



GRAZIADIO FACULTY RESEARCH NEWSLETTER

Dear Colleagues,

Welcome to the relaunch of our Research Newsletter!

In support of our strategy to create and disseminate applied knowledge (**Priority Goal #2**) we're thrilled to bring this resource back. Using AI and collaboration, we've done so without additional staff resources consistent with our stewardship strategy (**Priority Goal #6**). You can expect to receive the Research Newsletter each term moving forward.

A heartfelt thank you to everyone who contributed to this edition by adding to our spreadsheet. Based on your inputs, here are some highlights of our accomplishments over the past 4-5 months:

- **35** publications
- **20** presentations
- **6** media quotes or articles
- **9** honors and recognitions
- **4** editorial board appointments
- **3** other accomplishments

Best wishes,
Jillian, Ken, Jaclyn, Brian, and Michael

PUBLICATIONS

Jillian Alderman, Joetta Forsyth, Rick Walton | *Strategic Finance* | Finance And Leadership: This article explores the path from CFO to CEO, identifying the conditions under which leaders with financial experience are more likely to be selected as CEOs. We find that finance executives have a higher representation amongst CEOs of large, mature firms, and in transportation, utility, consumer services, automotive and components, or finance-based industries (such as insurance, banking, and financial services). Overall, a career in finance provides a viable route to becoming CEO, with 16.2% of small, medium, and large American public firms being led by CEOs with finance backgrounds in 2022. You can find out more [here](#).

Levan Efremidze, Yongseok Choi (Claremont Graduate University), Ozan Sula (Western Washington University), Thomas D. Willett (Claremont Graduate University) | *Open Economies Review* | Crisis Prediction: We introduce F-score methodology, which evaluates how well particular capital flow surge methods can predict international capital flow reversals and sudden stops. F-scores consider both type 1 and type 2 errors and provide policymakers a framework to weigh economic costs of false negative and false positive signals. We construct and compare a large number of commonly used surge identification approaches, including

several machine-learning methods, to investigate which types of formulations best help explain which surges are more likely to be reversed. You can find out more [here](#).

Cristina Gibson, Bobbi Thomason | *Academy of Management Review* | **Global And Cross-Cultural Interaction:** Global encounters are instances in which individuals associated with different cultural, national, or geopolitical institutional contexts interact for the purpose of completing organizationally sanctioned tasks. We develop a meta-theory of these encounters that incorporates theoretical perspectives from the domains of diversity, cross-cultural psychology, and international management, each of which focuses on different global work encounters and the processes and spaces they create. We identify initial conditions that give rise to three types of spaces, consequences at the individual level on identity, interpersonal level on mutuality, and task level on synthesized knowledge, and processes that prompt evolution from one space to another.

Cristina Gibson, Ramon Rico (University Carlos III of Madrid), **Mirko Antino** (Universidad Complutense de Madrid), **Susan Mohammed** (University of Pittsburgh) | *Organization Science* | **Team Adaptation And Coordination:** We develop and test a theory of team coordination for adaptation to disruptive events. Across two studies and based on a comprehensive investigation of over 400 firefighters responding in teams to emergencies, we document how disruptions create a lack of correspondence between what team members expect to happen (team mental models) and what is happening in the situation (team situation mental models), and the specific nature of reactions which assist in their adaptation to these changes. Our results offer practical guidance to managers as to how to support teams coping with disruptive events to avoid the dysfunctional consequences of overly rigid protocols.

Cristina Gibson, Fabian Froese (University of Goettingen), **Tobias Blay** (Yonsei University), **Margaret Shaffer** (University of Oklahoma), **Jose Benitez** (EDHEC Business School) | *Journal of International Business Studies* | **Global Virtual Work:** We systematically reviewed 346 articles in three domains—global virtual teams, distributed work, and the use of digital technologies—identifying key actors and their motivations, theories and methods used, and key findings. Integrating this body of research, we offer a multilevel conceptual framework incorporating the inputs, processes, and outcomes of global virtual work and identify novel, overarching opportunities for future research around four themes: people, technology, context, and time. For example, we address global nomads, global platforms, and metaverse technology. We discuss the implications of our work for policymakers, managers, and individual workers engaged in global virtual work.

Cristina Gibson, Julia Nakamura (University of British Columbia), **Robert Woodbury** (Baylor University), **Matthew Lee** (Harvard University), **Young-Il Kim** (George Fox University), **Koichiro Shiba** (Boston University), **Noah Padget** (Harvard University), **Byron Johnson** (Baylor University), **Tyler VanderWeele** (Harvard University) | *Scientific Reports* | **Volunteering Across The Globe:** We know volunteering benefits individuals and societies, but understand less about what shapes volunteering in adulthood globally. Based on an international sample of 202,898 individuals across 22 countries, we examined 11 childhood predictors of volunteering in adulthood. Family relationships, sense of belonging, financial stability, and religiosity predicted volunteering; relationships varied across countries, showing diverse societal influences on engaging in volunteering.

Darren Good, Chris Lyddy (Providence College), **Phil Thompson** (Virginia Tech), **Williams Becker** (Virginia Tech) | *Journal of Applied Behavioral Science* | **Workplace Mindfulness:** This study develops and tests a process model examining how situational anxiety leads to increased loneliness and reduced job performance during a crisis. We also observe if mindfulness strengthens these predicted effects. We investigated these questions using data from three samples of employee-supervisor dyads (N = 795) collected at three time points among single employees living alone during the pandemic. Consistent with our predictions, we found that situational anxiety about the COVID-19 crisis resulted in lower performance, a relationship mediated through increased loneliness. Additionally, we found that mindfulness moderated this mediated relationship, as it was stronger for more mindful employees. These results clarify how situational anxiety shapes individual functioning at work, while also demonstrating that mindfulness can impose psychological and performative costs during a crisis. You can find out more [here](#).

Darren Good, Chris Lyddy (Providence College) | *Chapter in K. W. Brown, J. D. Creswell, & R. M. Ryan (Eds.), Handbook of Mindfulness: Theory, Research, and Practice (2nd ed.)* | **Workplace Mindfulness:** This chapter offers a unifying terminology and associated theoretical framework to organize and integrate workplace mindfulness research and practice. In our view, contemplative management (CM) is the discipline of mindfulness at work. CM contains two major branches: contemplative management theory (CMT) and contemplative management practice (CMP). CMT is a body of research that aims to understand mindfulness at work, including its nature, antecedents, and impacts. CMP is a body of practice that aims to realize workplace objectives by increasing mindfulness at work through the design and enactment of mindfulness practices.

Kevin Groves, Jaclyn Margolis, Cristina Gibson | *Organizational Dynamics* | **Workplace Dignity:** Digital transformation technologies, including AI

and robotics, are reshaping both routine and creative work, offering new possibilities but also challenging the humanity of organizations. These shifts can threaten employees' sense of self-worth and dignity, creating an urgent need for leaders to support a dignified work environment. This article provides leaders with evidence-based strategies to protect and enhance employee dignity through practical policies, processes, and practices. You can find out more [here](#).

Kevin Groves, Charles Vance (Loyola Marymount University) | *Journal of Small Business Management* | **Entrepreneurial Cognition:** This study examined the relationship between linear and nonlinear thinking style and two common detrimental cognitive biases or errors that often interfere with effective entrepreneurial decision-making: representativeness bias and status quo bias. The results provided evidence that linear thinking style is helpful in avoiding the representativeness bias, nonlinear thinking style is beneficial for lessening the status quo bias, and a balance between linear and nonlinear thinking styles is effective in averting both cognitive biases. You can find out more [here](#).

Kevin Groves, Michael LaRocca, Daniel Marshall (Virginia Military Institute) | *Psychological Reports* | **Motivation To Lead:** Based on a sample of 242 cadets holding leadership positions in a military college, we utilized a distal and proximal conceptualization of MTL to test achievement values, grit, and psychological capital (PsyCap) as antecedents to the three factors of MTL. Grit and achievement values were positively associated with affective/identity MTL, while PsyCap was positively associated with all three MTL factors. Our findings suggest that PsyCap plays a critical proximal role in MTL in demanding environments, and further implications for research and practice are discussed. You can find out more [here](#).

Gia Honnen-Weisdorn, Trisha Smith (Columbia Law School and University of Minnesota) | *Notre Dame Journal of Emerging Technologies* | **First Amendment Law:** This article explores applying the "State Actor Doctrine" to interactive internet platforms protected by Section 230 of the 1996 Communications Decency Act. The State Actor Doctrine would allow us to treat these platforms as government actors for First Amendment purposes, thus making them liable for government-directed censorship decisions such as those directed by the FBI among other government actors related to COVID origins and other such "disfavored" speech. Just signed publication contract this month. Will be published in Spring 2025 edition.

Sean Jasso | *International Journal of Strategic Management* | **Supply Chain Economics:** This paper analyzes Walmart's comprehensive response strategy, focusing on its use of technology, the strengthening of its supply chain, and the growth of its omnichannel capabilities to maintain operational

stability and global competitiveness throughout the COVID crisis.

Dongshin Kim, Michael Cusumano, Abraham Park, Jamie Chung (University of Nebraska Omaha) | *Real Estate Economics* | **Sustainability:** California Green Building Standards Code (CALGreen), California's mandatory green building code, significantly reduces greenhouse gas (GHG) emissions by 7.2%–11.6% in multifamily buildings. However, Energy and Environmental Design (LEED)-certified properties completed after the implementation of CALGreen on and after 2015 were found to have 14.1%–20.8% higher emissions compared to non-LEED properties. The authors attribute this discrepancy to LEED's emphasis on theoretical design elements over actual energy performance. You can find out more [here](#).

Clemens Kownatzki, Jungjun Park (STLAWU) | *Journal of Risk Management in Financial Institutions* | **Market Behavior:** The authors investigate market turning points during the COVID-19 pandemic and Great Financial Crisis (GFC). Findings reveal that during market tops, skewness becomes more negative, kurtosis increases, and the Hurst exponent is trending upwards. The exact opposite trends were observed right before a market bottom. These results provide valuable insights and a good analysis framework to better understand market dynamics at a high-frequency level.

Erik Krogh, Adeline Nyamatu, Nikil Dutt, Jung-Ah Lee, Amir M. Rahmani, Mahkameh Rasouli (all from UCI), Donna Krogh (Smart Forward), Sabine Brunswicker (Purdue), plus multiple external authors from industry | *JMIR Research Protocols* | **Artificial Intelligence:** This study aims to design and validate an AI foundational model of emotional intelligence for empathetic patient-robot interaction that mitigates agitation among those at the highest risk: persons experiencing moderate to severe dementia. You can find out more [here](#).

Erik Krogh, Mark Chun | *Journal of Applied Business and Economics* | **Democratization Of Application Development:** To address the chronic undersupply of trained programming professionals, Generative AI (GenAI) and Low-Code Development Platforms (LCDP) are maturing and making application development by non-professional programmers a viable possibility. Using GenAI and LCDPs, "Citizen Developers" can rapidly develop and deploy applications to deliver business functionality using IT-sanctioned platforms. The paper was just accepted for publication.

John Paglia | *Journal of Wealth Management* | **Alternative Asset Allocation:** This article presents historical risk and return characteristics from private investments including venture capital, private equity, private credit, and real estate, and constructs portfolios building on a traditional 60/40 (public equity/public debt) allocation, with varying levels of a private markets index, to examine

portfolio risk and return trade-offs. Findings reveal that there are portfolio benefits to both returns and risk from adding a significant allocation to alternative investments, and that wealth impacts can be sizable over time. You can find out more [here](#).

John Paglia | *Journal of Financial Planning* | **Investment Strategy:** Traditional diversification strategies have largely set an overall target mix between stocks and bonds at 60% equities and 40% debt as the base case asset allocation. Execution of this general split has largely been activated in the public equity and debt markets. However, given the recent growth of, and access to, private capital and private debt markets, the time has come to include such private investments in the asset allocation mix for return and diversification benefits. You can find out more [here](#).

John Paglia | *Ivey Publishing* | **Financial Ratio Case:** This case includes ten well-known U.S.-based companies from a variety of industries and ten financial profiles that must be matched. This case can be used in a variety of settings and levels, including executive-level business programs such as EMBA as a kickoff exercise to connect students and facilitate group cohesion, or as a group exercise in an undergraduate/graduate class in finance or accounting, including in MBA programs. Forthcoming.

Brandon Parsons, Ayoub Rabhi (International University of Rabat), Ismail Soujaa (Albany State University) | *Research in Globalization* | **Climate Change Mitigation:** Climate change is primarily driven by rising CO2 emissions, prompting this study to examine the impact of renewable energy consumption and environmental taxes on emissions reduction in 36 developing countries from 1994 to 2018. Using the CS-ARDL methodology, the findings reveal that renewable energy consumption significantly lowers CO2 emissions, highlighting the importance of investing in renewable infrastructure and technology. However, environmental taxes have minimal impact, likely due to poor implementation and institutional challenges, suggesting that renewable energy policies are more effective for emissions reduction in developing nations. You can find out more [here](#).

Brandon Parsons, Shahdad Naghshpour (USM) | *Economics & Politics* | **Democracy And Income Inequality:** The study finds that in non-OECD countries, democratic regimes and transitions toward democracy are associated with greater income inequality and less absolute income redistribution, suggesting that such transitions do not always lead to more redistributive policies. You can find out more [here](#).

Brandon Parsons, Robert Pauly (USM), Joseph St. Marie (USM) | *Eastern Economic Journal* | **Democracy And Conflict:** Challenges the "inverted U hypothesis" by showing that even small

democratic reforms can reduce the risk of internal conflict, with government stability and contextual factors often playing a more significant role in mitigating smaller-scale conflicts. You can find out more [here](#).

Brandon Parsons, Shahdad Naghshpour (USM) | *Journal of Ethnic and Cultural Studies* | **Cultural Tensions And Conflict:** This study finds that cultural tensions, particularly ethnic and religious, are significant drivers of internal conflict across regions, with robust governance playing a critical role in mitigating their effects, even in OECD countries where institutions are stronger. You can find out more [here](#).

Brandon Parsons | *Empirical Economic Letters* | **Debt Service And Inequality:** This study finds a non-linear relationship between foreign debt servicing and income inequality in developing countries, where small debt service levels reduce inequality, but payments exceeding 33% of exports exacerbate it.

Cristel Russell, Jolie Gutentag (Seaver) | *International Journal of Advertising* | **Sustainability:** This article is based on Jolie's DBA dissertation. Drawing on construal level theory, conceptual metaphor theory, and the circular economy, we show that circular economy message framing reduces the abstractness of green advertising because the conceptual metaphor of a circle makes the message more concrete. You can find out more [here](#).

Cristel Russell, Peter Roma, Dale Russell | *Occupational Health Science* | **Healthcare:** Using cross-sectional data from 15,880 U.S. Navy personnel, we assess relationships between job stress, sleep quantity and disturbance, and daily caffeine and nicotine use on readiness and health in the operational environment. Our study reveals that, in high-risk work environments, chronic stimulant use has limited benefits as a sustained countermeasure to acute stressors, and may be more counterproductive by compounding the detrimental effects of occupational stressors on operational readiness and health. You can find out more [here](#).

Cristel Russell, Linda Tuncay-Zayer, Jenna Drenen (Loyola University Chicago) | *Chapter in Handbook of Qualitative Research Methods in Marketing (2nd Ed.)* | **Qualitative Research:** This chapter provides an overview of projective techniques and proposes ways to extend their usefulness in a digital age. First, we provide a discussion of the roots and history of these techniques and how they have been used in consumer research in the past. Next, with this foundational understanding, we review best practices for collecting and analyzing data with projective techniques. Finally, we present novel ways that projective techniques and visual images can be used by researchers moving forward. You can find out more [here](#).

Cristel Russell, Jisu Huh (University of Minnesota), Michelle R. Nelson (University of Illinois) | *Journal of Advertising* | **Advertising; Artificial Intelligence**: Along with the two other editors of the journal, I edited this issue, out in December 2024, on computational advertising research methodology. With the enthusiastic interest in and widespread adoption of computational advertising research, there is a growing need for establishing clear and consistent research methodology guidelines and quality standards as well as validity evaluation criteria and ethical considerations, which can inform methodology education, more rigorous research, and more constructive and helpful reviews. This JA issue attempts to move the computational advertising research field forward. You can find out more [here](#).

Cole Short, Lorenz Graf-Vlachy (TU Dortmund), François Neville (McMaster University), Franz Völkl (University of Passau) | *Journal of Management Studies* | **Strategy Research**: This article advances research on CEO regulatory focus by using data from large U.S. firms to identify situational factors—firm performance, stakeholder activism, and tenure—as key drivers of its variation. It further contributes to strategic leadership studies by showing how contextual forces influence CEOs' psychological attributes, paving the way for future research into the situational determinants of executive behavior. You can find out more [here](#).

Cole Short, Robert Campbell (University of Nebraska - Lincoln), Scott Graffin (University of Georgia) | *Research Policy* | **Strategy Research**: This article examines how CEO affiliative humor—a style of humor that fosters connection and eases tension—is linked to organizational ambidexterity, the balance between radical and incremental innovation. Through extensive videometric and textual analyses, the research assesses the moderating effects of shared director tenure and director busyness, offering greater perspective into the role of CEOs' interpersonal dynamics in shaping firm strategy and performance. You can find out more [here](#).

Dana Sumpter, Danna Greenberg (Babson College), Emily Rosado-Solomon (Babson College) | *Journal of Vocational Behavior* | **Relational Reentry**: Through analyzing experiences of academic mothers returning from maternity leave, this study finds that women experience "relational movement"—either positive shifts toward connection ("relational enrichment") or negative shifts toward distance ("relational detachment") with colleagues. These relationship changes occur through small interactions like casual conversations, work socializing patterns, and colleagues' responses to the returning mother's new role. The research reveals that these relational dynamics significantly impact mothers' well-being and successful readjustment to work, suggesting that organizations should focus not just on policies but on fostering

supportive workplace relationships for returning mothers. You can find out more [here](#).

Dana Sumpter, Mona Zanhour (CSULB) | *Gender, Work, and Organization* | **Working Mothers**: This study examines how "ideal worker" norms—which prioritize work above all else—became even more entrenched during the COVID-19 pandemic, particularly impacting working mothers. Through interviews with 53 working mothers in the U.S., researchers found that the ideal worker norm manifested at three levels: in workplaces through intensified workloads and superficial support, in homes through gendered division of labor that protected fathers' work time, and internally through mothers' own internalized pressure to maintain professional image while hiding family responsibilities. The findings reveal how pandemic-driven work-from-home arrangements, rather than creating more flexibility and understanding, often reinforced traditional gendered expectations and created unsustainable pressures on working mothers. You can find out more [here](#).

Dana Sumpter | *Understanding and Managing Diversity (7th Ed.)* | **Teaching Case**: Titled "Caring for Others: Work-Life Balance," this teaching case explores work-life balance challenges through the story of Kareem, a single father of two children who experiences two major disruptions to his carefully balanced life: the shift to working from home blurred work-life boundaries and led to constant availability expectations, while his sister's move across the country eliminated his crucial childcare support system. With an organizational culture that prioritizes work commitment above all else and provides little flexibility or support for working parents, Kareem must decide whether to advocate for changes, accept a lower-paying role, or seek employment at a more family-friendly company. You can find out more [here](#).

Dana Sumpter, Carol Harvey (Assumption University) | *Understanding and Managing Diversity (7th Ed.)* | **Book Chapter**: Should caregiver status be a protected class? This book chapter examines how work-life balance considerations are evolving in the 21st century, particularly in light of post-pandemic changes to work arrangements. The authors explore how flexible work options (like hybrid schedules, remote work, and phased retirement) can benefit both organizations and employees, while acknowledging potential drawbacks such as reduced networking opportunities and career stigma. Drawing from both research and company examples, they argue that organizations must expand their understanding of work-life balance beyond just childcare to include eldercare, single workers, and older employees' needs, while implementing policies thoughtfully to create sustainable solutions. You can find out more [here](#).

PRESENTATIONS

Jim DiLellio, Effie Arrey (EDBA Candidate) | *Institute For Operations Research and Management Science* | **Energy Economics:** A real option valuation is conducted on wave energy amid uncertain wholesale electricity prices. We show that the real option results may turn a negative Net Present Value (NPV) project without managerial flexibility into a positive one due to the expected option value. The results of this research support government decisions on the need for additional investment and/or incentives for renewable energy projects. We also suggest the possibility of public-private partnerships for any nascent technology like wave energy that still requires additional investment in research and development to reach TRL 9. You can find out more [here](#).

Levan Efreimidze, Anna Terzyan (Claremont Graduate University), **Ozan Sula** (Western Washington University), **Thomas Willett** (Claremont Graduate University) | *Annual Conference of Western Economic Association International* | **Stock Markets:** In this paper, we investigate the relationship between capital flow surges and stock market booms. Often, the effects of capital inflows on domestic stock prices are benign, but when they contribute to stock market booms, their desirability is more questionable since such booms are frequently followed by disruptive busts.

Levan Efreimidze, Qiyun Li (Claremont Graduate University), **Thomas Willett** (Claremont Graduate University) | *Annual Conference of Western Economic Association International* | **Chinese Stocks:** We examine the weak-form efficiency of the Chinese stock market and provide evidence of how the market efficiency evolved throughout the last three decades. Both traditional economics and complex systems methods are employed to evaluate market efficiency. The empirical results suggest that the level of efficiency has improved over time based on the evidence of the complex systems analysis.

Ann Feyerherm, John Rose (DBA Grad) | *Academy of Management* | **Mergers & Acquisitions:** Research from John Rose's dissertation on the effects of organizational cultures on the success of mergers and acquisitions.

Cristina Gibson, Seonyoung Hwang (Royal Holloway University of London), **Rebecca Piekari** (Aalto University), **Yingying Zhang Zhang** (International University of Japan) | *Academy of International Business* | **Global Career Development Among Women:** Through a comprehensive analysis of the career narratives of female leaders, we revealed that their global careers developed through an interplay between career shocks and personal agency. We highlight

four features of this interplay: crossing levels and domains, ambiguous valence, temporal phenomenon, and relational processes. We also identify practical strategies women can use to navigate their global careers.

Cristina Gibson, Carol Lusk (Lipscomb University) | *Christian Scholars Conference* | **Leadership Attainment Among Women:** Based on a mixed-method study of 1,162 women, we find that religiosity contributed to the leadership journey for men but not for women. When organizations had a transformative purpose and usable, stigma-free work-life balance policies, women were more motivated to lead. Interviews revealed specific synergies between personal resources and organizational policies that enabled navigation of structural inequalities in traditional occupational systems.

Cristina Gibson, Ruth Prato (University of Alaska) | *Academy of Management Meeting* | **Leadership Attainment Among Women:** Incorporating life narratives from 29 leaders, we developed a theoretical framework for social and cultural forces that impact Latina leadership emergence. Managers and Latina leaders can better address the unique challenges posed by each station. Focusing on cultural scripts—commonly held assumptions about social interactions and communication, particular to a group, used to interpret our own and others' behavior—we identify powerful norms and strategies that shape the Latina journey.

Kevin Groves, Charles Vance (Loyola Marymount University) | *Academy of Management* | **Entrepreneurial Cognition:** This study examined the relationship between linear and nonlinear thinking styles and two common detrimental cognitive biases or errors that often interfere with effective entrepreneurial decision-making: representativeness bias and status quo bias. The results provided evidence that linear thinking style is helpful in avoiding the representativeness bias, nonlinear thinking style is beneficial for lessening the status quo bias, and a balance of linear/nonlinear thinking styles is effective in averting both cognitive biases.

Kevin Groves, Charles Vance (Loyola Marymount University), **Francisco-de-Borja Martín-Garrido, Emilio Morales-Fernandez** (Universidad Loyola Andalucía), **Marian van Bakel** (University of Southern Denmark) | *Academy of Management* | **Expatriate Adjustment:** This study of 188 expatriates assessed the relationships between thinking style profiles and multiple forms of expatriate adjustment. Expatriates with a balanced thinking style profile, characterized by high versatility in utilizing both linear and nonlinear thinking, reported higher levels of all types of international adjustment than those with a predominantly nonlinear thinking style profile. Organizations should consider high balance and versatility in expatriate thinking style as a premium

in expatriate selection and development, and provide ongoing training to enhance thinking style versatility.

Kevin Groves, Anita Zehrer (Management Center Innsbruck), Martina Harc (Croatian Academy of Sciences & Arts) | *International Family Enterprise Research Academy (IFERA)* | **Family Business Leadership**: Despite surging scholarly interest in intrafamily succession across the globe, there remains a dearth of research examining how leader development experiences drive next-generation family business leader (NGFBL) succession intention and ascension to family business leadership roles. We propose a process model illustrating how leader development experiences impact NGFBL succession intention by activating their self-view (self-awareness, self-efficacy, and self-identity) and experience-processing systems (experiential learning, deliberate practice, contextualizing application).

Jaclyn Margolis, Jennifer Franczak | *Academy of Management* | **Gendered Communication**: This research explores how punctuation in emails can affect perceptions of men and women differently in the workplace. It finds that women who use exclamation marks are seen as warm and face less discrimination, while those who don't experience backlash. In contrast, men's use of exclamation marks has a lesser impact on how they are perceived.

Jaclyn Margolis | *Academy of Management* | **Multiple Team Membership**: Jaclyn served as the discussant for the sixth annual Multiple Team Membership (MTM) Symposium at the Academy of Management annual meeting. As more employees navigate MTMs, they encounter unique challenges, such as managing shifting roles, varying workflows, and diverse stakeholders. This symposium examined both the positive and negative impacts of MTMs on individuals and organizations using a range of theories and research methods.

Doreen Shanahan, Cristel Russell, Richard Chau (PGBS DBA), Joy Shields (PGBS DBA) | *Association of Consumer Research Conference* | **Psychometric Measurement Development**: We describe a three-phase research program that develops a measure of one's Need to Own, a trait-like disposition that transcends existing notions of materialism. A series of cross-sectional and experimental studies provides evidence of the dimensionality, validity, and reliability of the scale, as well as its predictive and discriminant validity. You can find out more [here](#).

Cole Short, Jeanine Porck (Oklahoma State University), Rosa Kim (Oklahoma State University), Owen Parker (University of Texas - Arlington) | *Academy of Management* | **Strategy Research**: This article investigates how cognitive diversity within top management teams influences market reactions and financial performance during firm-

specific unexpected events. Analyzing over 22 million words from S&P 500 earnings calls, the research reveals that while high cognitive diversity often harms market response and financial outcomes, it can mitigate negative reactions to earnings disappointments and enhance performance after positive surprises, offering nuanced insights into the role of diversity in strategic decision-making. You can find out more [here](#).

Cole Short, Spencer Fraseur (University of Texas - Arlington), Owen Parker (University of Texas - Arlington), Yi Shi Zhou (Auburn University), Ke Gong (University of Southern Mississippi) | *Southern Management Association* | **Strategy Research**: This study, presented at the Annual Meeting of the Southern Management Association, explores how leadership style and gender shape strategic responses to censorship demands in the film industry.

Cole Short | *IIR Innovation Research Workshop 2024 (Hitotsubashi University, Tokyo)* | **Artificial Intelligence**: Research was presented at the intersection of organizational science and artificial intelligence at Hitotsubashi University's Annual IIR Innovation Research Workshop in Tokyo, Japan.

Dana Sumpter | *Career Con, Annual Meeting of the Careers Division of the Academy of Management* | **Conference Presentation**: Dana presented her research titled "'We're in the same storm, but we're not in the same boat': A comparative case study analysis of the longitudinal impact of a career shock on working mothers' careers."

Dana Sumpter | *Annual Meeting of the Academy of Management* | **Conference Presentation**: Dana presented her research and perspectives on the teaching of diversity, equity, and inclusion at business schools during the professional development workshop titled "The New Landscape of Teaching Diversity, Equity, and Inclusion in 2024."

Dana Sumpter, Mona Zanhour (CSULB) | *Annual Meeting of the Academy of Management* | **Conference Presentation**: Dana presented her research titled "Parrying the Blow: How Indian Women Cope with Career Shocks" at the annual meeting of the Academy of Management.

Bobbi Thomason | *Academy of Management* | **Diversity, Equity, And Inclusion**: Bobbi presented on the Rigor and Relevance Panel. She was the representative expert on Diversity, Equity, and Inclusion. She spoke about how management scholars can do rigorous and relevant research on diversity, equity, and inclusion.

MEDIA QUOTE OR ARTICLE

Clemens Kownatzki | *Structured Products Daily* | **Financial Products:** Clemens reviews Scotia's \$1.29 million autocalls on Wayfair as an alternative to being long stock, long call. You can find out more [here](#).

Clemens Kownatzki | *Structured Products Daily* | **Financial Products:** Clemens investigates Citi's \$12 million 14% autocalls on the SPDR S&P Biotech ETF. You can find out more [here](#).

Clemens Kownatzki | *Structured Products Daily* | **Financial Products:** Clemens reviews UBS' \$300,000 snowball on SPDR S&P Metals & Mining ETF and suggests this note is likely to be called with a barrier that could be breached. You can find out more [here](#).

Clemens Kownatzki | *Structured Products Daily* | **Financial Products:** Clemens reviews JPMorgan's \$1.06 million notes linked to the Bloomberg commodity index. He suggests that this product gives investors safety on the downside and enough upside potential to navigate the volatility of commodities. You can find out more [here](#).

Jaclyn Margolis | *Psychology Today* | **Motivation:** This article, *The Most Underutilized Form of Motivation*, explores how we often overlook the role of our environment in driving motivation, relying instead on sheer willpower to achieve our goals. It provides practical tips such as removing small barriers to make tasks easier, using visual cues as reminders, and harnessing curiosity for an added motivational boost. You can find out more [here](#).

Dana Sumpter | *ReWorked* | **Media Mention:** The article *4 Metrics to Watch With Remote Work* asks the question: How can leaders ensure that employees are productive during the workday? Sumpter contributed by reinforcing the importance of clear communication with employees, particularly on how they will be evaluated, suggesting practical suggestions for how to do so. She also supported the employee perspective in discouraging constant tracking, noting, "You don't want employees to worry more about being tracked or hitting certain metrics than doing their job and doing it well." This can lower productivity, performance, and satisfaction—and increase turnover. She emphasized the importance of respect and trust in employees: "If you can't do that, you may have the wrong folks in those jobs." You can find out more [here](#).

HONOR OR RECOGNITION

Cristina Gibson | *Provost Research Award, Pepperdine University* | **Research Recognition And Funding:** Recognized for research excellence and received funding support.

Cristina Gibson | *Center for Human Flourishing Research Award, Pepperdine University* | **Research Recognition And Funding:** Recognized for research excellence and received funding support.

Cristina Gibson | *Distinguished Keynote Speaker, Bill Fredrick Speaker Series* | **Corporate-Community Co-Development:** In the inaugural talk of the Bill Fredrick Speaker Series, Cristina shared recent findings and outlined an agenda for future research to guide corporate investment in communities, focusing on issues related to business ethics, sustainability, and social impact.

Cristina Gibson | *Distinguished Keynote Speaker* | **Communities Inside And Out:** Cristina reflected on her research journey, focusing on an empirical application in rural Australia and outlining a future research agenda.

Cristel Russell | *Journal of the Academy of Marketing Science (2024)* | **Best Area Editor (AE) Award:** Named one of the best Area Editors of 2023 for this FT50 journal. You can find out more [here](#).

Cole Short, Timothy Hubbard (University of Notre Dame) | *Emerald Publishing (Emerald Literati Award)* | **Outstanding Author Contribution:** The Outstanding Author Contribution Award was given for the research titled *Extending Upper Echelons Theory: How Evaluators Influence Signal Interpretation and Evaluation*, recognizing its significant contribution to strategic leadership scholarship.

Cole Short | *Strategic Management Society* | **Outstanding Reviewer Award:** Recognized for providing the highest-quality reviews of scholarly submissions at the Strategic Management Society Annual Conference.

Cole Short | *Society for the Advancement of Management Studies* | **Karen Legge Bursary Award:** This award recognized research presented in Yokohama, Japan, at the intersection of organizational science and artificial intelligence.

Dana Sumpter, Mona Zanhour (CSULB) | *Gender, Work, and Organization* | **Top Cited Article:** Recognized while in-press as among the journal's top-cited articles. You can find out more [here](#).

EDITORIAL BOARD

Cristina Gibson | *Journal of International Business Studies* | **Area Editor:** Area Editor for JIBS, ranked #1 in International Business, with an impact factor of 8.6.

Cristina Gibson | *Academy of Management Annals* | **Associate Editor:** Associate Editor for the Academy of Management Annals, ranked #2 in management with an impact factor of 25.1.

Cristel Russell | *Journal of Consumer Research (FT50 Journal)* | **Leadership Role:** Reinvited to serve a new term on the board under the new editorial team. You can find out more [here](#).

Cristel Russell | *Journal of Academy of Marketing Science (JAMS, FT50 Journal)* | **Leadership Role:** Reinvited to serve as Area Editor on the new editorial team. You can find out more [here](#).

OTHER

Cristel Russell, Joseph Goodman (Ohio State), Hilke Plassman (INSEAD) | *Conference Co-Chair of Annual Association for Consumer Research Conference* | **Leadership Role:** The annual conference of the ACR attracted a record-breaking number of attendees (over 1,400) to participate in the main conference and many adjacent workshops, including a doctoral symposium, early and mid-career workshops, and community events. You can find out more [here](#).

Cristel Russell, Colin Campbell (University of San Diego), Justine Farrell (University of San Diego) | *Conference Co-Chair of Annual Consumer Culture Theory Research Conference* | **Leadership Role:** Consumer Culture Theory (CCT) is an interdisciplinary field of research oriented around developing a better understanding of why consumers do what they do and why consumer culture takes the forms that it does. The conference was held in person on the USD campus and included special sessions, a doctoral consortium, workshops, poster and art exhibits, as well as interactive workshops. You can find out more [here](#).

Bobbi Thomason | *Book Deal with Harper Business* | **Vows to Ourselves: A Pathbreaking Guide to Reclaiming Women's Agency:** Bobbi signed a book deal for her book with Harper Business (the business imprint of Harper Collins). It is a narrative-backed, research-driven call to arms for how women cultivate agency and how to leverage it to inspire change for themselves and others. Bobbi's book will be published in early 2027.