

July - August Newsletter

2020 Issue No. 4



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Welcome to the latest edition of the CAR Newsletter.

As we face head-on the challenges of a drastically altered new school year, the Center for Applied Research wishes you renewed strength and wisdom in your teaching and research endeavors. This edition kicks off the Fall semester announcing a vast array of faculty publications, conference presentations and media appearances. This issue also features ongoing faculty research and provides practical tips on recovering from the natural ebbs and flows of the research process. Celebrate the research victories of the PGBS community with us and enjoy this issue!

Research Awards & Honors

Cristina Gibson has been named a Fellow of the American Psychological Association (APA). The APA is an association of 120,000 researchers, educators, clinicians and consultants in the field of Psychology. The award states, “Fellow status is an honor bestowed upon APA members who have shown evidence of unusual and outstanding contributions or performance in the field of psychology. Fellow status requires that a person’s work has had international impact on the field of psychology beyond a local, state or regional level.”

Recent Publications

James DiLellio and **Michael Kinsman’s** paper has been accepted for publication in *Graziadio Business Review*. The SECURE (Setting Every Community Up for Retirement Enhancement) Act of 2019 led to an expansion of ability to contribute to IRAs and an increase in the age at which the first Required Minimum Distribution (RMD) must be taken, yet a shortened time frame for heirs to take distributions from their inherited Individual Retirement Accounts (IRAs). We summarize how prescriptive analytics is used by retirees to maximize retirement portfolio longevity and assess how the SECURE Act affects the value of a retiree’s bequest.

DiLellio, J. & Kinsman, M. (forthcoming). The SECURE Act and your retirement objective. *Graziadio Business Review* 23(2).

Agus Harjoto's paper with Yan Wang (Nottingham Trent Univ. Business School), was published in *Corporate Governance*. This study finds that board networks, measured by degree, closeness, eigenvector, betweenness and information centrality, have a positive influence on firms’ ESG (environmental, social and governance) performance. Findings show the relationship between board networks and ESG performance is stronger in sectors where firms have high product

market concentration and percentage of female board members.

Harjoto, M.A., & Wang, Y. (2020). Board of directors network centrality and environmental, social and governance (ESG) performance. *Corporate Governance*. DOI: <https://doi.org/10.1108/CG-10-2019-0306>.

Gary Mangioficio's peer-reviewed book chapter was accepted for Palgrave's Great Thinkers of Organizational Change, 2nd Ed. The chapter provides a profile of Peter Block and analyzes his contribution to change management within the Organization Development field, including a review of his eight books and the influence of other scholars on Block's message to liberate people from managerial oppression and centralized authority by confronting them with their own freedom and accountability.

Mangioficio, G. (2021). *Palgrave's Great Thinkers of Organizational Change, 2nd Ed.* Palgrave Handbook of Organizational Change Thinkers.

John Mooney, together with Theo Lynn (Dublin City Univ.) and other colleagues, has published three books for Palgrave MacMillan publishing company. The books are open access and can be downloaded for free to allow maximum access to students and faculty, especially those in developing countries where a normal \$31 price for a book is prohibitive:

- *Managing Distributed Cloud Applications and Infrastructure*, available for download [here](#);
- *The Cloud-to-Thing Continuum: Opportunities and Challenges in Cloud, Fog and Edge Computing*, available for download [here](#); and
- *Measuring the Business Value of Cloud Computing*, available for download [here](#).

Dana Sumpter published an award-winning case with Mona Zanhour (California State Univ. Long Beach). This case won second place in WDI Publishing's MENA Case Writing Competition, "Doing Business in the Middle East North Africa Region," and was sponsored by the University of Michigan Ross Executive Education.

Sumpter, D. & Zanhour, M. (2020). *Margaret Huebner: Building the Human Resources Function at Oman's Port of Salalah*. WDI Publishing.



Conference Presentations

Jillian Alderman presented the paper "Mending the Gap between CSR Precedence and the UN SDG Targets: Natural Resources Use, Emissions, and Firm Performance," co-authored with **Agus Harjoto**, **Robert Lee**, and Qian Li (Cardiff University), virtually at the American Accounting Association (AAA) 2020 Annual Meeting. This study finds that U.S. firms with positive corporate social responsibility (CSR) precedence have a greater likelihood of meeting United Nations sustainable development goals (SDGs). Results indicate SDG targets for responsible consumption and production, and that doing so leads to greater future financial performance.

Mark Allen virtually presented "Re-Engaging Your Workforce in a Post-Covid World" for the Great Workplaces in China conference. Employee engagement is especially hard when people are working remotely, but there are things organizations can do if they are focused on ensuring employee engagement. Furthermore, when employees do return to the workplace, it will be to a very different environment from the ones they left, and reboarding will be just as essential as onboarding for the success of employees returning to the workplace.

A research paper by **Jennifer Franczak**, Jacob McCartney (Michigan State Univ.), Samantha Jordan, Wayne Hochwarter (Florida State Univ.) and Angela Hall (Michigan State Univ.), "The Role of Perspective Taking on Supervisor Off-Work Privacy Violations: A Three Study-Replication" has been accepted for presentation at the virtual 2020 Annual Meeting of the Academy of Management (AOM) and designated the Best Conference Paper for the AOM Careers Division to be published in the Proceedings of the 2020 Academy of Management Meeting. *see Featured Research section.

A research paper by **Jennifer Franczak** and Laurence Weinzimmer (Bradley Univ.), "Making the case for adaptability culture and firm performance: A moderated mediation model" has been accepted for presentation at the virtual 2020 AOM Annual Meeting. This study examines a moderated mediation model of adaptability culture on organizational performance through action orientation, suggesting that firms need an adaptability culture driven by action orientation in order to affect organizational performance.

Cristina Gibson and Sonia Raghav (Curtin Univ., Australia) presented a paper called "Overseas trained healthcare workers: Integrating identities for quality of care" at the virtual 2020 Academy of Management Meeting. The paper examines the challenge faced by healthcare workers who have immigrated to a new country, and the role of identity in their interactions.

Cristina Gibson and her colleagues Payal Sharma (Univ. of Nevada) and Bradley Kirkman (Univ. of Northern California, Greensboro) presented a paper, "21st Century empowering leadership," at the virtual 2020 Academy of Management Conference which addresses empowerment across cultures and in the digital age.

Cristina Gibson and her colleagues Hannah Weissman (London School of Economics), Uta Bindl (Imperial College of London) and Kerrie Unsworth (Leeds Univ.) presented the paper, "A temporal perspective on job crafting," at the virtual 2020 AOM Annual Meeting which develops a new framework for job crafting which provide guidance

for employees and managers as to which forms of job crafting are most effective and when they are effective over task trajectories, careers, and organizational growth.

Kevin Groves' paper was accepted for presentation in a Divisional Paper Session (HR) at the virtual 2020 AOM Annual Meeting. The paper, "Developing and Validating an Executive Potential Assessment Tool for Succession Planning," presents a multi-phased study describing the development and initial validation of an executive potential assessment. The Leadership and Executive Assessment for Potential (LEAP) is designed to identify mid-level leaders with executive potential in turbulent work contexts that demand high levels of resilience and learning from extremely challenging job experiences.

Kevin Groves' paper "Identifying Healthcare's Future Leaders: Development of a Leadership Potential Model for Healthcare Organizations," was accepted for presentation at the virtual 2020 AOM Annual Meeting. The paper presents a dynamic two-dimensional model of leadership potential that comprises both cognitive and behavioral competencies operating across micro and macro levels of analysis. The paper is part of a symposium, "Future of Leadership in Healthcare: Enabling Complexity Dynamics Across Levels."

Agus Harjoto's research paper with Indrarini Laksmana (Kent State Univ.), "Do Socially Responsible Firms Walk the Talk? CSR Performance and Defined Benefit Pension Policies" has been accepted for a presentation at the virtual 2020 AOM Annual Meeting. This study finds that firms with higher corporate social responsibility (CSR) scores are less likely to have underfunded pension and report higher pension net assets than their counterparts. More socially responsible firms also adopt more responsible (i.e., conservative) pension accounting assumptions to compute estimated pension benefit obligations.

Agus Harjoto's paper with **Robert Lee** and Michael Paz (Cornell Univ.) "Upstream or Downstream? Suppliers-Customer CSR Performance Links" has been accepted for presentation at the virtual 2020 AOM Annual Meeting. This study finds that CSR

performance in downstream (customers') CSR influences CSR performance of upstream (suppliers') supply chain partners but not vice versa. Findings extend suppliers-customers' social innovations literature by establishing a link between suppliers and customers CSR performance through supply chain networks.

Kurt Motamedi hosted a Professional Development Workshop, "Improving Our Doctoral Studies Awareness of Management Consulting," at the virtual 2020 AOM Annual Meeting.

Cristel Russell and coauthors Eric Schuler (American Univ.) and Adria Mankute (Univ. of Oregon) presented a poster on '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. The research is based on a program funded by France's Institute of Cancer (INCA).

A research paper by Owen Parker (Univ. of Texas-Arlington), **Cole Short**, and Anand Titus (Univ. of Nebraska-Lincoln) "Hold Your Horses: Negative Anticipatory Impression Management and Its Motivations" has been accepted for presentation at the virtual 2020 AOM Annual Meeting. This paper develops theory around when and why managers choose to engage in negative anticipatory impression management (NAIM) to recalibrate stakeholder expectations, and factors influencing NAIM's effects.

Cole Short was invited to chair a paper session entitled "The CEO in the Spotlight: Narcissism, Regulatory and Temporal Foci" at the 80th Annual Meeting of the Academy of Management.

Invited Speakers & Panelists

Cristina Gibson served as a Distinguished Speaker in a Fellow's Panel entitled "Hidden Stories: Paths to Success in Academia" at the 2020 Academy of International Business Annual Meeting previously scheduled in Hong Kong, but held virtually.

Cristina Gibson was an invited panelist for a panel entitled, "Publishing Theoretical Contributions," at the virtual 2020 AOM Annual Meeting.

Cristina Gibson served as a Convener for the Global Summit on Responsible Research, previously in London, but held virtually. The Summit brings together scholars, professional association leaders, journal editors, deans, grant agencies and accreditation boards with the goal of increasing both rigor and relevance of business research. Dean Van Rensburg also attended.

Zhike Lei was an invited panelist for a panel symposium entitled, "Dealing with the Bigger Picture at Board Level: Perspectives from Error Management Research" at the virtual 2020 AOM Annual Meeting.

Zhike Lei was an invited panelist for a 2020 IT Women's Forum on "Promoting Yourself: Making Yourself Memorable", an event held on July 7th by Southern California Edison virtually.

Kurt Motamedi was invited to present at the Showcase Symposium, "50 Years of Management Consulting Division: Taking Stock and Foresights about Scholar-Practitioners," at the virtual 2020 AOM Annual Meeting.

Dana Sumpter was an invited panelist for a Showcase Symposium entitled, "Spread and Transformation of Psychological Pain in Organizations," at the virtual 2020 AOM Annual Meeting.



Research in the Media

Jared Ashworth, Nelson Granados and others from Pepperdine University were interviewed for an article in *Pepperdine Magazine*, "Business not as Usual." With 15.9 million jobs lost in April alone and the "new normal" of telecommuting, the disruption to the labor force resulting from the COVID-19 crisis has been incalculable. While the keys to success in the post-pandemic economy are a matter of speculation, the best strategy for both employers and employees might be the ability to bend with the times. Full article at <https://www.pepperdine.edu/magazine/2020/07/business-not-usual>

Nelson Granados was featured in a video predicting the post-pandemic role of theaters in movie distribution, as part of UC Davis Center for Analytics and Technology in Society's Luminare Series. In the webinar, "The Future of In-Home Video Entertainment," he shared insights from the working paper, "Popcorn or Snack: Empirical Analysis of Movie Release Windows" in the Graziadio Working Paper Series. Find more at <https://gsm.ucdavis.edu/center-analytics-and-technology-society/future-home-video-entertainment>

Brian Jacobs was acknowledged for his assistance during development of a report by McKinsey Global Institute "Risk, Resilience, and Rebalancing in Global Value Chains," aimed at industry executives and analysts. Published in August 2020, the report discusses how interest in the potential vulnerability of global supply chains has been building for years and has recently peaked due to the COVID-19 pandemic.

Clemens Kownatzski was featured in an interview with *Structured Products News*. The article, "Citigroup's Dual Directional Barrier Notes to Indexes Seen as More Appealing on the Downside," reviewed a new issue of Citigroup Global Markets Holdings Inc.'s dual directional barrier notes to the S&P 500 index, the Dow Jones Industrial average and the Russell 2000 index. Find full interview at

<https://drive.google.com/file/d/18SITT6rOpr7WFDWfJULYm8p9DQEuXLkd/view?usp=sharing>

Miriam Lacey published an article in *CEO World Magazine*, "COVID Caution: Staff Reduction in the Pandemic-era." Given current circumstances, CEOs are considering vast staff reductions. There are four important considerations for CEOs that do not appear on a balance sheet that can have outsized impacts for long-term success: corporate culture, sunk costs, legal and ethical problems, and giving competitors a leg up by laying off employees. <https://ceoworld.biz/2020/07/21/covid-caution-staff-reduction-in-the-pandemic-era/>

Zhike Lei published an op-ed article entitled, "Embracing the Three Paradoxical Truths of Crisis Management" on *CSQ Magazine*. She urges executives and leaders to keep the speed, survival, and positivity paradoxes of crisis management on top of mind while maintaining hope, discipline, and realism. Full article at <https://csq.com/2020/08/zhike-lei-embracing-the-3-paradoxical-truths-of-crisis-management/#.X0x18dNKhH0>

Cristel Russell's op-ed, "Too much screen time can be bad for adults too!" was featured in *Fox&Hounds*. It shares how our interactions with social media, tv, and other at-home entertainment can be manipulating our perspectives, social norms and behaviors. <https://www.foxandhoundsdaily.com/2020/08/how-our-screen-time-habits-are-manipulating-our-perspectives/>

Dana Sumpter's current research project studying the experiences of working mothers and employer responses during the pandemic was mentioned in an article published in *The Atlantic*, titled "This Isn't Sustainable for Working Parents." Article at <https://www.theatlantic.com/family/archive/2020/07/working-parents-careers-school-childcare/613936/>



THIS WEEK'S
HOT TOPICS

Featured Research

The Role of Perspective Taking on Supervisor Off-Work Privacy Violations: A Three Study-Replication

Based on work by [Jennifer Franczak](#), [Jacob McCartney](#) (Michigan State Univ.), [Samantha Jordan](#), [Wayne Hochwarter](#) (Florida State Univ.), & [Angela Hall](#) (Michigan State Univ.) that received the 2020 AoM Conference Careers Division Best Paper Award

Constant connectedness is a prevalent reality for workplaces, and has been much more so since the COVID pandemic struck. Technology has forced organizations to adopt a 24/7 work culture, which is particularly highlighted by the recent mandatory work-from-home (WFH)

requirements. Admittedly, it is important to prioritize productivity at work, and it's natural that we might strive to impress our boss with "just one more email" stretching into an extra hour or two hunched over the laptop.

But what if our boss does not have discernible "start and stop" times, and switching off work becomes increasingly challenging or impossible? As the pandemic accelerates the adoption of remote work and an increasing number of organizations, including Twitter and Facebook, is making WFH permanent, what can we do to ensure we use our constant connectedness meaningfully and respectfully?

Our research set out to explore the benefits and perils of continuously connected employees, especially when they are faced with supervisor off-work privacy violations, such as constant emailing or texting after work hours. Through a constructive replication research design with a multi-sample (including employees from a communication firm and a middle size hospitals), we found that employees who experienced higher supervisor off-work privacy violations and who were high in perspective-taking, surprisingly, had more positive outcomes, including higher job satisfaction and job performance and lower depressed mood at work. This finding points us to consider a more balanced view of 24/7 borderless workplace, rather than to take "always good" or "always bad" connectivity-reaction outlooks. That is, if subordinates can discern meaning, impute reason to the off-work privacy violation and make sense of their new work expectations- which we call perspective-taking - subordinates can gain the ability and internal resources to buffer the potentially negative consequences of after-work intrusions.

Although preliminary, findings in our study highlight the importance of creating boundaries between work roles and personal time. By doing so, employees will exhibit higher job satisfaction, performance, and lower depressed moods at work. Managers should be more cognizant about contacting their employees during off-work hours and have clear expectations for when replies should be received to lessen the stress of immediate feedback. Using perspective-taking as a resource, employees can learn to manage the negative outcomes of supervisor off-work privacy violations making constant connectivity feel like less of an intrusion. Remember a major silver lining: we can make thoughtful choices about how we reshape work for real connection and productivity.



THIS MONTH'S INSIDER

Research Tips

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So I Got a Rejection...Now What?

by [Cristina Gibson](#)

I receive a lot of rejections from journals. They seem to arrive in fits and starts. For a few

months in 2020, it seemed as though I was receiving one per week. August has been good so far (no rejections yet), but there is still another week to go! Given the nature of our field, if you are submitting articles to high quality, competitive outlets, it is very likely you will receive a lot of rejections. It is simply a part of the job - and it is not the nice part.

I vividly remember my first rejection from a journal. I was a doctoral student, and the letters at that time came in paper form, from the actual post office. I solemnly went into the bathroom stall on campus and opened the letter. I cried. I had make-up running down my face. It wasn't pretty. I don't cry as much anymore when I receive rejections (although sometimes I still do), but I'm always sad when they arrive, and sometimes I grieve a little. It's hard not to take rejections personally!

There are several things one can do to help mitigate this pain. First, after a quick scan of the rejection letter and reviews, I suggest you file the email away for a few days—maybe even a week or perhaps a couple of weeks. It is difficult to see clearly through the disappointment, and you will likely have a stronger capacity to think constructively once you've allowed yourself room to grieve for a bit.

Second, if the article was co-authored, after the grieving, forward it to your co-authors. Share how you are feeling, being honest about your disappointment, and explain that you will get back to them with some ideas on a way forward soon. Reassure them you won't give up. Sharing the news at this juncture (even though you haven't figured out what to do next) will invite their support and odds are, they will offer commiseration and encouragement. You might also share the news with a colleague or mentor on your faculty or

among your research peers. Don't worry about appearing vulnerable—they will raise your spirits and help reinvigorate you to tackle the next steps.

Third, when you have a couple of hours, copy the editor and reviewer comments into a word document. Intersperse their comments with your reactions. Go ahead and use red type for your reflections! It is natural to express frustration, but think deeply about each comment and how you might be able to address it when you prepare the paper for a new submission. Indeed, you will resubmit it, because every paper has a home. As you make your way through the comments, include a few notes about which outlet you might try next and why. If you believe you'll need additional data or analysis, include a few plans for how you might accomplish that.

Fourth, share this document with your co-authors and invite them to contribute to the emerging plans for revision. You might consider scheduling a zoom session with them to walk through the comments and your plans. Once they have weighed in, it might be helpful to share this document with a peer or mentor as well, to receive an external opinion as to whether the steps you intend to take will address the fundamental concerns raised by the review team. Report this external advice back to your co-authors and adjust the planning document if necessary.

Finally, develop a timeline for the revision, in which each person on the co-authoring team blocks out time to dedicate to the project. For example, you might commit to working on it for three months in the fall, and your second author saves time in January and February. Agree on a target resubmission date. Once it is resubmitted, celebrate your progress and your resilience!

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