

May - June Newsletter

2020 Issue No. 3



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Welcome to the latest edition of the CAR Newsletter.

In spite of difficult times and ongoing work-from-home measures, this edition recognizes the resilience of PGBS faculty with faculty publications, awards, and virtual conference presentations, along with a diverse array of new media features and appearances. This issue also recounts the Center's annual events, features ongoing faculty research and provides practical tips on research. The Center for Applied Research is proud to celebrate the victories of the PGBS community on the research front during this time. We hope you can enjoy with us through this issue!

Research Awards & Honors

Kurt Motamedi's paper, "Transorganization Change Management and Consulting" received Best Paper Award for presentation and proceedings of the ODC and MC Divisions of the Academy of Management, ISODC and ISEOR joint conference in Lyon, France on 16th-17th June 2020.

Cristel Russell received Best Paper Award for her paper with Adria Mankute (Univ. of Oregon) and Anne Hamby (Boise State Univ.) titled, "Working Memory Capacity as an Under-Explored Moderator of Information Processing and Consumer Response: Implications for Marketing and Public Policy," at the 2020 Marketing and Public Policy Conference, held in May in Los Angeles.

Recent Publications

Mark Allen's article was published in the June 2020 issue of *HR Strategy and Planning Excellence*. As employees face challenges returning to changed workplaces, change management must be a vital part of the reboarding process, which includes social, health & safety, physical/environmental, and work changes.

Allen, M. (June 2020). "Five Employee Reboarding Tips For HR Managers." *HR Strategy and Planning Excellence*.

William Bleuel, Richard Herko, and Raymond Smith's (Chairman, Rothschild Continuation Investments) article has been accepted for publication in the *American Journal of Management*. The study explores the difficulties of matching employees and mentors to meet organizational goals and career goals which are often at odds.

Bleuel, W.H., Herko, R.T., & Smith, R. (forthcoming). Intraorganizational mentoring revisited. *American Journal of Management*, 20(2).

James DiLellio's article with Dan Ostrov (Santa Clara Univ.), "Toward Constructing Tax Efficient Withdrawal Strategies for Retirees With Traditional 401(k)/IRAs, Roth 401(k)/IRAs, and Taxable Accounts" was published in *Financial Services Review*.

DiLellio, J. & Ostrov, D. (2020). Toward constructing tax efficient withdrawal strategies for retirees with traditional 401(k)/IRAs, Roth 401(k)/IRAs, and taxable accounts. *Financial Services Review* 28(2), 67-95.

Owen Hall, Jr. published a teaching case about Brownspeed Healthcare through Ivey Publishers. One of the basic learning objectives of this case is to teach students how to develop time series forecasts and to relate these forecasts to actionable policies in employee retention management.

Hall, O. (2020). Brownspeed Healthcare: Employee Retention using Predictive Analytics. *Ivey Publishing*, London, Ontario.

Owen Hall, Jr. published an editorial in *Graziadio Business Review* suggesting that B-school leadership in a post COVID-19 world now needs to transition from defense to offense. Leadership can go on offense by embracing a combination of strategic alliances, M&A, and enlightened OPM arrangements as the core pillars of the new business school universe.

Hall, O. (2020). COVID-19 and the future of management education. *Graziadio Business Review*, 23(1).

Agus Harjoto, Fabrizio Rossi (Univ. of Cassino and Southern Lazio, Italy), and **John Paglia** published a paper on stock market reactions to the WHO announcement on COVID-19 as a global pandemic and the FED announcement on the PPP (March 11 and April 9, 2020). COVID-19 caused a negative shock to global emerging markets and small firms. Large firms in the US stock market experienced positive abnormal returns from the Fed stimulus, but such massive monetary policies are far from being the antidote for small firms.

Harjoto, M.A., Rossi, F. & Paglia, J.K. (2020). COVID-19: Stock market reactions to the shock and the stimulus. *Applied Economics Letters*. DOI: 10.1080/13504851.2020.1781767

Agus Harjoto, Indrarini Laksmana (Kent State Uni.), and Eric Lee (Univ. of Northern Iowa) examined how gender of corporate social responsibility (CSR) leaders affect solidarity, certainty, and readability of reports signed. CSR reports with a female executive as signer or co-signer are more readable, show more solidarity with readers, but express less certainty. Readability and solidarity, but not certainty, are positively associated with firm future social performance (Part of Denney Professorship).

Harjoto, M.A., Laksmana, I. & Lee, E. (2020). Female leadership in corporate social responsibility reporting: Effects on writing, readability and future social performance. *Advances in Accounting*, (49).

Soo Jeong Hong, Johannes Bauer (Michigan State Univ.), **Kwangjin Lee**, and **Nelson Granados'** paper has been accepted for publication in *Journal of Management Information Systems*. The study investigates ride-hailing service suppliers' preferences for work conditions and information features, and associations between their willingness to work for ride-hailing and characteristics of their other primary jobs (see featured research).

Hong, S., Bauer, J., Lee, K., & Granados, N. (forthcoming). Drivers of supplier participation in ride-hailing platforms. *Journal of Management Information Systems*.

Brian Jacobs' paper with Vinod Singhal (Georgia Tech) was accepted for publication in *Production and Operations Management*. This paper provides empirical evidence on the effect of the September 2015 Volkswagen diesel emissions scandal on the stock prices of publicly traded firms in the global automotive ecosystem. Firms should not just focus on selecting and monitoring responsible suppliers but also apply the same principles to developing responsible customers.

Jacobs, B. & Singhal, V. (2020). Shareholder value effects of the Volkswagen emissions scandal on the automotive ecosystem. *Production and Operations Management*.

Zhike Lei's joint work with Jan Hagen (European School of Management and Technology) and Avner Shahal (Medneo GmbH) on teaming and leadership was selected and printed in the *Harvard Business Review* Special Issue, "The Best of HBR Summer 2020" on "How to lead in a time of crisis."

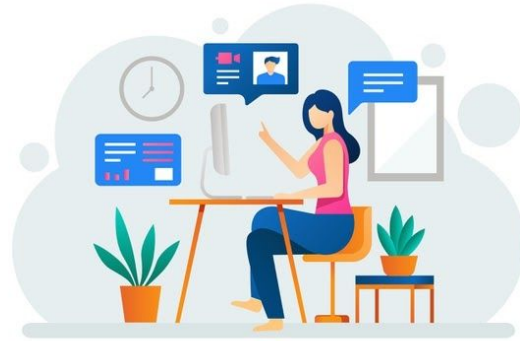
Hagen, J., Lei, Z., & Shahal, A. (2020). What aircraft crews know about managing high-pressure situations. *Harvard Business Review*, "The Best of HBR Summer 2020," 36-39.

Doreen Shanahan, Stephen Rapier, Jeffrey Baker, (Pepperdine Caruso School of Law), and **Nancy Dodd's** paper has been accepted for publication in *Journal of Business Ethics Education*. This case recounts the multiyear investigation of the Wells Fargo scandal and illuminates systemic failures of corporate culture and governance, public regulation, and market responses on ethical business practice.

Shanahan, D. E., Baker, J. R. Rapier, S. M., & Dodd, N. E. (2020). Too big to care: Promoting ethics when ethics are not profitable. *Journal of Business Ethics Education*, 17.

Bobbi Thomason published an op-ed article with Immaculada Macias-Alonso (Harvard Kennedy School) in *Gender, Work, & Organization* called "COVID-19 and Raising the Value of Care." The pandemic reveals caregiving as critical work that is undervalued and underpaid. We call upon national lawmakers to raise the value of care work and in doing so help close the gender wage gap.

Thomason, B. & Macias-Alonso, I. (2020). COVID-19 and raising the value of care. *Gender, Work & Organization*.



Conference Presentations

Nelson Granados, Dave Smith, Alicia Jessop (Seaver College) presented at the Hollywood Innovation and Transformation Summit on May 27th, a forecast of the media, entertainment, and sports economy. Dave Smith started with a macroeconomic picture, Nelson Granados covered the media entertainment economy, and Alicia Jessop zoomed into the Sports sector.

Miriam Lacey presented "Talent Management High Potential Program Challenges in the USA" at the ODC and MC divisions of the Academy of Management, ISODC and ISEOR virtual joint conference in June. The presentation discussed the ways High Potential Programs are challenged by management thinking errors that suboptimize organizational performance by replacing superordinate goals with self-serving goals.

Zhike Lei was an invited panelist for the Inaugural 2020 CALSIM conference at Cedars-Sinai Medical Center, Los Angeles in June. The conference explores how clinical simulations can be an innovative tool for learning, training and performance assessment (Cancelled due to COVID-19).

Cristel Russell presented a paper written with co-authors Adria Mankute (Univ. of Oregon) and Eric Schuler (American Univ.), "Parent-Child Measurement Invariance of Cigarette and E-Cigarette Expectancies Using Dyadic Confirmatory Factor Analysis," at the International Meeting of the Psychometric Society in July 2020.



Research in the Media

Mark Allen continued his series of blog posts for the Pepperdine Business Blog with four new posts, "Talent Management During the COVID-19 Crisis - Part 3: Are Your Performance Management Goals SMART or DUMB?", "Part 4: Conducting Layoffs Right," "Part 5: Talent Deployment," and "Part 6: Talent Acquisition Problems and Opportunities." Full posts at <https://bschool.pepperdine.edu/blog/>

Mark Allen presented a webinar for managers and supervisors throughout Pepperdine University, called "Performance Management at Pepperdine During COVID." The presentation discussed approaching performance management as a future facing activity designed to improve performance rather than solely looking back to review past performance, and it stressed the importance of setting goals that are specific and measurable.

Mark Allen presented a webinar for the Human Capital Institute (HCI), called, "HR Leadership After COVID-19: New Expectations, Realities, and Strategies." The presentation detailed approaches to the various elements of talent management in COVID and post-COVID environments and emphasized the importance of having a reboarding strategy when people return to their workplaces. <https://www.hci.org/webcast/hr-leadership-after-covid-19-new-expectations-realities-and-strategies>

James DiLellio was featured in a May article of *CreditDonkey* called, "How to Invest Money." He

discusses the costs and benefits of using a robo advisor to save for retirement. Robo-advisors use algorithms to provide digital financial advice based on mathematical rules or algorithms without the need for human interaction. Article at <https://www.creditdonkey.com/invest-money.html#interview=james-dillelio>

Paul Gift was a guest on *The Luke Thomas Show* on SiriusXM radio to provide an update on the UFC antitrust lawsuit and discuss the concept of marginal revenue product in MMA. Full episode at <https://www.siriusxm.com/podcasts/18e4e45c-1da7-5f92-ad41-bc83b48c2011/1548007f-a110-490a-8026-2daadf20bb02/4d71ad7e-912b-4ead-a918-92f04cc2110a>

Paul Gift's recent publication, "Moving the Needle in MMA: On the Marginal Revenue Product of UFC Fighters," was cited and quoted extensively in an *SB Nation* article examining the compensation of UFC superstar and light heavyweight champion Jon Jones relative to his marginal revenue product. <https://www.bloodyelbow.com/2020/6/2/21275941/ufc-finances-how-much-does-jon-jones-make-fighting-for-the-ufc>

Clemens Kownatzki was interviewed for the article, "What a Dividend Cut Means for your Portfolio" on *US News and World Report*, weighing attractiveness of dividend yields in a zero-bound interest rate environment against risk of further declines in stock prices. For instance, investing in high yielding stocks only with the benefit of yield in mind does not protect investors against price risk. Read at <https://money.usnews.com/investing/portfolio-management/articles/what-a-dividend-cut-means-for-your-portfolio>

A visual overview of **Clemens Kownatzki's** new research project about the validity of the S&P 500 as "the benchmark" was featured at *Tastytrade*, a financial news network specializing in options, futures and other derivatives. Founded by Tom Sosnoff, the creator of TD Ameritrade's *Think or Swim* platform, *tastytrade* focuses on research and applied trading strategies for sophisticated retail investors. The network has about 100,000 daily viewers. Video at <https://www.linkedin.com>

[/posts/clemenskownatzki_tastytrade-markets-etfs-activity-6667083126768070656-dWiY](https://posts/clemenskownatzki_tastytrade-markets-etfs-activity-6667083126768070656-dWiY)

Cristel Russell was featured in a June article of *LA Business Journal*, "Buy Bye Bye: Consumer spending patterns in LA reveal impact of pandemic." She discussed the implications of Covid 19 on consumer spending patterns. Find article at <https://labusinessjournal.com/news/2020/jun/15/buy-bye-bye-consumer-spending-la-impact-pandemic/>

John Scully published an article in *SmallBiz Daily* on June 3rd, entitled, "Creating a Small Business COVID Comeback Plan Extending Past the PPP." The article discusses liquidity related actions that small businesses can implement to complement Paycheck Protection Plan (PPP) benefits. Find article at <https://www.smallbizdaily.com/small-business-covid-comeback-plan-extending-past-ppp/>

Bobbi Thomason has been quoted in a feature on the future of remote work in the summer issue of *Millie* magazine, a new hard-copy magazine about career and money from Meredith Publishing (Shape, People, Martha Stewart Living) that goes out to subscribers of *Real Simple*.

Bobbi Thomason published an op-ed with Heather Williams (RAND) for CNN titled, "As America Re-Opens, We Need to Give Caregivers A Lot More Support." In this article, Williams and Thomason argue that in this transitional period of the pandemic, companies and managers should pursue giving caregivers the time off they need, and create a work culture where they can use it. Find article at <https://www.cnn.com/2020/06/04/perspectives/caregivers-reopen-offices/index.html>



Events Supported by CAR

Faculty Lounge with Denise

On May 28th, the Center for Applied Research (CAR) hosted "Faculty Lounge with Denise," a virtual meeting with award-winning organizational psychologist and Carnegie Mellon Professor of Organizational Behaviour Dr. Denise Rousseau. Rousseau has published a dozen books and 160 articles and monographs in management and psychology. PGBS faculty participants engaged in a lively open discussion with Rousseau on the nature, trends and challenges of academic research, particularly during the current COVID-19 crisis.

Annual DBA-CAR Conference

On May 29th-30th, the Executive Doctor of Business Administration (DBA) program and the Center for Applied Research virtually hosted PGBS' second Annual DBA-CAR Conference on Applied Research. PGBS faculty, current DBA candidates, and external speakers shared theoretical and practical insights on their research findings, process, and outcomes in a productive and engaging dialogue. Faculty presenters and panelists are listed alphabetically below:

Rob Bikel, "Sustainability Paradox Governance."

Dr. Cristina Gibson, "Collaborative Intercultural Competency Building: Developing Relationships that Help Sustain Communities."

Dr. Brian Jacobs, “Experiential Effects on Reducing Industrial Water Consumption.”

Dr. Cristel Russell, “Contested Brands in the Marketplace: Toward Anti-Fragility in Branding.”

Dr. Doreen Shanahan, “The Role Extraversion and Technology Propensity Play in Influencing Intentions to Participate in Technologically Intermediated Peer-to-peer Markets.”

Drs. Zhike Lei (chair), **Nelson Granados**, **Kevin Groves**, **Bobbi Thomason**, **Clemens Kownatzki**, Panel session: Strategies for Disseminating Research Findings and Insights to Business Practitioners.

Annual Pitch & Posters Forum

The Center for Applied Research (CAR) virtually hosted the PGSB Annual Pitch & Posters Forum on June 9th. This research forum enables faculty to present timely research in a short “pitch” format, followed by breakout “poster” sessions where presenters are available to engage in deeper discussions and answer questions regarding their research. This year’s forum hosted ten presentations on topics including leadership, teams, corporate culture, machine learning, supply-chain, and finance. Presenters listed alphabetically below:

Jillian Alderman, “Examining the Impact of Narcissistic CEO Traits on Auditors’ Assessments of CEO Credibility.”

James DiLellio (Co-author Michael Kinsman), “The SECURE Act and Your Retirement Objectives.”

Jennifer Franczak (Co-author Larry Weinzimmer), “It’s Time to Walk-the-Talk with Culture: The Effects of Adaptability Culture and Risk Taking on Action Orientation and Firm Performance.”

Owen Hall, Jr., “Predicting Employee Turnover: Machine Learning to the Rescue.”

Agus Harjoto (Co-author John Paglia), “COVID-19: Stock Market Reactions to the Shock and the Stimulus.”

Sean Jasso, “Your 2020 Yearly Economic Omelet: The CARES ACT – Intent, Implementation, and Indicators.”

Dongshin Kim (Co-authors Youngme Seo & Davin Raiha), “House Search Traffic, Speed of Sale and Sale Price.”

Clemens Kownatzki (Co-authors Dongshin Kim & Abraham Park), “RVIX – The New Volatility Index for REITs.”

Kwangjin Lee (Co-authors Soo-Jeong Hong, Nelson Granados & Johannes Bauer), “Drivers of Supplier Participation in Ride-Hailing Platforms.”

Jaclyn Margolis (Co-author Sal Mistry), “Identification Residue During Multiple Team Membership.”



THIS WEEK'S
HOT TOPICS

Featured Research

Q&A

Drivers of Supplier Participation in Ride-Hailing Platforms

Based on work by [Soo Jeong Hong](#), [Johannes Bauer](#) (Michigan State Univ.), [Kwangjin Lee](#), & [Nelson Granados](#)

Succinctly, what phenomena did your study analyze and what was the objective of your study?

We examined how flexibility and security of working conditions and information features that are available only on a digital platform affect the willingness of ride-hailing service suppliers to work with a ride-hailing platform.

Ride-hailing companies currently treat drivers as independent contractors rather than as traditional employees, refusing to follow a new state law, Assembly Bill 5, effective in 2020, which classifies drivers as employees not independent contractors. While the independent contractor model provides drivers with a high level of flexibility, to make choices on when, where, and for how long they engage in work-related tasks, financial security in ride-hailing is lower than permanent jobs. The low security of ride-hailing has become a major source of conflicts not only between companies and government but also between companies and drivers. Uber and Lyft drivers have protested to demand better financial security, and approximately 50% Uber drivers have left Uber within 1 year.

In an effort to alleviate concerns about drivers' working conditions and improve stability and predictability of supply of ride-hailing services from ride-hailing firm perspectives, this study suggested a menu of contract options that are composed of a different set of working conditions and information features as novel tools.

What would you say are the three most important findings of your study? Could you provide a short explanation for each and any examples to support them?

First, we found that the utility and willingness of drivers to work for ride-hailing platforms generally increase when the ride-hailing company provides a minimum wage guarantee, a company-sponsored benefit plan, and information features that protect drivers' privacy and allow them to screen for undesired passengers. These attributes were important enough for drivers so that they are willing to sacrifice scheduling flexibility by committing to

minimum working hours in exchange for those attributes.

Second, drivers' preferences for working conditions and information features vary depending on their current degree of engagement in ride-hailing service provision. For example, inactive drivers are more willing to trade flexibility for financial security and place less value on the information feature which protects their privacy than active drivers.

Third, we also analyzed how characteristics of drivers' other jobs affect the willingness of suppliers to work with the platform. For drivers with a primary job or jobs other than ride-hailing, the perception of working conditions in their primary job affects their willingness to restart ride-hailing services. In general, the lower the perceived flexibility and security of the primary job, the more probable it is for inactive drivers to restart ride-hailing.

What are the implications of your study for the future of ride-hailing services?

This study informs the strategies of platform companies that must overcome supplier dissatisfaction with contract conditions or concerns about the fairness of the distribution of profits. Findings imply that offering a menu of contract options could provide novel tools for ride-hailing companies to improve the stability and predictability of supply. It may also alleviate some of the concerns about driver working conditions that have led to increasing calls for the regulation of ride-hailing services to protect drivers.

Lastly, what are some generalizable application points from your study for managers and organizations?

The implications of this study regarding working conditions and information attributes may also extend to other sharing economy platforms that might have conflicts over service suppliers' work conditions and wish to grow and sustain supply for their services. The way to make a work contract in the sharing economy is different from the contracts in the traditional labor market. Sharing economy platform designers may be able to tailor platform features to cater to their preferred suppliers, and the key will be to be able to identify what their preferences are, as we have done in this study in the context of ride-hailing.



THIS MONTH'S INSIDER

Research Tips

Leveraging Your Reviewing and Editorial Activities

by [Brian Jacobs](#)

Lots of us are deeply involved with peer reviewing or editing at the academic journals in our discipline. I'm the Sustainable Operations Department Editor at Journal of Operations Management and a Senior Editor at Production and Operations Management, as well as an ad hoc reviewer for other operations journals. The long hours that we spend on these mostly thankless tasks is viewed by many as purely service work to our academic communities that takes away from time for research. But for me, I've found reviewing and editing to be very helpful to my research productivity. How?


1. Building Networks

The tried and true method of building a network of academic colleagues is through attending conferences and giving presentations. I agree that it's an essential component, and I highly recommend it to

everyone. But, it has its shortcomings. First, we might only attend one, two, or perhaps three conferences in any given year. Second, many times the opportunities to connect at conferences are hit-or-miss depending on conference schedules, personal commitments, travel arrangements, etc. Third, conference presentations are often rushed affairs, no better than a glorified "dog-and-pony show" without time for in-depth interaction. Last, despite best intentions, life sometimes gets in the way of our conference plans (ie. Covid-19).

I've found reviewing to be a big booster to the growth of my academic network. When I was finishing my PhD, my network was essentially my home department faculty. In my first year after the PhD, I reviewed three papers, largely due to recommendations from the members of my dissertation committee. But for anyone who's served as a journal editor, you know that conscientious, reliable, and dependable reviewers can be hard to find. Word circulates very quickly among editors when willing and capable reviewers come onto the scene. In year two, I reviewed 15 papers, increasing to what I consider my annual limit of about 25 papers by year four. Each of those reviews was an opportunity to interact with senior faculty and peers from universities that I might never visit, many of them in Europe and Asia. At conferences, I try to physically connect with these people to put a face to a name.

This network has been invaluable to me as a researcher. I have reached out to others for help on different topics or methods, and I've had others reach out to me. Sometimes this translates into co-authorship opportunities. Good performance as a reviewer or editor can also make you a top-of-mind candidate for conference activities (e.g., panels, judging) or research colloquiums. Last, but not least, dedicated efforts in service to a journal will



sometimes earn you the benefit-of-the-doubt when trying to publish there. What might otherwise be a rejected manuscript will instead sometimes become an invitation to revise-and-resubmit to give you an opportunity to see if you sufficiently address review concerns.

2. Staying Abreast

Reviewing means that I'm seeing the latest research in my discipline before it gets published. Granted, many of the papers are not great, but there are also some gems. Regardless, after reviewing enough papers, I've developed a sense of what others are working on, and what's interesting (or not) to my research community.

Although it's quicker and easier to read and review papers on topics and methods that we're familiar with, the greatest opportunity for learning is to venture into new material. Agreeing to review papers not exactly in my current area of research interest is a low-risk way to expose myself to other research areas. For example, I don't consider myself a survey researcher but I've learned a lot about surveys from reviewing papers.

3. Learning the Dos and Don'ts

Without a doubt, it's a pleasure to review or edit a well-crafted paper. Being exposed to good writing and research practices helps me to elevate my game. However, a common complaint among reviewers is the poor quality of many submitted papers. The silver lining of reading so many poor papers is developing a checklist (either physical or mental) of what not to do in my own work. It also sharpens my eye when looking for potential flaws in my own manuscripts.

Every journal has their own particular focus and preferences, whether it's favored (or disfavored) research topics or methods, writing

style, or even things as mundane as copy editing and citation styles. Reviewing enough papers for a journal gives me a better feel for what they are looking for, and whether my work would be a good fit.

In summary, I think my reviewing and editing activity has been a great benefit to my research. But a word of caution: it's not an especially easy path; it requires a lot of hard work and dedication. I think my ability to benefit from reviewing was largely due to my willingness to say yes. If at all possible, I agreed to any reviews that I was invited to do, particularly if it was for a journal that I might consider submitting future work to. Of course, each review takes time, and that time commitment has to be balanced against my other work and personal obligations. And, if I agree to a review, it's key to do a quality job and deliver it on time. If editors have to chase after someone to submit their review, or correct/redo their review, that reviewer will quickly drop off their invitation lists.

With my editor's hat on, I have to say that, aside from the potential personal benefits to my own research, reviewing/editing truly is a needed service in our academic communities. Without volunteer efforts, the peer review process, and our ability to publish credible work, would quickly fall apart.



Broadening Your Reach: 5 Alternative Outlets for Sharing Your Academic Research

by [Mark Allen](#)

As my career has evolved, I've been able to enjoy life in the academic world while keeping one foot firmly planted in the business world. As a "pracademic," my goal is to distribute my content to managers and employees who can apply it. Instead of trying to get published in peer-reviewed journals, I focus on delivering my work to practitioners through a variety of outlets ranging from traditional to newer media forms. Some articles I've written have been for practitioner publications offering insights into improving managerial practice, where writing style is quite different (and they typically prefer it if you don't have a Review of Literature section). In addition to publishing, here are six tips for distributing your content through vehicles other than the traditional academic outlets:

1. Industry Conferences. Practitioner conferences are always looking for expert speakers with new perspectives. If you can craft an interesting presentation and frame your content around practical applications, you'll find a receptive audience. Find the most popular conferences in your field and contact the organizers. At the start of my career, I submitted proposals. As I became known as a reliable speaker, invitations appeared in my inbox. Practitioner conferences are not only a good way to disseminate your content to large audiences, they also help you stay informed on what is currently important to managers in your field. As an added bonus, I can say unequivocally that practitioner conferences are more fun.

2. Webinars. Managers are increasingly turning to webinars to learn best practices. Rather than conferences that require a commitment of several days (plus possible travel time and expense), webinars typically last between 40 minutes to an hour. As this short-form learning opportunity grows in popularity, organizations that provide these are hungry for new content. Seek out the webinar providers in your field and find out what kind of content they are looking for. Speakers with academic credentials who can provide practical content are a big draw. The last couple of webinars that I've done have each drawn audiences numbering in the hundreds.

3. Podcasts. Unlike webinars in which you provide all of the content, podcasts are regularly scheduled programs whose hosts frequently interview guests for either a portion of or an entire show. Most podcasts drop new episodes weekly, so they have an ongoing need for guests with interesting content to share or unique perspectives. At the 2018 Worldwide Developers Conference, Apple announced that there were more than 550,000 different

podcasts. More than 30 million episodes have been recorded. Within the last year I've guested on two different podcasts hosted by former students. One of these podcasts is the number one Apple podcast on the topic of coaching.

4. Videos. Traditional print publishers frequently supplement their print editions with additional content. Business school professors have the credentials and credibility to provide both original content as well as perspectives on existing content. I worked with Sage last summer to record a series of short videos on topics that I typically teach as well as a few intros and outros to some of their previously produced video content. The short videos were like mini-lectures from the courses I teach. The intros to their videos posed questions for students to consider while watching the videos while the outros added some perspectives on what they have just seen while addressing the earlier questions.

5. Blogs. Freed from the constraints of anyone else's style guides, I have enjoyed writing blogs about whatever is on my mind. Several years ago I created my own website (it's easier than you think) and began writing a weekly blog. Eventually my posts became bi-weekly, then monthly, then bi-monthly, then occasionally. But when I find I have something to say, I have an outlet. More recently, the COVID crisis prompted me to start thinking about and writing a blog series on Talent Management During the Crisis. Since these pieces were timely and very relevant to the PGBS mission, our marketing department has published my blog posts on the Graziadio Business Blog.

And finally, say yes. While I am proactive about seeking out opportunities to share content, I got started in many of these alternative media by responding to a request,

sometimes from total strangers. While some of these opportunities end up sounding like doing something for no compensation, glory, or a better performance appraisal, saying yes is a good way to get your content and perspectives out into the world.

While previous generations of faculty were mostly limited to journals and academic conferences for their research, we live in a world with a variety of media and numerous outlets for our work. I find it both intellectually challenging and enjoyable to work in diverse ways to distribute my content.

Acknowledgments

The Center for Applied Research gratefully acknowledges the valuable inputs of PGBS faculty, the superb assistance of Jacqueline Weissman and Tyler Lombardi from PGBS Marketing, and Debra Martin from Alumni Engagement.

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Contact Dr. Zhike Lei or Pauline Park at the Center for Applied Research at pgbs.car@pepperdine.edu