Christina Fang

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EDUCATION

PhD	Strategic Management (August 2003)
MA	Management Science & Applied Economics (August 2001)
	The Wharton School, University of Pennsylvania
BA	Accountancy & Business (May 1997)
	Nanyang Technological University, Singapore

ACADEMIC POSITIONS

Assistant Professor	Department of Management, New York University 2003 - 2009
Associate Professor (Untenured)	Department of Management, New York University 2010 - 2012
Associate Professor (Tenured)	Department of Management, New York University 2012 (January) – 2021
Visiting Professor	Cheung Kong Graduate School of Business, China 2017-2019
Full Professor	Department of Management, New York University 2021 -

RESEARCH INTERESTS

Organizational Learning, Strategic and Behavioral Decision Making, Strategic Management.

PUBLICATIONS

Journal Publications

1. Christina Fang, Steve Kimbrough, Annapurna Valluri, Eric Zheng and Stefano Pace. 2002. On Adaptive Emergence of Trust Behavior in the Game of Stag Hunt. *Group Decision and Negotiation*. 11:449-467.

2. Jerker Denrell, Christina Fang and Sidney Winter. 2003. The Economics of Strategic Opportunity**. Strategic Management Journal**. 24(10): 977-990.

3. Jerker Denrell, Christina Fang and Daniel Levinthal. 2004. From T-mazes to Labyrinths: Learning from Model-based Feedback. *Management Science*. 50(10), 1366-1378.

4. Christina Fang and Daniel Levinthal. 2009. Near Term Liability of Exploitation: Exploration and Exploitation in Multi-Stage Problems. *Organization Science*. 20(3), 538-551.

5. Christina Fang, Jeho Lee and Melissa Schilling. 2010. Balancing Exploration and Exploitation through Structural Design: The Isolation of Subgroups and Organization Learning. *Organization Science*. 21(3), 625-642.

6. Jerker Denrell and Christina Fang. 2010. Predicting the Next Big Thing: Success as a Signal of Poor Judgment. *Management Science*. 56(10), 1653-1667.

7. Christina Fang, Sari Carp and Zur Shapira. 2011. Prior Divergence: Do researchers and participants share the same prior probability distributions? *Cognitive Science*. 35, 744–762.

8. Amitav Chakravarti, Christina Fang and Zur Shapira. 2011. Detecting and Reacting to Change: The Effect of Exposure to Narrow Categorizations. *Journal of Experimental Psychology: Learning Memory and Cognition*. 37(6), 1563–1570.

9. Christina Fang. 2012. Organizational Learning as Credit Assignment – A Model and Two Experiments. *Organization Science*. 23(6), 1717-1732.

10. Jerker Denrell, Christina Fang and Zhanyun Zhao. 2013. Inferring Superior Capabilities from Sustained Superior Performance: A Bayesian Analysis. *Strategic Management Journal*. 34 (2), 182–196.

11. Christina Fang, Jason Kim and Frances Milliken. 2014. When Bad News is Sugarcoated: Information Distortion, Organizational Search and the Behavioral Theory of the Firm**. Strategic Management Journal.** 35(8), 1186–1201.

12. Christina Fang, Jason Kim and Frances Milliken. 2014. When Bad News is Sugarcoated: Information Distortion, Organizational Search and the Behavioral Theory of the Firm. *Strategic Management Journal.* 35(8), 1186–1201.

13. Melissa Schilling and Christina Fang. 2014. When Hubs Forget, Lie and Play Favorites: Interpersonal Network Structure, Information Distortion and Organizational Learning. *Strategic Management Journal.* 35(7). 974–994.

14. Jerker Denrell, Christina Fang, and Chengwei Liu. 2015. Chance Explanations in Management Sciences. *Organization Science*. 26(3). 923-940. (Perspective Article).

15. Chengwei Liu, Ivo Vlaev, Christina Fang, Jerker Denrell and Nick Chater. 2017. Strategizing with Biases: Making Better Decisions using the Mindspace Approach. *California Management Review* (special issue on Behavioral Strategy and Management Practice). 59(3). 135-161.

16. Christina Fang and Jason Kim. 2018. The Power and Limits of Modularity: A Replication and Reconciliation. *Strategic Management Journal*. 39. 2547-2565.

17. Jerker Denrell, Christina Fang, and Chengwei Liu. 2019. In Search of Behavioral Opportunities from Misattribution of Luck. *Academy of Management Review*. 44(4). 896–915.

18. Christina Fang and Jason Kim. 2023. Is Modularity Robust to Mismatches? A Formal Test. *Industrial and Corporate Change*. 32(1): 47-60.

19. Christina Fang, Jason Kim and Hisan Yang. 2024. Learning in Temporally Complex Problems: The Role of External Knowledge. Forthcoming. *Organization Science*.

Edited Books

Mie Augier, Christina Fang and Violina Rindova (Editors). 2018. *Behavioral Strategy in Perspective*. Advances in Strategic Management. Emerald Group Publishing Limited.

Book Chapters

Mie Augier, Christina Fang and Violina Rindova (Editors). 2018. Introduction. *Behavioral Strategy in Perspective*. Advances in Strategic Management. Emerald Group Publishing Limited.

Christina Fang and Chengwei Liu. 2018. An Alternative Account of Superior Profitability? In *Behavioral Strategy in Perspective*. Advances in Strategic Management. Emerald Group Publishing Limited.

Christina Fang. 2013. Behavioral Strategy. *The Palgrave Encyclopedia of Strategic Management*. Palgrave Macmillan UK. Mie Augier, David Teece (Eds).

Christina Fang. 2013. Theoretical Models of Organizational Learning. *Encyclopedia of Management Theory*. Sage Publishing. Eric Kessler (Ed).

WORK IN PROGRESS

Jerker Denrell and Christina Fang. Shining Too Bright? Stars, Mutual Learning and the Dynamics of Organizational Performance. 2nd R&R. Strategic Management Journal.

This study delves into the dynamic roles of star performers within organizations, exploring how their presence influences long-term outcomes. Previous research has extensively documented the immediate impacts of these high performers, emphasizing their motivational effects and role in knowledge transfer, yet often neglects the evolving interactions that determine sustained organizational effects. We develop a computational model to scrutinize the interplay between individual performance, leadership turnover, and the exploration of diverse practices. Our findings illustrate that star performers can reduce the efficacy of vicarious learning and lower long-term organizational performance. We demonstrate that a more equitable initial distribution of competencies, encouraging frequent changes in imitation target, promotes a broader exploration of practices, thereby improving long-term outcomes.

Christina Fang, Jason Kim and Hisan Yang. Adaptive Attention-Based Search: A Robust Framework for Navigating Complexity and Uncertainty. Submitted. Strategic Management Journal.

How can organizations solve problems when interdependencies among decision variables may not be known exactly? Building on theories of organizational attention (Ocasio, 1997; Joseph & Ocasio, 2012), we propose an attention-based search strategy, a simple yet robust heuristic that dynamically balances local optimization and global exploration without requiring prior structural knowledge. Unlike modularized strategies that depend on often-incorrect assumptions about problem structures (Baldwin & Clark, 2000; Ethiraj & Levinthal, 2004), attention-based search emphasizes selective focus on high-potential areas while maintaining flexibility to explore broadly. Using NK landscapes (Kauffman, 1993; Levinthal, 1997), we demonstrate its reliable performance across modular, non-modular and random configurations. Our findings reveal that this approach often equals or outperforms modularized strategies, underscoring the power of robust simplicity in solving complex, uncertain problems.

Christina Fang, Jason Kim and Joseph Porac. Racial Segregation with Fuzzy and Crisp Identities. Completed and ready for submission.

One of the puzzles of race relations in the U.S. is that neighborhood segregation along racial lines has persisted over the years despite the increasing blending of racial identities in the population. We address this puzzle by modelling segregation patterns among actors with fuzzy identities. Our simple extension to the classic Schelling (1971) model reinstates, in a multi-attribute set up, the core Schelling insight that moderate degree of micro level homophily preference is sufficient to generate macro level segregation. Furthermore, our model can explain the persistence of observed segregation despite fuzzy and graded identities. When attributes are correlated, migration results in members clustering around prototypical agents. This coalescing mechanism facilitates and accentuates the basic patterns of segregation.

Gino Cattani, Christina Fang, Jason Kim and Hisan Yang. Organizations as Shifting Coalitions: Implications for Learning and Performance. Completed and ready for submission.

This paper proposes a computational model that examines how coalitions and their dynamics affect learning and performance. As organizations are inherently political systems, decisions are made in a context where individuals have different beliefs, and goal conflict is never fully resolved. Building upon Carley's (1991) model of group stability, we modeled coalitions and their dynamics as the result of individuals' ongoing patterns of interaction within and across coalitions. In the model, individuals tend to interact with members of the same coalition. The coalitional dynamic is endogenous to the model: interaction patterns can evolve and even modify an organization's coalitional structure as individuals exchange their beliefs. Unlike previous computational models that assume a frictionless learning environment, an organization's coalitional structure determines whether individuals interact only with members of the same coalition or a different coalition as well. By treating organizations as inherently political systems the model elucidates why diversity in beliefs among organizational members can hinder – as opposed to enhance – learning and performance in the long run. The results also afford a window into a more nuanced understanding of how organizations can balance exploration and exploitation when diversity in beliefs constrains learning from members of other coalitions. The theoretical implications of the model's main findings are discussed.

Christina Fang. Organization Learning in Evolving Networks: Alternative Growth Logics, Interpersonal Network Structure and Performance. Completed and ready for submission.

Most prior models assume static network structures and examine their impact on learning and performance. Yet organizations are not static. Incoming members form ties with existing members and the pattern of tie formation may follow distinct logics. Simulating the dynamic interplay between network evolution and organizational learning, we study how alternative network evolution logics (link, distance, random, performance) impact organizational learning and performance. We find that network formed based on distance (such as homophily) consistently outperform those formed by links (i.e. rich-gets-richer).

Christina Fang, Hisan Yang and Jason Kim. Feedback vs Template Based Learning in Credit Assignment Problems: An Experimental Study. Project underway.

How do humans resolve the conflicts between external template and their own experience? We devise an experimental task where subjects solve a multi-stage problem with clues that signal the locations of the correct solution. We ask: will more clues necessarily result in higher performance? What will be the optimal distribution of clues – clustered around the solution or randomly throughout the solution space?

Christina Fang. Social Learning Strategies, Network Structure and Organizational Performance: A Replication and Review. Project underway.

The literature of learning in networks has emerged in recent years with an increasingly coherent body of ideas, based on research from psychology, physics, management, economics and network sciences in general. The literature seems to agree on a set of fundamental findings despite its fair share of conflicting results. In this paper, I examine

the common mechanisms underlying seemingly consistent or disparate findings in key papers, to understand how model specific features may have confounded the paper specific results.

PROFESSIONAL SERVICE

Co-Director. Joint Masters Program in Organizational Management and Innovation with NYU Shanghai.

Member, Cross-school Promotion and Tenure Committee, NYU Shanghai.

Member of the Division Executive Committee, Strategic Management Division, Academy of Management

External tenure reviewer (UC Irvine, UBC, Yonsei University, INSEAD, Stanford University).

Founding Member (one of nine), Behavioral Strategy Interest Group, Strategic Management Society.

Program Chair for 'Behavioral Strategy' Interest Group, Strategic Management Society, 2014

Member, Award Committee, Business Policy and Strategy, Academy of Management. 2015.

Member, Editorial Review Board, *Organization Science*.

Ad hoc reviewer. *National Science Foundation, Organization Science, Management Science, Administrative Science Quarterly, Strategic Management Journal, System Dynamics.*

CONFERENCES ORGANIZED

2020 January. "Exploration and Exploitation in Evolving Networks", Inaugural Research Workshop on Network Learning, Stern, NYU

2015 September. Behavioral Strategy Conference. Stern. NYU.

2014 April. Inaugural Workshop on Behavioral Strategy. Stern. NYU.
About fifteen senior scholars met to jumpstart the field of Behavioral Strategy, including Nobel Laureate Daniel Kahneman.

CONFERENCE AND SEMINAR PRESENTATIONS

2024

March. Invited Research Seminar. "Dominance and Industry Progress". UT Austin.

2023

March. Invited Research Seminar. "Dominance and Industry Progress". Boston University

2022

December. Invited Research Seminar. "Template Based Learning". UC Irvine.

August. Academy of Management, Seattle

October. INFORMS Dissertation Competition Judge. "Dominance and Industry Progress".

2021

June. Invited research seminar. University of Vienna.

April. "Competition, Shifting Leadership and Industrial Progress". Wharton Technology & Innovation Conference.

April. "Competition, Shifting Leadership and Industrial Progress". Strategy Science Conference.

June. "Competition, Shifting Leadership and Industrial Progress". Theoretical Models in Organizations (TOM) Virtual Conference.

June. "Schelling Segregation with Fuzzy and Crisp Identities". Theoretical Models in Organizations (TOM) Virtual Conference.

June. Invited research seminar. "Schelling Segregation with Fuzzy and Crisp Identities". University of Vienna.

October. Invited research seminar. "Template vs Experiential Learning in Credit Assignment Problems", UT Austin.

2020

January. "Exploration and Exploitation in Evolving Networks", Organizer and presenter at Inaugural Research Workshop on Network Learning, Stern School of Business, NYU.

November. Invited research seminar. "Schelling Segregation with Fuzzy and Crisp Identities". INSEAD.

2019

August. Showcase symposium titled "Machines vs Humans: How Can We Adapt Organizations to AI?" Organizer. Academy of Management Annual Conference, Boston.

August. PDW titled "Using Computational Models in Behavioral Strategy Research". Organizer. Academy of Management Annual Conference, Boston.

August. Symposium titled "The Surprises and Perils of Organizational Learning from Successes and Failures". Organizer. Academy of Management Annual Conference, Boston.

October. "Organizational Learning in Networks". Invited speaker at Conference in Honor of James March, Tepper Business School, Carnegie Mellon University.

2018

January. "Network Learning", Invited seminar at Tulane University.

August. Showcase symposium titled "Frontiers of Behavioral Strategy: From Models to Experiments: Behavioral Strategy Frontiers." Organizer and presenter. Academy of Management Annual Conference, Chicago.

August. "Behavioral Strategy: Turning Behavioral Theories on their head". Paper presented at Academy of Management Annual Conference, Chicago.

August. "Looking Forward and Looking Backward Revisited: Search from Crude Mental Model with Feedback Delay". Paper presented at Academy of Management Annual Conference, Chicago.

2017

August. "Computational Models of Learning", Invited panelist at Symposium on Using Computational Models in Management Research, Academy of Management Annual Conference, Atlanta.

September. "Network Learning", Invited seminar at Tuck School of Business, Dartmouth.

October. "Network Learning", Invited seminar at MIT Sloan School of Management.

2016

January. "Learning in Evolving Networks", Invited seminar at University College London, London.

March. "Learning in Evolving Networks". Invited seminar at Hong Kong University of Science and Technology, Hong Kong.

March. "Learning in Evolving Networks". Invited seminar at Singapore Management University, Singapore.

March. "Learning in Evolving Networks". Invited seminar at Cheong Kong Graduate School of Business, Beijing.

May. "Credit Assignment and Models of Learning", Invited speaker at Learning in Social Contexts Conference, Tepper Business School, Carnegie Mellon University.

2015

August. "Categorization in Schelling Simulation". Panelist of symposium titled "Current Research in Organization Design". Symposium at Academy of Management Annual Meeting, Vancouver.

August. "Combining Modelling with Experiment". Panelist of symposium titled "Using Multiple Methods to Approach Research Questions in Strategy and Organization Theory". Symposium at Academy of Management Annual Meeting, Vancouver.

September. Behavioral Strategy Conference. Organizer. NYU Stern.

2014

April. Inaugural Workshop on Behavioral Strategy, Organizer. NYU Stern.

2013

April. "Categorization in Schelling Simulation". Asilomar Learning Conference. Asilomar.

April. "Categorization in Schelling Simulation". TOM Conference, New York.

May. "Network Learning", Invited seminar at Tepper Business School, Carnegie Mellon University.

July. "Network Learning", Invited speaker, NSF Research Collaboration Network on "Facilitating the Creation and Transfer of Knowledge", Wharton School of Business, University of Pennsylvania.

2012

January. "Learning in a Modular World". Invited seminar at University of Washington, Seattle.

September. "Learning in a Modular World", paper presented at Theoretical Organizational Models Conference, Barcelona, Spain.

October. "Learning in a Modular World". Paper presented at Strategic Management Society Annual Conference, Prague, Czech Republic.

December. "Network Evolution and Learning". Paper presented at the Israeli Strategy Annual Conference, Tel Aviv, Israel.

2011

February. "Learning Strategies in Evolving Networks". Paper presented at Organization Science Winter Conference.

April. "Learning in Interpersonal Networks". Paper presented at Organizational Learning Conference at Asilomar, California.

June. "Organizational Learning in Evolving Networks". Invited speaker at Garbage Can Model 40th Anniversary Conference, Palo Alto, California.

Nov. "Learning in Interpersonal Networks". Invited speaker at Ross School of Business. University of Michigan.

2010

February. "New Directions in Organizational Learning". Panel organized for Organization Science Winter Conference.

May. "Organizational Learning in Hubby Networks". Paper presented in Samantha Goshal Strategy Conference, London Business School.

August. "Organizational Learning in an Independent World". Symposium organized for the Academy of Management Annual Conference, Montreal.

December. "Organizational Learning in Evolving Networks: Alternative Growth Logics, Interpersonal Network Structure and Organizational Performance". Invited speaker at the Inaugural Columbia Strategy Conference, New York.

2009

October. "Why Lying can be Functional". Invited seminar at University of Southern California.

August. "Strategic Challenges in Organizational Learning". Symposium organized in the Academy of Management Annual Conference, Chicago.

August. "Behavioral Foundations of Strategy". Symposium organized in the Academy of Management Annual Conference, Chicago.

2008

February. "Organizational Learning from Extreme Events". Panel Organized at Organization Science Winter Conference.

2007

December. "Are the Highest Performers the Most Impressive?" Invited speaker at London Business School, London.

August "New Models of Organizational Learning". Symposium organized in Academy of Management Annual Conference, Philadelphia.

August. "Behavioral Strategy". Symposium organized in Academy of Management Annual Conference, Philadelphia.

June. "Success as a Signal of Poor Judgment". Paper presented at the Atlantic Strategy Conference, Atlanta.

April. "Exploration and Exploitation in Complex Networks". Paper presented at Wharton Technology Conference, Philadelphia.

March. "A Behavioral Model of Valuation". Invited speaker at the Utah Strategy Conference, Salt Lake City.

2006

August. "The Role of Feedback in Learning". Symposium organized in Academy of Management Annual Conference, Atlanta.

August. "Exploration and Exploitation in Complex Networks". Paper presented in Academy of Management Annual Conference, Atlanta.

July. "Business Strategy, Luck, and Poor Judgment". Paper presented in 22nd EGOS Annual Conference, Bergen, Norway.

June. "Business Strategy, Luck, and Poor Judgment". Paper presented in FUR Conference, Rome.

May. "Organization Design". Paper presented in Workshop on Organizational Design, University of Southern Denmark, Odense.

May. "A Model of Strategic Opportunity Discovery". Paper presented in Strategic Research Forum, Egg Harbor, New Jersey.

April. "Learning in the Absence of Outcome Feedback". Invited seminar at Guanghua Business School, Beijing University.

February. **"Exploration and Exploitation in Complex Networks"**. Paper presented in Organization Science Winter Conference, Colorado Springs.

2005

November. "Forecast Accuracy and Luck". Paper presented in the Judgment and Decision Making Conference, Toronto.

August. "Capability vs Cumulative Advantage'. Paper presented in the Academy of Management Annual Conference, Hawaii.

August. "The Role of Luck in Strategy". All-academy symposium organized at the Academy of Management Annual Conference, Hawaii.

August. "Fooled by Randomness: the Role of Luck in Accurate Forecasting". Paper presented in the Academy of Management Annual Conference, Hawaii.

2004

August. "Strategy as Valuation". Paper presented in the Academy of Management Annual Conference, New Orleans.

June. "Tracking Shifting Peaks". Paper presented at NSF Conference on Organization Design, New York.

April. "Strategy as Valuation: an Experimental Study". Paper presented in the 9th Behavioral Decision Research in Management Conference, Durham.

2003.

August. "Establishing the Innovation Performance Link". Paper presented in the Academy of Management Annual Conference, Seattle.

June. "Establishing the Innovation Performance Link". Paper presented in the EGOS Annual Conference, Copenhagen.

February. "Discovery of Strategic Opportunities". Paper presented in the Organization Science Winter Conference, Colorado Springs.

2002.

September "Strategy as Valuation". Paper presented in Strategic Management Society Annual Conference, Paris.

August. "Building Bridges to a Distant Peak". Paper presented in the Academy of Management Annual Conference, Denver.

June "Tracking Shifting Peaks: Organization Adaptation in Dynamic Environments". Paper presented in the Computational Analysis of Social and Organizational Systems Annual Conference, Pittsburgh.

April. "Models of Organization Learning". Paper presented in the Ninth Annual CCC Doctoral Consortium, Boston.

2001

August. "Learning in a Labyrinth". Paper presented in the Academy of Management Annual Conference, Washington DC.