SCANDINAVIAN CONSORTIUM FOR ORGANIZATIONAL RESEARCH

ANNUAL REPORT 2013

(photo by A. Jaikala 2013)
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It is my pleasure to summarize SCANCOR’s activity over the year just past. The vitality, visibility, and intellectual reach of the Scandinavian Consortium for Organizational research continue to grow.

In its 25th year SCANCOR welcomed its 585th visiting scholar. This is a true accomplishment. I know of literally no other research enterprise organized in the collective transnational form that is the SCANCOR trademark.

In celebration of our anniversary, a special issue of the journal *Nordic Organization Studies* (Nordiske Organisasjonsstudier) reveals various facets of SCANCOR as studied by our alumni. Board members Haldor Byrkjeflot (University of Oslo) and Jesper Strandgaard (Copenhagen Business School) led the editorial team and coauthored the introductory article of the volume. The volume includes:

- Haldor Byrkjeflot and Jesper Strandgaard “Scancor 25 years: Sustaining Organizational Scholarship across Boundaries”
- James G. March, “A Community of Scholars”
- Ulla Eriksson-Zetterquist and Susse Georg, “The Sustainability and Serendipity of SCANCOR”
- Mitchell L. Stevens, “The Space of SCANCOR”
- Liisa Välikangas and SCANCOR Friends & Colleagues, “Traveling with Ideas - Encounter between People and Perspectives at SCANCOR”
- Silviya Svejenova, Gregoire Croidieu and Renate Meyer, ” ‘Welcome to the Hotel California’: Strangers and Hospitable Organizations”
- Tom Christensen and Per Laegreid, “SCANCOR and Norwegian Public Administration Research Development”
- Kristian Kreiner, “A Feast of the Fog of Reality”
- Walter W. Powell, “Through a Glass Lightly”

Complimentary copies of the special issue are available upon request.

Visiting Scholars:

SCANCOR hosted 31 Visiting Scholars in 2013, with approximately twelve in residence at any one time. This year most of the visiting scholars came from the charter institutions, with a fairly equal distribution of countries represented. We also welcomed WU-Wien as a new associate member this year.

The summer cohort arranged a research colloquium series to consider select works of Stanford professors Steve Barley and Woody Powell. The fall cohort participated in a special seminar on social networks [http://www.funginstitute.berkeley.edu/research-social-network-seminar-stanford](http://www.funginstitute.berkeley.edu/research-social-network-seminar-stanford). Among the well-known participants from California were Sharique Hassan and Matt Jackson; Amir Goldberg, Sameer Srivastava and Dan McFarland; Lee Fleming and Woody Powell; and Paolo Parigi.

Some reflections from two of our 2013 visitors nicely summarize the benefits and spirit of our endeavor:
“The stay here has really given me confidence in my ideas. The fact that you can present your work to some of the top people in your business, and the fact that they are fully committed to give you great feedback, is truly amazing. People here are really making an effort to build you up and improve your work. Jim March once told me that their job was to “find that little piece of a great idea in people’s work and help them making it grow.” You really feel that culture here and that is probably what I appreciate most of all things.”

“Most importantly: The visit has made me want to reach higher, in terms of what questions I pose, methods I use, partners I choose, and journals I target.”

Scholars are prolific writers while at SCANCOR. One of our fall scholars arranged for three book contracts while in residence. Journal destinations of manuscripts prepared or finished at SCANCOR in 2013 include:

Corporate Social Responsibility and Environmental Management
Economics of Education Review
European Journal of International Management
Journal of Economic Geography
Journal of Knowledge Management
Journal of World Business
Organization Studies
Strategic Management Journal

For a detailed list of publications developed at SCANCOR over the last year, see page 66 of this report.

Seminars

We convened eight Monday seminar sessions during Winter Quarter 2013, seven during Spring and eight during Fall. A few seminars were jointly organized with the Work, Technology and Organization (WTO) group and the Department of Sociology. Visitors from Duke University, University of Minnesota, MIT, Vanderbilt, and several Nordic institutions as well as Stanford drew large audiences. A complete list of seminars may be found at http://www.scancor.org/seminars/.

SCANCOR continued its Friday seminar series this year. This is a forum for our visitors to present work in progress and receive critical feedback from the SCANCOR Director. Scholars are enthusiastic about both seminar series and find them to be an important component of their time here. One of them sums up a common sentiment:

“The discussions at the Monday and Friday seminars were very intriguing. I learned a lot by watching the discourse when an academic discussion is carried out between many different fields of interests and with people from different countries and cultures.”

Informal visits:

We had 28 groups and individuals visit during 2013. Many of these visitors were SCANCOR alumni, who now comprise an impressive international community. Other visitors came from various ministries in the Nordic countries; Trond Fevolden, the Norwegian Secretary General, Ministry of Education and Research; Sten Arne Rosnes,
Postdoctoral Fellowship Program

Four Fellows arrived in Fall 2013, each for a two-year stay:

Johan Christensen, European University Institute, Florence. Johan’s research examines the role of professions within bureaucratic organizations, especially the economics profession and how its increasing power over policy has been mediated by national and international agencies. He works in the Department of Sociology with Prof. Mark Granovetter.

Lærke Højgaard Christiansen, Copenhagen Business School, conducts research on the role of organizations in institutionalization processes. Her work focuses on how organizations change their behavior as they engage with social issues through organizational policy making. Lærke works in the Graduate School of Business with Prof. Sarah Soule.

Lisa Gärber, Copenhagen Business School. Lisa is involved in research on knowledge-sharing behavior in multinational corporations in the Department of Management Science and Engineering with Prof. Riitta Katila.

Birthe Soppe, University of Oslo. Birthe does research at the intersection of entrepreneurship, social movements and institutional theory. She works with Prof. Woody Powell in the Graduate School of Education.

Woody Powell continues to serve as Director of this program. Powell provides more news about the year’s activities later in this report.

A brochure describing the postdoctoral fellowship program may be found at http://www.scancor.org/post-doc/postdoc-program-brochure/

Alumni Network Grants

The SCANCOR Board of Directors awarded another four projects under the Alumni Network Grant program, which provides funds to support face-to-face meetings for groups of scholars developing collaborative research. The projects receiving funding this year were:

“Science and Images about Contemporary Practices in Innovation and Entrepreneurship,” Maureen McKelvey and Olof Zaring, University of Gothenburg

“After Method in Organization Studies --- An international collaboration for the
**Discussion and Development of Epistemology and Methodology in Performativity Theory in Organization and Management Research**, Lucia Crevani, KTH, the Royal Institute of Technology, Ulla Eriksson-Zetterkvist, GRI, Anette Hallin, Stockholm University School of Business, Kajsa Lindberg, GRI, Viviane Sergi, ESG UQAM, Montreal, Canada

**“Explaining Interest Group Organizational Design in Nascent Policy Fields,”** Darren Halpin, Australian National University; Kurt Sandholtz, Brigham Young University; Anthony Nownes, University of Tennessee.

**“Welcome to the Hotel California:” Strangers and Hospitable Organizations,** Silviya Svejenova, Copenhagen Business School; Gregoire Croidieu, Grenoble Ecole de Management; Renate Meyer, WU-Wien

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**EGOS in Montreal**

The SCANCOR reception at EGOS 2013 in Montreal was another very successful event with over 150 attendees. It was the third year SCANCOR hosted an EGOS reception and we plan to continue this new tradition in Rotterdam in 2014.

* * *

As always, I encourage SCANCOR’s funders, alumni and friends to offer their input on our work. I look forward to hearing from you.

Mitchell Stevens *(with Annette Eldredge)*
February 6, 2014
## APPENDIX 1. SCANCOR VISITING SCHOLARS, 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
<th>Time of stay (month/day/year)</th>
<th>Field of research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Andreassen</td>
<td>Doctoral Scholar</td>
<td>Trondheim Business School</td>
<td>01/12/13-08/31/13</td>
<td>The translation from ideas to practice of management accounting and control tools in hospitals.</td>
</tr>
<tr>
<td>David Barbera</td>
<td>Asst. Prof.</td>
<td>University of Valencia</td>
<td>06/15/13-09/15/13</td>
<td>Field legitimacy. Field emergence. Bridging organizations in field intersections.</td>
</tr>
<tr>
<td>Jing Chen</td>
<td>Asst. Prof.</td>
<td>Copenhagen Business School</td>
<td>01/07/13-05/31/13</td>
<td>Entrepreneurial founding team formation and startups’ recruitment strategy with respect to early employees.</td>
</tr>
<tr>
<td>Tom Christensen</td>
<td>Professor</td>
<td>University of Oslo</td>
<td>02/25/13-05/15/13</td>
<td>Central public sector organizations and comparative public reform, based on organization theory perspectives.</td>
</tr>
<tr>
<td>Niels Dyhrberg</td>
<td>Doctoral Scholar</td>
<td>University of Southern Denmark</td>
<td>09/01/12-02/28/13</td>
<td>The Effects of Performance Measurement on the Work Motivation of Professionals</td>
</tr>
<tr>
<td>Bjarne Espedal</td>
<td>Professor</td>
<td>Norwegian School of Economics</td>
<td>09/01/13-12/02/13</td>
<td>Conditions for organizational learning, change and adaptiveness.</td>
</tr>
<tr>
<td>Name</td>
<td>Affiliation</td>
<td>University</td>
<td>Dates</td>
<td>Research Focus</td>
</tr>
<tr>
<td>-----------------------------</td>
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<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Anna Essén</td>
<td>Dr.</td>
<td>Stockholm University</td>
<td>06/06/13-08/16/13</td>
<td>The relationship between information systems (IS) and organizing, focusing empirically on technology-induced change in the healthcare setting.</td>
</tr>
<tr>
<td>Lars Haahr</td>
<td>Doctoral scholar</td>
<td>Aarhus University</td>
<td>05/01/13-08/31/13</td>
<td>The intersection of information technology and organizational processes with a special interest in emerging social technologies.</td>
</tr>
<tr>
<td>Maria Halbinger</td>
<td>Doctoral scholar</td>
<td>University of Mannheim</td>
<td>09/01/12-03/23/13</td>
<td>Entrepreneurship, innovation management and creativity.</td>
</tr>
<tr>
<td>Halvdan Haugsbakken</td>
<td>Doctoral scholar</td>
<td>NTNU</td>
<td>09/15/13-12/13/13</td>
<td>I have studied how four different social actors, holding different positions in two formal organizations, a high school and a municipal/county municipal public administration, interpret social media as part of their work practice.</td>
</tr>
<tr>
<td>Juha Hinkkanen</td>
<td>Doctoral scholar</td>
<td>Lappeenranta University of Technology</td>
<td>09/01/13-12/20/13</td>
<td>R&amp;D cooperation in Russian firms and innovation capacities of emerging markets.</td>
</tr>
<tr>
<td>Steven Højlund</td>
<td>Doctoral scholar</td>
<td>Copenhagen Business School</td>
<td>09/01/13-12/20/13</td>
<td>The development and policy learning of the European Commission’s evaluation system.</td>
</tr>
<tr>
<td>Anne Jalkala</td>
<td>Acting Professor</td>
<td>Lappeenranta University of Technology</td>
<td>09/01/13-12/20/13</td>
<td>(Inter)organizational behavior and environmental sustainability in</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Institution</td>
<td>Dates</td>
<td>Research Focus</td>
</tr>
<tr>
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</tr>
<tr>
<td>Alexei Koveshnikov</td>
<td>Doctoral scholar</td>
<td>Hanken</td>
<td>01/07/13-05/31/13</td>
<td>Industrial markets. Micro-politics in multinational organizations</td>
</tr>
<tr>
<td>Mark Kriger</td>
<td>Professor</td>
<td>BI Norwegian School of Management</td>
<td>09/01/13-12/20/13</td>
<td>Strategic leadership, strategy execution, knowledge management</td>
</tr>
<tr>
<td>Nicolette Lakemond</td>
<td>Dr.</td>
<td>Linköping University</td>
<td>03/09/13-07/26/13</td>
<td>The organization of inter-firm collaboration in innovation processes, with a specific focus on knowledge integration.</td>
</tr>
<tr>
<td>Fredrik Lavén</td>
<td>Dr.</td>
<td>University of Gothenburg</td>
<td>01/07/013-08/31/13</td>
<td>Innovation in institutionalized environments.</td>
</tr>
<tr>
<td>Katrina Lintukangas</td>
<td>Associate Professor</td>
<td>Lappeenranta University of Technology</td>
<td>06/01/13-08/31/13</td>
<td>Corporate social responsibility (CSR) and sustainability risks in supply chains</td>
</tr>
<tr>
<td>Dennis Lips</td>
<td>Doctoral scholar</td>
<td>University of Mannheim</td>
<td>09/01/13-12/20/13</td>
<td>The relationship between team characteristics and performance.</td>
</tr>
<tr>
<td>Jukka Mäkinen</td>
<td>Acting Professor</td>
<td>Aalto University School of Economics</td>
<td>01/07/13-08/31/13</td>
<td>Political corporate social responsibility</td>
</tr>
<tr>
<td>Jaana Näsänen</td>
<td>Doctoral scholar</td>
<td>Aalto University School of Science and Technology</td>
<td>01/07/13-06/03/13</td>
<td>Everyday interaction in terms of organizational change.</td>
</tr>
<tr>
<td>Niels Opstrup</td>
<td>Doctoral scholar</td>
<td>University of Southern Denmark</td>
<td>01/07/13-05/31/13</td>
<td>Performance Management elements in the management of Danish university departments and how it affects the nested researchers' work and</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Institution</td>
<td>Start Date - End Date</td>
<td>Research Area</td>
</tr>
<tr>
<td>-----------------------</td>
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<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Yana Ponomarova</td>
<td>Doctoral scholar</td>
<td>ESSEC Business School</td>
<td>09/01/13 - 12/20/13</td>
<td>Social media and social interactions from the marketing standpoint.</td>
</tr>
<tr>
<td>Lise Hellebo Rykkja</td>
<td>Doctoral scholar</td>
<td>University of Bergen</td>
<td>09/01/13 - 03/31/14</td>
<td>Public sector reform and organizing for internal security and safety, civil protection and crisis management.</td>
</tr>
<tr>
<td>Hans Henrik Sievertsen</td>
<td>Doctoral scholar</td>
<td>University of Copenhagen</td>
<td>06/02/13 - 09/18/13</td>
<td>Economics of education and early interventions.</td>
</tr>
<tr>
<td>Camilla Denager Staniok</td>
<td>Doctoral scholar</td>
<td>Aarhus University</td>
<td>04/01/13 - 08/31/13</td>
<td>How public managers can affect organizational performance, and management in secondary education.</td>
</tr>
<tr>
<td>Torkel Strömsten</td>
<td>Assoc. Prof.</td>
<td>Stockholm School of Economics</td>
<td>06/14/13 - 08/17/13</td>
<td>Innovation within and between organizations and the role accounting and control devices play in these processes.</td>
</tr>
<tr>
<td>Bram Timmermans</td>
<td>Dr.</td>
<td>Aalborg University</td>
<td>09/01/13 - 12/20/13</td>
<td>Covenants not to compete and labor mobility.</td>
</tr>
<tr>
<td>Matti Vartiainen</td>
<td>Professor</td>
<td>Aalto University School of Science and Technology</td>
<td>01/07/13 - 12/20/13</td>
<td>Organizational innovations, new ways of working, requirements and possibilities of mobile and multi-locational CO2 free knowledge work, distributed teams and organizations, reward systems, knowledge and competence building, and e-learning systems.</td>
</tr>
<tr>
<td>Olof Zaring</td>
<td>Professor</td>
<td>University of Gothenburg</td>
<td>09/01/13 - 10/31/13</td>
<td>The structure, dynamics and governance of innovation in industry.</td>
</tr>
</tbody>
</table>
SCANCOR VISITING SCHOLARS INDIVIDUAL REPORTS:

Activities, networking & collaboration, publications generated

Charlotte Andreassen Morland
Doctoral Scholar
Trondheim Business School
carolotte.m.andreassen@hist.no
January 12-August 31, 2013

Research area and aspects I focused on while at SCANCOR

My research interest is on the translation from ideas to practice of management accounting and control tools in hospital. Theoretically, my research is centered in the interface between traditional Management accounting and control literature, institutional theory, Actor Network Theory and structuration theory.

Contribution from my visit to SCANCOR

During my stay at SCANCOR I had the opportunity to:

- Reflect on my research questions, write and read new literature from Stanford researchers.
- Get in contact with other researchers within my field of interest (Translation theory, structuration theory, accounting in interfirm relations).
- Attend lectures from prominent researchers within my field of interest: At SCANCOR, I and a colleague took the initiative to arrange two workshops where we invited excellent researchers within their field (Professor Stephen Barley (Structuration theory) and Woody Powell (Institutional theory/network theory). We read beforehand some selected papers chosen by the author, and then we prepared a short note with own reflections according to the papers, and some questions to the work presented in the papers (methodological, idealistic and empirical: a lot of good, critical questions were raised). Then we had an informal discussion with the author. This was a good opportunity to clarify some reflections made when reading the papers alone. I learned a lot from these workshops.
- The discussions at the Monday and Friday seminars were very intriguing. I learned a lot by watching the discursive when an academic discussion is carried out between many different fields of interests and with people from different countries and cultures. Due to my presentations, I received invaluable comments on my research as well as suggestions on how to use my data for further papers and additional research etc. Thereby, the comments from people directly related to my field of research but also from scholars with other scientific backgrounds,
were an incredible help.

**Funding**
My visit was funded through grants from Trondheim Business School and a private foundation called Adolf Øyen foundation.

**Seminars at Stanford**
During my stay at Stanford University I took part in colloquia at the Center for Work, Technology and Organization orchestrated by Professor Stephen Barley. This was really a great opportunity to get insight into the state of the art in research on the technology’s role in organizations from researchers from several universities in USA.

I also took advantage of Stanford’s large offering of extra-curricular activities, such as talks made by famous politicians, researchers and commercial business companies.

**Presentations SCANCOR seminars**
Andreassen, Charlotte (May 2013): Translation technological change; The change of workpractice due to technological change in hospitals.

Andreassen, Charlotte (February 2013). Intra-organizational Coordination and control across boundaries in a Norwegian Hospital -The role of formal and informal coordination mechanism to coordinate activity across two departments.

**Publications generated during stay**
Revision and (further) development of a working paper and substantial advancement of my Phd thesis. This is the paper presented at the Friday seminars:

Andreassen, Charlotte (2013): Translation technological change; The change of workpractice due to technological change in hospitals.


**Outcome and impact of visit**
SCANCOR provided me an opportunity to learn about the discursive practice in presenting and commenting on scientific research through the Monday and Friday seminars. I had the opportunity to meet many interesting scholars within my field (an opportunity I do not hold at my home university). I arranged many informal lunches with colleagues within my field, to discuss my work and their work, and exchanged literature and ideas. This was very inspiring for me, both to meet other researchers within my field, but also being able to share thoughts and ideas.

The opportunity to get an insight into the American research culture was interesting. The research tradition when it comes to methods, empirics, theory building and how to build an article seems quite different from USA and Europe.
Research area and aspects I focused on while at SCANCOR

Project 1) Field legitimacy. Our research explores the role of discursive elements in the legitimization process of entrepreneurship and the arts field. These two fields were selected for two reasons. First, in both fields innovation and creativity (but also uncertainty and failure) are pervasive. This “failure-intensive” aspect of both fields is likely to generate legitimacy claims for new ventures. Second, creative industries literature recently has applied the idea of “individual business model” (a concept developed by the former SCANCORian Silvija Svejenova) for describing the legitimacy trajectories of agents through the artistic field. We analyze new ventures as social constructions in an institutional context by examining narratives produced by artists and entrepreneurs that produce the representation of failure in their fields. We focus on failure to collect individual and collective narratives of field values systems and legitimacy processes. Target sample: we analyzed food entrepreneurs’ part of the slow food movement in the Bay Area related to two entrepreneurship accelerators; visual artists and performers related to the conceptual and avant garde movement at an arts center in the Bay Area.

Project 2) Field emergence. Our research looks at how institutional entrepreneurs are creating a new field of anti plastic pollution. We analyze the strategic intent through interviews and the analysis of micro-level conversations in social media. We focus on the relations to strategic intent and field constitutive elements such as identity and power.

Project 3) Bridging organizations in field intersections (I). We started the first conceptualization of this project during our stay at SCANCOR. The preliminary idea is to analyze Montalvo Arts Center as a bridging organization in the intersection of industry and artistic fields in the Bay Area.

Project 4) Bridging organizations in field intersections (II). We are interested in the role of BSAC (Berkeley Sensor and Actuator Center) as a bridging organization in the intersection of industry and scientific fields in the Bay Area.

I choose to concentrate on these aspects at SCANCOR due to: 1) field legitimacy and the concept of failure in entrepreneurship are unique in the Silicon Valley area; 2) We had the opportunity to stay in Montalvo Arts Center. This stay gave us very good access to the artistic field in the Bay Area. 3) The Bay Area has one of the most progressive and active activist based anti-plastic pollution developments. The movement that emerged in the Bay Area is recent, strong and has important impacts in legislation and consumption habits which makes it a good example for research. 4) The Bay Area is a prominent location in the development of the Slow Food Movement 5) Proximity to the Berkeley Sensor and Actuator Center. 6) We had the opportunity to share innovative ideas with scholars very knowledgeable in these areas.

Mission/expectation, specific projects, funding
My mission to visit SCANCOR was related to data collection for my research, to networking with Scandinavian and Stanford researchers as well as getting to know the American research culture.

During my stay, I interviewed 50 individuals involved with field legitimacy project in Silicon Valley. These people ranged from CEOs of companies to single entrepreneurs starting new ventures, to visual avant-garde artist of all field status.

I also interviewed 10 individuals related to the issue of plastic pollution and 8 related to Montalvo Arts Center Organization (the second oldest art residency in USA) and Berkeley Sensor and Actuator Center as bridging organizations in fields’ intersection.

The visit was crucial for the data collection and the development of my articles and my career. I also networked with both Stanford scholars as well as with other Scandinavian researchers. For me, both of these opportunities were uniquely possible only at SCANCOR.

My visit was funded through grants provided by the Copenhagen Business School and the Montalvo Arts Foundation.

**Presentations/Interactions/Seminars/Courses at Stanford**

During my stay at Stanford University I took part in SCANCOR’s *informal seminar series* on Fridays, where I introduced my research in the form of two articles. One paper was also presented at the Academy of Management 2013 and the second paper is work in progress.

I participated in three seminars organized by SCANCOR with professors such *Mitchell Steven, Woody Powell and Steve Barley*.

In addition, I had the great opportunity to speak to Stanford scholars relevant to my work, such as *Mitchell Steven, Arik Lifschitz, Woody Powell, Dough Mc Adam, Sarah Soule and Hayagreeva Rao*, who provided inspiring ideas for my interpretations and feedback on my cases and methodology.

I received invaluable comments on my research as well as suggestions on how to use my data for further papers and additional research from my colleagues at SCANCOR.

**Off-campus activities and other interactions**

Public talk and round table organization and facilitation in the August Final Friday at Montalvo Arts Center, August 30th 2013. Approximately 50 people attended.

Five Director’s Dinner at Montalvo Arts Center where we pitched our project to members of the community, including several venture capitalists and top executives of firms such as Yahoo, Cisco, eBay etc.

Two local press impacts: 1) note on the August Final Friday at Montalvo Arts Center; 2) article on our project in the Silicon Valley Business Journal.


I also attended a conference in Santa Clara University on social entrepreneurship.

I developed a research proposal for UC Berkeley, Hass School of Business.

**Publications generated during stay**


I also finished other works in progress.

**The role of institutions in industry agglomeration.**


**The role of institutions in medical innovation.**

- Barberá, D. *Technological hybrids and medical innovation.* Accepted for a collective book on medical innovation edited by Davide Consoli and Richard Nelson.

**Outcome and impact of visit**

SCANCOR provided me an opportunity to collect data for my research as well as to network with other researchers. Discussions with Stanford Professors Steven L. Mitchell, Arik Lifschitz, Woody Powell, Dough Mc Adam were especially fruitful. Meeting with SCANCOR scholars interested in similar issues has created a platform for further academic collaboration. Furthermore, I gained invaluable experience on the research culture and research styles in the United States.

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**Itziar Castelló**
Assistant Professor,
Copenhagen Business School and Universidad Carlos III de Madrid
ic.ikl@cbs.dk
15 June 2013- 15 September 2013
Research area and aspects I focused on while at SCANCOR

Project 1) Field legitimacy. Our research explores the role of discursive elements in the legitimation process of entrepreneurship and the arts field. We analyze new ventures as social constructions in an institutional context by examining narratives produced by the entrepreneurs and artists that produce the representation of failure in their fields. We focus on failure to collect individual and collective narratives of field values systems and legitimation processes. Target sample: we analyzed food entrepreneurs’ part of the slow food movement in the Bay Area related to two entrepreneurship accelerators; visual artist and performers related to the conceptual and avant garde movement related to an arts center in the Bay Area.

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My visit was funded through grants from Copenhagen Business School, Montalvo Arts Foundation and Universidad Carlos III de Madrid.

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During my stay at Stanford University I took part in SCANCOR’s informal seminar series on Fridays, where I also introduced my research in the form of two articles. One paper was also presented at the Academy of Management 2013 and the second paper is work in progress.

I also participated in three seminars organized by SCANCOR with professors Mitchell Steven, Woody Powell and Steve Barley.
In addition, I had the great opportunity to speak to Stanford scholars relevant to my work, such as Mitchell Steven, Arik Lifschitz, Woody Powell, Dough Mc Adam, Sarah Soule and Hayagreeva Rao, who provided inspiring ideas for my interpretations and feedback on my cases and methodology.

I received invaluable comments on my research as well as suggestions on how to use my data for further papers and additional research from my colleagues at SCANCOR.

Off-campus activities and other interactions
Public talk and round table organization and facilitation in the August Final Friday at Montalvo Arts Center, August 30th 2013. Approximately 50 people attended.

Five Director’s Dinner at Montalvo Arts Center where we pitched our project to members of the community, including several venture capitalists and top executives of firms such Yahoo, Cisco, eBay etc.

Two local press impacts: 1) note on the August Final Friday at Montalvo Arts Center; 2) article on our project in the Silicon Valley Business Journal.


I attended a conference in Santa Clara University on social entrepreneurship.

I developed a research proposal for UC Berkeley, Hass School of Business.

Publications generated during stay


Outcome and impact of visit
SCANCOR provided me an opportunity to collect data for my research as well as to network with other researchers. Discussions with Stanford Professors Steven L. Mitchell, Arik Lifschitz, Woody Powell, Dough Mc Adam were especially fruitful. Meeting with
SCANCOR scholars interested in similar issues has created a platform for further academic collaboration. Furthermore, I gained invaluable experience on the research culture and research styles in the United States.

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January 7- May 31, 2013

**Research area and aspects I focused on while at SCANCOR**  
While at SCANCOR, I continued working on my research in the field of entrepreneurship. In more details, I focused on the studies of entrepreneurial founding team formation and startups’ recruitment strategy with respect to early employees.

**Mission/expectation, specific projects, funding**  
My expectations for my visit to SCANCOR included (1) engaging in intellectual conversations with scholars at SCANCOR and Stanford through seminars; (2) gaining new insights into entrepreneurship and innovation research by meeting scholars at the Graduate School of Business, the Department of Economics, and the School of Engineering, and (3) exploring different teaching approaches to entrepreneurship education in the MBA program. I have fulfilled all these expectations.

My visit was partly funded by Otto Mønsted foundation and the Department of Innovation and Organizational Economics at Copenhagen Business School.

**Presentations/Interactions/Seminars/Courses at Stanford**  
While at Stanford, I attended SCANCOR Monday and Friday seminars, Stanford Social Science and Technology Seminars, Organizational Behavior Macro Lunch, and Organizational Behavior Seminars at the GSB.

I presented my papers at SCANCOR Friday Seminar, Stanford Social Science and Technology Seminar, Organizational Behavior Macro Lunch at the GSB, and the PhD Entrepreneurship Seminar at MSE.


**Off-campus activities and other interactions**  
During my visit to SCANCOR, I attended three conferences/workshops: (1) The 20th annual Consortium for Competitiveness and Cooperation (CCC) Colloquium for Doctoral Student Research held at the Ewing Marion Kauffman Foundation in Kansas City, Missouri; (2) the 9th Smith Entrepreneurship Research Conference held at the University of Maryland; and (3) the Harvard Business Publishing Case Method Teaching Seminar held at the University of Washington – Seattle.
Outcome and impact of visit
During my stay at SCANCOR, I have fulfilled all my goals of this visit. Looking back the past five months, I have been entirely immersed in the intellectual environment at Stanford. What I have learned and have been exposed to at Stanford is another significant professional training for my academic career after graduate school. I benefited enormously from knowledge exchanges at seminars, meetings, and courses. I received valuable comments and suggestions on my work, acquired new presenting and teaching techniques. I had the opportunity to be exposed to great research in different academic disciplines, which significantly influences the way I think about my own research. I strongly believe that my visit to SCANCOR helps me understand more what it takes to be a great researcher and how important it is to always stay curious and have an open mind.

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February 25-May 15, 2013

Research area and aspects I focused on while at SCANCOR
My research area is studies of central public sector organizations and comparative public reform, based on organization theory perspectives. During my stay at SCANCOR I have worked on several empirical fields given this basis: the governance and reform of universities, why reforms so often fails, public security management, health service reform, welfare administrative reform, Chinese public reforms, accountability and public reforms, large public projects, etc.

Historically, I come to Stanford to enjoy the best organization theory milieu in the world, and this is still a general motivation. One other reason was to get feedback on a wide variety of themes from the scholars here. One theme it was a particular good reason to work with here – university governance and reform – because I have a good research collaboration with professor Chiqui Ramirez at School of Education.

Mission/expectation, specific projects, funding
My mission was to interact with a variety of SCANCOR/Stanford scholars and have good working conditions to work in peace and quiet on several projects and articles, which I succeeded with. Since I’ve been here so many times, I know how to be instrumental in my mission at SCANCOR.

My projects were:

• Accountability– comparing welfare, hospital and immigration reforms in Denmark, Germany and Norway.
• Security management, related to the terrorist act in Norway in 2011.
• University reform and governance.
• Welfare administrative reform.
• Decision-making for a large public project – the building of the new Opera in Oslo.
I fulfilled all my scholarly expectations during my stay. My visit was funded through my department in Oslo.

Presentations/Interactions/Seminars/Courses at Stanford
March 8., 2013 – Why reforms so often disappoint. SCANCOR Friday Seminar.

April 15., 2013 - How to cope with a terrorist attack? – challenges for the political and administrative leadership. SCANCOR Monday Seminar.

• Interaction with SCANCOR scholars and post.docs.
• Interaction with professors Ramirez and Meyer, and their students at their Comp Soc Workshop.
• Participation and interaction with scholars at collaborative workshops at School of Engineering, Ed School and Dep. of Sociology.
• Interaction with various scholars at a seminar with Francis Fukuyama.

I attended most of the internal Friday and Monday seminars at SCANCOR, including the ones that have been collaborations with Dep. of Sociology, Ed School and School of Engineering.

Since I’m an experienced scholar I have not exactly experienced new theoretical perspectives at Stanford, but more learned from how scholars are elaborating and using them in different contexts and on diverse empirical data, which is all useful for my research.

Off-campus activities and other interactions
Presented a paper on accountability and Norwegian welfare reform at the annual meeting of the American Society of Public Administration in New Orleans in March.

Gave two lectures on global ideas and Norwegian welfare reform at CIDE and Metropolitan University in Mexico City in early May.

I have interacted several times and had valuable exchanges with professor Paul Schulman, Mills College, and professor Trond Petersen (Sociology) and Chris Ansell (Pol Science) at Berkeley.

Publications generated during stay


Outcome and impact of visit

I always get inspired by coming to Stanford, to renew my old contacts and meet new young scholars. In a general way this always gives me a new perspective on my own academic work. Stanford and SCANCOR is always like coming home for me.

The difference for me compared to back home is that I at SCANCOR meet a greater variety of scholars from different fields, which there is much to learn from.

In particular my work on university governance is inspired by my SCANCOR stays, but also several of the projects on comparative public reform.

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September 1, 2012-February 28, 2013

Research area and aspects I focused on while at SCANCOR

In my PhD I study how variations in Danish high school teacher’s knowledge background affect their approach to different aspects of work, particularly emphasizing performance measures and motivation. The teachers, even though they are professionals, subscribe to different institutional logics, which is very interesting in a Sociology of Professions perspective. In this way my work is addressing the theoretical fields of New Institutionalism and Sociology of Professions. I applied for a visit to SCANCOR to be in an environment that has a lot to offer when it comes to these theoretical fields. Therefore, I primarily concentrated on improving and refining my theoretical framework, while I was here.

Mission/expectation, specific projects, funding

My overall mission at SCANCOR was to interact with some of the Stanford faculty members (in my opinion the top people in the world within my area), some of the PhD’s at Stanford and, of course, the other scholars at SCANCOR. This fully lived up to my expectations. Especially the daily interactions with the SCANCOR scholars were fruitful and I plan to write a couple of articles with some of them later on. Furthermore I had a lot of ideas for future work through these interactions.

My stay at SCANCOR was sponsored by my home department. Organizational Theory is an important part of my home department’s profile, for which reason they are very interested in keeping close ties to SCANCOR (several people from my home department has visited SCANCOR in the past).

Presentations/Interactions/Seminars/Courses at Stanford

I have presented my work in the SCANCOR Friday seminar and in the Comparative Sociology Workshop. In both presentations I had a lot of very good and constructive
feedback, which have helped me move forward in my project. Furthermore, I am supposed to present for a group of people at the School of Education before I leave.

Profs. Meyer and Ramirez have been very helpful and committed in giving me feedback on my work. Prof. Meyer taught me that if I broke up my analysis and some of my key variables in new and clearer concepts, I would get a much richer analysis and clearer results. Indeed he was right!

I have had quite a few meetings with a PhD fellow at the Graduate School of Education, Pia Castilleja Delgado, who shares my research interests. We have had some great discussion and she has given me great feedback on my work. Especially, she taught me a few things on how to present to an American audience. We tried to start up a study group in Sociology of Professions, but unfortunately some of the people, who were interested in joining the group, did not have time for engaging in such a group. The process of trying to build this group was a good experience though. I am especially grateful to the professors in Sociology, who took the time to send our invitation to people that they thought might be interested. Furthermore Pia has introduced me to a group of people, who work with similar project at the Graduate School of Education. We hope to stay in touch in the future.

Finally, I had some great conversations with Jim March on research (and life!) in the broader picture. Moreover, he has given me advice on who to get in touch with and how. The conversations with Jim has motivated me a lot to stay in academia.

**Off-campus activities and other interactions**
I have not taken much advantage of all the activities that are going on in Silicon Valley. But there seems to be interesting activities on a daily basis here – especially for the business folks.

**Publications generated during stay**
As I am writing a monograph, I have not published anything during my stay, but my dissertation is progressing really well.

**Outcome and impact of visit**
The stay here has really given me confidence in my ideas. The fact that you can present your work to some of the top people in your business, and the fact that they are fully committed to give you great feedback, is truly amazing. People here are really making an effort to ‘build you up’ and improve your work. Jim March once told me that their job was to “find that little piece of a great idea in people’s work and help them making it grow”. You really feel that culture here and that is probably what I appreciate most of all things.

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**Bjarne Espedal**
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September 1 – December 2, 2013
Research areas and aspects I focused on while I was at SCANCOR
I focused mainly on conditions for organizational learning, change and adaptiveness. This was done by addressing aspects such as autonomy, control, trust, and knowledge sharing.

Mission/expectation, specific projects, funding
My main research activity was related to an ongoing research project that focuses on autonomy and control in organizations. Ensuring an optimal balance between individual autonomy and management control is a critical challenge for organizations operating in dynamic business environments. Too much of the former may lead to chaos, and too much of the latter may lead to rigidity.

My stay at SCANCOR was funded by Norwegian School of Economics (NHH).

Presentations/Interactions/Seminars at Stanford
Papers presented at SCANCOR seminars

Espedal, B. Is managerial discretion good or bad for organizational adaptiveness? The SCANCOR Friday seminar. October, 18, 2013

Espedal, B. Developing Organizational Social Capital or Prima Donnas in MNEs? The Role of Global Leadership Development Programs. The SCANCOR Monday seminar. November 04, 2013

Off campus activities and other interactions
Paper presented at the AOM Conference 2013


I had a meeting with some colleagues at UC Irvine – regarding “organizational learning”, and I had also a meeting with Jim March.

I have been guest editor of Beta: Scandinavian Journal of Business Research. Oslo: Universitetsforlaget.

Publications that are partly generated during my stay at SCANCOR
Journal articles


- Espedal, B. (2014). Is managerial discretion good or bad for organizational adaptiveness?” Leadership (forthcoming)

- Espedal, B. (2014). Thinking about trust: Understanding the influence of conceptual metaphors on trust in organizations (under review)
Book chapter


Textbook


Papers

I have written a paper that will be submitted to the AOM Conference 2014 and a paper that will be submitted to EGOS 2014.

Outcome and impact of visit

SCANCOR provided me with an opportunity to work on my research projects in an inspiring research community. I had very good working conditions and a very fruitful and productive stay. I had opportunities to discuss papers with colleagues at Stanford as well as with SCANCOR scholars. The stay encouraged ongoing collaborations and strengthened collaborative research and networks.

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June 6-August 16, 2013.

Research area and aspects I focused on while at SCANCOR

I am interested in the relationship between information systems (IS) and organizing, focusing empirically on technology-induced change in the healthcare setting. My current research is based on empirical material about the development and utilization of the Swedish Rheumatology Quality registry (considered as at the forefront among Swedish health IT systems) in Swedish rheumatology. I have generated empirical material about the continuous re-invention of this IT-system and the associated practice transformation in Swedish rheumatology 1990-2012. The purpose of my visit at SCANCOR was to 1) develop my analysis of this empirical case, and 2) identify new research opportunities.

Mission/expectation, specific projects, funding

I received funding from the Swedish Research Council for Health, Working Life and Welfare (FAS); Forskningsstiftelserna and the Åke Wiberg Foundation.

As regards the first purpose of my visit, I used my time at SCANCOR to:

1) Work F2F with Sara Vaerlander Winterstorm (Dept of Management Science & Engineering, Center for Work, Technology and Organization (WTO)). We co-
wrote a paper using the case of the Swedish rheumatology quality registry as an example of a co-evolution of routines and institutional orders. We also presented our work (see below). This helped us make great progress.

2) Work with Michael Sauders (at Iowa University) via skype and email. We draw on the case of the Swedish rheumatology quality registry to write a paper about how even ‘weak’ or ‘pro-standards’ can generate system wide effects, of expected but mostly unexpected kind.

As regards the second purpose of my visit, I used my time at SCANCOR to:

1) Have a series of meetings with Kathryn McDonald (executive director of the Center for Health Policy (CHP) at the Dept of Health Policy). Kathryn invited me to CHP in order to share my knowledge about the contents and use of the Swedish rheumatology quality registry, with its internationally unique use of patient reported outcomes measures. Further, Kathryn and Ellen Schultz (at CHP) wanted to expand their research towards organizational/management, and we initiated two collaboration projects in this context (see below).

Presentations/Interactions/Seminars/Courses at Stanford
I presented the paper “The recursiveness between institutional structures and technology enactment in routine healthcare encounters: a case from the Swedish rheumatology setting” (co-writer Sara Vaerlander Winterstorm) at a Friday SCANCOR seminar.

I also attended 10 weekly Friday seminars and other miscellaneous seminars at diverse departments, including a presentation held by the Swedish Minister of Trade. Each of these presentations gave me new insights, as the ensuing discussions were usually as valuable as the presentation itself.

The SCANCOR group also arranged three mini-seminars, with:

1) Steven Barley. I build on Barley’s work in several ongoing papers and at the seminar I got the opportunity to discuss issues I have been wondering about when reading his work. Fantastic!
2) Woody Powell. I have used complexity theory in previous publications and discussing Powell’s recent work in this field made me interested in developing my own work in this area.
3) Mitchell Stevens. This seminar provided inspiring insight into how brave theoretical models come into being, as Stevens introduced his current ideas about how the digital revolution in the educational context creates a new educational ecology. I can’t wait to apply his model (once it is published) to the health care setting, which undergoes a very similar development!

Off-campus activities and other interactions
I visited the July “quantified self” meet up in Palo Alto to connect with ‘self-tracking’ individuals who monitor aspects of their own health through various electronic devices. I plan to study this empirical phenomenon as an example of grass root quantification movements (which fits well into a funded research project I am beginning in 2014). I also met Rajiv Mehta at Tonic (company developing applications for personal health monitoring) and Ken Smith at the Longevity center at Stanford, with whom I will re-connect when back in Sweden as we have overlapping interests.
Publications generated during stay.
Improved re-submissions (to MISQ and organization science).

Outcome and impact of visit: everything is possible.
Most importantly: The visit has made me want to reach higher, in terms of what questions I pose, methods I use, partners I choose, and journals I will target.

Collaboration projects with Kathryn & Ellen at CHP. 1) I will participate in the design and execution of a study of the Accountable Care Organization initiative at Stanford. We are sketching ideas so far. 2) We are also drafting a health services research agenda paper based on insights from the IS and organizing literature.

It is also worth noting that I contributed to a link between health policy research and organizational research at Stanford by connecting Kathryn McDonald and Steven Barley via email. They have now met and will meet again to discuss research on the ACO implementation at Stanford.

Somehow unexpectedly, Stanford made me inspired to connect to other scholars in the US more broadly. Via several skype meetings, I identified a potential collaboration project with researchers at Weill Cornell in NYC and I have two meetings booked in NYC on my way back to Sweden!

Thank you for an incredibly rich experience. It was even better than the first time.

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May 1-August 30, 2013

Research area and aspects I focused on while at SCANCOR
My research area and Ph.D. project is about the intersection of information technology and organizational processes with a special interest in emerging social technologies. During my visit to SCANCOR I had a special focus on how paradoxes are a constitutive part of social technologies in organizational context. A central source of inspiration is March’s seminal paper on exploration and exploitation in organization’s learning processes.

Mission/expectation, specific projects, funding
My SCANCOR visit was part of my Ph.D. program with special focus on international experience. The visit funded by a travel grant from Sallings mindefond.

Presentations/Interactions/Seminars/Courses at Stanford
I took part in the Monday and Friday seminars, and also participated in similar seminars at the ‘Center for work, technology and organization’ and ‘Education’s digital future’. I had the pleasure of taking initiative to two seminars at SCANCOR with Steve Barley and Woody Powell. I gave a presentation of a work-in-progress paper at the SCANCOR Friday seminars on June 21st.
Off-campus activities and other interactions
During the visit my family participated in events at the international center, in a jazz zoo event (in connection with the jazz summer camp) and other similar events. We also organized an *unofficial water fountain jumping tour* on campus for the kids. I took part in events at IDEO, ‘The quantified self’ and other similar companies and networks in the Valley during my visit. My spouse also participated in evening and breakfast seminars.

Publications generated during stay
The visit gave me a great opportunity to develop my paper writing skills and working habits. The two papers I initiated during my visit are still in progress.

Outcome and impact of visit
First and foremost the visit at SCANCOR has been an invaluable learning experience via paper presentation and feedback sessions provided by the open and generous engagement at SCANCOR.

My SCANCOR visit has been a true experience of academia at its best. I enjoyed contributing to SCANCOR during my visit, and I would feel privileged be part of SCANCOR in the future.

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August 2012 - March 2013

Research area and aspects I focused on while at SCANCOR
My overall PhD project is positioned in the area of entrepreneurship, innovation management and creativity. Hence, during my stay at SCANCOR I worked on my PhD related articles. I investigated the determinants of entrepreneurship and creativity by drawing on self-collected survey data from hacker- and makerspace members in the Northern, English- and German-speaking countries in Europe as well as United States, Canada, Australia and New Zealand. I aimed to analyze how individual factors such as dispositional, cognitive and motivational mechanisms determine different stages of the entrepreneurial process and how the founder's identity influences firm performance. Moreover, I aim to analyze the influencing factors of creativity based on natural language processing tools. Many of these ideas evolved during my stay at SCANCOR since the discussions in seminars and individual meetings helped me to frame my papers and apply new approaches of analysis.

Mission/expectation, specific projects, funding
During my stay at SCANCOR I hoped to be able to expose my work in the course of seminars and gain insight via the constructive feedback I receive from scholars at SCANCOR and Stanford. Also, I intended to engage in conversations with diverse scholars and develop theoretically important research questions. Both expectations were clearly fulfilled. Moreover, my visit to SCANCOR opened up the great academic opportunity to attend courses and seminars that were highly relevant for my PhD research and only offered at Stanford. Attending these seminars helped to extend my
network among both junior and senior scholars. Finally, the stay at SCANCOR enabled a very focused and efficient work mode which made it possible to work on several articles. My stay was financed by my salary from Copenhagen Business School. I did not receive any additional funding.

Presentations/Interactions/Seminars/Courses at Stanford
I presented an early draft of one of my articles “From opportunity discovery to exploitation: How openness to experience, creativity & autonomous extrinsic motivation mark the staged transition to entrepreneurship” at the SCANCOR Friday seminar (12th of October 2012). The feedback received helped me to reshape my paper for a AOM conference submission.

I attended the Wednesday lunches with James March which allowed informal but nevertheless very inspiring talks about research and provided great advice for the academic career path.

I met with several senior and junior faculty members at Stanford from the Departments of Psychology, Management Science and Engineering, Education and Sociology. I received very helpful feedback from all conversations.

I attended several seminars and courses such as the SCANCOR Monday seminar series, the seminar on Organizational Theory (Sociology 363A/ Education 375A/ MSE 389) organized by Woody Powell; the PhD Seminar Entrepreneurial Firms, Strategy and Innovation (MS&E 372) organized by Chuck Eesley, the Workshop on Networks and Organizations (Ed/Soc 361) organized by Woody Powell and Stephen Barley.

Finally, I attended several presentations and talks offered on campus; for instance the Stanford Complexity Group.

Off-campus activities and other interactions
I visited and talked to representatives of the d.school and the Kozmetsky Global Collaboratory (Syed Shariq).

Publications generated during stay
From Hacker to Entrepreneur:
How Openness to Experience, Creativity and Extrinsic Motivation Impact Distinct Stages of the Entrepreneurial Process (Work in progress - Conference Submission)

How does founder identity influence firm survival (Work in progress)

Outcome and impact of visit
I experienced at SCANCOR and Stanford a very welcoming, highly productive and inspiring academic environment. The open and dynamic atmosphere made it easy to get access to classes, engage with scholars and become a part of the lively and thriving community at SCANCOR as well as across campus. I am grateful to have engaged in talks and seminars that heavily shaped my future research and probably my career path. I’m happy that I had this great opportunity to become an active participant in this unique environment at SCANCOR and Stanford. I am convinced that this will boost both my development as a researcher and raises the quality of my dissertation.
**Halvdan Haugsbakken**  
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September 15 – December 13, 2013

**Research area and aspects I focused on while at SCANCOR**  
Currently, I am working on my doctoral/PhD thesis in sociology, which is in its final stage of completion. Expected delivery is March 2015. The topic of my dissertation is “use and practice of social media in the Norwegian public sector”. I have studied how four different social actors, holding different positions in two formal organizations, a high school and a municipal/county municipal public administration, interpret social media as part of their work practice. These include; (1) a teacher, (2) a cohort of students, (3) a competence group in social media, and (4) a group of intranet portal users. My main focus for coming to SCANCOR, however, has to been to sensemake and discuss my work with relevant researchers, having similar research interests in the intersection between new technologies and formal organization.

**Mission/expectation, specific projects, funding**  
The expectation of my stay was to acquire professional and academic feedback on my research project and engage into the field of organizational theory. I wanted to learn more about organizational theory, since this was an analytical weakness in my work. SCANCOR’s Monday and Friday seminars, for example, have allowed me to partially seal and to theoretically expand this trait. In addition, I have pursued another objective, during my stay. I have attended *Lytics Lab*, a research laboratory at Stanford that works for innovation and collaboration in educational data science. *Lytics Lab* has had regular meetings or seminars every Thursday, from 10-13. I have attended these, due to that technology and learning is a central part of my work. Moreover, my main supervisor, Prof. Arne Krokan, and I are working with MOOC-courses at NTNU, Norway. *Lytics Lab* has been vital to understanding more how to work with new technologies and learning. The research trip is funded by NTNU, through my position as PhD Candidate at Department of Sociology and Political Science, at NTNU.

**Presentations/Interactions/Seminars/Courses at Stanford**  
During my stay, I have attended these seminars, lectures and colloquia.

1. The *Data, Society and Inference Monday Seminars*, hosted by Institute for Research in the Social Sciences, IRISS.
2. The *Lytics Lab* seminars hosted Thursdays, at the Graduate School of Education.
3. Center for Work, Technology and Organization Colloquium Series for fall 2013
4. *SCANCOR seminar series* on Mondays as well as the *SCANCOR’s informal seminar series* on Fridays.

I presented one of my dissertation’s chapters in the *informal seminar series* on Fridays, Friday the 13th, 2013. I had the possibility to meet Dick Scott, who commented and gave me valuable comments on my work. I received good comments on my research, in addition to getting interesting suggestions on how to interpret my data.

**Off-campus activities and other interactions**
I had meetings with Research Director Jarmo Viteli, at SRI International. I attended two conferences, during my stay, the 2013 International Conference on Social Media and Society, from 14-15 September 2013, in Halifax, Canada, in addition to IR14, the 14th annual conference on international internet research hosted by the Association of Internet Researchers, arranged in Denver, from 23-26 October 2013.

**Publications generated during stay**

I completed the first draft of my PhD thesis, which is to be a monograph. In addition, I completed two papers, which are submitted at two different conferences:


**Outcome and impact of visit**

SCANCOR gave me an opportunity to present my work, in addition to network with researchers who share my research interest. I have connected with other researchers allowing potential future collaboration. I also learned more about the U.S. academic research culture and etiquette.

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**Juha Hinkkanen**  
Doctoral Student  
Lappeenranta University of Technology  
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September 3 – December 20, 2013

**Research area and aspects I focused on while at SCANCOR**

My specific topic is interfirm R&D cooperation in Russian manufacturing firms. I focus on the innovation capabilities of emerging market firms, and how they can utilize external networks in improving their innovation performance. I study the effect of different innovation partners on innovation and market performance, as well as the internal moderating factors to this performance. These internal factors include such as internal R&D activities, innovation strategy and goal orientation.

During my stay at SCANCOR I was able to focus on the theoretical aspects of learning, knowledge flows, exploration and exploitation, and the role of goals in these processes. I was also able to meet and share ideas with a number of people in Stanford who are experts in these areas. I also conducted data analysis both on primary and secondary data that I have.
Mission/expectation, specific projects, funding
The specific mission for the autumn at SCANCOR was to frame my dissertation as well as to edit the missing papers for my dissertation and submit them for review. I was also hoping to find a new topic for research inside the data that I have and formulate a paper based on it. The overall aim was to focus more intensively on the quality of the research and aim for a top tier publication.

My stay was partly funded by my university, Lappeenranta University of Technology and by them paying my full salary while I was here. For the additional costs of the visit I was also generously supported by the Foundation for Economic Education, OP-Pohjola Group Research Foundation, Jenny and Antti Wihuri Foundation, and the Research Foundation of Lappeenranta University of Technology.

Presentations/Interactions/Seminars/Courses at Stanford
During my stay I took part in the Monday and Friday seminars organized by SCANCOR. I also regularly attended the Graduate School of Business seminars on Wednesdays and the WTO seminars on Mondays. I also took part in the Entrepreneurial Thought Leader Seminars organized by the Stanford Technology Ventures Program.

I presented my work in a Friday seminar at SCANCOR on the topic of “Exploration and Exploitation of Innovations in Emerging Markets, Insights about the Role of Interfirm Cooperation in Russian Manufacturing Companies”.

I received a lot of great advice on how to make the most of the survey data that I have and to focus on aspects that I had not considered earlier. I believe that in the long run these comments and suggestions will lead to a set of new papers which also can have a bigger contribution on theory, instead of just being context specific findings.

Off-campus activities and other interactions
I took part in activities organized by the Silicon Vikings in the Bay area which allowed me to meet and interact with a number of people outside the Stanford campus.

I presented a paper at the Strategic Management Society Annual conference in Atlanta in September on the topic of “Domestic Innovation Partnerships and International Expansion of Emerging Market Firms: Case Russia”.

In addition I took part in The Back End of Innovation Conference held in Santa Clara in November.

Publications generated during stay
Papers and topics that received considerable attention and which were to a large extent written or rewritten during the autumn:


and in review.


**Outcome and impact of visit**
The visit to SCANCOR has offered me the possibility to focus more on the theoretical aspects of my research and to learn new approaches to innovation and strategic management. Especially interesting has been the possibility to experience academic research from completely new perspectives such as sociology and political science. Stanford as a campus has offered new inspiration and motivation for research and been a refreshing comparison to my home university as well as to other universities I have previously visited in terms of the quality and extent of research.

Discussions and just listening to people such as Woody Powell, David Kelley, Jim March, Riitta Katila and Mitchell Stevens have been extremely fruitful to my own line of thought. Experiencing the Silicon Valley atmosphere and seeing the emphasis that is put on entrepreneurship and working with something that matters has likewise been a small personal revolution. Having a chance to meet and listen to practitioners from small start-ups as well as from big corporations such as CISCO, Google, IDEO etc. reminds not to forget the practice of business management while conducting academic research.

Last but by no means least during the autumn I have had the pleasure of meeting friendly and interesting colleagues at SCANCOR with whom I hope to stay in touch with after the visit.

**Steven Hojlund**
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September 1<sup>st</sup> – December 20<sup>th</sup>, 2013

**Research area and aspects I focused on while at SCANCOR**
I came to SCANCOR to finish writing two papers. The first is on the development of the European Commission’s evaluation system. The second is on policy learning from evaluation in the European Commission. Overall, my research focus on the use and learning from evaluations in the European Union and in particular the European Commission.

While at SCANCOR I participated in a number of conferences and seminars on Big Data and computational social science. That was not directly linked to my research agenda but nonetheless subjects that I find really interesting. As a consequence of this interest, I started writing a chapter on the use of big data in evaluation together with academics in a working group on evaluation research that I am participating in.
Mission/expectation, specific projects, funding
My main objective was to finish my two last papers with inspiration from Stanford scholars. Particularly one paper was likely to contribute to the literature on institutional theory. Individual meetings with scholars helped to clarify the aim and potential of the data behind the latter article and made it possible for me to finalise it.

My main funding sources were CBS as well as the Danish state through the Industrial PhD-programme.

Presentations/Interactions/Seminars/Courses at Stanford
While at SCANCOR I presented one paper at the Friday seminar and participated in both the Friday and Monday seminars. The feedback I got was really valuable. Also I spoke to John Meyer with regard to the directions of the same paper.

Regarding courses, I took part of the first sessions of the Organizational Analysis course offered by Dan McFarland. I liked the course but it was very similar to a course bearing the same name that I attended on Coursera. So, I decided not to follow it to the end. Also, I participated in a course at the Stanford Business School called ‘Entrepreneurship: Formation of New Ventures’ taught by Robert Siegel. It was very inspiring and I learned a lot from a range of case studies that were presented.

Off-campus activities and other interactions
During my stay I also went to Washington DC to attend the largest evaluation conference in the world. There, I met with members of an academic working group to discuss a book project on big data and evaluation.

Publications generated during stay
I drafted my synopsis, which is the framework of my phd-studies and the four articles that are produced as the formal output of the phd.

Then I drafted my last two articles:


Hopefully, I will start my own company as well resulting from the stay. The service I plan to deliver is a mobile survey platform for people to ask simple questions to people in order to get fast significant response on any question.

Outcome and impact of visit
I had a great time at SCANCOR. Probably the best time of my life. I really developed personally as well as intellectually. Honestly, my project did not develop so much from the stay, but I finalized my work and that was the objective. However, I had the pleasure of participating in a lot of interesting conferences on issues related to Big Data and computation social science, where I believe Stanford is probably leading at the moment. Also, the colleagues at SCANCOR made the stay really pleasant. And I learned a lot from the informal discussions I had with the SCANCOR faculty at lunch breaks etc.
Being at Stanford with SF so close and other great travel opportunities was also really great and I took full advantage of that also.

**Anne Jalkala**  
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August 15, – December 20, 2013

**Research area and aspects I focused on while at SCANCOR**  
My research areas include (inter)organizational behavior and environmental sustainability in industrial markets. During my visit at SCANCOR, I focused on investigating how individuals make decisions in social dilemmas, meaning situations in which there is a tension between individual and collective interest. Especially, I focused on examining how alternative modes of reasoning are activated and affect cooperation in social dilemma situations. I design experiments to investigate under what conditions people pay more attention to the consequences of their actions versus to the norms of appropriate behavior. Further, I investigate how activation of alternative modes of reasoning affects the level of cooperation in public good dilemmas.

**Mission/expectation, specific projects, funding**  
The primary goals of my visit were to learn new methodological skills, develop a research design for studying social dilemmas and network with scholars and business representatives in the Silicon Valley area.

During my visit to SCANCOR, I focused on developing an experimental research design for studying how framing the social dilemma either as a “Profit Game” or as a “Community Situation” evokes consequential versus appropriateness reasoning in social dilemma situations.

My visit was funded through grants from the Marcus Wallenberg Foundation and the Research Foundation of Lappeenranta University of Technology.

**Presentations/Interactions/Seminars/Courses at Stanford**  
I took part in the Organizational Behavior and Marketing Seminars at the Stanford Graduate School of Business. On Mondays and Fridays, I attended the SCANCOR seminars. At a SCANCOR Friday seminar, I presented a working paper that proposed a research design for examining the activation of alternative decision making logics in social dilemmas. Fellow SCANCORians and Professor Mitchell Stevens gave insightful feedback and ideas.

I received support, encouragement and valuable feedback from many people at Stanford. Especially, discussions with professor James G. March were invaluable for developing the research design further. In addition, I received helpful feedback from professors Nir Halevy, Kristin Laurin and Christian Wheeler.

I participated as an auditor in the following Stanford courses:

1. MKTG 641: Behavioral Research in Marketing by Professor Christian Wheeler
2. OB 678: Design and Process of Experimental Research by Professor Kristin Laurin

3. GSBGEN 532, LAW 515, Cleantech: Business Fundamentals and Public Policy by Professor Stefan Reichelstein and Professor Dan Reicher,

4. F13-GSBGEN-515-01 Essentials of Strategic Communication by Professor Matt Abrahams

I also enjoyed taking part in Stanford’s large offering of extra-curricular activities. Especially, I enjoyed running every Tuesday and Thursday morning with the Stanford Cardinal Fit to Run class. Fit to Run is a great group for runner enthusiasts lead by Bernardo Tapia, an inspiring coach and marathon runner/triathlete.

Off-campus activities and other interactions
I was invited to participate in the Global Cleantech 100 Summit and Gala in Washington, D.C. in October 9-10, 2013. The event was a great opportunity to learn about the most promising cleantech companies in the world and meet entrepreneurs from various areas of the cleantech industry.

In addition, I was involved in the following conference presentations:


Publications generated during stay

- Jalkala, A. When Do We Follow Norms Rather than Consequences? How Framing Affects Decision Making Logic in Social Dilemmas, Working Paper to be submitted to the Organizational Behavior and Human Decision Processes.

Outcome and impact of visit
The research period at SCANCOR offered me an invaluable opportunity to focus intensively on research, explore new areas of interest and learn new methodologies. The main impact of the visit was discovering decision making in social dilemmas as a new exciting area of research. Discussions with Professors James G. March (emeritus) were especially fruitful and encouraging. In addition, contacts developed during the stay enabled me to recruit two distinguished keynote speakers to a closing seminar of a Cleantech Solutions-research project to be held in February 28, 2014 in Helsinki, Finland. Finally, time at SCANCOR led to the formation of many new group memberships and friendships that I highly treasure and seek to foster in the future.

Alexei Koveshnikov
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January 1 – May 31, 2013

Research area and aspects I focused on while at SCANCOR
Currently, I am finalizing my dissertation on micro-politics in multinational organizations. While at SCANCOR I have presented one essay from my thesis and have spent some time discussing the core ideas of my thesis with other SCANCORians. It helped me a lot to more precisely identify and formulate the key contributions of my thesis.

Also, I am involved in a research project on expatriates, emotional intelligence and cross-cultural adjustment. While at SCANCOR I have presented one of the papers within this stream of my research and have written a completely new paper on this topic, which was aimed for a journal special issue.

Finally, I have also spent some time immersing myself deeper into an emerging theme in my research portfolio – leadership and HRM. While at SCANCOR I have thoroughly familiarized myself with these topics and, together with a number of colleagues of mine, planned and developed a large scale comparative project on leadership and HRM in Finland and Russia. We are scheduled to start the data collection phase in June 2013.

Mission / expectations, specific projects, funding
My main expectation was to get myself immersed in one of the best academic research environments in the world (Stanford University) to learn some of the heuristics of doing meaningful research of high quality. I also looked forward to a possibility to network with scholars from Stanford and other SCANCORians from other Scandinavian universities. I met many great scholars and learnt a lot of new and useful things about good research.
My visit to SCANCOR was funded through a salary that I get from the project on leadership and HRM back in my institution. All extra costs were funded through a grant from Liikesivistysrahasto.

Presentations / interactions / seminars at Stanford
While at SCANCOR I have attended Monday and Friday seminars organized by SCANCOR. I have also attended a number of other seminars / presentations given by other units / schools at Stanford. I have presented two papers of mine at Friday seminars and received very valuable feedback and comments.

Off-campus activities and other interactions
I have attended and presented a paper at International Business and Finance Conference (IBFR) in San Jose, Costa Rica.

Publications generated / worked on during stay
I have further revised three essays that together with two other form the basis of my PHD thesis. Besides these, I have worked on the following papers:


- Koveshnikov, A., Wechtler, H. and Dejoux, C. There Are Two Sides to Every Coin: Elucidating the Effects of Emotional Intelligence on Expatriates’ Attitudes and Behavior. Submitted to *Applied Psychology: An International Review*.

Outcome and impact of visit
For me, this visit was very fruitful and thought provoking. First, I received very thorough
feedback on my research and my research ideas. I have also got some future research ideas jointly with another SCANCORians, which we will hopefully develop in the future. Second, these five months also made me rethink my approach to scientific research in general. Being able to meet in person some of the well-known professors here at Stanford and to attend numerous presentations given by Stanford scholars as well as by Stanford visitors, made me reflect back on my own research, how I do it, what goals I put in front of myself and how I go about achieving those. Definitely, I think I have learned a lot during my time here about what good scientific research is and how to conduct it.

Mark Kriger
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BI Norwegian School of Management
September 1-December 20, 2013
No report submitted

Nicolette Lakemond
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March 9 – July 26, 2013

Research area and aspects I focused on while at SCANCOR
The organization of inter-firm collaboration in innovation processes, with a specific focus on knowledge integration are the primary foci of my studies, also during my stay at SCANCOR. Empirically, I study collaborations between buyers and suppliers and the emergence of open innovation in manufacturing industry.

Mission/expectation, specific projects, funding
My mission to visit SCANCOR was related to getting exposure to the research culture at Stanford, learning more about the industry dynamics in Silicon Valley, getting in contact with influential Stanford researchers as well as networking with Scandinavian researchers.

During my stay, I have continued writing on several manuscripts (listed below), and prepared a database based on survey and secondary data on open innovation. I have also prepared a full research proposal (second round) titled “Knowledge Integration in Open Innovation” to Rikbankens Jubileumfond. In addition, I have studied Ericsson’s technology alignment discussions with several different existing and potential Silicon Valley suppliers, including Intel, Wind River, Broadcom, Freescale, LSI, Montavista and Cavium. During almost 40 hours of observation, involving almost 100 employees from these companies, and several interviews with Ericsson employees, I was able to study their discussions on future technology and specific architectural and product solutions in detail. This data complements previous data on Ericsson’s collaboration with specific suppliers in product development projects and provides possibilities to explore new lines of research on technological alignment and collaboration as well as transformations in industrial collaboration due to the emergence of open source engineering of hardware. I
also networked with Stanford scholars, and other visiting scholars at Stanford from Scandinavia and other countries.

My visit was funded through accumulated personal research funds at Linköping University.

Presentations/Interactions/Seminars/Courses at Stanford
During my stay at Stanford University I took part in several lectures and colloquia from different seminar series including Global Projects Center, and Social Science and Technology Seminar Series.

I attended, the SCANCOR seminar series on Mondays as well as the SCANCOR’s informal seminar series on Fridays, where I also introduced my research in form of a revised version of a paper titled “Opening firm boundaries for integrating external knowledge in new product development” which I wanted to prepare for submission.

In addition, I have also attended several other seminars, including for instance a seminar on “The Transatlantic Trade and Investment Partnership for Stronger Trade and Investment Ties between Sweden and the US” with key speaker Dr. Ewa Björling, Minister for Trade, Sweden. I have also had a personal meeting with Anne Lidgard, working for Sweden’s Innovation Agency Vinnova at Stanford to discuss Vinnova’s aims and ambitions with their presence in Silicon Valley.

I have participated in the organization of two workshops with Stanford professors’ Steven Barley and Walter W. Powell. Also, I had the great opportunity to speak to several Stanford scholars relevant to my work, such as professors Robert Burgelman and Raymond Levitt, who provided inspiring ideas for my ongoing work. In addition, I have met several PhD students from the department of Management Science and Engineering and discussed their research with them.

Off-campus activities and other interactions
I have visited Professor Henry Chesbrough from Haas School of Business University of California, Berkeley and discussed and compared findings from his and my research in the field of Open Innovation.

Publications generated during stay
Revision and (further) development of several working papers including:

Submitted and other manuscripts:

- Melander, L., Lakemond, N., Supplier collaboration in technological uncertain development projects: complementarity and organizational separation of transactional and relational governance.


- Rosell, D., Lakemond, N., Wasti, N., Integrating Knowledge with Suppliers at the R&D-Manufacturing Interface: The Role of Trust
Outcome and impact of visit
Throughout my stay and through interactions with other researchers I have received invaluable comments on my research as well as suggestions and new ideas for further research. The exposure to researchers in fields relevant to my research as well as those working in adjacent fields, and the dynamic Stanford research culture and proximity to Silicon Valley have broadened my scope, introduced me to new theoretical fields, and provided lots of food for thought for continued research. Together with my husband (working as a Visiting Professor at University of California San Francisco) and three children (4, 8 and 11 years old), I have enjoyed this adventure in California very much!

Fredrik Lavén
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January 7 - August 30, 2013

Research area and aspects I focused on while at SCANCOR
Innovation in institutionalized environments. My research has focused on innovation work in institutionalized environments, investigating how institutionalized norms and praxes impinge on innovation work. Here, innovation work is linked to an “organizing in

- Rosell, D., Melander, L., Lakemond, N., Opening up Firm Boundaries for Integrating External Knowledge in NPD.


Conference papers:


action-nets” perspective and institutional theory. This allows for studying the implications of institutionalized logics in innovation work and how they influence what can and cannot be done in a given setting.

**Mission/expectation, specific projects, funding**

My expectation was to be able to focus on my research, engage in scientific conversations, establish research contacts, and develop my work-in-progress papers. I was also hoping to collect empirical material related to my research projects. After eight months at SCANCOR, I feel that I have achieved this and much more.

During the visit, I particularly worked with two projects, one on the restructuring of SAAB Automobile, and the second one on innovation in institutionalized environments. The SAAB project activities entailed analyzing interview material from my earlier studies, categorizing the empirical material, as well as preparing an outline for a research report. My largest commitment however was to work with the innovation project and also to develop a new research program, which led me to write a research proposal on efforts of “Organizing renewable energy innovation in institutionalized environments”. The proposed project would focus on two pioneering companies in California investing in renewable energy innovation. Both companies are positive towards the study and have granted me access. The proposal also gathered interest from Stanford Faculty and when presenting the proposal to Prof. Ray Levitt at the Global Projects Center (GPC) at Stanford we found we had mutual interests in the relationship between innovation, governance and institutions. Ray Levitt invited me to present at the GPC seminar series and I later received an invitation to join the GPC as a visiting scholar in 2014. If any of my applications for funding will become successful, I will return to Stanford in March 2014 for a one to two years research visit.

I also carried out a pilot study of a renewable energy initiative, focusing on the work of Prologis, a logistics real estate company investing in solar arrays on their warehouse rooftops. The study included the collection of textual material, six semi-structured interviews with representatives from involved organizations, a telephone conference, and a study visit at Southern California Edison Company’s 500,000 square foot rooftop solar array on Prologis’ distribution center in Rialto, California.

My visit to SCANCOR was funded through a grant from the Broman Foundation at the School of Business, Economics and Law at the University of Gothenburg, a research project on Restructuring funded by the Swedish Research Council for Health, Working Life and Welfare, the Strategic Transport Initiative at Chalmers University of Technology and the University of Gothenburg, as well as the by the Partnership program’s internationalization support at the School of Business, Economics and Law at the University of Gothenburg.

**Presentations/Interactions/Seminars/Courses at Stanford**

During my visit at SCANCOR I participated in both the Monday and Friday seminars every week, assuming an active role in the discussions. I presented one of my work-in-progress papers, “When policy meets practice”, at a Friday seminar at SCANCOR. I also presented a similar version of the paper at the Global Projects Center seminar series at the Stanford School of Engineering.

Moreover, upon request from my colleague Niels Opstrup and myself, SCANCOR organized a second set of spring term Friday seminars, during which I presented my other work-in-progress paper “Standardizing competence management”.

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I met with several professors at Stanford during my visit, including Mitchell Stephens, Stephen Barley, Richard Scott, Ray Levitt and Ashby Monk. I also had a meeting with Beth Bechky at UC Davis when she visited SCANCOR. All these people provided me with interesting feedback and helped me develop my scholarly work in a very positive way. I hope that my research also triggered some interest on their behalf as well.

Additionally, a group of visiting scholars at SCANCOR organized two workshops together with Stanford Faculty in the summer term to learn more about their work. This turned out to be much appreciated by both the presenters and the participants. I was responsible for organizing the workshop with Stephen Barley on the topic of "Roles, relations and networks in the context of technological change".

Other activities while at SCANCOR included the Stanford Energy Forum and various lectures at Stanford. I participated in the Work, Technology and Organizations seminar series at the Management Science and Engineering department throughout the winter and spring term. I also sat in on a seminar in the Stanford master-course “Institutions and the natural environment”, led by Rodrigo Pizarro.

Off-campus activities and other interactions
I partook in two study visits, one at Facebook (organized by Charlotte Andreassen at SCANCOR) and one at the Hacker Dojo in Mountain View. I also participated in Jerry’s Retreat in Marshall, California. The retreat gathers some 80 practitioners and academics, reflecting on for example societal changes from new technologies, ethics in business, economic development, innovation and so forth.

Publications generated during stay
Draft book chapter:


Revision and (further) development of two working paper:


Research proposal:


Outcome and impact of visit
My visit to SCANCOR has been a fantastic opportunity for me to meet interesting researchers and develop my theoretical frame of reference and the direction of my research. The environment at SCANCOR allows for constructive conversations about
research in the very best way. It has also been a platform for developing working relationships with other faculty at Stanford. My visit allowed me to develop my research proposal in interaction with highly esteemed professors with specific knowledge of the research field I am planning to enter, something which will be beneficial for my home research environment. If I do receive funding for my planned postdoctoral visit at the Global Projects Center at Stanford, my SCANCOR visit would have been fundamental for achieving this. Last but not least, my visit has also allowed me to form a fantastic network with interesting researchers in the Nordics.

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June 1 – August 31, 2013

Research area and aspects I focused on while at SCANCOR
My focus was in the research of corporate social responsibility (CSR) and sustainability risks in supply chain. I am working as a project manager in a two-year research project examining specifically supply risks and cost factors in supply networks. During my stay, I studied the theoretical background and evolvement of CSR discussion from the literature and connected it to my studies of supply risks. I was also able to do empirical research as I had data collected from Finnish companies related to the issue.

Mission/expectation, specific projects, funding
My mission was to advance research papers designed and drafted together with my colleagues related sustainability in supply chains to a mature stage of publishing. From the fellow scholars of SCANCOR I received good comments and constructive feedback that helped me develop the papers further. The views from scholars from other fields broadened my mind and understanding. Also, I got valuable contacts that might be useful in future projects.

My visit was funded through grants from the Foundation of Emil Aaltonen, Support Foundation of Lappeenranta University of Technology, KAUTE Foundation and South Carelia Cultural Foundation.

Presentations / Interactions /Seminars /Courses at Stanford
During my stay I attended Friday-seminars at SCANCOR and presented a research paper “The impact of supply risks on green supply management”. I also attended the seminar of Walter W. Powell and had lunch with Mitchell L. Stevens. In addition I had a meeting with fellow SCANCOR scholars who were interested in quantitative methods, measurement and reliability in surveys. In this meeting we shared our knowledge and experience of statistical analyses and quantitative studies to help each other to develop methodological skills. I also had a short meeting with Sonali Rammohan, Director of Socially and Environmentally Responsible Supply Chain Program at the Stanford Graduate School of Business concerning the CSR research and teaching cases.

Off-campus activities and other interactions
New contacts:
Tiina Tanninen-Ahonen, Head of Office, Finnish representative of TEKES (the Finnish Funding Agency for Technology and Innovation) located in Palo Alto.

Jarmo Viteli, Research Director, University of Tampere, International Fellow of SRI, Center for Technology and Learning, in headquarters located in Menlo Park.

Jari Takatalo, University of Helsinki, Visiting Scholar, H-STAR Institute at Stanford University

Publications generated during stay


Outcome and impact of visit

The summer at SCANCOR provided me an opportunity to focus on my research and break out from routines of my daily work. I enjoyed inspiring discussions and network of highly intelligent researchers from Scandinavia and Stanford. The contacts I got during my visit at SCANCOR may create opportunities for future research collaboration and cross-disciplinary studies. In addition, the Visiting Scholar status of SCANCOR is highly valued in my university and is beneficial for my career.

*Dennis Lips*
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http://www.institut-fuer-mittelstandsforschung.de/kos/WNetz?art=Person.show&id=209
September 1 – December 31, 2013

Research area and aspects I focused while at SCANCOR

My research focuses on the relationship between team characteristics and performance. While at SCANCOR, I focused on the effects of cultural diversity on different team processes like team cohesion and their impact on performance.
**Mission/expectations, specific projects, funding**
During my stay, I had the opportunity to discuss my research idea with the SCANCOR fellows as well as Stanford scholars, who are experts on the field I am investigating. My purpose for the visit was to discuss my already collected data and preliminary results with the SCANCOR/Stanford community to collect feedback on existing material and to develop new ideas for future research.

My visit was funded by the Institute of Small and Medium Sized Enterprises supervised by Prof. Dr. Michael Woywode and the Graduate School of Economic and Social Sciences (GESS) at the University of Mannheim.

**Presentations/Interactions/Seminars/Courses at Stanford**
During my stay at Stanford University, I attended various lectures, conferences and seminars, which had both academic as well as industry perspectives.

On the academic side, I took part in the SCANCOR Monday and Friday seminars, the Organizational Behavior seminars, the 3rd Stanford Conference on Computational Social Science, and events of the Graduate Student Council to mention just a few.

In addition, I had the great opportunity to discuss my research ideas with Stanford scholars including William Barnett, Sharique Hasan, Margaret A. Neale, Kathleen M. Eisenhardt, Woody Powell, Jesper B. Sorensen and Mitchell L. Stevens, who all provided great feedback and gave ideas how to bring my research to the next level – which was by far the most inspiring experience.

On the more applied side, I took several courses, in which I am personally very interested. First, at the Graduate School of Business attended the MBA courses STRAMGT 353: Entrepreneurship: Formation of New Ventures and STRAMGT 371: Strategic Management of Technology and Innovation, to expand my knowledge on the case study design, meet the leaders of future generations and inspired by the entrepreneurial spirit of all participants. Second, I improved my coding skills by attending the most popular course on campus CS 106A: Programming Methodology, of which Mark Zuckerberg is used to give one guest lecture. Third, I also sneaked in to the engineering department by participating in the PHYSICS 19: How Things Work: An Introduction to Physics course in order to get to know the people who are actually driving the bus at Stanford (besides medicine).

Finally, I was a regular visitor at the Hasso Plattner Institute of Design (d.school), where I also did a Basic Training session, in order to become more familiar with their problem solving and education method.

**Off-campus activities and other interactions**
I attended several conferences in the Bay area: First, I was invited to an iPhone developer meetup at Apple campus. Second, I went to several events organized by the Silicon Vikings. For instance, they organized both a startup event in San Francisco where 10 different startups pitched their ideas and looked for funding and the biggest conference on mobile devices in San Francisco. Third, I attended the event Big Data Use Cases in High Tech at Microsoft campus. Related to the same topic, I attended the SIEPR Policy Forum, which had Hal Varian as its main speaker. Finally, I participated in the Silicon Valley Open Doors (SVOD) event, which featured speakers of the most influential VCs, Angels, and founders.
Besides conferences, I did a lot of sports. Especially while playing soccer, I managed to get to know a lot of interesting people studying or working at Stanford or living in Palo Alto.

Publications generated during stay
- Lips (2013). The Double-Edged Sword of Cultural Diversity: The Integration of Affective Reactions and the Supportive Environment
- Lips (2013). The Transformation of Blue to White-Collar Workers in a Multinational Company: The Role of the Social Context

Outcome and impact of visit
My purpose of this visit was to collect feedback on my existing material and datasets as well as to gather new ideas for future research. Especially the discussions with Margaret A. Neale, Sharique Hasan, and William Barnett were fruitful. As a result, (1) I have started to work on three different papers, (2) I have a list full of interesting topics for the future, (3) I met and discussed with a lot of interesting people, and (4) made new friends - which definitely exceeds my expectations. Thank you SCANCOR!

Jukka Mäkinen
Research Fellow
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January 7-August 31, 2013

Research area and aspects I focused on while at SCANCOR
My research focuses on the new research paradigm in corporate social responsibility, called political corporate social responsibility or briefly political CSR. The dominant political CSR accepts the expansion of the political and socio-economic responsibilities of business firms, resulting from the globalization process, as an empirical fact not to be questioned by ethical considerations. My aim is to reframe the political corporate social responsibility discussions by turning the focus on issues in social and economic justice. This project involves continuing my earlier work on the relevance of John Rawls’s political philosophy to normative economics and business ethics, which was the topic of my doctoral dissertation.

Mission/expectation, specific projects, funding
My mission to visit SCANCOR was related to the aim of producing high quality works developing the Rawlsian approach to political CSR studies and business ethics. More particularly, I was interested to get to know the political philosophical discussions addressing the issues of the ethical limits of the economic spheres of society. During my stay, I participated in a Stanford course The Moral Limits of Markets (Philosophy 174a/274a) led by Debra Satz and followed a lecture series The Ethics of Wealth organized by McCoy Family Center for Ethics in Society. In addition, I participated in the Stanford University Political Theory Workshop (Department of Political Science; led by Joshua Cohen) and SCANCOR Monday and Friday seminars. All of these seminars and lectures were highly interesting and relevant to me. Furthermore, during my stay at
SCANCOR, I have been able to focus on my work-in-progress papers so that they can be submitted to international peer-reviewed journals and other outlets. In addition, I have met plenty of great scholars representing various areas of studies and seen how their work and understand research.

My visit was funded by Jenny and Antti Wihuri Foundation and Helsinki School of Economics HSE support fund.

Presentations/Interactions/Seminars/Courses at Stanford
During my visit, I presented the following work-in-progress papers in SCANCOR Friday seminars:


In these seminar sessions, I received invaluable suggestions on how to reframe my papers.

I also took advantage of Stanford’s rich offering of extra-curricular activities, such as talks on current political and economic topics (Presenters such as Al Gore, Francis Fukuyama, Nassim Taleb, Elisabeth Andersson).

In the very beginning of my visit, I participated in the highly interesting lunch discussions with James G. March. At the end of my visit, I had the great opportunity to participate in SCANCOR mini-seminars addressing the works of Walter W. Powell and Mitchell L. Stevens.

Off-campus activities and other interactions
My SCANCOR seminar paper was accepted to the Society for Business Ethics Annual meeting and I gave the following presentation there:


The same SCANCOR paper was accepted to the EBEN Annual conference, Lille, France 12th-14th September 2013. Thus, on my way back to Finland I will travel via France and present the paper there.

Publications generated during stay

Book

Chapters in Books

Business School Press.


*Conference papers*


*Paper in review process*


*Outcome and impact of visit*

I am sure that the visit at SCANCOR has a lasting impact on my work and life. I am very proud to be part of the SCANCOR community. During my visit, I had enough time and energy to reflect my earlier works and future opportunities. At least, now I know what to do the next five to ten years and what is the proper ambition level in my work. I also believe that I have found the good balance between philosophical and more practical interests in my studies. I also met really great scholars at SCANCOR/Stanford and I believe that I learned many important things from them. Furthermore, I internalized the sporty Californian lifestyle.

**Jaana Näsänen**

PhD student,
Aalto University, Finland
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January 7 - June 3, 2013

*Research area and aspects I focused on while at SCANCOR*

Everyday interaction in terms of organizational change. I focused on writing two articles that will be included to my PhD dissertation while being at SCANCOR. Both articles approach organizational change from an every day interaction point of view by paying attention to meeting talk when planning, introducing and implementing change. One of
the articles discusses discursive legitimacy building for radical organizational change and the other article discusses middle managers’ agency discourses in organizational change. Methodologically work lies in qualitative approaches, especially in social psychological discourse analysis that has focused on the actual spoken interaction in institutional settings. My targets for visiting SCANCOR were related to deepening theoretical understanding of PhD work, to progress my research and to network with organizational scholars from Scandinavia and Stanford.

**Mission/expectation, specific projects, funding**
While at Stanford, I was writing two PhD articles which I presented in Friday seminars. My goal was to get feedback to deepen these articles to be ready for journal submission and my visit at SCANCOR made this possible. The other goal was to meet Stanford and Scandinavian scholars and discuss our research together. I organized personal meetings with Stanford professors, research associates and PhD students. In addition, SCANCOR staff invited scholars from other North America universities to have a talk on Monday seminars and provided opportunities to meet these scholars in person. I took advantage of this opportunity and had fruitful and interesting discussion with some of the invited speakers.

My visit was funded through grants from Liikesivistysrahasto (The Foundation for economic education) and Emil Aaltonen Foundation.

**Presentations/Interactions/Seminars/Courses at Stanford**
During my stay at SCANCOR, I participated in certain lectures from different seminar series and talks of the School of Education and the Graduate School of Business, e.g. Perspectives on the Social Psychology of Organizations and Innovation and entrepreneurship.

I participated in SCANCOR seminar series on Mondays as well as the SCANCOR’s seminar series on Fridays, where I also presented my research two times. My first presentation was a revised version of a paper I presented at the International Symposium on Process Organization Studies in 2012 and my second presentation was a paper written to Organization studies workshop in 2013. Both of these papers I wanted to develop further to journal submissions.

Furthermore, I had the great opportunity to meet Stanford scholars relevant to my work, such as prof. Zelditch Morris and PhD student Shannon Brady with whom I had inspiring discussion of my theoretical interpretations. In these meetings, I received valuable feedback on my own research.

I also participated in KGC (Kozmetsky global collaborator) activities, such as students’ presentations in the course Global Engineers’ Education. Furthermore, I had personal meeting with the scholars from KGC to discuss my research as well as their research and teaching activities. These discussions were extremely useful and inspiring.

**Off-campus activities and other interactions**
I participated in Bay Area Tekes activities and in an organized visit to Facebook.

**Publications generated during stay**
I revised and worked on a conference paper and wrote another conference paper as well as started to write an introduction article for my PhD thesis.
- Näsänen, Jaana (forthcoming) Innovate for Nomads (will be sent to journal review in summer 2013)

- Näsänen, Jaana and Vanharanta, Outi (2013): Middle managerial agency discourses in planned organizational change. Organization studies workshop, Greece.

**Outcome and impact of visit**
SCANCOR provided me an opportunity to meet interesting people from other North American universities as well as to network with other researchers from Scandinavia, Europe and Stanford who work in the field of organizational studies. Discussions with Stanford professors, such as Morris Zelditch (emeritus) and invited speakers, such as Nina Eliasoph from University of Southern California were extremely fruitful to my PhD work. Furthermore, Friday seminars provided valuable feedback for my articles. In addition, during my visit, I gained experience on the academic discussion, research culture and PhD studies in the United States.

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January 7 to May 31, 2013

**Research area and aspects I focused on while at SCANCOR**
While at SCANCOR, I focused on the use of Performance Management elements in the management of Danish university departments and how it affects the nested researchers’ work and work conditions. More specifically, I have been working on papers about how university departments use pay-for-performance, how university researchers perceive performance indicators, and how Performance Management elements affect researchers’ satisfaction with the psychosocial work environment. All of these papers are part of my PhD dissertation. I also work on two side projects about politicization of Danish top civil servants and consequences of top-management-team diversity at Danish municipalities.

**Mission/ expectation, specific projects, funding**
My mission for visiting SCANCOR were to be part of an open and intellectually stimulating academic environment that would expose me to different theoretical and methodological approaches within institutional and organizational research and, thus, help to develop me as a researcher. My expectations were definitely meet. By attending and presenting at the SCANCOR seminars and other seminars series at Stanford, I learned much from the talented and established scholars that were part of these seminars. It also gave me invaluable feedback on my own work in progress.

While at SCANCOR, I predominantly focused on three specific papers that are to be a part of my PhD dissertation. Particularly, the first of these builds on the institutional and organizational tradition embedded at SCANCOR, thus, therefore giving me the opportunity to get feedback from absolute top scholars within the field.
My visit was funded through a subsidy from my home department and a grant from Knud Højgaards Fond.

**Presentations/ Interactions/ Seminars/ Courses at Stanford**

I gave three presentations during my stay at SCANCOR:

- **February 1, 2013; SCANCOR Friday Seminar Series; Absence of isomorphism. Why do the financial incentives to publish differ between Danish university departments?**

- **February 4, 2013; Comparative Sociology Workshop; Absence of isomorphism. Why do the financial incentives to publish differ between Danish university departments?**

- **April 26, 2013; SCANCOR Friday Seminar Series; Good or Bad? Performance Management and the Psychosocial Work Environment at Danish University Departments**

While at SCANCOR, I had the opportunity to interact with and learn from Stanford scholars John W. Meyer, Francisco Ramirez, Mitchell L. Stevens and Patricia H. Thornton, who referred me to relevant studies and presented me with new ideas for how to improve my papers theoretically and analytically. In particular, they guided me to a greater awareness of the specific context of my studies, universities. The interaction with the other visiting scholars at SCANCOR has also been highly helpful for my work.

During my stay, I attended the SCANCOR Monday Seminar Series and the SCANCOR Friday Seminar Series as well as seminars at the Comparative Sociology Workshop, and the WTO Colloquium.

**Off-campus activities and other interactions**

I attended the 71\textsuperscript{th} annual conference of the Midwest Political Science Association (MPSA), Chicago, April 11-14, 2013 with the paper: Opstrup, Niels & Signe Pihl-Thingvad (2013): “Performance Management and Psychosocial Work Environment at Danish University Departments”.

**Publications generated during stay**

While at SCANCOR, I did substantial advancement on three papers that are to be a part of my PhD dissertation (fall, 2014):

- Opstrup, Niels: “Absence of isomorphism. Why do the financial incentives to publish differ between Danish university departments?”


- Opstrup, Niels & Signe Pihl-Thingvad: “Performance Management and Psychosocial Work Environment at Danish University Departments”, presented at the 71\textsuperscript{th} annual conference of the Midwest Political Science Association (MPSA), Chicago, April 11-14, 2013

Additional publications generated were:

- Christensen, Jørgen Grønnegaard, Robert Klemmensen & Niels Opstrup (forthcoming): “Politicization and the Replacement of Top Civil Servants in


Outcome and impact of visit
I believe, my stay at SCANCOR has developed me as a researcher by exposing me to a wide range of different theoretical and methodological approaches within institutional and organizational research at the SCANCOR and Stanford seminars. In addition, the interaction with talented and established Stanford scholars and the other visiting scholars at SCANCOR has helped to significantly improve my PhD dissertation by providing me with many new inputs and ideas. Finally, my stay at SCANCOR has given me a broad network of Scandinavian and international scholars from different areas of the social sciences.

Yana Ponomarova
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Research area and aspects I focused on while at SCANCOR
Continuing work on dissertation projects devoted to the area of social media and social interactions from the marketing standpoint. Specifically, my dissertation consists of three essays. One of such essays empirically evaluates returns on investments of social media in comparison to traditional media. Another one is an experimental study addressing cognitive processes, through which individuals process abundant social media data and incorporate it in their decision-making.

My mission to visit SCANCOR was related to broadening my horizons on the streams of research in social media and digital technologies, investigate data collection possibilities in Silicon Valley, as well as network with researchers at Stanford and Silicon Valley.

Mission/expectation, specific projects, funding
During my stay, I have advanced in the modeling part of my empirical project, reconsidered and reformulated my experimental study and negotiated a potential data source on the interaction of social behaviors and personal characteristics.

My visit was funded through the research and teaching scholarship from ESSEC Business School.

Presentations/Interactions/Seminars/Courses at Stanford
I attended and actively participated in SCANCOR Monday seminar series, as well as the SCANCOR informal seminar series on Fridays, where I also had a chance to introduce my research and discuss it with Mitchell Stevens and Scandinavian researchers.
During my stay at Stanford University I have participated in three courses in Digital Platforms and Social Media at Stanford GSB and Computer Science department. I have also taken part in a wide variety of conferences and seminars at Stanford such as Computational Computer Science, Stanford Network Forum, Big Data, lunch seminars in the Marketing and Computer Science Departments, where I had a chance to broaden my knowledge of the streams of social and digital media research produced by academic scholars as well as corporate researchers, learn new techniques and receive feedback on my studies and methodologies that I use.

I also took advantage of Stanford’s large offering of extra-curricular activities, such as Stanford GSB PhD student meetings, public talks and the courses of the Bechtel International Center.

I greatly appreciate the contribution to my research and understanding of my field that the SCANCOR and Stanford community has provided. In my view, this has been very fruitful as it allowed me to see my research differently and rethink some of it.

**Off-campus activities and other interactions**
I have actively participated in the Silicon Valley activities, such as Silicon Valley Opens the Doors conference, Data Science Summit 2013 and various meetups on recent Social Media technologies.

**Publications generated during stay**
Revision and (further) development of working papers and substantial advancement of my Phd thesis.

**Outcome and impact of visit**
I have substantially improved my networking skills, advanced in two research project and have become acquainted with several potential data sources, with one of which I am in a stage of active negotiation right now. I have also learned a lot about the research in my field in a broad sense, got exposed to interesting and diverse research ideas and approaches to creating high quality research, expanded my professional network.

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**Lise Hellebo Rykkja**
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September 1, 2013 – April 30, 2014

**Research area and aspects I focused on while at SCANCOR**
My research focuses on public sector reform and organizing for internal security and safety, civil protection and crisis management. In a broad sense, this covers studies of public administration and policies from an institutional perspective combining political science and organizational studies.

**Mission/expectation, specific projects, funding**
My mission to visit SCANCOR was to explore leading American research focusing on public administration and government arrangements for internal security and crisis management, as well as classical and new developments within the more theoretical
literature on institutional and organization theory. A main motivation was to inspire and strengthen my existing research focus, and also to inform a research proposal to the Norwegian Research Council. A second mission was networking with SCANCOR and Stanford researchers in order to further develop my research ideas and interests. A third mission was to follow up on my publishing activities, finishing ongoing publications and prepare for new ones.

In this first part of my stay I have spent valuable time reading and studying literature and research within my specific fields of interest. The easy access to relevant literature available at Stanford is very valuable, and interacting with colleagues at SCANCOR, Stanford and also outside these communities has been very useful.

Travelling with family makes the stay more costly, although equally valuable. Funding for my stay was for the main part possible through my position as Post Doc at the University of Bergen (through my normal salary) as well as private funds. I have during my stay received some extra funding from the University of Bergen to cover some of my expenses. I have applied for a personal overseas research grant from the Norwegian Research Council and expect a decision on this in December.

**Presentations/Interactions/Seminars/Courses at Stanford**
Participation in the SCANCOR Monday and Friday seminars has been both inspiring and educational, and partaking in the weekly Social Science Seminars at the Centre for International Security and Cooperation (CISAC) has been particularly relevant and useful.

Since I am staying at SCANCOR until April 2014, I have not yet presented at the Friday seminar, but I am scheduled to do so early in 2014.

**Off-campus activities and other interactions**
In November I participated in a weeklong PhD Workshop on: “Governance in Turbulent Times” at the University of California, Berkeley, featuring well renowned researchers from both Stanford and Berkeley. The workshop was arranged by The Peder Sather Centre for Advanced Study, University of California, Berkeley and the University of Agder, Norway.

I was also an invited speaker at the 12th Transatlantic Science Week 2013: Shared Solutions to Common Challenges November 12-13, arranged by the Norwegian Ministry of Education and Research, the Norwegian Ministry of Justice and Public Security, the Research Council of Norway and the Royal Norwegian Embassy in Washington, D.C.

**Publications generated during stay**
The following publications were either prepared or finalized during my stay:


Lessons from 12 European Countries. Palgrave Macmillan (forthcoming)


- Rykkja, L. H. 2013. (Guest Editor) Samfunnssikkerhet og beredskap. [Societal security and crisis preparedness]. Special Issue, Nordiske Organisasjonsstudier NOS 15(3).


Outcome and impact of visit
SCANCOR has provided me with valuable opportunity, inspiration and time to pursue my research interests, network with other researchers and concentrate on my academic activities. I expect that the meeting with SCANCOR fellows and other colleagues at
Stanford will create a platform for further collaboration in the future. Further research activities and networking opportunities will be followed up during the Spring Quarter since my affiliation with SCANCOR lasts until April 2014.

Given my family situation the stay would not have been possible without my two daughters and husband accompanying me. Being their age (7 and 10), a stay accommodating for a full school year is extremely valuable. The stay has been fun and rewarding for the family as a whole. Living here with children and family gives a unique possibility to experience the American culture and education system in addition to university life. Since our stay is limited to 7 months, working to prolong our visit for six more weeks in order for our children to finish the school year has been/is a priority.

_Hans Henrik Sievertsen_
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June 2 to September 18, 2013.

Research area and aspects I focused on while at SCANCOR
My research area is the economics of education and early interventions. My PhD dissertation consists of five self-contained essays covering the child’s development from birth to leaving upper secondary education. My focus is on how external factors affect the individual’s choices and attainment in the education system.

At SCANCOR I focused on my work on how schools react to the introduction of performance budgeting. My research question involves organizational change, accounting, and principal-agents problems. As SCANCOR brings together researchers with very heterogeneous backgrounds covering all these areas, it has been an ideal opportunity to discuss this work.

I also worked on a project on how school starting age affects noncognitive skills, which is analyzed using a regression discontinuity design. Professor Thomas S. Dee from the Graduate School of Education is very experienced in both the subject and the research methodology and was able to provide excellent guidance.

Mission/expectation, specific projects, funding
I had two objectives for my stay at SCANCOR. Firstly, as an economist my experience in organizational and qualitative research was very limited. The first goal was therefore to learn as much as possible about these areas, through formal and informal interactions with peers at SCANCOR. Secondly, as the Graduate School of Education hosts some of the best researchers in my area, the second objective was to discuss my papers with Stanford faculty, and initiate collaborations.

The stay at SCANCOR by far exceeded these expectations. I gained many insights from interacting with SCANCOR peers from other disciplines. I discussed my existing project and initiated a new project in collaboration with Stanford faculty.

My stay was funded by the Euroclear Award, which I received from the University of Copenhagen to fund both my four month stay at SCANCOR, and my visit at the University College London, United Kingdom, in the spring of 2013. I also received grants
from the Augustinus Foundation, the Knud Højgaard Foundation and the Oticon Foundation.

**Presentations/Interactions/Seminars/Courses at Stanford**

I presented my project “Institutional Responses to Performance Budgeting” at the SCANCOR Friday seminar, August 9, 2013. My coauthor on this project visited me at SCANCOR and we presented the work for Thomas S. Dee. We received very concrete advice.

I discussed all my work with Thomas S. Dee and we initiated a joint project on school starting age and noncognitive skills. At the time of my departure the first draft of a working paper has been finished and submitted to the Workshop on Self-control, Self-regulation and Education, in Aarhus, Denmark.

In my work as a quantitative researcher computer programming is a very useful tool. I audited a Stanford Summer School course in programming (Stanford CS106A: Programming Methodology) taught by Nate Hardison at the Department of Computer Science. It was great to experience a traditional Stanford University course, and I learned many useful tools.

I attended a few seminars at the Graduate School of Education, including seminars organized by the Center for Education Policy Analysis. At these seminars I met local doctoral students and learned about their work and their projects.

**Off-campus activities and other interactions**

I presented my papers to Tore Olsen from the National Bureau of Economic Research. We also discussed opportunities for Danish – American cooperation in economic research in general.

**Publications generated during stay**

- Alstadsæter, Annette and Hans Henrik Sievertsen (2013): *The Consumption Value of Education: What we would like to know, and what we know*. Prepared for submission to Education Economics


**Outcome and impact of visit**

During my stay at SCANCOR I made considerable progress on my PhD dissertation. I prepared two papers for submission and drafted two working papers that are ready for conference submissions. One of these projects was initiated during my stay and is joint work with Professor Thomas S. Dee from the Graduate School of Education. As a result of this cooperation Thomas S. Dee is about to become a research fellow at my home institution, the Danish National Centre for Social Research (SFI). I gained many insights
in discussing my own and peers’ projects at SCANCOR, both during informal meetings and the SCANCOR seminars. Finally I learned many useful tools by attending a course in computer programming.

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April 1 – August 31, 2013

Research area and aspects I focused on while at SCANCOR
In my PhD project I investigate how public managers can affect organizational performance. More specifically I focus on management in the field of secondary education and examine how managers’ and employees’ organizational commitment and goal commitment affect organizational performance. The project bridges the fields of public administration, organizational behavior, educational studies and social psychology. One of my main ambitions is to strengthen the institutional foundation in contemporary management research by focusing on the constraining and/or empowering affects of interpersonal institutions and organizational fields. My PhD consists of five papers and my mission to visit SCANCOR was related to working on the papers as well as the opportunity to discuss my findings in various interdisciplinary forums.

Mission/expectation, specific projects, funding
When I left my home university I had just finished my data collection; a qualitative study consisting of 50 interviews with government officials, principals, teachers, board members and union representatives as well as a quantitative study consisting of two electronic surveys to all principals and teachers in the area of secondary education in Denmark. I used my time at SCANCOR to work with these great amounts of data and discuss the findings with a broad range of both Scandinavian and American scholars. The result was two finished papers, which will be crucial parts of my PhD thesis. Both papers have been accepted for conferences and one of them was presented in June (the other will be presented in September). My visit was funded by Aarhus University, The Department of Political Science and Government, and additionally through three private grants from Augustinus Fonden, Oticon Fonden and Knud Højgaard Fonden.

Presentations/Interactions/Seminars/Courses at Stanford
During my stay at Stanford University I attended the SCANCOR seminars on Mondays and Fridays. I also introduced my first paper, which I had prepared for the PMRC Conference (see below), on a Friday seminar. The seminar was a great opportunity to get comments from people directly related to my field of research, but also from scholars with other scientific backgrounds. The presentation and the feedback gave me a good impression of the strengths and weaknesses of my paper as well as of my research approach more generally. Moreover the seminars improved my skills in critically commenting on others work and presenting this in a constructive manner.

Besides the SCANCOR seminars I took part in different workshop and presentations at the Department of Sociology, School of Education and the Graduate School of Business. I participated in various arranged seminars e.g. a seminar with Woody Powell, where we
discussed theories and measures of institutional change and development, and a seminar with Mitchell Stevens, which concerned the educational knowledge production and the implications of the digital revolution in education. Seminars of this kind have made me think of new avenues for my future research and reflect on the institutional foundations of my own project. Of the more informal kind of interactions, I had great talks with Tom Christensen, who provided me with inspiring ideas and forced me to think more critically about my interpretations and methodology.

Publications generated during stay


Outcome and impact of visit

SCANCOR provided me an opportunity to discuss my work in an interdisciplinary setting and to network with other researchers who share my interest in education and management. Discussions in various seminars and the presentations at SCANCOR have improved my skills as a researcher as I have learned more about how to critically assess different types of studies and introduced me to new fields and theories. Moreover my time at SCANCOR has provided me with time to reflect on my academic values and ambitions. Finally, my stay at SCANCOR gave me the opportunity to gain knowledge about a different research culture and organization of higher education, which have been of great inspiration.

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June 14- August 17 2013

Research focus while visiting SCANCOR

Innovation within and between organizations and the role accounting and control devices play in these processes.

Expectations and funding

My visit was relatively brief, but expectations nevertheless high. My mission with my stay was to present and get feedback on my work, interact with the Stanford faculty and to meet the SCANCOR fellows, have time to read, reflect and most importantly to write. I achieved all these things as the stay turned out to be very productive in many aspects.

I also had the opportunity to conduct some interviews on the role of ownership (particularly the role of venture capital) in innovative start-ups.
My visit was funded by Svenska Handelsbankens Forskningsstiftelser, Tom Hedelius och Jan Wallander Stiftelse.

**Presentations and interactions while at SCANCOR**

I presented my article “scientists, venture capitalists and The stock exchange. The mediating role of accounting in product innovation” at the SCANCOR seminar in June. I received very constructive and positive feedback. This feedback was then used when rewriting the article. The article is now under review (resubmission).

I also informally presented my work for Mitchell Stevens, Walter Powell and my colleagues at SCANCOR. These informal discussions were very valuable and lead to new ideas and possible new research projects.

Further, I took part in three workshops with Stanford faculty (Stephen Barly, Walter Powell and Mitchell Stevens) during my stay. These workshops turned out to be very effective and rewarding. The papers and ideas presented at the workshops, the interactions and discussions among the SCANCOR fellows were from my perspective extremely fruitful.

**Publications generated while at SCANCOR**


**Outcome and impact**

SCANCOR provided me with the opportunity to interact with Stanford faculty as well as SCANCOR fellows. These interactions lead to (among many other things) discussions about the role of ownership and alternative ways of financing high tech companies as well as the role of private equity firms in the Swedish school system. Both these areas are something that I will work on in the future.

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**Bram Timmermans**

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September 3 - December 20, 2013

**Research area and aspects I focused on while at SCANCOR**

During my stay at SCANCOR I have focused on several research areas. During the first
half of my stay I focused on preparing a research grant proposal for the Danish Research Council. The topic of the proposal revolves around covenants not to compete. In the proposal I proposed to investigate the issue of non-competes from two angels: the motivations for firms using non-competes – existing studies only use state-level variation and provide no micro-level study on the phenomenon – and second to look at labor market consequences these non-competes have on employees.

After submitting the proposal I have started a couple of new avenues of research. One was to explore an up to this point underexplored labor mobility phenomenon, which due to early stage work is to early to discuss in a public document. Second, I continued working on a paper that presents some agency problems in a distributed R&D network. Third, conducted some analysis on a project that is interested to investigate the impact of recent foreign graduates on the performance of firms. Fourth, revised a paper on entrepreneurial teams and new venture performance. Finally, explored the content of a recently acquired innovation survey

**Mission/expectation, specific projects, funding**

My main motivation was the ability to escape from my everyday tasks at Aalborg University and the ability to focus on my research. As I mentioned in the previous section, I wanted to use some of my time to prepare a research grant proposal, which I manage to submit at the end of October. Another focus was the ability to interact with faculty at Stanford and other visiting researchers at SCANCOR with the purpose to add additional valuable resources to my network.

I was able to fund my stay at SCANCOR with the excess teaching hours I collected in the last couple of years. These hours covered my travel and living expenses in the US. In addition, I received my normal salary.

**Presentations/Interactions/Seminars/Courses at Stanford**

During my stay at Stanford University I participated in a course on experimental research methods by Eric Bettinger. Sadly, the seminar by Woody Powell on Organizational Theory was full and although I planned to attend this course could not participate.

In addition to the course I attended, I participated in the SCANCOR seminar series on Mondays as well as SCANCOR’s informal seminar series on Fridays. During the Friday seminar I presented a broader overview of my research grant proposal. Other seminars I regularly attended were the seminar series at GSB, mainly the organizational behavior group but also seminars organized by the economics group at GSB. Other relevant seminars were organized by SIEPR and by economic sociology. The Graduate School of Education organized several seminars and discussion on the future of online education in which I participated.

In addition to attending seminars I had the opportunity to talk to other seminar participants, both senior and junior faculty. In addition I had the opportunity to speak to Stanford scholars relevant to my work, such as Jesper Sørensen and Jeffrey Pfeffer who provided feedback on my ideas and some of the challenges I would face.

I received feedback on my research from SCANCOR and Stanford University faculty, both on potential research trajectories to focus on and how to deal with particular methodological issues surrounding the use of large-scale databases. Here the conference on Computational Social Science was also valuable.
Off-campus activities and other interactions
I participated in different off campus activities organized by the Silicon Vikings. This organization offered different events varying from a conference on a particular topic to presentations of Nordic entrepreneurs. I also visited presentations organized by Innovation Center Denmark, where I had the opportunity to talk to some of my Danish colleagues from DTU.

Visiting Stanford also created opportunities to visit other knowledge hubs in the regions; for example, I attended a conference on crowdfunding at UC Berkeley. Here I had the opportunity to talk to Lee Fleming and Olav Sorenson.

Publications generated during stay
Most of my time I spent on working on a research grant proposal and exploring another new research agenda. In addition, I conducted revision and (further) development of working papers.

- Coad and Timmermans (2013), Two's Company: Composition, Structure and Performance of Entrepreneurial Pairs (R&R second round)

- Sasso and Timmermans (2013), The impact of international and inter-regional graduate flows on plant economic performance in Denmark (start-up paper).

- Reinau and Timmermans (2013), Killing Cinderella: a case study on agency problems and distributed R&D (start-up paper)

Outcome and impact of visit
For me, SCANCOR can be described as a researcher refuge where I had the opportunity to focus on my research without being disturbed by the normal task at Aalborg University. Consequently, I had the opportunity to think more about my identity as a researcher and how I want to shape this identity in the future. In addition, the various seminars and the ability to interact with Stanford and SCANCOR faculty have provided me with ideas for some other research trajectories that I could pursue in the nearby future. This trajectory can be followed alone but also in collaboration with other researchers with whom I interacted while visiting SCANCOR.

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January 1 – December 31, 2013

Research area and aspects I focused on while at SCANCOR
My research area covers the following topics: organizational innovations, new ways of working, requirements and possibilities of mobile and multi-locational CO2 free knowledge work, distributed teams and organizations, reward systems, knowledge and competence building and e-learning systems. During my stay at SCANCOR I concentrated on the nature of human activities and group processes when collaborating
in distributed, often global working contexts. The reason for concentration on this specific topic is my close collaboration with Dr. Fruchter (PBL-Lab Stanford). Staying here also opened up possibilities to read and listen to lectures and speeches of well-known experts in this field, for example professors Barley and Hinds. I also attended several presentations on institution theory.

**Mission/expectation, specific projects, funding**

I had four goals in my mission. First, to concentrate on analyzing the data from recent research projects especially with Dr. Renate Fruchter from PBL-lab, Second, to write articles and a manuscript for a book. Third, to participate in conferences, and, fourth, to listen to upcoming future research challenges as understood by Stanford research communities. The specific projects in collaboration with Dr. Fruchter were: to analyze and write about data collected in Collaboration Environments for Global Distributed Product Processes (ColPro) –project and a new research project ‘Uncovering Hidden Cognitive Demands on Global Learners’ (ENCODE) funded by NSF in USA and Tekes in Finland was started.

SCANCOR provided me an excellent physical and social environment to work on my goals, which were mainly achieved though some writing projects did not progress as quickly as expected.

My visit was funded in the following manner: my salary was paid 45% from the grant received from Jenny and Antti Wihuri Foundation and Aalto University (55%), and my other expenses (housing, travel) was funded by The Foundation for Economic Education and the Department of Industrial Engineering and Management.

**Presentations/Interactions/Seminars/Courses at Stanford**

**Off-campus activities and other interactions**

I had two presentations at SCANCOR during my visit:

- Friday, 15 MARCH 2013: What makes a CEO to move on?

In addition, I participated in the following workshops:

- All the Monday colloquia of The Center for Work, Technology & Organization (WTO).
- MediaX 2013 Conference January 8, 2013 and some H-Star Monday workshops (where I also had a presentation), CISAC Social Science Seminars and Stanford Business School open seminars.

During my visit, I participated in two conferences having presentations there:

Publications generated during stay

I wrote or was involved in writing the following articles and drafts during my visit:


- Vartiainen, M. & Kulla, J. What Motivates at Top? Motivating Experiences of CEOs. (draft) To be submitted to Leadership Quarterly

Outcome and impact of visit

The stay at SCANCOR has greatly enlarged and deepened my understanding of institutional theory and sociomaterial theory. In the very beginning, I found out that there are some hot topics such as ‘MOOCS’, Engagement and social analytics + big data. I have deepened my knowledge in many new topics in SCANCOR Monday and Friday seminars. It has been very important to me to be free from regular teaching and administrative routines at my home institution, Aalto University. During the stay, we could also start a new Encode project with Dr. Renate Fruchter.
Olof Zaring
Professor
University of Gothenburg
September 1-October 31, 2013

No report submitted.
**PUBLICATIONS 2013**

These are publications generated by scholars during their research periods at SCANCOR.


Espedal, B. (2014). Is managerial discretion good or bad for organizational adaptiveness? "Leadership" (forthcoming)

Espedal, B. (2014). Thinking about trust: Understanding the influence of conceptual metaphors on trust in organizations (under review)


Jalkala, A. When Do We Follow Norms Rather than Consequences? How Framing Affects Decision Making Logic in Social Dilemmas, Working Paper to be submitted to the Organizational Behavior and Human Decision Processes.


- Koveshnikov, A., Wechtler, H. and Dejoux, C. There Are Two Sides to Every Coin: Elucidating the Effects of Emotional Intelligence on Expatriates’ Attitudes and Behavior. Submitted to Applied Psychology: An International Review.

- Melander, L., Lakemond, N., Supplier collaboration in technological uncertain development projects: complementarity and organizational separation of transactional and relational governance.

- Rosell, D., Lakemond, N., Wasti, N., Integrating Knowledge with Suppliers at the R&D-Manufacturing Interface: The Role of Trust

- Rosell, D., Melander, L., Lakemond, N., Opening up Firm Boundaries for Integrating External Knowledge in NPD.


- Rykkja, L. H. 2013. (Guest Editor) Samfunnssikkerhet og beredskap. [Societal security and crisis preparedness]. Special Issue, Nordiske Organisasjonsstudier NOS 15(3).


- Alstadåsæter, Annette and Hans Henrik Sievertsen (2013): The Consumption Value of Education: What we would like to know, and what we know. Prepared for submission to Education Economics


- Sievertsen, Hans Henrik (2013): The long-run effects of local unemployment on educational attainment. Submitted to the Economics of Education Review


- Coad and Timmermans (2013), Two's Company: Composition, Structure and Performance of Entrepreneurial Pairs (R&R second round)

- Sasso and Timmermans (2013), The impact of international and inter-regional graduate flows on plant economic performance in Denmark (start-up paper).

- Reinau and Timmermans (2013), Killing Cinderella: a case study on agency problems and distributed R&D (start-up paper)


Information Technology.

- Vartiainen, M. & Kulla, J. What Motivates at Top? Motivating Experiences of CEOs. (draft) To be submitted to Leadership Quarterly
SEMINARS AT SCANCOR 2013

This weekly two-hour formal seminar at Stanford is the occasion for presentations of research papers by SCANCOR scholars as well as Stanford faculty and visiting faculty from other US universities. For a full listing of seminars please refer to the SCANCOR webpage:

Seminars academic year 2012-2013
http://www.scancor.org/seminars/seminars-2012-2013/

Seminars academic year 2013-2014
## Summary Tabulations of Scancor National Contributions 2013

<table>
<thead>
<tr>
<th>Country</th>
<th>1989</th>
<th>2013</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>%</td>
<td>$</td>
</tr>
<tr>
<td>Denmark</td>
<td>1,343,620</td>
<td>24</td>
<td>73,150</td>
</tr>
<tr>
<td>Finland</td>
<td>1,031,625</td>
<td>18</td>
<td>73,150</td>
</tr>
<tr>
<td>Norway</td>
<td>1,289,700</td>
<td>23</td>
<td>73,150</td>
</tr>
<tr>
<td>Sweden</td>
<td>1,208,000</td>
<td>21.5</td>
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<tr>
<td>Iceland</td>
<td>56,700</td>
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<tr>
<td>Mannheim</td>
<td>252,425</td>
<td>4.5</td>
<td>26,700</td>
</tr>
<tr>
<td>Maastricht</td>
<td>108,475</td>
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<td>0</td>
</tr>
<tr>
<td>ESSEC</td>
<td>181,425</td>
<td>3</td>
<td>26,700</td>
</tr>
<tr>
<td>IESE</td>
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<td>2</td>
<td>0</td>
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<tr>
<td>WU-Wien</td>
<td>26,700</td>
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<tr>
<td><strong>Total</strong></td>
<td>5,607,145</td>
<td><strong>100</strong></td>
<td>372,700</td>
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### Summary tabulation of SCANCOR USA utilization by country

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<tr>
<th>Country</th>
<th>Total 1</th>
<th>Total 2</th>
<th>2013</th>
<th>Total 2</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Denmark</strong></td>
<td>370</td>
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<tr>
<td>%</td>
<td>20</td>
<td>24</td>
<td>15</td>
<td>41</td>
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<tr>
<td><strong>Finland</strong></td>
<td>340</td>
<td>645</td>
<td>27</td>
<td>14</td>
</tr>
<tr>
<td>%</td>
<td>18</td>
<td>16.5</td>
<td>34</td>
<td>22</td>
</tr>
<tr>
<td><strong>Norway</strong></td>
<td>552</td>
<td>1141</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>%</td>
<td>29</td>
<td>29</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td><strong>Sweden</strong></td>
<td>522</td>
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<td>21</td>
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</tr>
<tr>
<td>%</td>
<td>28</td>
<td>26</td>
<td>27</td>
<td>0</td>
</tr>
<tr>
<td><strong>Iceland</strong></td>
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<td>%</td>
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<tr>
<td><strong>Mannheim</strong></td>
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<tr>
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<td>2</td>
<td>2.5</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td><strong>Maastricht</strong></td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>%</td>
<td>0.4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>ESSEC</strong></td>
<td>17</td>
<td>22</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>%</td>
<td>1</td>
<td>0.6</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td><strong>IESE</strong></td>
<td>8</td>
<td>12</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>%</td>
<td>0.4</td>
<td>0.3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>ESADE</strong></td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>%</td>
<td>0.3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>0</td>
<td>14</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>%</td>
<td>0</td>
<td>0.4</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>1878</td>
<td>3907</td>
<td>79</td>
<td>63</td>
</tr>
<tr>
<td>%</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Total 1 = The total number of months of Scancor scholars at desks.
Total 2 = The total number of months spent at Scancor by doctoral scholars.
(percentages are rounded up or down to equal 100%)
February 2014

The SCANCOR Postdoctoral Fellowship enables young organizational scholars of great promise to train and conduct research under the close mentorship of Stanford University faculty members. The fellowships provide opportunities for early career scholars, within three years of their Ph.D., to deepen their skills and gain exposure to new research environments. The goal of the program is to foster close interaction between a new generation of Scandinavian scholars and faculty at Stanford and the wider North American intellectual community.

Two postdoctoral fellows, Christine Isakson, from Copenhagen Business School and Robin Gustafsson, from Aalto University completed their one-year appointments at the end of summer quarter 2013. Robin worked with Kathleen M. Eisenhardt, Warren Ascherman M.D. Professor; School of Engineering and Co-director, Stanford Technology Ventures Program. Christine worked with Jesper Sorensen, Robert A. and Elizabeth R. Jeffe Professor in the Graduate School of Business and Professor, by courtesy, of Sociology.

Robin is currently an Assistant Professor in Strategic Management at Department of Industrial Engineering and Management, Aalto University.

In the fall of 2013 SCANCOR welcomed four new postdoctoral fellows; two from Denmark and two from Norway. Laerke Christiansen is working with Sarah Soule, Morgridge Professor in the Graduate School of Business and Professor, by courtesy, of Sociology; Lisa Gaerber is working with Assoc. Prof. Riitta Katila in the Management Science and Engineering Department; Johan Christensen is working in the Department of Sociology with Mark Granovetter, The Joan Butler Ford Professor in the School of Humanities and Sciences, and Birthe Soppe is working with me in the Graduate School of Education.

A Finnish postdoc, Markus Paukku, will join the Graduate School of Education in February of 2014 and work with Assoc. Prof. Mitchell L. Stevens.

A new call for applications has been issued for possible postdoctoral fellows from Finland and Sweden for the fall of 2014.

The SCANCOR postdoc program has been of considerable value both for Stanford University and the young scholars. Faculty at Stanford have greatly enjoyed working with the postdocs, and the relationships have been highly productive. In turn, the postdocs have been excellent representatives of Scandinavia and have increased SCANCOR’s profile around campus.

Walter W. Powell
Director, SCANCOR Postdoctoral Program
Professor of Education and (by courtesy) Sociology, Organizational Behavior, Management Science and Engineering, Public Policy, and Communication at Stanford University
Johan Christensen, Norway (Postdoc 2013-2015)

PhD in Political and Social Sciences, European University Institute, Florence, Italy, 2013

Department of Sociology, working with Mark Granovetter, The Joan Butler Ford Professor in the School of Humanities and Sciences.

My first months at Stanford have been very useful in terms of building an academic career. First of all, I have had the chance to broaden my academic perspectives, not only by moving from political science to sociology but also through interaction with scholars from a wide range of academic fields in seminars and workshops. Second, I have been stimulated by my mentor and colleagues to deepen my theoretical knowledge, which has put my research on a more solid footing and allowed me to ask more interesting theoretical questions. Third, I have learned to set high standards both for my work and when evaluating the research of others. Finally, having an office in Sociology has made it possible to take part in the day-to-day intellectual activity in the department and develop ties to staff and graduate students alike.

During my first months at Stanford I have mainly been developing a new research project. The plan is to move forward with empirical work in the early months of 2014 and analysis and writing later in the year. In 2013 I have also participated regularly in a number of seminars/workshops, in particular the SCANCOR Monday Seminar, the Economic Sociology and Organizations workshop (Granovetter) and the Networks and Organizations workshop (Barley and Powell). One activity I wish to devote more time to in 2014 is the conversion of my doctoral thesis into a book.

I have presented my research project in the Economic Sociology and Organizations workshop at Stanford (September 30), at the Social Science History Association Conference in Chicago (November 21) and at a workshop on ‘Bureaucracy and Anti-Bureaucracy’ at the University of Oslo (December 5). All these presentations raised important questions that have been incorporated into the design of the project.

I have had extensive contact with faculty and graduate students in Sociology working within the fields of economic and organizational sociology. In particular, I have interacted regularly with an assistant professor and two graduate students, which has provided an informal channel for discussing research, careers, etc.

Lærke Højgaard Christiansen, Denmark (Postdoc 2013-2015)

PhD in Organization and Management Studies, Copenhagen Business School 2013

Graduate School of Business, working with Sarah Soule, Morgridge Professor in the Graduate School of Business and Professor, by courtesy, of Sociology

In this report, I will give a brief overview of my research and progress as a SCANCOR postdoctoral scholar during my first four months at Stanford University.
I conduct research on the role of organizations in institutionalization processes. My work focuses on how organizations change their behavior as they engage with social issues through organizational policy making. I am interested in organizations' attempts to mold their environment through individual efforts as well as through corporate collectivism, such as industry self-regulation, various social issue engagements and CSR initiatives.

While at Stanford, I am working on a project that illuminates the role and effects of corporate collectivism in relation to the mobilization and diffusion of policy-related ideas and practices. The project focuses on the alcohol industry’s engagement with the issue of alcohol-related harm through a comparative case study of nonprofit organizations and trusts founded by the alcohol industry to address this particular issue. This research will increase our understanding of the dynamics involved in the creation and spread of new ideas, in particular the role that organizations have in this process.

At Stanford, I work at the department of Organizational Behavior (Graduate School of Business), together with Prof. Sarah Soule. Over the course of the fall semester, Prof. Soule has supported me in the rewriting of one of my dissertation papers to be submitted to a North American journal this winter and in the development of the method and framework for the postdoctoral research project. I have also audited Prof. Douglas Rivers statistics course at the political science department to broaden my methodological abilities and enable me to conduct mixed-method studies. My aim is that this will allow my research to reach and speak to a wider audience of American and European scholars.

Being at the department of Organizational Behavior, I have participated in their weekly research seminars with invited speakers from an international research community. I have attended a range of inspiring seminars at SCANCOR, Center for Work, Technology and Organization, and CISAC (Center for International Security and Cooperation). In addition, I participate in Walter Powell and Stephen Barley’s ‘Networks and Organizations’ workshops and I have just recently finished a week-long course for Stanford postdocs on the writing and presentation of research. All of these forums have given me valuable input to my own work and to the continuing improvement of my methodological skills and my abilities to both craft and communicate my research.

Finally, I would like to acknowledge the efforts of Annette Eldredge. She has provided me with a tremendous amount of practical support in my transition to the postdoc program. Further, Prof. Walter Powell’s engagement and guidance in this early part of our journey as a postdoc, attending to both large and small matters, has been very helpful.

I truly appreciate being here at Stanford University and the opportunities that come with being a SCANCOR postdoctoral fellow. So far it has been a great experience and I look forward to spending the remaining year and a half of this postdoc period in this inspiring research environment.
With its emphasis on promoting young scholars, the SCANCOR post-doctoral fellowship has provided me with the unique opportunity to take part in Stanford’s thriving research environment for two years – a fact for which I’m very grateful.

The unique opportunities available at Stanford match my career and research goals, and I trust that the post-doctoral fellowship will enable me to acquire several skills that I deem critical for becoming a more creative, original thinker who can ask the right questions and ultimately present ideas that will help shape the future of my field. Participating in seminars and collaborating with my post-doctoral advisor Riitta Katila has not only been very inspiring, but has also helped me improve substantially the quality of my research.

During the last couple of months I have been involved in seminars and workshops around campus. I actively participated in the SCANCOR Monday research seminar series, the STVP seminar series on technology entrepreneurship and innovation, presented my research at STVP’s quarterly research day, and attended Woody Powell’s Networks and Organization seminar as well as the Stanford network forum seminar series.

As a solid theoretical and methodological foundation is indispensable for my future as a researcher, I am eager to fill specific gaps in my training by taking some of the excellent theory and methods courses offered at Stanford. This semester I attend Riitta Katila’s PhD course on Innovation and Strategic Change, an econometric course offered by the School of Education, and an online course on dynamic network evolution offered by Stanford’s School of Economics.

Riitta and I have started working on a paper on innovation in multinational subsidiary networks together with Professor Anil Gupta from the University of Maryland. Working with Riitta and Anil, who are both leading scholars in my field, is very valuable and enriching for me. Riitta is also advising me on other papers I am working on. She is giving me excellent feedback which has helped me to improve my dissertation papers.

Riitta and Professor Kathy Eisenhardt have been extremely supportive in making me feel integrated and connected with the MS&E group. I have had several research meetings with highly skilled PhD students at the department which have been very valuable and sparked a number of new ideas.

I also would like to thank Woody Powell, Mitchell Stevens and Annette Eldredge for being extremely supportive and making my first months at Stanford a great experience.
Robin Gustafsson, Finland (Postdoc 2012-2013)

Doctor of Science in Technology Strategy and Venturing, Aalto University, 2010
Assistant Professor, Strategic Management, Aalto University

Department of Management Science and Engineering, working with Prof. Kathleen Eisenhardt.

Robin’s research focuses on strategic management, collective action strategies, and institutional entrepreneurship in field wide technological shifts and the emergence of new industries. He is specifically interested in institutional sociological mechanisms of persistence and fluidity in emergence of new industries and technological fields. He is studying these mechanisms with a set of researchers in Finland, US, UK and Switzerland. The focus in these research projects are on legitimacy in mobilizing and shaping collective action, momentum and anticipation in industry and business ecosystem emergence, triggers and enablers of institutional entrepreneurship, and logics and tensions of competition and collaboration in large scale open collaborative research and innovation settings.

At Stanford, Robin worked with Prof. Kathleen Eisenhardt at the Department of Management Science and Engineering on institutional entrepreneurial strategies and properties of technological shifts that shape field wide collective actions and industry emergence. He was also engaged in a research project during his postdoctoral stage at Stanford studying in real-time, using a field-level ethnography approach, the unfolding and emergence of electric vehicle business ecosystems in two local economic-regional ecosystem settings, Finland and California. Robin’s research has been published in Research Policy and Organization Studies.

Christine Isakson, Denmark (Postdoc 2012-2013)

Doctor of Philosophy in Economics and Management, Copenhagen Business School, 2013

Graduate School of Business working with Prof. Jesper Sorensen.

Christine’s research investigates the social mechanisms that influence labor mobility. With a particular focus on entrepreneurship, she looks at social influence and networks within organizations and examines how they affect entrepreneurial outcomes. Within this stream her research also aims to better understand the organizational contexts and demographic conditions that foster knowledge flow.

She is also investigating how demographic changes within organizations influence knowledge transfer and individual attachments within organizations and how those attachments reveal themselves in economic outcomes (i.e., career choice, location choice and turnover). Her work is primarily quantitative, using large-scale panel data. Though she also employs a mixed methods approach gathering qualitative information as appropriate for the phenomenon under investigation.
BIRTHE SOPPE, NORWAY (POSTDOC 2013-2015)

PhD in Economics and Business Administration, University of Regensburg, 2012
Assistant Professor, University of Oslo

Graduate School of Education, working with Prof. Woody Powell.

My first quarter at Stanford, September 2013 to December 2013, was characterized by a steep learning curve. I had the opportunity to work together with Woody Powell on his course on Organization Theory as a teaching assistant. This gave me unique insights into the way courses are thought at top learning institutions, how to achieve high quality-class discussions, and how to develop an increased understanding of the literature that my own research builds upon. For the future, I hope to be able to utilize these insights when being in a position to support Scandinavia’s efforts in providing excellent education for their doctoral students.

One of my goals as a postdoc at Stanford is to improve my methodological tools. I therefore decided to audit a course on statistical analysis at the Department of Sociology. Stanford offers a wide range of interesting courses in various methods, and I plan to audit the follow-up course next quarter.

I very much enjoyed participating at various research seminars at Stanford. I frequently joined the SCANCOR Monday seminars, and Woody Powell’s and Steve Barley’s famous workshop on networks and organizations. I also joined other seminars and events, for example at the Graduate School of Business and SIEPR. These workshops, as well as SCANCOR itself, have been excellent venues to meet with Stanford faculty, and to also get to know likeminded European researchers. During my first couple of months, I have been fortunate to make many interesting connections here at Stanford, which have already led to some initial thoughts on collaborative work.

In terms of my own research, I was able to start analyzing a data set that I had collected earlier this year, and to prepare and submit a conference proposal. Moreover, I have been working on the theoretical framing of several papers that are in progress.

My start at Stanford and Scancor was hugely facilitated by Annette Eldredge’s friendly support and patience in various types of start-up issues. Thanks to Mitchell Stevens’ initiative and care, I have also had the opportunity to meet with invited speakers at the Monday seminars. My discussions with Woody were extremely valuable, and already led to many important insights, and novel ways to think about research. Woody has also been extremely generous in his time to meet with all of the postdocs, and I found that these common meetings contributed to establishing a good and very cooperative atmosphere.
CONTACT INFORMATION

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Fax: +1 650 725 7395
E-mail: eldredge@stanford.edu