

Cambridge Judge Business School

Organisational Behaviour Group

SUPPORTING ORGANISATIONS WITH BEHAVIOURAL INSIGHTS

Improving leadership, team dynamics and decision making through collaborative research



UNIVERSITY OF
CAMBRIDGE
Judge Business School

Making Difference through Engagement

Christoph Loch, former Director of Cambridge Judge Business School, *“We encourage you to go out and do something you’re proud of, to make a difference to yourself and to society, beyond the standard indicator of the size of the salary.”*

Cambridge Judge Business School is in the business of transformation. Many of our academics are leaders in their field, creating new insight and applying the latest thinking to real world issues to generate real world impact.



Get in touch

To explore potential collaboration opportunities and schedule introductory meetings with our faculty, reach out to:

CJBS Research Engagement and Impact Manager

impact@jbs.cam.ac.uk

Organisational Behaviour Group

CJBS Organisational Behaviour (OB) Group is keen to engage with companies and organisations for collaborative research projects, which can benefit those on the field while also leading to academic publications in top journals. The (OB) Group, through their work and knowledge, can help you conduct an assessment of your organisation's culture, climate and creative potential, it can support you in developing the leadership and decision-making capacity of your team leaders and managers and it can favour the identification of ways to improve employees' morale and motivation. While these are examples based on existing projects the Group has been involved in, faculty members welcome proposals for new projects and contributions.

Why engage with the OB Group

Our faculty can help you understand and improve your:

- Team dynamics and collaboration
- Individual and collective behaviours of employees and managers
- Decision-making processes
- Ethics and professionalism
- Power and influence
- Creativity and innovation
- Organisational culture
- People analytics and psychometric measurement

How the OB Group conducts research

The Organisational Behaviour group leverages a collaborative partnership approach to co-design practice research projects where they combine scientific rigor with practical relevance in working towards solutions of issues that are pressing for managers. Collaborative research can take place through experiments, survey, interviews and analysis of existing data held by your company. The group also runs the [Cambridge Experimental & Behavioural Economics Group](#), and regularly offers developmental internal seminars as well as seminars with external speakers.



Collaborate with our Faculty

Our faculty are currently looking for non-academic partners to conduct research projects and/or to involve them in their teaching activities. Please find below current opportunities for collaboration:

Dr Patrizia Vecchi

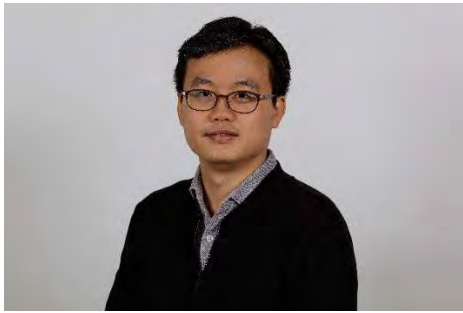


Full profile: <https://www.jbs.cam.ac.uk/faculty-research/faculty-a-z/patrizia-vecchi/>

Type of project	Description
Research collaboration	Research collaborations to analyse internal data or develop ad hoc research projects aimed at improving 'people and team' dynamics and related challenges. Topics of interests are networks and interpersonal relationships, leadership development, collaboration within and between teams, and gender and diversity issues.
Consulting	Consulting projects on topics related to teams dynamics and diversity that can result in data suitable to answer research questions
Involvement in executive education	Opportunities to participate in executive education classes as speaker or panellist
Feedback collection from employees	Administration to employees of research-based leadership assessment tools and tools to assess specific skills (influence, negotiation, etc.) with individualised feedback.

Representative work:

- Vecchi 2020. "Managing Errors" in the Perception of Workplace Social Networks: The Case of Workplace Cooperation. Preliminary findings are available upon the request. <https://journals.aom.org/doi/10.5465/AMBPP.2020.19778abstract>.
- Vecchi & Knight 2020. How Does a Bad Apple Spoil the Bunch? The Effect of a Single Difficult Team Member on the Development of Social Integration in New Work Teams. Findings are available upon the request.



Full profile: <https://www.jbs.cam.ac.uk/faculty-research/faculty-a-z/yeun-joon-kim/>

Type of project	Description
Research collaboration	Research collaboration based on the application of a novel theoretical model to investigate how environmental factors, leaders, and followers interactively shape organizational culture.
Consulting	Evidence-based consulting through the application of a novel theoretical model to investigate how environmental factors, leaders, and followers interactively shape organizational culture. I am already helping three global companies change their cultures. We (1) evaluate environmental changes, (2) estimate the gap between desirable cultures and current cultures, (3) plan cultural changes, and (4) devise strategies and techniques to change cultures.
Consulting	Evidence-based consulting to help organisations address their organizational issues, e.g. in terms of boosting employee's creativity, improving leadership, etc. based on their archive data or via using field experiments and surveys.

Representative work:

- Kim, Y. J., & Kim, J. (2020). Does Negative Feedback Benefit (or Harm) Recipient Creativity? The Role of the Direction of Feedback Flow. *Academy of Management Journal*, 63(2), 584-612. <https://www.jbs.cam.ac.uk/insight/2020/criticism-and-creativity/>
- Kim, Y. J., & Toh, S. M. (2019). Stuck in the Past? The Influence of a Leader's Past Cultural Experience on Group Culture and Positive and Negative Group Deviance. *Academy of Management Journal*, 62(3), 944-969. <https://www.jbs.cam.ac.uk/insight/2019/stuck-in-the-past/>



Full profile: <https://www.jbs.cam.ac.uk/faculty-research/faculty-a-z/andreas-richter/>

Type of project	Description
Research collaboration	Research collaboration on topics of innovation and creativity geared towards the development of leader/employee development workshops or of other organization development initiatives. Opportunity to provide targeted feedback on the surveys administered to the company's employees as part of the collaboration project.
Research collaboration	Research collaboration geared towards the improvement of employee/team suggestion systems, employee/team performance, employee creativity & innovation
Consulting	Consulting project geared towards the development of leader/employee development workshops or of other organization development initiatives.

Representative work:

- Wilhelm, H., Richter, A. W., & Semrau, T. (2019). Employee learning from failure: A team-as-resource perspective. *Organization Science*. <https://www.jbs.cam.ac.uk/insight/2019/learning-from-workplace-failure/>
- Venkataramani, V., Richter, A. W., & Clarke†, R. (2014). Creative benefits from influential leaders? The importance of leader social network ties for employee creativity. *Journal of Applied Psychology*, 99(5), 966-975.



Full profile: <https://www.jbs.cam.ac.uk/faculty-research/faculty-a-z/david-stillwell/>

Type of project	Description
Research collaboration	Research collaborations with organisations that have large/complex datasets of "people data" to work with. Can be a pure research engagement or a mixture of research and consultancy using big data and machine learning to answer "people" questions, e.g. understanding employees, customers, leaders, teams, etc.

Representative work:

- <https://www.pnas.org/content/110/15/5802.short>
- <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0073791>



Full profile: <https://www.jbs.cam.ac.uk/faculty-research/faculty-a-z/alberto-feduzi/>

Type of project	Description
Co-development of tailored training	Co-development of tailored training opportunities and workshops for your company on individual and group decision-making; managing 'unknown unknowns' and 'Black Swans'; the psychology of strategic leadership.
Involvement in teaching	Invitation to talk in classes and at webinars about your experience as a manager or the experience of your company in relation to decision-making under extreme uncertainty
Case study	Co-creation of teaching case studies that can help the company understand and improve decision-making in turbulent times

Representative work:

- Feduzi, A., Faulkner, P., Runde, J., Cabantous, L. and Loch, C. (2020) Heuristic methods for updating small world representations in strategic situations of Knightian uncertainty. *Academy of Management Review* (DOI: 10.5465/amr.2018.0235)
- Feduzi, A. and Runde, J. (2014) "Uncovering unknown unknowns: towards a Baconian approach to management decision-making." *Organizational Behavior and Human Decision Processes*, 124(2): 268-283 (DOI: 10.1016/j.obhdp.2014.04.001)

Collaboration in Practice

Here are examples of current engagement projects that the faculty members of the OB group are involved in to share their knowledge with stakeholders who might leverage it for real world impact:

- The [Psychometrics Centre](#), directed by **Dr David Stillwell**, creates psychometric tests for organisations in the business, health, and education domains. It has over 20 years' experience working with organisations and delivers over 20 projects each year. Recent projects involve:
 - Working with a South African psychometric assessment company on a software platform for people analytics, which combines gamified and psychometric assessment, AI-based scoring, video analysis and spoken language transcription into a user-friendly interface for use in staff recruitment and development.
 - Development of online computer-adaptive tests for the Singapore Eye Research Institute to diagnose and help surgeons to advise upon a range of eye conditions. The software is currently being used as part of a clinical trial at Harvard Medical School.
 - Building [DiscoverMyProfile](#), a website that allows members of the public to take psychometrics assessments for free and gain scientific insight into aspects of their psychological profile. The tool comprises over 40 different assessments and helped to collect big five personality test responses from over 740,000 volunteers and intelligence data from over 250,000 volunteers, opening up possibilities for psychological research.
 - Working with an aviation company to create a cognitive and personality test battery for the recruitment of pilots.

- **Dr Joon Kim** regularly engages in consulting and research collaboration projects with corporations all around the world. Recent examples of projects involve:
 - Designing and implementing 360 Performance Evaluation Systems and creating a software program to run the system. This project helped to explore the effects of negative feedback on creativity.
 - Designing the selection programs for a start-up company (e.g., interview, analyzing the relations between a candidate's past records and performance). This project helped to explore the leader's past experience on group culture.
 - Analysing whether a UK firm's existing on-line training programs are effective in improving employee performance.

- **Dr Andreas Richter** featured in an episode of [The School Bell Podcast](#) hosted by Independent Schools Queensland. There he introduced organisational behaviour studies and his interest in this discipline, before diving into the discussion of what transformational leadership means and how it can create the right conditions for employees to thrive.

Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge
CB2 1AG
United Kingdom

T +44(0)1223 339700
impact@jbs.cam.ac.uk
www.jbs.cam.ac.uk

