



# NEWSLETTER

FALL Issue



## Creating A Better World Together

82nd Annual Meeting of the Academy of Management  
8-9 August 2021 | Seattle, Washington, USA | A Hybrid Experience

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#### Upcoming

Academy of Management 2022 is [here!](#) Sign up to review and make sure you [submit](#) your paper/symposium/PDW to the program.

If you're interested in getting more involved, consider volunteer for our OMT Membership Group (contact Shelby) and/or OMT Communications Team (contact Shipeng).

Many of our members are also members of the [Organizations, Occupations, and Work \(OOW\)](#) and [Theory](#) sections of the American Sociological Association. So feel free to check them out, if you're interested.

#### In Closing

Please like us on Facebook, and follow us on Twitter and Instagram.

Special thanks go outs to this year's sponsors! For future sponsorship information, contact Martin Kildduff, OMT Division Chair.



## 2021-2022 Sponsors

### Best OMT Entrepreneurship Paper



### Best OMT International Paper



### OMT Award Redesign



### OMT Doctoral Student Consortium



### Junior Faculty Consortium



### OMT Global PDW



### OMT Executive Committee Winter Meeting



## OMT Division Leadership

Division Chair	Martin Kilduff	University College London
Program Chair	Forrest Briscoe	The Pennsylvania State University
Division Chair-Elect	Eva Boxenbaum	Copenhagen Business School
Program Chair-Elect (PDW Chair)	Emilio Castilla	MIT Sloan School of Management
Past Division Chair	Renate Meyer	WU Vienna & CBS Copenhagen
Third Year Representatives-at-Large	Marya Besharov	Oxford Univ., Said Business School
	Santi Furnari	Bayes Business School
	Pablo Martin de Holan	HEC Paris
Second Year Representatives-at-Large	Michel Anteby	Boston University
	Paul Tracey	University of Cambridge
	Yutaka Yamauchi	Kyoto University
First Year Representatives-at-Large	Kisha Lashley	University of Virginia
	Danielle Logue	University of Technology, Sydney
	Srividya Jandhyala	ESSEC Business School
Research Committee Chair	Mary-Hunter McDonnell	The Wharton School
Membership Committee Chair	Shelby Gai	Michigan State University
Communication Chair	Shipeng Yan	The University of Hong Kong
Social Media Co-Chairs	Kevin Lee	New York University
	Christine Moser	Vrije U. Amsterdam
Digital Strategy Officer	Melodie Cartel	UNSW Business School
Data Analytics Chair	Richard Haans	Erasmus University Rotterdam
Treasurer	Costas Andriopoulos	Bayes Business School

## 2021 OMT Business Meeting

The newsletter also includes the 2021 OMT business meeting, please click [here](#).

We hope you enjoy these fascinating conversations!

## 2022 OMT Division Chair's Welcome Message

Martin Kilduff



Martin Kilduff

Dear OMTers,

Let me begin by thanking all of you for your enthusiastic help and support during this challenging year. Let me thank the reviewers, session chairs, discussants, and volunteers of all kinds who contributed ideas, time, thoughtfulness, and support vital to the success of our program at the annual meeting. Our membership has rebounded to 4020 people, up from last year's 3897, with over 50 percent of members participating in the annual meeting. It is truly the collegiality and friendliness of our members to which we owe the continued vibrancy of OMT.

I want to say a special "Thank you!" to our Program Chair Eva Boxenbaum and our PDW Chair Forrest Briscoe for crafting an inspiring and innovative scholarly program under unprecedented circumstances. For the first time, the professional development workshops and the scholarly sessions were spread throughout the conference days. Eva and Forrest – that was a terrific schedule of events that you coordinated from Friday through Tuesday!

During these difficult times, we reached out throughout the year to support our more junior members. In particular we organized:

- *OMT Meetups* that consist of one-to-one online conversations between senior and junior scholars (including final-year PhD Candidates and Post-docs). Thank you to the over 100 senior scholars who participated; and to Santi Furnari, Shelby Gai and Richard Haans, who organize these vital exchanges that will continue this academic year.
- *OMT Conversations* in which members of the OMT Leadership Team discussed with PhD Students their needs and how OMT could best support them. Thank you to our Digital Strategy Officer, Mélodie Cartel, for organizing these over the past year.

We also continued with our OMT Podcast series, initiated by our outgoing communications chair Hovig Tchalian, and continued by the incoming chair Shipeng Yan together with social media chairs Kevin Lee and Christine Moser. Thank you to all of them for a terrific series; and to the host Tanja Ohlson for her skillful interviewing. Please check out the podcasts [here](#).

We plan a new YouTube initiative starting this fall, that will feature interviews with OMTers on new work (highlighting people from underrepresented regions), "how to" videos on methods and writing, and other inspirational and useful content. Stay tuned.

And together with IAE Business School (Tomas Farchi & Pablo Fernandez) and EGOS we plan to hold the delayed Latin America Workshop in March 2022, or as soon as the pandemic situation permits.

At OMT, we are fortunate to have the support of generous [sponsors](#) who provide financial help during these difficult times. Thank you to all of them. And also to [Organization Studies](#) and SAGE for the continued sponsorship of the Best International Paper Award.

Now, on to my report from the 2021 Annual Conference, the second AoM conference to be held virtually, but the first to be planned from the beginning as a virtual conference. Below you can read more about our outstanding sessions, workshops, and other initiatives. Thank you all for creating and participating in our division. It is thanks to you all that OMT continues to be The Place to Be!

- Program Chair Eva Boxenbaum [reports](#) on the fabulous virtual program.
- PDW Chair Forrest Briscoe [reports](#) on this year's exciting PDW program.

## 2022 OMT Division Chair's Welcome Message

Martin Kilduff



Martin Kilduff

- Santi Furnari and Michel Anteby [provide insights](#) from the Doctoral Student Consortium, which prepares students in the final phase of their doctoral programs for future careers.
- Marya Besharov and Paul Tracey [share insights](#) about the highlights of the Junior Faculty Consortium.
- Pablo Martin de Holan and Yutaka Yamauchi [provide an overview](#) about the OMT Global PDW on 'Doing Organizational Research Around the World.'
- Membership Committee Chair Shelby Gai [informs](#) us about our innovative and social distancing off-program options.
- Mary-Hunter McDonnell, OMT's Research Committee, Chair [highlights](#) the award winners for 2021.
- We are extremely honored to have won two of the major AoM Awards for the second successive year.
  - Congratulations to Kylie Jiwon Hwang for winning two awards for the best paper based on a dissertation: the OMT Louis Pondy Award and the [AoM-wide William Newman Award](#); and to Katharina Scheidgen and Anna Brattström for also [winning](#) two awards for the Best International Paper: the OMT Award and the [AoM-wide Caroline Dexter Award](#).
- Thank you to Program Chair Eva Boxenbaum and the entire Research Committee led by Mae McDonnell for their excellent work in selecting these award winners whose success is testimony to the outstanding scholarship of the OMT community.
- A special mention to two of our members (one of whom is a past OMT Division Chair) who are the [2021 AoM Terry Book Award Winners](#): Tom Lawrence & Nelson Phillips, *Constructing organizational life: How social-symbolic work shapes selves, organizations, and institutions*. Oxford University Press.
- Our Communications Chair Shipeng Yan and our Social Media Chairs Kevin Lee and Christine Moser spread the word about OMT. You can find the social media report [here](#).
- Our Past OMT Division Chair Renate Meyer [reports](#) on our 19th annual OMT Dissertation Proposal Workshop.
- Let me especially congratulate our [2021 OMT Distinguished Scholar](#) Paul Adler on his scintillating talk that put forward a new vision of how capitalism can incorporate collaborative community. You can watch Paul's talk at the 2021 AOM virtual meeting [here](#).
- The biennial Distinguished Educator Award highlights the importance of good teaching in OMT and is intended to stimulate discussion on how to improve our impact on business students. My congratulations to the 2021 award winner, Damon Phillips, who we recognized for his path-breaking initiatives in *training MBA and EMBA students to teach business courses for incarcerated and formerly incarcerated people; and in developing tools for potential employers and forums to improve post-incarceration employment and entrepreneurship*.
- Special thanks to Mike Lounsbury for chairing the OMT Best Published Paper committee and our congratulations to Ali Aslan Gümüşay, Michael Smets, and Timothy Morris for their

## 2022 OMT Division Chair's Welcome Message

Martin Kilduff



Martin Kilduff

winning [article](#) entitled “God at Work’: Engaging Central and Incompatible Institutional Logics Through Elastic Hybridity,” *Academy of Management Journal*, 63, 1: 124-154.

- There were many excellent papers published this year. Let me draw attention to these other outstanding articles recognized by the Committee:
- [Runner Up](#)
- Rindova, V. & H. Courtney: To shape or adapt?: Knowledge problems, epistemologies, and strategic postures under knightian uncertainty. *Academy of Management Review*, 45: 787-807
- [Other finalists](#)
- Anteby, M. & N. Occhiuto: “Stand-in labor and the rising economy of self.” *Social Forces*, 98: 1287-1310.
- Brewer, A., M. Osborne, A. S. Mueller, D. M. O’Connor, A. Dayal, & V. M. Arora: “Who gets the benefit of the doubt?? Performance evaluations, medical errors, and the production of gender inequality in emergency medical education.” *American Sociological Review*, 85: 247-270.
- Petriglieri, G.: F\*\* k science!? An invitation to humanize organization theory. *Organization Theory*, 1: 1-18.
- Ranganathan, A., & A. Benson: A numbers game?: Quantification of work, auto-gamification, and worker productivity.. *American Sociological Review*, 85: 573-609.
- Storer, A., D. Schneider, & K. Harknett: “What explains racial/ethnic inequality in job quality in the service sector??” *American Sociological Review*, 85: 537–72.
- Toubiana, M. Once in orange always in orange? Identity paralysis and the enduring influence of institutional logics on identity. *Academy of Management Journal*, 63: 1739-1774.

For the 2021 OMT business meeting, please click [here](#).

Thank you to all of you who participated in our virtual Social Hours, including the very first Asia Pacific Social Hour; and a special thanks to Mélodie Cartel for her organizing genius.

As every year, it is also time to say farewell to some of our officers and welcome others:

- Peer Fiss completed his five years as a member of the executive leadership team. Thank you, Peer! Your expertise, good judgment, and thoughtfulness have been much appreciated. We will miss your wisdom and kindness.
- Many thanks to Lisa Cohen, Olenka Kacperczyk and Dahlia Mani, who stepped down as Representatives-at-Large after three years of service to the OMT community.
- Thanks so much also to Hovik Tchalian who has been a wonderful Communications Chair in the past years! And to Emily Block who has been our inspirational membership committee chair. Thank you Emily for all your work in organizing OMT Cafés and infusing energy into off-program events.
- A very special thanks to Renate Meyer, last year’s Division Chair, who has guided OMT through these unprecedented times with calmness and sureness of ability. Renate has been the first person I’ve turned to for advice during these years of challenge and change. Renate will, thankfully, continue to serve on the executive committee for one more year as past division chair. Thank you Renate for your unfailing help and wise counsel.

## 2022 OMT Division Chair's Welcome Message

Martin Kilduff



Martin Kilduff

A very warm welcome to Emilio Castilla, our incoming PDW Chair, and our new Representatives-at-Large Kisha Lashley, Danielle Logue, and Srividya Jandhyala. Welcome also to our new communications chair Shipeng Yan, and to our membership outreach chair Shelby Gai. If you are not yet following OMT, please do so now on [Facebook](#), [Twitter](#), and [Instagram](#). We look very much forward to working with you!

This newsletter is also a reminder to start preparing for the 2022 Annual Conference that we hope will take place in Seattle as planned.

What you can do right now is:

- [Sign-up](#) to [review](#) for OMT! We need you more than ever. The 2022 [review system](#) will open in early December, so please sign up. This is YOUR division, and Program Chair Forrest Briscoe needs your help.
- Thinking of organizing a PDW? [Contact](#) PDW Chair Emilio Castilla.
- [Submit](#) your papers and symposium proposals to OMT!
- Thinking of an OMT Café? [Contact](#) Shelby Gai.
- Keep on the lookout for news of our Junior Faculty Consortium, Doctoral Consortium, Global PDW, and Dissertation Proposal Workshop.

On behalf of the entire Executive Board, thank you all for continuing to make [OMT The Place to Be!](#)

Best wishes,

Martin

Martin Kilduff  
2022 OMT Division Chair

## 2021 Program Chair Report

Eva Boxenbaum



Eva Boxenbaum

Dear Fellow OMTers,

Looking back at this year's Academy of Management Virtual Meeting, let me start by saying thank you very much to everyone who worked so hard to create a successful program in what was for all of us challenging circumstances. The authors, organizers, reviewers, presenters, attendees and participants all contributed to the success of a diverse, rich, and stimulating program.

OMT received 392 paper submissions and 88 symposium proposals this year, which represents a drop of about 30 percent relative to previous years related to COVID-19, reflecting an Academy-wide trend. Around 670 reviewers from 45 countries signed up with OMT to help create the program—thank you so much for your dedicated work under unusually challenging conditions. The 96% review completion rate was outstanding – and much appreciated – given the trying times in which papers and symposia were being evaluated.

The Academy planned this year's conference as a virtual conference, which opened up opportunities for experimentation. The scholarly program and the PDW program both covered the full five conference days this year, and sessions were scheduled around the clock to increase global accessibility. OMT was able to accept 255 papers and 66 symposia, of which 64 symposia were co-sponsored with other divisions. The topics were wide-ranging and included, among paper sessions: stigma and inequality, precarious employment, misconduct, digitalization, sustainability, and, inevitably, responses to COVID-19, and among symposia: corporate activism, academic-practitioner relationships, science denial, and crisis management.

The table below provides an overview of the most prevalent keywords chosen by both paper submitters and reviewers for theories and methods.

<b>Keyword Theories</b>	<b>Papers 2021 ('20)</b>	<b>Reviewers 2021 ('20)</b>
Institutional Theory	80 (142)	296 (417)
Networks and Embeddedness	40 (47)	132 (173)
Behavioral Theory and Decision Making	37 (65)	142 (200)
Sensemaking and Cognition	25 (50)	132 (188)
Practice Theory	15 (31)	87 (124)
<b>Keyword Methods</b>	<b>Papers</b>	<b>Reviewers</b>
Empirical, qualitative	117 (212)	349 (479)
Empirical, quantitative	125 (178)	263 (394)
Theoretical/Conceptual (no data)	69 (112)	234 (335)

The grouping of accepted papers into paper sessions is a key aspect of the program creation, and perhaps one of the most challenging ones. Adding to the challenge this year was the subdivision of paper sessions into three virtual session formats – synchronous presenter, synchronous open, and asynchronous – and input from authors on their preferences for virtual session format and timing. I used inductive coding techniques and benefitted from preliminary computational assistance of Richard Haans to address this daunting task.

As in previous years, we recognized our members with [awards](#), including [ABCD \(Above and Beyond the Call of Duty\) best reviewers](#), [Best Published Paper](#), [Best Paper](#), [Best Student](#)

## 2021 Program Chair Report

Eva Boxenbaum



Eva Boxenbaum

[Paper](#), [Best Paper on Environmental and Social Practices](#), [Best International Paper](#) (sponsored by [Organization Studies / SAGE](#)), [Best OMT Entrepreneurship Paper](#) (Sponsored by [Innovation: Organization & Management](#)), [Best Symposium, Responsible Research](#) (Sponsored by [RRBM](#)), and the [Louis Pondy Best Dissertation Paper](#).

The Academy also recognized the excellence of OMT scholarship: both Academy-wide paper awards went to OMT papers for the second year in a row.

The [Carolyn Dexter Award](#) for Best International Paper presented at the Academy meetings went to: Katharina Scheidgen (Leuphana University Lüneburg), and Anna Brattström (Lund University) for: “*Lukewarm or hot? Comparing investor tie formation of entrepreneurs in Silicon Valley and Berlin.*”

The [William H. Newman award](#) for the Academy’s best paper based on a dissertation went to Kylie Jiwon Hwang (Columbia Business School) for “*Entrepreneurship as a bridge to employment? Evidence from formerly incarcerated individuals.*”

In addition to the Academy-wide paper awards, OMT scholars/ members also won the [George R. Terry Book Award](#) this year.

On Monday the recipient of our [Distinguished Scholar Award](#), Paul Adler, gave his acceptance speech on the topic of “*A socialist wanders into a business school....*” Paul examined capitalism and its intersections with communities over time, using his own academic journey as a prism. The journey included conceptual transitions from Labour Process Theory to Marx, to Enabling Bureaucracy, to Value-Rationality and to Democratic Socialism. Paul offered a thought-provoking, theorized perspective on the dynamics of social change, which stimulated a lot of questions. You can view Paul’s inspiring talk [here](#).

At the business meeting on Monday, Damon Phillips (University of Columbia) received the [Distinguished Educator Award](#) for his exceptional contributions to organization and management theory education.

Our sincere congratulations again to all the awardees!

Forrest Briscoe is already working on next year’s program as Program Chair, and Emilio Castilla has joined the team as PDW Chair—I know they will make the 2022 meeting, planned as a hybrid event in Seattle, a terrific success. Please feel free to contact us, or any of the other Division Officers, if you have ideas about how we can further build the OMT Community together and improve upon the OMT Program for everyone.

Thank you for all your contributions and looking forward to seeing you all and continuing to make [OMT the Place to Be!](#)

Best wishes,

Eva Boxenbaum

2021 OMT program chair

## PDW Chair Report

Forrest Briscoe



Forrest Briscoe

The 2021 virtual Academy Meeting prompted further experimentation and change with a new online format for our PDW program. We hosted, as usually, a diverse and exciting set of PDWs for OMT members at all stages of their career. Unlike any previous year, the PDWs were spread out across the entire 5-day virtual program, allowing for more flexibility (and also perhaps some new types of schedule conflicts). Our OMT PDWs once again offered a great place to meet and engage with one other and further develop our scholarly community.

Thanks so much to all our members who submitted, organized, re-designed for virtual purposes, facilitated, and participated in the PDW program for their ideas, enthusiasm, creativity, courage, time, and efforts in making OMT the (virtual) place to be!

OMT sponsored a total of 26 PDWs at this year's digital conference. Of those, 23 opted for the synchronous program, and 3 were asynchronous "on demand" PDWs. OMT also co-sponsored 66 PDWs submitted to other divisions.

Again this year, our PDW sessions included a number of events designed to support our doctoral students and early-career scholars:

- The [OMT Dissertation Proposal Workshop](#)
- The [OMT Doctoral Student Consortium](#)
- The [OMT Junior Faculty Consortium](#)
- The *OMT New and Returning Member Networking and Research Forum*

Our OMT Global PDW ran for its second year. This innovative PDW aims at welcoming members and research from regions of the world that are underrepresented in OMT. This year, it was designed as an asynchronous event, inclusive of global time zones:

- The [OMT Global: Doing Organizational Research Around the World](#)

Furthermore, OMT offered excellent workshops on conceptual theory development as well as a high-quality set of methods-oriented workshops, which addressed both novel and established, qualitative and quantitative research tools and methods – among them PDWs on multimodal research, linguistic analysis, ethnography, social network analysis, big data, and experiments.

Topics debated in our PDWs in 2021 included climate change, trust, crises, the changing nature of professional work, sports, social media, microfinance, and much more.

We also hosted the following classic OMT events in our synchronous program:

- [OMT Distinguished Scholar](#) *honoring Paul Adler*
- [OMT Business Meeting and Awards Ceremony](#)
- *Meet EGOS@OMT*
- *OMT Social Hour*

The two latter events, our socials, featured creative and fun virtual activities spearheaded by our new Digital Strategy Officer, Mélodie Cartel (UNSW), in collaboration with elected Chairs Martin Kilduff, Renate Meyer, Eva Boxenbaum, and myself.

During the OMT Social Hour, we also co-constructed with participants the input for the [2021 OMT Digital Artifact: The OMT Fake News Generator](#). It builds on a digital tradition started last year with the OMT Slot Machine. Check it out [here!](#)

## PDW Chair Report

Forrest Briscoe



Forrest Briscoe

We look forward to having a rich program again in 2022. Emilio Castilla, our new PDW chair, will be inviting your [PDW submissions](#). Please contact him with your ideas for innovative PDWs.

In my role as Program Chair, I would also like to encourage you to [submit](#) your papers, symposium, and preferred topics for review to the OMT program. The submission system will open in late November and Forrest and I both look forward to your submissions.

We all look forward to seeing you in 2021!

Best wishes,

Forrest Briscoe

OMT Division 2021 Program Chair

## 19<sup>th</sup> Annual OMT Dissertation Proposal Workshop Report

Renate Meyer



Renate Meyer

As every year, the annual OMT Dissertation Proposal Workshop offers an opportunity for students at the pre-proposal stage to draw on the wisdom and expertise of a group of established OMT scholars to develop a defensible dissertation proposal. Like the entire AoM program, this year the workshop was again held online. Although we would have preferred to meet in person, the format allowed more flexibility in scheduling while retaining its nature of providing the students with individual, in-depth developmental feedback from mentors and peers with similar research interests at the critical research stage of developing a dissertation proposal.

This year, 15 students had the opportunity to interact with an outstanding group of mentors who generously spent their time giving individual feedback to small groups on their individual proposal ideas. This year's mentors were

- Christine Beckman, University of Southern California
- Markus Höllerer, UNSW Sydney Business School
- Candace Jones, University of Edinburgh Business School
- Martin Kilduff, UCL School of Management
- Nelson Phillips, Imperial College
- Trish Reay, University of Alberta School of Business
- Wendy Smith, University of Delaware
- myself

Each mentor hosted a conversation with one or two students to give in-depth feedback and discuss each students' ideas to create a defensible dissertation proposal with the potential to grow into a high-quality dissertation. Some of the feedback from the participants included "super helpful comments and suggestions", "greatly appreciate the learning", and "wonderful suggestions".

For those of you interested in participating next year, keep your eye out for an announcement from our new OMT Division Chair, Martin Kilduff, for details of next year's Dissertation Proposal Workshop.

On behalf of everyone at OMT, I would like to sincerely thank all of the mentors and the students for helping make this important OMT tradition an ongoing success!

Renate Meyer

2021 OMT Past Division Chair

## 2021 OMT Doctoral Student Consortium Report

Santi Furnari and Michel Anteby



Santi Furnari



Michel Anteby

The 2021 OMT Doctoral Student Consortium convened online 50 doctoral students from around the world selected from a strong pool of applications. They joined for four hours of virtual presentations, round-table discussions, and informal chats with 29 faculty members from Asia, Europe and the UK, North America and Latin America, who generously volunteered their time and expertise to make this OMT doctoral consortium, the second taking place online, a success.

The formal proceedings opened with an insightful keynote by Joanna Mair from the Hertie School (Berlin) who spoke about pursuing a career as an OMT scholar anchored in academia and relevant to practice. While juggling two goals might seem tricky, Joanna convinced us of how fulfilling that achievement can be. This was followed by a panel discussion with editors from three major journals in our field that provided guidance on doing research and getting it published and by three sets of roundtable discussions. The editors' panel was chaired by Heather Haveman (UC Berkely) and included presentations by Christine Beckman (USC), Editor in Chief of Administrative Science Quarterly, Joep Cornelissen (Erasmus University), Editor in Chief of Organization Theory, and Tammar Zilber (Hebrew University of Jerusalem), Associate Editor of the Academy of Management Journal.

The first set of roundtables was on being on the job market and was kicked off in advance of the meeting with a pre-recorded segment by Callen Anthony (NYU) addressing some of the issues raised for students on the job market. The second set was the research roundtables on the following ten themes identified by surveying the participants before the event: Building and managing a research; Writing and publishing conceptual papers; Navigating the review and publication process; Doing and publishing ethnography and qualitative research; Doing and publishing quantitative research; Doing and publishing multi-method research; Moving from data to theory; Building networks and managing collaborations; Building and managing a research identity; and Doing research with Impact: Sustainability, inequality, grand challenges & beyond.

The final set of roundtables were on teaching and on the ten following themes raised by the students: How to teach Organization and Management Theory (OMT) topics; Teaching topics adjacent to OMT (e.g., strategy, OB), How to include diversity, equity, and inclusion in OMT teaching; How to write a teaching statement; How to make online teaching work; How to prepare for a class session, Creating synergies between teaching and research; Tips for first time teachers; Being credible with executive/more experienced students; and What teaching skills are most valued by hiring committees.

Participants also engaged in a series of informal small "break-out" room chats. The desire for students to connect was palpable and faculty were eager to share insights gained over the course of their careers.

Finally, each faculty member was also assigned one or two doctoral students for in-depth conversations about their current work in progress that would take place outside of the synchronous portion of the event. These asynchronous, one-on-one mentorship encounters provided opportunities for detailed feedback and close dialogue.

## 2021 OMT Doctoral Student Consortium Report

Santi Furnari and Michel Anteby



Santi Furnari

The following faculty served as mentors or speakers, or participated in panels and roundtable discussions –we wish to thank each one of them once more for their valuable contributions to the event:

Christine Beckman (University of Southern California)  
 Sekou Bermiss (UNC Chapel Hill)  
 Emily Block (Alberta)  
 Raina Brands (London Business School)  
 Daisy Chung (Cass Business School)  
 Charlotte Cloutier (HEC Montreal)  
 Lisa Cohen (McGill University)  
 Joep Cornelissen (Rotterdam School of Management)  
 Gregoire Croidieu (EMLyon)  
 Rudi Durand (HEC Paris)  
 Karen Golden-Biddle (Boston University)  
 Patrick Haack (HEC Lausanne)  
 Heather Haveman (UC Berkeley)  
 Greta Hsu (UC Davis)  
 Dennis Jancsary (WU Vienna)  
 Heeyon Kim (Cornell)  
 Brayden King (Northwestern)  
 RajivKozhikode (Simon Fraser University)  
 Mukta Kulkarni (Indian Institute of Management Bangalore)  
 Ko Kuwabara (INSEAD Singapore)  
 Johanna Mair (Hertie)  
 Massimo Maoret (IESE)  
 Kamal Munir (University of Cambridge)  
 Andrew Nelson (University of Oregon)  
 Amandine Ody-Brasier (Yale School of Management)  
 Andrea Prado (INCAE, Costa Rica / Nicaragua)  
 Erica Salvaj (Universidad del Desarrollo)  
 Adina Sterling (Stanford GSB)  
 Danqing Wang (HKUST)  
 Shipeng Yan (HKU Business School)  
 Tammar Zilber (Hebrew University of Jerusalem)

The co-organizers of the 2021 OMT Doctoral Student Consortium

Santi Furnari, City, University of London

Michel Anteby, Boston University Questrom School of Business

## 2021 Junior Faculty Consortium Report

Marya Besharov and Paul Tracey



Marya Besharov

This year's OMT Junior Faculty Consortium (JFC) took place on Wednesday, August 4 with 63 junior faculty participants and senior faculty mentors, representing 52 institutions and 17 countries. We had lively discussions and a productive exchange of ideas on topics ranging from research and publishing strategies to career management and societal impact. In addition to roundtable discussions where junior faculty received focused feedback on specific research projects, we held two full-group panel discussions:

- Building a productive research program, with Gina Dokko, Vibha Gaba, Marvin Washington, and Charlene Zietsma
- Navigating tenure and creating impact throughout your career, with Daniel Beunza, Mukti Khaire, Lori Rosenkopf, and Ian Williamson

Participants were highly engaged throughout all the sessions, and we received many positive comments afterwards. Below are just a few examples:

It was great to hear about the journey of so many accomplished scholars, to reconnect with old friends, and to meet new ones.

The panels were really thoughtful and helpful, and the time with the mentors was invaluable.

I found all the parts refreshing and encouraging and especially gained a lot from the research breakout rooms—what a great opportunity and way to start a new academic year.

A successful JFC is due to the efforts and contributions of all involved. We would like to especially thank the dedicated senior faculty mentors who shared their time and wisdom with this year's participants:

- Andrew Hoffman, University of Michigan
- Brandon Lee, University of Melbourne
- Chad Carlos, Brigham Young University
- Charlene Zietsma, Penn State University
- Chris Rider, University of Michigan
- Daniel Beunza, City University of London
- Daniel Geiger, Hamburg University
- Dror Etzion, McGill
- Erica Salcaj Carrera, Universidad del Desarrollo
- Gina Dokko, UC Davis
- Giuseppe Delmestri, WU Vienna University of Economics and Business
- Ian Williamson, UC Irvine
- Jeff York, University of Colorado
- Klaus Weber, Northwestern University
- Lori Rosenkopf, University of Pennsylvania
- Marvin Washington, University of Alberta
- Meng Zhao, NTU Singapore



Paul Tracey

## 2021 Junior Faculty Consortium Report

Marya Besharov and Paul Tracey



Marya Besharov

- Mukti Khaire, Cornell University
- Rachida Justo, IE
- Roxana Barbulescu, HEC Paris
- Siobhan O'Mahony, Boston University
- Sun Hyun Park, Seoul National University
- Tina Dacin, Queens University
- Tiziana Casciaro, University of Toronto
- Tom Lawrence, University of Oxford
- Trish Reay, University of Alberta
- Vibha Gaba, INSEAD

We are looking forward to the 2022 Junior Faculty Consortium, and we encourage early career faculty members to apply. Details on the application process will be available in Spring 2022.



Paul Tracey

Marya Besharov, University of Oxford

Paul Tracey, University of Cambridge

## 2021 OMG (OMT Membership Group) Fall Report

Shelby Gai



Shelby Gai

As we continue to confront challenges brought on by COVID-19, the OMT Membership Committee seeks to build on our current engagement activities to help connect members within our wonderful community. With a hopeful eye towards an in-person conference in Seattle, we have identified three main areas that may be of interest to our members.

### **OMT Meetups**

We are pleased to share that the 3<sup>rd</sup> round of OMT Meetups has been off to a rousing success. Building on the momentum from our previous rounds, we have 87 senior scholars who have graciously volunteered their time. Most notably, we had 132 junior scholars sign up for meetings, bringing us to a total of 263 meet ups. This is the highest number of junior scholars we have ever had, and we hope this trend augurs well for our next round of meetups happening Spring of 2022.

The OMT Meetup Committee solicited feedback from both junior and senior scholars to identify opportunities for improvement. So far, the response has been overwhelmingly positive, with many scholars—both junior and senior—reporting lively, thought-provoking conversations. There have also been reports of follow up conversations as well as instances of the senior scholar becoming an external reader or coauthor! We hope to continue developing and finessing our approach, and appreciate everyone who has helped make this one of OMT's major achievements during these challenging times.

### **OMT Webinars**

We are thrilled to have Ibrat Djabbarov (Cranfield School of Management) join the OMT Membership Committee and continue his webinar initiative that he spearheaded earlier this year under the OMT banner. His latest webinar titled "From Theory to Theorizing: Practicing Multiple Styles of Theorizing" featured Santi Furnari (City University) and Professor Joep Cornelissen (Erasmus University), who discussed different styles of theorizing and led exercises to demonstrate how different forms of theories can be developed and written up.

### **Forthcoming OMT Initiatives – Developmental Events**

For the upcoming year, we are excited to have Sara Kaplan (Emory University) and Alyson Rock (McGill University) join the OMT Membership Committee to lead a slate of development events aimed at helping our OMT junior scholars. Our goal is to have a mix of workshops centered on specific skills that are vital for success in academia. Topics include:

- Monthly brown bag sessions organized by theoretical perspective / particular phenomenon / specific datasets
- Targeted workshops focused on how to write a good introduction / discussion
- Opportunities to practice perfecting research pitches [presenting 5 slides in 5 mins]

We also hope to organize a series of seminars highlighting the state of the field.

- What are the seminal debates within the OMT community [e.g.: The State of Institutional Theory]
- What are the classical theories and how are they being used now?

Finally, we hope to help build further connections within the OMT community by developing a network for academics with non-traditional paths to academia.

We have a lot planned for 2022 and hope you will join us! Please reach out if you have an interest in participating in any of the abovementioned events or activities. We are also always on the lookout for enthusiastic people interested in helping support and expand our membership. Look forward to (hopefully) seeing you all in Seattle next year!

## 2021 “OMT Global: Doing Organizational Research Around the World” PDW Report

Pablo Martin de Holan and Yutaka Yamauchi



Pablo Martin de Holan

This year, we had a great PDW "Doing Research Around the World" with participants and mentors from four continents! Given the constraints and also to be inclusive, we decided to try an asynchronous PDW, to avoid having someone having to be online at ungodly hours. To do so, we divided the activities in three parts: an introduction to the PDW which included welcome words from AOM President Herman Aguinis (thank you Herman!) and Global Strategy Journal editor Alvaro Cuervo Cazorra (Thank you, Alvaro!). Then, participants were matched with mentors, and had individual online meetings at mutually convenient times. Finally, participants were matched with peers and they had interesting conversations about their research interests, but also about the feedback they received from mentors.

This year we made an effort to reach out to a diverse group of mentors in addition to the ones that traditionally participate in the PDW, and we are very happy to say that this was a very diverse group of mentors on a variety of dimensions that mattered. This year, we also included some more "junior" mentors to make sure the perspective of Academics who have started their careers not too long ago were also heard, as it seems clear the world of Academe has changed very deeply in the past decade or so.

Organizing a PDW is only possible thanks to the help of a large number of people who volunteer their time to help others, so our last words are words of gratitude. To them, we can only say thank you for participating and for ensuring that OMT remains "the place to be", a big and diverse community of communities who share a common interest in organizations and organizing in many forms. To repeat the words of one participant: "I know I won't be able to pay (them) back. But I will make sure I help others as X helped me in this workshop". Heartwarming words, unfortunately too uncommon in this "new age of cruelty" that defines our times.

Pablo Martin de Holan  
Yutaka Yamauchi



Yutaka Yamauchi

## 2020-2021 Social Media Report

Kevin Lee and Christine Moser



Kevin Lee

During the past year, we have continued our prior social media strategy and have expanded our platform portfolio. In particular, we have created a new [LinkedIn presence](#) and have reinvigorated our Instagram efforts. This fall, we will launch our brand-new YouTube channel – stay tuned! In following this strategy, we aim to achieve the OMT Division's 2020-2021 social media goals, which include

- (1) the broad dissemination of information regarding key events, deadlines, and topics of interest to current and potential members;
- (2) support and enhancement of Division goals and strategies, such as the expansion of global reach and the facilitation and celebration of diversity and inclusivity within the OMT Community; and
- (3) community building and engagement with members year-round, beyond the scope of the AOM Annual Meeting.

Below are a few highlights and metrics from the past year.

- As of early September 2021, our Twitter account had 4,858 followers: an increase of 678 from the prior year. As in the past, this has been our flagship account: the main way by which we have reached out to our members and cultivated a sense of online community. We are especially proud to share that the OMT Division has the largest Twitter following of any Academy division.
- Our Facebook account has 2,229 followers: an increase of 155 from the prior year (2,037 in 2020). As in the past, our Facebook account has mirrored our Twitter account in its strategy, allowing us another way in which we reach out to our members.
- Our Instagram account – expertly co-led by Giadi Baldessarelli (Imperial College London) – had 151 followers: a sizeable increase from last year, when we started the account. We have been using the platform to celebrate the milestones of members (such as our annual conference award winners), spread the word about upcoming events, and document OMT history.
- Our LinkedIn account has 272 followers, which we garnered in the few months since April that this account has been active. We started this account noticing that many of our members already had LinkedIn accounts, and that this might be underexplored pathway to cultivating a sense of community and expanding our reach.

Our exciting new project is the launch of the OMT YouTube Channel later this year. Together with our task force (Paul Tracey, Michel Anteby, Mélodie Cartel, Shipeng Yan, Giada Baldessarelli, and Santi Furnari), we are currently setting out a strategy and timeline. The channel will feature among others “OMT Stories” with OMT members sharing their stories: why did they join OMT? What is their favourite article? What do they like about OMT?; “OMT The Place to Be” videos with information about the division, submissions, and reviewing for OMT; and “Practical PhD Matters” with information about job markets and their regional differences, why do a PhD in OMT, what is CV building, and transitioning from other fields



Christine Moser

## 2020-2021 Social Media Report

Kevin Lee and Christine Moser



Kevin Lee

into OMT, to name but a few examples. If you would like to get involved or have ideas about useful sections for the YouTube channel, please get in touch!

As a final note, we wanted to express our sincere thanks to Deborah Anderson and Hovig Tchalian for their dedicated service, and for so carefully guiding OMT's communications and social media presence.

Follow us on [Twitter](#), [Facebook](#), [Instagram](#), and [LinkedIn](#) for the latest news and updates from the OMT Division.

Kevin Lee  
New York University  
Social Media Co-chair



Christine Moser

Christine Moser  
Vrije Universiteit Amsterdam  
Social Media Co-Chair

## 2021 Research Committee Report

Mary-Hunter McDonnell



Mary-Hunter McDonnell

*[Note: Content in this report appeared as an [announcement](#) in the Spring 2021 newsletter.]*

The OMT Research Committee consists of about fifty OMT division members from North America, Europe, and Asia who volunteer their time to help determine [award-winning OMT submissions](#) to the Academy of Management Annual Meeting.

As members of the Research Committee, volunteers serve on one of seven sub-committees. Sub-committee members read and rank-order a small subset of manuscripts that have been selected as finalists for awards in the following categories: Best Paper; Best Paper from a Dissertation (Lou Pondy Award); Best International Paper; Best Student Paper; Best Paper on Environmental and Social Practices; Best Paper on Entrepreneurship in OMT; and Best Symposium. The aggregated rankings of sub-committee members determine the winners in each category. The winners of the OMT Lou Pondy Award and Best International Paper automatically qualify as finalists for the Academy of Management's William H. Newman and Carolyn Dexter awards, respectively.

In addition to paper awards, we also recognize the most dedicated participants of the Research Committee through an annual [OMT Research Committee Service Award](#). Winners of this year's inaugural award have served in the committee for 5+ years and had stellar records during their tenure. In the future, any member of the OMT Research Committee who serves for five years will be entitled to receive this award. Recipients of this year's award include: Benjamin Cole (Fordham University); Joel Gehman (University of Alberta); Derek Harmon (University of Michigan); and Jiao Luo (University of Minnesota).

*Please consider becoming a part of this valuable and rewarding committee in service to the OMT division!* You will read some of the finest submissions to the OMT division for this year's Academy of Management meeting. There are still openings available on the committee, as some members are cycling off after several years of valuable and dedicated service. The work of the Research Committee occurs in a compressed, one-week time period near the end of February, well after the regular AOM review cycle is done. Requirements for inclusion on the Research Committee are that you are a member of the OMT division, an active OMT division reviewer for this year's Academy Meetings, and that you can commit to being available during the time we review papers for awards.

How do you become a Research Committee member? [Contact](#) Mae McDonnell. OMT members who volunteer but who cannot be placed on subcommittees this year will be given priority for future openings on the Research Committee.

Be a part of recognizing the excellence of OMT scholarship. Join the OMT Research Committee! After all, OMT, the place to be, works because of you.

### 2021 OMT Award Winners

I am delighted to report that the OMT Research Committee completed the process of selecting winners for all the OMT paper and symposium awards that will be presented at the 2021 Academy of Management (AOM) Annual Meeting.

Nominees were identified by Program Chair Eva Boxenbaum based on the ratings of OMT reviewers. Then, subgroups of Research Committee members read each award-nominated paper or symposium in one of the eight award categories and voted on their picks for the most outstanding work submitted to this year's AOM conference.

## 2021 Research Committee Report

Mary-Hunter McDonnell



Mary-Hunter McDonnell

Congratulations to all the award-winning authors and to those whose paper and symposia were nominated! The names of all winners and finalists are listed below.

### [OMT Division Best Paper Award](#)

Winner: Madeleine Rauch (Copenhagen Business School), **Drones in military warfare: The moral and emotional implications of an emerging technology**

Runner-Up: Moritz J. Kleinaltenkamp (Hertie School), **Living in the future or living in the now? How institutional change actors engage ambi-temporality**

### [Louis Pondy Best Dissertation Paper Award](#)

Winner: Kylie Jiwon Hwang (Columbia Business School) **Entrepreneurship as a bridge to employment? Evidence from formerly incarcerated individuals**

Runner-up: Lindsey D. Cameron (Wharton), **(Relative) choice in algorithms: How digital platforms repurpose workplace consent**

### [Best International Paper Award](#)

Winner: Katharina Scheidgen (Leuphana University Lüneburg), Anna Brattström (Lund University), **Lukewarm or hot? Comparing investor tie formation of entrepreneurs in Silicon Valley and Berlin**

Runner-up: Stephan Bohn (Free University Berlin), Nora Lohmeyer (Radboud University), Harsh Kumar Jha (Newcastle University Business School), Juliane Reinecke (King's College London), **Hostile frame takeover: Co-opting the security frame in the German nuclear energy debate**

### [Best Entrepreneurship Paper Award](#)

Winner: Daniel Kim (Wharton), Minjae Kim (Rice University, Jones Graduate School of Business), **Individuals and organizational change: Effect of unexpected founder loss on industry change among US startups**

Runner-up: Eric Volmar (Stanford), **Mission and money: Unpacking competition between hybrid organizations in the nascent MOOC market**

### [Best Paper on Environmental and Social Practices](#)

Winner: Peter Younkin (University of Oregon), Kaisa Snellman (INSEAD), **Applicant bias: Evidence from a field experiment**

Runner-up: Yang Liu, Christopher Marquis (Cornell SC Johnson College of Business), **Producing masks amid COVID-19? How a pandemic imprint affects firm's new medical production**

### [OMT Responsible Research Award](#)

Winner: Thomas John Fewer, Dali Ma (Drexel University), **Boeing's Jedi mind tricks: Discursive framing and the dark side of institutional entrepreneurship**

Runner-up: Siri Boe-Lillegraven, Panikos Georgallis, Ans Kolk (University of Amsterdam), **A tale of two cities: How firms' reactions may shape societal adaptation following climate disasters**

## 2021 Research Committee Report

Mary-Hunter McDonnell



Mary-Hunter McDonnell

### [Best Student Paper Award](#)

Winner: Ying Li (University of Illinois at Urbana-Champaign), **The show must go on: The role of organizational values in art houses' identity-violating transformation during COVID-19**

Runner-up: Yeonsin Ahn (INSEAD), **When is organizational culture more replicable?**

### [Best Symposium Award](#)

Winner: Timothy Pollock, Ace Beorchia, Ashley Y. Roccapiore (University of Tennessee, Knoxville), **The art of storytelling in academic writing**

Runner-up: Elena Bruni (WU Vienna), Lianne Lefsrud (University of Alberta), **Science denial: Causes, courses and remedies. A route map for organizational scholars**

### 2021 OMT Research Committee Members

My sincere, heart-felt thanks go out to the all of the OMT members who volunteered to be part of the 2021 OMT Research Committee. I would like to especially acknowledge the heroic service of our four members who will be given the Research Committee Service Award this year for serving the committee for five years: **Derek Harmon, Jiao Luo, Benjamin Cole, and Joel Gehman.**

As you can see below, the Research Committee represents a broad sample of OMT's membership. Please consider joining the committee next year as a volunteer!

Lisa Buchter	EM-Lyon
Jon Bundy	Arizona State University
Lindsey Cameron	Wharton
MK Chin	Indiana
Yoonjin Choi	London Business School
Johan Chu	Kellogg
Adam Cobb	UT - Austin
Benjamin Cole	Fordham University
Mark de Rond	Cambridge
Laura Doering	University of Toronto
Sunasir Dutta	University of Minnesota
John-Paul Ferguson	McGill University
Sam Garg	HKUST
Joel Gehman	University of Alberta
Abhinav Gupta	University of Washington
Derek Harmon	University of Michigan
Arvind Karunakaran	McGill University
Ivana Katic	Yale School of Management
Minjae Kim	Rice

## 2021 Research Committee Report

Mary-Hunter McDonnell



Mary-Hunter McDonnell

Ozgecan Kocak	Emory
Balazs Kovacs	Yale School of Management
Kisha Lashley	UVA
Yonghoon Lee	HKUST
Ningzi Li	Chicago
Jade Lo	Drexel
Jiao Luo	University of Minnesota
Massimo Maoret	IESE
Michael Mauskapf	Columbia University
Kate Odziemkowska	Rice
Sarah Otner	Kingston Business School
Eugene Paik	University of Mississippi
Voni Deeds Pamphile	George Washington University
Sun-Hyun Park	Seoul National University
Alessandro Piazza	Rice
Vanessa Pouthier	Melbourne
Kunyuan Qiao	Cornell University
Aruna Ranganathan	Stanford University
Georg Reischauer	WU Vienna
Amanda Sharkey	Chicago
Wei Shen	Arizona State University
Kaisa Snellman	INSEAD
Danqing Wang	HKUST
Nathan Wilmers	MIT
Shipeng Yan	The University of Hong Kong
Chenjian Zhang	Bath
Pavel Zhelyazkov	HKUST
Tiona Zuzul	Univ. of Washington

## Interview of OMT Distinguished Scholar Award Winner

Kylie Jiwon Hwang (Stanford Graduate School of Business), Winner of the Louis Pondy Best Dissertation Award, interviewing Paul Adler (USC Marshall School of Business), Winner of the Distinguished Scholar Award.

Here is the [link](#) to the video of this interview.



## Interview of OMT Best Published Paper Award Winners

Yang Fengdian (Tsinghua University) interviewing Ali Aslan Gümüşay (University of Hamburg), Michael Smets (University of Oxford), and Timothy Morris (University of Oxford), Winners of the OMT Best Published Paper Award, for "God at Work: Engaging Central and Incompatible Institutional Logics Through Elastic Hybridity."

Here is the [link](#) to the video of this interview.



## Interview with Responsible Research Paper Award Winners

The OMT Responsible Research Award is given to a paper that offers both credible and useful knowledge that can potentially advance business practices toward a better society.

Reischauer Georg (WU) interviewing Thomas J. Fewer (Drexel University) and Dali Ma (Drexel University), Winners of the OMT Responsible Research Award, for “Boeing’s Jedi Mind Tricks: Discursive Framing and the Dark Side of Institutional Entrepreneurship.”

Congratulations on winning the OMT Responsible Research Award! Can you please tell us what your paper is about?

Thank you! We are very excited to be receiving this award. The paper is a case study on the training certification process of the Boeing 737 MAX aircraft, which, following FAA certification in 2017, experienced two fatal accidents in 2019-2020. In the paper we uncover the deceptive strategies that Boeing used to convince the FAA that major changes to the existing 737-NG (the previous generation aircraft) were only minor alterations, to receive a favorable pilot training certification on the aircraft. We use emails and instant messages among Boeing employees and between Boeing employees and FAA officials to understand these strategies. We complement this data with Boeing’s internal reports and presentations, as well as investigative reports and legal proceedings conducted by US and international governments and domestic and international regulatory bodies and committees.

What is the origin of the paper and how did it evolve?

We are particularly interested in understanding catastrophic organizational accidents that are born from technical failure. When the legal proceedings were going on regarding the 737 MAX accidents, we were very interested in understanding the shortcomings in the aircraft. When the U.S. Senate committee eventually released the discourses to the public, we decided to explore these documents to make sense of what was going on. We began to identify different themes within the discourses that explained how Boeing was able to convince the FAA that the 737 MAX was a simple derivative of the 737-NG. The concept of “deception” was born out of what the investigative reports were saying: Boeing intentionally deceived the FAA. We therefore made it our objective to determine the strategies of how Boeing was able to do that.

Your paper explores framing strategies to deceive other organizations. Can you tell us more about your key learnings for theorizing the dark side of organizational life?

We position the paper in the literature on the framing of organizational misconduct and evoke the concept of a “social control agent” in the FAA. Because the line surrounding right and wrong- legal or illegal- ethical or unethical- is “gray,” it can be manipulated by organizations. In this study we look at the framing strategies through which Boeing was able to manipulate the FAA’s ability to evaluate and judge organizational conduct. In this sense our perspective of misconduct is socially constructed, it is a negotiated process between Boeing and the FAA. Boeing framed their behavior in a way which made it appear compliant with FAA rules.

We identified the processes which coincided with this framing. First, we saw that Boeing was labeling their new technical system in a way which made it appear different than what it actually was. Second, we saw that Boeing strategically organized information about the system in a way which made it difficult for the FAA to properly evaluate the system. For example, Boeing fragmented system information across many documents and communication channels, intentionally complicated information about the system, and kept sloppy records about the system. Finally, we identified the promotion tactics that Boeing used to “sell” the FAA on their framing. We observed Boeing intentionally overplaying and downplaying elements of the system and making fact-like claims to place pressure on the FAA to certify the aircraft.

Our hope is that these findings will open a scholarly discourse around how organizations may intentionally manipulate social control agents as they engage in unethical, immoral, or illegal behaviors.

## Interview with Responsible Research Paper Award Winners

Would you like to share any obstacles you came along during the research process? If so, how did you overcome them?

The biggest obstacle that we faced in this project is a product of the nature of our data. First, the discourse data, while interesting, was voluntarily released by Boeing to the US Senate, which was then released to the public. So, naturally there are discourses taking place that we do not know about and cannot consider in our analysis. Second, it's also difficult to prove intentionality of the emergent strategies that we identified playing out in the discourse data.

We addressed both shortcomings by collecting additional data. First, we were able to triangulate the emergent strategies within the discourse data as well as identify other strategies which did not emerge in the initial analysis of the discourse data. By going through the investigative reports, congressional hearings, and interviews and testimonies with key individuals, we were able to identify additional strategies. These regulatory investigations had access to the entire breath of email and instant message data and were therefore able to consider all discourses. Second, these supplemental data sources enabled us to demonstrate intentionality of Boeing's strategy of deception. These additional data sources compiled and analyzed copious amounts of data which allowed us to confirm that the strategies identified were frequently occurring over time and in a directed manner.

Again, congratulations for winning the award! If you were able to do this study again, what if anything would you do differently?

Great question. We think that approaching both the investigative (non-discourse) materials and the discourse data simultaneously would have allowed us to identify the emergent strategies much quicker. We say this because many of the strategies that we initially identified in the discourse data were quickly confirmed in our analysis of the investigative materials. On the other hand, the strategies which were first identified in the investigative materials required us to return to the discourse data to identify and confirm these. A more fruitful approach would have been approaching both data sources simultaneously and iterating between analysis of both.

Finally, do you have any advice for members of the OMT community who aim to receive the Responsible Research Award in the future?

We took on this project due to our mutual interest in organizational misconduct in high-risk technology organizations. The availability of data associated with this case presented a real opportunity to understand how this failure occurred. From the beginning of this project, our goal was to identify the processes behind Boeing's misconduct not only offering theoretical contributions to the literature on organizational misconduct but also practical implications for policy makers seeking to prevent events like this from happening again. We believe high-risk technology organizations, such as aerospace and defense companies, offer a fruitful and increasingly impactful context to understand the processes behind catastrophic failure resultant from misconduct.

## Interview with Louis Pondy Award Winner

Fangwen Lin (NUS) interviewing Kylie Jiwon Hwang (Stanford), Winner of the Louis R. Pondy Award for Best Paper based on a Dissertation, for “Entrepreneurship as a bridge to employment? Evidence from formerly incarcerated individuals.”

**Fangwen Lin (FL):** What is the paper about?

**Kylie Hwang (KH):** This paper examines entrepreneurship as a bridge back to employment for disadvantaged or marginalized populations. As many entrepreneurs eventually transition back to wage-employment, it is important to understand whether entrepreneurship is a desirable labor market choice in the long term, considering the impact it has on subsequent wage-employment outcomes. This paper explores this question by focusing on a population that is frequently pushed into entrepreneurship due to pervasive labor market discrimination in the United States: formerly incarcerated individuals. I argue that entrepreneurship will benefit, rather than harm, formerly incarcerated entrepreneurs in subsequent wage-employment outcomes, because the severe discrimination they face in the traditional wage-employment market mitigates concerns for fit and commitment to wage-employment and, instead, amplifies the positive signal from entrepreneurial experience. Results from the National Longitudinal Study of Youth 97 data suggest that, compared to formerly incarcerated individuals without any entrepreneurial experience, those with entrepreneurial experience have an increased likelihood of securing wage-employment, regardless of actual entrepreneurial success. Interestingly, this is particularly true when they are high school dropouts or racial minorities (Black and Hispanic Americans), suggesting that entrepreneurship provides long-term benefits to those who are especially lacking in other positive credentials and, thus, are the most stigmatized by employers. I provide mechanism checks that take advantage of an exogenous policy shock and conduct in-depth interviews with employers and formerly incarcerated individuals.

**FL:** What motivated the paper and how did it evolve?

**KH:** My dissertation centers on exploring entrepreneurship as a way to overcome labor market discrimination for marginalized populations, particularly the formerly incarcerated population. While working at a criminal background check company, I learned about the severe employment discrimination that formerly incarcerated people experience in the US. I became interested in exploring a creative yet underexplored way for formerly incarcerated individuals to overcome such difficulties without solely depending on employers or policy changes: entrepreneurship. This paper, which is the second chapter of my dissertation, was specifically motivated as I wanted to understand the longer term impacts of engaging in entrepreneurship for marginalized people (or formerly incarcerated people). While recent studies have found potential penalties to engaging in entrepreneurship for high-skilled entrepreneurs, I was interested in examining how entrepreneurship may have opposite implications for marginalized groups.

**FL:** Are there any challenges you faced during the research process? If so, how did you overcome them?

**KH:** One of the major challenges I faced during the research process was COVID. Apart from my quantitative analyses, I tried to supplement my findings with qualitative interviews and field work. I conducted in-depth interviews with employers, formerly incarcerated entrepreneurs, formerly incarcerated employees, and currently incarcerated individuals to learn more about the labor market processes and expectations. COVID put a stop to all in-person interviews and prison visits. I was fortunately able to transition most interviews on-line, but I was unable to do further fieldwork inside prisons. I'm hoping to return to the field as things go back to normal.

**FL:** Would you like to share with us about your future research agenda?

**KH:** I'm interested in continuing my research agenda on entrepreneurship for marginalized populations. I hope to extend the findings from this current paper by closely examining the employer's decision process and perspective when hiring potential employees with entrepreneurship experience from marginalized groups, to understand the mechanism behind the benefits or

## Interview with Louis Pondy Award Winner

penalties from entrepreneurship. I'm also interested in examining the societal impact of entrepreneurship by marginalized groups such as employment spillovers and impacts on local communities. I hope to continue my work on the formerly incarcerated population, but am also interested in broadening my scope to other marginalized populations such as racial minorities and immigrants.

**FL:** Do you have any advice for students of the OMT community who aim to receive the award in the future (or on research)?

**KH:** I'm super honored and grateful to the OMT committee and community for the Louis Pondy Award! I think one of the most significant things I learned as I wrote my dissertation and finished my PhD was the importance of working on a topic that intrinsically interests and excites you. You spend a HUGE amount of time on your dissertation and are also bound to run into challenges and hurdles along the way, and I think it was really helpful to have that passion to keep me pushing through. I also think it's super valuable to actively seek out comments and feedback from your advisors, committee members, PhD mates, and colleagues both in and out of the field. I think it's never too early nor too late to get feedback!

Thank you again to the OMT Award Committee and the OMT community! See you at AoM next year!

**FL:** Thank you for taking this interview!

## Interview with Best International Paper Award Winners

Wei Guo (City University of Hong Kong) interviewing Katharina Scheidgen (Leuphana University Lüneburg) and Anna Brattström (Lund University), Winners of the OMT Best International Paper 2021, for “Lukewarm or hot? Comparing investor tie formation of entrepreneurs in Silicon Valley and Berlin.”

**Wei Guo (WG):** What is your paper about in general?

**Anna Brattström (AB):** Our paper shows that entrepreneurship is a social process. You need to engage with other people to be remotely close to succeeding with your new venture. This is recognized in prior research, but research is not so good at acknowledging that entrepreneurs must adhere to certain implicit norms because entrepreneurship is a social process. Such norms comprise what is appropriate behavior, how are they supposed to act as entrepreneurs, and what they're supposed to do in a certain context. We find that the norms around what is considered socially appropriate behaviors differ across contexts. It is not so surprising that Berlin is different from Silicon Valley, but we can show how these differences in norms shape very different types of entrepreneurial practices.

And in consequence, it also has enormous implications for the networks that entrepreneurs develop. So, unless you consider the social norms pertaining to the particular context in which you operate, it's also challenging to understand entrepreneurial actions, including what actions are likely to be taken by entrepreneurs and what actions are not so likely to happen. This is something that we can contribute to entrepreneurship research.

**WG:** How did you come up with this new idea, and how did each of you contribute to it?

**Katharina Scheidgen (KS):** We started to develop the paper right after I finished my Ph.D., so most of the data we used in this paper was collected during my Ph.D. time. Then I joined Lund University as a visiting scholar and started this collaboration with Anna. Our collaboration helped to carve out the data's message and develop these concepts. This journey began about one and half a year ago.

**WG:** What are the theoretical contributions of this study to structuration theory, entrepreneurship, and network dynamics?

**KS:** For entrepreneurship research, we show that there is no one best way or one best practice that can be applied in every context. Instead, you have to consider its particularities: entrepreneurs who want to form investor ties have to learn different best practices in diverse entrepreneurial ecosystems.

For network dynamics, we show that you cannot just say that weak ties, a mix of strong ties and weak ties will lead to a certain network dynamics, but their impact on network dynamics differs across different social contexts. This is because it is more or less appropriate to mobilize certain ties in each of the contexts, and this has a strong impact on the network dynamics of entrepreneurs.

Last but not least, for structuration theory, we show that social norms and contexts do not just shape entrepreneurs, but there are rather precise scripts on how to form ties. The entrepreneurs interpret these scripts reflexively, which leads to different practices shaped by one script. This is a huge contribution because we show that different successful practices coexist under one script, thus the entrepreneurs is not determined by the social context or the institutional environment.

**AB:** That's a great point. There is an assumption sometimes applied for institutional research and structuration theory that one script shapes and has a one-to-one relationship with a certain practice. But what we find is that one script can encompass different practices. Entrepreneurs interpret this script and then form practices based on their interpretations of the script. So multiple practices coexist under one script, and different practices exist in different contexts.

**WG:** Does this research have any implications for entrepreneurs' tie formation (personal and investor ties)?

## Interview with Best International Paper Award Winners

**KS:** The entrepreneurs should be aware of the social script and the appropriate way to approach investors, so we compare entrepreneurs in Silicon Valley and Berlin. We find that if you're an entrepreneur in Berlin, it would be more feasible to spend your time intensifying few relationships. But this approach may not be equally beneficial for an entrepreneur in Silicon Valley because here weak ties are sufficient for mobilization. So, you should spend time forming a very broad network with lots of contacts. If you do the same in Berlin, this might not be useful for investor tie formation. Because then, you would have many contacts, but they are all too weak or too cold to acquire investment. Hence, you might want to network a bit differently.

**WG:** Have you met any challenges during the development of this paper? (e.g., data, model, etc.)

**AB:** It always takes a long time to craft a paper, rule out alternative explanations, and find the right angle. It's tremendous work to deal with qualitative data of start-ups. We do not only collect data but also have to analyze and keep all the information systematically. We need to learn from the processes, going back and forth all the time. Our paper is in review now, and we will most likely go back and forth again a couple of times during the review process.

**KS:** One challenge, but also a lot of fun, is to carve out the concepts, including their similarities and differences. This is where the co-author can really help. For example, by asking: how are the concepts different or similar? By answering these questions, we understood more deeply the differences between the identified tie formation practices while not losing similarities and develop very clear concepts.

**WG:** It's generally hard to contact the entrepreneurs and get data from them. What did you do regarding this problem?

**KS:** The processes of contacting the entrepreneurs already brought me in touch with the tie formation practices. Maybe this is not investor tie formation, but you also have to engage in the networking practices as I learned quickly that cold calling does not work for finding interview partners. We tried to sample diverse entrepreneurs, not only from one hub or incubator. It was not like contacting one incubator and only interviewing the participants. For example, we attended diverse entrepreneurial events to get to know entrepreneurs. And then, they also introduced us to their friends and colleagues. Thus, it was a process of networking ourselves through the entrepreneurial ecosystems and finding the perfect interview partners who match our criteria.

**AB:** It's a good question because it's an important aspect about which we rarely talk when we talk about qualitative research. It's the one thing that makes or breaks a qualitative study or any study of course. The ability to collect rich qualitative data is a great asset for researchers, where we make efforts and invest in collecting data. Forming this relationships so that you can get close to their practices should not be underestimated.

**WG:** Your study is based on multiple case studies in Silicon Valley and Berlin. What do you think about the generalizability of your findings in other institutional contexts?

**AB:** We offer this concept of relational warmth to describe how close a tie needs to be so that an entrepreneur will be able to mobilize it. I believe this concept and the way of thinking about ties can be useful in different contexts. When we come into a context, we try to understand a context. You might start with understanding what the warmth of this particular context is. So, a concept like this can help people to form ties. We hope to make sense of how contexts shape tie formation behaviors. But of course, which contexts are warmer than others are out of this paper's scope and deserve future investigation.

**WG:** Do you have any other suggestions for our OMT community, especially young scholars, in entrepreneurship and related studies?

**KS:** It was a good decision to start the collaboration with Anna. I would highly recommend young scholars find co-authors who fit with you and are interested in your study. This can help you to shape the research and the findings. It's also essential to choose the right co-author because you spend a lot of time together. You want to have a person who responds to you and contributes to the study, and you do not want to have conflicts all the time. So, you should not just follow reputation, but decide whom you would like to collaborate and you should work with someone that you can actually work with.

## Interview with Best International Paper Award Winners

**AB:** Learning how to do research and perhaps qualitative research in particular, it's a craft and a science at the same time. You need to learn the craft of doing research. For me, collaborating with other people who could teach me that was tremendously important and still is. So, I think collaboration, reaching out, and daring to contact people outside your immediate contacts. When you start your Ph.D. study, I think most students are not particularly well riding the academic community. You apply for a position and end up probably in a nice place. But then, over time, you will realize that the community is so much larger than your home institution. You can reach out to people, present your research, engage in discussion, and form research collaborations. It's a great way to learn and it also makes this process more fun. For example, we talk about a five-year process in many cases, from when you start to collect data to when you have a paper published, spending five years alone is typically not a lot of fun, but you can do it with someone else. Moreover, it's important to broaden your network, especially when you approach the end of your PhD study and seek the next step of your career by finding an assistant professor or a post-doc position.

## Interview with Best Paper on Environmental and Social Practices Award Winners

Zhongyuan SUN (CityUHK) interviewing Peter Younkin (University of Oregon) and Kaisa Snellman (INSEAD), Winners of the Best Paper on Environmental and Social Practices, for “Applicant bias: Evidence from a field experiment.”

**Zhongyuan SUN (ZS):** Can you briefly summarize your paper which includes your main idea, methodology, and findings?

**Peter Younkin and Kaisa Snellman(PY&KS):** Our goal in this project was to determine how a founder’s characteristics influenced their ability to recruit employees. A lot of prior work, including our own, has focused on the challenges that women and minorities face simply becoming entrepreneurs. However, even if we look only at those people who do manage to enter, they appear to be at a consistent disadvantage and we wondered if part of this might be explained by variation in their employee pools. To investigate the question we employed a ‘reverse-audit’ design in which we worked with an existing startup that was posting actual job ads, but intervened in the process so that people who expressed an interest in the job were led to believe that the company had either white male, white female, or Black male founders. Contrary to our expectations, we did not find that there was a significant difference between interest for white female or male-led firms (i.e. people were equally likely to complete their application), but we did find that candidates were significantly less likely to apply to a Black-led firm than either other condition. In addition, the candidates who completed their applications requested a significantly higher annual salary when applying to a Black-led firm. We used a survey-based experiment to try and identify some of the mechanisms behind these effects and found evidence that white candidates were concerned that Black mentors would be less supportive of them, and that they would be less ideal fits for the work environment.

**ZS:** Given that extensive research on employer-side discrimination, it is fascinating to observe employee-side biases and their consequences. Could you tell us about the motivation behind this paper? How and when did you start the project? Were you influenced by theory, data, or real-world phenomena?

**PY&KS:** This project began over breakfast at AOM in Atlanta (you can look it up to see how long ago that was!) when Prof. Snellman proposed a project on how posting language and founder gender affects application rates. As happens, the idea evolved along the way, in part as we learned about excellent other work being done on that topic, and in part as our respective interests in race and gender biases became more prominent than our interest in language.

**ZS:** What was the most challenging part of the process of developing this paper? Theory part, methodology part, or both? How did you overcome them? Are there any things you wish you could have done in the beginning?

**PY&KS:** By far the most challenging, and we believe this is appropriate, was the IRB approval process. While the hypotheses and method required some time, both benefited from having clear models to follow. Many people have done a reverse-audit design, so there’s a template for how to proceed; and we had both done quite a bit of research on bias and how it affects evaluations, so the gaps in the literature were not hard to identify. But developing a way to test these questions in a way that is empirically sound but also fair to the subjects requires a good deal of time and thought. Presumably a large part of why this question had received little prior attention was not because scholars had failed to consider it but simply because it is challenging to accurately (and fairly) test. If memory serves, this process took over one year, but the end result was a design we felt balanced these goals very well.

**ZS:** What do you think are the implications of your results on increasing social inequity? In what ways do you think your findings can influence social practices?

**PY&KS:** This is such a great, but challenging, question. The logical follow-up project examines the effectiveness of mitigation strategies on these findings. We felt that the baseline was so important and novel that it was worth publishing immediately, but the question of how to improve an unequal situation is one we are studying. As for the present findings, it is hard to say how these might be applied. It is possible that career advisors or recruiting services might be made aware of them and help

applicants overcome them (if we assume that these biases are largely unconscious). Right now they shed light on an area of inequality that people might not have recognized and help to explain how performance differences may reflect the fact that minority founders face challenges at every level of the entrepreneurial process. Perhaps the best result is to help people more broadly recognize that white and minority founders are not playing the same game and that we should therefore be careful not to ascribe the success of white founders simply to innate ability or the failures of minority founders to some unseen inability.

**ZS:** You have studied much social inequality based on gender, race, and class. Why have you been studying these inequality issues? Why do you think these social inequality issues are important?

**PY&KS:** What a flattering question! Presumably all researchers feel that the work they're doing is important and, hopefully, we're all correct in this shared belief. For us, these are some of the questions that drew us into academia in the first place.

We're both trained as Sociologists originally and only migrated into business schools later in life, but the topic of inequality (writ broadly) is among the core topics in the discipline. As such, it is hard to take any subject and hold it up to see it through this lens. Most of my teaching is in entrepreneurship and therefore the first question I asked when I designed my syllabus was "what do we know about how entrepreneurship shapes, or is shaped by, social inequality?" Every time I found an area where my answer to my students was "we don't have a conclusive answer here" I made a note to try and investigate it myself. And as my entrepreneurship students have become more and more diverse I have felt a stronger impetus to provide them with the answers to these questions before they go out on their own.

**ZS:** What else do you want to say that I didn't ask?

**PY&KS:** Nothing! This was great, thank you so much.

## Interview with Best Entrepreneurship Paper Award Winners

Miao Yun (CityU of HK) interviewing J. Daniel Kim (U of Pennsylvania), and Minjae Kim (Rice U), Winners of OMT Best Entrepreneurship Paper, for “Individuals and organizational change: Effect of unexpected founder loss on industry change among US startups.”

Sponsored by the Journal, Innovation: Organization and Management.

**Miao Yun (MY):** First, congratulations on winning the best entrepreneurship paper. Can you briefly highlight what your paper is about?

**Danny Kim (DK):** In this paper, we examine how founders of startups impact their organizations' ability to go through change. We have a tension which is that on the one hand, founders imprint their firms with their own vision and routines. This could actually slow down the organization as a force of inertia. On the other hand, we also know that pivoting is really important for startup firms, and founders actually might be a proactive force, allowing and guiding the startup to go through change. So, we examine this tension using data from the U. S Census Bureau while leveraging natural experiment around premature death of founders, which essentially gives us a group of firms that almost randomly lose their founders compared to very similar firms that retain and have their founders around.

**MY:** How did the two of you come up with the idea? And how did you come together to cooperate with this work?

**DK:** Minjae and I've been friends since graduate school -- taking classes together, playing soccer together and discussing research ideas throughout the period. When we both started our jobs as assistant professors, I was working on research on founding teams. Minjae was researching how and why startups commit to their initial strategic path. And one of our conversations naturally converged with these two themes around this puzzle on how founders really impact their startups' strategy and their direction.

**MY:** The mechanisms about founders' secure position and capability to influence organizational change are interesting and reasonable with the effort of ruling out other alternative explanations. Is there any direct evidence to support the mechanisms?

**Minjae Kim (MK):** That's a good question. We definitely rely a lot on environmental uncertainty being the mechanism that is affecting the founder's likelihood to facilitate change in their startups. We have the direct evidence of environmental uncertainty, to the extent that the recession is what increases the degree of uncertainty in the market environment. We show that founders are more likely to change the organization when there is higher uncertainty in the environment. To the more secure structural positions the founders might occupy and the higher capability, a short answer is that we don't have a direct evidence for that. So, in a way that is why we stick to the founders and not necessarily compare founders versus others. It is very plausible that other members of the startup also occupy some structural positions that are secure and give them some capability to facilitate change. We think that it is a little bit of a more conservative test in being able to show that the founders are definitely able to facilitate change when the uncertainty is high.

**MY:** Could it be possible that the remaining members (maybe including other founders) or the successor also have the same secure positions and capabilities compared to the absent founder, regarding promoting organizational change?

**DK:** Absolutely. In our sample, virtually every company has more than just a founder, meaning that there is at least one remaining survivor of the organization. As Minjae mentioned, these remaining members are likely to have some, if not the same amount of that structural position or capability inside the firm. So, if you think about this mechanically, the presence of these remaining members actually should bias us against finding any impact of losing a founder to the extent that the founder's presence may be substituted by the remaining members. So, these remaining survivors may help the startup to recover. Because of this potential effect for the survivor members to substitute for the lost founder, we think our test is a very conservative

## Interview with Best Entrepreneurship Paper Award Winners

one. Again, just to be very clear, our analysis so far looks at the founders only rather than who's remaining, but I think that will be interesting questions for future research as well.

**MY:** According to your findings, how do you think that investors in startups sometimes try to replace the founder for their purpose of change in reality?

**DK:** Anecdotally, it's very common for these venture capital investors to basically fire and replace the founders, largely because maybe they don't like the way that the startup is headed and they want to bring about some change. But as you can quickly see here in this example, this poses a difficult endogeneity problem because the founder replacement itself is systematically correlated with the organization's desire for change. This makes it really hard to understand the causal impact of founders on change. Trying to get rid of the endogeneity problem, we use the sudden death of founders as natural experiment to pinpoint the cases where the founder is suddenly gone and the very similar startups where the founder is present. We use this shock to see differences in the strategic trajectory of these groups of startups. But I agree with you that it does parallel with the phenomena of investors firing and replacing founders to bring about change.

**MY:** Was there any difficulty through working on this paper? If so, how did you overcome them?

**MK:** As any papers go, there were many challenges. One of the things that we've been dealing with essentially is that a lot of people from different fields come to study entrepreneurship, partly because it's more of a topic based on phenomenon. People from organizational theory, strategy and behavioral side also come to study it. So, one of the decision points that we have to make is essentially to which audience that we're going to talk to among the people who study entrepreneurship. And I think that to some extent it reflects our training at MIT Sloan, in that we tend to focus more on the empirical puzzle and try to solve the puzzle regardless of the tools that we can use. But at the same time, this is a practical concern.

I also think that we have tried to connect the study of entrepreneurship to the more general organizational study. Entrepreneurship is not just worth studying in and of itself, but also it is showing us the beginning stage of organizational growth. So, we try to connect the entrepreneurship literature to broader organizational literature.

**DK:** I totally agree with Minjae. The audience is always a challenge for entrepreneurship scholars because the phenomena is so rich. We bring all sorts of disciplines together. That's both an opportunity and a challenge of trying to speak to multiple audiences. That might cause some confusion. But that also might lead to more impact. So, I think this is going to be a common challenge for many entrepreneurship studies.

**MY:** How could your findings contribute to academic audience and managers?

**MK:** To both academic audiences and managers and practitioners, we really want to hit home the point that the founders may not be the reason why startups maintain their status quo. Actually, founders may facilitate change relative to the counterfactual scenario. I think one of our contributions is empirically thinking about what the counterfactual scenario is, and defining what drives founders in startups to assume certain roles. Logically and empirically, we are able to identify the effect of the founder compared to the counterfactual scenario. To both the academic audiences and managers, I think defining the role of the founders with respect to organizational change is what we want to hit home.

**MY:** Lastly, what are the future directions that you intend to follow after this paper or any suggestions about entrepreneurship studies for early career researchers?

**MK:** We ourselves are early career researchers, and we are interested in this question, too! One of the directions is how might successors to departing founders impact the likelihood of organizational change, and how might they be different or the same? Questions such as under what conditions are they different or the same in following the founder's path.

Also, we don't necessarily look at the formal role of founders in our paper. There might be CEO founders, but there might be non-CEO founders, too. We didn't really get into that. But getting into the impact of formal role might be helpful in that like if we

## Interview with Best Entrepreneurship Paper Award Winners

are trying to design some organizations where the founders are best situated with respect to how the startup should go. I'm sure there are other questions as well. But those questions seem most relevant given our paper.

**DK:** Yeah, I think that's a great question on successors for future research. There is a high rate of founder attrition over time. If you look at Noam Wasserman's work, he shows that the share of founders remaining at the firm declines as the firm ages and matures. So, as they get more funding to series B, series C, the percentage of founders being at the firm is actually much lower later on.

I think it would be really nice to be able to understand better the different reasons for founder departures. What we've done is, for identification purposes, to take this really special, unexpected event of death to get these random departures that are not intended or expected. But I think we should embrace the endogeneity of these departures of, say, being fired by the VCs versus the founder getting really burnt out and leaving. There are many reasons why founders might leave the firm. I think taking that variation seriously and trying to understand how it really impacts startups differently - not only the overall performance but also the subsequent hiring patterns, knowledge assembly, and all other behaviors of the firm - will be promising for future studies.

## Interview with Best Student Paper Award Winner

FU Longwang (City University of HK) interviewing LI Ying (UIUC), Winners of the Best Student Paper Award, for “The show must go on: The role of organizational values in art houses’ identity-violating transformation during COVID-19.”

**FU Longwang (LW):** First, congratulations on winning the best student paper award. Can you briefly summarize what the paper meant for you?

**LI Ying (Ying):** Thanks! This solo-authored project is really meaningful to me because I felt that I was at the turning point of becoming an independent researcher, and this award gave me a lot of confidence that I can be a good one! Second, this project was conducted during Covid-19 when the most media attention were focused on big companies like AMC (American Multi-Cinema), but the art house movie theaters I was studying were small, local organizations. While they have contributed a lot to the cultural landscape of local communities, there was much less attention on how they handled this “existential crisis.” So, in this sense, as someone whose whole dissertation is about the evolution of the movie theater industry, I almost felt that I had a responsibility to study them. I even felt that I was documenting history.

**LW:** How did you come up with or adjust the idea of this paper when encountering the pandemic?

**Ying:** By January 2020, I had rough drafts of two chapters of my dissertation, which were about how the movie theater industry emerged during 1896-1927 and how the TV broadcasting industry led to the decline of movie theaters during 1944-1962. Both of them were historical studies, which made me really curious about how movie theaters were doing today, especially in this streaming era. So I started to talk to professionals in the art house movie theater industry and attended an annual industry conference for art houses right before the outbreak of Covid-19 in the U.S.. Through that conference, I learned the missions and values held by art house professionals. The main message was that although streaming platforms were rising and seemed to threaten the viability of the theater business, art houses were proud of themselves because they were curators and community-based organizations. On the contrary, they believed that streaming platforms were algorithm-based, profit-driven corporations that art houses never wanted to be. However, when Covid-19 hit, I observed that 99 art houses almost immediately began to stream films on their websites, which to me was absolutely an identity-challenging change. Then I thought, okay, now I really need to conduct a qualitative study to figure out the behind-scenes decision-making processes.

**LW:** During the development of this project, how did you seek assistance or receive cooperation from others, especially the practitioners?

**Ying:** I think it’s really important and helpful to get close to the industry. As a student (and an introvert!), at the beginning, I felt it was terrifying and challenging to let the managers talk with me, but you just need the courage to be around them. The truth is at the conference, the managers were super enthusiastic to share their thoughts; they were also interested in me, like why I wanted to study them etc.. I even made friends at the conference, and through them, I did several great follow-up interviews. A shout-out to Mr. Dylan Skolnick at the Cinema Arts Center, Huntington NY, who encouraged me to be persistent!

**LW:** Regarding your focus on the organizational transformation during COVID-19, what impacts do you think the pandemic will have on our organization and management research for the following years? Any thought to identify other valuable scenarios or topics during or post the pandemic?

**Ying:** This is a big question. Initially, I was actually hesitant to start the project because it was Covid-related. “Would that appear too opportunistic?” I thought to myself. But thanks to Prof. Olga Khessina (my dissertation committee chair) and Prof. Matthew Kraatz (my committee member) who told me that as long as I find it interesting and important, then just go for it and they’ve got my back. I’m super grateful that I can have such great advisors. That said, we all know Covid-19 is a transforming event for sure, and I believe there are so many interesting and important questions waiting for scholars to explore. For example, I just read a working paper by Prof. Scott Stern and his colleagues. Their study reveals, quite surprisingly, there has been more new

## Interview with Best Student Paper Award Winner

business registrations since the pandemic. So some questions can be why are people more willing to start new businesses in this era of great uncertainty? What organizational forms do these new businesses take, etc.?

**LW:** What's the biggest challenge when conducting this qualitative study?

**Ying:** Interestingly, this is the first time I use qualitative method. In addition to data collection challenges during Covid-19, the biggest challenge for me was how to balance the descriptive findings with the analytical ones. In the very first draft, I basically summarized what I found as if I were a journalist. Then my advisor, Prof. Olga Khessina, introduced me to her colleagues who were qualitative experts (I thank Prof. Marya Besharov for her great feedback), and I invited Prof. Sonali Shah, a qualitative scholar to be on my committee. With their help, I learned how to better balance description and theorizing. I highly recommend the YouTube series in which Prof. Davide Ravasi patiently explained the craft of doing qualitative research. My friends, Cathy Lu, Hui Sun, and Ming Wang also offered me invaluable help during this process. This project opened a new world to me!

**LW:** Since your research is inherently theory-building within a specific context (i.e., the art-house industry in the U.S.), how to generalize the findings of your project to other contexts (e.g., industries, countries)?

**Ying:** I get this question a lot because all my other projects are about movie theaters. Generally, one of the key findings of this paper is that if organizations can articulate and commit to their organizational values, then they are better able to separate "who we are" from "what we do." This separation is important for organizations to be flexible and open-minded when facing identity challenges. I think this finding could be generalizable to any other kind of organization.

**LW:** According to your findings, what's the most shining or surprising point in your research, theoretically or empirically?

**Ying:** I can give you a specific point from the findings. We all know streaming platforms like Netflix tend to store a lot of films in their library so that they can attract as many viewers as possible, but what I observed in this project is when the art house movie theaters started providing streaming services during Covid-19, they actually purposefully limited themselves to show a very small number of films -- without exerting the full potential of the streaming technology. Since they had a deep belief in their organizational values as curators and community builders, they wanted the films to be carefully selected and tailored to their local communities. That means, even if they knew this technology can bring them more profit by doing everything that the technology potentially enabled them to do, they still resisted that temptation and did what they believe was the right thing. That was really inspiring to me!

**LW:** Do you have any advice for Ph.D. students or early career researchers who have the ambition to produce research that can make an original contribution like yours?

**Ying:** I guess doctoral students need to be engaged scholars (Van de Ven, 2007), like what Prof. Joe Mahoney here at UIUC has always strongly advised us to do, because we can't just do research in our armchair (except for great theorists!) and we have to immerse ourselves in the field. For instance, if I didn't go to that art house conference in January 2020, if I didn't talk to the managers, then I would not even have found art house's transformation to streaming platforms an interesting question at all.

**LW:** Do you have any ideas in mind for further research related to this project?

**Ying:** Yes, one question I always got is: right now, you know, those art house movie theaters are still streaming and they seem to hold this hybrid model, but I really want to know what's the added value of still doing that after reopening. I mean, I want to know whether the organizational change is temporary or not, so maybe in the future, I will track how those art houses are doing after the pandemic.

## Interview with Best Symposium Award Winners

Ilaria Orlandi (Copenhagen Business School) interviewing Timothy Pollock (University of Tennessee, Knoxville), Ace Beorchia (University of Tennessee, Knoxville), Ashley Y. Roccapiore (University of Tennessee, Knoxville), Winners of the OMT Best Symposium Award, for “The Art of Storytelling in Academic Writing.”

Here is the [link](#) to the video of this interview.

**Symposium: The art of “Storytelling” in academic writing**

Winners:

Tim Pollock 

Ace Beorchia 

Ashley Roccapiore   
(University of Tennessee, Knoxville)

Interviewer:

Ilaria Orlandi   
(Copenhagen Business School)