

Winter 2024, Volume 9

BEHAVIORAL STRATEGY NEWS

THE OFFICIAL NEWSLETTER
OF THE BEHAVIORAL STRATEGY
INTEREST GROUP



GREETINGS FROM THE IG CHAIR

Dear Members of the Behavioral
Strategy Interest Group,

On behalf of everyone in the Behavioral
Strategy IG Leadership Team, I extend
my warmest wishes to all of you for a
healthy and productive 2024!

I am thrilled to share a brief message to
all of you to give you an overview of the
team leadership, a recap of our last
annual conference, and some words
about how we envision the IG moving
forward.

Last year, I was grateful to witness the
details of the entire process from
receiving so many proposals all the way
up to seeing many of you discussing
their work and sharing with others in
Toronto. I think that we all agree that it
was a productive and fun conference,
and for 2024 I hope to see many more
in Istanbul!

This year, I want to welcome warmly
the new members of the Behavioral

Strategy IG leadership: Felipe Csaszar as
the Associate Program Chair and Daniela
Blettner, Maciej Workiewicz, and Amy
Zhao Ding as Reps-at-Large and Arianna
Marchetti, Cyndi Zhang, and John Eklund
for their continued work. I look forward
to continuing to work with all of them in
the coming months.

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Equally important, I want to thank Vibha Gaba, Cha Li, Shelby Gai, and Chengwei Liu for their service and commitment to the Behavioral Strategy IG: it was a pleasure working with you and we are all grateful for your service!

As an overview of SMS Toronto, October 2023, our conference program included sixteen different sessions, some that broadly explored “Uncharted territories: Navigating Threats, Misconduct, Crisis, and Pressure,” and some that instead looked “Inside the Black Box: Dissecting Firm Behavior with Experiments.” We listened to research about CEOs “Cultivating Influence, Embracing Identity, and Celebrating Diversity” and moved “From Puzzles to Solutions: Navigating the Path of Effective Problem-Solving.” As visible from these examples of four sessions, the conference showcased diverse topics and methods, something we want to maintain and encourage.

Once again, I would like to congratulate the winners of the four awards our IG confers every year: Rahul Kapoor and Daniel Wilde (Best Proposal), Mana Heshmati (Best Proposal Runner Up), Philipp Benedikt Becker and Patricia Klarner (Best PhD Proposal), Saoure Kouame, Alaric Bourgoïn, Sarah Wright (Most Novel Proposal). Congratulations to all!

Finally, as an IG we will continue to support and strengthen the community of scholars who apply behavioral and social science insights to the theory and practice of strategic management. We encourage research grounded in realistic assumptions about human motivation, cognition, emotion, decision-making, social interactions, networks, culture, and organizational systems.

We look forward to receiving your submissions for the 2024 Annual Meeting in Istanbul and we also welcome your feedback and suggestions on further advancing our intellectual, social and community-building agenda.

With warm wishes,

Daniella Laureiro-Martinez
Chair, Behavioral Strategy IG



LOOKING AHEAD TO ISTANBUL 2024

Dear Members of the Behavioral Strategy Interest Group,

The SMS 44th Annual Conference calls for research contributions that examine fault lines, contradictions, and divergences among strategic management paradigms in scholarship and practice. İstanbul, Türkiye, with deep historical roots in multiple civilizations across millennia, is the location for this theme.

Our IG is perhaps one of the best aligned with this annual conference theme. The Behavioral Strategy Interest Group sponsors research that applies related behavioral and social science disciplines to strategic management theory and practices. The group promotes disciplinary and interdisciplinary research grounded in realistic assumptions about human motivation, cognition, emotion, decision-making, social interactions, networks, culture, and organizational systems. Research using diverse quantitative and qualitative methodologies is welcome.

For the Istanbul Conference, the Behavioral Strategy Interest Group welcomes strategy research proposals applying perspectives from behavioral and social science to strategic management theory and practices. We seek theoretical and empirical work that addresses pluralism, divergence, and contradiction in the role of attention, cognition, emotions,

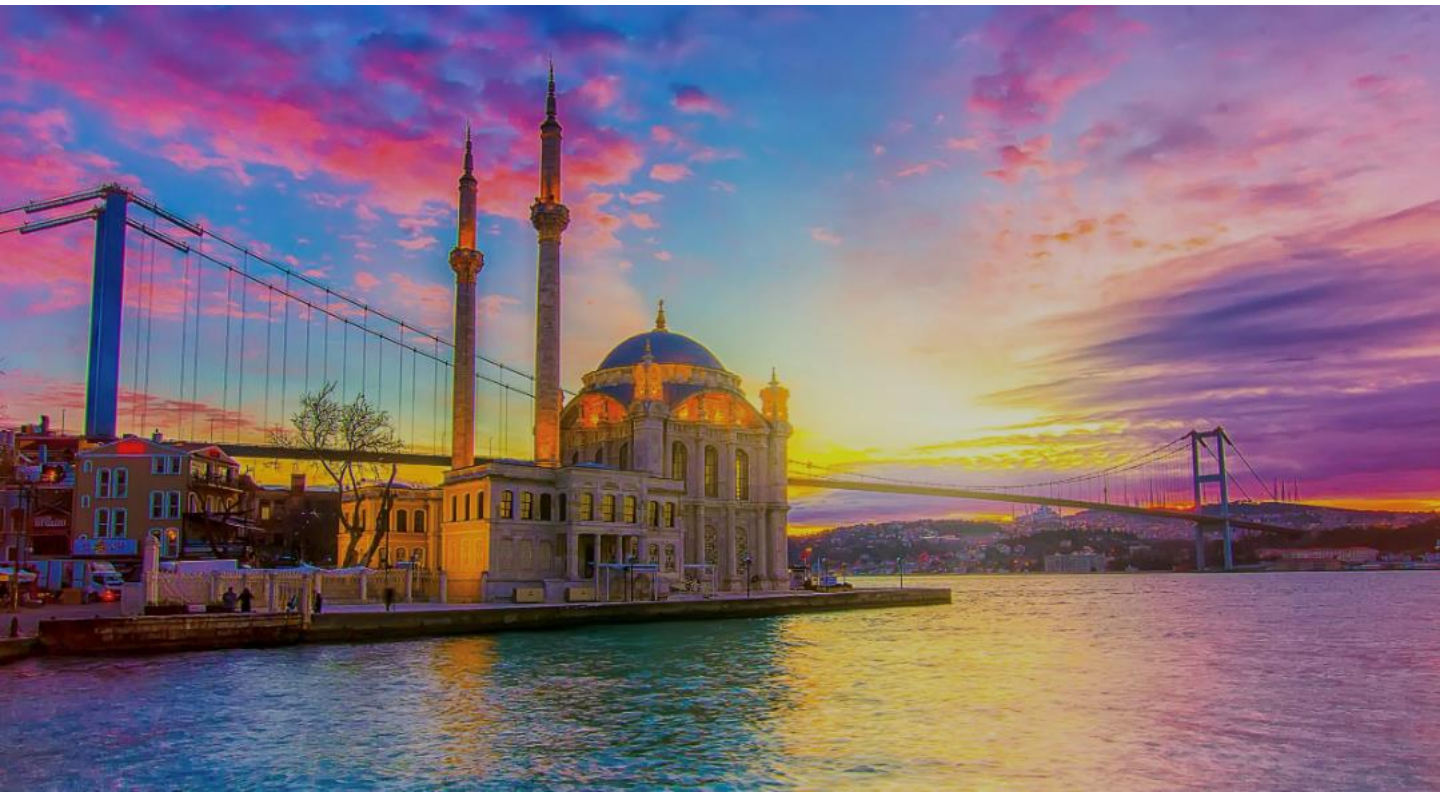
identities, ideologies, imagination, memory, narratives, values, and culture in explaining organizational behavior and outcomes. What happens when motivational and behavioral inconsistencies, power, politics, negotiations, information processing, and conflicts of interest exist? How do such tensions affect organizational design strategy, learning, innovation, and performance?

With the diffusion of new tools such as generative AI, these topics are more relevant than ever. How does AI learn compared to humans, and how does it matter for strategic management? How do algorithms alter organizational decision making, strategy formulation and execution? What is the role of modeling a language in behavioral strategy? Can behavioral theories of the firm accommodate AI, a non-human super-rational actor? Are behavioral strategies universal? If not, how does context matter?

It is worth noting that we are one of the largest and most diverse interest groups in the SMS family. This positions us well to address the conference theme and other important lines of strategy inquiry from a broad array of theories, settings, and methods. **I strongly encourage you to send your proposals to the Behavioral Strategy IG! In addition, I'd like to encourage all our member to sign up to review!**

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INVITATION TO SUBMIT (cont)



Critical and constructive reviews are an important piece of the conference submission process, and we rely on our members to conduct those reviews to ensure we have a fantastic program next year.

On the personal side, the Istanbul Conference will offer many opportunities to connect with old and new colleagues, co-authors, and friends. You'll have a chance to interact and exchange ideas, gain feedback on your papers, and get inspired for future research.

I look forward to seeing many of you next Fall!

John Joseph
Program Chair



GET TO KNOW THE NEW MEMBERS OF THE IG-LEADERSHIP

CLICK ON THE PICTURES TO LEARN MORE ABOUT THEM!

Felipe Csaszar - Associate Program Chair

Felipe Csaszar is a professor of strategy and chair of the Strategy Department at the University of Michigan's Ross School of Business. His research focuses on how managers' mental representations and firms' decision-making structures affect organizational outcomes such as profits and innovation. More broadly, he is interested in combining formal modeling and empirical approaches to understand how firms can make better strategic decisions. His work has been published in top academic journals including *Management Science*, *Organization Science*, *Strategy Science*, and the *Strategic Management Journal*. Furthermore, he serves as Senior Editor for *Strategy Science* and *Management Science*, and previously held the same position with *Organization Science*. Prior to joining the Ross School of Business, he was an assistant professor of strategy at INSEAD. He received his PhD in strategy from The Wharton School, University of Pennsylvania. Before pursuing his PhD, he was head of research at an asset management firm and CEO of an Internet startup.



Daniela Blettner – Engagement & Program Officer

Daniela Blettner is an Associate Professor of Strategy at Simon Fraser University, Vancouver. Her research is in the tradition of the Behavioral Theory of the Firm. She uses diverse methodologies to understand how managers interpret and respond to performance feedback. Her research is published in journals including *Strategic Management Journal*, *Strategic Organization*, *Journal of Management Studies*, *Entrepreneurship: Theory & Practice*, *British Journal of Management*. She serves on the editorial board of *Strategic Management Journal*, *Organization Science*, and *Frontiers in Psychology*. She received her PhD in strategy from St. Gallen University.



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Maciej Workiewicz – Programs Officer

Maciej Workiewicz is an Associate Professor of Management at ESSEC, where he teaches a variety of courses in the school's Masters in Management and Executive Programs, including strategy, artificial intelligence, and management. He also teaches organization theory, computational modeling, and machine learning in the school's doctoral program. Maciej's research focuses on understanding how organizational structure influences companies' ability to adapt to industry changes and innovate. His research has been published in leading scientific journals, including *Strategic Management Journal*, *Organization Science*, and *Academy of Management Review*. He is a member of the editorial boards at *Organization Science*, *Strategy Science*, and *Strategic Management Journal*, and serves as an Associate Editor at the *Journal of Organization Design*. Before joining ESSEC in 2016, Maciej earned an MBA degree from INSEAD, and later completed his PhD in Management (Strategy) at the same institution. Personal website: www.maciejworkiewicz.com



Amy Zhao Ding – Awards Officer

Amy Zhao-Ding is an Assistant Professor of Entrepreneurial Management at TUM School of Management, Technical University of Munich. Her research focuses on understanding firm's changing beliefs and strategic behaviours in multi-dimensional markets and how they interpret feedback under uncertainty and ambiguity. Broadly, Amy is interested in approaching teaching and research in entrepreneurship with the lens of organization theory, particularly in digital and cultural industries. She has a PhD in Management from INSEAD.



LOOKING BACK AT SMS 2023 IN TORONTO!

Many award winners to congratulate

Join us in congratulating the winners for:

Best Paper Award

Individual-level Antecedents to Long-term Industry Foresight

Rahul Kapoor, Wharton

Daniel Wilde, Indiana University



Best Paper Award Runner Up

Firms as Influencers: Shaping Industries Through Search and Collaboration

Mana Heshmati, University of Washington



Best PhD Paper Award Winner

New Director, New Perspective? Director Network Embeddedness, Industry Background Newness, and CEO Attention Shifts

Philipp Benedikt Becker, Vienna University

Patricia Klarner, Vienna University



Most Novel Paper Award Winner

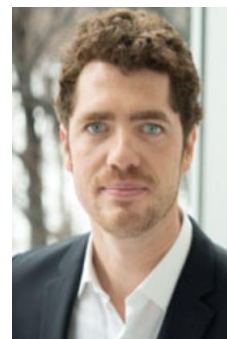
It's Sort of a Lonely Job:

Theorizing CEO Loneliness From a Behavioral Strategy Perspective

Saoure Kouame, University of Ottawa

Alaric Bourgoïn, HEC Montreal

Sarah Wright, University of Canterbury



If you want to contribute to the newsletter, join our Committee!
(PhD's welcome) - Contact: BehavioralStrategyIG@gmail.com

Behavioral Strategy IG Engagement Committee:

Arianna Marchetti & Daniela Blettner

SMS WORKSHOP ON BEHAVIORAL GOVERNANCE

Wednesday, April 10th via Zoom
7 AM EST / 1 PM CET / 8 PM HK

Sponsored by Hong Kong University Polytechnic University

The Behavioral Strategy IG will serve as the home for SMS's first online workshop: We hope to see you there!

Governance research addresses how to control or coordinate agents and exchanges within or between organizations. Rooted in organizational economics and “rational” organization theory, this field has developed in relative isolation from the psychological ideas informing behavioral strategy (with the partial exceptions of behavioral agency theory and Williamson’s TCE). However, scholars are increasingly using psychological microfoundations in governance research, pushing towards a novel agenda in behavioral strategy that we call *behavioral governance*.

The distinctive approach of behavioral governance is to draw on realistic and evidence-based behavioral assumptions to further our understanding of how contracts, organizational structures, reward systems, and other governance forms work, and thus improving their functioning. The basic idea is that making governance more behavioral will improve governance theories at capturing the mechanisms behind observed outcomes, thus explaining more and better. The aim is to create an exciting research stream that helps managers cope with limited attention and information as well as a myriad of motivations and provides them with realistic guidance to design governance forms that minimize frictions arising from conflict and coordination issues between the parties.

The workshop, led by **Nicolai Foss** and including presentations by **Flore Bridoux**, **John Joseph**, **Ambra Mazzelli**, **Phanish Puranam**, and **Libby Weber**, will discuss reflections on the emerging behavioral governance agenda.



**Registration: \$29 for members, \$49 for non-members through SMS website
(more information to come)**