

Sept - Oct Newsletter

2020 Issue No. 5



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Welcome to the latest edition of the CAR Newsletter.

As we head into the latter half of the eventful semester, this edition finds our faculty as proliferate and impressive as ever with new awards, publications, presentations, and media appearances to show. This month's issue also details the findings and behind-the-scenes journey behind recent faculty research, and recounts helpful points of discussion on research funding for Graziadio faculty from our most recent October CAR Faculty Lounge. Tune in with the PGBS research community and enjoy this issue!

Research Awards & Honors

Gary Mangiofico has been selected to receive a 2020 OD Network Award for Service to the OD Network. The award recognizes OD scholars and practitioners who have contributed service to the OD Network, over an extended period of time, that has strengthened or enhanced the Network, increasing its credibility and impact.

A research manuscript by Robert Campbell (Univ. of Nebraska), **Cole Short**, and Scott Graffin (Univ. of Georgia), "CEO Sense of Humor and Organizational Ambidexterity" received the runner-up award for Best Proposal in the Strategic Management Society's Strategic Leadership and Governance Interest Group. This paper was also nominated for the Research Methods Division's Best Paper Award.

Bobbi Thomason's 2019 *Academy of Management Journal* article, co-authored with Hannah Riley Bowles (Harvard Univ.) and Julia Bear (Stonybrook Univ.), "Reconceptualizing Women's Career Negotiations: Asking, Bending and Shaping," won the 2020 Rosabeth Moss Kanter International Award for Excellence in Work and Family Research.

Recent Publications

Jillian Alderman's article with **Charla Griffy-Brown, Joetta Forsyth, and Richard Walton**, titled "Are Narcissistic CEOs a Blessing or a Curse?" has been accepted for publication in *Graziadio Business Review*. This article explores the practical implications of past research on narcissistic leadership.

Alderman, A., Griffy-Brown, C., Forsyth, J., & Walton, R. (forthcoming). Are narcissistic CEOs a blessing or a curse? *Graziadio Business Review*.

Mark Allen wrote an editorial published in *Graziadio Business Review* that on average only 21 of the 840 training hours for law enforcement officers are devoted to use of force, and training officers are often selected for field training based on seniority.

It makes a case that there is a need for better training of law enforcement officers.

Allen, M. (2020, Fall). Editorial: The importance of training in law enforcement [Editorial]. *Graziadio Business Review*, 23(2).

In a new article, **Jared Ashworth**, along with Joe Hotz, Arnaud Maurel (Duke Univ.), and Tyler Ransom (Univ. of Oklahoma) explore the wage returns to schooling and early work experiences, and how these have changed over the past twenty years. Results highlight the need to account for dynamic selection and changes in composition.

Ashworth, J., V.J. Hotz, Maurel, A., & Ransom, T. (forthcoming). Changes across cohorts in wage returns to schooling and early work experiences. *Journal of Labor Economics*.
<https://doi.org/10.1086/711851>

Cristina Gibson and her colleagues Amy Randel (San Diego State Univ.), Ben Galvin (Univ. of Utah), and Sharifa Batts (Pepperdine EDDBA) published a paper which makes the case that a key way of rectifying inequalities at work involves particular forms of mentoring for African American protégés.

Randel, A., Galvin, B., Gibson, C.B., & Batts, S. (forthcoming). Increasing career advancement opportunities through sponsorship: An identity-based model with illustrative application to cross-race mentorship of African-Americans. *Group and Organization Management*.

Cristina Gibson and colleagues Jennifer Gibbs (Univ. of California, Santa Barbara), Yana Grushina (Dartmouth Univ.), and Patrick Dunlop (Curtin Univ.) published a paper which reports on an inductive study of global teams in the resources industry, addressing ways in which members approach participation and how to foster team effectiveness.

Gibbs, J., Gibson, C.B., Grushina, Y. & Dunlop, P. (forthcoming). Understanding orientations to participation: Overcoming status differences to foster engagement in global teams. *European*

Journal of Work and Organizational Psychology.

Agus Harjoto's working paper with Andreas Hoepner (Univ. City of Dublin) and Qian Li (Cardiff Univ.) has been accepted to the Michael J. Brennan Irish Working Paper Series. The paper examines portfolio returns and corporate social irresponsibilities across 42 countries, and finds that portfolios with no reputation risk earn higher returns than those with high reputation risk.

Harjoto, M.A, Hoepner, A G. F. & Nilsson, M. (July 23, 2020). Bondholders' returns and stakeholder interests: When are they aligned? Michael J. Brennan Irish Finance Working Paper Series No. 20-13. <http://dx.doi.org/10.2139/ssrn.2943583>

Agus Harjoto's recent article with Indrarini Laksmana (Kent State Univ.) examines whether socially responsible firms have well-funded employee pension programs and whether CSR performance is associated with management discretionary choice of pension accounting assumptions.

Harjoto, M.A. & Laksmana, I. (forthcoming). "Defined benefit pension policies and social responsibility performance: do socially responsible firms walk the talk?" *Sustainability Accounting, Management and Policy Journal*.
<https://doi.org/10.1108/SAMPJ-01-2020-0019>

Miriam Lacey and **Kevin Groves'** research work has been accepted as a peer reviewed chapter in *Routledge's Companion to Talent Management*. Research on the efficacy of HiPo programs provides evidence of their impact across a range of performance outcomes, including financial metrics.

Lacey, M. & Groves, K. (forthcoming). "Approaches to Developing High Potential Talent - Intended and Unintended Consequences." *Routledge Companion to Talent Management*. Taylor & Francis Group.

John Mooney, Paul Tallon (Loyola Univ. of Maryland) and Marvin Duddek (Stripe) published a peer-reviewed book chapter in *Measuring the Business Value of Cloud Computing*. IT business

value can be seen in a new light through how cloud technologies enhance IT agility, how firms can monetise their data, and how firms now have greater flexibility around IT use than ever before.

Tallon P.P., Mooney J.G., Duddek M. (2020) Measuring the business value of IT. In: Lynn T., Mooney J., Rosati P., Fox G. (eds) *Measuring the business value of cloud computing. Palgrave Studies in Digital Business & Enabling Technologies*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-43198-3_1

Cristel Russell's paper with Stéphanie Feiereisen (Univ. of Montpellier), Dina Rasolofoarison (Univ. Paris Dauphine), and Hope Schau (Univ. of Arizona) has been accepted for publication in the *Journal of Consumer Research*. *See Featured Research section

Feiereisen, S., Rasolofoarison, D., Russell, C., & Schau, H. (2020). One brand, many trajectories: Narrative navigation in transmedia. *Journal of Consumer Research*. <https://doi.org/10.1093/jcr/ucaa046>



Conference Presentations

James DiLellio's paper with **Michael Kinsman** entitled "The SECURE Act and your retirement objective" was presented at the Academy of Financial Services Annual virtual meeting, occurring Sept. 30th - Oct. 1st, and co-sponsored by the Financial Planning Association (FPA).

Clark Johnson's paper with Yunmei Kuang and Nicolas Jankuhn (Saint Louis Univ.), entitled, "You're not a Teetotaler, are You? A Cross-Cultural Framework of Nonalcoholic Wine Consumption Motives and Outcomes," was presented at the Academy of International Business - Southeast Annual meeting, held virtually Oct. 22nd - 24th.

Clark Johnson's paper with Carl P. Maertz, (Univ. of Louisville), Mark Arnold (Saint Louis Univ.), and Brittney Bauer (Loyola Univ. New Orleans) entitled "Intercultural Negotiations: Examining Change in Processing, Attitudes, and Intentions by Evaluating Competing Theories" was presented at the Academy of International Business - Southeast Annual meeting, held virtually Oct. 22nd - 24th.

Cristel Russell presented "Analyzing Brand Backstories: Combining Textual & Multi-sensory Data" at the Association for Consumer Research conference, held virtually. We reveal how practitioners strategically design brand backstories from a curated set of facts, signs, and symbols, to offer an "authentic" story of the brand's origins.

Cristel Russell, Doreen Shanahan, and Ana Babic Rosario (Univ. of Denver), presented their paper, "Unanticipated Consequences of Virtual Support Communities: A Multimethod Study of Social Diagnoses and Social Anxieties" at the Internet Marketing Research Conference on October 28th.. The paper reveals the coexistence of euphony and cacophony in virtual social communities and their sometimes detrimental effects on consumer engagement with the community.

A research manuscript by Robert Campbell (Univ. of Nebraska), **Cole Short,** and Scott Graffin (Univ. of Georgia), "CEO Sense of Humor and Organizational Ambidexterity" was presented at the 40th Annual Meeting of the Strategic Management Society. This paper answers calls to better understand the role of executives in managing the contradictory demands of exploration and exploitation by introducing the sense of humor construct to the upper echelons of literature.



Invited Speakers & Panelists

Cristina Gibson served as Distinguished Keynote Speaker at the inaugural conference of the Society for Organizational Behavior in Chile, where her address explored the new world of remote work post-COVID 19.

Gary Mangiofico was invited to present at the Arizona OD Network in October. His presentation, "Facing Forward: Thoughts on the Future of OD," focused on the intersection of OD and COVID-19, the rise in awareness of social injustice and systemic racism, and the onset of the 4th Industrial Revolution (Originally in Phoenix, Arizona but presented via Zoom).

Gary Mangiofico was invited to present at the South African Partners for Possibility Seminar in October. His presentation, "Re-imagining Leadership Development," called for innovation in leadership development that creates transformational learning experiences and generates greater psycho-emotional development readiness for leading others (originally in Johannesburg, South Africa but presented via zoom).

Cristel Russell presented a research seminar, "From Brand Contestability to Brand Anti-Fragility: A Framework of Brand Contestation," at the University of San Diego in September 2020. This seminar focuses on Cristel's working paper with Daniel Dietrich (Univ. of St. Gallen, Switzerland) on Brand Contestation that is currently under review at the *Journal of Consumer Research*.

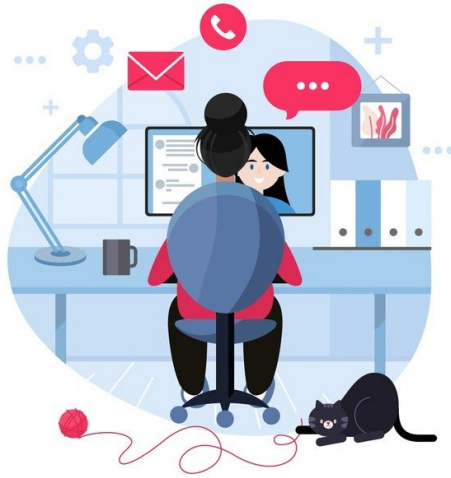
Cristel Russell presented a research seminar, "Toward AntiFragility: Insights from A Research Program on The Future of Branding" at Audencia Business School, Nantes, France, October 2020. This seminar was designed to share the journey of an active research project. The project presented is based on a working paper with Daniel Dietrich (Univ. of St. Gallen, Switzerland), currently in round two at the *Journal of Consumer Research*.

Cristel Russell was featured on a panel at the Association for Consumer Research Doctoral Consortium (online). The panel discussed the theme "Learning from the Past to Build a Better Future." Cristel and fellow panelists from Wharton, Univ. of Florida, and Univ. of Illinois shared insights on what they would do the same and differently if they could go back in time to their doctoral program.

Dana Sumpter was invited as a guest speaker for a panel, "Our Well-Being, Our Imperative, Our Fatigue" for The Institutes Chartered Property Casualty Underwriters (CPCU) Society's Annual Meeting. CPCU is a professional designation in property- casualty insurance and risk management. Dana shared her research on the well-being, stress, and self-care methods of working mothers during COVID-19.

Dana Sumpter was invited as a panelist for the Port of Long Beach employee resource group workshop on "Back to School Q&A". Dana shared her insights on working mothers to contribute to the discussion on how working parents at the Port can best manage their work, household, and distance learning responsibilities.

Dana Sumpter ran a workshop for a local community group, Long Beach Moms, titled "Surviving Being a Working Mom...During a Pandemic". The workshop addressed best practices for balancing the needs of jobs, families, and oneself while working from home.



Research in the Media

Paul Gift was a guest on Veteran MMA analyst and former fighter Jimmy Smith's new show, *Unlocking the Cage* on SiriusXM radio. He discusses a status conference in the UFC antitrust lawsuit where Judge Richard Boulware said he was "likely" to make what would amount to a historic ruling for a monopsony case. *Unlocking the Cage* airs every weekday 1-3pm ET on SiriusXM Fight Nation (Ch. 156). <https://www.siriusxm.com/channels/siriusxm-fight-nation>

Cristel Russell has a permanent blog on *Psychology Today*, called *The Savvy Consumer*. Her first post, "How to Be Savvy in the Age of Hyper-Targeted Advertising," advises readers on how to be aware and beware Facebook ads. Read at <https://www.psychologytoday.com/us/blog/the-savvy-consumer>

Dana Sumpter was a guest speaker on the parenting podcast, *What Nikki Knows*, with Dr. Nikki Sammet. Dana discussed navigating working motherhood during COVID-19, and also shares advice on how to be empathetic and empowering during this time. Find podcast at <https://podcasts.apple.com/us/podcast/what-nik-knows/id1481165566>

Dana Sumpter was a guest on the leadership podcast *Allowed* with Dr. Caneel Joyce. In this episode, "Working Parents during COVID -

Leverage Their Value," Dana shares insight for parents and managers of working parents to maximize growth, improve communication, increase support, and optimize productivity. Find podcast at <https://caneel.com/podcast-45/>

Dana Sumpter was a guest on the radio show *Work and Life* with Stew Friedman, of the Wharton School Work/Life Integration Project on SiriusXM 132. In the show, "Working Parents in Pandemic Times," she discussed best practices for working mothers, their parenting partners, and their employers. Find at <https://shows.acast.com/workandlifepodcast/episodes/ep-182-dana-sumpter-working-parents-in-pandemic-times>

Bobbi Thomason was featured in a recent article in *Christian Science Monitor*, "Convenience or dystopia? Work-from-home blend is here to stay," on work-family dynamics during COVID-19. Read at https://www.csmonitor.com/USA/Politics/monitor_breakfast/2020/0904/Convenience-or-dystopia-Work-from-home-blend-is-here-to-stay

Events Supported by CAR

Research Journey Speaker Series

The Research Journey Speaker Series picked up again on the 21st of October with distinguished scholar Dr. Robert Kozinets (USC) who shared the behind-the-scenes journey of his article in *Journal of Consumer Research*, "Networks of Desire: How Technology Increases Our Passion to Consume." It was followed by a Q&A and discussion with PGBS faculty, staff, and DBA students on topics ranging from netnography, doctoral research, to desire theory and consumerism in a posthuman world. Cristel Russell was the faculty host for this event.

The Research Journey Speaker Series was initiated by Cristina Gibson and Bobbi Thomason and supported by the CAR through the 50th Anniversary Research Award.

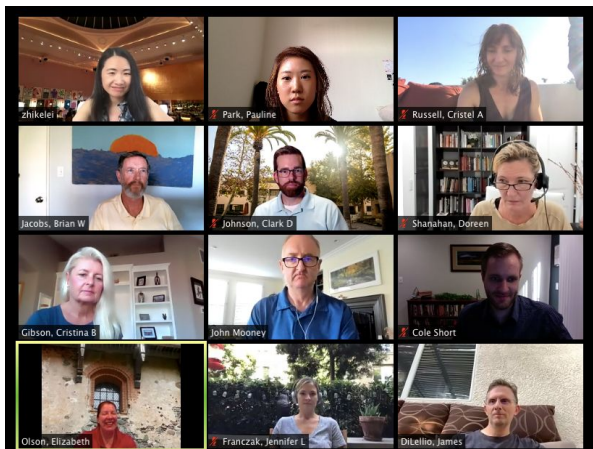


CAR Faculty Lounge

The Center for Applied Research (CAR) Faculty Lounge was launched at the end of September, initiated to cultivate the research community at PGBS and create a safe space for faculty to dialogue on all things research. In these monthly virtual Faculty Lounges, participants connect through sharing stories and insights from their own research journeys as well as participating in semi-structured workshops. Join us on the last Friday of every month at 4pm - all are welcome!

September, “Happy Hour”

At the September Faculty Lounge, faculty gathered with their favorite drinks and shared their “most ___ research project (fill in the blank!),” as well as an artifact that speaks to their research journey.



October, “Seizing Funding Opportunities”

Key members from the Office of Research & Sponsored Programs (RSP) and Corporate and Foundation Relations (CFR) presented resources and tips available for faculty in pursuing corporate and government funding opportunities. It was followed by a collaborative Q&A session where faculty also shared their insights and experiences with one another on how to secure research funding.

For helpful tips from the October Faculty Lounge, see the “Research Tips” section of the newsletter.





THIS WEEK'S
HOT TOPICS

Featured Research

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One Brand, Many Trajectories: Narrative Navigation in Transmedia

Based on work by [Cristel Russell](#), [Stéphanie Feiereisen](#) (Univ. of Montpellier), [Dina Rasolofoarison](#) (Univ. Paris Dauphine), and [Hope Schau](#) (Univ. of Arizona) in *Journal of Consumer Research*

We are surrounded by stories and narratives: books, theater, television, cinema, videos, news, and even gossip. As the COVID-19 pandemic hit and shelter-in-place orders took hold, daily consumption of streaming TV and video narrative content grew nearly 40% globally.

In an era of “transmedia” where media convergence makes the flow of content across multiple media channels almost inevitable, how are omnipresent narratives consumed? The answer is far from simple

because there are many ways to access, and seemingly infinite paths through the same narrative depending on the style of navigation a person employs. Just think about the Star Wars or Harry Potter films, not to mention associated novels, comics, video games, fan forums and alike.

This multi-method research project is a 10-year long qualitative inquiry of how people consume TV series, based on a combination of interviews, diaries, video recordings followed by member check interviews and online forum analyses. Positioned in the context of TV series, but more broadly applicable to any brand context, we document spatiotemporal dynamics of narrative consumption in transmedia. The essence of our contribution is: “When consumers actively navigate narrative brands’ forces of gravitational pull and permeability to transmedia, they shape their own trajectories by adopting and/or moving between nine documented narrative positions.” The gravitational pull encapsulates a narrative’s ability to pull you in and keep you in the story, for instance via multiple plot lines, detailed character or plot development. Permeability to transmedia, in contrast, reflects the external forces from a narrative’s transmedia and social surroundings: fan forums, social media, any information about the series online, magazines, etc.

Perhaps surprisingly, we found typology of narrative positions that consumers may adopt as a function of their navigation of the pull and permeability forces. The naming for the positions in this typology came from the realization that the experiences people were describing bore similarities to ways of eating: some gorged, some nibbled, some swallowed, etc., and this transpired in the way consumers were describing their experiences. We observe consumers who speed up to swallow or devour slower paced series by removing what they perceive as unnecessary or empty content. Examples include skipping dialogue in *Sex and the City* to get to the story point, or only watching certain scenes in *Homeland* after reading online summaries of the episodes, replacing parts of the primary text with transmedia content to save time. In contrast, some consumers may need breaks to better digest heavy, dense content. It is the combination of these navigation tools of

slowing/speeding, augmenting/condensing that create nuanced, complex trajectories across the narrative space.

The implications of our study extend beyond the context of TV series. All brands live in a transmedia environment: brands can be viewed as the core texts, and the integrated marketing communications landscape, consumer reviews, brand fan sites and more, as their transmedia space. The central notions of gravitational pull and permeability to transmedia offer new insights for the study of narrative ‘brandsapes’ but also implications for the management of brands and their transmedia environments.

The backstory

I met Stephanie and Dina at the European Association for Consumer Research conference in Barcelona in the summer of 2013. The two ‘French girls,’ as I have come to refer to them, approached me shily after I gave a presentation on my brand backstory project. The two of them were friends and just finishing their PhD, and they had started conducting qualitative interviews for a research project on ‘binge watching’. They had high hopes that this budding project could turn into a top publication, like JCR, the premier consumer research journal. Given my research on entertainment consumption, they came to me for advice.

I was happy to meet fellow ‘French girls’ and hear about their project. At that time, I did not think a project on “binge watching” was theoretical enough to make it to a top journal, but they were so enthused and hungry that I offered to give them guidance, and see where this would take us...

Slowly but surely, the project was advancing...

In July 2020 came a Conditional Acceptance! The French girls were ecstatic: they may soon have “A JCR”!!

Read the [full story here](#).



THIS MONTH'S INSIDER

Research Tips

Seizing Funding Opportunities & Working with University Resources

Based on the [October CAR Faculty Lounge](#)

With COVID-19 presenting increased challenges in funding, PGBS faculty gathered with the Office of Research & Sponsored Programs (RSP) and Corporate and Foundation Relations (CFR) to discuss funding resources. Here are a few highlights from our session:

What percentage of successes do we have in general?

On the government funding side, we are hovering around a 50% success rate, with around 35 to 40 plus submissions per year. It is relatively high compared to many institutions of our size, but that reflects our long standing partnerships within the department where people have developed partnerships with funders over the years, and thus are more likely to, year after year, receive successfully. This is an important thing to remember, that these relationships are built up, and the more you produce and demonstrate, the more likely you are to get continued success.

How do we begin working with you and what is that process like?

The greatest challenge we've had is learning what the faculty or the staff member needs funding for. Then we call through all of the foundations, corporations, and go through all of the government funding areas to see if there's a match for that. So if you are interested in funding please call us, email us, we are more than willing to sit down and listen to your ideas and brainstorm. Don't wait for a finished product, let us help from the conception of the idea to the recording of the grant.

What's your or the corporate funder's expectation for the output of the research if you get funds from them? Who owns the rights for the outcome if you get the funds from the corporate relationship?

From the corporate and foundation relations side, a lot of it depends on what your research is. What is it serving, who is it working with? Then we would cultivate your narrative around what organizations that give in that area are looking for, from a summary of your project to your budget, your specific needs and the research itself. We work from start to finish, and we will actually apply for the grant on your behalf, and keep you updated on its progress. If a project is funded we also help with the maintenance, reporting, everything that goes into making sure the funder knows how the money is being spent and how things are playing out.

For ownership and intellectual property rights, it's best to speak with the funder early because we have had occasions where we received funding but later a clause is found that either the university or faculty doesn't like. There is our general counsel at Pepperdine which will review any of these agreements, and we're happy to get you in contact with them to make sure everyone's on the same page, because though the university takes intellectual property seriously and wants to insure it, there are funders who want split ownership or some sort of ownership stake until the grant is repaid.

In my field, it's all about proprietary data, which we have to have a personal relationship to get. But on our side, time is very constrained with teaching and research. So we keep talking about buying out our teaching hours and if that's possible. Can I put that buying out in my budget plan?

With respect to course buyout that's definitely something you can build into your budget, both on the government grant and private funding side. So whatever time you need to complete your research, we can request that as long as your dean and your administration approves.

I've found that paying people to take your studies is more than say 75% of your costs, some don't really want to fund that. Have you had projects funded where it's mostly paying people to participate?

I think there wouldn't be an issue if you are able to justify well why whatever you need is integral to your study, your methodology, and then to your outcomes and analyses.

One thing to keep in mind is that the response to the pandemic is slowing things down and a lot of funding agencies as well as research are taking longer. So now is a good opportunity if you have the time and the ability to submit proposals. The funders are understanding of changes to your timeline, so don't think of that as a limitation. Right now, as long as they have the appropriations on the federal side they want to give that money out, because they want to demonstrate that they gave out all their funds and they need at least that amount the next year.

Small grants and smaller seed funding can be a means to demonstrate impact before obtaining larger scale funding. But the downside is, even smaller grant proposals require quite a lot of effort. If you know you're commencing a multi-year, perhaps even decade-long series of slowly building projects, is it better to scope the entire series of studies and go for that larger grant or do you recommend a smaller piecemeal approach leading up to the larger grants?

Either approach works; it just depends on your research. There is a lot to be said for building a foundational pyramid to demonstrate not just financial backing, but also intellectual backing, from both internal and external sources. If you're able to access internal funds as seed funding that can be a good way, and if there's a relationship you can build through research with a colleague at a different school within Pepperdine, there are larger amounts of internal money available.

Right now a lot of individuals are looking to make safe bets on what they're funding, so demonstrating previous success is a good strategy, but if you've got your project developed, you have a small amount of data, and you want to go into the meat of the study, then is it really worth waiting? Especially when on the government side there's a 2.1 submission before success ratio (you submit 2.1 times before your proposal is accepted, on average). So you submit that proposal, you get it back with comments on it. You didn't get funded, but you make a statement that says I fixed these things and I'm applying. You might get your funds before you would have even finished up your pilot study. So taking a look at what funders' turnaround times are can be good factors in decision making.

But to also add, if it's something brand new that hasn't been studied yet, you do run into the issue of there being no real strong basis for it. So maybe having a small amount of money to start it off isn't a bad idea.

Which do you think is easier to get funding from, the government side or the corporate side?

The easiest thing is going to be the funding opportunity that's closest to your research. On the government side, you almost never have the opportunity just to say, this is what I want to do, somebody come and fund it. You always are responding to something they're interested in. Federal proposals typically range 15 to 25 pages, so there's always a significant time investment and if you're looking for the easiest it's going to be internal funding, but those amounts are going to be the smallest as well. One good thing is the fact that if you write a proposal for either side, you can use

that on both the government and corporate funding sides.

Grant writing also forces us to make progress on our projects, even though they may not get approved, that work can become a peer-reviewed article for a journal, or text for another proposal to another agency. So the hardest proposal to write is the first one.

If you are interested in finding out more, [here's a link to the discussion](#). PW: q!qP3!*H

Acknowledgments

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