

Thinking about Cognition

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New Horizons in Managerial and
Organizational Cognition

Thinking about Cognition

EDITED BY

ROBERT J. GALAVAN

National University of Ireland Maynooth, Ireland

&

KRISTIAN J. SUND

Roskilde University, Denmark



United Kingdom – North America – Japan – India – Malaysia – China

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Peter Foreman and David A. Whetten

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About the Contributors

Alex Chatburn is a Lecturer in Cognitive Neuroscience at the University of South Australia. His research focuses on prediction, sleep and memory; and he is broadly interested in how we construct our realities based on memory and learning in the brain. He uses EEG and statistical modeling approaches to answer questions about how we and our brains learn about, and adapt to, our environments.

Zachariah R. Cross is a Research Fellow at the Cognitive and Systems Neuroscience Research Hub at the University of South Australia. His doctoral research focused on the neural oscillations that support information processing during wake and sleep states, focusing on language as a complex form of memory. Working in collaboration with Australia's Defence, Science and Technology Group, his current research uses state-of-the-art statistical modeling and neurophysiological analysis techniques to better understand how individual differences in the human brain underpin decision-making and information processing in ecologically valid environments.

Peter Foreman is a Professor in the Department of Management at Illinois State University. His research focuses on issues of organizational identity and its related concepts of collective identity, multiple/hybrid identities, reputation, image, legitimacy, and identification. Most recently, he has been exploring the phenomenon of collective action among a group of organizations – or a “collective of collectives,” and its basis in social cognition and collective identity. In particular, he has been examining these issues within the context of wine trails and cheese associations – collectives of individually owned-and-operated businesses. This work has been funded with over \$1,000,000 in federal and state grants.

Robert J. Galavan is a Full Professor and holds the Chair in Strategic Management at the National University of Ireland Maynooth. He was the founding Head of the School of Business at NUI Maynooth and formerly Dean of the Faculty of Social Science. He is a Council Member of the Irish Academy of Management and Chairs the Strategy Significant Interest Group (SIG). He holds an award winning PhD on Strategic Leadership from Cranfield University, a Master's degree in Adult Education and Sustainable Development, and degrees in Strategy and Management.

Ravi S. Kudesia received his PhD in Management from Washington University in St. Louis, was previously a Research Fellow at Future Resilient Systems,

and is currently an Assistant Professor at Temple University. He studies human organizing and how people can organize more mindfully. Taking a multimethod approach including experiments, qualitative case studies, and agent-based models, he traces how processes related to attention and interpretation transfer across people as they organize into collectives – and how these collectives solve problems and make sense of their environments. His research has appeared in leading outlets, such as *Academy of Management Review*, *IEEE Transactions on Computational Social Systems*, *Journal of Management*, *Organization Science*, *Organizational Behavior and Human Decision Processes*, and *Safety Science*.

Louise Kyriaki is a Research Associate within the Caring Futures Institute, College of Nursing and Health Sciences, at Flinders University. Her research interests are in cognitive neuroscience, particularly the neurobiology of language processing and child development. She has also conducted research in organizational psychology and cognition. Her current research primarily investigates cognition in childhood and adolescence, focusing on developmental disorders.

Tingting Lang received her PhD in Management from Singapore Management University and is currently an Assistant Professor at Renmin University of China. Her work concerns psychological processes in organizing, focusing on entrepreneurial and high-reliability contexts where these microfoundations are particularly pronounced and especially consequential. For instance, she studies how employees, managers, and regulators collectively interact to maintain work practices and cultures that culminate in safe and reliable performance. She explores these research questions using both quantitative (experiments, field surveys, and archival panels) and qualitative (case studies, participant observation, and text analysis) methods.

Saheli Nath is an Assistant Professor of Management at the University of Central Oklahoma. She obtained her doctorate from the Kellogg School of Management at Northwestern University in the joint degree program in Management and Organizations and Sociology. Her primary research interests lie at the intersection of organizations and social problems. She has worked extensively on the different elements of a risk society that render certain groups and communities highly vulnerable to specific internal or environmental stressors. Applying a variety of theoretical perspectives, she has attempted to unpack the effectiveness of different interventions to address these vulnerabilities.

Aleksi Niittymies acts as a Grant Researcher at the Faculty of Management and Business at Tampere University. His research interests relate to managerial cognition and international business, especially to how cognitions shape firms' internationalization processes. He has published his research, for instance, in *International Business Review*.

Christina Öberg is a Professor in Business Administration at Karlstad University, Sweden and associated with the Ratio Institute and Leeds University. She has a

background from Linköping University and Lund University and has been a Visiting Scholar at Harvard University, Stanford University, the University of Florence, the University of Exeter, the University of Bath, and Manchester University. Her research interests concern mergers and acquisitions, customer relationships, innovations, sustainability, and new ways to pursue business, including the sharing economy and effects of additive manufacturing. Her publications appear in such journals as *Journal of Business Research*, *Production Planning & Control*, *Entrepreneurship and Regional Development*, *Information Technology & People*, *European Journal of Marketing*, *International Marketing Review*, and *Industrial Marketing Management*.

Ruchi Sinha is a Senior Lecturer in Management in the Business School at the University of South Australia. She is an Active Member of the Centre for Workplace Excellence. Her PhD is in Organizational Psychology from Michigan State University. Her research focuses on the role of teamwork in effective decision-making. Particularly the role of shared leadership, voice, conflict and shared cognition on team effectiveness. She seeks to clarify the measurement of critical team composition predictors and emergent states to explain how they influence team communication and coordination. She applies an interdisciplinary lens to her research and is currently working on multiple sizeable research projects funded by Australia's Defence, Science and Technology Group. Her work has been published in top-tier management and psychology journals. She serves on the Editorial Board for the *Journal of Applied Psychology* and the *Journal of Organizational Behavior*.

Kristian J. Sund is a Professor of Strategic Management at Roskilde University in Denmark. He is Co-editor, with Robert Galavan, of the *New Horizons in Managerial and Organizational Cognition* book series. His research currently focuses on business model innovation, uncertainty, and management education, and has recently appeared in outlets like *MIT Sloan Management Review* and *Journal of Business Research*. He holds a Doctorate in Management and Licentiate (MSc) in Economics from the University of Lausanne, and a MA from the Ecole Polytechnique Fédérale de Lausanne, where he also completed his post doc.

Imogen E. Weigall is currently undertaking a Masters by Research in Human Resource Management at the University of South Australia. She completed a Bachelor in Psychological Science (Cognitive Neuroscience) from the University of South Australia in 2019. Her current research adopts an interdisciplinary approach integrating research and techniques from cognitive neuroscience with existing organizational science methods to investigate neurophysiological predictors of shared mental model development.

Randall Westgren is a Professor of Applied Economics and holds the McQuinn Chair in Entrepreneurial Leadership at the University of Missouri – Columbia, USA. Prior to joining the University of Missouri, he held professorial positions at the University of Illinois, McGill University (Montréal), and Santa Clara

University (California). His primary research foci are strategic entrepreneurship behavior in small and large firms and inter-firm strategies for cooperation and competition. His empirical research in the agri-food sector is funded by a series of grants from the National Institute of Food and Agriculture.

David A. Whetten recently retired from a Distinguished Academic Career, serving on the faculties of University of Illinois and most recently Brigham Young University. He had a highly productive research career, with over 100 publications in a range of areas, including organizational decline, organizational effectiveness, family business, corporate reputation, and research methods. But he is most widely known as one of the progenitors of the concept of organizational identity. He served as Editor of *Academy of Management Review*. He was an Active Member of the Academy of Management. In 1991 he was elected an Academy Fellow, he received the Academy's Distinguished Service Award in 1994, he served as President in 2000, and in 2004 he received the OMT Division Distinguished Scholar Award. In addition, he received the Outstanding Educator Award from the Organizational Behavior Teaching Society in 1992 for his pioneering work in management skills education.

List of Contributors

Alex Chatburn	University of South Australia, Australia
Zachariah R. Cross	University of South Australia, Australia
Peter Foreman	Illinois State University, USA
Robert J. Galavan	National University of Ireland Maynooth, UK
Ravi S. Kudesia	Temple University, USA
Louise Kyriaki	Flinders University & University of South Australia, Australia
Tingting Lang	Renmin University of China, China
Saheli Nath	University of Central Oklahoma, USA
Aleksi Niittymies	Tampere University, Finland
Christina Öberg	Örebro University, Sweden
Ruchi Sinha	University of South Australia, Australia
Kristian J. Sund	Roskilde University, Denmark
Imogen E. Weigall	University of South Australia, Australia
Randall Westgren	University of Missouri, USA
David A. Whetten	Brigham Young University, USA

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Chapter 1

Reflections on the First Five Volumes of New Horizons in Managerial and Organizational Cognition

Robert J. Galavan and Kristian J. Sund

Abstract

In this chapter, the authors reflect on their experience of editing the first five volumes of the book series *New Horizons in Managerial and Organizational Cognition*. The authors summarize some of the contributions of articles published in the series, including those comprising this fifth volume. From its beginnings as a follow-up publication of the second Frontiers in Managerial and Organizational Cognition (MOC) conference, the series has moved in several directions exploring how the field is developing, and what new applications of MOC theories and methods are being explored. The authors identify and highlight several lines of investigation in particular: work that furthers their understanding of schema and cognitive mapping, work on framing, work on identity, work on heuristics and intuition, work on emotions, and modern methodological advances, enabled by IT and other technologies.

Keywords: Emotions; framing; heuristics; identity; managerial and organizational cognition; schema

Introduction

When we embarked on the adventure of editing the book series *New Horizons in Managerial and Organizational Cognition* (MOC) we shared a sense that there was a need for a forum in which scholars could share theoretical and methodological insights, either extending the study of cognition, or applying cognition theory

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and methodology, in novel ways, to questions of management and organization. We had been organizers of the first and second *Academy of Management Frontiers in MOC* conferences in Maynooth, Ireland, in 2012, and in Roskilde, Denmark, in 2015, respectively. We had both dealt with cognitive theories as part of our own research. We had both built a network of cognition scholars in several countries, people for whom we had a great deal of respect. Collaborating on the creation of such a forum therefore seemed very natural and it has been a successful and rewarding endeavor.

The concept was to be simple: establish a book series that would attract a mix of established and developing scholars to discuss *new horizon* topics in MOC. We also aim to encourage bold thinking that might not fit the standard journal format. As she had played an important part in the organization of the first two *Frontiers* conferences, Anne Huff was a natural person to approach as guest editor of the first volume, a role she thankfully accepted. The topic we chose together to kick off the series was uncertainty. The second volume was to concern methodological advances, and was guest edited by Gerard Hodgkinson, whose work has been very influential in the field. For the third volume, we wished to investigate the links between innovation and cognition, which we did with Stefano Brusoni as guest editor. The fourth volume focused on the concept of business models from a cognitive perspective, an area that has become central to one of us, with Marcel Bogers guest editing. Finally, this fifth volume is a more open book under the title *Thinking about Cognition* as we reflect on broader horizons in the field.

In this short chapter, we wish to outline some of the key themes and contributions that have been discussed in the pages of the series over these past five years. Not all published papers fall under these themes, and our attempt is thus not to outline every contribution but to consider a sample of the richness and breadth of contributions. For more details on the content of the previous volumes we would refer the reader to the introductory papers for each of these (Sund, Galavan, & Huff, 2016; Hodgkinson, Sund, & Galavan, 2018; Sund, Galavan, & Brusoni, 2019; Sund, Galavan, & Bogers, 2021).

Mental Representations

It will not be a surprise to cognition scholars that theories of schema, mental representation, or mental models have featured throughout the series. In the first book of the series Marcy and Berze (2016) use mental models to explore the challenges faced by public sector leaders trying to detect and define the weak signals of emerging crises. They conclude that organizations can improve their capacity to detect emerging variables in complex environments through training and development activities. For example, by training managers to better differentiate and integrate mental models, and in doing so, raise their self-awareness and ability to detect early warning signals.

In the second book of the series, we emphasized methodological developments and two chapters focused, in very different ways, on methods for causal mapping. While causal mapping techniques have been an important part of the MOC field for some time, comparing or contrasting maps is challenging, both

in terms of approaches that are either nomothetic or ideographic and in terms of their structure and content. [Laukkanen \(2018\)](#) opens a door to comparative causal mapping, and the potential for large-N studies through the development of CMAP3 software that facilitates the codification, analysis, and visualization of causal maps, opening up possibilities of scaling elicitation techniques. [Clarkson and Kelly \(2018\)](#) set the challenge of establishing whether capturing cognitive map structure actually captures any more than random detection would and set out a method for evaluating maps using a Monte Carlo simulation. This work brings us a step closer to methods of elicitation and map structuring that allow for large-scale quantitative studies. Considering a very different application of schema theory, [Daood, Calluso, and Giustiniano \(2021\)](#) explore the dark side of business models, where established schemas narrow the opportunities for more radical schemas to be considered, and in doing so establish schemas as cognitive barriers to business model innovation. In the same book, [Massa and Hacklin \(2020\)](#) use visualized schemas as a means of exploring activity systems, at the nexus of representation and cognition. Each of these chapters are wonderful examples of the innovative approaches that scholars are taking to explore new contextual horizons and extend the horizons of MOC to address these new challenges.

In the current volume, Öberg addresses challenges managers face in addressing complex and continuously changing environments through the use of network pictures. These “pictures” capture not just the components of the network, but how these react to changes, and how others in the network strategize in parallel, creating, and ever-changing the strategic context. It brings the field closer to the examination of dynamic, contextualized interdependence, and managers’ subjective and selective choices. In doing so, it highlights the socially interdependent and socially negotiated context, and the limited ability managers have to capture it in a holistic fashion, instead relying on limited aspects and subjective interpretations.

Uncertainty, Heuristics, and Intuition

In the context of a worldwide Covid-19 pandemic, that at the time of writing is still affecting businesses around the world, the topic of uncertainty remains highly relevant. This was also the topic of the first book in the *New Horizons in MOC* series, and the related topics of heuristics and intuition have since been revisited in a number of papers in the series. At the time, we reflected in a conversation piece with Anne Huff, Frances Milliken, and Gerard Hodgkinson ([Huff et al., 2016](#)), that recent advances in the study of uncertainty have not only emphasized that there may be various types of uncertainty ([Milliken, 1987](#); [Sund, 2015](#)), but also that uncertainty may be linked to emotional responses ([Hodgkinson, Wright, & Anderson, 2015](#)), or even to traits such as overconfidence ([Sund, 2016](#)), or in the case of responses to uncertainty, to self-efficacy ([Ladd, 2021](#)). Dealing with uncertainty during strategic decision-making, managers make judgments based on intuition ([Constantiou, Shollo, & Vendelø, 2016](#)), using decision rules that are both interconnected, and subject to emotional handling ([Kazakova](#)

& Geiger, 2016). In the current volume, Nath discusses the role that faith traditionally played in reducing uncertainty.

Emotions

Emotions remain challenging to capture, but methodological advances are being made, and we document some of these in the series. Healey, Bleda, and Querbes (2018) take stock of progress in agent-based modeling and outline how such modeling can be used to build and test models based on the interaction of affect and cognition. Vuori (2018) reflects on interview techniques that can be used to capture not just cognitions, but also emotions surrounding these cognitions. Capturing and theorizing about affective states have thus led to advances in the study of “hot” cognition (Hodgkinson et al., 2018; Hodgkinson & Healey, 2008), and how emotions may interfere with processes such as innovation (Bez & Chesbrough, 2021; Sund et al., 2019).

Framing

Framing has emerged as another common theme in the series, its use being adapted to an ever-broader range of research challenges. From the first book in the series, we saw issues of framing contests and the challenge of reconfiguring capabilities in the face of environmental change. Altmann (2016) gives us insights into how functional areas in organizations diverge and compete for the validity of their disparate frames. Anderson and Galavan (2016) examine a public clash of frames between state and private actors as they each frame their positions. Rather than accept the frames at face value, a laundry list as it were, they unpick the details of the frames to establish how the actors contest the space.

In a more interactive setting, Slocum, Huff, and Balogun (2016) expose a detailed view of the recursive and cognitive processes involved in developing a frame of reference on technology in organizations. Ultimately, they conclude that integrating, merging, and juxtaposing structures facilitates reframing and change. A change they define as more about a change in use of knowledge than a change in the content of that knowledge. In the third volume, Snihur, Thomas, and Burgelman (2019) examine the performative skill of framing to different audiences, identifying framing as an important strategic process in facilitating the emergence of radical business models. Using a different approach, Zaman, Mount, Pitsis, O’Connor, and Dean (2019) explore a fascinating shift from paper-based to digital systems used by medical personnel in hospitals. They adopt interactive framing methods as an analytical lens to expose the socio-cognitive processes at play and uncover four distinct cycles that align with shifting frames.

Identity

Perhaps one of the most traditional strands of MOC, identity has also been a later companion on the series journey. Van Boxstael and Denoo (2021) explore the challenges that founder identity has through its imprinting on business models.

The current volume presents two chapters that examine identity theory and evaluate it through a more critical lens, setting some substantial challenges for the development of the field. Westgren and Foreman present a case for a new micro-foundational approach to organizational identity, to replace the more common approach of borrowing from individual identity theory. The approach proposed is a recognition of shared identity within the organization, a collective cognition, rather than a collection of individual and external memberships of a category. In a related space, but following a different approach, Foreman and Whetten take a critical look at the organizational identity construct (Albert & Whetten, 1985) and take on the task of adding clarity, addressing both the identity conundrum, and the identity perspective.

Concluding Thoughts

As we look back, we see other topics to mention, such as the promise of neuroscience methods (Laureiro-Martinez, 2018; Massaro, 2018), highlighted also in this volume by Sinha and colleagues, a space full of opportunity and fraught with technical, methodological, theoretical, and ethical challenges. We have in fact by now had the honor of seeing 47 chapters published in the series, authored by 96 individual authors in total, a few having contributed more than once. We have also established a (more or less) yearly panel symposium at the Academy of Management meeting on the theme of the most recent volume, that has been kindly sponsored by the MOC Division, and on occasion by other divisions (such as Technology and Innovation Management or Strategic Management) and we are grateful for their support. Finally, we have organized paper development workshops and other activities around the series.

This series has been, and will continue to be, our small contribution to the relatively large group of scholars around the world engaged in the study of MOC. We hope that many more scholars will continue to contribute in the years to come and send our best wishes and thanks, to those who already have.

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