

RICSI QUASI Seminar Series: 4/16/21 Chat Transcription

Can Our Research Improve Corporate Social and Environmental Practices?

Yes: Mike Toffel; No: Andy King; It Depends: Tom Lyon; Moderator: Wren Montgomery

11:32:22 From Caroline Flammer to Everyone : I can confirm. ;-)

11:38:34 From Michael Barnett to Everyone : Please type any comments/questions here. When we get to the Q&A, we'll draw from here. Please indicate any questions from doctoral students, as we want to prioritize those.

11:44:53 From Sandra Waddock to Everyone : @Mike: what does "omitting asterisks" mean?

11:45:15 From Michael Barnett to Everyone : Significance levels

11:45:24 From Sandra Waddock to Everyone : Thanks, Mike.

11:45:26 From Thomas Peyton Lyon to Everyone : @Sandra: Not calling attention to "arbitrary" 1%, 5%, and 10% confidence intervals.

11:45:49 From Michael Barnett to Everyone : Rutgers Business Review is open access!

11:50:27 From Aline Gatignon to Everyone : How would you evaluate our chances of improving Social/env practices via our teaching (e.g., next gen leaders!)? How many schools/instructors are doing this, what incentives exist and how much do we think it sticks, what role might online programs have in the last mile problem?

11:53:34 From Robert Tomasko to Everyone : Can we start with recognized practice improvements and back-track to identify scholars/theories/concepts that had a direct link to them?

11:53:53 From Thomas Peyton Lyon to Everyone : @Andy What's the appropriate cadence for socializing new nuggets of thought leadership and standing up disruptive innovations to create shared value?

11:54:14 From Nicholas Poggioli to Everyone : Question for panelists: What, if anything, has changed since Hambrick's 1993 AOM Presidential Address, "What if the Academy Actually Mattered?" Or, alternatively, was Hambrick's argument about management research at that time simply wrong?

11:55:12 From Michael Barnett to Everyone : Not to be confused with Def Leppard's hit album

11:57:12 From Kenneth Pucker to Everyone : LOVE the HBI machine!

11:57:32 From Thomas Peyton Lyon to Everyone : Wait, is that HBI or HBR?

11:58:43 From Jeana Wirtenberg to Everyone : How much difference would it make if we changed the reward system in tenure decisions to value research that makes a difference and is widely disseminated in the practitioner world?

11:59:00 From Ed Carberry to Everyone : What is HARKing?

11:59:12 From Sarah Ku to Everyone : Hypothesizing After Results are Known

11:59:22 From Gerald F Davis to Everyone : Hypothesis after results are known -- story made up after seeing what the regressions say

11:59:29 From Ed Carberry to Everyone : Ah! Thanks!

11:59:55 From Sandra Waddock to Everyone : File drawer problem...those nonsignificant results end up in a file drawer in your office.

12:00:04 From Nicholas Poggioli to Everyone : My favorite paper on HARKing. Compares hypotheses in dissertations to hypotheses in articles published from dissertation work. Very clever: O'Boyle, E. H., Banks, G. C., & Gonzalez-Mulé, E. (2017). The Chrysalis Effect: How Ugly Initial Results Metamorphosize Into Beautiful Articles. *Journal of Management*, 43(2), 376–399.

<https://doi.org/10.1177/0149206314527133>

12:01:44 From Nicholas Poggioli to Everyone : However I take issue with the implication that caterpillars are ugly.

12:02:18 From Jeana Wirtenberg to Everyone : What if we invited and welcomed more executives and practitioners to join us at AOM and help them understand and apply the findings from research to actual challenges they are facing?

12:02:43 From Thomas Peyton Lyon to Everyone : @Jeana Wouldn't they run screaming in the opposite direction?

12:03:25 From Mike Toffel to Everyone : >80% of HBR articles are written by folks outside HBS.
<https://hbr.org/2012/11/inventing-hbr>

12:03:39 From Alison Kemper to Everyone : What ideas are donors paying for business schools to produce?

12:03:52 From Thomas Peyton Lyon to Everyone : 99.9% of faculty are outside HBS...

12:03:52 From Jerry Davis to Everyone : ~100% of HBR articles are written by HBR staff using raw materials from the authors

12:04:34 From David Deephouse he/they to Everyone : HBR. The medium is the message. Marshall McLuhan, born in Edmonton of all places

12:05:01 From Thomas Peyton Lyon to Everyone : McLuhan makes a great cameo in Annie Hall.

12:05:26 From Mike Toffel to Everyone : <https://www.independent.co.uk/life-style/gadgets-and-tech/news/marshall-mcluhan-who-was-he-annie-hall-video-google-doodle-a7853236.html>

12:05:47 From Thomas Peyton Lyon to Everyone : @Mike You are fast!

12:06:04 From Robert Tomasko to Everyone : What drives our research agenda - business needs or those of the academy?

12:06:21 From Thomas Peyton Lyon to Everyone : @Robert The need for 4 A's.

12:06:27 From Jiancheng Du to Everyone : A silly question: why does b-school conduct social issue research? What is the legitimate reason? What are underlying principles? This are some explanation from plato.stanford.edu: <https://plato.stanford.edu/entries/ethics-business/>.

Any other explanations? Thanks.

12:06:51 From Tanja Ohlson to Everyone : What about the performative effect of theories: if we have a bias for win-win and they are performatively talked into existence, would it then not matter whether the research was good or “true”, but our theory would still make a positive impact?

12:07:35 From Elena C. Pierard to Everyone : That was a good No

12:07:39 From David Deephouse he/they to Everyone : There is new McLuhan game coming out: <https://www.themedium.online/> Four laws of media Enhance Retrieve, Obsolete, Flip

12:11:52 From Sandra Waddock to Everyone : Also agency theory in finance has been performative.

12:12:01 From Jeana Wirtenberg to Everyone : What about the power of social media in helping to call practitioners' attention to important findings? For example, there are LinkedIn groups of 100's of thousands of practitioners who would be interested in learning from this research.

12:12:05 From David Deephouse he/they to Everyone : Great to be in BC!

12:15:20 From Nicholas Poggioli to Everyone : We're talking mostly about individual findings/outcomes, but it's also worth asking if our collective scientific *process* can make a difference, e.g., Ebersole, C. R., Axt, J. R., & Nosek, B. A. (2016). Scientists' Reputations Are Based on Getting It Right, Not Being Right. PLOS Biology, 14(5), e1002460. <https://doi.org/10.1371/journal.pbio.1002460>

12:15:28 From Sandra Waddock to Everyone : Given the climate crisis and other sustainability issues, is asking whether it pays to be green the right question? Shouldn't 'green' (whatever that really means) be the norm whether or not it is costly?

12:16:12 From 425565 to Everyone : Absolutly @Jeana Wirtenberg

12:16:22 From Jerry Davis to Everyone : Raise your hand if you have read at least 2 dozen rigorous, peer-reviewed articles in education journals on how to improve learning outcomes for students in online teaching. (Do we go to the experts to answer questions about our practice?)

12:16:30 From Michelle Westermann-Behaylo to Everyone : Aren't policy makers also an audience for our research that can act on our findings (e.g. by raising standards)?

12:17:15 From Mike Toffel to Everyone : @ Michelle: Yes, policy makers is an audience I think about all the time.

12:18:58 From Michelle Westermann-Behaylo to Everyone : So we should be inviting policy makers to our conferences rather than business managers

12:18:58 From Nicholas Poggioli to Everyone : Eco-efficiency doesn't eliminate waste, because the absolute waste can increase even as efficiency increases. This is happening with carbon efficiency, for example, and carbon emissions.

12:19:05 From Aline Gatignon to Everyone : What about given managers who want to pursue social and environmental sustainability the ammunition to drive change?

12:19:43 From Sarah Ku to Everyone : Waste elimination through linear systems is very different from waste elimination through circular systems

12:19:55 From Mike Toffel to Everyone : @ Aline: totally agree. This includes change management + influencing without authority.

12:21:22 From Kenneth Pucker to Everyone : "Preaching to managers to go out and solve collective action problems is borderline ridiculous" Tom Lyon. SPOT ON.

12:21:40 From Umar Boodoo to Everyone : Students can indeed make a change, but as Noam Chomsky says, when they are ridden with debt, they are very unlikely to think about "macro" problems

12:22:17 From Sarah Ku to Everyone : Wonderful point, Tom! We have many opportunities to influence students by showing them how to apply in-class concepts into their own communities to stimulate change

12:23:36 From Sarah Ku to Everyone : Students these days care about macro problems much more than previous generations so we need to leverage these motivations:
<https://www.princetonreview.com/college-rankings/college-hopes-worries>

12:25:11 From Sarah Ku to Everyone : "75% say a college's environmental commitment would affect their decision"

12:27:27 From Jiancheng Du to Everyone : Thoughts from a student: Perhaps some students also don't know what is the right thing to do and are not given the chance and time to explore the answer given most institutions have a pipeline of training. We talk a lot about the outside system, then how about our own system? Do we have viewpoint diversity? I feel to solve issues, we perhaps also need the right mentality that needs to practice and learn from our own system.

12:29:35 From Nicholas Poggioli to Everyone : Hello!

12:29:41 From Andrew King to Everyone : Qualitative research is great so long as the claim is coherent: "My best explanation for what I have observed is..."

12:29:45 From Sarah Ku to Everyone : Great point, @Jiancheng. We have opportunities to share opportunities and alternatives to the status quo

12:31:05 From Sandra Waddock to Everyone : For system change, how do we solve the collective action problem?

12:31:28 From Thomas Peyton Lyon to Everyone : Government is the mechanism societies have created to achieve collective action.

12:31:30 From Jonathan Doh to Everyone : We at Journal of Management Studies recently published an editorial on impact in which we discuss the distinct and interrelated types of impact: scholarly, practical, social, policy, and educational: <https://onlinelibrary.wiley.com/doi/full/10.1111/joms.12666>

12:32:50 From Dror Etzion to Everyone : A conclusion many of the panelists seem to agree on is: Systemic change is necessary for management researchers to influence managers and other audiences. In terms of theoretical understanding and empirical methods, we know very little about systemic change conduct very little research on it. So, a) I think we need more of that, and b) are we not heading in the opposite direction when we do more and more RCT and other narrow econometric specifications?

12:33:04 From Tiffany Grabski to Everyone : Wren mentions her practitioner experience - and the others discussed our inability to communicate (whether that be the language we are using or the outlets) with the people we want to influence. I wonder why we don't encourage more "hybrid" approaches of academic/practitioner careers? Can we balance holding a foot in both camps - or how do we encourage more collaborative efforts? I know some people manage this task, but it is certainly not encouraged and more often discouraged in my experience (maybe I'm still too idealistic, I'm a PhD student)

12:33:13 From Elizabeth Doty to Everyone : Is knowledge the constraint on improved practice? Has anyone researched the constraints on adoption? There are indicators that it is the profit imperative, but there are many other possibilities, including capacity, incoherence, overload, siloed organizations.

12:33:28 From Ian MacFarlane to Everyone : Practitioner here (environmental consultant)- approaching this from another angle, imagine what the state of our environment would be WITHOUT your work? Not testable, but while 'we' have huge issues now, I for one prefer our reality than one where academia was not speaking up. So thank you!

12:33:33 From Gerard Farias to Everyone : I notice there was no mention of urgency... solve climate change in 10 years... what do we do?

12:33:34 From Robert Tomasko to Everyone : Role of major consulting firms?

12:33:54 From Nicholas Poggioli to Everyone : Question for panelists: What, if anything, has changed since Hambrick's 1993 AOM Presidential Address, "What if the Academy Actually Mattered?" Or, alternatively, was Hambrick's argument about management research at that time simply wrong?

12:35:49 From Nicholas Poggioli to Everyone : I think one main point was that we primarily produce research to feed tenure and promotion, not to address knowledge gaps or practical problems.

12:36:24 From Nicholas Poggioli to Everyone : And we are too inward-looking in terms of how we evaluate quality, mostly by relying on citations by other academics and publications in journals only read by academics.

12:36:34 From Ke Cao to Everyone : The buck should stop with the editors. Too many A or A+ publications, including highly cited ones, are neither credible neither useful.

12:38:24 From Lakshmi B. Nair to Everyone : Thank you for this very interesting session. I have to leave early unfortunately. Have a good day, all!

12:39:01 From Alison Kemper to Everyone : Read Stephen Barley.

12:39:23 From Sarah Ku to Everyone : Agree, @Nicholas, the pressures for students to contribute to academia over practitioners/society is a significant barrier to meaningful advancements

12:39:46 From Gertjan Lucas to Everyone : With these scientific advisory committees/bodies, I often wonder whether their influence is greatly reduced due to them having little say in how the questions they get to address are formulated

12:39:53 From Dror Etzion to Everyone : Might it be a male/female divide?

12:40:06 From Irene M Henriques to Everyone : perhaps @Dror

12:40:46 From Sigrun M. Wagner to Everyone : This was such an engaging and interesting session, thanks so much for food for thought and encouragement, sorry I've got to go.

12:40:55 From Jerry Davis to Everyone : It was renamed "AOM Perspectives"

12:41:17 From Ian MacFarlane to Everyone : I come every year!

12:41:33 From Ian MacFarlane to Everyone : & love it

12:43:07 From Niki West to Everyone : I worked for international research and capacity building programs related to sustainability in Asia and Africa before joining my doctoral program and was surprised by the disdain for transdisciplinary research and formulaic research in management journals. I'm used to seeing much more diverse research designs, sources of data, and engagement with practitioners in journal articles from environmental studies

12:43:44 From David Deephouse he/they to Everyone : Waddock, S. A., & Graves, S. B. (1997). The corporate social performance-financial performance link. Strategic Management Journal, 18(4), 303-319.

12:44:16 From Sandra Waddock to Everyone : My theory of change for that was that if we provided the data to (financial) managers, things would change. Well, not so much.

12:44:30 From Andrew King to Everyone : +@Sandra

12:44:47 From Michael Barnett to Everyone : It has encouraged many funds to appear more socially responsible, even if they are not so much (Barnett & Salomon, 2012, SMJ)

12:44:59 From Kenneth Pucker to Everyone : To Andy's point...BlackRock's most recent ESG EFT focused on Carbon Removal raised \$1.25T and its biggest holdings include AMZN, FB, Google, JP Morgan and Berkshire Hathaway

12:45:00 From Jonathan Doh to Everyone : With some exceptions, I am consistently puzzled at how infrequently I see management and strategy colleagues on cable news, at Congressional hearings, or otherwise offering their insight to broad public audiences, especially compared to our colleagues in economics, political science and other allied social sciences.

12:45:42 From Annemarie Dedden to Everyone : how could we work with practice to formulate the right research questions to produce actionable research insights?

12:46:05 From Sarah Stephen to Everyone : To followup from Nicholas' point on impact: I am involved with a multistakeholder initiative on social & environmental issues. What I have seen so far is how they are not motivated by research in academic journals, but do tend to refer to "translated research" in FT, HBR etc.

12:46:06 From Michael Barnett to Everyone : We are like democrats, arguing that "it's complicated". The ones more popular in the press take strong stands, even if they are not fully correct. As Andy described earlier, the world favors the latter.

12:46:30 From Nicholas Poggioli to Everyone : Jonathan, I see more law profs in Wall Street Journal articles on management questions than I see management profs.

12:46:48 From Jonathan Doh to Everyone : It has been already well documented, but also not obvious that our 3, 4 or 5 year cycles from submission to publication help us have the kind of impact we would like. Natural sciences have opportunities to publish immediately upon concluding (even pilot) studies and receive peer scrutiny subsequently.

12:46:58 From Jiancheng Du to Everyone : I was wondering if the end is impact, not solutions, if we don't focus on the issues, are we different from the stakeholder optimization mentality?

12:47:03 From Nicholas Poggioli to Everyone : We could do more to build media engagement support into departments.

12:47:09 From Andrew King to Everyone : +Jonathan

12:47:16 From Tiffany Grabski to Everyone : @Kenneth - correlation or causation? Recent interview with blackrock former head of sustainability calls ESG investing "little more than marketing hype, PR spin and disingenuous promises".

12:47:29 From Sandra Waddock to Everyone : +Jonathan

12:47:31 From Robert Tomasko to Everyone : What difference would requiring significant practitioner experience for admission to PhD programs make?

12:47:56 From Michael Barnett to Everyone : We can experiment on students; it's very hard and risky to get access to settings that risk profits

12:48:31 From Tiffany Grabski to Everyone : @robert or - why don't we incentivize PhDs to return to a practitioner career - taking the skills and knowledge they learn in academia with them?

12:48:35 From Irene M Henriques to Everyone : All development economics is now experimental!

12:48:43 From Maya Fischhoff to Everyone : Building on my understanding of Dror's comment: I wonder how this conversation would differ with a slightly more diverse set of inputs. I think a lot of women are commenting in the chat but not so much in the full convo.

12:48:54 From Michelle Westermann-Behaylo to Everyone : Does the MBA need to be much more research based? As in writing an academic research paper as their final thesis

12:49:18 From Irene M Henriques to Everyone : Just hired an behavioural economist

12:49:19 From Gertjan Lucas to Everyone : @Jonathan/Nicholas: does this have to do how the general public/media/politicians categorize issues, as economics/law rather than business/management?

12:49:31 From Nicholas Poggioli to Everyone : Before managers will trust us to run experiments, we need to (1) demonstrate we are capable of producing credible, reliable findings and (2) explicitly build understanding and support for experimental approaches in the undergrad, MBA, and exec ed classroom.

12:49:55 From Dror Etzion to Everyone : I will wager \$100 that RCT is a fad that will pass within the decade. Parameters of the bet to be discussed with interested counterparties.

12:50:03 From Gerard Farias to Everyone : Are we conflating values and research results... shouldn't the implementation of CSR and sustainability be based on values... why should research influence it?

12:51:21 From Sandra Waddock to Everyone : To change business (re the collective action problem), the ecosystem around businesses needs to change, which includes the purpose(s) of firms, whether or not all costs are internalized or externalized, the incentives given to businesses, the nature of the 'value' that is produced by businesses (e.g., as Donaldson & Walsh claim, maybe moving to collective value, and so on.

12:51:42 From Jonathan Doh to Everyone : @Gertjan: Could be, but I think we have ourselves alienated the "public" through our desire to become (overly) theoretically sophisticated and empirically complex. BTW, Jone Pearce delivered an excellent AOM Presidential address in which she argued that we have this weird artificial separation between what we do in the classroom v. in our research.

12:52:04 From Sarah Ku to Everyone : Yes, @Elizabeth! Uncovering how and why firms adopt sustainable alternatives compared to current operations will help us understand how to change these systems

12:52:20 From Ian MacFarlane to Everyone : As a practitioner collaborating with several academics, I completely agree w Mike- risk aversion is a main cause for practitioners to be resistant to academic intervention. We are science based so, like health care, we appreciate the scientific process & academic research interventions seem less risky to us.

12:52:33 From Michelle Westermann-Behaylo to Everyone : Good points, thank you Elizabeth Doty!

12:52:51 From Wren Montgomery to Everyone : Thanks, Elizabeth! We are definitely not taking enough of a systems perspective. We are rearranging chairs on the deck of the titanic...

12:52:59 From Annemarie Dedden to Everyone : thank you!

12:53:14 From Sandra Waddock to Everyone : +Elizabeth

12:53:36 From Rae Andre to Everyone : Living the research/teaching divide...to address climate change I decided years ago to focus on the teaching side. Result: Lead for the Planet: Five Practices for Confronting Climate Change (University of Toronto Press 2020). www.raeandre.com

12:55:16 From Sarah Ku to Everyone : Thank you, @Rae, we must lead by example

12:55:24 From Michelle Westermann-Behaylo to Everyone : HBR case-based teaching had ruined the MBA! They should write research papers!

12:55:41 From Ke Cao to Everyone : It is okay if studies have no practical implications as long as they are credible and useful somehow intellectually. Too many papers are just nonsenses. Wasted time, talent, and resources.

12:56:02 From Mike Toffel to Everyone : @ Michelle: case-based teaching, done well, teaches critical thinking

12:57:04 From Jiancheng Du to Everyone : It seems academia has a speed culture and students are trained to be paper machines not idea machines anymore based on my experience.

12:57:40 From Sarah Ku to Everyone : Case-based teaching helps to show examples, but using real problems that are occurring in the community has a chance to engage students in a way that feels more real to them because they can actually contribute to real change rather than hypothetical or historic understanding

12:57:59 From Gertjan Lucas to Everyone : @Jonathan: yes, good points about the divergence between classroom and research. Working in the UK it is also a matter of our teaching having turned into an extensive volume business with strong standardization pressures

12:58:21 From Nishant Kathuria to Everyone : One way that appears to me more controllable is that the departments in universities may collaborate to exponentially increase the impact and outreach. James March believed inter-department academic collaboration is the key. My perspective- if we can't correct things at home, how can we outside? Think if all the streams come together!

12:58:28 From Elizabeth Doty to Everyone : Thank you all... these feel like powerful questions and avenues for improving impact

12:58:30 From Sandra Waddock to Everyone : Thank Wren M., Mike T, Andy K,, Tom L. for a really great session--and Mike Barnett, thanks for organizing this terrific series.

12:58:49 From Sarah Ku to Everyone : We can encourage real sustainable action from students: <https://blog.drawdownga.org/spread-the-love-decentralizing-sustainability-solutions>

12:58:50 From Nicholas Poggioli to Everyone : Thank you everyone for this engaging discussion!

12:58:58 From Wren Montgomery to Everyone : Interesting re students. In my experience, they are way ahead of where we are on social and environmental issues.

12:59:08 From Jonathan Doh to Everyone : As a Journal editor, I can tell you that you all are the gatekeepers, not the journals or their editors. The toughest constraint to getting papers through the system are reviewers, that is you all!

12:59:28 From Michelle Westermann-Behaylo to Everyone : Thank you all!

12:59:35 From Gertjan Lucas to Everyone : We are our own gatekeepers :)

12:59:36 From Wren Montgomery to Everyone : Great point, Jonathan.

12:59:44 From newburry to Everyone : Great job everyone with the session! Excellent job!

12:59:55 From Jonathan Bundy to Everyone : Wonderful stuff folks. Thanks!

12:59:56 From Alison E. Holm to Everyone : Thanks for a very interesting session!

12:59:57 From Sarah Ku to Everyone : Thank you all! I love these engaging and valuable sessions!

12:59:57 From Shakoor Ahmed to Everyone : Thank you all panelist.

12:59:59 From Gertjan Lucas to Everyone : Thanks, great session! See you next month!

13:00:00 From Nahla Ahmed to Everyone : Thank you for this great session!!

13:00:02 From Toloue Miandar to Everyone : Thank you very much!

13:00:05 From Deborah Flamengo to Everyone : <http://business.rutgers.edu/ricsi>

13:00:10 From Yoseph Mamo to Everyone : Great panel, Thank you!!

13:00:18 From Téo Armindo dos Santos de Sousa Teodósio to Everyone : Thanks a lot!

13:00:34 From Sara Hajmohammad to Everyone : Thank you! Great session!

13:00:35 From Jeana Wirtenberg to Everyone : Great debate. Big thanks to Mike and all the speakers for an outstanding and meaningful conversation!

13:00:41 From Robert Tomasko to Everyone : Great discussion!

13:00:47 From Xavier Martin to Everyone : This was informative and even inspiring... thanks QUASI, speakers and all!

13:00:59 From Cristian Rolando Loza Adauí to Everyone : Thank you all for this great session!

13:01:02 From Irene M Henriques to Everyone : Great seminar!

13:01:15 From Jonathan Doh to Everyone : Jekyll (authors) want reviews to be nice and constructive and Hyde (reviewers) exert harsh and realistic expectations - you are us!

13:02:28 From Nicholas Poggioli to Everyone : Passion gets you labeled as an "unserious scholar"

13:02:37 From David A. Kirsch to Everyone : Lots of despair...

13:02:43 From Diego Arias to Everyone : That is so true Nicholas...

13:02:48 From Diego Arias to Everyone : Thanks for mentioning...

13:03:02 From Diego Arias to Everyone : Passion, family, etc....

13:03:12 From Gertjan Lucas to Everyone : Or as 'difficult' or 'critical', see the saga happening at the University of Leicester Business School

13:03:15 From Alison E. Holm to Everyone : stable intrinsic motivation!

13:04:37 From Alison E. Holm to Everyone : is unshakable

13:05:23 From Patrick Callery to Everyone : Well said Sarah -- many junior scholars are aware of and recognize that Andy's arguments are too true! We are trying to change this...

13:05:27 From Diego Arias to Everyone : Maybe bad phd programs are destroying good, impactful management research...

13:05:33 From Nicholas Poggioli to Everyone : I was told by a tenured professor, "You're not going be just another CSR scholar, right?"

13:06:03 From Alison E. Holm to Everyone : The problem sometimes is that students are asked to publish before they can learn, or build their identity

13:06:21 From Diego Arias to Everyone : Or, your are not just another ethics guy...

13:06:29 From Jiancheng Du to Everyone : But all senior professors are gatekeepers of the system. Maybe senior professors from all divisions discuss how to mentor us? :-)

13:07:04 From Nicholas Poggioli to Everyone : Thank you to all panelists again for this conversation.

13:07:27 From Sarah Ku to Everyone : Agreed, it took me some time to figure out HOW to actually execute research surrounding sustainability+business research

13:07:40 From Gertjan Lucas to Everyone : Have a good day everyone, see you next time!

13:07:52 From Alison E. Holm to Everyone : same here.

13:08:59 From Dror Etzion to Everyone : is there a difference between horseshit and bullshit?

13:09:19 From Michael Barnett to Everyone : Different gauge needles to inject it

13:09:35 From David Deephouse he/they to Everyone : Because Dror is at McGill and Quebec supports education with low tuition, I propose that the higher the price of MBA or UG tuition, the lower the level of critical thinking.

13:09:42 From Thomas Peyton Lyon to Everyone : Oops, gotta go!

13:09:57 From Jonathan Bundy to Everyone : There's an important difference between big-I "Impact" (e.g., our research explicitly changing policy) and little-i "impact" (e.g., in our teaching everyday). The little-i impact is likely much more influential. I'm thinking of Ariely's research on lying: the little lies add up to much more than the big lies.

13:10:01 From Wren Montgomery to Everyone : Is the HBI a Disruptive Innovation?

13:10:28 From Nicholas Poggioli to Everyone : Dror:
<https://english.stackexchange.com/questions/416856/what-if-anything-is-the-difference-between-bullsh-and-horsesh>

13:11:22 From Dror Etzion to Everyone : the "calling bullshit" course in University of Washington is apparently super-popular

13:11:47 From Jiancheng Du to Everyone : Does strategy really mean performance? It seems professors already take it for granted, even here. :-)

13:11:59 From Alison E. Holm to Everyone : sometimes we do have families, but I get your point :)

13:12:28 From Sarah Ku to Everyone : It's up to us to weave theory, methods, and practice together— That's the challenge of research!

13:13:37 From Nicholas Poggioli to Everyone : Jiancheng: "Organization theory explains why organizations have the structures and practices that they do. Strategy explains what effect this has on performance."

13:13:55 From David Deephouse he/they to Everyone : Transferring as a phd student is difficult, not frictionless

13:13:57 From Nicholas Poggioli to Everyone : One view, anyway,
<https://journals.sagepub.com/doi/10.1177/0149206320982650>

13:14:09 From Jiancheng Du to Everyone : Then, what is performance, financial numbers?

13:14:29 From Nicholas Poggioli to Everyone : I usually see people say "Performance (broadly construed)"

13:14:30 From Alison E. Holm to Everyone : Does performance need to be corporate performance? It seems to me that strategy is broader

13:14:30 From Patrick Callery to Everyone : best zoom panel ever

13:14:34 From Alison E. Holm to Everyone : Thanks everyone1

13:14:47 From Jiancheng Du to Everyone : Thank you.

13:14:49 From Suneetha to Everyone : Thank you !