

2020

2020



NOV/DEC NEWSLETTER ISSUE NO. 6

Featured Research

THE COSTS OF MINDFULNESS AT WORK

Based on research by Darren Good and colleagues, forthcoming in the *Journal of Applied Psychology*

Research Tips

BASED ON DECEMBER FACULTY LOUNGE

Helpful personal “Research Hacks” compiled by faculty over the years!

Looking Back

2020 WITH THE CAR

Take a look back at 2020 with the Center and celebrate the research victories of PGBS faculty this year.

Welcome to the sixth and final edition of the Center for Applied Research Newsletter for 2020! This special edition concludes another exceptional year of research at PGBS with new faculty publications, conference presentations and invited speakers, as well as a vast array of faculty research in the media. This issue also includes faculty research spotlight on effects of mindfulness, and insights from the most recent December CAR faculty lounge. Finally, we take a look back at 2020 with the Center, celebrating the achievements of PGBS faculty research this past calendar year in spite of many difficult and unprecedented challenges. We hope this edition brings joy and inspiration as we enter into the holidays. Happy Holidays, and enjoy!

Recent Publications



Jillian Alderman's article, accepted for publication in *Journal of Forensic and Investigative Accounting*, synthesizes key perspectives and trends in research and practice on the topic of auditor litigation, summarizing emerging concerns on recent court case outcomes, SEC enforcement actions, increased litigation and insurance costs, changes in audit reporting standards, technological advancements, and cybersecurity risks.

Alderman, J. (forthcoming). Auditor Litigation Risk: A review of past perspectives, recent developments, and emerging issues. *Journal of Forensic and Investigative Accounting*.

Jillian Alderman's article with Agus Harjoto finds that a longer duration of a shelter-in-place order is associated with lower cases and deaths per capita from COVID-19. It also finds that demographic characteristics, such as percentage of individuals with health insurance, family size, income inequality, and other factors are related to cases, mortality, and recovery rates of COVID-19.

Alderman, J. & Harjoto, M.A. (2020). COVID-19: U.S. Shelter-in-place orders and demographic characteristics linked to cases, mortality, and recovery rates. *Transforming Government: People, Process and Policy*.

Cristina Gibson and Yana Grushina (Dartmouth Univ.) published a paper that utilizes a comparative case study approach to contrast two teams complex global teams in the mining industry – one effective the other ineffective – to derive techniques for improving collaboration that spans countries, languages and time zones and yet are responsible for knowledge generation and best practice development.

Gibson, C.B. & Grushina, Y. (2021). A Tale of Two Teams: Next Generation Strategies for Increasing the Effectiveness of Global Virtual Teams. *Organizational Dynamics*.

Cristina Gibson and co-authors Jennifer Barbor (Salesforce Inc.) and Catherine Collins (Univ. New South Wales, Australia) published a book chapter which reveals means by which employees navigate uncertainty and yet maintain their personal well-being, with empirical evidence from a company which recently merged 41 separate businesses across three countries into a single integrated firm.

Barbor, J., Collins, C.C., & Gibson, C.B. (2021). The role of ambidexterity in mitigating (or exacerbating) the relationship between uncertainty and employee well-being. In Grote, G., and Griffith, M. (Eds.) *Oxford Handbook of Uncertainty Management*.

Cristina Gibson and co-authors Terence Chia (Univ. of Western Australia) and Ruku Singh (Pepperdine MHR program) published a review of the role of culture in teams, highlighting contingencies related to technology, tasks and the passage of time as teams develop.

Gibson, C.B., Chia, T. and Singh, R. (2021). The technology-enabled, task-specific and time-variant role of culture in teams. In Gelfand, M., and Erez, M. *Oxford Handbook of Culture and Organizations*.

Stephen Gibson and co-author Alessandro Rigolon (Univ. of Utah), published a paper examining the recent shift in governance of green and blue spaces (GBS) from public agencies to non-governmental organizations (NGOs) worldwide. It appears in the top journal in the field and is the first to compare NGOs striving to advance different environmental justice pursuits.

Rigolon, A. & Gibson, S. (2021). The role of non-governmental organizations in achieving environmental justice for green and blue spaces. *Landscape and Urban Planning*, 205.

Darren Good published an article in the *Journal of Applied Psychology*, the first rigorous field study to show the potential downsides of mindfulness. Results replicated across all 6 samples help fill two major gaps in the current literature; they show that mindfulness predicts job performance, as rated by direct supervisors. Read more in the Feature Research Section.

Lyddy, C*, Good, D*, Bolino, M., Thompson, P., & Stephens, J. (forthcoming). The costs of mindfulness at work: The moderating role of mindfulness in surface acting, self-control depletion, and performance outcomes. *Journal of Applied Psychology*. * shared first authorship



Recent Publications

Agus Harjoto, with Andreas Hoepner (Univ. of California Davis) and Qian Li (Cardiff Univ.) published a paper examining the impact of reputational risk, measured by corporate social irresponsibility (CSI) ratings, on shareholder abnormal returns. It finds that long-short portfolios earn significantly positive abnormal returns. (Supported by Agus' 2019-2021 Denney Chair Professorship Award).

Harjoto, M., Hoepner, A., & Li, Q. (forthcoming). Corporate Social Irresponsibility and Portfolio Performance: A Cross-National Study. *Journal of International Financial Markets, Institutions and Money*.

Robert Lee's article with Maretno Agus Harjoto, Fabrizio Rossi (Univ. of Cassino) and Bruno S. Sergi (Harvard Univ. and Univ. of Messina) finds the differing impacts of COVID-19 cases and deaths on stock returns, volatility and trading volume during infection period (pre-April 2020) and stabilizing period (post-April to August 2020). The impacts also differ for emerging versus developed markets.

Harjoto, M.A., Rossi, F., Lee, R., & Sergi, B.S. (forthcoming). How do equity markets react to COVID-19? Evidence from emerging and developed countries. *Journal of Economics and Business*, 105966.

Zhike Lei, Brooks Holtom (Georgetown Univ.), Cody Reeves (Brigham Young Univ.) and Tiffany Darabi (Cornell Univ.) published a paper that uses four panels of data over the course of two years to predict the profile of enthusiastic and reluctant "stayers" in an organization and the financial impact of retaining reluctant stayers.

Holtom, B., Reeves, C., Lei, Z., & Darabi, T. (2020). Reluctant stayers: Constructing a profile and examining the consequences. *Journal of Managerial Issues*, 32(4): 402-420.

A paper by Zhike Lei, with Jan Schmutz (ETH Zurich) and Walter Eppich (Northwestern Univ.) was accepted for publication in *Academic Medicine*. The paper develops a new framework for assessing in-action team reflection in acute care teams, providing descriptive behavioral markers and tapping into powerful cultural and normative components of patient safety.

Schmutz, J. B., Lei, Z., & Eppich, W. (Forthcoming). Reflection on the fly: Development of the Team Reflection Behavioral Observation System (TurBO) for Acute Care Teams. *Academic Medicine*.

Bobbi Thomason and Hannah Riley Bowles (Harvard Kennedy School) published an article in *Harvard Business Review*. They argue that when approaching your next job negotiation, it is important to think strategically about not just what you want but how to get it. They also advise to focus on what is important to you, including role, responsibilities and career trajectory - not only salary.

Thomason, B. & Bowles, H.R. "Negotiating Your Next Job." *Harvard Business Review*, January-February 2021.

Conference Presentations

Stephen Gibson's paper with Alessandro Rigolon (Univ. of Utah), "Green and blue space justice initiatives: the expansion of nonprofit models in California," was accepted for presentation at the Association of Collegiate Schools of Planning (ACSP) Annual Conference in Toronto, Canada. The paper explores the interactional and procedural justice roles and strategies of GBS nonprofits in California, a progressive state known for environmental justice victories in recent years.

Charla Griffy-Brown was invited by UNESCO to speak at the Futures Literary Summit in December, designed as a collaborative event to help imagine and prepare for a post-COVID19 world. As Editor-in-Chief of *Technology in Society*, she spoke on the global discourse of the journal and the change in the interaction of technology and society towards broader bio-socio technical systems.

Charla Griffy-Brown spoke at the IEEE Annual Conference (TEMSCON) as Editor-in-Chief of *Technology in Society* on the journal's efforts to include missing voices into its discourse on global civil society issues intersecting technology and our economic, political, and social systems. She was subsequently invited by Surrey Business School to give a keynote speech on conducting management research in the new world (dis)order.

Owen Hall, Jr. presented his working paper, "Detecting COVID-19 using Machine Learning," at the virtual Decision Sciences Institute Annual meeting in November. The early detection of high-risk individuals represents one short term and promising opportunity to apply machine learning techniques. A preliminary database of 700 individuals that had contacted COVID-19 early in the outbreak was examined using extreme boost decision trees and neural nets. Results show classification accuracies in the high 80s percent range, highlighting how machine learning can identify high-risk COVID-19 infected individuals.



Research in the Media

Paul Gift was given a shout out on The Joe Rogan Experience, the most popular podcast of 2020 according to Spotify, for his work over the years covering the multi-billion dollar UFC antitrust lawsuit in popular media, helping bring light to the business side of a sport where most financial and contractual information is still private and undisclosed. Find podcast at <https://open.spotify.com/show/4rOoJ6Egrf8K2lrywzwoMk>

Gary Mangiofoco published an article, “7 COVID-busting benefits that will help employees return to work,” in Benefits Pro. In a recent survey by workforce technology firm Envoy, 90% of 1,000 U.S. full and part-time employees miss the workplace, and 94% want to spend at least one day a week in their office. This article focuses on the employee benefits and human element of managing a workforce that can prepare employers to facilitate employee abilities to return to the workplace post-pandemic. Read at <https://www.benefitspro.com/2020/11/25/7-covid-busting-benefits-that-will-help-employees-return-to-work/>

Zhike Lei’s research work on “reluctant stayers,” those employees who want to leave their organizations but cannot, has been featured in the New York Times “Dealbook” on December 11, 2020. According to the post, the research paper was included as “some of the academic research that caught our eye this week.” Retrieve from <https://www.nytimes.com/2020/12/11/business/dealbook/airbnb-ipo-chesky.html>

A research publication by Cole Short, Jonathan Bundy (Arizona State Univ.), Michael Pfarrer (Univ. of Georgia), and Timothy Coombs (Texas A&M Univ.), “Crises and Crisis Management: Integration, Interpretation, and Research Development” was featured by SAGE Journals as the second most-read article in *Journal of Management* in the last six months. Find under “Most Read” at <https://journals.sagepub.com/home/jom>

Dana Sumpter was quoted in *Business Management Daily*, describing findings from her research on how employees have responded to working from home during the pandemic. Article is titled: “Flexible work arrangements and fairness during COVID-19”. Read at <https://www.businessmanagementdaily.com/62403/flexible-work-arrangements-and-fairness-during-covid-19/>

Dana Sumpter was interviewed on *Inside the Issues* with Alex Cohen, which aired on Spectrum News Channel 1. She shared findings from her research on working mothers during the pandemic, discussing topics such as navigating work from home choices with a partner, employer and managerial support, what we can learn from the sudden disruption, and silver linings. Excerpt can be viewed here: <https://twitter.com/IssuesOn1/status/1327043625818091520>

Bobbi Thomason was interviewed on women and leadership in an article entitled, “2020’s biggest lessons, from sourdough to six-feet-apart” in *ALIVE* magazine. *ALIVE* magazine is a Canadian publication with an audience reach of about 200,000. Read at <https://www.alive.com/lifestyle/what-we-learned/>



Center for Applied Research Events

The Center for Applied Research hosted its December CAR Faculty Lounge on December 18th. Faculty gathered and shared with one another various personally helpful “research hacks” they’ve compiled throughout their research over the years. They also brought a guest to pop in and say hello! Read more in “Research Tips” section below.



FEATURED

The Costs of Mindfulness at Work

DARREN GOOD

Defined in basic terms as being present, mindfulness has gone mainstream. Experts and self-proclaimed gurus suggest mindfulness as a way to improve just about every conceivable human issue, from stress and anxiety to smoking cessation and weight loss, to home and workplace conflict. It is also estimated that around 75% of large organizations now offer some form of mindfulness training to their employees. Taken together, an ancient set of Eastern practices has become a modern-day multibillion dollar Western industry.

Unlike many other fad-du-jour, mindfulness is supported by a remarkably robust catalogue of research that provides near universal support for its positive relationship to improved individual functioning. In fact, of the 5000+ peer reviewed studies performed in the past decade, across a range of disciplines, not a single rigorous field study points to any downsides. *But is it really the case that mindfulness is helpful all the time?*

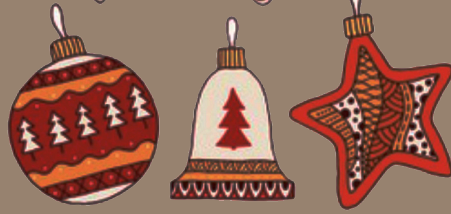
When mindful you are more aware of what you are thinking, feeling and doing, which is usually a good thing. Yet there may be instances at work when facing an experience more fully could be unpleasant; such as, when being inauthentic. We all must fake emotions from time to time at work in order to satisfy organizational norms and expectations, an activity known as surface acting. For example, surface acting occurs when an employee 'puts on a smile' while being belittled by an irate customer – a willful act that requires effort and is usually unenjoyable. It should not come as a surprise that persistent surface acting reduces employees' wellbeing and performance over time. If given the choice, many people may choose to turn away from staring directly at their inauthenticity. *Perhaps this is a time in which mindfulness may not be as helpful?*

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"When employees engaged in high levels of surface acting, being more mindful predicted lower job performance as rated by their direct supervisor."

To test this assumption, we surveyed employees with matched direct supervisor performance metrics over a 3-month period. What we found was that when employees engaged in high levels of surface acting, being more mindful predicted lower job performance as rated by their direct supervisor.

Given the novelty of these findings, we replicated them across six unique samples of employees from sectors ranging from financial services and sales to management consulting, as well as emergency hospital workers and social workers, totaling to 1,672 employees. These results should serve as a note of caution to so many who view mindfulness as a cure-all. As the majority of large organizations are investing in mindfulness, they may benefit from some deeper consideration of its impacts.

In particular, these findings suggest that for roles that demand heavy surface acting (e.g. Sales, Customer Service, Healthcare), mindfulness by itself could have some unintended consequences. Perhaps there are other "necessary evils" at work (e.g. delivering painful news of medical or financial concern or conducting layoffs etc.) in which being mindful may also pose an issue. The prevailing belief before this study was that mindfulness would help these individuals better manage such difficult situations, when in fact we now must ask the question; at what cost?



Faculty “Research Hacks”

BASED ON THE
DECEMBER CAR
FACULTY LOUNGE

Academic research, especially peer-reviewed journal publication, is famously difficult. Many jokes have been made and horror stories told. In the December CAR Faculty Lounge, PGBS faculty convened to share their research “hacks,” i.e., helpful tips, processes, decisions, tools that they use to survive and succeed in the ocean of academic publishing. Here is a summary of these hacks.

Jillian Alderman emphasizes the timing of academic research. Her tip: create themed days and periods of time that are devoted solely to research to create rituals and habits that you can look forward to, such as “Writing Hour,” “Research Day,” and “Submission Month.”

Cole Short recommends to take advantage of Consortium for the Advancement of Research Methods and Analysis (CARMA). CARMA provides videos and resources on various topics relating to organizational research methods. (Membership required for some content). <https://carmattu.com/>

Dana Sumpter suggests strategies for how to prioritize self-care in a way that can help us become more productive and sustain our research efforts (as well as our wellbeing)! For example, determining what self-care means to you (exercise, breaks, walks outside, beverages....). Building it into a daily schedule; scheduling self-care like a meeting that you cannot change. Celebrating small wins and milestones. Setting rewards for yourself when you accomplish (even small) goals.

Cristel Russell creates her own “HIIT High Intensity Interval Training,” or alternating periods of highly focused intellectual work (for her 90-120 mins) with periods of more ‘physical’ work (gardening, cleaning, exercising, cooking). She confesses, “I just made this name up but the concept works for me. During the physical work portion, the brain rests while the rest of the body works. Inevitably, the ‘break’ is beneficial not just for the blood flow, but as taking a little distance from the intellectual work helps.”

The CAR also supports a pilot project called the “PGBS Research Whiteboard,” initiated by Cole Short and Cristel Russell to serve as a strategic tool for faculty to answer each other’s questions, share resources, and collaborate on new projects moving forward? Please contact Cole Short to find out more hacks listed on the Research Whiteboard.

PREVIOUS CAR RESEARCH TIPS

Jan / Feb

4 Key Tips on Designing Research for Practical Industry Impact

KEVIN GROVES

Mar / Apr

Keeping a Momentum of Productivity and Positivity

JIM DILELLIO

May / Jun

Leveraging Your Reviewing and Editorial Activities

BRIAN JACOBS

Jul / Aug

So I Got a Rejection...Now What?

CRISTINA GIBSON

Sep / Oct

Seizing Funding Opportunities & Working with University Resources

BASED ON CAR LOUNGE WITH RSP & CFR



LOOKING BACK

2020

with the
CENTER
for
APPLIED RESEARCH

The Center for Applied Research would like to sincerely thank all PGBS faculty, staff, alumni, and readers for their support through its second full calendar year with the CAR Newsletter! In spite of all the unexpected challenges we faced this year, 2020 has marked another excellent milestone of research at PGBS, with faculty research making a significant impact on academia, business, and community. In honor of a stellar year, we would like to take a brief look at research at PGBS in 2020.

53
publications

Based on voluntary reports to the Center for Applied Research alone, in 2020, 53 papers were published by PGBS faculty in peer-reviewed journals, 19 of which are high-impact or listed as FT 50 journals such as *Academic Medicine*, *Harvard Business Review*, *Journal of Applied Psychology*, *Journal of Consumer Research*, *Journal of Labor Economics*, *Journal of Management Information Systems*, *Production and Operations Management*, and *Strategic Management Journal*.

6
external awards

The CAR reported six external national and international awards received by PGBS faculty, in addition to 59 presentations, invited seminars, panels and speeches delivered by faculty at peer-reviewed national and international conferences, universities, and institutions. Faculty were interviewed, featured, and quoted 25 times by outlets including *Forbes*, *LA Business Journal*, *KTLA*, *The Atlantic*, *New York Times*, *SAGE*, *US News and World Report*, mentioned or guested 10 times for podcasts, and wrote 11 articles for news and media outlets including *CNN*, *Psychology Today*, *CEO World Magazine*, and *CSQ Magazine*.

59
presentations

The Center for Applied Research is exceedingly proud to recognize the exceptional research achievements of PGBS faculty this year. We look forward to another year of excellence in 2021, and wish you a Merry Christmas and Happy New Year!

19
high-impact
publications

46
media
appearances

ZHIKE AND PAULINE
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