

Jan - Feb Newsletter

2020 Issue No. 1



Welcome to the latest edition of the CAR Newsletter.

As we push through spring semester full steam, we are excited to spotlight the ongoing achievements of our very own PGBS research faculty in this first edition of the new year! Celebrate with us as we feature several new research publications, academic board appointments, invited talks and seminars, and media appearances occurring in just the first two months of 2020. This issue also provides a sneak peak into forthcoming faculty research and includes fellow faculty input on designing research that has practical industry impact. We hope you enjoy.

Recent Publications & Accepted Articles

Cristina Gibson's paper with co-authors Ramon Rico (Univ. of Western Australia), Miriam Sanchez-Manzanares (Univ. of Madrid) and Mark Clark (American Univ.) has been published in a special anniversary issue of *Australian Journal of Management* that reviews the state of the art in management research in a variety of domains. This article integrates several decades of research on team adaptation and sets out an agenda for future research, as well as concrete practical suggestions based on the research to date.

Rico, R., Gibson, C.B., Sánchez-Manzanares, M., & Clark, M. (forthcoming). Team adaptation in complex environments: Lessons from practice, evidence from research, and challenges for the road ahead. *Australian Journal of Management*.

In an article entitled, "Reducing Television Influences on US Adolescents Who are High Reactance," **Cristel Russell**, Denise Buhrau (Stony Brook Univ.) and Anne Hamby (Boise State Univ.) explore moderators of the relationship between watching television where alcohol consumption is depicted frequently and mostly positively, and teens' drinking intentions. Co-viewing, or parental presence during the TV viewing experience, is posited as a strategy to counteract TV influences.

Russell, C.A., Buhrau, D. & Hamby, A. (forthcoming). Reducing television influences on US adolescents who are high reactance. *Journal of Children and Media*, 14(4).

Cristel Russell's article with Anne Hamby (Boise State Univ.), Boris Chapoton and V. Regnier Denois (Univ. of St Etienne, France) reports findings funded by France's INCA (Institute of Cancer). Given that TV characters influence young viewers through identification mechanisms, this study examines whether a post-TV episode intervention featuring a character from the episode can alter the persuasive influence of an episode that features teen drinking.

Russell, C.A., Hamby, A., Chapoton, B. & Régnier-Denois, V. (forthcoming). Actions speak louder than words: Television characters' effectiveness as message sources depends on their story experiences. *Health Communication*.

An article published by **Cristel Russell** and co-authors Véronique Régnier-Denois, Emilie Rouèche, Valérie Simon, and Franck Chauvin (colleagues from Hygée Cancer Prevention Center, St Étienne, France) provides a systematic evaluation of Hygée Lab, a living lab in a socio-economically deprived area of France designed to interactively communicate information to improve understanding of cancer risk, prevention and treatment, reduce fatalism towards cancer and increase feelings of empowerment.

Russell, C.A., Régnier-Denois, V., Rouèche, E., Simon, V., & Chauvin, F. (forthcoming). Empowerment through participation in a cancer prevention exhibit: Evidence from the Hygée Lab intervention. *Journal of Cancer Education*. doi: 10.1007/s13187-019-01658-4

Cole Short's paper entitled, "Serving Differently: CEO Regulatory Focus and Firm Stakeholder Strategy," with Daniel Gamache (Univ. of Georgia), François Neville (McMaster Univ.), and Jonathan Bundy (Arizona State Univ.) has been accepted for publication in *Strategic Management Journal*. This paper addresses a fundamental question in stakeholder strategy research: Why do firms adopt certain strategies to engage with key stakeholders? The study reveals that the way CEOs view decisions influences their tendency to prioritize shareholder concerns or the concerns of a broader array of stakeholders.

Gamache, D., Neville, F., Bundy, J., & Short, C. (2020). Serving differently: CEO regulatory focus and firm stakeholder strategy. *Strategic Management Journal*.



Academic Board Positions

Jillian Alderman was appointed to serve as Associate Editor of the *Journal of Forensic Accounting Research (JFAR)*. JFAR is a peer-reviewed publication of the Forensic Accounting Section of the American Accounting Association (AAA). Publications are a balance of contributions to teaching, research, and practice of forensic accounting, including topics such as fraud prevention, business valuation, expert witness activities, and litigation support services.

Cristel Russell was appointed as Associate Editor of the *Journal of Advertising (JA)*. Cristel served as an ERB member of the journal for 15 years and has published 6 articles in *Journal of Advertising*. Called the "premier journal devoted to the development of advertising theory and its relationship to practice," JA boasts an impact factor of 3.518 (2018) and attracts business and communications scholars.

Keynote Addresses

Kevin Groves was invited to give a keynote presentation at the International Society of Performance Improvement (ISPI), Los Angeles chapter, on February 15th. This presentation, titled, "Strategic Leadership Assessment: Developing Strategic Leadership Competencies for Succession Planning & Talent Development," summarized the development and validation of a 360/multi-source assessment tool, the Strategic Leadership Assessment, and presented the range of applications for identifying and developing strategic leadership competencies.

Conference Presentations, Seminars & Workshops

Jared Ashworth has organized and is chairing a bi-weekly seminar in the Malibu Graduate campus entitled PEP Talks. So far from Graziadio, Jared Ashworth presented his ongoing research entitled, "Teacher Education and Career Decisions," and Elizabeth Olson presented her research, "The Impact of Environmental Justice Issues on Education Outcomes." This continues to be a successful seminar series bringing collaborators from many of the University's schools. Schedule: <https://docs.google.com/document/d/1RKzCs-MgmnJ9EyPDoDsk-yuntcX-Ed4XEC8DWtmnNOC/edit>

Soo Jeong Hong presented the paper, "Effects of Flexibility, Security, and Information Features on Supplier Participation in the Sharing Economy: An Empirical Study," along with co-authors **KJ Lee**, **Nelson Granados**, and Johannes Bauer (Michigan State Univ.) at the Hawaii International Conference on System Sciences, a premier global technology conference, on Jan. 8th. The paper will be in the conference proceedings, and is in the short list for consideration as a Special Issue for a top journal.

Brian Jacobs was invited to present his research to faculty at the School of Business, University of San Diego on February 7, 2020. He presented results from his paper, "Stock Market Reaction to Supply Chain Disruptions from the 2011 Great East Japan Earthquake," forthcoming at *Manufacturing & Service Operations Management*. The serious effects of supply chain disruptions are well known, but this research shows that the average firm suffers more from self-inflicted supply chain glitches than it does from natural disasters like the Japanese tsunami.

Zhike Lei was invited to deliver a seminar for the faculty development series in the Chinese Program at the Dornsife College of Letters, Arts and Science, University of Southern California on February 28th, 2020. Her presentation, entitled "To be, and not to be: Embracing and integrating multiple identities

for career success," discussed how to integrate research, teaching, and social capital in pursuing academic excellence.



Media Mentions

Mark Allen was a guest on an episode of Human Capital Institute's *Nine to Thrive* podcast, entitled "Strategic Workforce Planning: An Introduction." The episode discusses what strategic workforce planning is, why it matters, and how best organizations use it to close talent gaps. View full episode at <https://www.hci.org/podcast/strategic-workforce-planning-introduction>

Paul Gift appeared on a special episode of *The Luke Thomas Show* on SiriusXM Radio entitled, "MMA's Defining Moments of the Decade," to discuss some of the defining business moments in mixed martial arts during the 2010s.

Paul Gift was a guest on *Wharton Moneyball* on SiriusXM Business Radio to discuss how he became an MMA researcher and how analytics have impacted the sport.

Clemens Kownatzki was interviewed by James Cutchin for an article in *LA Business Journal*, "Dialing Up the Deals Private Equity: Big money is pouring into LA-based mega-funds." The move away from public markets and increased size of private deals has led to mega-funds with deal sizes of \$10 billion or more. However, the concentration of investment dollars in mammoth funds could also increase market risk where more investment dollars are chasing fewer but larger deals. Read article at <https://labusinessjournal.com/news/2020/jan/24/money-issue-2020-private-equity-mega-funds/>



THIS WEEK'S
HOT TOPICS

Featured Research

Serving Differently: CEO Regulatory Focus and Firm Stakeholder Strategy

By **Cole Short** (based on recent work by Gamache, Neville, Bundy, and Short in *Strategic Management Journal*)

“Business opportunities are like buses, there’s always another one coming.”
– Richard Branson, Founder and CEO of Virgin Group

“Only the paranoid survive.” – Andy Grove,
Founder and CEO of Intel, 1996

When discussing the characteristics of top executives, we tend to gravitate toward iconic CEOs such as Steve Jobs, whose passion and confidence was—to many—a contributing factor to Apple, Inc.’s success. However, history is replete with examples of CEOs who viewed decisions as opportunities or threats, and their companies succeeded, or failed,

because of it. The two quotations above highlight these two radically different mindsets needed for firm strategies. Branson suggests that a successful firm strategy requires leaders to envision possibilities based on ideals and aspirations that are eagerly pursued, which organizational scholars call a promotion focus. In contrast, Grove’s (1996) assertion suggests that firm survival and success require leaders to be constantly vigilant about forces that threaten their organizations’ existence and security, which scholars call a prevention focus.

When it comes to firm stakeholder strategy, our intuition tells us that this promotion- or prevention-focused lens is pivotal for CEOs’ decision making. But our understanding of how CEO regulatory focus shapes their interactions with stakeholders is considerably less clear. Resources are limited, yet the importance of addressing stakeholder concerns continues to rise, introducing a strategic tension for executives—when should they address the concerns of certain stakeholders over others? We investigate this key question using a novel dataset of 374 publicly traded firms assembled from a number of sources.

Our broad hypothesis was that the way CEOs view decisions—either based on a sense of duty, obligations, and responsibility (prevention focus) or as a means to achieve high ideals (promotion focus)—influences their tendency to prioritize shareholder concerns or the concerns of a broader array of stakeholders. We found, through analyzing the content of thousands of CEOs’ annual letters to shareholders, that the way CEOs view decisions has important consequences for their firm’s engagement and receptivity to governance and socially-oriented initiatives.

Our findings offer important practical insights for CEOs and other executives. First, executives should be aware of their own natural tendencies to inject their motivations into their firm’s stakeholder strategy, and consider avenues to balance their perspectives for the sake of the firm. For example, a CEO with high promotion focus may seek to establish a system of “checks and balances” related to their firm’s socially-oriented stakeholder initiatives, in order to ensure that the firm is not

overly investing in such areas (especially if it comes at the expense of high priority firm goals). Alternatively, a CEO with a high prevention focus may establish a “devil’s advocate” perspective to consider social investments beyond those strictly focused on shareholders and governance. Second, stakeholders should be attentive to CEO communications and consider how the content of these messages may forecast a firm’s prioritization of their or others’ concerns.



THIS MONTH'S

Research Tips

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4 Key Tips on Designing Research for Practical Industry Impact

by **Kevin Groves**

One of the most important and challenging facets of faculty scholarship at the Graziadio School is the generation of high-impact, practical research for industries, organizations, and leaders. Given the dual challenge of producing high-quality research that is both publishable in respected traditional

outlets and yet meaningful for the contemporary business community, how can we focus our research for practical impact?

1. Engage with Professional Groups Outside of Academia

Just as we advise students to broaden the diversity of their personal and professional networks, I've found that participating in professional groups and networks outside of traditional academia is valuable for generating research with practical impact. For many of us, this means attending and presenting work at conferences, workshops, and professional networking events far beyond the Academy of Management (or Marketing, Finance, Information Systems, etc.). Sharing research ideas and findings at these forums are great testing grounds for the practical significance and impact of our research. For my own research program on executive talent management and succession planning, I've found that several professional groups and associations (Los Angeles Area Chamber of Commerce, Southern California Leadership Network, Association for Talent Development, International Society for Performance Improvement, etc.) have provided very helpful feedback for practical research impact.

2. Partner with Executives/Professionals on Refining Research Questions

While our research questions are developed with an eye to the predominant theoretical models and empirical findings, the presence of an executive or professional who provides a practical lens on refining the goals of a research project is invaluable. Consider developing relationships with several key executives or experts who are immersed in the day-to-day challenges of leading organizations and teams to serve as a 'practical sounding board' for project ideas or proposals. Over time, I have developed relationships with a core group of CHROs, VPs of HR/Talent Management, and partners at professional service firms (consulting, executive search) that I rely on for suggestions on the practical needs and impact of my research.

3. Adopt an Action Research Lens on Framing Research Goals and Timeline

For many practitioners and organizations, ‘applied research’ is a short-term commitment that requires completing a survey or other limited data collection method. During the early discussions of partnered research projects with practitioners, it’s very helpful to frame the discussion as applied research that requires a longer time horizon for optimal value to the organization. I’ve found that executives and other practitioners are more willing to partner on action research that requires multiple data collection efforts over several years. I recently completed a project that engaged four organizations over the course of a three-year period; the project, which designed and validated an assessment tool for measuring executive potential via longitudinal data, would have practical applications as part of the organization’s annual talent review and succession planning process. Moreover, it was framed as a comparison to the organization’s existing method for assessing leadership potential; this ability to compare and critically evaluate their own process with a new assessment approach over time was paramount.

4. Offer Value to Participants Beyond Resulting Article, Chapter, or other Publication

For many executives and practitioners, the decision to participate in applied research projects comes down to their evaluation of time and value received from the project. While some research participants are satisfied with receiving a report with aggregate findings or an article or chapter that will be available months (years!) from their project participation, I’ve found that providing additional value for participating in research projects is important for developing long-term relationships with executives and generating research with practical impact. For my semi-annual *Talent Management Survey*, a national survey of talent management and succession planning practices, I provide each participating organization a profile of their assessment scores relative to the industry and cross-industry means; for some organizations, their

respective assessment scores are now part of their internal HR scorecard metrics. Finally, given the relative infrequency of journal publications and other outlets compared to the ongoing practical needs of our stakeholders, consider sharing the practical highlights of your research findings with your network via a bi-monthly newsletter, LinkedIn post, research brief, or other more frequent mode of communication.

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