WAM 2023
64th Annual Meeting
March 22–25, 2023
Whitney Peak Hotel, Reno, Nevada

THEME:
Persistence: A Road to Success
The Western Academy of Management expresses its gratitude to its generous supporters:

**CARMA (Consortium for the Advancement of Research Methods & Analysis)**

Journal of Management Inquiry

Lam Family College of Business, San Francisco State University

Management Department at University of Nevada – Reno

University of Montana College of Business

University of Nevada – Reno College of Business
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# Program at-a-Glance

## Wednesday, March 22

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>15:30-17:00</td>
<td>Doctoral &amp; Junior Faculty Consortium</td>
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<tr>
<td>18:00-20:00</td>
<td>Doctoral &amp; Junior Faculty Consortium Dinner</td>
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## Thursday, March 23

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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>07:00-08:00</td>
<td>Breakfast for Consortia &amp; WCA</td>
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<tr>
<td>07:30-17:30</td>
<td>Registration Open</td>
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<tr>
<td>08:00-11:45</td>
<td>Doctoral &amp; Junior Faculty Consortium</td>
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<tr>
<td>12:45-13:45</td>
<td>JMI Scholars at Doctoral &amp; Junior Faculty Consortium</td>
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<tr>
<td>13:45-14:15</td>
<td>Doctoral &amp; Junior Faculty Consortium</td>
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<tr>
<td>14:30-15:45</td>
<td>Workshop</td>
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<tr>
<td>16:00-17:15</td>
<td>WAM Opening Session / JMI Scholars Fireside Chat</td>
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<tr>
<td>17:30-19:30</td>
<td>WAM Opening Reception</td>
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## Friday, March 24

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>07:00-09:15</td>
<td>Symposium, Traditional Papers #1, Developmental Papers #1, Panel</td>
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<tr>
<td>09:15-09:30</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>09:30-10:45</td>
<td>Symposium, Traditional Papers #2, Developmental Papers #2, Workshop</td>
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<tr>
<td>10:45-11:00</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>11:00-12:15</td>
<td>Panel, Traditional Papers #3, Developmental Papers #3, Workshop</td>
</tr>
<tr>
<td>12:15-14:00</td>
<td>Presidential Lunch &amp; Awards</td>
</tr>
<tr>
<td>14:00-15:15</td>
<td>Traditional Papers #4, Traditional Papers #5, Developmental Papers #4, Workshop</td>
</tr>
<tr>
<td>15:15-15:30</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>15:30-16:45</td>
<td>Traditional Papers #6, Traditional Papers #7, Workshop, Workshop</td>
</tr>
<tr>
<td>16:45-17:00</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>17:00-18:15</td>
<td>Ascendant Scholars Session</td>
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<tr>
<td>18:30-21:30</td>
<td>WAM 2023 Dinner @ National Automobile Museum (Ticket required)</td>
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<td>Time</td>
<td>Wheeler Peak</td>
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<td>07:00-08:30</td>
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<tr>
<td>08:30-09:45</td>
<td>Traditional Papers #8</td>
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<td>09:45-10:00</td>
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<tr>
<td>10:00-11:15</td>
<td>Traditional Papers #10</td>
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<td>11:15-11:30</td>
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<td>11:30-12:45</td>
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Registration Open until 12:00
WAM FUTURE SITES

WAM 2024
MARCH 13-16, 2024
HILTON LONG BEACH, 701 W. OCEAN BLVD, LONG BEACH, CA 90831

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

2022-2023 WAM OFFICERS

President  Antoaneta Petkova, San Francisco State University
President Elect & Program Chair 2023  Lori Peterson, University of Tulsa
Vice President  Carol Flinchbaugh, New Mexico State University
Communications Officer  Alex Bolinger, Idaho State University
Chief Financial Officer  Jim Downing, Naval Postgraduate School
Representative at Large (two-year)  Chris Bradshaw, California State University, Stanislaus
Representative at Large (two-year)  Kyle Emich, University of Delaware
Representative at Large (three-year)  Suzanne Zivnuska, University of California Chico
Past President  Kim Hinrichs, University of California Chico

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 2023 JMI Scholar

Kimberly Elsbach,
University of California – Davis

WAM 2023 Ascendant Scholars

Phil Thompson, Virginia Polytechnic Institute and State University
Sarah Doyle, University of Arizona
Joseph Raffiee, University of Southern California
Michael Daniels, University of British Columbia

WAM 2023 Best Paper Award Finalists

Best Doctoral Paper Finalists

“Who Cares About The Recession And Corruption: I Will Always Have My Entrepreneurial Intentions” by Kevin Heupel

“Actor Engagement In Entrepreneurial Ecosystems: The Entrepreneurial Behavior Approach Of Entrepreneurial Orientation” by Sonny Nguyen

Best Traditional Paper Finalists

“Fighting Incivility One Amplified Idea At A Time: Increasing Willingness To Voice In Uncivil Groups” by Kathryn Coll, Kristin Bain, Tamar Kreps, Elizabeth Tenney

“Changing, Changing, Changing: Examining Knowledge Transfer Under Conditions OF Epistemic Instability” by J. Matthew Hughey, Craig Brimhall, Devin Rapp

“Entrepreneurial Cognitive Development: A Household Perspective” by Tobias Pret, Aviel Cogan
# Western Academy of Management 2023 Conference Schedule Summary

## Thursday, March 23

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
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<tr>
<td>07:30-07:50</td>
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<tr>
<td>08:00-14:15</td>
<td>Doctoral &amp; Junior Faculty Consortium (Mt. Rose)</td>
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<td>Sponsored by the Management Department at University of Nevada – Reno &amp; by CARMA</td>
</tr>
<tr>
<td>08:00-14:45</td>
<td>WCA Conference (Whitney Peak 3)</td>
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<td>Coffee Break</td>
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<td>14:30-15:45</td>
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<td>15:45-16:00</td>
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</table>
CONFERENCE SCHEDULE SUMMARY CONTINUED...

SATURDAY, MARCH 25

07:00-12:00  REGISTRATION OPEN (Pre-Function A)
07:00-08:30  WAM BUSINESS MEETING & BREAKFAST (Whitney Peak 1&2)
             Sponsored by the College of Business, University of Nevada – Reno
08:30-09:45  CONCURRENT SESSIONS (see full schedule below)
09:45-10:00  COFFEE BREAK (Pre-Function A)
10:00-11:15  CONCURRENT SESSIONS (see full schedule below)
11:15-11:30  COFFEE BREAK
11:30-12:45  WAM 2023 CLOSING SESSION (Whitney Peak 1&2)
# WAM 2023 Program Schedule

## Thursday, March 23

### Schedule Overview

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### 07:00-08:00

**Breakfast for Consortia & WCA**

*Location: Whitney Peak 1&2*

### 07:30-17:30

**Registration Open**

*Location: Pre-Function A*

### 08:00-14:15

**Doctoral & Junior Faculty Consortium**

*Sponsored by the Management Department at University of Nevada – Reno & by CARMA*

*Location: Mt. Rose*

### 08:00-15:45

**WCA Conference**

*Location: Whitney Peak 3*

### 09:30-09:45

**Coffee Break**

*Location: Pre-Function A*

### 11:45-12:45

**Lunch for Consortia & WCA**

*Location: Whitney Peak 1&2*
MARCH 22-25, 2023  
RENO, NEVADA

12:45-13:45  JMI SCHOLAR AND CONSORTIA  
Kimberly Elsbach, Stanford University  

13:45-14:15  CONSORTIA

14:15-14:30  COFFEE BREAK

14:30-15:45  WORKSHOP 1: EXPLORATORY/CONFIRMATORY FACTOR ANALYSIS  
Larry Williams¹  
¹Texas Tech University  
Organizer contact: Larry.Williams@ttu.edu  

Abstract: EFA and CFA are widely used in management research, and many advancements in their use have been developed. This session reviews their conceptual similarities, how estimation occurs, and provides recommendations for their use. An example data set evaluated with both EFA and CFA will be used to demonstrate key points.

14:15-14:30  COFFEE BREAK

16:00-17:15  WAM 2023 OPENING SESSION/JMI SCHOLAR FIRESIDE CHAT  

17:30-19:30  WAM 2023 OPENING RECEPTION  

Location: Whitney Peak 1&2  

Location: Cargo Room – Ground Floor
FRIDAY, MARCH 24

SCHEDULE OVERVIEW

07:00-17:00  Registration Open (Pre-Function A)
07:00-08:00  Newcomer's Breakfast (Whitney Peak 1&2)
             Open to anyone who has attended fewer than 60 WAMs
08:00-09:15  Concurrent Sessions
09:15-09:30  Coffee Break (Pre-Function A)
09:30-10:45  Concurrent Sessions
10:45-11:00  Coffee Break
11:00-12:15  Concurrent Sessions
12:15-14:00  Presidential Lunch & Awards (Whitney Peak 1&2)
             Sponsored by the Lam Family College of Business, San Francisco State University
14:00-15:15  Concurrent Sessions
15:15-15:30  Coffee Break
15:30-16:45  Concurrent Sessions
16:45-17:00  Coffee Break
17:00-18:15  Ascendant Scholars (Whitney Peak 1&2)
18:30-21:30  WAM 2023 Dinner at National Automobile Museum (Ticket required)
             Sponsored by the University of Montana College of Business
Directions from Whitney Peak Hotel:
• Head south on Virginia St.
• Turn left onto second street headed towards the Baseball stadium
• Before the stadium, take a right on Lake St. and continue over the river
• Make a left on Mill St.
• Turn left on Museum Dr.; National Automobile Museum is on the left!

07:00-17:00  REGISTRATION OPEN

Location: Pre-Function A

07:00-08:00  NEWCOMERS BREAKFAST
             OPEN TO ANYONE WHO HAS ATTENDED FEWER THAN 64 WAMs

Location: Whitney Peak 1&2

08:00-09:15  SYMPOSIUM 1: POSITIVE PSYCHOLOGICAL CAPITAL

The Past, Present, And Future Of Positive Psychological Capital
Rebecca Reichard¹, James Avey², Daniel Smith¹, Ketan Mhatre³
¹Claremont Graduate University, ²Central Washington University, ³University of Redlands
Organizer Contact: Becky.Reichard@cgu.edu
Abstract: The symposium aims to discuss the origins, present state, and future of positive psychological capital (PsyCap) through multiple innovative review methods. A dominant construct in Positive Psychology, PsyCap reflects an individual's motivational propensity in a particular domain (e.g., work) and is composed of four interrelated, state-like components - hope, efficacy, resilience, and optimism. Although demonstrating the import of PsyCap, meta-analytic reviews are limited to narrow empirical studies. Lacking a comprehensive review of the burgeoning field of PsyCap, questions remain regarding its foundations' veracity, cutting-edge trends, and possible futures. This symposium brings together innovative bibliometric studies supplemented with in-depth content analysis to comprehensively and critically examine the past, present, and future of PsyCap. We conclude with a provocative discussion of the presenters' work and the broader concept of PsyCap and its applications.

08:00-09:15 TRADITIONAL PAPERS 1: ENVIRONMENTAL INNOVATION

Room: Relay Peak

Chair: Andrew Hinrichs

Exposure To Environmental Jolts And Economic Experimentation In A Nascent Industry: The Moderating Role Of Knowledge And Political Ties
Jue Wang¹
¹Penn State University
Organizer contact: jjw6286@psu.edu

Abstract: Abrupt environmental changes, such as environmental jolts do not only create opportunities for firms' economic experimentation but also limit firms' access to resources for executing economic experimentation. This paper argues that whether firms choose to conduct economic experimentation after environmental jolts largely depend on firms' knowledge and political ties. The presence of knowledge or political ties provides firms with the resources needed for economic experimentation after environmental jolts. However, the diversity of knowledge and political ties have the opposite impact on the relationship between environmental jolts and firms' probability of economic experimentation. Using data collected on firms' economic experimentation in the nascent drone industry after the jolt of the COVID-19 pandemic, we found general support for these arguments.

'That Is Not A Platform': Avoiding The Dilution Of Theories For Multi-sided Platform Marketplaces
Ted Ladd¹
¹Hult International Business School
Organizer contact: ted@tedladd.com

Abstract: Multi-sided platform marketplaces are dominating entire industries, generating enormous revenues, and commanding large valuations. It is therefore not surprising that practitioners and scholars would attempt to expand the definition of a platform so that more types of businesses could bask in the reflected glow of these platform success stories. Unfortunately, these attempts are inaccurate, contorting platform theories beyond recognition or utility. Using a recent scholarly attempt to use platform theory to explain what is clearly not a platform activity, this article prompts an over-due discussion about the boundaries of platform theory. The benefit of such separation is the ability to construct businesses that use platform theory successfully to address many of the worlds most pressing problems.

Reconceptualizing Breakthrough Innovation: A Bibliometric Analysis Of The Literature And Proposed Framework
Avimanyu Datta¹
¹Illinois State University; and Wichita State University
Organizer contact: avimanyu.datta@gmail.com

Abstract: A surfeit of definitions for innovation types has resulted in the equivocal way breakthrough innovation is defined and used in the academic literature. The term breakthrough is often synonymously used with radical, disruptive, discontinuous, or stated results of radical innovations built to destroy past competencies. Such misperception may lead to several problems. First, it confuses breakthrough with competence destroying innovations, radical innovations, and product innovations. Second, if a breakthrough is equated with radical or competence destroying innovations, or new product launches, we assume that firms...
risk disbanding their existing technologies. Such activities without a clear path have shortcomings such as integration costs and information overload, leading to inconclusive results and the high complication of combining dissimilar innovations. Lastly, we do not know how these innovations relate to each other with a lack of comprehensive understanding. We analyze the extant literature using bibliometric method and propose a Configuration-Application-Performance framework that provides an evaluative assessment of types of innovations and their thematic linkages. This framework allows us to resolve some myths on how innovation has been conceptualized and operationalized. It also helps future researchers understand breakthroughs from an innovation performance perspective.

If Habermas Meets Foucault On Developing A Critical Learning Theory For The Prevention Of Future Disasters
Nobuyuki Chikudate¹
¹Hiroshima University

Organizer contact: cikudate@hiroshima-u.ac.jp

Abstract: This study suggests a leaning theory stemming from Habermasian critical theory and Foucaultian power theory in order to prevent similar types of disasters in future. It is true that Habermas and Foucault developed completely different sets of ideas, languages, concepts, and methodologies, i.e. Frankfurt School vs. French post-structuralism. However, these two philosophers demonstrated their methodologies of social inquiries for the ‘ills’ for the contemporary societies. The ill for the presenting inquiry is the disaster of the Fukushima Dai-ichi Nuclear Power Plant (FDNPP) of Tokyo Electric Power Company (TEPCO) that happened on March 12 and 14, 2011. It may be true that this disaster may be an ‘exhausted’ case because so much has been said and analyzed since 2011. However, we have not seen many inquiries from the perspectives of social theories. Thus, this study offers a learning theory based on these methodologies by using the case of FDNPP’s disaster.

08:00-09:15 ROUND TABLES - SESSION 1

Table Number: 1
Chair: Johnna Capitano

Cultural Norms In Text Based Vs. In Person Communication
Suraj Sharma¹, Zhaleh Semnani-Azad¹
¹California State University, Northridge

Organiser contact: suraj.sharma@csun.edu

Abstract: As businesses become more international, there is an increasing need to further understand cross-cultural communication. Additionally, businesses are increasingly using digital mediums for communication, illuminating the need to understand cultural norms of communication on digital interfaces. Fluid and effective communication between international business managers relies on cross-cultural competencies and knowledge of communication norms and business etiquette. We explore theories on Protestant Relational Ideology, Face and High/Low Context communication and extend these theories to propose how greetings, praising and indirectness may be enacted on digital mediums.

Hybrid Companies And Communication Of Prosocial Identity
Hyeonjin Cha¹
¹University of Oregon

Organiser contact: hcha@uoregon.edu

Abstract: Communicating an organization’s identity to members is crucial to organizational performance and survival. However, little is known about how hybrid companies-organizations pursuing prosocial missions while also engaging in commercial activities-convey their identity content to internal stakeholders. Drawing on key insights from prosocial certifications, organizational identity, and strategic legitimization literatures, I posit that organizational leaders of hybrid companies act as identity custodians and may use prosocial certifications as schema, a set of cognitive categories that give meaning and authority to the otherwise conflicting values of hybrid companies. Incorporating qualitative approaches to theory building with inductive
case studies, I plan to develop a process model describing how hybrid company leaders can use a prosocial certification to more clearly communicate its identity to members.

**Longitudinal Perceptions Of Value: A Conceptual Paper About Hype And The Threshold Of Over-Hype**

Aaron Pagel¹

¹University of Oregon

Organiser contact: apagel@uoregon.edu

Abstract: Hype is at the heart of persuading others to move toward an imagined future, and thus its mechanisms need to be better defined and understood to guard against the slippery slope that leads from hype, over-hype, and (in extreme cases like Theranos) fraud. The emerging literature around hype management highlights the importance of understanding this phenomenon, but it is limited by the lack of a foundational framework by which to study and measure the heuristics and biases that influence longitudinal decision-making at an individual level, which could then lead to nuanced research at a collective level and hopefully result in a generalizable model of hype management. This conceptual paper makes the case for understanding the relationship between time and individual perceptions of value which would contribute to literature on entrepreneurship, innovation, and nascent market development. It also offers a research path toward being able to define the threshold between hype and over-hype.

**The Contours And Consequences Of Carceral Logics In Organizations**

Verónica Rabelo¹, Oscar Stewart²

¹San Francisco State University, ²College of Charleston

Organiser contact: rabelo@sfsu.edu

Abstract: The twin crises of the COVID-19 pandemic and successive police murders of Black community members amplified calls for divestment from law enforcement and investment into intentionally-under-resourced communities. These calls were not always well received given the pervasiveness of carceral logics embedded within the fabric of virtually every societal institution. Carceral logics are rooted in the foundation of many U.S. organizations and institutions, and undergird pervasive responses for addressing harm within organizations. Carceral logics are inherently paradoxical; although people wield this logic under the pretense of public safety, they instead produce and exacerbate the very harms they seek to redress. In this conceptual paper, we seek to trace the origins of carceral logics, provide evidence for their existence and persistence throughout organizational life, and propose alternative ways of addressing, preventing, and responding to harm in organizations.

**Table Number:** 2

**Chair:** Nicholas Rhew

**(A Teammate's) Failure Is The Best Teacher: The Role Of Information Type And Group Context On Vicarious Learning Outcomes**

Craig Brimhall¹, Kathryn Coll², Yu Rong³, Diana Achoka²

¹University of California-Los Angeles (UCLA), ²University of Nevada, Reno

Organiser contact: craig.brimhall@anderson.ucla.edu

Abstract: We explore what factors influence the effectiveness of vicarious learning outcomes. In a pilot and two studies, we find that people learn more from group members than non-group members and from observing failures than observing successes. Lastly, we propose a third study to test the role of psychological proximity in vicarious learning from group members.

**Commensurate Measurement And The Threat Of Order Effects In Fit Research**

Kyle Ehrhardt¹

¹University of Colorado Denver

Organiser contact: kyle.ehrhardt@ucdenver.edu
Abstract: In this empirical developmental paper, I examine the threat of order effects in person-environment fit research using a between-subjects experimental design. Results from a sample of 631 individuals offers preliminary evidence that, in some circumstances, a researchers study design decisions may meaningfully influence assessments of person-environment fit.

The Landscape Of Strategic Opportunism In Labor Market Search
Pooria Assadi¹, Vikram Bhargava²
¹Sacramento State, ²George Washington University School of Business
Organiser contact: pooria.assadi@csus.edu

Abstract: The human resource management literature primarily contends that firms and candidates search the labor market to improve the efficacy of filling a vacancy and securing a job. We argue that, through strategic and opportunistic motivations, the labor market participants may engage the market for reasons other than what is traditionally assumed. At times, firms engage the market even without having a vacancy to gain insights into the labor market conditions or send much-desired growth signals to various stakeholders. Candidates too, at times, engage the market even without intending to secure a job to affirm their value or renegotiate their prospects with their current employers. By specifying how firms and candidates may be, in part or instead, strategically motivated, we conceptualize a labor market search typology that provides a more complete account of why the labor market participants engage the market and help reinterpret previously held irrationalities or poor judgements.

Table Number: 3
Chair: Kirk Silvernail

No One Is An Island: How Managerial Success Predicts Employee Motivation To Improve Performance
Gerard Beenen¹, Shaun Pichler¹, Andrew Yu², Wangxi Xu²
¹California State University, Fullerton, ²University of Melbourne
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Abstract: Based on conservation of resources (COR) theory, we propose that managerial success constitutes a personal resource that managers can sustain and extend by facilitating a work unit environment that encourages employee feedback seeking, which in turn predicts employees' motivation to improve. We further posit procedural climate as a cross-level moderator of the relationship between feedback seeking environment and employee motivation to improve. We test and find support for our model with a multi-level sample and analysis of 657 employees nested within 85 work units in a large healthcare organization.

Leadership Development And Well-Being: What Difference Are We Making?
Ayse Yemiscigil¹, Dana Born², Horace Ling²
¹Fordham University, Gabelli School of Business, ²Harvard Kennedy School
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Abstract: We propose that leadership competencies are not the only important outcomes that could be cultivated in leadership development; leaders well-being may also improve. The present research tested five preregistered hypotheses about positive changes in well-being in leadership development. In a quasi-experimental longitudinal study, a large multi-cohort sample of senior leaders from a leadership development program and a matched control group were studied. The results showed that over the short-term, leadership development had a positive impact on wellbeing, increasing sense of purpose in life and personal growth and decreasing stress. After six months, changes in well-being were reduced. No significant differences were observed between online and in-person leadership development programs. This research highlights leadership development's potential as a well-being intervention that can deliver psychological and professional value.
The Sustainable Development Goals And Business Students’ Preferences: An Exploratory Study On Preference Changes Pre And Post Pandemic
James Westerman¹, Chelsea Gulliver¹, Yalcin Acikgoz¹
¹Appalachian State University
Organiser contact: westermanjw@appstate.edu

Abstract: The COVID-19 pandemic can be characterized as a punctuated equilibrium event which exerted a significant shock to worldwide systems, including higher education. This exploratory research examines the impact of the COVID pandemic on business higher education. We investigate whether student preferences for the Sustainable Development Goals have shifted using pre- and post-pandemic data collections. A cluster analysis is undertaken to determine pre- and post-COVID. Implications of the results for teaching SDGs to business students are discussed.

Table Number: 4
Chair: Scott Bryant

Gently Loved: All Of The Fashion, None Of The Guilt
Cristina Nistor¹, Mine Ucok Hughes², Ekin Pehlivan³
¹Chapman University, ²California State University, Los Angeles, ³California State University, Channel Islands
Organiser contact: nistor@chapman.edu

Abstract: Fashion is a way for people to express their personality, connect socially, express their authentic selves within a society and participate in a shared experience of consumption. Consumers may have different motivations for choosing what types of fashion they purchase. In response, retailers and manufacturers have increased the offerings for their fashion apparel. More recently, online platforms that offer gently used fashion connect buyers and sellers online and offer additional options for fashion apparel. These platforms have sprung up in response to a demand from young consumers to have a sustainable option for fashion. Used or second hand apparel has been sold traditionally in brick-and-mortar stores, however technology advancements have allowed the newer consumers (eg Gen Z tweens or college students) to make purchases easily in an online context that mirrors social media. In this paper we aim to understand the reasons for consumers to adopt gently loved fashion.

Reframing Organizational Transparency
Vernita Perkins¹
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Abstract: Organizational transparency is a bold necessity for any organization. The old maxims of competitive privacy fade under shards of fear, greed, and a workplace model based on plantations and factories, where workers were merely an exploited means to an end. Dominant groups may be incapable of believing this origin information, due to foundations in discomfort avoidance and power dynamics. Yet, mass departures due to The Great Resignation, Covid-19 and its variants, racial disparities, and political divisiveness have resulted in an untrustworthy workplace culture. Organizations have given performative statements towards silencing disagreeable information, including appropriating social justice language, censoring differing views or redirecting content and conversations away from issues. Transparency offers an effective way to build trust and allows employees and organizational members to know they are safe, heard, and welcome.

Transparency Of CSR Communication Among SMEs
Aynur Nabiyeva¹
¹University of Massachusetts Boston
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Abstract: Existing research has largely assumed uniformity in small company CSR communication; nevertheless, mission-driven SMEs are increasingly engaging in CSR communication with various degrees of transparency in their communication. To better
understand this phenomenon, we theorize the transparency of SME CSR communication based on CSR integration in employee training and stakeholder salience in governance. We hypothesize that the incorporation of CSR concepts into employee training and stakeholder representation in the firm's governing body will increase the transparency of CSR communication. Preliminary results from an unbalanced panel of 990 firms offer support for our hypotheses.

08:00-09:15 PANEL 1: GENDER EQUITY IN THE WORKPLACE

The Persistent Pursuit Of Gender Equality In The Workplace: A Panel On The Trials Women Encounter At Work And How Organizations Can Help Women Leaders Flourish
Kelly Hall¹, Silvia Clark¹, Maureen Andrade¹, Ruthann Cunningham¹, Jill Jasperson¹, Jonathan Westover¹, LynnAnn Erickson¹
¹Utah Valley University
Organizer Contact: kelly.hall@uvu.edu
Abstract: Despite decades of efforts to promote gender equality, there is a persistent need for leaders and scholars to direct their attention to improving gender equality in the workplace. This panel offers an in-depth discussion of the trials women encounter in the workplace, how those trials impact leadership progression, and the type of leadership and organizational actions needed to support women's career advancement.

09:15-09:30 COFFEE BREAK

09:30-10:45 SYMPOSIUM 2: CURRENT STATE OF MANAGEMENT RESEARCH

James Downing¹, Richard Stackman²
¹Naval Postgraduate School, ²University of San Francisco
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Abstract: This workshop is designed to provide a thought-provoking discussion consistent with what it means to be 'Wammy' and the intent of our partnered publication, Journal of Management Inquiry to be catalytic. As such, participants need to have considered and be ready to discuss what has been missed in the management field's classics and the branches of research streams stemming from those seminal works. Beyond what has been overlooked from the field's classics (or seminal works), what is yet to be discovered, if anything? Alternatively, which seminal works have (or have not) aged well? Are there classic works that should be replicated? Join us as WAM continues to build our bond with JMI. One desired outcome of this workshop is a published curated work in JMI.

09:30-10:45 TRADITIONAL PAPERS 2: THE MIND OF THE ENTREPRENEUR

Chair: Suzanne Zivnuska

Meta-Analytic Review, Synthesis, And Directions for The Future Of Entrepreneurial Passion Research
Bart Debrick¹, Frederik Riar², Shanshan Qian¹, Chao Miao³, Franz Kellermanns⁴
¹Towson University, College of Business and Economics, ²Karlsruhe Institute of Technology, ³Salisbury University, ⁴University of North Carolina-Charlotte and WHU (Otto Beisheim School of Management)
Organizer contact: bdebrick@towson.edu
Abstract: Entrepreneurial passion has gained increasing scholarly attention in recent years. Although past research has
expanded our understanding of this phenomenon, the variety of constructs and contexts that have been studied presents a need for the entrepreneurial passion literature to be effectively analyzed. Using meta-analytic techniques, we systematically review constructs that have been examined as antecedents and outcomes of entrepreneurial passion and its inherent domains (i.e., passion for inventing, founding, and developing). We also conduct post-hoc meta-analyses regarding team-level entrepreneurial passion. This meta-analysis is based on a sample of 54 studies containing 332 effect sizes. Our results provide empirical insights into the impact of personal characteristics (e.g., age, gender, self-efficacy, human capital), firm characteristics (e.g., firm size, firm age), and macro-level characteristics (e.g., environmental dynamism) on entrepreneurial passion and its domains.

**Actor Engagement In Entrepreneurial Ecosystems: The Entrepreneurial Behaviour Approach Of Entrepreneurial Orientation**

Sonny Nguyen¹

¹University of South Alabama

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**Abstract:** Despite the popularity of the emergence of entrepreneurial ecosystems, there is a lack of measurement scales to respond to the high demand for empirical research, and the domain of entrepreneurial systems remains under-theorized. The limited research also has not explored the value of resource dependence theory and entrepreneurial behavior integration into entrepreneurial ecosystems. Therefore, this study fills in the above gaps by making four meaningful contributions. First, this study will extend and improve current measurement scales for entrepreneurial ecosystems. Second, the study integrates resources dependency theory into the entrepreneurial ecosystems research domain. Third, the study illuminates the interaction between firms and entrepreneurial ecosystems. Fourth, the entrepreneurial behavior approach of entrepreneurial orientation is explored as an enhancement to the entrepreneurial ecosystem.

*This paper is a finalist for the WAM 2023 Best Doctoral Paper Award*

**Relationships Between Firm Competences, Entrepreneurial Mindsets And An Entrepreneur's Worldview**

Janice Black¹, Yvonne Smith², Nicholas Rhew³

¹Western Carolina University, ²University of La Verne, ³University of Southern Indiana

Organizer contact: blackj@wcu.edu

**Abstract:** Entrepreneurs directly shape the future, but how? The authors outline the links between firm level competencies and the more recent construct in the literature, entrepreneurial mindset. These two constructs and the relationships between them are presented in detail. As a final link into the range of entrepreneurial paths taken to reach a future goal, we include the influences (direct and indirect from an entrepreneur's personal worldview. Their worldview like their mindset is socially constructed and so will be impacted by past experiences and developed meanings. This base model could be expanded in the future to address religious worldview impacts, and national culture impacts through a worldview.

**Entrepreneurial Cognitive Development: A Household Perspective**

Tobias Pret¹, Aviel Cogan²

¹Illinois State University, ²University of Strathclyde

Organizer contact: tpret@ilstu.edu

**Abstract:** Little is known about the role others play in entrepreneurs' cognitive capabilities. Based on a longitudinal, qualitative study, we find that entrepreneurs' cognitive development is a highly interactive process. Our data show that household members help entrepreneurs challenge unproductive thought processes and instead engage in positive cognitive practices. Specifically, we find that household emotional support facilitates the practice of self-efficacious, optimistic, hopeful and resilient ways of thinking. Contrary to the view that these psychological assets are ‘state-like’, we reveal them to be higher-level cognitive capabilities. Our study also highlights the everyday and affective nature of this process by demonstrating that it relies upon daily interaction and emotional co-regulation within emotionally intimate relationships. Thus, our findings help articulate the socio-emotional foundations of entrepreneurial cognition and portray these as stabilising, rather than encumbering.

*This paper is a finalist for the WAM 2023 Best Traditional Paper Award*
Exploring Changes In Student Entrepreneurial Mindset Over Time
Scott Bryant¹, Kregg Aytes¹, Agnieszka Kwapisz¹
¹Montana State University
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Abstract: We analyzed the change in entrepreneurial mindset for undergraduate students after three years. Our results suggest that overall, there were no big changes in all dimensions of an entrepreneurial mindset (EM) during the three years as measured by the Engineering Student Entrepreneurial Mindset Assessment (ESEMA). We found that Growth Mindset was the most influential dimension in the increase of EM among other related measures of traits and attitudes (Emotional Intelligence, Gratitude, Growth Mindset, and Grit). Finally, we found that entrepreneurial action three years after the original study was positively and significantly related to the level of EM interest in the original survey. Entrepreneurial intention three years after the original study was significantly and positively related to higher levels of EM Ideation and the increase in this dimension over the three years.

Fear-Based Followership, The Bully Leader, And A Climate Of Fear: A Social Constructionist Perspective
Rebecca Trotter¹, Maureen Wetzel², J. Whittington³, Brian Murray³
¹Dallas Baptist University, ²Lendflow and University of Dallas, ³University of Dallas
Organiser contact: mwetzel@udallas.edu
Abstract: Leadership is a process that involves the complex interaction of leader attributes, follower traits, and the context within which the relationship of the leader and follower are embedded. In this paper we utilize this process-based perspective to investigate a specific form of the leadership process: The abusive bully leader. We utilize the elements of the toxic triangle that is formed when dark leader, submissive followers, and a conducive environment interact to create an abusive relationship between a leader and his or her followers. We will argue that the toxic triangle provides the ingredients for the negotiated roles formed through a grant-claim process that ultimately creates a climate of fear. We conclude with a discussion of the implications for future research. Keywords: Toxic Triangle, Destructive Leadership, Climate of Fear.

Humble Or Transformational Leadership: Fostering Employee Creativity And Innovation
Sophia Thomas¹
¹Arizona State University
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Abstract: Although leader humility has been of interest in recent years, humble leadership research is fairly new compared to more accepted leadership theories like transformational leadership. It has even been suggested that humble leadership could be a stronger antecedent to these outcomes than other leadership concepts. This study will answer the research questions: Does humble leadership more strongly predict employee perceived creativity and innovation than transformational leadership? This study will use meta-analysis to demonstrate what we currently know about the effect of humble leadership and transformational leadership on creativity and innovation.

Identifying & Measuring The Leadership Style That Generate Positive Outcomes In A Crisis-Situation In The African Context
Soukaina Barnichi¹
¹Mohamed IV Polytechnic University in Benguerir
Organiser contact: Soukaina.barnichi@um6p.ma
Abstract: Leadership and Crisis are closely intertwined concepts. However, literature has not revealed which leadership style would generate a positive outcome in a crisis situation in the African context. In addition, the over-focus on ensuring business resilience in a crisis-situation undermines focus on employee engagement and need-fulfilment, where they are equally important and needed. This study addresses these gaps through measuring the relationship between the three prominent leadership styles, which are transformational, transactional and paradoxical leadership and the outcome variables of need-fulfilment and employee-engagement under the moderating effect of crisis. With the end-goal of identifying the leadership style that generates the positive outcomes.

Table Number: 2  
Chair: Nichole Wissman-Weber

Do Effective Leaders Equal Successful Leaders? An Empirical Investigation Of The Dark Side Personality Antecedents Of Leader Emergence And Effectiveness  
Guohong Han-Haas¹  
¹Youngstown State University  
Organiser contact: ghan@ysu.edu

Abstract: In the present study, I will use current theory in personality research to inform an investigation of the individual differences underlying leader emergence and leadership effectiveness evaluations. Prior research has shown that although normal personality traits can be consistently related to leadership outcomes, their effects are not very impressive. One alternative that has been suggested is to test the subclinical personality traits (also called dark side personality) that function as leader derailers. In the present study, I will investigate the degree to which subclinical traits predict ratings of leader effectiveness and leadership potential in a large organizational setting. I hypothesize that these traits will not only add significant incremental validity over traditional personality measures, but will also offer key insights into the mechanisms by which such evaluations are made.

How Networks Readjust: Partner Disappearance In The Thoroughbred Horse Industry  
Darcy Fudge Kamal¹, Cristina Nistor²  
¹Sacramento State, ²Chapman University  
Organiser contact: darcy.fudge@csus.edu

Abstract: In this proposed research, we look at how partner disappearance changes social networks in the Thoroughbred Horse Industry. Founder deaths and restructuring can have a profound impact on the remaining players in the industry. We propose to analyze how the remaining industry participants adapt and adjust to the partner disappearing from the network. We propose to study horse breeding partnerships, and firm exits from 2010-2014.

Measuring Entrepreneurial Resilience: Scale Development And Validation  
Christopher Stevens¹, Yemisi Awotoye¹, Israel Kpekpena²  
¹Gonzaga University, ²Ghana Institute of Management and Public Administration  
Organiser contact: stevensc@gonzaga.edu

Abstract: Research attempting to study the resilience of entrepreneurs has grown steadily. However, recent events, most notably COVID-19 have necessitated further research that helps us better understand the nature, predictors, benefits, and outcomes of resilience among entrepreneurs and business owners. This paper aims to investigate the nature and role of resilience among entrepreneurs, delineate entrepreneurial resilience from general resilience, and to develop a scale to measure entrepreneurial resilience.
Tame The Narcissistic Self: The Buffering Effect Of Humility
Yu Rong¹, Jinyu Hu¹
¹University of Nevada, Reno
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Abstract: To better understand the complexity of personal attributes, we investigate how the two seemingly paradoxical individual characteristics, narcissism, and humility, might interact to influence an individual’s sense of psychological entitlement, which has been shown to be a cognitive pattern associated with narcissism. The preliminary survey (n = 268) seemed to support our proposed counter-balancing benefit of humility. This is an encouraging first step to further explore the self-based psychological and attitudinal mechanisms for the combining effects of seemingly paradoxical traits like narcissism and humility.

Table Number: 3
Chair: Emmeline de Pillis

Hybrid-Flexible Teaching & Learning And Student Self-Determination
Craig Seal¹, Di Fan², Shammi Gandhi³, Maria Garcia Guzman¹, Selina Sanchez¹, Alana Olschwang⁴, Dara Thap¹, Dana Abdelkhaliq¹
¹California State University, San Bernardino, ²University of Illinois, Urbana-Champaign, ³New Mexico State University, ⁴California State University, Dominguez Hills
Organiser contact: cseal@csusb.edu

Abstract: There are currently multiple teaching modalities available to instructors. Although the terms vary, in general you have (a) classroom instruction; (b) online asynchronous; (c) online synchronous; and (d) hybrid. However, all these models are linear, assuming a one-size fits all approach whereby students follow the pre-determined modality path laid out by the instructor. However, what if a course design considers student self-determination, where the learner can move between modalities based on her or his choice, while not sacrificing the quality of content or experience? Such is the potential promise of the hybrid-flexible modality, which takes blended learning (a mixture of classroom and online) to a new level. In this conceptual, developmental paper, we review the integration of learning modalities (blended), discuss the hybrid-flexible model, and then consider implications for student-self-determination and the impact on design and assessment toward building persistence.

Organizational Change And OCB In US, Mexico And China Etic and Emic Prospective: An Exploratory View Of How Employees Speak Their Minds
Zerui Chen¹, Luis Ortiz¹
¹New Mexico State University
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Abstract: The purpose of this paper aims to explain organizational change in a cross-cultural environment through the prospective of forty-one employees in a Mexican Maquiladora, 4 Chinese employees and American as seen in the Literature. While Chinese of a latter generation often see no organizational change they do move within their organizations in their career. The Mexicans at a former Bell company, AT&T, Lucent and becoming Vetech Technologies in Mexico provided access to various employees (many positions and departments) within the organization in order to understand how organizational changes affect employees of different levels of the organization. The forty-one structured in-depth interviews conducted lasted anywhere from thirty minutes to hour per interview. The study found that employees in Mexico give their organizational loyalty primarily to their immediate manager, then identify with their in-house management, and finally give their loyalty & obtain a sense of pride in a corp.

Scrub In The Classroom: A Resource On Neurodiversity And Organizational Behavior
Eric Lamm¹, Robert Bonner¹
¹San Francisco State University
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Abstract: This resource review presents a novel way of using video that will allow instructors to more efficiently and effectively use video to help students understand organizational behavior (OB) concepts. An episode from the sitcom, Scrubs, depicting the life of young medical residents at a teaching hospital, is presented. The episode can be used to illustrate the underemphasized topic of neurodiversity, an often-neglected topic in OB courses. By using the episode in its entirety, students are able to analyze events in context, something that is impossible to do when using short clips from movies and television. In addition to the focus on neurodiversity, using the full episode is worthwhile because the episode is so rich in content that it can be applied to every week of a traditional OB course.

Theorizing The Block Chain: How Solidified Historic Imagination Changes Under Decentralization, Deregulation, And The Loss of Fiat
Chet Barney¹, Rohny Saylors², Hank Strevel³,
¹University of South Dakota, ²University of Washington Vancouver, ³Purdue University Fort Wayne
Organiser contact: chet.barney@usd.edu

Abstract: The history a community imagines creates the meaningful realities they live in. While some research shows how different aspects of a community's history can be remembered or forgotten, most research focuses on how a community tells its story and changes the way communities experience the past and think about the future. The purpose of this paper is to theorize the blockchain by looking at how different communities have responded to changes in centralization, regulation, and fiat. These historical shifts in can be seen as the result of conflicting institutional orders that produce community logics, which are applied to the social, relational and discursive properties of solidified historical imagination, fungible nouns often called commodities. We theorize three paths for the future: 1) Continued struggle between different visions of legitimate order; 2) Increased chaos due to a breakdown in legitimacy 3) An increase in efforts to stabilize current ordering arrangements. Examples given.

Table Number: 4
Chair: Lalit Manral

CEO Emotion And Initiating Strategic Change In The U.S Performance Sport Boat Industry
Brent Opall¹, Shawn Yang¹
¹University of Wisconsin Eau-Claire
Organiser contact: opallb@uwec.edu

Abstract: In today's global and increasingly rigorous competitive environment, firms must react and adapt to significant driving forces in ways that are persistent and build success. The responsibility to initiate change and lead firms through this dynamic environment falls to management, in particular, the CEO. As proposed, this research proposal will explore the relationship of positive and negative affect (e.g., emotion and mood), as expressed in communications by the CEO, as it relates to initiating strategic change in the U.S. performance sport boat industry. The study will cover five years (2016-2021) which are both unique and critical to examine as driving forces in the industry in that time have changed dramatically. This exploratory study uses a linguistic approach complimented by descriptive statistics to examine this phenomenon.

COVID-19 Impacts On The Job Satisfaction-Gender Gap
Maureen Andrade¹, Kelly Hall¹, Angela Schill¹, Jonathan Westover¹
¹Utah Valley University
Organiser contact: maureen.andrade@uvu.edu

Abstract: Research on job satisfaction and gender have yielded mixed results, underscoring the need for additional research on how men and women may experience job satisfaction differently. This study builds on extant literature by examining how extrinsic rewards, intrinsic rewards, work relations, and work-life balance contribute to job satisfaction and how the effects of such may vary by gender. It offers a unique contribution in that we examine these relationships in the context of the COVID-19 pandemic. Using measurement items from the International Social Survey Programme Work Orientation Module, we collect data from 766 employees in the United States who were employed throughout the pandemic. We propose to analyze respondents'
work orientation and job satisfaction data using a multi-step approach, and we offer a preliminary discussion on the scholarly and managerial implications of this study.

Everybody Needs A Hobby: Empirical Study Of The Eudaimonia And Well-being Of Female Entrepreneurs

Sally Deck¹
¹Gonzaga University

Organiser contact: sallydeck@icloud.com

Abstract: The question of eudaimonic well-being among entrepreneurs is intensively debated with scholars arguing that positive mood enhances creativity and arguing that a progress loop feeds creativity that leads to innovation, a critical component of entrepreneurship. However, these arguments have not adequately considered the ways in which female entrepreneurs balance personal and professional well-being. This paper acknowledges the challenges women face in prioritizing well-being and demonstrates with qualitative data that having non-commercialized artistic leisure activities improves entrepreneurial adaptability and innovation. Non-commercialized artistic activities include the creation of tangible products that are not intended for sale or use within their entrepreneurship, but are created for the eudaimonic pleasure they afford, contributing to the balanced well-being of the entrepreneurs.

Signaling Theory In College Football Recruiting: How On-Field Gameplay Entices Recruits

Jeremy Foreman¹, Dylan Williams²
¹University of Louisiana at Lafayette, ²University of Alabama

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Abstract: College football programs invest hundreds of thousands of dollars annually to lure the highest-rated recruits to their programs. Magnusen et al. (2017) suggested extending signaling theory to college recruiting. Signaling theory argues organizations utilize a variety of subtle messages to promote or convey information about their firm to individuals. While Magnusen et al. (2017) examined the effects of performance-, reputation-, and support-based signals on college basketball recruiting, there remain several signals that may be more alluring for recruits that were unaccounted for in the recruiting literature. For example, some athletes are motivated by immediate playing time and driven to attend schools with that opportunity. Teams averaging more plays per game or more yards per play may be more exciting for recruits. The purpose of this study is to examine the recruiting performances of college football teams based on several subtle signals that may be enticing to recruits.

09:30-10:45 WORKSHOP 2: IMPROVISATION FOR INCLUSIVENESS

Improvisation For Inclusiveness: Organizing To Humanize In Digital Age

Jyoti Bachani¹
¹Saint Mary's College of California

Organiser contact: jb19@stmarys-ca.edu

Abstract: In these divisive times when the world feels Volatile, Uncertain, Complex and Ambiguous (VUCA), improvisation offers one way to feel our way towards reconnecting with our new normal, and rebuilding institutions to be more diverse, equitable and inclusive. Using experiential exercises for self-check-in by every individual, with their body, mind and spirit, this workshop will engage the participants in co-creating group dynamics to learn about how to be inclusive and the subtle ways that exclusion and power is enacted in the everyday. Theater improv games are a structured way to bring your whole human self to try out different roles and to connect with others in a playful manner. With pauses for sharing reflections on the experiences, everyone processes their experience, with verbal, physical, emotional, social actions and interactions, to learn from each other. Humor is a gentle way to bring down barriers and tackle sensitive and subtle forms of exclusion enacted in social settings. Former participants observed that “laughter has no accent” and “there is a lot of emotion in the room, which is usually not expressed in other professional spaces”. How do we express ourselves, uphold our own and others’ dignity (Hicks, 2011), or negotiate
inevitable conflicts? Embodied experience takes us beyond the dry language of theories, to learn by doing, in a supportive community. No prior improv experience required.

10:45-11:00 COFFEE BREAK

11:00-12:15 PANEL 2: COME ONE, COME ALL

Come One, Come All: A Way To Make Academic Soup (Addressing The Needs Of Our University, Local Community, And Our Own Research Pursuits)

Krystal Miguel Rawls¹, Sharonda Bishop², Craig Seal³, Patrick Flaherty³, Andrew Beechko³, Di Fan⁴, Selina Sanchez³, Maria Garcia Guzman³, Shammi Gandhi⁵

¹California State University Dominguez Hills, ²Cal Poly Pomona, ³California State University San Bernardino, ⁴University of Illinois, Urbana-Champaign, ⁵New Mexico State University

Organiser contact: kmrawls@csudh.edu

Abstract: A wide and deep professional network allows individuals to share expertise, collaborate on projects, and increase learning through socialized professional development. On this panel, we discuss the creation, purpose, equity aspect, and implementation of a transdisciplinary group comprised of faculty, staff, students, and community partners. Considering the lens in which each member can contribute, groups can engage their expertise in a variety of fields to not only operate a unique consulting firm within their local community, but also provide mentorship to emergent leaders and academics in the university population and fulfill the promise of completing rigorous scholarship through research collaborations and case studies. The panel will incorporate insights from tenured-track professors, lecturers, university staff, and students who provide their unique perspectives on a wide variety of academic and community-based projects.

11:00-12:15 TRADITIONAL PAPER 3: ENTREPRENEURIAL EXPERIENCES

Aspiring To Be An Entrepreneur While On Paid Employment: A Moderated Mediation Model Of Entrepreneur Identity Aspiration

Ted Paterson¹, Lei Huang²

¹Oregon State University, ²Auburn University

Organizer contact: ted.paterson@oregonstate.edu

Abstract: For many who are on paid employment, becoming an entrepreneur one day is not just a dream but a constructed future self that is central to how they want to be and how they choose to think and act. Building on the reciprocal relationship proposed between agentic work behaviors and thriving in the socially-embedded model of thriving, we propose that those exploring an entrepreneur identity would be more likely to experience a state of thriving (i.e., learning and vitality) when under the supervision of a humble leader. We predicted that thriving would result in heedful relating in the context of the leader-follower relationship (co-production of leadership and upward delegation). Using time-lagged survey data collected from 241 employees and their direct supervisors, we found support for our hypotheses. We conclude with a discussion of the theoretical and practical implications of our study, its limitations, and future research directions.

An Acquired Taste? How Employees’ Prior Experience With An Algorithm And Work Characteristics Affect Their Current Algorithm Use

Peter Madsen¹, Robin Dillon²

¹Brigham Young University, ²Georgetown University

Organizer contact: petermadsen@byu.edu
Abstract: Many firms are currently implementing algorithmic solutions with the goals of increasing productivity and efficiency. Extant research suggests that human employees may display algorithm aversion by underutilizing the algorithms available to them at work. One factor that may ameliorate employee algorithm aversion is employee familiarity with an algorithm. But the effect of employee experience using an algorithm over significant periods of time in a work setting is not known. In this paper, we utilize a unique data set on employee use of a rail traffic control algorithm by employees in a large European rail firm from 2018 to 2020. We find that the effect of employee experience on algorithm use is complex, with experience with the algorithm, experience completing work tasks manually, and work task characteristics all jointly determining employee algorithm use.

Avimanyu Datta¹, Smita Srivastava², Arvin Sahayam³
¹Illinois State University, ²Wichita State University, ³Washington State University
Organizer contact: avimanyu.datta@gmail.com

Abstract: We employ a resource reconfiguration perspective to examine how the core crew changes influence Hollywood moviefranchises' strategic renewal process through narrative transformation. Specifically, we argue that in the context of the motion picture industry, represented through intensive human capital use and shorter product cycles, franchises' financial performance is influenced by the reconfiguration of the core crew members. Utilizing a large set of hand-collected longitudinal data for a sample of 1,120 movies nested among 337 franchises produced between 1948 and 2019 (over 71 years), we find that sequels or prequels made by reconfigured core crews motivate narrative transformation and attract audiences, generating superior revenue. Our results highlight that human resource reconfiguration triggers a strategic renewal process that leads to higher franchise financial performance.

11:00-12:15 ROUND TABLES – SESSION 3
Location: Mt Rose

Table Number: 1
Chair: Rohny Saylors

Employees’ Perceptions Of Identity Threat And Facades of Conformity
Bahareh Javadizadeh¹, Lisa Brady²
¹Indiana State University, ²Southeastern Louisiana University
Organiser contact: bahareh.javadizadeh@indstate.edu

Abstract: We contribute to the ‘facades of conformity’ literature by suggesting that individuals whose identity is being devalued in the organization may seek to create facades of conformity as a strategy to cope with the threat. We suggest turnover as a direct outcome for both creating facades of conformity and identity threat in the organization. Moreover, we suggest that the existence of a climate of authenticity can alleviate the negative outcomes of creating facades of conformity for employees. By introducing a climate of authenticity as a moderator for the relationship between creating facades of conformity and organizational identity and turnover, we suggest that employees can revitalize the loss of resources that they endured due to frequent engagements in creating facades of conformity in the workplace.

Examining The Role Of Group Size, Gratitude, And Reciprocity On Individual Purchasing Behavior Within A Wine Tasting Context
Christopher Bradshaw¹, Andrew Hinrichs¹, Jarrett Kotrozo¹
¹California State University, Stanislaus
Organiser contact: cbradshaw3@csustan.edu

Abstract: Wine is an ancient, well-established, global industry with origins as far back as 8,000 years ago, when Neolithic man first aged red wine (Keys, 2003). In 2020, the industry produced 26.3 billion liters of wine while consumers bought 23.3 billion liters (International Organization of Vine and Wine, 2022). Wine tourism is also big business: California attracted 23.6 million
tourists in 2017 who combined spent nearly $10 billion on wine (McKee, 2017). The wine industry, and wine tasting specifically, represents fertile ground to explore small group research. Although the wine industry is quite large, most people's experience with wine occurs with friends and family; in small, intimate groups. Building on the work of Kolyesnikova and Dodd (2008), this paper will discuss and expand on research on small group behavior as well as reciprocity (i.e., gratitude and obligation) in the context of a wine tasting-experience.

**Professional Or Entrepreneur? Examining Entrepreneurial Identity In Professional Fields**
Brandon Fogel¹, Jeffrey Cavanaugh¹
¹University of Nebraska - Lincoln

Organiser contact: bfogel2@huskers.unl.edu

Abstract: While entrepreneurship researchers have attempted to pull the concept of identity into their research through the creation of entrepreneurial identity, the use has focused almost primarily on the role of the entrepreneur and not the other roles or social memberships that the entrepreneur possesses. We attempt to pull entrepreneurial identity into the larger identity research by studying the impact of professional identity. We consider how professional identity can influence the relationship between entrepreneurial identity and an expected outcome: Entrepreneurial passion. We expect to see that individuals will have differences in professional and entrepreneurial identities that will affect what motivates them to pursue an entrepreneurial endeavor.

**Should Organizations Communicate With New Employees Prior To Their First Day? An Examination Of Segmentation Preferences And Need For Affiliation**
Johnna Capitano¹, Maxine Gesualdi¹
¹West Chester University of Pennsylvania

Organiser contact: jcapitano@wcupa.edu

Abstract: Organizational socialization is the process by which newly hired employee “learns the ropes” of an organization. Most organizational socialization research is focused on the accommodation stage of the process, beginning on the first day of work. By contrast, the preceding stage, known as anticipatory socialization (or preboarding), has received scant attention in the years since socialization stage models were developed. Notably, advances in technology have enabled exponential increases in the volume of communication between an organization and an individual who has accepted a job offer. In this study, we explore the anticipatory stage of employee socialization, specifically how organizational preboarding communication affects new hire attitudes. Furthermore, we plan to examine two individual differences' need for affiliation and work-home segmentation preferences' that strengthen or weaken the relationship between organizational preboarding communication and new hire attitudes.

**Table Number: 2**

**Chair:** Russell Seidle

**Dark Followership: The Making Of A Dark Leader**
Annette Bolding¹, Lee Whittington¹, Brian Murray¹
¹University of Dallas

Organiser contact: lbolding@udallas.edu

Abstract: The emergence and perpetuation of dark leadership is the result of a socially constructed relationship between a leader and their followers. In this paper we are combing Padilla et al, (2007) toxic triangle and Klein & House’s (1995) metaphor of fire to look at the attributes of followers who are susceptible to a dark leader. We propose that implicit followership theories, personality traits and follower vulnerability are the antecedents to the social constructs allowing dark leadership to emerge and continue.
Employee Gender Moderates The Relationships Between Manager PDM Behavior And Employee Voice Behaviors Via Employee Received Respect And Personal Sense Of Power: A Moderated Serial Mediation Model
Robert Chico¹
¹Arizona State University
Organiser contact: rchico@asu.edu

Abstract: This study aims to examine the relationship between managers’ participative decision-making behavior and employees’ constructive voice behaviors. Based on Goldstein and Hays’ (2011) illusory power transference effect, I argue that a manager's willingness to allow employees the ability to participate in the decision-making process and an employee's constructive voice behavior are sequentially mediated by employees feeling respected by their managers' and employees' personal sense of power when their managers are not present. In addition, I argue that employees' gender moderates this indirect relationship leading to constructive voice behavior. The implications of this research contend that managers play a key role in their employees' voice behavior, where managers can facilitate their employees to use their voices by treating them with respect and sharing power with them, which is particularly important for female employees relative to male employees.

Microaggression, Strength Of The Ties, And Trust
Feigu Zhou¹, Kyle Stockdall¹, Lu Zuo²
¹The University of Memphis, ²The University of Alabama
Organiser contact: fzhou2@memphis.edu

Abstract: Microaggressions are known to damage employee well-being, yet the degree to which they impact interpersonal relationships is unclear. We examine the impact of microaggressions on levels of trust between individuals in a dyad. Specifically, we test how the strength of social ties between the victim and aggressor moderates the damage to trust felt by the victim toward the aggressor. We utilize existing theory on the strength of ties, social network analysis, and trust within organizations to expand understanding of a distinct category of subtle discrimination.

The Advancement of Women Managers In Publicly Traded Corporations In Peru: A Grounded Theory Protocol
Sara Huaman-Morillo¹
¹Pontificia Universidad Católica del Perú
Organiser contact: saritarhm@gmail.com

Abstract: The gendered organization remains a reality for women seeking corporate leadership positions in the developing countries of Latin America. Gender inequality contributes to an earning gap and limits the career advancement of women in corporations. Despite attempts to legislate solutions and implement corporate social responsibility guidelines to promote gender equality, the literature suggests favorable results materialize at the governance level, less at the executive level, and rarely at the management level of the organization. The research literature indicates the trickle-down effect has not materialized as anticipated which may be explained by women continuing to encounter hidden barriers common to gendered organizations such as glass ceilings, glass cliffs, labyrinths, and sticky floors. As such, the purpose of this grounded theory study is to understand the career advancement of women seeking managerial positions of greater responsibility in publicly traded Peruvian companies.

Table Number: 3
Chair: Christopher Stevens

Black To Work Persistently
Vernita Perkins¹
¹Transformgi LLC
Organiser contact: vperkins@transformgi.com
Abstract: This conceptual paper identifies and addresses the civilizational justice dilemma faced by modern employees in the global workforce as they pondered their 87% work disengagement, abruptly pivoted at onset of Covid-19 self-quarantines, grappled with their work trauma, and settled into a life-threatening future of exposed to political divisiveness and the disintegration of a post-racial perceived democracy, technological distractions, and self-interested obsessions. From this framework, the paper explores and examines the more egregious lived experiences with Workplace Plantations, and how anti-Blackness informs the laborious exploitation of most, if not all, employees as a foundational basis for labor and the problematic exchange of labor for compensation, and capitalized consumerism.

Exploring The Dark Side Of Mindfulness: Management’s Appropriation Of Contemplative Practices
Virginia Bratton¹, Myleen Leary¹, Suzanne Zivnuska²
¹Montana State University, ²California State University, Chico
Organiser contact: vbratton@montana.edu

Abstract: In this theoretical working paper, we examine two competing approaches to mindfulness as they relate to moral disengagement as well as organizational (affective commitment and turnover intentions) and individual outcomes (job strain and burnout). Past explorations of mindfulness in management literature have centered primarily on what we present as traditional trait mindfulness, which focuses on processes that are more oriented toward the self. Lovingkindness-compassion mindfulness is an alternate approach that focuses more on the interconnection of the self with all living things. We develop a model and propositions which suggest differential relationships between these two competing concepts of mindfulness based on their relationships with the mediator of moral disengagement.

Online International Learning Projects For Global Competence
Michael Fields¹
¹Eastern Oregon University
Organiser contact: mkfields@eou.edu

Abstract: With the continued globalization of the workforce today it has become critical for today’s workers to be globally competent. For workers to be globally competent it is essential that they gain the necessary experiences and skills while completing their college education. To gain these competencies, institutions of higher education need to produce graduates with high intercultural and global competence. To gain these skills students must have formal and informal experience to have the greatest impact on their competence during their college experience. This research project explores the impact of the experience of Collaborative, Online International, Learning (COIL) projects on student global and international competence at a rural, public, four-year liberal arts university. Students in a 100-level business course participated in a COIL project with students from a Japanese university.

You Can Be Your Own Hero: Effects of Inheriting Superhero Nicknames
Hanqui Ma¹
¹University of Nevada, Reno
Organiser contact: Mahanqiu@Nevada.unr.edu

Abstract: Nicknames are a common phenomenon in school and workplace. Many people have their nicknames and also would like to give other people nicknames. However, the research regarding how having a nickname might affect individual’s behavior and performance is limited. By integrating self-awareness theory and self-determination theory, this paper examines the effects of inheriting superhero nicknames. Specially, we propose a conceptual model to unpack the motivational mechanisms underlying the relationship between adopting a superhero name and workplace attitudes and performance. Moreover, this paper aims to highlight the practical implications of adopting superhero nicknames in workplace.
Deglobalization: The Strategic Decision-Making Theory Effects
Danny White¹
¹Arvest Bank / George Fox University
Organiser contact: dannywhite@icloud.com
Abstract: Current strategic management theory specific to strategic decision-making process theory developed fully within a globalization context. As globalization gives way to deglobalization, the currently accepted strategic decision-making process model requires adjustment and flexibility for crossing the bounds between the globalization and deglobalization contexts. The current work intends to establish need for reform in the current standing model and presents propositions for future research to validate the recommended process theory changes. This paper presents a historical basis for necessary change through review of the research literature and phasal breakdown of the existing theoretical model for specific formulation of a more comprehensive approach. The work presents multiple implications for research, education, and practice alike.

Differentiation Of Self: What Can Entrepreneurial Teams Learn From Family Therapy?
Rebecca Franklin¹
¹New Mexico State University
Organiser contact: rjfphd@nmsu.edu
Abstract: Differentiation of self, a construct from family systems theory, is described and applied to entrepreneurship. More specifically, discussion is focused on how differentiation of self is associated with higher emotion regulation skills, and ability to cope with anxiety and stress. The construct is also applied to conflict and cohesion among entrepreneurial teams.

Who Shall Succeed? A Sheep Or A Tiger? The Effects Of Board Of Directors' Facial Masculinity On CEO Successors
Sicong Zhang¹, Sam Cho¹, Jonathan Arthurs¹
¹Oregon State University
Organiser contact: zhangsi@oregonstate.edu
Abstract: Drawing on research on facial masculinity and a sociopolitical view, this study examines how boards of directors facial masculinity is related to incoming CEOs' facial masculinity vis-à-vis outgoing CEOs. We find that more masculine boards are more likely to hire less masculine incoming CEOs vis-à-vis outgoing CEOs because they could increase their influence over the incoming CEO. In addition, when a firm's prior performance is poor and product market threat is high, the proclivity to choose less masculine CEOs becomes weaker because unfavorable competitive position induces them to choose more masculine CEO successors who can change the unfavorable competitive position the firm faces. This study contributes to the literature by highlighting how the board of directors' facial masculinity influences the characteristics of incoming CEO successors.

Swell, Groovy, And Lit But Not Professional? Student Perceptions Of Young Faculty In Professional Programs
Chantal van Esch¹, Anju Leach¹, Robert Bonner², Yifeng Fan³, Brittany Buis⁴
¹Cal Poly Pomona, ²San Francisco State University, ³Fairfield University, ⁴University of Illinois Chicago
Organiser contact: cvanesch@cpp.edu
Abstract: This study aims to investigate how the prototypical faculty image in business schools will affect student's perceptions of younger and older faculty. We propose a survey-based mixed-methods study which will use an intersectional lens to look at multiple facets of student perceptions of faculty.
11:00-12:15  WORKSHOP 3: ADDRESSING WORKPLACE MISTREATMENT  

**Ism Incubator: Ideas For Addressing Workplace Mistreatment In The Classroom**  
Verónica Rabelo¹, Oscar Stewart²  
¹San Francisco State University, ²College of Charleston  
Organizer contact: rabelo@sfsu.edu  
Abstract: In recent years, we have witnessed the growth of collective conversations around oppression, including racism, sexism, and ableism. In response, management educators increasingly are interested in addressing these “isms” in the classroom, yet may face concerns regarding when and how to do so. This “Ism Incubator” provides participants with tools for addressing workplace mistreatment, including sample classroom exercises, recommended instructional materials (e.g., peer-reviewed research articles, podcast episodes, documentaries), and the opportunity to design an activity or assignment to help students more effectively prevent and respond to workplace mistreatment. Additionally, this workshop will address concerns and best practices for addressing workplace mistreatment in the classroom, including scaffolding, addressing common myths and misconceptions, managing triggers and activating moments, and assessing student learning.

12:15-14:00  PRESIDENTIAL LUNCH & AWARDS  
Sponsored by the Lam Family College of Business, San Francisco State University  
Location: Whitney Peak 1&2  

14:00-15:15  TRADITIONAL PAPER 4: FOR THE FUTURE: EMPLOYEES, LEADERS AND GRAND CHALLENGES  
Chair: Janice Black  
Location: Wheeler Peak  

Organizational Scaffolding For Climate Adaptation: How Intermediaries Manage Evaluative Tensions Between Local And External Stakeholders  
Nichole Wissman¹, Amanda Bertana², Stephan Manning³  
¹University of San Diego, ²Southern Connecticut State University  
Organizer contact: nwissmanweber@sandiego.edu  
Abstract: The grand challenge of preparing for climate impacts through climate adaptation relies on intermediaries, including local NGOs, consulting firms, and government agencies. Climate adaptation elicits evaluative tensions coming from what we call the ‘dual organizational complexity.’ The dual organizational complexity includes evaluation ambiguity in (1) the interconnectedness and co-evolutionary dynamics of locally bounded social and ecological systems and (2) an increasingly complex network of interconnected organizations, including a diverse set of public, private, and semi-private actors who provide funding, market power, and expertise. We find that intermediaries address evaluative tensions through ‘dual scaffolding’ or building socio-material infrastructures that can support resilience and increase evaluative and adaptive capacity for future projects, albeit imperfectly. This study highlights how intermediaries navigate tensions and complexity in adaptation.

Organizing For Grand Challenges: Enacting A Bridging Capacity To Cultivate Attention To And Action On Cross-scale Dynamics  
Brooke Lahneman¹, Jennifer Howard-Grenville²  
¹Montana State University, ²University of Cambridge  
Organizer contact: brooke.lahneman@montana.edu  
Abstract: Effective organizing to address societal grand challenges is both urgently needed and undertheorized. Extant theory highlights challenges organizations face in directing their attention to issues unfolding across multiple temporal and spatial scales, and points to new ways organizations can coordinate and collaborate. In this paper we draw on a qualitative study that
exposes how a voluntary standards organization in the U.S. Pacific Northwest wine industry developed and enacted a ‘bridging capacity,’ which cultivated attentional engagement to cross-scale dynamics and enabled it to support substantive action on sustainability for member organizations across and within multiple scales. Our analysis divulges four attention-based mechanisms associated with a bridging capacity: Sourcing, decoding, revealing, and converting. Our model illuminates how a bridging capacity can enable systems-based organizing and an appropriate repertoire for working within complex systems.

Alliance Activity And The Need For Affiliation
Steven Hyde¹, Eric Bachura², Darcy Fudge Kamal³, Meghan Thornton-Lugo⁴
¹Boise State University, ²University of Texas San Antonio, ³California State University-Sacramento, ⁴University of Akron
Organizer contact: stevenhyde@boisestate.edu

Abstract: It is widely known in micro fields such as organizational behavior and psychology that motivation is an important predictor of behavior. Yet the alliance and upper echelons literatures have largely overlooked this important antecedent. A deeper understanding of a CEO's motivations can illuminate why a firm may engage in higher levels of alliance activity while another firm may not. In this study, we explore how CEO needs ‘a manifestation of internal motivation' may impact alliance activity. The results of our study demonstrate that the motivations of CEOs ‘namely, their need for affiliation' have a non-linear relationship with alliance activity. More specifically, the results suggest an initial positive relationship between the need for affiliation and alliance activity. However, at high levels of affiliation the CEOs concern for harmony with their board becomes more important, resulting in lower alliance activity. We further also explore the ‘harmony seeking' mechanism further through

Investing In Employees: A Life History Perspective
Daniel Jones¹, Fran McKee-Ryan¹, Yuri Ostrovsky², Edit Szabo¹
¹University of Nevada Reno, ²Massachusetts Institute of Technology
Organizer contact: djones2@unr.edu

Abstract: Despite the benefits it provides, many firms do not formally train employees. This lack of training is most absent in firms facing inadequate resources, high turnover, and instability. Such firms either cannot afford formal employee training, view it as a suboptimal investment, or fear that training may backfire. Further, even if firms decide to formally train, it is unclear when training becomes beneficial during the growth of a firm. It is further unclear how much training employees should receive, and which employees should receive such training. Because resources (e.g., time, money) are finite, it is critical to allocate those resources carefully, regardless of whether they go towards training, recruiting, or other areas of the firm. Thus, in some cases, focusing on recruitment, rather than training, is the best course of action. These same principles of investment have been studied in human evolution with respect to Life History Strategy (LHS), with respect to parental investment.

14:00-15:15 TRADITIONAL PAPER 5: LEADERS AND STRATEGIC CHANGE

Read Like A Book: Strategic Predictability And Decreasing Firm Performance With CEO Tenure In Highly Competitive Industries
Peter Madsen¹
¹Brigham Young University
Organizer contact: petermadsen@byu.edu

Abstract: Competitive dynamics work suggests that leaders of firms attempt to predict the likely future actions of their competitors, and that firms that can successfully make such predictions gain competitive advantage. In this paper, we integrate competitive dynamics theory with upper echelons theory to propose that CEO tenure plays a key role in strategic predictability in that competitors have more opportunity to observe, and learn the behavioral tendencies of, more tenured CEOs, creating a negative relationship between CEO tenure and firm performance. Our theory also suggests that factors that influence competitors’ motivation to learn about a CEO ‘such as competitive rivalry and competitive interaction importance' strengthen
the negative effect of CEO tenure on firm performance. We test our theory of strategic predictability in the context of the National Football League (NFL) from 1970-2019, finding strong support for our hypotheses and theory.

**The Effects Of Race, Position, And Market Size On Subsequent Head Coach Opportunities For Former NFL Head Coaches**

Jeremy Foreman¹, Robert Turick², Dylan Williams³

¹University of Louisiana at Lafayette, ²National Collegiate Athletic Association, ³University of Alabama

Organizer contact: jeremy.foreman@louisiana.edu

Abstract: Descriptive statistics indicate Black former NFL head coaches may experience diminished career opportunities relative to White former NFL head coaches. Using a framework for subsequent CEO career opportunities, our survival analysis examining the relationship between race and subsequent NFL head coach opportunities for former NFL head coaches revealed Black former NFL head coaches are about 39% more likely than non-Black head coaches to secure subsequent NFL head coaching opportunities. Additionally, Black former NFL head coaches whose most recent positions were something other than NFL head coach were more likely than non-Blacks to secure subsequent NFL head coach positions. However, Black former NFL head coaches whose most recent coaching position was in a large media market were less likely to secure subsequent NFL head coaching opportunities.

**CEO General Ability And Strategic Change - The Moderating Effects Of Firm Slack And Firm Age**

Tushar Shah¹, Marwan Al-Shammari¹, Soumendra Banerjee¹, Ajith Venugopal¹

¹Northeastern State University, Oklahoma

Organizer contact: shaht@nsuok.edu

Abstract: This paper aims to add to the growing academic research to unravel the different antecedents and boundary conditions of strategic change. The impact of several CEO characteristics on strategic change have been studied, but the effect of CEO general ability is yet to be explored. The earlier dichotomous views of deterministic versus voluntaristic are now being replaced by a dialectical perspective involving a combination of both. We examine how the voluntaristic view of managerial choice in terms of using firm slack and the deterministic view of firms inherent deterministic characteristic of age moderate the relationship between CEOs general ability and strategic change. We find that the positive relationship between these two is moderated by both, firm slack as well as firm age. Whereas firm age negatively affects the relationship, firm slack has a positive effect.

**A Job Embeddedness Perspective On Employee Change Anxiety**

Feigu Zhou¹, Kyle Stockdall¹

¹The University of Memphis

Organiser contact: fzhou2@memphis.edu

Abstract: Although change is necessary for organizations, research suggests most organizational change initiatives fail. Reducing individual change anxiety is thus vital to successful change implementation. This research proposal wants to test a model of individual change anxiety that posits the role of individual organizational commitment as its primary antecedent.

**CEO, Board Of Directors' Masculinity, And Acquisition Premium**

Si Cong Zhang¹

¹Oregon State University

Organiser contact: zhangsi@oregonstate.edu

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14:00-15:15 ROUND TABLES – SESSION 4

Table Number: 1

Chair: Lauren Simon

**A Job Embeddedness Perspective On Employee Change Anxiety**

Feigu Zhou¹, Kyle Stockdall¹

¹The University of Memphis

Organiser contact: fzhou2@memphis.edu

Abstract: Although change is necessary for organizations, research suggests most organizational change initiatives fail. Reducing individual change anxiety is thus vital to successful change implementation. This research proposal wants to test a model of individual change anxiety that posits the role of individual organizational commitment as its primary antecedent.
Abstract: Drawing on recent studies on CEO’s facial masculinity and acquisition premiums, this research aims to explore how the CEOs facial masculinity and board of directors’ facial masculinity affect the focal CEOs decision on acquisition premium pays. This study finds that masculine CEO tend to pay higher premiums, but the board of directors’ masculinity play an important role in constraining acquisition premiums. This study also finds that the board of directors’ demographic diversity weakens the willingness of board members to effectively monitor managerial actions. This study contributes to CEO literature and corporate governance literature by suggesting the effect of masculinity on the CEO’s risk-taking decisions and the boards willingness to governance control.

Crisis Management Innovations: Purpose, Types, Mechanisms, And Process
Sarah Kovoor-Misra¹
¹University of Colorado Denver
Organiser contact: sarah.kovoor@ucdenver.edu
Abstract: Innovations are a critical part of effective crisis management. They may be created or adopted prior to a crisis, be part of the solution during a crisis, or enable the organization to recover and change postcrisis. However, despite its significance, there is a lack of clarity as to the definition of crisis management innovations (CMI), and an understanding of its purposes, types, mechanisms, and process. In this conceptual paper, I argue that CMI are a subclass of organizational innovations that differs from its other forms. I define CMI, and discuss its types, purposes, underlying mechanisms, process, differences from other forms of organizational innovations, and the implications for future research and practice.

The Asset Value Of Demand-Side Strategic Investments
Lalit Manral¹
¹University of Central Oklahoma
Organiser contact: lmanral@uco.edu
Abstract: Our exploration of the asset value of firms’ temporally heterogeneous demand-side expenses seeks to achieve two main objectives. First, we seek to develop a robust conceptual framework that explains how [firms’] demand-side operating costs contribute to firm value. In doing so, we not only address a conceptual gap in the strategy literature but also provide a conceptual framework for the finance and/or accounting scholars to settle an ongoing debate concerning the extent and magnitude of the future benefits of demand-side operating expenses. Second, we seek to empirically validate our theoretical assertion concerning the asset value of demand-side expenses by estimating the unobserved asset value associated with various demand-side expenses (e.g., selling, marketing, advertising, etc.) and investments (e.g., branding, trademarks, etc.). We identify the contribution of this estimated asset value to the observed enterprise value.

Table Number: 2
Chair: Luis Ortiz

An Examination Of Entrepreneurial Strategic Choice In The Presence Of Resource Constraints
Christopher Bradshaw¹
¹California State University, Stanislaus
Organiser contact: cbradshaw3@csustan.edu
Abstract: The exploitation of an entrepreneurial opportunity occurs within an environment that is resource-constrained; if the person that perceives an opportunity is not resource-constrained, he or she would be engaging in arbitrage, not entrepreneurship (Alvarez & Barney, 2004). Resources, as described in this paper, include the physical, human, and organizational capital available to a firm (Barney, 1991). The resource-constrained nature of the environment that entrepreneurs operate in plays a significant role in shaping both the strategies and outcomes of opportunity exploitation (Read & Sarasvathy, 2005). Two models, bricolage and effectuation, attempt to illuminate the decision-making processes entrepreneurs use in deciding which strategies to follow in exploiting the opportunities they have identified. This paper is structured in the following manner: first, the two models are described in detail; second, the similarities between the two models are shown, as well as the
power of combining them to gain further understanding of the relationship between resource constraints and strategic choice; lastly, the implications for entrepreneurs, investors, and suggestions for future research are discussed.

MNC International Expansion Patterns And The Effects Of Institutional Distance
Diana Achoka¹
¹University of Nevada, Reno
Organiser contact: dachoka@unr.edu

Abstract: In this paper, we will trace the expansion paths of two giant retail MNCs for 30 years while searching for presence of expansion patterns in the face of complexities associated with foreign markets. We then examine the effects that institutional distance may have on firms pace of international expansion in both long- and short-term time periods, and use the concept of “added” instead of home-country institutional distance. Distance shows up through processes of layering, where new differences are added onto existing ones. Thus, added distance implies the dissimilarities (e.g., in culture, technology, etc.) between the new (unfamiliar) international subsidiary and the closest (familiar) existing subsidiary. Applying an integrated theory of institutions and internationalization, we hypothesize that MNCs will first expand into institutionally proximate countries. Thereafter, high added institutional distance during one period will curtail the speed of immediate subsequent expansions.

Probing The Depths Of Optimal Distinctiveness Theory Through Mixed Method Analysis
Matthew Barlow¹, Ryan Angus², Hyeonsuh Lee², Jeffrey Verhaal³
¹University of Nebraska, Lincoln, ²West Virginia University, ³Tulane University
Organiser contact: ryan.angus@mail.wvu.edu

Abstract: A growing body of work has begun to explore a plethora of factors related to how firms can optimally position their products and services within markets. However, this work has yet to seek empirical validation for two of its central tenets. Namely, that decision makers at firms intentionally use cognitive benchmarks such as category prototypes and exemplars and that consumers will be more likely to purchase a product or service if it is optimally positioned vis-à-vis these benchmarks. In this developmental proposal, we outline a mixed methods study that will use a combination of qualitative and field experiment methods to investigate these as yet unconfirmed assumptions that lie at the heart of the optimal distinctiveness literature.

Resilience In The Global Value Chain: The Case Of Small And Medium Enterprises From Developing Countries
Shantala Samant¹
¹Western Washington University
Organiser contact: shantala.samant@wwu.edu

Abstract: Recent global crises have led to significant disruptions in global value chains (GVCs). The experiences of supplier firms in developing countries facing these disruptions, particularly small and medium sized enterprises (SMEs), are understudied in literature. In this paper, we will examine the response of suppliers to such disruptions and identify factors that have enabled them to achieve resilience and capability upgrading. We will examine these questions in the context of the electronics and electrical goods manufacturing industry in India. Specifically, we will focus on SMEs that manufacture and assemble intermediate products for electronics manufacturing multinational enterprises. We will employ a qualitative methodology and carry out semi-structured interviews with firm executives. Our findings will contribute to literature by identifying factors that encourage capability upgrading by developing country firms and the implications of GVC dynamism for its least powerful members.
Table Number: 3
Chair: Krystal Miguel Rawls

**Living Your Values: Internal Strategic Authenticity Conceptual Development**
Hannah Grubbs¹
¹University of Oregon
Organiser contact: hgrubbs@uoregon.edu

**Abstract:** Non-market strategists have long studied organizations' involvement in social and political issues. An increasingly utilized non-market strategy is sociopolitical activist statements, which are gaining interest from management scholars. Prior work has assumed a connection between organizations statements and internal practices, which can influence the value alignment of stakeholders and the organization. However, utilizing theories from authenticity literature, the rise in external demand for these statements could generate skepticism about if they are practiced. The purpose of this paper is to develop a new concept of internal strategic authenticity, i.e., the influence of these statements on strategic decisions. This concept will allow future research to test the connection between sociopolitical activism statements and organizational outcomes, thereby developing a deeper understanding of the power of this rapidly growing non-market strategy.

**Persistent Inequalities: Using Agent-Based Modeling To Illuminate How Workplace Micro-Interactions Perpetuate Systemic Gender Inequality**
Chantal van Esch¹, Mai Trinh², Elizabeth Castillo²
¹Cal Poly Pomona, ²Arizona State University
Organiser contact: cvanesch@cpp.edu

**Abstract:** Achieving gender equality is goal #5 in the United Nations 17 sustainable development goals. Besides moral reasons, gender equality has functional benefits. Research has shown that companies with high gender diversity outperform their peers (Dixon-Fyle et al., 2020) and that advancing women's equality could also add $12 trillion to global growth (Woetzel et al., 2015). The World Economic Forum estimates that it would take another 136 years to overcome the overall (economic, political, and educational) gender gap and 268 years to overcome the economic gender gap globally (Armstrong, 2021). We aim to use Agent Based Modeling to investigate two research questions: (1) How do gender-based micro-inequities in career advancement lead to macro-inequalities in business and society? (2) What business practices could help improve gender inequalities?

**Using Agency Law As A Missing Ingredient For Agency Theory**
Kevin Heupel¹
¹Oklahoma State University
Organiser contact: kevin.heupel@okstate.edu

**Abstract:** Long before agency theory was being developed as a way to address issues of moral hazard and information asymmetry, agency law was well established as a legal standard encapsulating human behaviors. The underlying assumptions between agency law and theory are not dramatically different, but elements of agency law, such as punitive sanctions, provide some missing ingredients that will enrich agency theory. This paper provides those ingredients.

**Supranational Institutions Of Enforcement In International Business: The Case Of The International Center For Settlement Of Investment Disputes**
Yongsun Paik¹, Yamlakira Getachew²
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**Abstract:** Supranational institutions have received little attention in the international business literature although they represent the important context in which MNEs conduct their businesses. This research addresses this gap by examining MNEs' use of supranational institutions of enforcement (i.e., the International Center for Settlement of Investment Disputes (ICSID)). ICSID provides mechanisms for resolving investment disputes between MNEs and host states. MNEs have increasingly used
ICSID arbitration in response to alleged violation of contractual terms and/or property rights. However, we still know very little about the profile of MNEs that are using ICSID arbitration. This study contributes to enhancing our understanding of contract enforcement, property right protection, and MNE-host government bargaining by identifying the industries where contracts are generally enforced, and property rights are adequately protected without experiencing any disputes.

Table Number: 4
Chair: Chet Barney

How Have The Ways Of Working Changed Since COVID?
Marco Garza¹, Pingshu Li¹, Carol Flinchbaugh², Shuajun Zhang¹
¹University of Texas - Rio Grande Valley, ²New Mexico State University
Organiser contact: marco.garza@utrgv.edu

Abstract: Our original purpose of this study was to increase our understanding of how work has changed since Covid-19. The researchers targeted clinical professionals working in a COVID-19 testing sites and vaccinations sites in a South Texas Health System. Their work in the testing cites moved them to a new workplace venue, where they worked throughout the pandemic with a new work team. As a healthcare professional they worked in a critical role and were unique positions to give firsthand information from their personal own perspectives.

Learning To Learn: The Dimensionality Of Deutero-Learning In Organizations
Tory Taylor¹
¹University of Nevada, Reno
Organiser contact: toryt@unr.edu

Abstract: In this paper, I propose exploring the dimensionality of deutero-learning in organizations. I begin by reviewing the related literature, followed by a more nuanced breakdown of the example provided. I conclude with a list of potential research questions.

Reconceptualizing Absorptive Capacity: A Two-Eyed Seeing Approach
Dave Hannah¹, Ian McCarthy¹, Felicity Fu¹
¹Beedie School of Business
Organiser contact: dhannah@sfu.ca

Abstract: Organizations’ ability to identify, assimilate and exploit knowledge from outside their boundaries is known as their absorptive capacity (AC). While research on AC has revealed important insights, the concept is based on Western principles that treat knowledge as objective, value-free, and as a resource to be exploited. As such, Western firms may have high AC, but struggle to collaborate effectively with Indigenous peoples. In this developmental paper, we introduce a new kind of capacity, which we term the capacity for Two-Eyed Seeing (TES). This refers to the ability to see from one eye with Indigenous knowledge and the other eye with Western knowledge, taking the best from each knowledge system. The capacity for TES depends on both parties paying particular attention to the challenges of social integration, being open to knowledge being held and shared in varied ways and embracing a broad perspective on the rights and obligations of knowledge holders.

When Preparing For A Concert Feels Like Stepping Into A Cage Fight: Masculinity Contest Culture In The Brass Section
Scott Bryant¹, Virginia Bratton¹, Amber Raile¹, Myleen Leary¹, Laura Black¹, Kregg Aytes¹, Agnieszka Kwapisz¹
¹Montana State University
Organiser contact: scottbryant@gmail.com

Abstract: Brass sections in music groups are challenging places for women. Recent research indicates significant amounts of sexual harassment and sex-based bias against women in these male-dominated cultures. We frame the culture in brass sections
as a Masculinity Contest Culture (MCC). MCC may help us understand why sexual harassment and bias are so pervasive in brass sections. We offer suggestions for women entering this type of culture as well as call for cultural changes to reduce harassment.

14:00-15:15 WORKSHOP 4: DEVELOPING STUDENT PERSISTENCE

Developing Student Persistence With Small Tweaks To Your Assignments
Johnna Capitano¹, Kathryn Aten²
¹West Chester University of Pennsylvania, ²Naval Post Graduate School
Organizer contact: jcapitano@wcupa.edu

Abstract: As instructors, we should be encouraging mastery rather than speed. In other words, students should be encouraged to persist in mastering the content of the course material, rather than giving up if they do not “master” it quickly, the first time they are assessed. Yet in many classrooms, students are encouraged to “move on” to the next question, next chapter, or next unit, even if they havent yet mastered the previous material. Mastery requires persistence. This workshop will demonstrate easy-to-implement steps all instructors can take, regardless of course subject, to encourage and develop persistence in their students. We incorporate ideas leveraging tools available in learning management systems (LMS), which can be applied to in-person or online classrooms.

15:15-15:30 COFFEE BREAK

15:30-16:45 TRADITIONAL PAPER 6: LEARNING AND GETTING ALONG IN CHALLENGING CIRCUMSTANCES

“Changing, Changing, Changing”: Examining Knowledge Transfer Under Conditions Of Epistemic Instability
Craig Brimhall¹, Matthew Hughey², Devin Rapp²
¹University of California – Los Angeles (UCLA), ²University of Utah
Organizer contact: craig.brimhall@anderson.ucla.edu

Abstract: This paper examines knowledge transfer during crises. Qualitatively, we investigate how individuals, for whom the accurate and timely transmission of knowledge is of vital importance, react when traditionally reliable sources of knowledge exhibit abnormally high degrees of inconsistency and disagreement. Using interviews with healthcare workers during the COVID-19 pandemic, we find evidence that the epistemic novelty and instability induced by the pandemic disrupted traditional markers of knowledge reliability resulting in specious attributions of expert competence. We theorize how crises confound knowledge transfer and, in doing so, develop a grounded model of knowledge transfer during periods of epistemic instability.

*This paper is a finalist for the WAM 2023 Best Traditional Paper Award

Influences Of Experiential And Vicarious Learning In Value Chain Fine Slicing Decisions
Russell Seidle¹
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Abstract: While the development of an organization's international footprint has been described as a major learning process in which firms follow different stages as they progress on their international commitments, few studies have analyzed how organizations combine particular learning mechanisms as they enter new geographies. Analyses of 660 sourcing implementations undertaken by firms headquartered in 17 countries and operating in 57 host countries provide broad support for our hypotheses. Specifically, we find that experiential learning leads to different outcomes based on the focal point of such learning;
firms tend to fine slice when they possess international knowledge of a general nature and, conversely, tend to allocate entire processes to a country when their first-hand knowledge is country specific. We also find that firms use vicarious learning to allocate entire processes rather than discrete tasks to a foreign country when they are following the path of leading firms.

Keep Your Friends Close And Your Enemies Closer?: The Impact Of Accelerator Cohort Composition On Startup Outcomes
Jung yun Han¹
¹National Taiwan University
Organizer contact: jungyunhan@ntu.edu.tw

Abstract: Inter-firm and peer learning in entrepreneurship, provides mixed predictions: Seeking diverse knowledge and being different vs. pursuing fast learning via similar peers. To reconcile the arguments, we investigate the key contingencies, types of knowledge transferred (market knowledge vs. technology) and the unique nature of competition in each knowledge type. Using the data of Silicon Valley accelerators and their participants during 2005-2018, we find an inverted-U-shaped relationship between market knowledge similarity in a cohort and postaccelerator performance and a positive relationship between technology similarity and performance. Our study reveals a peer learning mechanism in accelerators and provides a nuanced understanding of the effect of knowledge diversity on startup performance.

Fighting Incivility One Amplified Idea At A Time: Increasing Willingness To Voice In Uncivil Groups
Kathryn Coll¹, Kristin Bain¹, Tamar Kreps¹, Elizabeth Tenney¹
¹University of Nevada, Reno
Organizer contact: kathryncoll@unr.edu

Incivility is common in organizational groups and can decrease group members' willingness to speak up when they have ideas, suggestions, or concerns. Because incivility can hinder a group's performance, it is imperative that scholars identify strategies to reduce incivility's negative outcomes. In this paper, we demonstrate that group members can mitigate the negative effects of incivility by amplifying (i.e., publicly endorsing the contribution of another while giving that person credit) other group members. Across three experiments we found that, compared to members of civil groups, members of uncivil groups felt less psychologically safe and less confident that speaking up would impact the group, which was associated with less willingness to voice; however, when otherwise uncivil group members amplified ideas, participants perceived the group as less uncivil than those in uncivil groups without amplification.

*This paper is a finalist for the WAM 2023 Best Traditional Paper Award

15:30-16:45 TRADITIONAL PAPER 7: DIFFICULT SITUATIONS IN THE WORKPLACE

Taking A Heavier Toll? Racial Differences In The Effects Of Workplace Mistreatment On Depression
Ji Woon Ryu¹, Erik Gonzalez-Mulé², Ernest O'Boyle²
¹Portland State University, ²Indiana University
Organizer contact: ryujun@pdx.edu

Abstract: Previous studies have shown that workplace mistreatment is positively related to depression, a critical mental health disorder. However, despite recent evidence that the gap in mistreatment reported by members of different racial groups has decreased, it is unknown whether mistreatment affects all individuals' depressive symptoms equally. We suggest that individuals of certain social groups (i.e., racial minorities) are more vulnerable to depression than others (i.e., racial majorities) when they experience mistreatment. Drawing from the hopelessness theory of depression and the stigma literature, we argue that Blacks struggle from depression more than Whites when they experience similar levels of workplace mistreatment. Using a multi-year time-lagged design and comprehensive measures of depression, we found that the positive relationship between workplace mistreatment and depression was stronger for Blacks than Whites, and that these patterns were consistent across the various measure
What Tenure Means For Women Versus Men Pertaining To Punishment For Professional Misconduct
Pooria Assadi¹
¹Sacramento State
Organizer contact: pooria.assadi@csus.edu

Abstract: I investigate the career consequences of one form of Wall Street misconduct. I use the records of the Financial Industry Regulatory Authority (FINRA), which include stockbrokers’ employment history and any involvement in formal disputes with customers or sanctions by the regulators. My sample includes 4,675 randomly-selected stockbrokers with employment spells at 1,877 brokerage firms between 1984 and 2013. Using robust linear probability models, I find that customer-initiated misconduct is punished by the labor market, but regulator-initiated misconduct is not. I also show that higher tenure weakens the punishment after customer-initiated misconduct but it strengthens the punishment after regulator-initiated misconduct. Furthermore, I find evidence that male brokers later in their careers are punished more for customer-initiated misconduct and punished less for regulator-initiated misconduct than female brokers later in their careers.

Overclaiming Business Knowledge Predicts Selfish Orientation And Poor Sales Outcomes
Daniel Jones¹, Diana Achoka¹, Yazmine Huizar², Jessica Carre³
¹University of Nevada, Reno, ²Texas Tech University, ³University of Texas, El Paso
Organizer contact: djones2@unr.edu

Abstract: Overconfidence can be toxic, creating problematic behaviors. These problems stem from an unrealistic sense of mastery in a particular domain, producing selfish behaviors. These behaviors span different organizational domains, such as sales attitudes. Overconfidence is best assessed behaviorally using the overclaiming technique. Overclaiming involves indicating familiarity with real and fictional concepts to obtain a measure of knowledge accuracy and overclaiming (i.e., overconfidence). However, the direct consequences of overclaiming in sales has been understudied. Because of its versatility, overclaiming can be adapted to a generic format (i.e., general business concepts) or a specific format, such as real estate. Overall, we hypothesized that although overclaiming can be a trade-off, they would be self-centered in sales approaches and perform more poorly. Indeed, Study 1 (n = 175) found that overclaiming was associated with self-centered sales approaches and worse sales decisions with

How Was Work Today? An Enrichment Model Of Spouse Voice Cultivation To Propel Voice At Work
Brandon Fogel¹, Nathan Black², Daniel Newton², Amy Bartels¹, Stephen Courtwright²
¹University of Nebraska - Lincoln, ²University of Iowa
Organizer contact: bfogel2@huskers.unl.edu

Abstract: Although voice is a vital behavior in organizations, employees may speak up with poor quality suggestions or hesitate to speak up. In considering how to encourage voice, research has investigated the role of internal organizational actors who encourage and cultivate voice. However, the view that voice is primarily cultivated by work recipients neglects spouses’ opportunity to impact employees voice at work. We integrate work-family enrichment theory with appraisal theory to illuminate the instrumental and affective benefits of spouse voice cultivation as spouses refine ideas before employees communicate those ideas at work. Using a 15-day experience sampling methodology study with 130 employee-spouse dyads, we demonstrate that spouse voice cultivation spurs next day voice at work by enhancing employees’ voice quality and commitment. However, if employees appraise voice cultivation as hindering, the positive indirect effects of spouse voice cultivation to voice at work are attenuated.

15:30-16:45 WORKSHOP 5: TRANSFORMATIVE BUSINESS PEDAGOGY FOR CULTIVATING FLOURISHING
Location: Mt. Rose

Transformative Business Pedagogy For Cultivating Flourishing
Julita Haber¹, Ayse Yemiscigil¹, Sophia Town¹, Michael Pirson¹, John Hollowitz¹
¹Fordham University
Organizer contact: jhaber7@fordham.edu
**Abstract:** This professional development workshop on transformative pedagogy in business education addresses two objectives. First, participants learn of innovative pedagogical techniques and interventions for cultivating human flourishing while educating future leaders. Second, participants are introduced to research about the consequences of the novel teaching interventions for personal and collective well-being in different contexts (i.e., business, social, family). This workshop is designed to be interactive for both scholars and practitioners, who are exploring or already practicing various teaching methods to promote flourishing and well-being among students and workers.

**15:30-16:45 WORKSHOP 6: WHAT ARE THE OPPORTUNITIES FOR MANAGEMENT EDUCATION SCHOLARSHIP AT MANAGEMENT TEACHING REVIEW**

*Location: Whitney Peak 3*

**What Are The Opportunities For Management Education Scholarship At Management Teaching Review?**

Nicholas Rhew¹, Robert Bonner²  
¹University of Southern Indiana, ²San Francisco State University  

**Organizer contact:** ndrhew@usi.edu

**Abstract:** This interactive workshop is designed as both an informational opportunity and a developmental incubator for attendees to learn about opportunities in management education scholarly work and develop their own ideas for Management Teaching Review. Members of the editorial team from Management Teaching Review (MTR) will share insights on successfully authoring for the journal. The session will cover different types of contributions and give an opportunity for attendees to brainstorm ideas or get developmental feedback on existing ideas for future scholarship.

**16:45-17:00 COFFEE BREAK**

**17:00-18:15 ASCENDANT SCHOLARS**

*Location: Whitney Park 1&2*

**18:30-21:30 WAM 2023 DINNER AT NATIONAL AUTOMOBILE MUSEUM** *(Ticket required)*  
Sponsored by the University of Montana College of Business

Directions from Whitney Peak Hotel:  
• Head south on Virginia St.  
• Turn left onto second street headed towards the Baseball stadium  
• Before the stadium, take a right on Lake St. and continue over the river  
• Make a left on Mill St.  
• Turn left on Museum Dr.; National Automobile Museum is on the left!
SCHEDULE OVERVIEW

07:00-12:00  Registration Open (Pre-Function A)
07:00-08:30  WAM Business Meeting & Breakfast (Whitney Peak 1&2)
             Sponsored by the College of Business, University of Nevada – Reno
08:30-09:45  Concurrent Sessions
09:45-10:00  Coffee Break (Pre-Function A)
10:00-11:15  Concurrent Sessions
11:15-11:30  Coffee Break
11:30-12:45  WAM 2023 Closing Session (Whitney Peak 1&2)

07:00-12:00  REGISTRATION OPENS

Location: Pre-Function A

07:00-08:30  BREAKFAST AND WAM BUSINESS MEETING
             Sponsored by the College of Business, University of Nevada – Reno

Location: Whitney Peak 1&2

08:30-09:45  TRADITIONAL PAPER 8: LEADERS AND ORGANIZATIONAL BEHAVIORS

Chair: Kyle Ehrhardt

The Independent And Interactive Effects Of Leader Character And Competence Assessments On Perceptions Of Promotional Potential
Lucas Monzani¹, Gerard Seijts¹, Mary Crossan¹
¹Western Ontario University
Organizer contact: lmonzani@ivey.ca

Abstract: The research question we address is whether assessments of competence and character independently and interactively contribute to perceptions of promotion potential of senior managers. We explore our research question in a large Fortune 500 organization using self, peer, and direct report assessments of competencies and character, as well as senior executive ratings of promotional potential. We use a measure of current role performance as a control variable. Our main finding is that assessments of competence and character independently and interactively contribute to perceptions of promotion potential. Specifically, high self-assessment ratings of competence and character contribute to the highest promotion potential scores by executives. High competence ratings by direct reports coupled with low character ratings by peers hurt promotional potential. We conclude that competence is necessary but not sufficient, and the call by scholars to elevate character alongside competence in leader

Perceptions Of Necessity Deprivation Drive Poor Prospective Job Commitment
Daniel Jones¹, Grace Flores-Robles²
¹University of Nevada, Reno, ²City University of New York Graduate School
Organizer contact: bfogel2@huskers.unl.edu

Abstract: When deciding whether to take a job offer from a company, individuals often look to the resources that they are provided from their prospective employers. Several factors, including opportunities for achievement, are among the resources
that workers want. Other factors, including fair working conditions and pay, are among the resources that workers need. Drawing from Costly Signaling Theory, we examined whether job commitment decreased when denied requests were framed as wants versus needs. In Study 1, 257 business students selected among workplace items (e.g., company car) that were framed as either wants or needs, and then told that they were deprived of all but three. Results demonstrated that framing deprived items as needs significantly reduced students' projected commitment to a job. In Study 2, we replicated this effect in a separate sample of newly hired workers (N = 121). Workers who felt that their needs were not met reduced their commitment to their new jobs.

A Behavior Analysis Of Organizational Justice: A Bridge
Kirk Silvernail¹, Rob Scalise²
¹University of Nevada, Las Vegas, ²Villiv Management Consulting
Organizer contact: kirk.silvernail@unlv.edu

Abstract: This paper will provide an initial framework for the behavior analysis of organizational justice as operant classes of behavior. Its purpose is to provide tools to expand current research and offer insight. The three universal goals of science are description, prediction, and control. Organizational justice has been studied intently for over 50 years and the research has provided a comprehensive description of this phenomenon. Yet, the evidence for explaining the construct and mechanisms to control variables remain largely unidentified. This paper will deconstruct organizational justice from its current findings to its basic definition of fairness. We will then offer a conceptualization of the behavior processes involved, define target behaviors, and offer possible methods of analysis and critical areas of study to help further research into the topic.

Working During Non-Work Time, Not Working During Work Time: When And How Digital Connectivity Leads To Cyberloafing
Zhonghao Zhang¹, Wenxiao Xu², Junyun Jia²
¹University of Nevada, Reno, ²Shandong University
Organizer contact: zhangzhonghao@nevada.unr.edu

Abstract: Using digital technologies to complete work after working time is a prevalent behavior in the post-epidemic era. Despite growing research on digital connectivity (DCON), little is known about why and how DCON induces deviant behaviors. Based on social exchange theory and self-determination theory, this article examines a specific deviant workplace consequence of DCON, cyberloafing. Specifically, we argue that DCON is perceived as an imbalanced exchange action that can induce a sense of psychological entitlement, which subsequently leads employees to engage in cyberloafing. Further, we propose that employees who perform DCON driven by external motivation will feel more psychologically entitled. Data from a three-wave questionnaire study (N = 366) confirm that psychological entitlement mediates the association between DCON and cyberloafing and the moderating effect of external motivation. This study contributes to the DCON literature by highlighting the psychological mechanism underlying the detrimental effect of DCON.

08:30-09:45 TRADITIONAL PAPER 9: RELATIONSHIPS AND REPUTATIONS

Chair: Dave Hannah

LMX And Corporate Entrepreneurship: The Mediating Role Of Psychological Empowerment
Jeffery Houghton¹, Mariam Yasmin¹, Asiye Zeytonli¹, Lewis Hardway¹
¹West Virginia University
Organizer contact: jeff.houghton@mail.wvu.edu

Abstract: This paper explores the potential explanatory mechanisms linking leader-member exchange (LMX) and corporate entrepreneurship. Specifically, this paper develops and presents a hypothesized moderated mediation model of the relationship between LMX and corporate entrepreneurship through psychological empowerment as conditional upon the level of control orientation. Based on the findings of an analysis using a sample of 682 participants working in the USA, we conclude that higher LMX augments corporate entrepreneurship. Moreover, we found support for the mediating role of psychological empowerment
and the moderating role of control orientation on that conditional relationship. This research suggests that high LMX relationships may enrich the human capital of firms, helping them to survive and outperform competitors in the context of modern competitive dynamics. Theoretical and managerial implications are discussed along with limitations and directions for future research.

**Doing Good While Saving Money? The Formation Of Initial Reputational Perceptions About A New Social Venture**

Antoaneta Petkova¹, Carolin Walder², Jurgen Willems³  
¹San Francisco State University, ²Heinrich Heine University, ³Vienna University of Economics and Business  
Organizer contact: apetkova@sfsu.edu  
Abstract: This study addresses recent calls for in-depth research and theorization of the cognitive and emotional basis of reputation and the processes through which the perceptions that comprise new venture reputations form and change over time. Following a new social venture through its first year of operation, we analyze the formation of its initial reputation with customers. Using inductive theory building and theory extension methods, we identify specific components of customer evaluations that comprise the rational, emotional, and moral basis of new venture reputation. Our findings offer new understanding of the initial reputation perceptions of social ventures, and the potential gaps that may occur between the desired reputations that venture founders aim to develop through their reputation-building efforts and the actual perceptions that emerge based on customers, interactions with the ventures.

**Who Cares About The Recession And Corruption?: I Will Always Have My Entrepreneurial Intentions**

Kevin Heupel¹  
¹Oklahoma State University  
Organizer contact: kevin.heupel@okstate.edu  
Abstract: The purpose of this paper is to examine how different contextual environments impact perceptions significantly related to entrepreneurial intentions. There are two research questions addressed herein. First, whether perceptions of opportunity strengthen or weaken entrepreneurial intentions before, during, and after a recession. Second, whether a country’s level of corruption impacts the relationship between individual perceptions of opportunity and entrepreneurial intentions.  
*This paper is a finalist for the WAM 2023 Best Doctoral Student Paper Award*

**Welcome To The Neighborhood, What Brings Ya? Digital Storytelling Between Strategic Groups For Winery Authenticity**

Chet Barney¹, James Downing²  
¹University of South Dakota, ²Naval Postgraduate School  
Organizer contact: chet.barney@usd.edu  
Abstract: Wineries need to differentiate themselves but also need to build partners with their local competitors to develop a regional brand identity. Wineries will do this by forming regional strategic groups to create a common identity and communicate with wine buyers through digital storytelling. Oftentimes, regional winery groups can craft a collective identity that also provides benefits of valuable assets of mutual trust and reputation. More importantly, the collective identity is done as a strategic group to reinforce and provide authenticity to the individual wineries’ digital storytelling methods in order to connect with wine buyers. Through a strategic group lens, we attempt to understand how collective winery groups use digital storytelling to create authenticity and enhance the individual winery storytelling efforts. We look at these efforts by regional wine collectives and their individual winery members to understand authenticity development under the digital storytelling lens.

**08:30-09:45 WORKSHOP 7: MENTORING GRADUATE STUDENTS IN ONLINE DEGREE PROGRAMS**

**Best Practices For Mentoring Graduate Students In Online Degree Programs**

Mai Trinh¹, Sophia Thomas¹, Robert Chico¹, Tejal Wagadia¹  
¹Arizona State University  
Organizer contact: mtrinh@asu.edu
Abstract: Recent increases in enrollment in online degree programs (ODP) in leadership, business, and management have raised questions about how to effectively mentor students in those programs, especially graduate students with needs for specialty training in research and/or practice. Student characteristics, contexts, needs, program specifics, available tools, and technologies are all important factors to consider. In this workshop, organizers will share best practices for mentoring graduate students in these ODP based on research and anecdotal experiences. Participants will walk away with a strengthened understanding of the mentoring process in general as well as specific tips and tricks that they can implement immediately with their students.

08:30-09:45 WORKSHOP 8: EXPERIENTIAL EXERCISES IN MANAGEMENT

Chair: Dave Hannah

Experiential Exercises In Management
Ofer Meilich¹, Alex Bolinger², Emmeline de Pillis³, Samira Fallah⁴, Mehdi Samimi⁵, Mostafa Ayoobzadeh⁶, Jeff Morgan⁷, Heather Ranson⁸
¹California State University, San Marcos, ²Idaho State University, ³University of La Verne, ⁴University of Mary Washington, ⁵City College of New York, ⁶Université du Québec à Montréal, ⁷Boise State University, ⁸University of Victoria
Organizer contact: meilich@csusm.edu

Abstract: This workshop brings together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about various aspect of management -- from general, multi-application exercises to more topic-specific ones. The workshop will proceed in a round-robin workshop format, whereby participants will have the opportunity to rotate to three of six different breakout groups in which expert instructors provide interactive, 20-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home at least three unique activities or instructional ideas that they can use in their own classes.

09:45-10:00 COFFEE BREAK

10:00-11:15 TRADITIONAL PAPER 10: EXPLORING ATTRIBUTES OF TEAM MEMBERS

Chair: Hank Strevel

Team Composition Revisited: Expanding The Team Member Attribute Alignment Approach To Consider Patterns Of More Than Two Attributes
Kyle Emich¹
¹University of Delaware
Organizer contact: kemich@udel.edu

Abstract: The attribute alignment approach to team composition allows researchers to develop theory testing the proposition that individual members are themselves complex systems comprised of multiple attributes, and that the configuration of those attributes affects team-level processes and outcomes. Here, we expand the attribute alignment approach by suggesting three ways researchers may capture the alignment of more than two team member attributes simultaneously: 1) A geometric approach, 2) A physical approach accentuating ideal alignment, and 3) An algebraic approach accentuating the direction of alignment. We also compare the approaches empirically using a synthetic dataset. Finally, we provide a practical guide for researchers to assist in choosing and applying an appropriate analytic method when considering team-member attribute patterns by answering several common questions that may arise when applying attribute alignment.
How Empowering Leaders Influence Employee Voice Behaviors: The Roles Of SOP, CWS, And PCV
Robert Chico¹
¹Arizona State University
Organizer contact: rchico@asu.edu

Abstract: This study aims to examine the relationship between empowering leadership and employee voice behaviors. Based on self-determination theory, I argue that empowering leadership and employee voice behavior relationship is mediated by employee personal sense of power. In addition, coworker support and psychological contract violations moderate the indirect relationships leading to promotive voice and prohibitive voice. These hypotheses were partially supported by a sample of 168 employees across various industries and occupations. Results show a mediating effect of sense of power between empowering leadership and promotive voice behaviors. In addition, bootstrapping results show the moderating role played by coworker support in the indirect relationship between empowering leadership and promotive voice behavior through sense of power. Theoretical and managerial implications are further discussed in light of these findings.

Exploring The Association Between Compassion To Others And Relational Compassion
David Cavazos¹, Nate Heller¹, Brian Martinsen¹
¹Tarleton State University
Organizer contact: dcavazos@tarleton.edu

Abstract: The current study explores the association between compassion towards others and perception of the compassion of others (relational compassion). Examining data from 156 respondents with various professional backgrounds, and ranging in age from 20-60, reveals interesting findings regarding the association between compassion to others and relational compassion. The primary finding in this exploratory research is that one’s perception of the compassion of others is strongly associated with one’s compassion towards others.

Too Much Is Not Enough: The Complex Role Of Optimal Distinctiveness On Job Commitment And Satisfaction
Jared Law-Penrose¹, Ben Huegel¹
¹Le Moyne College
Organizer contact: lawpenj@lemoyne.edu

Abstract: While we know that the satisfaction of psychological needs are important personal resources that can influence a variety of employee attitudes (Bakker & Demerouti, 2001; 2017), this study empirically evaluates the compensating and competing effects of the need for belongingness and distinctiveness. Specifically, this study addresses the congruence of employee belongingness and distinctiveness on employee commitment and job satisfaction. By understanding the nature of the relationship between belongingness and distinctiveness with job commitment, organizations may be able to create targeted interventions focused on improving employee job attitudes. Similarly, understanding the congruence of belongingness and distinctiveness on job satisfaction will help organizations understand where to focus their culture building efforts.

10:00-11:15 TRADITIONAL PAPER 11: ADVANTAGES OF SHARED VALUES
Room: Relay Peak

Chair: Eric Lamm

Leveraging A Collective Identity To Shape Action At Levels Of Hybridized Identity: A Case Of B Corp Companies
Brooke Lahneman¹, Jennifer Irwin²
¹Montana State University, ²Lycoming College
Organizer contact: brooke.lahneman@montana.edu

Abstract: A key challenge for hybrid companies is avoiding mission drift, by aligning action to multiple identity claims that support the generation of social and environmental benefit through a for-profit business model. Hybrid companies often lack industry-based referents that demonstrate ways to navigate these challenges, so often are on their own in doing so. In this
inductive qualitative study, we examine how hybrid companies draw on the B Corp as a referent collective identity, which promotes the generation of social and environmental benefit through for-profit organizing, to effectively align actions with their blended missions. We find that hybrid companies draw on the collective identity as a referent via three sets of mechanisms, and that this engagement indicates hybrids interact with the collective identity at varying levels of hybridity. This work deepens theory on multi-level identity processes supporting hybrid companies’ action toward blended missions.

**Shared Visuals For Engagement And Action: Rapid City Collective Impact And Community-based System Dynamics**

Laura Black¹, Donald Greer², Albert Linderman³

¹Montana State University, ²Greer Black Company, ³Sagis Corp

**Organizer contact:** lblack@montana.edu

**Abstract:** This paper explores the use of community-based system dynamics in Rapid City Collective Impact, an initiative taking place from 2015 to 2017. The case describes the methods and associated representations used to engage community members and especially seeks to explain the role of shared visual representations in ongoing community conversations. Drawing on interdisciplinary research related to boundary objects, participatory modeling, and symbolic interaction, the paper examines how, why, and when boundary objects can effectively catalyze coordinated actions, in the context of widening varieties and numbers of stakeholders. Specifically, we discuss the role of shared visual representations in creating shared language and sustained focus; the role of representations that show causal reasoning in creating a holistic view for coordinated joint action; and the challenges of measuring impact in projects in which the goal is action without centralized control.

**Good Habits Make Good Wine: The Craftsmanship Of Cistercian Monks**

James Downing¹, Dan Parish²

¹Naval Postgraduate School, ²University of Portland

**Organizer contact:** james.downing@nps.edu

**Abstract:** This research examines the behavior of Cistercian monks in their development of habits specific to market conditions. Monk behavior is a governance structure based on habits developed from principled living embedded in an individuals approach to business. This study addresses the question of how entrepreneurs without unique resources and dynamic capabilities can produce sustainable rent-producing structures of commerce. Observing the entrepreneurial adaptation from twelfth century France to the modern business practices of Northern California identifies unique entrepreneurial behavior. The process of this entrepreneurial craftsmanship provides new insight into habits that inform the basis of a sustainable competitive advantage applied to competition in fragmented markets and artisan markets.

**Social Values And Responsibility: How The Shift Of Prosocial Values Can Create A Competitive Or Cooperative Advantage**

Edit Szabo¹, Rafik Beekun¹

¹University of Nevada, Reno

**Organizer contact:** eszabo@nevada.unr.edu

**Abstract:** We integrate the micro level concept of social value orientation (SVO) with related macro level concepts of corporate social responsibility (CSR) and creating shared values (CSV) to provide a framework for organizations’ business activities. This integration is helpful to advise managers how to strategize in the domain of day-to-day operations. We describe six social value orientations and demonstrate the utility of our framework by integrating it with stakeholder theory. We further demonstrate that this framework can be applicable at all levels of strategy planning and implementation from individual to industry and social levels.
10:00-11:15 WORKSHOP

Inciting Learning Through Engaging Pedagogy
Shari Carpenter¹, Tanya Kausler¹
¹Eastern Oregon University

Organizer contact: scarpent@eou.edu

Abstract: Workshops during the WAM conference nurture the emergence of new thoughts and the development of new ways to better serve our students. The workshop is entitled “Inciting learning through engaging pedagogy.” Academia’s view of learning includes the design of class and program outcomes as well as their assessment. To that end, faculty use pedagogy and assessment as a means to evaluate student learning. In this workshop, we will define and discuss active learning as an engaging pedagogy. We will also work to establish means by which we can best assess active learning methods to ensure their effectiveness. The outcomes of this workshop will contribute new knowledge to the discussion of engaging pedagogy. The results will also contribute to a more extensive study in progress that assesses the virtual and live delivery of the same outcomes using different pedagogical methods.

11:15-11:30 COFFEE BREAK

11:30-12:45 WAM 2023 CLOSING SESSION

Truth Versus Political Advocacy: Management Research In Crisis
Thomas Wright¹
¹Wright Institute of Organizational Learning

Organizer contact: thomasawright1@gmail.com

Abstract: Incorporating real-life examples, our Last Session provides an active forum for a free and open discussion on how the search for the objective truth has been largely supplanted by political advocacy across much management research. Lessons learned regarding the costs to the core integrity of our scholarship are introduced.
WAM PRESIDENTS

2022 Antoaneta Petkova, San Francisco State University
2021 Kim Hinrichs, University of California Chico
2020 Ana Maria Peredo, University of Victoria & University of Ottawa
2019 Thomas Wright, Fordham University
2018 Sarah Kovoor-Misra, University of Colorado Denver
2017 Arran Caza, University of Manitoba
2016 Paul Olk, University of Denver
2015 Chris Zatzick, Simon Fraser University
2014 David Hannah, Simon Fraser University
2013 Bambi Douma, University of Montana
2012 Jeffrey P. Shay, Washington & Lee University
2011 Sally Baack, San Francisco State University
2010 Richard W. Stackman, University of San Francisco
2009 Paul Hirsch, Northwestern University
2008 Phil Gorman, California State University, Northridge
2007 Candace Ybarra, Chapman University
2006 John Cullen, Washington State University
2005 Jim Spee, University of Redlands
2004 P. Devereaux Jennings, University of Alberta
2003 B. Thomas Mayes, California State University, Fullerton
2002 Joyce Osland, San Jose State University
2001 Gretchen Spreitzer, University of Michigan
2000 Steven M. Sommer, University of Nebraska
1999 Kimberly B. Boal, Texas Tech University
1998 Joan G. Dahl, California State University, Northridge
1997 Paul F. Buller, Gonzaga University
1996 Bruce H. Drake, University of Portland
1995 Jone L. Pearce, University of California, Irvine
1994 Craig C. Pinder, University of British Columbia
1993 Andre L. Delbecq, Santa Clara University
1992 John D. Bigelow, Boise State University
1991 Claudia Bird Schoonhoven, Dartmouth College

1990 Newton Margulies, University of California, Irvine
1989 Alan Glassman, California State University, Northridge
1988 John W. Seybolt, University of Utah
1987 Barry Z. Posner, Santa Clara University
1986 Patrick E. Connor, Willamette University
1985 Thomas G. Cummings, University of Southern California
1984 Roger Evered, Naval Postgraduate School
1983 Gordon A. Walker, University of British Columbia
1982 Margaret P. Fenn, University of Washington
1981 Thomas E. Hendrick, University of Colorado
1980 Joseph W. McGuire, University of California, Irvine
1979 Richard O. Mason, Southern Methodist University
1978 Craig C. Lundberg, Cornell University
1977 Anthony P. Raia, University of California, Los Angeles
1976 Vance F. Mitchell, University of British Columbia
1975 Bernard Alpert, San Francisco State University
1974 Albert C. Pierson, San Diego State University
1973 Joseph M. Trickett, Santa Clara University
1972 Edward J. Morrison, University of Colorado
1971 Fremont Kast, University of Washington
1970 Earl Goddard, Oregon State University
1969 Stanley C. Vance, University of Oregon
1968 Lyman W. Porter, University of California, Irvine
1967 Dale A. Henning, University of Washington
1966 Wilmar F. Berntshal, University of Colorado
1965 William B. Wolf, Cornell University
1964 Dale Yoder, Stanford University
1963 Keith Davis, Arizona State University
1962 C. William Voris, American Graduate School of International Management
1961 Austin Grimshaw, University of Washington
1960 Harold Koontz, University of California, Los Angeles
WAM and the Journal of Management Inquiry sponsors this award to recognize our colleagues who have distinguished themselves over the course of their careers, have a reputation for mentoring successful researchers, and have personal qualities that enhance the WAM culture.

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2022 Violina Rindova, University of Southern California
    Michael Lounsbury, University of Alberta
2021 Maureen Ambrose, University of Central Florida
    Marshall Schminke, University of Central Florida
    Martin Hoegl, Ludwig-Maximilians University of Munich
2020 Nancy Harding, University of Bath
    Linda Smircich, University of Massachusetts
    Marta B. Calás, University of Massachusetts
2019 Barry M. Staw, Haas School of Business, University of California Berkeley
2018 Jane E. Dutton, University of Michigan
    Nandini Rajagopalan, University of Southern California
2017 Jean Bartunek, Boston College
    Roy Suddaby, University of Victoria
2016 Mary Jo Hatch, University of Virginia
    Alan Meyer, University of Oregon
2015 Wayne Cascio, University of Colorado Denver
2014 Blake Ashforth, Arizona State University
    Sandra Robinson, University of British Columbia
2013 Terence Mitchell, University of Washington
    Gerry McNamara, Michigan State University
2012 Chuck Snow, Pennsylvania State University
    Thomas A. Wright, Kansas State University
2011 Barry Posner, Santa Clara University
    Gretchen Spreitzer, University of Michigan
2010 Joyce Osland, San Jose State University
    William Torbert, Boston College
2009 William Starbuck, New York University
    David Whetten, Brigham Young University
2008 Joan Winn, Denver University
    Alan Glassman, California State University-Northridge
2007 Denise Rousseau, Carnegie Mellon University
2006 Tom Cummings, University of Southern California
    Jone Pearce, University of California, Irvine
2005 Lyman Porter, University of California, Irvine
    Peter J. Frost, University of British Columbia (posthumous)
2004 Royston Greenwood, University of Alberta
    Don Palmer, University of California, Davis
2003 C.R. (Bob) Hinings, University of Alberta
    Joanne Martin, Stanford University
ASCENDANT SCHOLARS – 1982-2021

2023  Phil Thompson, Virginia Polytechnic Institute and State University
Sarah Doyle, University of Arizona
Joseph Raffiee, University of Southern California
Michael Daniels, University of British Columbia

2022  Brooke Lahneman, Montana State University
Courtney Masterson, University of San Francisco
Simon Pek, University of Victoria
Allison Marie Ellis, Cal Poly

2021  Jeremy D. Meuser, University of Mississippi
Julena M. Bonner, Utah State University
Madeline Toubiana, University of Alberta

2020  Jeffrey S. Bednar, Brigham Young University
Oliver Schilke, University of Arizona
Lauren Lanahan, University of Oregon
Chenwei Li, San Francisco State University

2019  Kyle J. Emich, University of Delaware
Abhinav Gupta, University of Washington
Dejun Tony Kong, University of Houston
David T. Welsh, Arizona State University

2018  Allison S. Gabriel, University of Arizona
Joel Gehman, University of Alberta

2017  Marco DiRenzo, Naval Postgraduate School
Marion Eberly, University of Washington
Crystal Farh, University of Washington
Anthony Kotz, Oregon State University

2016  Ryan Fehr, University of Washington
Samuel S. Holloway, University of Portland
Ryan A. Krause, Texas Christian University
Pauline Schilpzand, Oregon State University

2015  Keith Leavitt, Oregon State University
David Wagner, University of Oregon

2014  Darren Good, Pepperdine University
Andrew Nelson, University of Oregon
Chris Barnes, University of Washington

2013  Chris Bingham, Univ. of North Carolina, Chapel Hill
Arran Caza, Griffith Univ.
Peter Madsen, Brigham Young Univ.
Feng Zhu, Univ. of Southern California

2012  John Bingham, BYU
Michael Johnson, Univ. of Washington
Paul Leonard, Northwestern Univ.
Matthew McCarter, Chapman Univ.

2011  Alison Cook, Utah State
Mark Kennedy, USC
Elizabeth Mullen, Stanford Univ.
Antoaneta Petkova, San Francisco State Univ.

2010  Kristin Behfar, UC Irvine
Peer Fiss, USC
Camille Johnson, San Jose State Univ.
Anne Parmigiani, Univ. of Oregon

2009  Teppo Felin, Brigham Young Univ.
Kevin Groves, Pepperdine Univ.
Mooween Rhee, Univ. of Hawaii

2008  Berrin Erdogan, Portland State Univ.
David Hannah, Simon Fraser Univ.
Mary Sully de Luque, Thunderbird School of Global Management
Chris Zatzick, Simon Fraser Univ.

2007  Sally Baack, San Francisco State Univ.
Marc Da Rond, Cambridge Univ.
Ana Maria Peredo, Univ. of Victoria & Univ. of Ottawa
Roy Suddaby, Univ. of Alberta

2006  Christine Beckman, UC Irvine
Michael Lounsbury, Univ. of Alberta
Jeff Shay, Univ. of Montana
Marvin Washington, Texas Tech Univ.

2005  Brooks C. Holtom, Georgetown Univ.
Sally Maitlis, Univ. of British Columbia
K. Praveen Parboteeah, Univ. of Wisconsin-Whitewater
Barry M. Goldman, Univ. of Arizona

2004  Craig Pearce, Claremont Graduate Univ.
Shawn Berman, Santa Clara Univ.
Peter Kim, USC
Don Jung, San Diego State Univ.

2003  Larissa Z. Tiedens, Stanford Univ.
Gerardo Andrés Okhuysen, Univ. of Utah
Gregory A. Bigley, Univ. of Washington
Livia Markoczy, UC Riverside

2002  Marta Elvira, INSEAD and UC, Irvine
Christina Gibson, USC
Tammy Madsen, Santa Clara Univ.
Candace Ybarra, Chapman Univ.

2001  Talya Bauer, Portland State Univ.
Ellen Ensher, Loyola Marymount Univ.
Thomas Lawrence, Univ. of Victoria
Rajnandini Pillai, CSU-San Marcos
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2000  Amy Hurley, Chapman Univ.  Lisa Hope Pelled, USC  Daniel Skarlicki, Univ. of British Columbia  Katherine Xin, Hong Kong Univ. of Science & Technology
1999  Nick Argyres, Univ. of Southern California  William Hesterly, Univ. of Utah  Kathleen Montgomery, UC Riverside  Michael Morris, Stanford Univ.  Steven M. Sommer, Univ. of Nebraska
1998  Cliff Cheng, UCLA  Sandra Robinson, Univ. of British Columbia  Stephen Tallman, Cranfield School of Management
1997  Joyce Osland, Univ. of Portland  Gretchen Spreitzer, USC  Sully Taylor, Portland State Univ.  Pushkala Prasad, Univ. of Calgary
1996  Hal B. Gregersen, Brigham Young Univ.  Pamela R. Haunschild, Stanford Univ.  P. Devereaux Jennings, Univ. of British Columbia  Nandini Rajagopalan, USC
1995  J. Stewart Black, American Graduate School of International Management  Kay Devine, Univ. of Alberta  Michael Vincent Russo, Univ. of Oregon
1994  Nakiye Boyacigiller, San Jose State Univ.  Jennifer A. Chatman, UC Berkeley  Margarethe Wiersema, UC Irvine
1993  Laurence Barton, Univ. of Nevada  Raphael H. Amit, Univ. of British Columbia  Sydney Finkelstein, USC
1989  Anne Tsui, UC Irvine  Barbara Lawrence, UCLA  Marilyn Gist, Univ. of Washington  Rod Kramer, Stanford Univ.
1988  Thomas Lee, Univ. of Washington  David Bowen, USC  Mary Barton, CSU-Northridge
1987  Douglas Howley, Univ. of Arizona  Kimberly Boal, Univ. of Nevada, Reno  Vandra Huber, Univ. of Washington
1986  Alan Meyer, Univ. of Oregon  Janet Fulk, USC  Manuel Velasquez, Santa Clara Univ.
1985  Gerardo Ungson, Univ. of Oregon  Jone L. Pearce, UC Irvine  Mary Ann Von Glinow, USC
1984  Craig C. Pinder, Univ. of British Columbia  John W. Seybolt, Univ. of Utah  Susan Mohrman, USC
1983  David Boje, USC  John Bigelow, Boise State Univ.  Kurt Motamed, Pepperdine Univ.
1982  Dean Tjosvold, Simon Fraser Univ.  Joanne Martin, Stanford Univ.  Meryl Louis, Naval Post Graduate School
JOAN G. DAHL PRESIDENT’S AWARD RECIPIENTS

2023  Sally Baack, San Francisco State University
2022  Thomas Wright, Wright Institute of Organizational Learning
2021  David Hannah, Simon Fraser University
2015  Jeffrey P. Shay, Washington and Lee University
2011  Cynthia Nalevanko, Sage Publications
2005  Paul Hirsch, Northwestern University

2004  Richard W. Stackman, University of San Francisco
2003  Kay Devine, University of Alberta
2002  Joyce Osland, San Jose State University
2001  Paul Buller, Gonzaga University

Kimberly B. Boal, Texas Tech University

ANDRÉ DELBECQ WAM ‘STATE OF MIND’ AWARD RECIPIENTS

2023  Sarah Kovoor-Misra, University of Colorado Denver
2022  James Downing, Naval Postgraduate School
2021  Richard Stackman, University of San Francisco
2012  Paul Buller, Gonzaga University

and Glenn McEvoy, Utah State University
2011  Asbjorn Osland, San Jose State University

2010  Fr. Brian Bainbridge (posthumous), and Kay Devine, Athabasca Univ.
2009  Andre Delbecq, Santa Clara University
2008  Charles Vance, Loyola Marymount University
2007  Craig C. Lundberg, Cornell University
2006  B. Thomas Mayes, CSU Fullerton

1999  Bruce H. Drake, University of Portland
1998  Andre L. Delbecq, Santa Clara University
1996  Joan G. Dahl, California State University, Northridge
1995  Robert Wright, Pepperdine University
1994  Kimberly B. Boal, Texas Tech University
1992  Alan M. Glassman, California State University, Northridge
1992  John W. Seybolt, University of Utah
1991  Anthony P. Raia, University of California, Los Angeles
1990  Craig C. Lundberg, Cornell University

2000  John and Suzanne Bigelow, Boise State University
1999  Bruce H. Drake, University of Portland
1998  Andre L. Delbecq, Santa Clara University
1996  Joan G. Dahl, California State University, Northridge
1995  Robert Wright, Pepperdine University
1994  Kimberly B. Boal, Texas Tech University
1992  Alan M. Glassman, California State University, Northridge
1992  John W. Seybolt, University of Utah
1991  Anthony P. Raia, University of California, Los Angeles
1990  Craig C. Lundberg, Cornell University
THANK YOU WAM 2023 TRACK CHAIRS AND REVIEWERS

TRACK CHAIRS
Bob Bonner
David Cavazos
Marco DiRenzo
Marion Eberly
Sharyn Gardner
Thomas Greckhamer
Andy Hinrichs
Reka Lassu
Chenwei Li
Lalit Manral

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Lucas Monzani
Caitlin Mooney
Aynur Nabiyeva
Sonny Nguyen
Cristina Nistor
Brent Opall
Aaron Pagel
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Nicholas Rhew
Yu Rong
Ji Woon (June) Ryu
Shantala Samant
Craig Seal
Russell Seidle
Nichole Wiseman
Ayse Yemisciogil
Sicong Zhang
Yanli Zhang
Zhonghao Zhang
Yuxi Zhao
Feigu Zhou

Tushar Shah
Suraj Sharma
Kirk Silvernail
Christopher Stevens
Edit Szabo
Tory Taylor
Sophia Thomas
Mai Trinh
Chantal van Esch
Giovanni Visentin
Jue Wang
Jim Westerman
Maureen Wetzel
Danny White
Nichole Wiseman
Ayse Yemisciogil
Sicong Zhang
Yanli Zhang
Zhonghao Zhang
Yuxi Zhao
Feigu Zhou
VENUE MAP

WiFi Network: Whitney-PeakMeetings
Password: thirdfloor
## APPENDIX

### WAM 2023 PARTICIPANTS

<table>
<thead>
<tr>
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