoring: Exploring implicit incentives

Todd Weber[1]

[1] Central Washington University

Online assessments have become widely used at the university level. Being able to facilitate students taking assessments remotely while ensuring academic integrity is a major challenge. This article examines how the use of monitoring in pursuit of academic integrity is related to student discomfort and the burden on the instructor. It focuses specifically on situations where the instructor has discretion on the use of monitoring tools, and how that may shape their motivation to use these tools in their classes. It will be of interest to those teaching online classes or administering online assessments who have some discretion in the way the assessments are set up, as they grapple with the tradeoffs of maintaining academic integrity and minimizing the negative impacts for students and instructors.

TP5-2 - Enhancing career readiness: Community-engaged teaching and research in business management education

Franziska Renz[1], Julian Vogel[2]

[1] California State University, Sacramento, [2] San Jose State University

In recent years, employers have noted that college graduates lack critical skills needed for today's workplaces. Soft skills such as communication and collaboration skills are frequently cited. Community-engaged teaching and research can be utilized to counter this trend, and provide students with the necessary skills to succeed in their professional career and to become active participants in society. Therefore, this study presents an exemplary community-engaged project for business management scholars. We additionally assessed the impact of experiential, community-focused projects on students' subject-matter knowledge, self-efficacy, networking, and career-readiness, including critical thinking, communication, and teamwork skills, which are strongly valued in the workplace. The results show that the community-engaged project increased the students' subject-matter knowledge, self-efficacy, networking, and career-readiness. Moreover, students perceived the community-engaged project as relevant and applicable for their career, engaging, and conducive to their learning.

TP5-3 - Transforming business education: lessons from generative AI in business planning

Matthew Metzger[1], Dayna Herbert Walker[1], Larry Plummer[1]

[1] University of Colorado Colorado Springs

Generative artificial intelligence (GenAI) presents both challenges and opportunities for management educators. This conceptual paper applies a dynamic role-based framework to propose actionable strategies for integrating GenAI into business planning assignments, a core element of entrepreneurship education. We review the history of business planning pedagogy and analyze GenAI's strengths and limitations across the stages of producing a quality business plan: problem discovery and definition, and solution discovery and definition. Drawing on recent research, we argue that GenAI is especially effective in the divergent stages of problem and solution discovery but less effective in the convergent stages, where complex ethical and situational judgments are required. To address this, we outline a holistic pedagogical approach that integrates GenAI into the phases of the learning task, while maintaining an emphasis on both the "soft" and "hard" skills required for students to mature into successful entrepreneurs. This approach positions GenAI as a complement, not a substitute, for entrepreneurial education—preserving opportunities for learners to develop critical thinking, resilience, and the entrepreneurial mindsets essential for long-term success. Despite focusing on entrepreneurship, the paper's insights and pedagogical approach offer insights for all business educators.

TP5-4 - Reclaiming Sacred Ecologies: Tech Enabled Contemplative Pedagogy for Socio-Ecological Leadership Development

Latha Poonamallee [1]

[1] The New School

Management education's persistent anthropocentrism perpetuates ecological alienation and fails to cultivate leaders equipped for the socio-ecological crises of the Anthropocene. This neglect stems from overlooking the embodied, ancestral, and relational dimensions essential for sustainable leadership. We address this gap by introducing the Sacred Ecology Triad, a novel pedagogical model integrating contemplative practice, decolonial inquiry, and VR-mediated kinship. Through a qualitative study of 24 graduate students in a 15-week course (Reclaiming Sacred Ecologies through Mindfulness), analyzing journals, artifacts, and field notes, we demonstrate how the triad fosters transformative learning. Findings reveal a three-phase spiral (awakening, deepening, activating) developing key leadership capacities: socio-ecological identity, relational embeddedness, and sacred activism. Four distinct archetypal leadership trajectories emerged (Displaced Healers, Ancestral Reclaimers, Interspecies Advocates, Metropolitan Alchemists). This study contributes a replicable framework that recenters management education on embodied, relational, and spiritual engagements with land and lineage, offering a vital pathway for cultivating kincentric leaders committed to planetary flourishing.

| 15:30–16:00 | **POST-CONSORTIUM / SYMPOSIUM BREAK (WALKING GROUPS)** |

Informal walking groups will take place throughout the conference. Details will be available at the registration table.

| 16:00–17:00 | **WAM 2026 OPENING SESSION / FIRESIDE CHAT** |
| | *Location: Mesa Ballroom* |

| 17:00–18:00 | **SPEED NETWORKING** |
| | *Location: Mesa Ballroom* |

| 18:00–20:00 | **WAM 2026 OPENING RECEPTION** |
| | *Location: Promenade* |

FRIDAY, MARCH 13

SCHEDULE OVERVIEW

07:00–17:00	Registration / Info Desk Open (Promenade)
07:00–08:00	Newcomers' Breakfast (Mesa Ballroom)
08:00–08:05	Transition
08:05–09:20	Workshop Session #1 *Arts-Based & Mindful Learning* (Pecos)
08:05–09:20	Developmental Papers Session #1 (Canyon 1)
08:05–09:20	Traditional Papers Session #1 *Craft, Tradition & Emerging Work Form* (Canyon 2)
08:05–09:20	Traditional Papers Session #2 *AI, Technology & Digital Work* (Chapel)
09:20–09:30	Transition
09:30–10:45	Workshop Session #3 *Academic Writing & Publishing* (Pecos)
09:30–10:45	Developmental Papers Session #2 *Workplace Well-Being, Performance & Employee Experience* (Canyon 1)
09:30–10:45	Traditional Papers Session #3 *Leadership Excellence & Decision Making* (Canyon 2)
09:30–10:45	Traditional Papers Session #4 *International Business & Organizational Scaling* (Chapel)
10:45–11:00	Coffee Break (Promenade)
11:00–12:15	Traditional Papers Session #8 *Political Polarization, Trust & Fit* (Pecos)
11:00–12:15	Developmental Papers Session #3 *Leadership, Relationships & Communication* (Canyon 1)
11:00–12:15	Traditional Papers Session #6 *Student Engagement & Academic Embeddedness* (Canyon 2)
11:00–12:15	Traditional Papers Session #7 *Workplace Ethics & Moral Repair* (Chapel)
11:00–12:15	Workshop Session #10 *Academy Of Management Journals* (Mesa)
12:15–12:30	Transition
12:30–13:30	Presidential Lunch & Awards (Mesa Ballroom)
13:30–14:00	Post-Lunch Break (Walking Groups)
14:00–15:15	Workshop Session #2 Journal of Management Inquiry (Pecos)
14:00–15:15	Traditional Papers Session #11 *Leadership Character & Moral Decision Making* (Canyon 1)
14:00–15:15	Traditional Papers Session #9 *Revenge, Unethical Behavior & Well-Being* (Canyon 2)
14:00–15:15	Traditional Papers Session #10 *Workplace Romance, Politics & Gender* (Chapel)
14:00–15:15	Panel Session #2 (Mesa)
15:15–15:30	Coffee Break (Promenade)
15:30–16:45	Workshop Session #4 *Ethics, Character & Values in Management Education* (Pecos)
15:30–16:45	Developmental Papers Session #4 *Social Media, Narratives & New Work Models* (Canyon 1)
15:30–16:45	Traditional Papers Session #12 *Organizational Change & Communication* (Canyon 2)
15:30–16:45	Traditional Papers Session #13 *Environmental Contexts & Strategic Competition* (Chapel)
16:45–17:45	Ascendant Scholars Session (Mesa Ballroom)
17:45–18:45	Walking Tour (Offsite; tickets required)
18:00–21:00	Tequila Tasting Event (Onsite; tickets required)

07:00-17:00	**REGISTRATION/INFO DESK OPEN**
	Location: Promenade

07:00-08:00	**NEWCOMERS BREAKFAST**
	OPEN TO ANYONE WHO HAS ATTENDED FEWER THAN 66 WAMS
	Location: Mesa Ballroom

08:05-09:20	**WORKSHOP 1 – ARTS-BASED & MINDFUL LEARNING**
	Location: Pecos

W1-1 - Leading and Learning Artfully: Visual Arts Practices for Organizing

Jyoti Bachani [1], Antoaneta Petkova [2], Jayanta Dey [3], Sujata Tibrewala [4]

[1] St Mary's College of California, [2] San Francisco State University, [3] Mastercard, [4] Cisco Systems

This experiential workshop engages participants in guided visual arts practices—drawing, painting, photography and ceramics—to cultivate imagination, intuition, and collaborations with reflections on creative problem framing and solving. Management education and business schools privilege intellect and analytical reasoning, while the arts are relegated to marketing or activism. However, as organizations and educators face complex and uncertain futures, creative approaches are necessary. Building on Nancy Adler's art workshop at WAM and call for 21st-century leaders to learn from artists to envision a beautiful future (Adler & Delbecqe, 2018, Adler 2011, Adler, 2015) this workshop offers exercises that draw from facilitators' expertise as management scholars and committed artists. Through these activities we will co-create material expressions and shared dialog on creativity, aesthetics, humanism in organizing and decision making. The WAM conference in Santa Fe offers an ideal space for such art-based exploration of imagination, intuition in an intellectual community of academics and practitioners. No prior artistic experience is required.

W1-2 - An antidote to digital (and other) distractions: Making a mindful transition to class

Nazli Mohammad [1], Fran McKee-Ryan [1]

[1] University of Nevada, Reno

In higher education, digital distractions have become a significant barrier to student engagement and effective learning. This workshop presents "mindful transitions" as an innovative approach to mitigate these distractions by helping students mentally prepare for class. Mindfulness, defined as non-judgmental present awareness, has shown benefits in enhancing attention, emotional regulation, and cognitive flexibility. Through brief, meditative practices incorporated at the beginning of each class, students are encouraged to transition away from external distractions and engage fully in the learning environment. This workshop, designed for educators, provides practical mindfulness exercises to foster presence, resilience, and student well-being, supporting academic success.

08:05–09:20	**DEVELOPMENTAL PAPERS SESSION #1**
	Location: Canyon 1

Table1: AI & Decision-Making
Chair: Kelly Fisher, *West Chester University*

DP1-1-1 - Same tools, different trajectories: Which story should we tell?

Steven Hyde [1], Ray Fang [2], Nils Olsen [3]

[1] Boise State University, [2] University of Washington Tacoma, [3] George Washington University

Firms adopting identical AI tools experience wildly different outcomes. Using job posting data from 766,737 U.S. firms (2017-2025), we document an 11-fold difference in wage gains between high- and low-capability adopters. This exceeds heterogeneity from prior technologies by 3-5x. We have three plausible theoretical stories to explain this pattern. Story 1 frames it as integration capability determining returns, extending dynamic capabilities theory with evidence that pre-adoption R&D intensity predicts 20.79% higher wage gains. Story 2 reframes AI as fundamentally transforming job design, with high-capability firms achieving job simplification while low-capability firms face job complexification. Story 3 argues that accessibility amplifies inequality by removing beneficial selection mechanisms that historical technologies provided.

Each story uses the same data but emphasizes different mechanisms and appeals to different literatures. We need guidance on which framing offers the strongest contribution and how to address measurement challenges inherent in using post-adoption behavior to infer organizational capability.

DP1-1-2 - Impact to ethical decision making when AI is conceptualized as a form of co-intelligence

Chandima Weerakondabaduge [1]

[1] New Mexico State University

This study examines how collaboration with generative AI reshapes moral decision-making by introducing the construct of Perceived Co-Intelligence (PC) the user's sense of AI as an active cognitive partner. Using Rest's (1986) Four-Component Model, the study tests how PC influences moral sensitivity, judgment, intent, and action. It hypothesizes that PC may reduce moral sensitivity and judgment through moral disengagement but enhance moral intent and action through stronger ownership and responsibility. Data from 248 business students will be analyzed using Structural Equation Modeling (SEM). The findings aim to clarify how AI's integration into cognition both challenges and enriches ethical behavior, offering insights for theory and business ethics education in the era of human-AI collaboration.
Keywords: Perceived Co-Intelligence, Human–AI Collaboration, Moral Decision-Making, Ethical Behavior, Cognition load, Hybrid Intelligence

DP1-1-3 - Self-leadership and perceptions of artificial intelligence

Patrik Garren [1], Jeffery Houghton [1], Ryan Angus [1]

[1] West Virginia University

This study investigates the relationships between self-leadership, psychological capital (PsyCap), frequency of Artificial Intelligence (AI) use, and perceptions of AI. Grounded in Psychological Resource Theory and the Technology Acceptance Model, the research tests a conceptual model positing PsyCap and AI use frequency as mediators between self-leadership and AI perceptions across four outcome variables: comfort with AI augmentation, comfort with AI automation, professional impact, and preparedness. Based on survey data from 328 participants, the models explain 22–40% of variance in AI perceptions. Findings reveal that while self-leadership directly predicts professional impact and preparedness, it does not significantly influence comfort with augmentation or automation, nor are its indirect effects through PsyCap or AI use frequency statistically significant. However, both PsyCap and AI use frequency emerged as consistent and strong independent predictors of positive AI perceptions. These results partially support the proposed model, suggesting that while self-leadership contributes to certain perceptions of AI, its influence does not operate through the hypothesized mediators. Implications underscore the value of developing PsyCap and encouraging AI engagement to enhance workforce readiness. Future research should explore these dynamics longitudinally and across diverse professional contexts.

DP1-1-4 - AI application use in HR: A bibliometric analysis of the current empirical literature

Gerald Schoenfeld [1], Chrissann Ruehle [1], Meagan Baskin [1]

[1] Florida Gulf Coast University

This study aims to examine the production of new knowledge in the form of quantitative research that was conducted on the adoption of artificial intelligence (AI) in the human resources domain. The field of Artificial Intelligence (AI) has experienced substantial change over the last five years, especially given the introduction of GenAI. Our two research questions focused on identifying the human resource management topics that are being studied empirically in AI/ HRM research publications and determining who the main AI/HRM contributors are in this area. We selected bibliometric analysis for the methodology based on its rigor, empirical characteristics, and repeatability. We anticipate this research may potentially serve as a springboard for other researchers who wish to perform research in this growing field. We identified 104 quantitative studies conducted between 2020 and 2024 using the Web of Science database. Our results revealed an increase in the volume of AI/HRM empirical articles published, and five key themes in the data: (1) AI adoption, recruitment, and algorithm; (2) decision-maker, human, and system; (3) employee and implementation; (4) technology function and application; and (5) performance and innovation.

DP1-1-5 - Generative AI exposure and wage equity in the United States

Aida Kazemi [1]

[1] George Fox University, Yorkville University, San Diego State University

Generative Artificial Intelligence (AI) is transforming jobs, and its impact may not be evenly distributed. This developmental paper investigates whether occupational exposure to generative AI is associated with demographic wage gaps (by gender, race/ethnicity, and education) in the United States. Using the Current Population Survey (CPS) Public Use Microdata merged with the Felten, Raj, and Seamans (2023b) AI Occupational Exposure Index, preliminary findings show that higher AI exposure is associated with higher family income, but benefits are uneven: men gain more than women in high-exposure occupations, and marginal returns to education decrease as exposure increases. These patterns suggest that, while exposure correlates with higher earnings, it may also reinforce existing inequities if access and adaptation are uneven. Keywords: workforce transformation, generative AI occupational exposure, generative AI and labor market inequality, generative AI and gender pay gap.

Table 2: AI in Education & Training
Chair: Michael Stevens, *Weber State University*

DP1-2-1 - Leveraging GenAI for interactive learning: simulating the newsvendor game to explore inventory management strategies

Sina Shokoohyar [1], Andrew Sinclair [2], Ayah Elsais [1]

[1] Seton Hall University, [2] Wilmington University

This case study examines the application of Generative Artificial Intelligence (GenAI) to simulate the Newsvendor Game, a foundational model in inventory management education. The game highlights decision-making under uncertainty—an essential concept in supply chain management, operations research, and business analytics. Leveraging GenAI transforms the game into an interactive, dynamic learning experience, allowing students to make real-time inventory decisions, receive immediate feedback, and observe the impact of their choices. This approach enhances engagement, supports experiential learning, and fosters a deeper understanding of optimal ordering strategies in uncertain environments, preparing students to navigate complex challenges in real-world business decision-making.

DP1-2-2 - Using ChatGPT in management curriculum for role playing and to develop practical management skills

Celeste Schmid [1]

[1] Embry-Riddle Aeronautical University

There has been much recent literature about how Artificial Intelligence in different forms, such as ChatGPT, may be used in a variety of workplaces and educational environments. Existing research has identified what types of work is well suited for assistive work that can be performed more efficiently by ChatGPT (e.g. screening resumes, creating interview questions) in addition to what types of educational tasks can be performed by or assisted by ChatGPT study assistance and writing assignments). This research, however, explores how ChatGPT can be used to simulate a real workplace scenario using it as a tool for students to role play through short case studies to gain insights and skills in the types of decision-making that is common to managers in workplaces.

DP1-2-4 - HR & technology: A case study on integration of AI in post-secondary education

Diljot Soin [1]

[1] University Canada West

The present case study research proposes to study the integration of AI in the Post-secondary Education. Using University Canada West as the case, the study is focused on in-depth investigation of AI integration and team-wide adoption in the organizational administrative, teaching and research sub-systems, faculty, exploring the strategies for successful implementation, and recommendations for further tech adoption in one of the fastest growing post-secondary institutions in BC, Canada. A case study research design will be used wherein qualitative data will be collected through questionnaire and will be analyzed using coding and thematic analyses. The study offers modest potential in enhancing institution's profile and visibility as a digital-transformation innovator.

DP1-2-5 - Transforming institutional support into academic performance for management students: The moderating role of relational climate

Gareth Craze [1]

[1] University of Economics Ho Chi Minh City

This study examines how perceived organizational support (POS) and relational climate (RC) interact to influence academic performance among management students, as measured by Grade Point Average (GPA). We hypothesize that students who perceive higher institutional support - through accessible resources, guidance, and genuine care - will achieve stronger academic outcomes, and that this relationship will be amplified in environments characterized by trust, respect, and collaboration. Data were collected from 734 undergraduate management students enrolled in a large public university business school in southern Vietnam. Results confirmed a significant positive relationship between POS and GPA, and revealed that RC moderates this association, strengthening the positive impact of institutional support within more positive relational climates. These findings extend organizational support theory into higher education contexts, illustrating that both institutional support and relational quality jointly shape student achievement. Furthermore, our findings suggest that business schools seeking to enhance student performance should recognize that formal support structures alone are insufficient, and that developing an inclusive, trust-based climate is equally essential. Overall, our findings underscores the dual structural and relational mechanisms through which higher education institutions can simultaneously promote both student success and institutional effectiveness.

Table 3: Technology, Environment & Innovation
Chair: Nicole Wissman, *University of San Diego*

DP1-3-1 - AI as co-creator: Fostering social equity in entrepreneurial development for women and minority entrepreneurs

Joanne Scillitoe [1], Deone Zell [1], Latha Poonamallee [2], Kene Turner [1]

[1] California State University, Northridge, [2] The New School

This paper examines how artificial intelligence (AI) can act as a co-creation partner to foster social equity by addressing persistent barriers faced by women and minority entrepreneurs. We develop a theoretical framework integrating social capital theory and the resource-based view to analyze how AI can systematically address resource gaps across structural, relational, and cognitive social capital dimensions while serving as a strategic capability that enables competitive advantage. Modern AI systems including ChatGPT, Claude, Gemini, and Perplexity represent practical technologies already operational for everyday entrepreneurs through accessible platforms, low-cost subscriptions, and no-code tools enabling workflow automation with minimal technical skill. This study presents five testable propositions on AI's influence across the dimensions of social capital, clarifying mechanisms by which AI functions as a technological mediator that democratizes access to both network resources and strategic capabilities for underrepresented founders. Using AI-generated hypotheticals from Los Angeles demonstrating replicable processes with current technologies like retrieval-augmented generation and cloud AI workspaces, we show that AI-enhanced social capital can reduce venture development disparities while generating distinctive advantages for strategically adopting entrepreneurs.

DP1-3-2 - What would MacGyver do? Entrepreneurial action and opportunity preservation in climate change imposed challenges

Andrew Earle [1], Matthew Metzger [2], Cody Stavig [3], Sam Holloway [4]

[1] University of New Hampshire, [2] University of Colorado Colorado Springs, [3] ESCP Business School, [4] University of Portland

Firms are facing evermore unpredictable and consequential climate change-imposed challenges ranging from extreme weather to catastrophic wildfires to surprise supply chain disruptions. Addressing the root causes of climate change clearly calls for systemic global-scale action and technological advancements, yet how firms can effectively protect themselves from immediate climate change-imposed challenges in the interim is less clear. In this study we examine the novel application of the MacGyvering model of entrepreneurial action to the concept of opportunity preservation in the context of such challenges. In doing so we outline the unique theoretical terrain at this intersection (challenges that are imposed, largely unpredictable, and inherently material) and introduce our initial design for a multi-method field-based study of preservation-oriented entrepreneurial action in the face of climate change-imposed challenges.

DP1-3-3 - Ingenuity under extreme pressure: Unpacking the personality foundations of MacGyvering

Matthew Metzger [1], Andrew Earle [2], Cody Stavig [3], Sam Holloway [4]

[1] University of Colorado Colorado Springs, [2] University of New Hampshire, [3] ESCP Business School, [4] University of Portland

This research project builds upon Metzger et al. (2024), who captured MacGyvering as a distinct form of entrepreneurial action subject to s ignificant resource and time constraints, and explores psychological antecedents that predispose individuals to repeatedly and successfully engage in MacGyvering. In contrast to other entrepreneurial action frameworks (i.e., causality, effectuation, bricolage, and improvisation), MacGyvering involves rapid, high-stakes recombination of available resources when failure is not an option and iteration is impossible. Drawing on views of personality as dynamic and constructed from states (i.e., transitory cognitive and emotional processes) to traits (more stable neurobiological foundations), this research proposal examines MacGyvers as individuals whose personalities enable repeated adaptive problem-solving in turbulent, unpredictable environments. To assess how the psychological literature can inform the personalities of people likely to embrace and succeed at MacGyvering, we propose a semi-structured inductive literature review approach to develop a conceptual framework identifying the unique psychological configurations underlying MacGyvering as an entrepreneurial action. This research contributes to theories of entrepreneurship, crisis management, and organizational resilience, while offering practical insights for developing and selecting individuals who can thrive under extreme environmental turbulence.

DP1-3-4 - Organizational culture values and sustainable development in U.S. firms

Michael Pawlish [1], Stanley Kowalczyk [2]

[1] Georgian Court University, [2] San Francisco State University

The Resource-Based View helps understand how organizational culture can play a key role in gaining a sustainable competitive advantage. Organizational culture, an intangible resource, is valuable, rare, and difficult to imitate. This empirical investigation compares the organizational cultures of the highest-performing firms to that of the lowest-performing firms. Firm performance is measured using the United Nations Sustainable Development Goals scores from the HIP Investor Ratings for 460 firms. Organizational culture measures are taken from the Massachusetts Institute of Technology Sloan Management Review/Glassdoor study, which developed nine organizational culture value scores for the above-mentioned 460 firms. The nine organizational cultural values (The Big Nine) are based on the Organization Culture Profile.

Our contribution lies in combining these two independent databases. The organizational cultural value of Performance has a stronger negative relationship with the SDGs in the highest-performing firms than in the lowest-performing firms. Our findings suggest that an organizational culture oriented towards Performance could hinder the achievement of sustainability goals.

Table 4: Social Media, Narratives & New Work Models
Chair: Tyler Burch, *Idaho State University*

DP1-4-1: Leadership performance: The role of cognitive abilities, emotional intelligence, and leader self-efficacy

Erin Mclaughlin[1], Avrielle Steward[1], Joanne Hix[2]

[1] Louisiana State University Shreveport, [2] Dallas Baptist University

With the dynamic, increasingly competitive business environment organizations presently face, the need to obtain a competitive advantage by leveraging human resources is apparent. While leadership has been extensively researched, the specific criterion for selecting top-performing leaders remains vague. Numerous studies have made the connection between leadership effectiveness and intelligence, but conflict remains regarding the makeup of a successful leader. In this study, we propose that cognitive abilities and emotional intelligence competencies predict leadership performance and that each relationship is moderated by leader self-efficacy. Implications for research and practice are discussed, as well as directions for future research.

DP1-4-2 - The influence of negative portrayals of employment on social media and the entrepreneurial intentions of university students

Matthew Barlow[1], Scott Bryant[1]

[1] Montana State University

This research investigates how negative portrayals of traditional employment on social media influence entrepreneurial intentions among university students. It proposes that exposure to such content leads to perceptions of future job dissatisfaction and increased desirability of entrepreneurship, ultimately boosting entrepreneurial intentions. It further posits that the relationship between these mediators and entrepreneurial intention is moderated by entrepreneurial self-efficacy. The study will employ a mixed-methods approach, including a survey and an experiment, to test these hypotheses and explore the moderating role of entrepreneurial self-efficacy.

DP1-4-3 - Return to office mandates: A narrative analysis of CEO messaging through Theory X and Theory Y lenses

Ryan Weber[1]

[1] Pepperdine University

This research proposal explores how CEO return-to-office narratives reveal underlying management philosophies about employee motivation, autonomy, and control through McGregor's (1960) Theory X and Theory Y. Despite widespread employee resistance, many Fortune 500 CEOs have issued strong RTO directives throughout 2024 and 2025. This study plans to analyze publicly available CEO communications from 8 to 10 Fortune 500 companies across various industries to identify narrative patterns aligning with Theory X assumptions—employees need external control—versus Theory Y assumptions—employees are self-motivated and self-directed. Using Braun and Clarke's (2006) six-phase thematic analysis framework, this qualitative narrative inquiry will systematically code CEO messaging to show how historical management theories appear in current workplace communications. Expected contributions include expanding classic management theory into executive communication contexts and offering practical insights for organizational leaders navigating post-pandemic workplace changes.

DP1-4-4 - Reduced workweeks: Analysis and implementation from a change management perspective

Ana Munoz[1], Kirk Silvernail[1]

[1] University of Nevada, Las Vegas

The present research seeks to help ease the implementation of the reduced workweek. Reducing employee hours worked per week without a reduction in compensation has been shown to have many positive outcomes for both employees and employers. However, there are some factors that reduce the positives and introduce negative outcomes, as well. We analyze two such reduced workweek implementations through the Kotter change management lens. We conclude our analysis by making suggestions for how organizations can better implement the reduced workweek in order to minimize negative outcomes and maximize positive ones.

08:05–09:20   **TRADITIONAL PAPERS SESSION #1 CRAFT, TRADITION & EMERGING WORK FORM**

Location: Canyon 2

Chair: Angela Owens-Jackson, *Utah Valley University*

TP1-1 - The essence of craft: Exploring craft configurations through category centrality

Amit Sharma[1]

[1] *University of Victoria*

Craft and tradition-based industries faces the dual challenge of authenticity and adapting to ever-changing consumer preferences and production practices. While existing configurational typologies of craft provide valuable insights, they fall short of capturing the fluid boundaries, new forms of craft, and stakeholder dynamics that define contemporary crafts. This paper also shifts focus from debates on precise definitions of craft to capturing the essence of craft by leveraging the insights from category centrality theory. I propose a two-stage configurational typology of craft where the producer-centric stage categorizes crafts based on cultural, process, and material centrality. The second stage introduces a consumer-centric configurational typology based on indexical and iconic authenticity to understand how craft authenticity is socially constructed and how this informs the economic value of crafts in commercial markets. This stakeholder-oriented approach contributes to organizational theory by adding a novel perspective in understanding craft configurations. The configurational framework proposed also has practical implications in guiding producers in constructing authenticity narratives aligned with consumers' perception of authenticity and for developing growth strategies in craft businesses.

TP1-2 - Plowing ahead or sowing seeds: Navigating mental health stigma in occupations

Devin Rapp[1], Dane Cannon[2]

[1] *San Diego State University,* [2] *University of Utah*

Mental health stigma is one of the most salient and costly forces preventing individuals from seeking help and improving well-being. Drawing on 101 semi-structured interviews with farmers and agricultural workers, we identify the forces promoting and diminishing mental health stigma and consider promising tactics implemented by workers that reframe traditional occupational values to reduce stigma and promote healthier approaches to work and mental health. Our study contributes to the stigma literature by illuminating how occupations can serve as amplifiers of stigma. Our multi-level analysis demonstrates how stigma operates and manifests simultaneously at self, social, and structural levels, offering a novel integrative perspective. We also showcase novel, occupation-based pathways for stigma reduction. Our findings highlight how farmers successfully reframe traditional occupational values—values like self-reliance, resilience, and strength that have often served as sources of mental health stigma—transforming them from barriers into pathways for reducing stigma and supporting mental well-being. Finally, we offer practical implications aimed at reducing stigma and promoting mental wellness in rural settings and beyond, calling on researchers and practitioners to address this significant but under-studied source of suffering and economic loss.

TP1-3 - The name, image, and likeness research playbook: A rapid scoping synthesis review

Jeremiah McGhee[1], Marisa Gonzales[1], Jeremy Short[1]

[1] *University of North Texas*

The Name, Image, and Likeness (NIL) market represents a burgeoning domain of entrepreneurial activity in collegiate athletics where student-athletes monetize their personal brands. This rapid scoping synthesis review takes stock of this emerging research stream across management, marketing, sport management, and entrepreneurship. We identify how student- athletes' NIL activity reflects core entrepreneurial processes including opportunity recognition and resource mobilization through effectuation, bricolage, and entrepreneurial hustle, while also surfacing tensions related to regulation, equity, and institutional legitimacy. We adopt an integrative perspective to reconceptualize NIL athletes as entrepreneurs navigating a complex new entrepreneurial market, competing role identities, and myriad resource acquisition pathways. Our review concludes with a research agenda that connects NIL to mainstream entrepreneurship theories and provides a springboard for future inquiry into NIL phenomena.

TP1-4 - Embracing lay morals: The liminal career of a field manager in the development sector

Vipin Chathayam[1], Saikat Chakraborty[1]

[1] *Indian Institute of Management Calcutta*

This paper explores the concept of liminal career through the narrative of an Intergovernmental Organisation (IGO) Field Manager in rural India. Employing a bricolage methodology and collaborative co-writing approach, we combine narrative vignettes with reflexive analysis to examine the manager's lived experiences across multiple liminal spaces. We illustrate how liminal careers are fundamentally characterized by moral dilemmas, tensions, and contradictions of an emergent nature. Drawing on Andrew Sayer's notion of lay morality, we illuminate how navigation of liminal careers—through responses to conformity pressures, micro-emancipatory moments, and identity work—is mediated through embodied lay moral evaluations. Our analysis also reveals how liminal careers foster the learning of liminal competence through sustained lay

moral practices of exercising and actualizing liminal tendencies. Overall, we undertake a journey of writing differently toward showing how our own liminal positions can enable understanding of liminal careers and argue for deeper engagement with lay morals of everyday career life to reimagine career research and practice.

08:05–09:20   **TRADITIONAL PAPERS SESSION #2 AI, TECHNOLOGY & DIGITAL WORK**

Location: Chapel

Chair: Luis Oritz, *New Mexico State University*

TP2-1 - Ethical AI at a crossroad

Will Massy [1], Yuan Li [1]

[1] *Saint Mary's College of California*

What is the role of ethical AI in the accelerated development of AI technology? Based on interviews with professional and industry experts, field ethnography, and archival sources, our study provides a sketch of various social ecologies consisting of actors, their tasks or expert work, and the linkages that unit different ecologies. Ethical AI stands out as a crucial linkage between multiple ecologies. Our further investigation of ethical AI shows how practices and discourses surrounding ethical AI constitute symbolic ecologies which provide a mythology for the social actors and their desire to pursue advanced AI. We explain why an internally divided ideological system turns out to be the most powerful foundation for moving diverse actors in a technology field toward a unitary vision. Our model contributes to institutional theory and an ecological perspective by distinguishing between social and symbolic ecologies and highlighting the characteristics of symbols in mobilizing and motivating social actors and their interests.

TP2-2 - Para-bureaucratic clientelism: Employment status ambiguity and political control over public service delivery

Vipin Chathayam [1], Dharma Raju Bathini [1]

[1] *Indian Institute of Management Calcutta*

Why do states sustain millions of workers in ambiguous employment status to deliver essential public services despite legal challenges, service delivery concerns, and apparent administrative irrationality? We argue that the strategic use of institutional ambiguity creates conditions for partisan control over public service delivery at scale. Analyzing India's quasi-formal public workforce (approximately 7-10 million workers across health, policing, welfare and other sectors), we contribute to public administration theory in three ways. First, we specify employment status ambiguity as institutional ambiguity in the employment relation where workers perform state functions without clear institutional positioning. Second, we conceptualize para-bureaucratic clientelism as the continuous political control exercised through quasi-formal workers outside civil service frameworks, as distinct from electoral and bureaucratic clientelism. Third, we specify how institutional ambiguity creates condition for para-bureaucratic clientelism through entry-point control, compliance via precarity, and service weaponization. Critically, ambiguity reallocates oversight from legal-bureaucratic to partisan channels. Our findings challenge bureaucratic development assumptions by revealing institutional ambiguity as potential strategic equilibrium rather than transitional weakness and show how democracies lose service delivery neutrality through administrative design.

TP2-3 - The paradox of social media at work: A qualitative exploration of employees' social media-related job crafting behavior

Kimberly Mccarthy [1], Quynh Pham [1]

[1] *California State University, San Marcos*

As social media becomes increasingly entwined with professional life, employees face a growing paradox: the same platforms that foster connection, learning, and visibility also create new sources of stress, surveillance, and emotional strain. This qualitative study explores how employees across diverse industries experience, interpret, and manage the dual nature of social media use at work. Drawing on nineteen semi-structured interviews, the analysis reveals that employees perceive social media as both beneficial and burdensome, enhancing professional connection and reputation while simultaneously demanding continuous self-monitoring and emotional regulation. Using a directed content-analytic approach,, the findings identify key continuums such as authenticity versus curation, empowerment versus burnout, and visibility versus vulnerability, that characterize employees' experiences. The study introduces the concept of social media job crafting, wherein employees actively shape their online professional presence to balance authenticity with organizational expectations. This process constitutes a new domain of emotional labor, as workers manage affect, impression, and identity within digital spaces that extend the boundaries of the modern workplace.

TP2-4 - No country for old top management? Middle managers' perceptions of top management age in digital transformation

Robin Pesch [1], Ricarda Bouncken [2]

[1] Northumbria University, [2] University of Bayreuth

Prevailing assumptions in management research cast older top managers as resistant to technological change. Insights from psychology and gerontology challenge this deficit view, suggesting such portrayals may reflect perceptions rather than actual differences in capability. This tension is especially salient in digital transformation, where top management is expected to model technological fluency and openness to change. Using a mixed-methods design, we examine how top management age relates to middle managers' perceptions of digital competence and support for transformation. In Study 1, interviews with middle managers, triangulated with secondary data, highlighted the importance of top management support but revealed that age was widely seen as a barrier. Stereotypical undertones emerged, portraying older managers as less knowledgeable and confident. Study 2, a quantitative analysis, found no robust evidence that older managers were less digitally competent or supportive. Rather, middle managers perceived them as such, in contrast to younger top managers. Traditional theories on the effects of top management characteristics, such as age, fall short in explaining our findings, thus suggesting that middle managers' perceptions of these characteristics may offer novel insights.

09:20–09:30	**TRANSITION**	

09:30–10:45　　　　　　　**WORKSHOP SESSION #3 ACADEMIC WRITING & PUBLISHING**

Location: Pecos

W3-1 - Expanding Our Reach

Christine Quinn Trank [1], Rick Delbridge [2], William Foster [3], Roy Suddaby [4]

[1] Vanderbilt University, [2] Cardiff University, [3] University of Alberta, [4] University of Victoria

Today, leading journals in management and organization studies are expanding their submission types—embracing essays, long-form reflections, and dialogic pieces—to encourage critique, reflexivity, and creativity. This occurs as colleges, universities, and funding sources are asking researchers to communicate with the public and practitioners in new ways. The workshop will introduce, model, and practice alternative forms of academic writing designed to reach broader audiences and increase scholarly impact. Participants will explore new genres, learn practical techniques for developing a distinctive voice, and understand how these forms can enhance both public relevance and professional growth.

W3-2 - Presentation and publishing opportunities for your classroom activities and resources: MOBTS, Management Teaching Review, and the Journal of Management Education

Robert Bonner [1], Alex Bolinger [2]

[1] San Francisco State University, [2] Idaho State University

Do you have a cool classroom activity that you love to use? Do you think others would like to use it too? Did you know you can get it published? This interactive workshop will present a pathway for presenting and publishing classroom activities and resources. Members of the editorial teams of Management Teaching Review and the Journal of Management Education will provide information about presentation options at the Management and Organizational Behavior Teaching Society Conference and publishing opportunities at their respective journals. Attendees are encouraged to bring information about their classroom activities and/or resources, so the facilitators can provide feedback on how they can be developed them into conference presentations and published articles.

09:30–10:45　　　　　　　**DEVELOPMENTAL PAPERS SESSION #2 WORKPLACE WELL-BEING, PERFORMANCE
& EMPLOYEE EXPERIENCE**

Location: Canyon 1

> **Table 1: Remote Work & Modern Work Arrangements**
> **Chair:** Whitney Moore, *East Carolina University*

DP2-1-1 - Exploring individual enablers of remote workers' performance: A grounded theory approach

Vineet Arora [1], Amit Shukla [1]

[1] Indian Institute of Technology Kanpur India

The rapid expansion of remote work, accelerated by advances in information and communication technologies (ICT) and the COVID-19 pandemic, represents a profound transformation in contemporary work practices. This study investigates the factors enabling remote workers to address

challenges and sustain performance in remote environments effectively. Adopting a constructivist grounded theory approach, semi-structured interviews were conducted with 37 full-time remote employees to identify the personal resources that underpin their success. The findings highlight several individual enablers, including readiness for remote work (such as prior remote experience and training), information technology (IT) self-efficacy, vicarious learning, and the experiences of meaningful work and mindfulness. By exploring the lived experiences of remote workers, this research offers contextually grounded and actionable insights into how organizations can nurture these enablers to help employees thrive in remote work settings.

DP2-1-2 - Toxic leadership and return-to-office mandates: Implications for employee engagement, satisfaction, and retention

Di Fan [1], Craig Seal [2], Thomas Norman [3], Krystal Rawls [3], Shammi Gandhi [4], Cinthya Vodanovich [5]

[1] University of Illinois Urbana-Champaign, [2] California State University, [3] California State University, Dominguez Hills, [4] University of Northern Colorado, [5] The Aptus Group

The post-pandemic shift back to in-person work has prompted widespread Return-to-Office (RTO) mandates, often implemented rigidly by organizations. Emerging evidence suggests that such top-down policies can reflect toxic leadership behaviors—authoritarian control, disregard for employee voice, and neglect of well-being—contributing to disengagement, dissatisfaction, and higher turnover. This conceptual paper proposes a qualitative study to explore how employees perceive RTO policies through the lens of toxic leadership. The proposed research aims to identify how leadership practices and policy design jointly influence employee engagement, satisfaction, and retention, and to highlight organizational strategies that mitigate negative outcomes.

DP2-1-3 - Supervisor workaholism and working student well-being: A dimensional resource depletion framework

Jesus Arellanes [1], Eric Perez [1], Michelle Sanchez [1], Quyen Ngo [1], Sunjin Pak [1]

[1] California State University Bakersfield

Supervisor workaholism creates significant challenges for employees balancing multiple life domains, yet research has treated workaholism as unidimensional, obscuring how specific dimensions uniquely harm employees. Drawing on Social Information Processing theory and Conservation of Resources theory, we propose that four dimensions of supervisor workaholism (motivational, cognitive, emotional, behavioral) signal distinct organizational norms that employees process as threatening, prompting them to invest specific resources (energetic, attentional, affective, temporal) that subsequently become depleted. These resource depletions impair self-efficacy in both work and academic domains, with stronger effects on academic self-efficacy because employees strategically allocate scarce resources to protect their primary income-generating role rather than their developmental role. We further propose that work-family culture moderates these relationships: supportive organizational cultures provide competing informational cues that reframe supervisor workaholism as individual characteristics rather than organizational norms, attenuating resource depletion. Using survey data from working students, we will test mediation and moderated mediation models.
Keywords: supervisor workaholism, social information processing, conservation of resources, working students, organizational culture

Table 2: Employee Behavior & Performance
Chair: Robin Pesch, *Northumbria University*

DP2-2-1 - A goal-framing perspective in explaining precrastination in teams and its social consequences

Jie Guo [1]

[1] University of North Georgia

To provide a better understanding of why and how precrastination may help or harm collaboration, this study develops a dual motive model situated in task teams. Drawing on Goal-Framing Theory (Lindenberg & Foss, 2011), it is proposed that precrastination can activate two distinct motives as individuals work with others in teams: an instrumental motive (self-focused, protect personal gain/status) and an other-oriented helping motive (team-focused, contribution/concern for others). In turn, these pathways differentially predict team-relevant outcomes: knowledge hiding (a detriment), and knowledge sharing and organizational citizenship behavior (OCB) (a benefit). This model was tested with multi-wave data from students participated in a three-month team-project. Analyses support that precrastination can lead to both instrumental motive and other-oriented helping motive during interdependent team tasks. The helping motive, in turn, is positively associated with knowledge sharing and OCB within the team. Positioning precrastination in interdependent task contexts, this research shows that it can simultaneously channel goal pursuit in divergent directions through these two motives, advancing theory on precrastination as a proactive behavior and its effects on team knowledge flows and helping.

DP2-2-2 - New employee collaboration seeking: construct development and validation of a scale

Karyn Dossinger[1], John Kammeyer-Mueller[2]

[1] *Loyola University Chicago,* [2] *University of Minnesota Twin Cities*

Starting a new job is a formative transition in which an employee learns role expectations and navigates the unfamiliar social and cultural environment of a new organization. Research suggests that collaboration offers potential benefits for those involved, such as the exchange of diverse perspectives, the development of shared understanding of common goals, and opportunities to clarify one's own ideas. Given these potential benefits, collaborating with organizational insiders may play an important role in newcomers' socialization, yet we know little about what newcomers do to initiate collective work experiences during the entry period. In this study, we introduce the construct collaboration seeking, defined as taking initiative to engage with one or more individuals in work that jointly serves to accomplish a shared goal. We propose collaboration seeking as a novel form of proactive socialization behavior by which newcomers shape their own adjustment experience. We develop and validate a multi-item collaboration seeking scale using independent samples of full-time employed adults and organizational newcomers. Preliminary analyses indicate that the scale demonstrates strong psychometric properties.

DP2-2-3 - Competent or conceited? The double-edged nature of busyness as self-promotion

Yunzhijun Yu[1], Vanessa Shum[2]

[1] *University of New Brunswick,* [2] *California State University, San Marcos*

In today's work culture, being busy and overworked has evolved into a status symbol that often signals competence and dedication. However, employees frequently use impression management tactics to shape how they are perceived, including emphasizing heavy workloads to appear committed and capable. Yet, such self-promotion tactics may backfire if perceived as insincere. Drawing on impression management research and the stereotype content model, this proposed research aims to examine how workload disclosures affect perceptions of competence, warmth, and performance, as well as perceived bragging as a potential boundary condition of the relationships. Aligned with the theme of the 2026 Western Academy of Management Conference, this proposed research can forge a new frontier of work by highlighting to organizations and individuals the importance of fostering healthy work cultures and meaningful contributions over sheer busyness. Overall, this study contributes a deeper understanding of the risks of impression management tactics and workplace interactions.

DP2-2-4 - Who reports cyber misbehavior and why? An application of expectancy theory

Inchul Cho[1], Jie Guo[1], Sushil Nifadkar[1]

[1] *University of North Georgia*

This study investigates the psychological factors influencing employee reporting behaviors related to cyber misbehavior in organizations, using Expectancy Theory as a theoretical framework. Cyber misbehaviors—actions that unintentionally compromise cybersecurity—present significant threats to organizations, highlighting the importance of understanding employee responses to such incidents. Existing literature reveals critical gaps, particularly regarding the human dynamics influencing reporting behaviors, and a narrow focus on specific risks like phishing attempts. By developing four realistic scenarios that reflect a range of common cybersecurity risks, this research aims to expand the understanding of employee motivations in reporting cyber misbehaviors. The findings offer a theory-based model to explain how expectancy, instrumentality, and valence affect employees' decisions to report cybersecurity incidents, thereby contributing actionable strategies for organizations to foster a culture of vigilance and reporting in the face of cyber threats.

DP2-2-5 - The impact of goal-setting sources on student outcomes: Mediating role of boredom and the moderating role of self-efficacy

Aysegul Karaeminogullari[1]

[1] *University of Wisconsin-Green Bay*

The proposed study aims to investigate the impact of goal-setting sources on student outcomes in classroom settings, focusing on the role of individual differences. Specifically, we plan to examine how self-set goals and organization-set goals influence students' minimally satisfying performance levels, their actual performance, and course satisfaction, with boredom serving as the mediator. Furthermore, we plan to explore the moderating role of self-efficacy in these relationships. This research aims to bring a nuanced clarification of how different goal-setting approaches and individual traits interact to shape students' academic experiences and outcomes.

Table 3: Well-Being & Health at Work
Chair: Xiwen Zhao, *University of Wisconsin-Whitewater*

DP2-3-1 - Breath breaks at work: Exploring the link between resonant breathing and employee wellbeing and performance

Réka Anna Lassu [1], Haley O'Steen [2], Brooke Stuart [3]

[1] *Pepperdine University,* [2] *University of Georgia,* [3] *Let Go and Grow*

Employee wellbeing is increasingly recognized as essential for sustained high performance, yet few studies have examined brief physiological interventions in daily work contexts. In a 21-day field study, using a hand-held health device and app, we investigate the effects of resonant breathing, a mindful breathing technique that synchronizes the heart and lungs and activates the parasympathetic nervous system. Drawing on self-regulation and ego depletion theories, we propose that breath breaks replenish regulatory resources via enhanced heart rate variability (HRV). Across five measurement points, we test HRV as a mediator and trait resilience as a moderator of the relationship between resonant breathing and employee wellbeing and performance. This research advances understanding of biometric-based interventions that promote individual and workplace outcomes.

DP2-3-2 - Employee experiences of workplace environmental vulnerability: A qualitative investigation of air quality impacts on worker well-being and organizational responses

Sankalp Pankaj Bhatia [1], John Anthony Hinojosa [1], Phillip Lee Wagner [1], Sunjin Pak [1]

[1] *California State University - Bakersfield*

Poor air quality represents a significant yet understudied workplace stressor, particularly in environmentally vulnerable regions. This qualitative study explores how employees in California's San Joaquin Valley experience and cope with chronic workplace air quality issues. Through semi-structured interviews with 42 employees across various industries, we examine the intersection of environmental hazards, organizational responses, and worker well-being. Preliminary analyses reveal six major themes: (1) environmental awareness and perception, (2) health vulnerability and impact, (3) individual coping and adaptation, (4) workplace social dynamics, (5) organizational response patterns, and (6) collective action and future orientation. Findings suggest that workplace air quality functions as a chronic stressor that shapes employee health, productivity, workplace relationships, and organizational commitment. We propose a theoretical framework linking environmental vulnerability, organizational support, and employee resilience. This research contributes to understanding how organizations can better support employees facing environmental workplace hazards and has implications for green human resource management practices in vulnerable communities. Keywords: environmental vulnerability, air quality, workplace health, organizational support, qualitative research

DP2-3-3 - When facilitating "flying the friendly skies" is less than friendly: The effects of adaptive simulation training on stress outcomes in air traffic controllers

Kori Callison [1, 2], Benjamin Fuglar [2], Christian Barnes [3]

[1] *University of Alaska, Anchorage,* [2] *University of Alaska Anchorage,* [3] *UFA, Inc.*

In light of recent incidents and continuing staffing deficits, the safety and operational performance of the air traffic control system has warranted renewed attention. With the Federal Aviation Administration (FAA) reporting a deficit of 3,500 controllers, effective training is critical to both workforce retention and operational safety. Given that stress is an inherent and defining feature of ATC work, training must expose trainees to realistic yet manageable stress levels to optimize learning outcomes. Excessive stress impairs how controllers think, remember, and perform. On the other hand, insufficient challenge reduces engagement and realism. To that end, instructors rely on intuition to decide the difficulty level of training. This research proposes the development of an adaptive, closed-loop ATC training system that tracks physiological and behavioral signals, such as heart rate, gaze, and speech patterns, and uses a machine learning model to adjust the training difficulty in real time without an over-reliance on human judgement. By matching tasks to each trainee's cognitive readiness and abilities, the system aims to lower washout rates and help trainees build resilience under pressure. This method supports FAA and Department of Defense modernization goals and addresses a key weakness in traditional, fixed ATC training based on instructor intuition. Adaptive stress-regulated training can help create safer skies and a stronger, more sustainable ATC workforce.

DP2-3-4 - Empathy under construction: Caregiver response to patient suffering

Jeff Larson [1], Kevin Knotts [1]

[1] *Marshall University*

Empathic concern, or the desire to alleviate suffering, motivates observers of suffering to engage in compassion. Yet by treating empathy as a trait or a resource that activates more or less empathic concern when observing suffering, compassion research does not address contexts that shape how individuals construct empathic concern when observing suffering. Without adequate understanding of contextual factors that shape empathic concern, researchers must assume that compassion is driven primarily by an individual's level of trait empathy or personal resources. To address the question of how employees in helping professions (e.g., caregiving) experienced and constructed empathic concern, the authors

interviewed 25 registered nurses. Four themes emerged through Thematic Analysis labeled, attributing cause, affective interaction, directing focus and envisioning approaches explaining how RNs constructed empathic concern when observing patient suffering. This work contributes to compassion literature by empirically identifying contextual factors that motivate empathic concern beyond explaining empathy as a trait or resource. It also offers concrete practices organizations can engage in to shape how employees experience empathic concern and engage in workplace compassion.

DP2-3-5 - Increased cognitive loading in job postings leads to decreased the intention of application: An empirical study

Yi Wu [1]

[1] New Mexico State University

Increasing the number of job applicants means enhancing both the likelihood and potential of recruiting suitable candidates. This study focuses on people's cognitive processes and brain information processing mechanisms. Based on Personal Need for Structure (PNS, with a particular emphasis on preference for simple structures), the Elaboration Likelihood Model (ELM), and Cognitive Load Theory, the research hypothesizes that job seekers prefer concise, clear, and easy-to-read job advertisements. This study conducts empirical research through survey questionnaires, big data text analysis, and A/B testing, demonstrating that job postings with lower complexity reduce applicants' cognitive processing time, prompting them to submit resumes more quickly, thereby accelerating the recruitment process and reducing recruitment costs.

Table 4: Cultural & Cross-Cultural Workplace Issues
Chair: Anwesha Choudhury, *California State University, Los Angeles*

DP2-4-1 - Quantitative support of the Mexican/Maquiladora Organizational Citizenship Behavior (MOCB) scale in a bicultural workforce.

Luis Ortiz [1], Qin Zhou [1]

[1] New Mexico State University

The purpose of this paper is to develop an Organizational Citizenship Behavior scale for use in the Mexican maquiladora industry & to quantitatively test a conceptual model (fairness, trust, & MOCB), as well as to examine how employees perceive Informational Justice in the workplace. This field research project collected data from Mexican maquiladora administrative professionals to develop a new scale of Mexican Organizational Citizenship Behaviors (MOCB). This maquiladora field study makes a significant contribution to the management literature in several ways. The quantitative study employed a mixed-methods approach, combining factor analysis (qualitative) & structural equation modeling (quantitative) to find partial support in testing the MOCB conceptual models' link to fairness, job satisfaction, & trust. The implications of this study explain that domestic U.S. measures contain both universally & culturally specific dimensions, which can & should continue to be tested in the field (manufacturing). Finally, in hopes for future research, may probe the question of how a modern global workforce will deal with organizational justice as mis, dis, mal, & co-mal information (informational justice) by employees, organizations, & society impacts trust, commitment, loyalty, &, of course, an employee's willingness to engage in Citizenship Behavior.

DP2-4-2 - Law, equality, and leadership: How egalitarian legal systems shape women's managerial advancement

Nara Jeong [1]

[1] San Francisco State University

This study examines gender diversity in middle to senior management positions across diverse countries, focusing on the influence of egalitarian law systems. By analyzing data from multiple sources, we aim to uncover how gender-inclusive laws within workplaces impact the presence of women in these positions. Our empirical findings demonstrate a robust cross-country relationship between egalitarian laws and a more balanced representation of women in upper managerial roles. Specifically, laws promoting safe work environments, gender-balanced parenthood policies, and parent-friendly pension policies show significant correlations with increased female representation in managerial positions. Through this research, we provide a comprehensive comparative analysis of institutional determinants that affect women's participation in managerial roles, offering valuable insights for policymakers and organizations aiming to foster gender diversity and inclusivity within management practices.

DP2-4-3 - Invisible wounds, visible barriers: A systematic review of employment discrimination against U.S. veterans

Jessica Peck [1], Tracy Porter [1]

[1] Cleveland State University

The US is expected to face labor shortages over the next decade (Maurer, 2025). At the same time, approximately one-third of veterans are underemployed (Davenport et al., 2024). A critical way to address the labor shortage is to fully tap into labor pools that are at times overlooked. Extant research suggests that veterans face negative stereotypes and that their military skills are underappreciated (Haynie & Shepherd, 2011; Parrott et al., 2019). As such, barriers to employment may exist for veterans that prevent full utilization of this important labor pool. Stereotypes faced by veterans may take multiple forms. We draw from social identity theory (SIT) and its sub-theories (e.g. self-categorization theory) (Abrams & Hogg, 2009) to examine how the intergroup complexity of employment may activate group membership processes that lead

to self-stereotyping by veterans and other-stereotyping by employers. We also examine w hat policies and practices can disrupt this self and other stereotyping to address veteran discrimination in the workplace. This work will be achieved through a systematic review.

DP2-4-4 - Refining the perceived organizational support scale for blue-collar workers: A developmental research proposal

Nathaniel Roth [1], Rebecca Franklin [1]

[1] *New Mexico State University*

This developmental research proposal outlines a plan to refine and validate a new Perceived Organizational Support (POS) scale designed specifically for blue-collar workers. Current POS measures, such as the Survey of Perceived Organizational Support (SPOS; Eisenberger et al., 1986), were developed primarily for white-collar employees and do not accurately represent the realities of manual and trade-based work. The new scale will focus on dimensions such as supervisory support, fairness, communication, and safety, core components of how blue-collar workers experience support. The project aims to close the gap between white- and blue-collar organizational research by addressing the feedback loop that occurs when POS is only examined through a white-collar lens, which can reinforce feelings of neglect among blue-collar workers. This proposal outlines the theoretical foundation, methodological plan, and expected contributions of the refined POS scale. Keywords: perceived organizational support, blue-collar workers, scale development, organizational behavior, employee well-being

| 09:30–10:45 | TRADITIONAL PAPERS SESSION #3 LEADERSHIP EXCELLENCE & DECISION MAKING |

Location: Canyon 2

Chair: Jyoti Bachani, *St Mary's College of California*

TP3-1 - Leadership attributes and organizational practices among longstanding Fortune's 100 best companies to work for

Don Chrusciel [1]

[1] *Grand Canyon University*

This study investigates the leadership attributes and organizational practices distinguishing companies that have consistently appeared on Fortune's 100 Best Companies to Work For list over a ten-year period (2014–2024). Through a longitudinal comparative analysis of eighteen organizations, the research examines how leadership education, workforce engagement, and adherence to organizational values contribute to sustained recognition and success. Findings reveal that while many executives hold advanced degrees—most commonly the MBA—long-term excellence is more closely linked to authentic leadership, workforce engagement, and value-driven cultures than to educational pedigree alone. The results underscore that effective leadership teams foster trust, inclusivity, and adaptability, enabling their organizations to thrive across changing business environments. These insights have implications for aspiring leaders, organizational strategists, and career seekers aiming to understand the enduring characteristics of the "best places to work."

TP3-2 - Error cost asymmetry: A new perspective in decision making

Oleksandr (Alex) Tsaruk [1], Daniel Eveleth [1]

[1] *University of Idaho*

Growing evidence indicates that decision-makers are influenced not only by the asymmetry of information but also by the asymmetry of their error cost. Several theoretical perspectives conceptualized the propensity in human nature to make judgments based on the cost-benefit assessment of their choices. In the condition of the error cost asymmetry between decision-makers, the lower cost of error allows them to make more mistakes to minimize the chances of losing opportunities. The higher cost of error leads to ignoring good opportunities due to elevated skepticism. However, almost no formal research on error cost asymmetry was conducted in the management area. The purpose of this Generative Curiosity paper is to introduce readers to the literature and highlight what we consider an important avenue of inquiry for management research.

TP3-3 - The price of narcissism: A neo-institutional theory perspective of narcissistic language in Airbnb listings across national cultures

Jeremiah McGhee [1], Jeffrey Chandler [1], Marcus Wolfe [1], Jeremy Short [1]

[1] *University of North Texas*

Following neo-institutional theory's position that entrepreneurs benefit by using language that aligns with entrepreneurial norms, we explore how entrepreneurs temper their narcissistic language. Analyzing a sample of 502,002 Airbnb listings from 32 countries, we find that narcissistic language in Airbnb listing descriptions differentially impacts Airbnb pricing as a function of the national cultural dimensions of individualism and monumentalism. Our results suggest that while narcissistic language may help entrepreneurs conform to institutional norms and improve performance up to a point, excessive use may violate norms and subsequently diminish performance.

TP3-4 - Leadership in layers: An integrative review on skip-level leadership and an agenda for future research

Simon Restubog [1], Randolph Nerona [2], Yiqiong Li [3], Yasin Rofcanin [4], Pauline Schilpzand [5], Pauline Schilpzand [5]

[1] University of Illinois, [2] Griffith University, [3] University of Queensland, 4 University of Bath, [5] Oregon State University

In this integrative review, we spotlight the skip-level leader - an often-overlooked yet highly influential figure in organizations. Although empirical interest in skip-level leaders has grown across disciplines, research to date remains dispersed, inconsistent in conceptualization, and disconnected from the broader organizational literature. To provide a clear and comprehensive understanding of skip-level leaders, we organize our review around four key emergent functions: 1) skip-level leader attributes that directly predict employee outcomes, 2) skip-level leader attributes that indirectly predict employee outcomes via direct supervisors, 3) skip-level leader attributes that interactively predict employee outcomes, and 4) employee attributes that predict skip-level leadership. We present these functions both graphically and thematically to guide future research. Through a systematic review and synthesis of the literature, we elevate the visibility of skip-level leaders as key actors in leadership science and aim to stimulate deeper inquiry into the diverse ways they shape organizational dynamics.

| 09:30–10:45 | TRADITIONAL PAPERS SESSION #4 INTERNATIONAL BUSINESS & ORGANIZATIONAL SCALING |

Location: Chapel

Chair: Aida Kazemi, *George Fox University, Yorkville University, San Diego State University*

TP4-1 - A temporal view of international scaling in digital firms

Gianluigi Giustiziero [1], Jing Sun [2], Jing Sun [2]

[1] University of Manchester, [2] University of New Mexico

This paper develops a temporal framework for understanding how the heterogeneous properties of digital resources shape international scaling. Prior research often treats digital resources as a homogeneous "black box." We move beyond this view by distinguishing between resources that enable replication and scale economies, such as modular software and platform infrastructures, and those that support adaptation and contextual learning, including AI-driven personalization and algorithmic governance. These categories map onto distinct temporal logics of internationalization. Scalable resources align with short-term, future-oriented strategies, rapid pacing, simultaneous entries, and standardized "clock time" rhythms. Adaptable resources, in contrast, foster long-term orientations, sequential pacing, context-sensitive sequencing, and iterative learning aligned with "event time." Integrating temporal perspectives with international business theory, we show how scalability and adaptability jointly shape the timing, pacing, and sequencing of digital firms' cross-border expansion. For scholars, our framework refines the distinction between scaling and internationalization and specifies capability-contingent trajectories. For practitioners, it clarifies how to align digital resource strategies with temporal logics, informing when to prioritize speed and when to invest in localized adaptation for sustainable growth.

TP4-2 - Who killed Sega Saturn? The role of subsidiary autonomy in technology transitions.

Matthew Farrell [1], Habib Islam [2, 3]

[1] Austin Peay State University, [2] Eastern Washington University, [3] Wayne State University

Although much of the literature in international business has focused on subsidiaries and the degree of autonomy that headquarters should grant them, most studies employ static models that fail to account for change over time. This lack of processual theorizing hinders our understanding of time-sensitive phenomena, such as technology transitions. Employing leaked and publicly available internal documents, as well as interview data, we explore the role of subsidiary autonomy at Sega Enterprises, Ltd., a high-technology firm. In the 1990s, Sega broke Nintendo's monopoly on videogame hardware and gained majority market share in the industry, only to exit in disgrace less than ten years later after a number of botched technology transitions. Our processual account adds nuance to extant theory by outlining temporal implications of subsidiary autonomy and documents the challenges – both for practice and theory – of treating subsidiary autonomy as an all-or-nothing proposition. By doing so, In sum, our study contributes to a growing body of literature on the dynamics of subsidiary autonomy.

TP4-3 - Global leadership and responsibility: Advancing ethical practices in international business

Andrey Simonov [1], Diane M Nelson [2]

[1] University of Hawai'i at Hilo, [2] Washington State University

This project blends theoretical understanding with hands-on application by positioning ethical decision-making as a fundamental element of international business strategy. It invites students to grapple with real-life management dilemmas, encouraging them to connect responsible choices with enduring business success. The emphasis is on how ethical conduct strengthens both corporate performance and stakeholder trust, laying the foundation for sustainability, brand loyalty, and profitability. The assignment offers a practical framework for entering international markets, formulating strategy, and managing operations while embedding corporate social responsibility (CSR) and ethical awareness into every phase of multinational activity.

TP4-4 - "Data is gold!": strategic role repositioning, AI stack bundling, and make-to-buy transitions in a large firm

Luca Vendraminielli [1], Devesh Narayanan [1], Arvind Karunakaran [1]

[1] Stanford University

Drawing on four years of qualitative fieldwork at a multinational fashion company, we analyze two strategic projects aimed at making AI solutions in-house, so as to retain proprietary firm-specific data within the firm. However, both projects transitioned towards buying AI solutions from, and ultimately sharing proprietary data with, third-party vendors. We unpack the processes underlying such make-to-buy transitions. We find that initial experience with "make" attempts, regardless of their success or failure, paradoxically led key stakeholders (e.g., AI developers) to view continued insourcing as threatening to their role within the firm—threats that were exacerbated by vendors' AI stack bundling. In turn, these stakeholders pursued strategic role repositioning, shifting from "builders" to (internal) "consultants", prompting a move to buy vendor solutions, thus producing unintended consequences.

10:45–11:00	**COFFEE BREAK**
	Location: Promenade

11:00–12:15	**TRADITIONAL PAPERS SESSION #8 POLITICAL POLARIZATION, TRUST & FIT**
	Location: Pecos

Chair: Matthew Farrell, *University of Idaho*

TP8-1 - Using the lens of trust to understand and address the impact of political polarization in the workplace

M. Audrey Korsgaard [1], Cecily Cooper [2]

[1] University of South Carolina, [2] University of Miami

Political polarization has been increasing in society and its effects now pervade organizations. Individuals' ideologies are revealed at work via ideological disclosures which, when partisan (i.e., oppositional), can damage trust. However, extant models of interpersonal trust do not clearly explain how partisan disclosures affect trust. Using social identity theory and value protection theory, we describe how negative effects of partisan disclosures on trust occur via intergroup bias and moralization mechanisms. We further argue that partisan disclosures are more likely to be noticed in firms with greater governmental dependence and when ideologically-related societal events occur. In addition, we account for individual differences in reactions to partisan disclosures by introducing the concept of ideological identity importance. Relational problems caused by partisan disclosures are often intractable because, for many reasons, the discloser may not initiate repair efforts. Even if the discloser is inclined to repair trust, traditional means of repair are either irrelevant or unlikely to be adopted. Thus, we propose new strategies for trust repair that have been previously unacknowledged in the trust literature but are uniquely suited for addressing trust violations resulting from partisan disclosures.

TP8-2 - Dimensions of person-environment fit and the mediating role of meaningful work in employee engagement

Mark Brightenburg [1]

[1] Texas Christian University

The concepts of meaningful work and person–environment (PE) fit offer a promising yet underexplored framework for understanding employee engagement. This study employs a cross-sectional field design to provide a comprehensive assessment of PE fit across four dimensions—organization, job, group, and supervisor—and examines their relative contributions to engagement through meaningful work. Bivariate correlations revealed significant relationships among all variables, with job fit demonstrating the strongest associations with both engagement and meaningful work. Regression and mediation analyses using SPSS and PROCESS showed that job fit accounted for the greatest variance in engagement, while both job fit and supervisor fit significantly predicted meaningful work. Moreover, meaningful work mediated the relationship between supervisor fit and engagement more strongly than other PE fit dimensions. These findings extend PE fit research by identifying specific fit dimensions that most strongly foster engagement through meaningfulness. Practitioners should consider these findings when designing a work environment to facilitate high levels of employee engagement and meaningful work.

TP8-3 - When ideological commitment trumps self-interest (or not): The moderating role of transactional and relational contract fulfillment in the relationship between ideological contract fulfillment and employee outcomes

Sung Soo Kim [1], John Bingham [2], Christian Vandenberghe [3], Finnegan McKinley [4]

[1] University of Denver, [2] Brigham Young University, [3] HEC Montreal, [4] University of Arkansas

Today's workplace faces unstable employee engagement, prompting employees to seek work that aligns with their desire for positive social impact. Consequently, ideological contracts have become a key driver of engagement. Prior research has identified the motivating effects of ideological contracts; yet, it has rarely considered ideological contracts within the broader context of psychological contracts and the potential

tension therein. This study examined how the ideological contracts-employee outcomes relationship depends on transactional and relational contracts, respectively. Drawing on ambivalence research, we propose that the fulfilled ideological contracts are more strongly related to employer-targeted employee outcomes (affective commitment, in-role behaviors), when transactional contracts are under-fulfilled, but when relational contracts are well-fulfilled. Our findings from two field surveys offer a more nuanced understanding of ideological contracts, suggesting that employees may prioritize ideological commitments over self-interest in terms of transactional exchanges, but not necessarily in terms of relational exchanges within the employment relationship.

TP8-4 - Linking identity affirmation to employee well-being

Jerry Liu [1], Maria Kraimer [2]

[1] University of Tampa, [2] University at Buffalo

Despite increasing organizational efforts to foster inclusion, limited research examines how specific identity-affirming practices translate into improved employee well-being. Drawing on stigma theory and Shore et al.'s (2011) inclusion framework, we theorize that identity affirmation from leaders, coworkers, and organizations initiates a destigmatization process, wherein perceived inclusion serves as the mediating mechanism transforming external support into well-being. We also propose that stigma consciousness, individuals' expectations of being stereotyped, moderates these relationships. Using a multi-wave field study of employees with stigmatized identities (N = 159), we found that identity affirmation predicted greater perceived inclusion, which in turn related to reduced burnout and higher job-related positive affect. Moreover, stigma consciousness consistently weakened the positive effects of identity affirmation on inclusion. These findings advance inclusion theory by conceptualizing stigma as a social process rather than a fixed attribute, demonstrating that inclusion functions as the mechanism linking identity affirmation to employee well-being, and identifying stigma consciousness as a pervasive barrier to destigmatization.

11:00–12:15	DEVELOPMENTAL PAPERS SESSION #3 LEADERSHIP, RELATIONSHIPS & COMMUNICATION

Location: Canyon 1

Table 1: Leadership Theory & Development
Chair: Antoaneta Petkova, *San Francisco State University*

DP3-1-1 - Beyond agency and pathways: Expanding Snyder's hope theory for organizational research

Marc Correa [1], Alvaro Espejo [2], Kathy Lund Dean [3]

[1] Esade Business School, [2] ESE Business School, Universidad de los Andes, [3] Gustavus Adolphus College

This paper aims to expand Snyder's Hope Theory by addressing its conceptual limitations and enhancing its relevance for organizational research. It critiques the model's excessive individualism, its conflation of agency with self-efficacy, and its omission of relational and temporal dimensions of hope. To advance this theoretical agenda, the study analyzes 108 critical incidents of hope, identifying five new sources—personal purpose, interpersonal relationships, collective agency, historical consciousness, and spiritual transcendence—and additional behavioral expressions such as active waiting and collective action. The paper's main contribution is a multidimensional conception of hope that integrates cognitive, relational, collective, and existential dimensions.

DP3-1-2 - There is no such thing as "bad hope": Making hope popular again in a rational world

Hank Strevel [1], Rohny Saylors [2], Chet Barney [3]

[1] Virginia State University, [2] Washington State University, [3] University of South Dakota

Entrepreneurial hope, as traditionally understood, is closely tied to economically rational choices, which are bounded by discernible probabilities. This means entrepreneurs are expected to limit their endeavors to those that statistically promise success, neglecting those that hinge on collective myths, memories, and narratives in the community. We maintain that hope is an essential emotional response that makes present circumstances more manageable. We assert that hope's origins lie in two dimensions: (1) the immediacy of facing the worst-case scenario, and (2) the intensity of fear related to it. By accounting for varying fear levels and the proximity of worst-case outcomes, this model embodies a balanced exploration of hope's influence on entrepreneurial decision-making, allowing for audacious, innovative pursuits alongside grounded, rational considerations.

DP3-1-4 - Authentic leadership at a crossroads: A multiparadigm path to concept clarity

Marc Correa [1], Ryan Meachen [2]

[1] Esade Business School, [2] Victoria University of Wellington

This paper tackles the persistent conceptual ambiguity undermining the theoretical development of Authentic Leadership (AL). Though widely promoted as an ethically grounded response to corporate crises, AL remains fragmented due to issues of measurement, contextual blindness, and definitional confusion. Using a multiparadigm approach—integrating positivist, interpretive, critical, and pragmatist perspectives—the authors propose a pathway to conceptual clarity. Drawing on a sequential five-study design, the paper reexamines 131 foundational AL studies

to uncover the paradigmatic assumptions shaping the construct. The analysis identifies shared anchors of AL as dynamic process, responsible judgment, and fidelity to self, while exposing core tensions around the ontology of self, conflation of morality and authenticity, and leader-versus-leadership focus. The study concludes that genuine clarity requires bridging epistemological divides rather than refining existing models. It reconceptualizes AL as a pluralist, process-oriented framework capable of integrating diverse theoretical lenses and enhancing practical relevance.

DP3-1-5 - Changing leadership motives: The influence of leadership experience on motivation to lead and withdrawal

Andrew Hinrichs [1], Kim Hinrichs [2]

[1] California State University, Stanislaus, [2] California State University, Chico

Individuals enter into a leadership or management role with certain beliefs, motives and attitudes surrounding leadership. An interesting area of research regarding attitudes and leadership that may be lacking is how experiencing the leadership process changes an individual's relationship with leadership. This developmental paper examines changes in leadership motives that could provide leadership development models with useful factors that are effective in explaining which leadership experiences affect continued motivation and participation in the leadership process.

Table 2: Inclusive & Supportive Leadership
Chair: Celeste Schmid, *Embry-Riddle Aeronautical University*

DP3-2-1 - Inclusive leadership and job satisfaction: The mediating power of belonging

Silvia Clark [1], Maureen Andrade [1], Jonathan Westover [1]

[1] Utah Valley University

This study examines how Inclusive Leadership fosters employee Job Satisfaction through Workplace Belonging and whether Mentorship strengthens this relationship. Drawing on Self-Determination Theory and Social Exchange Theory, we conceptualized inclusive leadership as a multidimensional construct, modeled as a unidimensional behavioral pattern. Using survey data from 567 U.S. employees across industries, we tested a moderated mediation model in which belonging mediates the link between inclusive leadership and job satisfaction, and mentorship moderates the leadership–belonging pathway. Results showed that inclusive leadership positively predicted belonging, which in turn predicted job satisfaction, supporting the mediation model. However, mentorship access did not significantly moderate these relationships. These findings highlight belonging as a key mechanism through which inclusive leadership promotes job satisfaction, suggesting that while mentorship offers independent benefits, it may not amplify the leadership effects. This study advances understanding of how formal leadership behaviors and informal support systems shape employee experiences, offering insights for enhancing workplace well-being and retention.

DP3-2-2 - Research proposal paper: The role of self-compassion in fostering employee voice

Nazli Mohammad [1], Jinyu Hu [1], Fran McKee-Ryan [1]

[1] University of Nevada, Reno

Employee voice—defined as the voluntary expression of ideas, concerns, or suggestions aimed at improving organizational functioning—plays a critical role in enhancing both organizational effectiveness and individual well-being. However, employees often face psychological and emotional barriers, such as fear of rejection or resource depletion, that hinder their willingness to speak up. Drawing on the Conservation of Resources (COR) Theory and Emotion Regulation Theory, this study proposes self-compassion as a key internal psychological resource that can support employees in overcoming these barriers to voice behavior. We argue that self-compassion, which encompasses self-kindness, mindfulness, and a recognition of shared humanity, empowers employees to regulate their emotional responses effectively, thereby conserving psychological resources and fostering resilience. Through a cross-sectional survey of employees, we examine the effects of self-compassion on voice behavior, focusing on its role in mitigating emotional exhaustion and promoting adaptive emotion regulation. Our findings aim to contribute to the voice literature by highlighting self-compassion as a sustainable, internal resource for encouraging constructive employee voice. This research underscores the importance of developing internal psychological capacities, such as self-compassion, to foster a resilient and engaged workforce capable of navigating the complexities of modern organizational life.

DP3-2-3 - Organizational leadership: Balancing team needs and avoiding the "likability trap"

Jennifer Banegas [1], Anasheh Oliven [1], Joy Gibson [1], Desirae Terrell [1]

[1] Pepperdine University

An organization's leadership is a key component to understanding how innovative ideas are permeated, how the organization's goals are set, and how the organizational culture is promoted. Female leaders have been shown to increase motivation, inspire change, encourage collaboration, and move past gender biases, yet are often underrepresented in leadership roles. This paper examines leadership through the lens of a woman's experience, and highlights the challenges faced and the strategies utilized to overcome them. The research questions consist of: (1) What is the leader's leadership framework? (2) How does gender impact leadership and her organization? (3) What strategies does this leader implement when guiding her team? Through narrative inquiry, both micro and macro perspectives of the leader were gained. Highlighted areas include

the balance of challenging stereotypes, equity, collaboration, and cross-cultural considerations were viewed through a progressive approach. The leader demonstrated aspects of servant leadership by cultivating an environment where team members feel safe to be their authentic selves. Furthermore, the leader's behaviors also demonstrated collaborative leadership, which is a fundamental pillar of systems thinking and team development. Conclusively, the leader's narrative highlighted the need for developing an organizational culture encompassing psychological safety and belonging.

DP3-2-4 - Understanding followers: An analysis of psychological capital, constructive voice, and psychological safety

Kristi Bockorny [1]

[1] *Northern State University*

Followers are one of three main components of leadership, along with the leader and the purpose or situation. This research will analyze followers' Psychological Capital, which is comprised of hope, efficacy, resilience, and optimism, constructive voice, and psychological safety. The work environment has changed over the last ten years, and the followers' role must be understood to create a safe workplace where followers can be productive and satisfied. This research will move the research on followers and psychological safety forward.

DP3-2-5 - Leading with authenticity: The culture of care and innovation climate as pathways to employee well-being in hybrid work environments

Louise Kelly [1], Ehsan Danesh [1]

[1] *University of La Verne*

The post-pandemic workplace has revealed the limits of flexibility without purpose. Hybrid and mission-driven organizations must now address a deeper challenge: creating human-centered systems that support psychological safety, inclusion, and innovation while sustaining well-being. This developmental paper advances a theoretical model in which authentic leadership shapes employee well-being through two intertwined cultural mechanisms, a culture of care and an innovation climate, moderated by perceptions of work–life balance. Drawing on positive organizational scholarship, self-determination theory, and research on psychological safety, the paper articulates propositions for future empirical testing and outlines implications for leadership theory in a hybrid era.

Table 3: Leadership Challenges & Development
Chair: Joseph Gladstone, *Washington State University*

DP3-3-1 - Open to learn: The potential role of psychological safety in reducing leaders' defensive reactions to 360-degree feedback

Dayna Herbert Walker [1]

[1] *University of Colorado Colorado Springs*

Three-hundred sixty-degree feedback is a common tool used in organizations to build leaders' self-awareness and motivate development. However, feedback interventions sometimes backfire due to recipients' defensiveness. In this proposal, I plan to investigate the extent to which psychological safety may buffer against managers' defensive responses to negative 360-degree feedback. Proposed methods include collecting survey data from executives undergoing a leadership training program as well data on their team's perception of psychological safety.
This proposal has the potential to contribute to the feedback literature by furthering the importance of the socio-emotional and relational context in which feedback is given and received.

DP3-3-2 - Are top managers what they eat? A critical reflection on insights from nutritional and neuroscientific research for strategic management

Robin Pesch [1], Yixin Qiu [2], Crystal Haskell-Ramsay [1]

[1] *Northumbria University,* [2] *University of Galway*

Emerging research in neuroscience and psychology suggests that nutrition influences cognitive functions such as decision-making, attention, and social behaviour. Building on these insights, this article explores the implications of nutrition for strategic management, with a particular focus on top management research. We propose a nutritional perspective that frames nutrition as a malleable top management characteristic shaping managerial decision-making. Drawing on interdisciplinary literature, we critically examine how a nutritional perspective can enrich understanding of strategic decision-making, address critiques of the "black box" in upper echelons theory, and contribute to the evolving field of neurostrategy. By highlighting the microfoundations of executive decision-making, we aim to bridge nutrition research with management scholarship and outline key avenues for future inquiry.

DP3-3-3 - Culture and gender intersections in leadership behaviour: A comparative conceptual framework of China and the United States

Ghazaleh Oliaei [1], Zhaleh Semnani Azad [1], Evelyn Dishaw [2], Valerie Sessa [2], Shiva Taghavi [3]

[1] California State University, Northridge, [2] Montclair State University, [3] Neoma Business School

This conceptual paper examines how culture and gender shape leadership behavior in China and the United States. Integrating Hofstede's cultural dimensions and the GLOBE framework with gender role theory, we advance a model in which power distance, individualism–collectivism and gender role expectations moderate the expression and evaluation of four leadership behaviors: directive, participative, transformational and transactional. We generate propositions comparing Chinese men, Chinese women, American men and American women and formalize culture-gender congruence mechanisms that influence leader effectiveness and organizational acceptance. Evidence suggests that high power distance and collectivism in China privilege directive and transactional leadership especially for men whereas the U.S. profile of low power distance and high individualism favors participative and transformational approaches more often associated with female-typed behavior. The framework yields testable implications for cross-cultural leadership research and offers practical guidance for multinational organizations on leader development, including culture-specific training, mentoring and bias-aware evaluation systems. We also present a consolidated table of predictions to facilitate empirical tests and comparative assessments. The model contributes to inclusive global leadership theory by specifying when and why culture–gender fit or conflict strengthens or constrains leaders across two prominent contexts.

DP3-3-4 - Stereotype threat and women's leadership identity construction

Eric Hartman [1], Aimee Hamilton [1]

[1] University of Denver

A lack of gender diversity persists in the top leadership ranks despite organizational interventions. Prior research has explored many factors that contribute to the so-called "glass ceiling," yet one phenomenon that remains understudied in field settings is stereotype threat. The present qualitative study of women leaders explores the relationship between stereotype threat and women's leadership identity construction. Preliminary findings are that stereotype threat activation is related to chronic reflexivity about leader identity in our informants. An important emergent finding is how awareness of identity intersectionality leads to uncertainty about how to interpret a stereotype threat, which appears to stoke the reflexivity loop and divert energy from leadership tasks. We seek feedback on our initial findings and how to refine our study for eventual publication.

DP3-3-5 - You are the best boss ever!: A multilevel study on abusive supervision, team sycophancy, and employee performance

Guohong (Helen) Han-Haas [1], Christina Saenger [1]

[1] Youngstown State University

Dark side leadership has been receiving increasing attention in the field of management research. The picture is far from clear on how dark side leadership affects employee performance. Responding to the researchers' call (Padilla, Hogan & Kaiser, 2007), we want to study two dimensions of the Toxic Triangle Model --Leader's behavior (i.e., abusive supervision) and work environment (i.e., team level workplace sycophancy). To be specific, we want to examine whether abusive supervision has a non-linear relationship with employee performance. In addition, we would explore whether workplace sycophancy at the team level can moderate this non-linear relationship.

Table 4: Networks, Relationships & Communication
Chair: Christopher Collins, *Pepperdine University*

DP3-4-1 - Alumni affiliation, relationships, and outcomes: An integrative review and agenda for future research

Rebecca Paluch [1], Erin Makarius [2], Alison Dachner [3,]

[1] University of British Columbia, [2] University of Akron, [3] John Caroll University

In a highly mobile world, former members of organizations, also known as alumni, are emerging as visible and valuable organizational stakeholders. Prior research has indicated that alumni support their former organizations by contributing to business development, knowledge exchange, branding, and talent acquisition. Yet extant research on alumni processes and outcomes remains fragmented across disciplines and is hindered by conceptual ambiguity. In this integrative review, we consolidate and clarify research on alumni to enable greater theoretical coherence and stronger practical guidance. We begin by defining key concepts, including alumni, alumni affiliation, and alumni relationships, to establish a shared foundation. We then review research on alumni affiliation, which focuses on the enduring psychological connection to the organization, to explore common theoretical approaches and highlight conceptual ambiguity. Extending our analysis, we organize the literature on alumni relationships into three categories: internally-oriented relationships, boundary-spanning partnerships, and relationships outside of the organization. In doing so, we identify participants in these relationships, explore value-creation mechanisms, and clarify the contexts that characterize each type of relationship. Finally, we offer a comprehensive agenda for future research and integrate actionable recommendations for scholars and practitioners.

DP3-4-2 - Informal networks and relational capital in healthcare careers: An equity analysis

Keith Hunter[1], Monika Hudson[1]

[1] University of San Francisco

Healthcare leadership has continued not to reflect the increasingly diverse workforce. This study examines how informal networks shape equity in healthcare career development through the lens of relational capital—the trust, reciprocity, and access embedded in professional relationships. Drawing on social capital and network theory (Nahapiet & Ghoshal, 1998; Adler & Kwon, 2002; Lin, 2001; Burt, 1992), it investigates whether network structures distribute relational capital equitably across race and gender among early-career healthcare professionals. A 12-month mixed-methods design combines whole-network analysis, surveys, and interviews at one healthcare institution (n = 80–100). Exponential random graph models test predictors of tie formation, while regressions assess whether network position predicts access to sponsorship, information, belonging, and psychological safety—key indicators of relational capital. Qualitative analyses reveal mechanisms of inclusion, exclusion, and network navigation. The study contributes theoretically by linking relational capital to workforce equity, empirically by identifying early relational disparities, and practically by informing interventions that promote bridging ties and inclusive trust across demographic and professional boundaries.

DP3-4-3 - "I guess this is the new us?": Weathering relationship disruptions during organizational growth

Hilary Hoyt[1], Alaina Segura[2]

[1] Oxford University Saïd Business School, [2] Harvard Kennedy School

Despite growing interest in repairing relationships at work, we have little understanding of how different types of triggers, or relationship disruptions, may lead people to engage in various actions to shape relationships, or relationship work. This lack of understanding is especially pronounced in cases where the disruption arises not through interpersonal strain within coworker dyads but through structural or operational changes within the organization more broadly. To explore relationship disruptions arising from organization-level changes, I interviewed members of a medical startup, "Evergreen," as it expanded from 25 to 250 workers over several months; I then followed with repeated interviews and observations for more than two years. I found relationship work following a relationship disruption was influenced by two main factors: perceptions about how long a relationship disruption would last, and about whether the relationship partner would be available to participate in shaping the relationship, going forward. The interaction of these factors was associated with four types of relationship work: reassuring, retreating, reorienting, and recruiting work. Drawing from Bowlby's work on the activation of the attachment behavioral system, I suggest attachment theory as an important counterpoint to social-exchange-based perspectives of relationship work in organizations, and I offer new advice for people in organizations experiencing growth.

DP3-4-4 - Conversational leadership: Organizations as collections of conversations

Tomas Thundiyil[1]

[1] Central Michigan University

This paper reframes leadership as a migratory, system-level accomplishment achieved in and through conversational episodes. Rather than treating leadership as an attribute of persons, we position organizations as collections of conversations in which a discursive lens—understood as a terministic screen—selects, reflects, and deflects what becomes sayable and actionable. Building on discursive and communicative scholarship, we specify a framework that links conditions (including the active/contested lens), designable practices (framing, generative questions, voice structuring, reflexive moves, text–talk orchestration, lens work, listening), and interactional mechanisms (sensemaking, identity positioning, psychological safety, narrative convergence, discursive legitimation, boundary translation) to system outcomes of engagement, alignment, adaptability, and trust. We model leadership migration across people and episodes as situations evolve and desired futures organize present action. The paper also offers an analytic scaffolding—units, tools, and measures—to advance and test the paradigm, and outlines boundary conditions under which dialogic effects attenuate and later rebound. This paradigm reconceives leadership as the design and conduct of conversations, equipping scholars with tractable mechanisms and practitioners with teachable episode architectures that distribute legitimate influence beyond role incumbency.

Table 5: Special Topics in Leadership
Chair: Dan Vo, *Florida Gulf Coast University*

DP3-5-1 - Shared illusions: Hidden profiles, in-group bias, and hiring decisions

Min Kay[1], Diljot Soin[1]

[1] University Canada West

Group decision-making often falls prey to the hidden profile effect, where teams focus on what everyone knows and neglect unique insights held by individual members (Stasser & Titus, 1985, 2003). The result is that groups frequently converge on an inferior option—such as a charismatic candidate with surface-level appeal—while overlooking the truly best candidate whose strengths are revealed only through unshared information. This paper introduces the NeuroTech CFO Exercise, a classroom-based case study designed specifically to test how

in-group favoritism may further intensify this well-documented bias. By embedding identity cues into a hidden profile hiring task, the exercise provides a novel way to explore how information asymmetries and social identity processes interact in candidate evaluation. The study contributes theoretically by connecting two research traditions, empirically by offering a replicable classroom experiment, pedagogically by showing how teaching cases can double as research tools, and practically by highlighting how identity-driven favoritism compounds the risks of poor hiring decisions.

DP3-5-2 - Global informal networks as a non-market strategy: How Korean conglomerates navigate a geopolitically fragmented world

Yongsun Paik[1]

[1] *Loyola Marymount University*

In an era marked by geopolitical fragmentation, multinational corporations (MNCs) face growing risks and institutional uncertainty in host countries. Traditional reliance on domestic informal networks proves insufficient in foreign contexts, particularly in politically sensitive environments. This study builds on Lee and Paik's (2022) theoretical contribution that informal networks, when proactively developed, serve as strategic non-market assets. By integrating informal network theory, non-market strategy, and liability of foreignness literature, this study proposes a conceptual framework for building global informal ties across diverse institutional contexts. Drawing on multi-case studies of Korean MNCs such as Samsung, Hyundai, SK, and CJ, the findings are expected to illustrate how these firms are developing trust-based social capital through local partnerships, diaspora engagement, and informal corporate social responsibility (CSR) coalitions. This study contributes to the field of international business by reframing informal networks as deliberate, transnational strategic tools and offers actionable insights for MNCs navigating today's increasingly complex geopolitical landscape.

DP3-5-3 - Leveraging mentoring's past to shape the future of work

Ellen Ensher[1], Kyle Ehrhardt[2], Olivia Dell Bledsoe[3]

[1] *Loyola Marymount University,* [2] *University of Colorado Denver,* [3] *Ernst & Young*

In alignment with WAM's theme, "Leveraging the Past to Shape the Future of Work, our conceptual paper examines how decades of mentoring research can inform new frontiers of mentoring in an era defined by technology, hybrid work, and artificial intelligence. We trace mentoring's evolution from traditional relationships in face-to-face contexts to digitally mediated and platform-based relationships emphasizing both opportunities and challenges in creating human connection amid technological acceleration. We suggest that "high-tech, high-touch" mentoring can integrate digital innovation with emotional intelligence, authenticity, and trust. By bridging the wisdom of mentoring's past with the future opportunities prevalent in technology, we suggest new directions in mentoring research and practice.

DP3-5-4 - Reimagining power: A post-structural approach

Jialin Zhong[1], Christopher Wynn[1]

[1] *University of Victoria*

Power is a foundational yet fragmented construct in organization and management studies, but it has drifted to the margins of mainstream inquiry in recent decades. This paper synthesizes how power has been conceptualized across organizational, inter-organizational, and institutional levels. Integrating a post-structural stance, we treat power as ubiquitous, productive, and not inherently normative. We propose an integrative framework and aim to develop a process model that connects these levels. Organizations mobilize their potential to reconfigure inter-organizational relations, and repeated relational moves sediment into the institutional-level context, providing a pathway for peripheral actors to navigate power across levels. Keywords: Power, institutional change, agency

| 11:00–12:15 | TRADITIONAL PAPERS SESSION #6 STUDENT ENGAGEMENT & ACADEMIC EMBEDDEDNESS |

Location: Canyon 2

Chair: Amy Nicole Baker, *University of New Haven*

TP6-1 - Governing coalitions in change: How leaders activate influence networks

Cody Stavig[1]

[1] *ESCP Business School*

Organizational change often depends on informal groups that operate outside the formal hierarchy but have a decisive influence on outcomes. These governing coalitions—sometimes mistaken for teams—remain hidden in their role in shaping success or failure. This study examines the formation and operation of one such coalition during an organizational change in a family-owned manufacturing company. Using a qualitative process research design, including semi-structured interviews and document analysis, this study traces the dynamics of coalition formation over time. Six themes emerged as central to coalition development and influence: 1) leadership and decision-making structure, 2) evolving membership, 3) structured patterns driving change, 4) content integration, 5) conflict, resistance, and alignment challenges, and 6) trust.

The findings expand the current understanding of organizational change by clarifying how governing coalitions are formed and sustained. For leaders and managers, the results highlight how to intentionally leverage coalitions as tools for mobilizing support, managing resistance, and guiding organizational change. For scholars, the study offers a process model of coalition formation that bridges political theories of coalition building with organizational change practices.

TP6-2 - Examining the influence of academic embeddedness on student loyal boosterism and donation behaviors

Tyler Burch[1], Alex Bolinger[1], Greg Murphy[1], Neil Tocher[1]

[1] Idaho State University

As college of business (COB) appropriations steadily decrease at the same time political and demographic trends exacerbate competitive pressures, business schools are becoming more dependent on positive recommendations from current students and alumni financial support. Academic embeddedness, the extent to which students feel a connection and fit with the school and the surrounding community and, in turn, anticipate a sense of loss at leaving the institution, has been found to increase student retention and performance. Drawing on social exchange theory and multiple currencies of exchange, we extend academic embeddedness (AE) research by examining and finding that AE is positively associated with both business student boosterism (e.g. speaking well of the COB, voluntarily spreading positive word of mouth, and defending the COB's reputation against naysayers) and student COB donations. Student satisfaction with their education mediates the AE student boosterism relationship, but has no significant influence on the AE student COB donation relationship. Implications of study findings for management educators and business school administrators are discussed.

TP6-3 - Navigating academic freedom and political constraints: The challenges of DEI program development in higher education

Jonathan Westover[1, 2]

[1] Utah Valley University, [2] Western Governors University

This research brief examines the complex challenges faced by faculty attempting to establish a Diversity, Equity, and Inclusion certificate program within a large regional teaching university's business leadership department, amid restrictive legislative measures, specifically a state house bill limiting DEI initiatives. Using institutional theory and critical policy analysis frameworks, this study investigates how administrative interpretation and implementation of legislation affected program development despite academic programs being technically exempt from such legislation. Through examination of relevant research, comparative institutional responses, and multiple stakeholder perspectives, this brief demonstrates how perceived political interference in academic affairs appears to be associated with decreased faculty morale and satisfaction, coinciding with the departure of three senior faculty members. The findings offer research-based strategies and practical implementation frameworks for academic leaders navigating similar political tensions while maintaining academic integrity and faculty support in contentious educational contexts, with implications for understanding cyclical patterns of political influence on higher education.

TP6-4 - From the vocational lives of two scholarly academics

Janice Black[1], Yvonne Smith[2]

[1] Northeastern State University, [2] University of La Verne

Traditionally, academic scholarship includes publishing research results in academic journals. Indeed, many accreditation bodies look for the scholarly academic and require that a certain number of them be present in a faculty before an institution can be accredited by them. But given time pressures at small to regional sized universities, the scholarly academic need to be efficient in scholarship. Though very ordinary scholarly academics, the two authors of this paper each averaged 1.15 articles per year cited by others across the 30 years since they began publishing and all while teaching full time, raising a family, and being strong members of their local communities. This paper discusses five practices they used.

11:00–12:15	TRADITIONAL PAPERS SESSION #7 WORKPLACE ETHICS & MORAL REPAIR

Location: Chapel

Chair: Oleksandr (Alex) Tsaruk, *University of Idaho*

TP7-1 - Is moral repair truly effective? Examining the influence of offender reintegration on desirable outcomes

Natalie Liberman[1], Kenneth Butterfield[2], Thomas Tripp[2]

[1] California State University, Los Angeles, [2] Washington State University

The emerging moral repair literature suggests that, in the aftermath of workplace wrongdoing, reintegrating offenders provides benefits not just for the offender but also for the organization. Yet only a small number of empirical studies have examined whether reintegration produces these outcomes, and little is known about how and why these relationships occur. This paper examines how and when offender reintegration leads to desirable organizational and offender-related outcomes. Using survey methodology, Study 1 tested direct effects of reintegration on offender outcomes with a two-wave survey of 133 full-time employees. Study 2 tested direct and mediation effects with a two-wave survey of

295 employees. Findings show that reintegration is linked, both directly and indirectly, to a range of positive offender- and workplace-related outcomes. Reintegration directly influences offenders' organizational citizenship behavior (OCB-I), commitment to the organization and supervisor, and job satisfaction (both studies), and reduces reoffending and counterproductive work behavior (one study). Results also show that satisfying offenders' need for dignity and belonging mediates relationships between reintegration and several outcomes. This is the first study to explicitly test links between workplace offender reintegration and a range of desirable organizational and offender-related outcomes.

TP7-2 - "Boys dey hungry": Vulnerability as currency in the co-creation and consolidation of organizational corruption amongst stakeholders of the Nigerian Police Force

Babatunde Ogunfowora[1], Deborah Okolo[1], Lucas Dufour[2], Meena Andiappan[3]

[1] University of Calgary, [2] Toronto Metropolitan University, [3] McMaster University

This study investigates how organizational corruption is sustained over time through a multi-layered, social network analysis of police services and their surrounding communities. Using data collected through 64 interviews with police officers and community members, we examine: (1) the internal relationships within the hierarchy of police personnel, (2) the relationships among various community groups, and (3) the inter-actions between police officers and community members. Our findings reveal a system of mutual dependency in which all stakeholders — both within the police and the community — are simultaneously vulnerable to, and dependent upon others. This reciprocal vulnerability underpins the persistence of corruption, as individuals rely on the system for protection, resources, or survival. We find that corruption is not solely maintained through coercion or transactional exchanges; instead, emotional and partnership relationships play a critical stabilizing role. Emotional ties —specifically, the disclosure and utilization of one's vulnerability as currency to negotiate with (short-term interactions) and ingratiate oneself to targets of corrupt practices (long-term relationship building)—are predominantly employed by actors at the bottom of the system, while partnership relationships are more common among senior police officials and influential community leaders.

TP7-3 - Adapting socialization in extreme contexts: How perceived injustices drive change in military onboarding tactics

Lucas Dufour[1], Emilie Bourlier Bargues[2], Meena Andiappan[3]

[1] Toronto Metropolitan University, [2] Clermont School of Business, [3] McMaster University

This study investigates how an organization operating in an extreme environment - the French Army - where newcomers must obey and adapt to strict rules, has adapted its socialization tactics over time in response to changing newcomer expectations and perceived injustices. Drawing on 107 interviews and archival data spanning 26 years (1996–2022), we explore how cadets' evolving perceptions of fairness across four dimensions of organizational justice (distributive, procedural, interpersonal, and informational) caused a strong increase in newcomer's attrition and influenced organizational shifts in socialization strategies. Our findings reveal that the Army, traditionally reliant on institutionalized tactics, has increasingly incorporated individualized elements to address injustice issues at the origin of newcomer's attrition. We challenge the conventional dichotomy between institutionalized and individualized tactics by showing how they can be strategically combined. This research contributes to the literature on organizational socialization by highlighting how even organizations with rigid structures can, and do, adapt their onboarding practices in response to generational shifts in fairness expectations, offering practical insights for improving newcomer integration and retention in extreme environments.

TP7-4 - Bullied by day, bullying by night: An empirical study of employee–domestic partner dyads

Bahar Javadizadeh[1], Eric Lamm[1]

[1] San Francisco State University

Workplace bullying remains a pervasive issue with far-reaching consequences for both employees and organizations. While substantial research has explored its impact on organizational outcomes and employees' well-being, limited attention has been paid to how exposure to bullying influences employees' personal lives, particularly their relationships with domestic partners. This paper investigates the relationship between employees' exposure to bullying at work, and their engagement in abusive behaviors toward their domestic partners. We propose that this abusive behavior affects the domestic partners' perception of relationship quality, reduces their commitment to the relationship, increases relationship tension, and may prompt domestic partners to encourage employees to leave the organization, ultimately heightening employees' turnover intentions. Additionally, we introduce reframing responses as a moderating variable to mitigate these impacts. Our hypothesized model was tested in two studies, comprising 162 employee- domestic partner dyads in Study 1 and 131 employee- domestic partner dyads in Study 2. The results strongly support our proposed moderated mediation model. Theoretical and practical implications for individuals and organizations are discussed.

11:00–12:15	**WORKSHOP SESSION #10 ACADEMY OF MANAGEMENT JOURNALS**
	Location: Mesa Ballroon

Representatives of the Academy of Management publications will be on hand to share information about publishing in their journals and to offer advice on "getting on board" and becoming part of the publishing process as a reviewer. Join us for this lively session—and bring your questions!
- Academy of Management Annals. Editor-in-Chief, Cristina Gibson and Associate Editor Jon Bundy
- Academy of Management Collections, Editor-in-Chief, Christine Quinn Trank
- Academy of Management Discoveries, Editor-in-Chief, Chet Miller
- Academy of Management Learning and Education, Associate Editor, Arran Caza
- Academy of Management Journal Deputy Editor Laura Little
- Academy of Management Perspectives, Editor-in-Chief, Michael Barnett
- Academy of Management Review, Associate Editors, Christine Shropshir and Kristie Rogers

12:15–12:30	**TRANSITION**

12:30–13:30	**PRESIDENTIAL LUNCH & AWARDS**
	Location: Mesa Ballroom

13:30–14:00	**POST-LUNCH BREAK (WALKING GROUPS)**

Informal walking groups will take place throughout the conference. Details will be available at the registration table.

14:00–15:15	**WORKSHOP SESSION #2 JOURNAL OF MANAGEMENT INQUIRY**
	Location: Pecos

W2 - Journal of Management Inquiry at 35
Richard Stackman [1], Kathy Lund Dean [2], Paul Olk [3]

[1] University of San Francisco, [2] Gustavus Adolphus College, [3] University of Denver

This session highlights the future of the Journal of Management Inquiry (JMI) as it publishes is 35th volume in 2026. Editors and editorial review board members will review the mission and scope of JMI and discuss the types of submissions that are unique to each of the journal's sections. Attendees are welcome to bring their manuscript ideas and participate in an Incubator activity, where feedback on your ideas will be provided. The session will conclude with a discussion of the submission and review process that authors can expect.

14:00–15:15	**TRADITIONAL PAPERS SESSION #11 LEADERSHIP CHARACTER & MORAL DECISION MAKING**
	Location: Canyon 1

Chair: Kristi Bockorny, *Northern State University*

TP11-1 - Follower anger, cynical distrust, and election-related anxiety in presidential leadership selection
Kate Mccombs [1], Ethlyn Williams [2], Rajnandini Pillai [3], Kevin Lowe [4]

[1] Samford Brock School of Business, [2] Florida Atlantic University, [3] California State University, San Marcos, [4] The University of Sydney

The 2024 U.S. presidential election provided an opportunity to study follower characteristics and their association with voter choice between an incumbent party representative (Vice President Harris) versus a challenger (former President Donald Trump) during a bitterly fought contest with high levels of uncertainty and high stakes. The study analyses were not preregistered. Results suggest that follower characteristics were associated with their voting decisions. Follower anger was related to subsequent reports of cynical distrust and election-related anxiety. Follower cynical distrust and election-related anxiety were differentially associated with leader selection. Anger driven cynical distrust was associated with choosing the challenger candidate (Trump) and rejecting the incumbent party candidate (Harris). Anger driven election-related anxiety was associated with choosing the incumbent party candidate (Harris). Implications for research examining followership and follower characteristics during uncertainty are discussed.

TP11-3 - In a moral pickle: Servant leader character virtues and resource allocation behaviors

Ryan Musselman [1], Mitchell Neubert [2], Jeffery Houghton [3]

[1] *Purdue University,* [2] *Baylor University,* [3] *West Virginia University*

Servant leaders help followers reach their goals. But what do leaders do when followers' goals are directly incompatible with other followers' goals– whether it is competing for the time, attention, equipment, development, or funding? This paper develops a conceptual typology based on character virtues and rooted in virtue ethics to explain servant leader resource allocation behavior choices when resources are scare. The typology integrates four prominent servant leader resource allocation behaviors (i.e., long-term maximization, relational, equity, and bottom-line) along with existing cognitive-based foundations for each. Although existing cognitive theories provide a general rationale for servant leaders engaging resource allocation behaviors, they fail to fully explain how and why servant leaders are likely to choose a given allocation behavior. In contrast, our typology employs a virtue ethics perspective to propose that servant leaders are guided by their most prominent character virtues to engage in specific resource allocation behaviors. In short, our typology provides a practical framework for servant leaders, their followers, and other organizational members to better understand how and why servant leaders choose particular allocation behaviors when followers are competing for the same limited resources.

TP11-4 - Authentic leadership under pressure: The enabling roles of education and diversity-supportive culture in reducing stress

Louise Kelly [1], Ehsan Danesh [1]

[1] *University of La Verne*

Grounded in Resource Constraint Theory, this study examines how authentic leadership interacts with leaders' educational background and workplace diversity to influence stress outcomes among managers. Drawing on data from 250 U.S. managers, the study measures stress both physiologically through Heart Rate Variability (HRV) and psychologically using the Perceived Stress Scale (PSS). Results show that authentic leadership, defined by self-awareness, relational transparency, balanced processing, and an internalized moral compass, mitigates stress by enhancing emotional regulation and value alignment. From a resource-based perspective, education serves as a cognitive and emotional resource that strengthens leaders' capacity to interpret challenges and sustain resilience under pressure. Similarly, diverse organizational climates foster inclusivity and psychological safety, providing social resources that further amplify authentic leadership's stress-buffering effects. Regression analyses indicate positive associations between authentic leadership and HRV, and negative associations with PSS, confirming the moderating influence of education and diversity. The findings highlight how authenticity, when supported by cognitive and social resources, reduces managerial stress and promotes sustainable organizational well-being.

| 14:00–15:15 | TRADITIONAL PAPERS SESSION #9 REVENGE, UNETHICAL BEHAVIOR & WELL-BEING |

Location: Canyon 2

Chair: Matthew Metzger, *University of Colorado Colorado Springs*

TP9-1 - Beyond organizational loyalty: How revenge and compassion shape unethical behavior

Shaun Parkinson [1], Jeremy Beus [2]

[1] *New Mexico State University,* [2] *Washington State University*

Traditionally, unethical pro-organizational behavior (UPB)—unethical actions intended to benefit one's organization—has been framed primarily as driven by prosocial intentions toward the organization itself. However, this perspective risks oversimplifying ethical decision-making by neglecting critical interpersonal relationships with external stakeholders affected by UPB. Integrating insights from network theory, I argue that UPB decisions are embedded within interpersonal relationships, influencing motivations such as revenge or compassion toward those directly impacted. Using a randomized, multi-factorial vignette experiment (N = 637 working adults), I demonstrate that relationship quality with an external stakeholder influences UPB indirectly through emotional motives: specifically, resentment toward the stakeholder drives revenge motives, thereby increasing UPB, whereas admiration fosters compassion motives, subsequently reducing UPB. Contrary to traditional assumptions, organizational identification neither directly predicted UPB nor moderated the influence of relationship quality on revengedriven UPB. Instead, interpersonal relational dynamics, particularly revenge, emerged as key explanatory mechanisms. This study extends UPB literature by shifting the focus from intraorganizational motives toward interpersonal relationships, highlighting the importance of external relational ties in ethical decision-making processes.

TP9-2 - Providing supports or demands? How implementation design and existing work strain predict the well-being consequences of time management interventions

Ashley Whillans [1], Milad Moghaddas [2], Diego Faria [3]

[1] *Harvard Buisness School,* [2] *University of Toronto,* [3] *Yale University*

Organizations increasingly provide workplace well-being interventions that allow employees to decide how and when to engage with them.

Although choice is often assumed to enhance motivation and well-being, we argue that under high strain, the burden of choice can transform intended supports into additional demands. Drawing on job demands–resources theory, we examine how implementation design interacts with existing work strain to shape the effectiveness of time management interventions for hybrid knowledge workers. We test this framework across two studies. A pre-registered field study with 193 teams (N = 793) shows that while time management interventions can enhance well-being, benefits depend on adherence — something that strained employees struggle to sustain. An online experiment (N = 700) replicates these findings with causal evidence: under low strain, choice improves perceived well-being, time control, and productivity, but under high strain, choice reduces or eliminates these benefits, even with high organizational support. Together, these studies demonstrate that the effectiveness of workplace resources depends not only on what is offered but also on how it is delivered. By identifying implementation design as a critical moderator, we explain why voluntary interventions often fail to reach those most in need and offer guidance for supporting employees in high-strain contexts.

TP9-3 - Depleted by fear and silence: A self-control pathway to creative unethicality

Chenwei Li [1], Smita Trivedi [1], Yuntao Dong [2]

[1] San Francisco State University, [2] Peking University

Drawing on Integrative Self-Control Theory, this study examines how a climate of fear leads employees to engage in creative unethicality – using creativity to devise novel yet unethical solutions. We propose a sequential process in which fear depletes self-control resources, fostering work fatigue and increasing risk-taking propensity, which together promote creative unethicality. We further identify supervisor silence as a boundary condition that amplifies these effects by removing external social and informational supports critical for self-regulation. Multi-source, time-lagged data from employees and supervisors support this model: a climate of fear predicts creative unethicality via fatigue and risk-taking, and this indirect relationship is stronger under supervisory silence. These findings provide important theoretical and practical implications.

TP9-4 - The making of an anti-hero: How interactional injustice and moral justification escalate workplace violence

Rose Brown [1]

[1] Cornell University

Workplace violence is often portrayed as senseless or impulsive, yet many incidents are rooted in perceived injustice. This article examines how workplace mistreatment—harassment, bullying, or discrimination—can evolve into moralized retaliation through rumination, perceived interactional injustice, and moral justification. Drawing on an archival review of more than 200 modern workplace grievance cases (2010–2025), 30 met evidentiary sufficiency (e.g., police reports, 911 calls, court filings, perpetrator statements) for systematic analysis. Most perpetrators were not "disgruntled" but perceived persistent disrespect and inhumanity from peers and supervisors. Violence often followed sustained rumination and perceived failures of fairness rather than acute emotional breakdowns. Many targeted coworkers, not managers, and selectively spared those seen as innocent, reflecting moral reasoning. The study extends organizational justice theory by identifying interactional justice as the most proximal justice perception in violence escalation and introduces Anti-Hero Retaliation—a form of retaliatory aggression marked by moral framing, selective targeting, and justice-seeking identity narratives. Practical implications underscore the importance of organizational climates that uphold dignity and respect.

| 14:00–15:15 | TRADITIONAL PAPERS SESSION #10 WORKPLACE ROMANCE, POLITICS & GENDER |

Location: Chapel

Chair: Geoffrey Plourde, *California Lutheran University*

TP10-1 - CEO solo, serial, and parallel workplace romances: Implications for moral intensity, organizational attractiveness, and sexual harassment in organizations

Amy Nicole Baker [1], Jessica Doll [2], Charles Pierce [3]

[1] University of New Haven, [2] Appalachian State University, [3] Oakland University

The social-sexual behavior of CEOs is frequently covered in the media. Although existing research shows this coverage can have a negative impact on investor reactions, relatively less is understood about how individuals perceive CEO workplace romances and the impact these perceptions have on non-financial outcomes. Drawing from an ethical decision-making perspective, we examine perceptions of CEO workplace romance using vignettes to systematically vary three features of these workplace romances: If the relationship is (a) monogamous (i.e., solo), (b) part of a serial pattern of workplace romances, or (c) a parallel relationship that constitutes infidelity. Our results show that CEO workplace romances characterized by either infidelity or part of serial pattern are perceived as more morally intense than a monogamous relationship. Participants were less attracted to the organization when the CEO was depicted as taking part in serial workplace romances or infidelity and were more likely to perceive these relationships as sexually harassing. The CEO's marital status had no effect on raters' perceptions. Implications for CEO ethics training and future workplace romance research directions are discussed. Keywords: workplace romance, corporate ethics, CEO, organizational attraction, sexual harassment, human resource management, social-sexual behavior

MARCH 11-14, 2026
SANTA FE, NEW MEXICO

TP10-2 - Not up for debate? Uncovering the processes through which political discussions are managed at work

Cecily Cooper [1], Amanda Jones [2], Sharon Sheridan [3]

[1] *University of Miami,* [2] *King's College London,* [3] *Clemson University*

Political discussions are common at work, yet little is known about why employees engage in such discussions, which can be quite risky, or how they manage discussions once they are underway. We examine these issues through a two-phase grounded theory study interviewing informants in the United Kingdom and United States. The interview themes revealed that participants consider political discussions to reflect a broad scope of topics and that engagement in these discussions is influenced by the strength of ideological cues and the perceived relevance of political issues to work and organizational goals. Considered concurrently, these features mapped out four unique motivational states. Our efforts to then understand how political discussions are managed identified a three-stage process—pre-discussion, discussion, and post-discussion—each involving distinct strategies that balance self-expression with minimizing the perceived risks informants readily acknowledged to exist. We illustrate this unfolding, intentional, contextually contingent process in our Political Discussion Management Model (PDMM). The findings from this research advance theory on political ideology at work, respond to calls for grounded qualitative research on invisible social identities, and identify trust as a key antecedent of political discussions.

TP10-3 - Brass sections are not a paradise for female musicians: Challenges for female leaders

Virginia Bratton [1], Myleen Leary [1], Amber Raile [1], Laura Black [1], Scott Bryant [1]

[1] *Montana State University*

We apply the Masculinity Contest Culture (MCC) framework as a lens to examine the limited numbers of women in leadership roles in professional orchestras using two cases of female musicians in orchestras. MCCs are characterized by hypercompetition, a prioritization of work above all else, showing no weakness or vulnerability, and demonstrating strength and stamina (Berdahl, Glick, and Cooper 2018). Organizations with MCCs create toxic environments that punish those who don't meet the implicit masculinity standards. After an introduction to brass sections and leadership opportunities in orchestras, we present the experiences of two accomplished female brass musicians with documented experiences of hostile work environments in this creative industry. We apply the MCC lens to their experiences to identify the ideologies, processes, and social dynamics that created these inequitable working conditions and limited their opportunities for maintaining their leadership positions. We conclude with a brief review elements of trauma-informed management practices to suggest opportunities for addressing ideologies and management practices toxic for women and women in these and similar organizations through practice and research.

TP10-4 - Like pulling teeth? Negotiating professional relationships amidst technological change in the dental industry

Trisha Kumar [1], Kirsten Robertson [2]

[1] *University of Ottawa,* [2] *Brock University*

Technological change is reshaping professional boundaries across industries, including dentistry. This study examines how clear aligners, a digital and materials innovation, enable general dentists to perform tasks traditionally monopolized by orthodontists, prompting boundary renegotiation. Drawing on in-depth interviews with 32 practitioners and documentary analysis, we develop a framework of boundary management tactics used in contexts where professionals must simultaneously compete and collaborate to deliver care and sustain their practices. We show how deteriorating interprofessional relationships prompt more intensive boundary work with patients and explore the implications of these tactics for referral relationships, patient care, and the profession's reputation. Our findings advance theory on technological change and professional boundaries and offer practical guidance for practitioners and professional associations.

14:00–15:15   **PANEL SESSION #2**

Location: Mesa

P2 - Artificial intelligence in academia: opportunities, challenges, and ethical considerations

James Downing [1], Michael Barnett [2], Martin Hoegl [3]

[1] *New Mexico State University,* [2] *Rutgers University,* [3] *LMU Munich*

How is AI a partner in academia? Academics observe and theorize about a business world which is embracing AI at racing speeds. So, what are the unique aspects of AI for the Academy to allow for more accurate theorizing of disciplines? If, there is no better practice than good theory, then how is academic research to keep pace with an AI world of business? There are tremendous benefits of AI in research and the classroom but there are challenges and like all paradigm changing technologies – ethical considerations. This panel discussion will present current research and practices of AI in the Academy with examples of benefits and ethical concerns. The panel will approach the topic in three segments dedicated to academic research, course development, and ethical considerations. The goal of the panel is to have a healthy dialog of AI and hopefully leave with ideas and tools that will assist any WAM attendee.

15:15–15:30	**COFFEE BREAK**

Location: Promenade

15:30–16:45	**WORKSHOP SESSION #4 ETHICS, CHARACTER & VALUES IN MANAGEMENT EDUCATION**

Location: Pecos

W4-1 - Reimagining leadership training and development: A simple model

Patricia O'Connell [1]

[1] *Lourdes University*

This workshop begins with the presentation of a simple and global approach to leadership training and development. Participants will then reflect individually on how to apply the framework for their own development and engage in group discussion to share ideas and approaches for teaching in an academic setting and/or training in a workplace context. Participants will take away (1) a more meaningful understanding of 21st century leadership needs and processes; (2) concrete practices to further develop their own leadership and life competencies; and (3) specific pedagogies for teaching the straightforward webs of belief framework to emerging leaders as well as experienced management practitioners.

W4-2 - The elephant in the business school classroom: Is it time we stop teaching ethics and start teaching character and values instead?

Michael Stevens [1], Jennifer Anderson [1], Cheri Daily [1]

[1] *Weber State University*

In this proposed workshop, we will explore the conceptual rationale and curricular design and delivery challenges of moving away from a rules-based approach for teaching business ethics and toward a framework that emphasizes teaching character and values as a superior method for training business students to develop an effective internal moral compass. Research suggests that our historical approach to teaching ethics is inadequate, and our framework for teaching character and values is presented as a remedy. Lessons learned from 14 iterations of a "Leadership Through Character" course are shared with in-depth details on challenges related to course design, roll out and instructional pedagogy.

15:30–16:45	**DEVELOPMENTAL PAPERS SESSION #4 SOCIAL MEDIA, NARRATIVES & NEW WORK MODELS**

Location: Canyon 1

Table 1: Diversity, Equity & Inclusion
Chair: Sina Shokoohyar, *Seton Hall University*

DP4-1-1 - How women entrepreneurs build resilience in poverty: The role of family and community embeddedness

Antoaneta Petkova [1], Smita Trivedi [1]

[1] *San Francisco State University*

This paper examines the role of entrepreneurial embeddedness in the context of women's entrepreneurship in poverty. Using inductive qualitative research design, we analyze the complex relationships between entrepreneurs' embeddedness in family and community, their ability to build resilience, and entrepreneurial outcomes. Our preliminary analysis suggests that the constraining effects of family and community embeddedness can be counter-balanced by the benefits of embeddedness in local peer-communities and external professional networks. The findings from this study will contribute to scholarship on women's entrepreneurship, entrepreneurial embeddedness, and social capital theory more broadly.

DP4-1-2 - LGBTQ+ women at work: An integrative review and argument for positive intersectionality

Kathryn Doiron [1]

[1] *Claremont Graduate University*

This submission is an early-stage conceptual idea attempting to fuse the principles of positive psychology and intersectional theory and research. Positive intersectionality is a fusion of approaches to research that simultaneously acknowledges the systems of inequality and oppression that minoritized individuals live in, while allowing researchers and practitioners to use strength-based approaches of investigation and develop novel ways to target and dismantle barriers to equality. In this paper, I make the argument for why positive intersectionality should be a new approach to how we research minoritized identities. This is followed by an example using the current state of the research regarding a particular grouping of intersectional identities (LGBTQ+ women) at work, focusing on the need for theory and research regarding positive states and experiences.

DP4-1-3 - Caught between two worlds: Indigenous entrepreneurial identity work

William Forster [1], Anusha Ramesh [2], Elliot Maltz [2]

[1] Oregon State University, [2] Willamette University

Indigenous entrepreneurs face distinctive identity challenges as they navigate between traditional cultural worlds and contemporary business environments. While entrepreneurial identity has been widely studied, less attention has been paid to how marginalized groups, particularly Indigenous entrepreneurs, manage conflicting identities. This study explores how Indigenous entrepreneurs in Canada bridge these identities through a multi-case analysis of 13 First Nations entrepreneurs who left their reserves to build ventures. Based on in-depth interviews and supplementary data, we find they experience being "caught between two worlds," feeling they fully belong in neither Indigenous nor entrepreneurial communities. This tension emerges in balancing traditional practices (spirituality, communal land relationships) with conventional business norms. Yet, rather than simply blending identities, these entrepreneurs undertake complex identity work—proving legitimacy in mainstream markets while preserving ties to their heritage. The study contributes to entrepreneurship research by revealing how Indigenous entrepreneurs navigate identity tensions and offering insight into strategies marginalized entrepreneurs use to bridge distinct cultural and institutional worlds.

DP4-1-4 - Indigenous wisdom forging a frontier in sensemaking: A conceptual transplanar wisdom theory

Joseph Gladstone [1]

[1] Washington State University

We claim to enrich our discipline by discovering new facts and stating new experiences but instead are we are trapped cycle simply refining old theory rather. One can experience sensemaking collapse when we face novel language, something Native American People have long experienced. This conceptual paper introduces transplanar wisdom theory, which helps us make sense of conflict by interpreting experiences through a worldview that considers animacy, time, place and community. Transplanar wisdom theory can help us understand why we are trapped in our academic paradigm.

Table 2: Entrepreneurship & Innovation
Chair: Nara Jeong, *San Francisco State University*

DP4-2-1 - Entrepreneurial narratives of time: A theory of temporal effectuation

Christopher Wynn [1]

[1] University of Victoria

A challenge for entrepreneurs is constructing narratives that unite stakeholders who hold divergent perceptions of time. Effectuation is a relevant theoretical lens in studying how entrepreneurs can build legitimacy for their ideas amid uncertainty through narratives, yet effectuation scholarship largely treats time as an implicit, background construct. This paper develops a theory of temporal effectuation, foregrounding time, and proposes a narrative process through which entrepreneurs manipulate past, present, and future to reduce ambiguity, align horizons, and mobilize collective stakeholder action. I identify two-time related mechanisms in entrepreneurial storytelling. Temporal conflation blends distinct temporal perspectives to produce a single coherent sequence that renders ventures plausible for heterogeneous audiences. Temporal elasticity stretches or compresses temporal windows to pair immediacy with long-term credibility as narratives evolve. Together, these mechanisms show how narrative time functions as an important effectuation related resource for coordinating expectations and for building legitimacy for entrepreneurs. The theory links effectuation to narrative scholarship and offers actionable guidance for researchers and practitioners who must synchronize stakeholders' divergent perspectives of time.

DP4-2-2 - Co-opetition and the role of non-competing organizations: Evidence from Alzheimer's disease research consortia

Paul Olk [1], Joel West [2]

[1] University of Denver, [2] Keck Graduate Institute

Co-opetition—the simultaneous engagement in collaboration and competition—is central to innovation in science-intensive fields. In areas such as pharmaceuticals and biotech, firms often work with rivals to share research knowledge, data, and infrastructure while still pursuing their own competitive goals. This dynamic is especially pronounced in Alzheimer's Disease research, where the complexity of the scientific challenge has led to the formation of large, multi-organizational consortia. These consortia bring together pharmaceutical companies, biotech firms, universities, nonprofits, and government agencies in open, public–private research networks. What makes this setting distinctive is the significant involvement of non-competing organizations, which are not direct market rivals and do not seek to commercialize treatments. Their presence raises important questions for co-opetition theory, which typically focuses on collaboration between direct competitors. This study examines 46 Alzheimer's research consortia to investigate how non-competing organizations help enable, stabilize, or legitimize cooperative activity among firms that otherwise compete.

DP4-2-3 - How diversity pays: Founder experience, capital, and ecosystem logics in clean energy innovation

Xi Zhang [1], Shanthi Gopalakrishnan [2]

[1] Martin Tuchman School of Management, [2] New Jersey Institute of Technology

How do founding team characteristics translate into innovation outcomes in startups, and under what conditions does this relationship hold? Drawing on knowledge configuration theory and institutional logics, we examine how founding team experience heterogeneity influences innovation outcomes through capital acquisition, and how this process is moderated by firm size and regional entrepreneurial ecosystem capacity. Using a manually curated panel of 202 U.S. clean energy startups founded between 2009 and 2021, we find that heterogeneous founding teams enhance a venture's intellectual property (IP) not directly, but indirectly by securing external capital. This mediating effect is significantly stronger in larger firms, which are better positioned to absorb and coordinate diverse experiences. Surprisingly, the relationship weakens in high-capacity ecosystems, where institutionalized support structures reduce the marginal value of capital as a driver of innovation. Our findings offer new insights into how experiential diversity is activated through resource orchestration and shaped by the prevailing logics of innovation across ecosystems. The study contributes to research on entrepreneurial strategy, innovation management, and the contextual dynamics of clean energy venturing.

DP4-2-4 - Temporal alliance arrangements with industry structure constraints

James Downing [1], Mark Shanley [2]

[1] New Mexico State University, [2] University of Illinois Chicago

This research suggests the mechanism to span firm boundaries in a concentrated market will not likely take the form of merger or acquisition, rather the quicker economic approach with be to develop collaborative arrangements with competitive firms. The nature of concentrated markets includes certain constraints observed by market customers governed by the reputation and tacit skill of competitive actors. We suggest the preferred strategic efforts for these firms are to engage in alliance efforts to engineer transaction costs. Alliance forms will share information and reputational effects for a temporary time until the market buyer interaction is completed.

DP4-2-5 - Enabling regenerative business: The strategic value of employee ownership rights

Simon Pek [1], Lorin Busaan [1]

[1] University of Victoria

Escalating social and ecological crises call for a paradigm shift from preventing harm to enhancing social and ecological well-being. Leading this shift is regenerative business, which reorients strategic management towards socio-ecological needs. While this nascent field has made important strides in redefining business strategy based on regenerative principles, it has yet to explore the influence of alternative ownership models. In this paper, we argue that assigning ownership rights to employees facilitates regenerative strategy by enabling four organizational capabilities: stakeholder integration, reflexive governance, very-long-term horizon, and socio-ecological stewardship. We make two key contributions. First, by theorizing employees' role in shaping organizational capabilities, we advance leading-edge sustainability scholarship by elaborating how alternative forms of ownership can facilitate transition to regenerative strategy. Second, we provide a theoretical foundation for emerging research on corporate sustainability within the broader field of scholarship studying employee equity ownership and participation in decision-making.

Table 3: Strategic Management & Organizational Theory
Chair: M. Audrey Korsgaard, *University of South Carolina*

DP4-3-1 - It's about time: The role of time during crisis management innovation

Sarah Kovoor-Misra [1]

[1] University of Colorado Denver

Innovations are an integral part of effective organizational crisis management. However, scholars have focused on the innovations that emerge during crisis containment, while paying less attention to those that are created or adopted in the pre and post phases of a crisis. This has led to an incomplete understanding of the various forms of crisis management innovations (CMIs). In addition, there has been limited research on the temporal complexities associated with the CMI process. Therefore, in this conceptual paper, I discuss how I will provide a broader classification of CMI forms and propose a time-based CMI process model. I conclude the paper by discussing the implications for future research and practice.

DP4-3-3 - Meaningful action theory: A unified definition of value creation for strategic management

Steven Hyde [1], Chad Coffman [1], Darcy Fudge Kamal [2]

[1] Boise State University, [2] Sacramento State

We resolve strategy's definitional gap around "value creation." Meaningful Action Theory (MAT) defines value as enabling stakeholders to participate in meaningful actions within identifiable social totalities—markets, professions, families, moral communities, and cultural fields. This places value in observable participation rather than preferences and treats incompatible standards as expected. Qualitative evidence from

ranches shows managers navigating six concurrent value dimensions—functional, family, cultural, moral, social, and aesthetic—when adopting technologies. The same tool can raise functional value while destroying cultural and social value, explaining "inefficient" choices and rejections of superior technologies. MAT integrates core strategy lenses by specifying what value means for resources, capabilities, governance, legitimacy, and competitive advantage, and it yields a stepwise method for empirical study.

DP4-3-4 - When the board does not monitor: The effect of board compensation and CEO founder on firm misconduct

Oleksandr (Alex) Tsaruk [1], Jeffrey Bailey [1], Daniel Eveleth [1]

[1] University of Idaho

This study examines the impact of board compensation on firm misconduct and when the founder CEO influences this relationship. Drawing on agency theory, we argue that board total compensation incentivizes stronger monitoring, which in turn leads to lower levels of firm misconduct. However, when the firm's CEO is also the company founder, it disrupts the board's monitoring sensitivity to compensation. We argue that the CEO founder contingency of the board's monitoring function is theorized to be based on the board's co-option, the attribution of salient negative events to the CEO, and the board-CEO information asymmetry. Using a panel dataset of S&P 500 firms, we find that (1) board total compensation is negatively associated with misconduct, and (2) this relationship is true only when the CEO is not the founder. Our study enriches corporate governance and leadership research by integrating agency and attribution mechanisms to introduce a previously unexamined boundary of the board's monitoring function. Keywords: executive compensation; CEO founder; organizational misconduct; agency theory

DP4-3-5 - Passion for place: How a grassroots organization championed downtown revitalization

Rebecca Franklin [1]

[1] New Mexico State University

This autoethnography explores a downtown revitalization process in which a grassroots organization leveraged passion for place to help a community overcome a development project that favored corporate interests over place-based development. This article combines autoethnography with archival data to explore the revitalization efforts of a grassroots organization. Autoethnography allows examination of the process based on my personal experiences, while archival data provides a means for reliability checks and external support for the autoethnography, creating a narrative from which implications for downtown revitalization are drawn. Passion for place is defined and highlighted as a factor that drew me into the revitalization process, as well a motivation for the actions of others. The role of passion for place in downtown revitalization is discussed, illustrating how a grassroots organization gained enough power and legitimacy to help a community resist development that would have damaged peoples' sense of place. This paper informs practice and policy by illustrating the crucial role of place, the importance of enhancing sense of place while considering the unique needs of of the community, and actions that can be taken by grassroots organizations that help facilitate a place-based revitalization effort.

Table 4: Higher Education & The Professorship
Chair: Gareth Craze, *University of Economics Ho Chi Minh City*

DP4-4-1 - The journey from egocentric gravitas to beneficial action: Beyond nugatory accomplishments, meretricious metrics, and aspiring to "A" hits

Robert Giacalone [1], Sean Valentine [2]

[1] Texas State University, [2] University of North Dakota

Academic institutions often engage in a gravitas that promotes the self-interests of faculty and administrators and furthers university reputations through the collection of meretricious measures. While these actions may provide some indication of educational quality, they paradoxically can do little to improve the well-being of the stakeholders and students that academic institutions serve. What is needed is a new mindset that prepares students to adopt the values and skills that will make them successful in the workplace. Using beneficial action theory, we propose that new metrics should be used to evaluate the impact that universities have on their stakeholders, something we refer to as academic transformational impact. Measures of academic transformational impact should assess the degree to which academic institutions enhance the well-being of stakeholders, rather than measuring institutional accomplishments that serve the self-interests and egos of academics. Such an approach, particularly efforts that enhance students' well-being, will provide those in higher education with a better snapshot of their abilities to benefit the individuals and communities they are supposed to serve.

DP4-4-2 - Incompetent university administrators: Why do they keep getting hired and what are the consequences?

Kim Hinrichs [1], Andrew Hinrichs [2], Suzanne Zivnuska [3]

[1] California State University, Chico, [2] California State University, Stanislaus, [3] California State University, Monterey Bay

In an environment where capable decision makers are more important than ever, it often appears that university administrators are not up to the job in spite of the fact that expertise in management is abundantly available in academia. We propose that poor performing university administrators may be explained in part by the use of recruitment, selection, and promotion processes used to fill academic administrative positions that often result in decision makers who are ill-equipped for their position.

DP4-4-3 - Beyond moral priming: Testing virtue framing as a stable moral activation mechanism

Geoffrey Plourde [1]

[1] California Lutheran University

This developmental paper proposes a behavioral experiment that tests whether framing ethical dilemmas using virtue-ethics language improves ethical decision-making. Grounded in Thorne's (1998) integration of virtue ethics into Rest's (1986) Four-Component Model, this study examines whether invoking professional virtues (e.g., integrity, courage, fairness) shifts ethical judgments relative to neutral framing. This project would draw on empirical evidence from published studies to refine virtue framing as a theoretically distinct, identity-based moral activation mechanism rather than a transient "moral reminder." The proposed study would use a vignette-based experiment to test whether virtue framing increases ethical decision quality and whethervirtue framing enhances moral reasoning. The objective is to establish a validated virtue-framing manipulation to support future research on personality–virtue interactions

15:30–16:45	TRADITIONAL PAPERS SESSION #12 ORGANIZATIONAL CHANGE & COMMUNICATION

Location: Canyon 2

Chair: Christine Quinn Trank, *Vanderbilt University*

TP12-1 - Speaking change into being: Conversations for action across the four flows

Tomas Thundiyil [1]

[1] Central Michigan University

This paper advances an account of organizational transformation as a linguistic re-patterning of Conversations-for-Action Networks (CFANs) that becomes organizationally consequential where communication counts for organizing. Building on the communicative constitution of organization (CCO) and language/action theory, we integrate two linguistic drivers—generative language and temporal work—with three mechanisms— conversational legitimacy, commitment efficiency, and talk–thing coupling—to explain how new ways of speaking become durable practice. I theorize that transformational change leaves a measurable meso-level signature in CFAN topology (higher closure, shorter request-to-completion paths, redistributed declaration centrality, lower repair latency) and specify flow-specific indicators. The framework clarifies persistent puzzles in the literature—divergent outcomes from identical interventions, implementation decay, and high activity with low progress—by locating variance in conversational mechanisms rather than individual traits or structure alone. We outline a mixed-methods program for operationalizing CFAN, measuring mechanisms, and auditing artifacts, and we delineate boundary conditions where the approach is most diagnostic. By reframing transformation as linguistic re-patterning that complements objective redesign, the paper provides a compact, testable model for scholars and actionable diagnostics for practitioners.

TP12-2 - The role of psychological ownership in live-stream e-commerce: Antecedents and effects on consumer loyalty

Yi-Chieh Chang [1], Yikuan Lee [2], Shouyi Yang [3], Po-Han Lin [1]

[1] National Taipei University of Education, [2] San Francisco State University, [3] Committee of Recruitment Policy for Technological Colleges and Universities

This study investigates how psychological ownership (PO) forms and drives loyalty in live-stream e-commerce. Drawing on PO theory and endowment effect theory, we test how perceived interactivity, familiarity, and self-investment influence PO formation, and how PO affects continued usage and willingness to pay more. Survey data from 228 viewers were analyzed using structural equation modeling. Results show that familiarity and self-investment significantly promote PO toward streamers, while interactivity – often cited as live streaming's core advantage over traditional sales modes – has no significant effect. In turn, PO positively predicts both loyalty outcomes, highlighting the centrality of emotional bonds and personal investment for loyalty. These findings suggest that (1) low-agency, symbolic interaction is insufficient for ownership to emerge, and (2) platforms should prioritize strategies that cultivate familiarity and self investment to build durable loyalty.

TP12-3 - An examination of the antecedents and consequences of leadership structure schema

Anwesha Choudhury [1], Cynthia Maupin [2]

[1] California State University, Los Angeles, [2] University of Mississippi

A wide body of work on implicit leadership theories has demonstrated how individual cognitive schemas can be critical in determining how a potential leader is evaluated. However, the existing literature focuses largely on individual formal leaders, to the exclusion of more shared forms of team leadership. With the growing acceptance of shared leadership structures at the team level, there is a rising need to examine cognitive schemas about leadership focusing on shared leadership structures in teams. Therefore, in this paper we examine the antecedents and consequences of leadership structure schemas, which are beliefs about appropriate leadership structures in teams. Specifically, in a sample of 207 full-time workers, we investigate how trait identities may be associated with a more hierarchical or a more shared leadership structure schema. We also examine how leadership structure schemas influence the relationship between an employee's perception of shared leadership in their teams and their levels of satisfaction with their teams.

TP12-4 - Does diversity beget diversity? A multilevel review of strategic leader diversity and organizational diversity outcomes

Arjun Mitra [1], Steve Sauerwald [2], Christy Glass [3], Alison Cook [3]

[1] California State University, Los Angeles, [2] University of Houston, [3] Utah State University

Despite the proliferation of a sizeable stream of management literature studying the relationship between strategic leader diversity (such as gender, race, and age) and organizational diversity outcomes, the findings remain inconclusive and divided with regards to the nature of the relationship. To address this concern, we perform a systematic literature review of empirical research testing this relationship in management journals. In our review, we summarize and integrate extant empirical and theoretical research on the connection between strategic leader diversity and organizational diversity outcomes, provide a comprehensive, multi-level theoretical model based on past research, and suggest unconventional insights to guide future management scholars. Our integrative review identifies important core theories and perspectives connecting these two literatures such as social identity, critical mass, tokenism, and inter-group relations. We organize the key findings emerging from this integration into four prominent themes (critical impact areas, critical enablers or inhibitors, critical theoretical underpinnings, and scope of impact) to provide a novel insight into this stream of research. Finally, we offer several avenues for future research to scholars from management and social sciences disciplines to address some pertinent gaps identified in this literature.
Keywords: Strategic Leadership; Diversity; Diversity outcomes; Identity

15:30–16:45	TRADITIONAL PAPERS SESSION #13 ENVIRONMENTAL CONTEXTS & STRATEGIC COMPETITION

Location: Chapel

Chair: Derek Rich, *Eastern Arizona College*

TP13-1 - The ecology of coopetition: Vulnerability across inter-organizational "species"

Jialin Zhong [1]

[1] University of Victoria

This theoretical paper explores how vulnerability, conceptualized as the configuration of power and trust, shapes coopetition dynamics among competing organizations in tourism destinations. I draw inspiration from the biology analogies in the animal kingdom to reason that vulnerability is akin to the natural relationships that exist within our world. Building on Resource Dependence Theory (RDT) and the coopetition literature, I propose a typology of four vulnerability types: exploitative, strategic, compelled, and cooperative, and a process model to show how organizations transition between vulnerability types to navigate coopetition. This paper contributes to the coopetition literature by reframing cooperation as a spectrum of vulnerability, moving beyond a dichotomous outcome. Second, I integrate RDT with the trust literature to capture both calculative and relational motives. Third, I integrate temporal aspects with a process model that explains a fluid vulnerability and why the exploitative type can persist despite better collective outcomes. Keywords: Vulnerability, coopetition, power, trust, resource dependence theory

TP13-2 - Job search frustrations and anti-immigrant sentiment

Ray Fang [1], Serge Da Motta Veiga [2], Shuhua Sun [3]

[1] University of Washington Tacoma, [2] Neoma Business School, [3] Tulane University

This paper advances the job search literature by showing how negative job search experiences can have important social and political implications. Drawing on resource competition theory, we propose that frustrations with job search can lead people to develop anti-immigrant sentiment. We tested this theory across two longitudinal studies of active job seekers—a three-week pilot study surveying participants twice per week (N = 222, obs = 956) and six-week study surveying participants once per week (N = 254, obs = 979). We found that when job seekers experienced higher-than-usual levels of perceived goal unattainability, mental stress, and job search envy, they also reported stronger anti-immigrant sentiment. However, job search envy was the more consistent predictor of anti-immigrant attitudes and beliefs. Importantly, these effects were not attributable to individual differences, or changes in other job search-related behaviors, beliefs, or outcomes. Thus, this paper suggests that people have a tendency to project their job search frustrations onto immigrants.

TP13-3 - Property rights entrepreneurship: The drive for product, asset, and resource excludability

Thomas Dean [1], William Forster [2], Nicholas Dew [3]

[1] Colorado State University, [2] Oregon State University, [3] Naval Postgraduate School

Entrepreneurship research has long examined how individuals create firms, markets, and industries, yet less attention has been given to how entrepreneurs create the very property rights systems that make markets possible. We develop the concept of property rights entrepreneurship—entrepreneurial action directed toward devising or altering property rights to things in order to establish or enhance excludability. Drawing on legal theory and institutional economics, we introduce a typology distinguishing product rights, asset rights, and resource rights entrepreneurship, each corresponding to distinct inadequacies in excludability conditions that constrain economic activity. Our analysis reorients property rights theory away from the prevailing transaction cost view of property as contractual (in personam) and

toward the legal conception of property as a right to a thing (in rem). This shift highlights entrepreneurship as a central mechanism through which property rights evolve, institutions change, and markets emerge. By integrating insights from law, economics, and entrepreneurship, we advance a theory of how entrepreneurs not only exploit but also constitute the institutional foundations of capitalism. The framework provides a foundation for future research on the entrepreneurial origins of institutions, excludability as a driver of innovation, and the moral and political limits of private property creation.

TP13-4 - Peril, politics, and professions: Occupational hazard and political segregation in the U.S. labor market

Ray Fang [1]

[1] *University of Washington Tacoma*

The tendency for liberals and conservatives to be concentrated in different occupations significantly impacts society, yet its underlying causes remain unclear. Drawing on research from cultural and cognitive psychology, we develop a theory describing how occupational environments can shape people's political views, thereby contributing to this type of segregation in the labor market. Specifically, we argue that the more hazardous an occupation is, the more likely it is to have a higher proportion of conservative workers because dangerous work environments can socialize people to prefer order and stability. Using data from the Occupation Information Network, General Social Survey, and Bureau of Labor Statistics, we find that hazard occupations tend to have higher proportions of conservative workers, even after controlling for various alternative explanations. Further, using longitudinal data from the Youth-Parent Socialization Panel Study, we find that individuals employed in hazardous occupations tended to become more conservative over time relative to their peers in safer occupations. These findings suggest that liberals and conservatives may not only be sorting into different occupations; rather, certain occupational environments may contribute to political segregation in the labor market by shaping workers' political views.

16:45–17:45	**ASCENDANT SCHOLARS SESSION**
	Location: Mesa A & B Ballroom
17:45-18:45	**WALKING TOUR** (tickets required)
	Location: Meet outside hotel front doors at 17:45
18:00–21:00	**TEQUILA AND TACO TASTING EVENT** (tickets required)
	Location: Hotel poolside area. Canyon Ballroom if raining

SATURDAY, MARCH 14

SCHEDULE OVERVIEW

07:00–12:00	Registration / Info Desk Open (Promenade)
07:30–08:30	Breakfast And Wam Business Meeting (Mesa A & B Ballroom)
08:30–09:45	Workshop #5 *Experiential & Interactive Pedagogy* (Pecos)
08:30–09:45	Workshop #7 *Faculty Wellbeing & Performance* (Canyon 1)
08:30–09:45	Traditional Papers #14 *Climate, Biodiversity & Organizational Memor*y (Canyon 2)
08:30–09:45	Traditional Papers #15 *Entrepreneurship, Failure & Learning* (Chapel)
08:30–09:45	WAM Past Presidents Advisory Meeting (Pinon)
09:45–10:00	Coffee Break (Promenade)
10:00–11:15	Workshop #8 *Faculty Support & Professional Development* (Canyon 1)
10:00–11:15	Traditional Papers #16 *Corporate Governance, Innovation & Family Firms* (Canyon 2)
10:00–11:15	Inspirational Papers #2 *Innovation, Research Methods & Organizational Dynamics* (Chapel)
11:15–11:25	Transition
11:25-12:45	Closing Session - Workshop #9 *Exploring storytelling: A LEGO® Serious Play workshop* (Canyon 1)

07:00-12:00   **REGISTRATION/INFO DESK OPEN**
Location: Promenade

07:00-08:30   **BREAKFAST AND WAM BUSINESS MEETING**
Location: Mesa A & B Ballroom

08:30-09:45   **WORKSHOP #5 EXPERIENTIAL & INTERACTIVE PEDAGOGY**
Room: Pecos

W5 - Organizing lessons from dance: Embodied collaborations for well being

Jyoti Bachani [1], Antoaneta Petkova [2], Smita Trivedi [2]

[1] St Mary's College of California, [2] San Francisco State University

This workshop trains trainers to co-create a community of business faculty and practitioners who wish to add embodied movement and dance into their teaching tool kit. It is also for participants interested in discovering ways to bridge the knowing-doing gap by using dance and embodied presence as a way to learn by doing, by bringing creativity, imagination and intuition for creative problem solving to supplement the critical thinking using the intellect. Dance relies on use of body, action, space, time and energy and choreography brings structure and form. It has been used to teach many business concepts such as leadership, power, teamwork, followership, communication, etc. In this workshop participants will learn movement and dance vocabulary from three different traditions, to then apply their embodied experience to sensemaking and curricular design. They will take-away classroom-tested embodied exercises, a better understanding of the role of body, intuition and imagination, for self and collaborations and a grounded understanding of how dance might be a way of knowing that bridges the theory-practice gap. The workshop is designed for business school professors (strategy, OB, ethics, leadership) and consultants/managers interested in embodied wisdom, to better engage students in these times of technology-distractions. No prior dance experience is required; curiosity and openness are welcome.

08:30–09:45   **WORKSHOP #7 FACULTY WELLBEING & PERFORMANCE**

Location: Canyon 1

W7 - Intellectual athletes: How scholars can leverage sleep, diet, exercise, and mindfulness for enhanced wellbeing and academic performance

Gareth Craze[1]

[1] University of Economics Ho Chi Minh City

In a demanding professional realm such as academia, the relationship between personal wellbeing and vocational performance ought to be a topic of paramount significance. The scholarly pursuit of knowledge has long been associated with intellectual rigor and dedication, but beneath this veneer lies a troubling reality - the poor state of mental health among academics. This workshop aims to delve into the intricate web of relationships between personal wellbeing, mental health, and professional performance, and to provide practical advice and guidance for scholars seeking evidence-based means of better unlocking their full academic potential through improved overall health. In doing so, I aim to demonstrate that academia is akin to a pursuit of intellectual athleticism, and that addressing the mental health challenges and lifestyle habits of PhD students and academic faculty is not just an ethical obligation, but also a pragmatic necessity to optimize academic performance.

08:30–09:45   **TRADITIONAL PAPERS #14 CLIMATE, BIODIVERSITY & ORGANIZATIONAL MEMORY**

Location: Canyon 2

Chair: Paul Olk, *University of Denver*

TP14-2 - Grappling with the urgent present: Intermediaries and temporality in climate adaptation

Nichole Wissman[1], Amanda Bertana[2], Stephan Manning[3]

[1] University of San Diego, [2] Tulane Universitiy, [3] University of Sussex

Preparing local communities for climate impacts, so-called climate adaptation, is a multi-stakeholder process characterized by temporal complexity. This complexity arises from the multiplicity of timescapes, i.e. different temporal frames of reference involved in adaptation processes, such as short-term project and funding cycles, and longer-term and hard-to-predict climate and socio-economic dynamics.
In this study we examine the role of intermediaries in managing this complexity through temporal work. Based on a rich qualitative study of intermediation in different contexts, we find that intermediaries take different measures to align fragmented timescapes – a process we call temporal scaffolding – and thereby create a shared sense of priority and progression in climate adaptation efforts. Our findings advance our understanding of temporality in climate adaptation and the roles of intermediaries in managing temporal complexity in contexts of local intervention and systemic change.

TP14-3 - Pages that remember, pages that forget: Ethics of public memory after corporate crises

Agnieszka Kwapisz[1]

[1] Montana State University

Public accountability depends on what the public can find and remember. We compare how the same corporate crises are recorded across two digital knowledge infrastructures with different governance logics: Wikipedia (governed) and firm-controlled websites archived by the Wayback Machine. Using a pre/post design for 36 incidents (2001–2023), we track event–organization coupling (incident mentions) and coverage depth (page length), and we assess framing shifts from generic labels (e.g., "data breach") to episode-specific anchors (e.g., "Boeing 737 MAX groundings"). We find that, first, on Wikipedia, incidents are rapidly integrated and remain visible (higher post-event mentions, deeper descriptions, persistence within the first year); on corporate traces, changes are smaller, more variable, and often short-lived. Second, naming shifts toward episode-specific anchors on the governed platform, tightening the firm–event association. Third, effects are heterogeneous: strongest for named, high-salience controversies and weaker for routine legal actions. Conceptually, we shift focus from past-as-narrative to past-as-infrastructure, specifying the social and technical mechanisms (verification friction, version histories, redirects) that stabilize public memory. Normatively, we propose a baseline of balanced remembrance: preserve both the fact of harm and the record of remediation.

TP14-4 - Management inquiry, knowledge signaling, and an epistemic crisis

Christopher Collins[1], Ben Postlethwaite[1]

[1] Pepperdine University

Public trust in what qualifies as evidence has declined amid an "epistemic crisis" driven by information overload, political contestation, and the rapid rise of generative AI. This paper examines how this crisis appears in management and organizational studies through the rhetorical practice of knowledge signaling, where claims are presented as established without clear links to data, methods, or specific sources. We review

debates on epistemology, ontology, and methodology in management research, critiquing scientism's tendency to extend the authority of natural science into human domains and organizational life. Methodologically, we conduct an integrated, systematic review of key and recent works, analyzing citation and footnote practices as communication tools that can either conceal or clarify evidentiary support. Our findings highlight citation inflation, vague reporting verbs, and genre habits that promote accepting claims without solid proof, while also showcasing best practices that improve transparency and transferability. We advocate reforms focused on traceability, methodological consistency, and clear evidentiary links, enabling management research to demonstrate epistemic integrity in a low-trust environment. The paper offers a conceptual vocabulary, an evaluative heuristic, and a future agenda for editors, reviewers, and scholars to enhance the credibility and societal impact of management research.

08:30–09:45 **TRADITIONAL PAPERS #15 ENTREPRENEURSHIP, FAILURE & LEARNING**

Location: Chapel

Chair: Kim Hinrichs, *California State University, Chico*

TP15-1 - Do entrepreneurs learn from failure? Evidence from the Kickstater.com crowdfunding platform.

Matthew Barlow [1], Ryan Angus [2], Hyeonsuh Lee [2]

[1] *Montana State University,* [2] *West Virginia University*

A vast and growing body of entrepreneurship literature encourages entrepreneurs to fail often to succeed sooner. Critically, this literature either assumes that failure is the unfortunate result of bad luck or that failure will generate information that entrepreneurs can leverage to learn and improve. Despite the centrality of this assertion, the relationship between prior failure and subsequent probability of entrepreneurial success remains empirically under investigated. This paper builds on the blind-variation-and-selective retention and experiential learning literatures to hypothesize that there is a positive relationship between the number of failed experiments an entrepreneur has performed and the probability of success. This hypothesis is tested on a unique sample drawn from the Kickstarter crowdfunding platform. Surprisingly, the paper finds that prior failure strongly predicts future failure—with each successive failure, an entrepreneur's odds of success significantly decrease. Through a series of post hoc analyses, the paper explores changes entrepreneurs make over time and finds that they do not adjust their aspirational goals downward enough in response to failure. In light of these robust empirical findings, the paper posits that repeated failure may be more likely to reveal persistent skill deficiencies than to sow the seeds of learning or to simply be the result of bad luck.

TP15-2 - Exogenous shocks and episodic resistance: The case of market reactions to firm LGBTQ inclusion following the Orlando nightclub shooting and the election of Trump

Xiwen Zhao [1]

[1] *University of Wisconsin-Whitewater*

This study explores the influence of exogenous shocks on institutions and firms. We propose that exogenous shocks can mobilize episodic resistance against a dominant institution by prompting dissidents to perceive opportunities to delegitimize the institution and gain support from elite allies. We situate our exploration in the context of LGBTQ rights as an institution by examining how investors reacted to firms following two exogenous events in 2016: the Orlando nightclub shooting and the election of Donald Trump. Our event study shows that following both events, firms with fewer LGBTQ-inclusive practices headquartered in more conservative states experienced higher abnormal returns, especially when they had lower levels of institutional ownership. The observed effects of these two events occurred despite the dominance of LGBTQ rights, as reflected in the fact that less LGBTQ-inclusive firms experienced lower annual stock returns. A text analysis of relevant Twitter (now X) posts lends support to our interpretation of these findings by showing a spike in anti-LGBTQ voices immediately following the two events.

TP15-3 - Swinging for the fences: Strategic risk taking in entrepreneurship

James Ostler [1], William Forster [2]

[1] *Willamette University,* [2] *Oregon State University*

Entrepreneurs routinely "swing for the fences," pursuing bold, high-risk strategies that lead most ventures to fail—yet these same risky bets drive the breakthroughs that transform industries. This paper explains this paradox: if entrepreneurs are not inherently risk-loving, why do they behave as if they are? We argue that entrepreneurial risk-taking is a rational structural response to competition rather than a psychological trait. We distinguish financial risk—variance in absolute returns—from strategic risk—variance in relative performance when only a few firms can win. In such winner-take-all markets, avoiding risk guarantees failure, while increasing variance offers a chance of survival. Our formal model shows that optimal risk-taking depends on market structure, represented by the ratio of winners to entrants ($\lambda = m/n$). Extending the model to incumbents and entrants, we show that entrepreneurs take greater strategic risks to overcome resource disadvantages, reframing risk as the enabler of innovation rather than a symptom of bias.

09:45–10:00	**COFFEE BREAK**

Location: Promenade

10:00–11:15	**WORKSHOP #8 FACULTY SUPPORT & PROFESSIONAL DEVELOPMENT**

Location: Canyon 1

W8-1 - Faculty i-deals: Negotiating your ideal job

Johnna Capitano[1], Kathryn Aten[2], Suzanne Tilleman[3]

[1] West Chester University, [2] Naval Postgraduate School, [3] University of Montana

As busy faculty members, we are so focused on our students, our service, and our scholarship, we spend little time to consider our own professional roles. Faculty may not pause to reflect on questions such as: What do I enjoy at work and would like to do more of? What do I dislike and avoid if I can? What do I wish my job could expand to include? I-deals are voluntary, personalized agreements negotiated between individual employees and their employers regarding terms that benefit each party. This workshop will introduce attendees to the myriad ways that professors across the country have negotiated i-deals to make their jobs more rewarding and meaningful. Attendees will take away the following:(1) Examples of actual faculty i-deals from professors we have interviewed; (2) A clearer picture of their ideal job; (3) Deans' perspectives on what i-deals benefit schools; (4) Strategies to initiate negotiation of an i-deal

W8-2 - Supporting psychological safety for faculty

Kelly Fisher[1]

[1] West Chester University

This 35-minute interactive workshop explores the critical role of psychological safety in the academic lives of faculty members, particularly as it intersects with identity, institutional support, and governance. In a psychologically safe environment, people feel free to ask questions, be inquisitive and curious, and share ideas freely. In such an environment, students are trusting and confident in themselves and others. Equally relevant, when faculty members feel psychologically safe, they are more likely to experiment with different teaching strategies and engage in reflective practice. Drawing on original research findings, the session will illuminate how factors such as age, sexual orientation, disability status, peer and Chair support, and institutional policies shape faculty members' sense of safety in the classroom and broader academic environment.

10:00–11:15	**TRADITIONAL PAPERS #16 CORPORATE GOVERNANCE, INNOVATION & FAMILY FIRMS**

Location: Canyon 2

Chair: Patricia O'Connell, *Lourdes University*

TP16-1 - When a rebel breaks the mold: How CEO nonconformity and TMT regulatory focus affect corporate venture capital investments

Tahmineh Borhani[1], Oleksandr (Alex) Tsaruk[1], Abhishek Srivastava[2]

[1] University of Idaho, [2] Ball State University

This study examines how CEO nonconformity drives corporate venture capital (CVC) investment by integrating mechanisms of cognitive frames, social identity, and regulatory focus theories. CVC investments are recognized for their capacity to expand organizational boundaries through knowledge absorption and market exploration. Yet, research has largely overlooked executive-level antecedents. We theorize that CEOs who deviate from conventional norms possess a nonconforming cognitive frame composed of distinctiveness and rebelliousness lenses. This frame enables them to identify distant but valuable opportunities while motivating innovative actions to affirm their unique social identity among corporate leaders. However, while recognizing novel opportunities is essential, the motivation to act upon these insights depends on regulatory focus. Top management teams (TMT) with a high promotion focus are inclined toward gain-seeking behaviors and view uncertainty as an opportunity for strategic exploitation. In such contexts, nonconforming CEOs are more likely to make CVC investments. Conversely, when the TMT is prevention-focused—prioritizing security over gains—the same uncertainty may be perceived as risk, thereby attenuating the expression of nonconforming behavior in venture decisions. This study contributes to the upper echelon and corporate venturing literature by highlighting how executive cognitive frames and identity motivations influence strategic decisions.

TP16-2 - Reputations for knowledge misappropriation and the sharks dilemma

Hugo Leenders [1]

[1] *New Mexico State University*

A common way for technology ventures to develop and commercialize their inventions is through R&D alliances with incumbent firms. However, in seeking such alliances, technology ventures face a "sharks dilemma": the tension between access to valuable resources on the one hand, and the risk of knowledge misappropriation by potential partners on the other hand. We investigate how incumbents' reputations for knowledge misappropriation – captured by their histories of patent infringement – influence partner selection. We find that ventures avoid incumbents with such reputations, particularly when they receive more media attention as defendants in patent infringement litigation, and when competition among incumbents is intense. By highlighting the role of incumbents' past misappropriation behaviors, this study extends research on the sharks dilemma and demonstrates how character reputations shape R&D alliance formation between technology ventures and established firms.

TP16-3 - A configurational analysis of the interactive effects of socioemotional wealth and CEO narcissism on family firm innovation

Vasiliki Kosmidou [1]

[1] *University of New Haven*

This study examines how socioemotional wealth dimensions (SEW) interact with CEO narcissism to shape innovation in family firms. Building on the REI conceptualization of SEW with its three distinct dimensions including renewal of family bonds (R), emotional attachment (E), and identification with the firm (I), and drawing on the theory of narcissistic organizational identification, we explore how each dimension differentially influences innovation through its interaction with CEO narcissism. Using fuzzy set qualitative comparative analysis (fsQCA) on a sample of 203 privately owned US-based small and medium-sized family firms, we find that the effect of identification on innovation is contingent on CEO narcissism, while the effects of the other two SEW dimensions are not. Our findings provide empirical support for the interplay of CEO personality and family centered SEW goals as well as the interactions between SEW dimensions in driving family firm innovation and underscore the importance of examining SEW at a more granular level using multidimensional measures.

TP16-4 - Corporate governance, agglomerations, and innovation

Matthew Farrell [1], Habib Islam [2, 3]

[1] *Austin Peay State University,* [2] *Eastern Washington University,* [3] *Wayne State University*

Extant research suggests that the contribution of a firm's board of directors to innovation, and value capture from innovation streams, depends upon contextual factors. This study postulates that a focal firm's location within an agglomeration would be such a context given research supporting its effects on both governance and innovation. Synthesizing insights from agency and agglomeration theories, we extend the literature in innovation, governance and agglomeration by identifying the impact of board monitoring on firm innovation in the semiconductor industry. Our results suggest that support for agency theory predictions vary with the degree of agglomeration within which the firm is embedded. More specifically, our study reveals that innovative firms in agglomerated settings tend to adopt greater safeguards against opportunism (in the form of board independence and CEO non-duality), than innovative non-agglomerated firms. These findings suggest that to sustain innovation, shareholders, CEOs, and boards should consider the degree of agglomeration their firms are embedded in when designing governance arrangements.

10:00–11:15	INSPIRATIONAL PAPERS #2 INNOVATION, RESEARCH METHODS & ORGANIZATIONAL DYNAMICS

Location: Chapel

Chair: Carol Flinchbaugh, *New Mexico State University*

IP2-1 - Latina women leadership and the leaky pipeline within higher education

Jennifer Banegas [1]

[1] *Pepperdine University*

Latina women continue to face difficulties in acquiring leadership roles in higher education. The leaky pipeline permeates through higher education and hinders the advancement of Latina women leaders. This paper explores Latina women leadership through the theoretical frameworks of critical race, LatCrit, Chicana feminism, and social learning. A literature review uncovers themes of social connectedness, mentoring, and resiliency as elements that intersect for Latinas within higher education. A qualitative methodology is proposed to gain insight into the lived experiences of Latina women leaders in higher education. Interviews will be conducted to find implications for higher education institutions to further Latina women leaders within their organizations.

IP2-2 - Validating the 15-item Sense of Community Scale (SCS-2) in sport

Whitney Moore [1], Stacy Warner [2]

[1] East Carolina University, [2] Professor

The U.S. Surgeon General described loneliness as an epidemic in 2023. In 2024, Porath, Gibson, and Spreitzer called for research on the people's sense of community to counter the loneliness epidemic. In our current study we examine the psychometric properties of an updated scale: Sense of Community Scale (SCS-2). This refined measure was composed of five subscales – Administrative Consideration, Common Interest, Equity in Administrative Decisions, Leadership Opportunities, and Social Spaces – and a higher-order Sense of Community. Participants were 776 Division I athletes who completed the survey online. Two, multigroup confirmatory factor analyses were conducted across the race/ethnicity groups (White and Black) and sport type (individual and team sports). Both models passed measurement invariance, as well as homogeneity of latent means, variances, and correlations with validity variables. Significant relationships were found with university sense of community outcomes, academic experience, academic retention, academic persistence, civic participation, and overall health interest. The study results support the measurement structure and internal reliability of the sense of community constructs, as well as how they related to the important validity variables in the near context (academic experience, academic retention, academic persistence, and university sense of community outcomes) and distal context (civic participation and overall health interest).

IP2-3 - Nonmarket signaling and strategic spillover: Walmart's role in shaping competitive responses to sustainability and wage initiatives

Joshua Powell [1], Paul Godfrey [1]

[1] Brigham Young University

This study examines how nonmarket strategic initiatives by a dominant firm reshape the behavior of peer firms. Focusing on Walmart's 2005 sustainability pledge and 2015 wage increase, the paper asks how such actions influence peer responses, and under what conditions peers imitate, resist, or differentiate. Little is known about how nonmarket strategies diffuse across competitors. Institutional theory highlights how visible actions create legitimacy pressures, while research on competitive dynamics shows how strategic moves trigger response cycles. By combining these perspectives, this study explores how nonmarket initiatives both manage stakeholders and alter competition. Because the research question asks how rather than how much, a case-based design is best suited. A comparative case approach allows attention to mechanisms, timing, and framing that quantitative studies often miss. The study draws on corporate disclosures, press releases, media coverage, and analyst commentary to trace peer responses. In addition, stock prices are examined over time to assess how responses affect firm performance. Finance perspectives suggest Walmart's moves should drive industry-wide shifts, but we argue otherwise. Some competitors will align with Walmart and mirror its stock trends, while others will not. This divergence offers insight into variation in competitive dynamics within discount retail.

IP2-4 - Internal vs. external signaling: Substitute or compliments, evidence from Kickstarter campaigns

Dan H. Vo [1], Cole Crider [2], Kristin Draulens [1]

[1] Florida Gulf Coast University, [2] University of Wisconsin-Eau Claire

This study examines how internal and external signals interact to shape crowdfunding outcomes on Kickstarter. We focus on two main signals. Budget disclosure through Kickstarter's Budget Tool (KBT) serves as an internal signal of financial competence and planning discipline, while the platform's editorial endorsement, Project We Love (PWL) badge represents an external endorsement of project quality. Using a dataset of 15,892 campaigns launched between August 2022 and January 2025, including 9,850 campaigns where KBT was formally available, we find that budget disclosure significantly increases pledged amounts, number of backers, and contributions per backer. Similarly, PWL endorsement strongly predicts campaign success. Interaction results reveal an asymmetrical result. PWL endorsement enhances the effectiveness of budget disclosure, but budget disclosure does not strengthen the effect of PWL endorsement. These findings contribute to signaling theory by highlighting that internal and external signals may not always complement each other symmetrically. We show that external validation can amplify internal signals, but strong external signals remain effective even in the absence of internal disclosure. The study offers theoretical insights into signal interactions and practical guidance for entrepreneurs designing crowdfunding campaigns.

IP2-5 - Fracture within: Exploring institution-led changes in corporate board dynamics

Marta Geletkanycz [1]

[1] Boston College

In recent decades, government and capital markets have introduced significant reforms intended to improve the reliability and governing effectiveness of corporate boards. Prompted by a spate of large-scale corporate failures, and further compelled by social movements demanding action on diversity, social justice, climate responsiveness, and other broader concerns, new governance codes and regulations have been enacted around the globe. Targeting the structure, composition, and transparency of corporate boards, nascent rules and regulations today impact over 95% of the world's public firms (OECD, 2023). Governance scholars have responded with an important, growing literature exploring the antecedents and direct effects of contemporary reforms. Yet understanding of board process implications remains limited.

This conceptual study addresses the shortfall by exploring the consequences of recent institutional interventions for intra-board dynamics. It argues newly-formalized reforms targeting the structure, composition, and transparency of boards have not only recast board task design and performance, but also the interpersonal dynamics surrounding director interactions. In doing so, contemporary governance reforms challenge the long-standing view of corporate boards as cohesive decision making groups. Implications for research and practice are highlighted.

IP2-6 - Toward a scalable governance model for disruptive technologies and innovation

Aaron Mcdonald[1], Catalin Ratiu[1], Beverlee Anderson[1]

[1] *California State University, San Marcos*

Disruptive technologies and innovations (DTIs), such as AI, blockchain, and big data, redefine technological and market paradigms, creating distinct governance challenges. This paper explores these governance needs and proposes a conceptual model for building a scalable governance configuration applicable at the firm, alliance, and industry levels. Drawing on theoretical analysis, the paper examines the advantages and challenges of existing DTI governance structures. It introduces a scalable framework designed to evolve in tandem with technological and market developments. The proposed framework centers on establishing an independent oversight board that mitigates information asymmetry between the governing body and the governed DTI firm. Over time, this board can expand into a broader social alliance and ultimately into a self-governing industry association responsible for setting standards and practices for the DTI industry. By offering a flexible and scalable approach, the framework bridges the gap between market-based and government-based governance models, addressing both economic and social concerns associated with DTIs.

IP2-7 - Constitutive paradoxes of socio-tech entrepreneurship: Toward a critical-generative framework

Latha Poonamallee[1]

[1] *The New School*

Socio-tech entrepreneurship is defined by paradoxes rather than temporary tensions. Ventures must pursue profit and social purpose simultaneously, enclose and diffuse knowledge at once, and scale impact while respecting ecological limits. These paradoxes are not peripheral but constitutive, shaping orientations, structures, and outcomes. This chapter develops a critical-generative paradox framework that integrates insights from organizational paradox theory, critical perspectives, and generative organizing. It conceptualizes paradoxes as dialogic spaces sustained through mechanisms such as hybrid ownership, mission-locked financing, community data trusts, and federated scaling. Accommodation occurs when paradox language confers legitimacy while underlying hierarchies remain intact. In contrast, generativity emerges when paradox navigation redistributes economic, epistemic, and ecological power, producing novel organizational forms that prefigure systemic transformation. The framework provides theoretical clarity, normative guidance, and methodological tools for distinguishing between reformist strategies that stabilize paradox within existing systems, thus engendering accommodation, and transformative strategies that reconfigure the conditions under which paradoxes are reproduced, thus enabling generative organizing.

11:15–11:25	**TRANSITION**

11:25-12:45	**CLOSING SESSION**
	Location: Canyon 1

W9 - Exploring storytelling: A LEGO® Serious Play workshop

Lori Peterson

In this specially designed teaching workshop for the Western Academy of Management, participants will have the opportunity to engage in a LEGO® Serious Play® learning and building experience. We will explore the topic of storytelling through directed LEGO® building prompts. Yes, LEGO® bricks will be provided for use in this interactive session and everyone will have the opportunity to build and share their creations. Along with individual building, we will have a conversation about how to intentionally use LEGO® bricks in the university classroom while incorporating LEGO® Serious Play® principles. We will also talk about planning, preparation and LEGO® supply acquisition. Facilitation in terms of what to say – and what not to say – to participants will also be discussed.

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GUEST ROOMS

GUEST ROOMS

GUEST ROOMS

FIREPLACE

HOT TUB

GUEST ROOMS

GUEST ROOMS

GUEST ROOMS

GUEST ROOMS

POOL

GUEST ROOM

BUSINESS CENTER

GUEST ROOMS

CORNER PANTRY

PROMENADE

MESA BALLROOM

A   B   C

CEDAR

GUEST ROOMS

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FRONT DESK

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1   2

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