



2017

Bentley Research Colloquium



BENTLEY RESEARCH COUNCIL

2017 BENTLEY RESEARCH COLLOQUIUM

THE FUTURE OF WORK

November 2, 2017

BENTLEY RESEARCH COUNCIL

WELCOME TO BENTLEY UNIVERSITY'S 2017 RESEARCH COLLOQUIUM, focusing on *THE FUTURE OF WORK*. This event is sponsored by the Bentley University Research Council.

The mission of the Research Council is to provide intellectual leadership on research at Bentley University. The council does this through the following three interrelated activities aligned with the University's vision, mission, and strategy:

- Develop and articulate a perspective on why research is essential to continuing and enhancing the achievement of Bentley's mission.
- Present a clear vision of what constitutes quality research at Bentley and position this vision within the broader context of faculty scholarship.
- Support Bentley faculty as they pursue and enhance the quality of their research endeavors and advise academic leadership about actions and platforms needed to further Bentley's research agenda.

We wish you a rewarding and enjoyable colloquium!

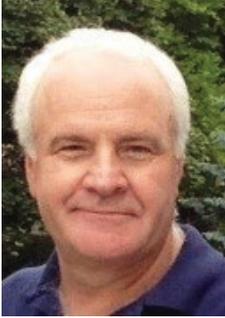
Marcia Millon Cornett
Chair, the Bentley University
Research Council



AGENDA

- 12:00 p.m.** **Opening Remarks** by Tony Buono, Research Colloquium Chair
Greeting from Bentley University President Gloria Cordes Larson
Lunch Service
Keynote Address by Ellen J. Glazerman,
Executive Director, Ernst & Young Foundation; Americas Director, University Relations, Ernst & Young LLP
- 1:15 p.m.** **Panel 1**
The Changing Nature of Work
Co-chairs: Linda Edelman (*Management*)
 Fred Ledley (*Natural & Applied Sciences*)
- Panel 2**
The Changing Workforce
Co-chairs: Donna Maria Blancero
 (*Management, Associate Dean of Business*)
 Deborah Pine (*Center for Women and Business*)
 Trish Foster (*Center for Women and Business*)
- 2:30 p.m.** **Poster/Breakout Session** (*refreshments available*)
- 3:00 p.m.** **Panel 3**
The Changing Workplace
Co-chairs: Euthemia Stavoulaki (*Management*)
 Miriam Boeri (*Sociology*)
- Panel 4**
The Changing Narrative about Work/Business
Co-chairs: Jill Brown (*Management*)
 Ranjoo S. Herr (*Philosophy*)
- 4:15 p.m.** **Poster/Breakout Session**
- 4:45 p.m.** **Close of Proceedings** by Marcia Millon Cornett
Chair, Bentley Research Council
- 5:00 p.m.** **Reception in the Executive Dining Room**
Sponsored by the Research Council

OPENING REMARKS



ANTHONY F. BUONO (B.S., University of Maryland; M.A., Ph.D. Boston College), Professor of Management & Sociology, Bentley University)

With a background in Industrial and Organizational Sociology, Tony is the founding coordinator of Bentley's Alliance for Ethics and Social Responsibility, which he directed from 2003-2013. He teaches organizational change, organizational behavior, organization theory, organizational sociology, and ethics and social responsibility. During his 30-plus years at Bentley he has received numerous awards and honors, including the University's highest honors in both research and teaching. He is a former chair of Bentley's Management Department.

Tony's research interests focus on organizational change, inter-firm strategic alliances, management consulting, and ethics and corporate responsibility. He has written or edited 18 books and over 150 articles, book chapters, review essays and professional papers. His books include: *A Primer on Organizational Behavior* (John Wiley & Sons, 7th ed., 2008), *The Changing Paradigm of Consulting* (IAP, 2011), and, most recently, *Consultation for Organizational Change Revisited* (IAP, 2016). His articles and review essays appear in such journals as *Academy of Management Learning & Education*, *Across the Board*, *Administrative Science Quarterly*, *Human Relations*, *Journal of Business Ethics*, and *Journal of Organizational Change Management*.

Tony is an active participant in the U.N. Global Compact and its Principles for Responsible Management Education (PRME) initiative. He was honored as a PRME Pioneer at the 2017 Global Forum.

GREETING



GLORIA CORDES LARSON, ESQ. was elected to the presidency of Bentley University after a prestigious career as an attorney, public policy expert, and business leader. She was drawn to Bentley because of its inventive approach to redefining business education—by fusing its core business curriculum with the arts and sciences, and its strong focus on ethics and social responsibility.

During her tenure, the institution has reached a number of milestones centered on the content and value of a business education in the 21st Century marketplace. President Larson also launched the Center for Women and Business at Bentley in 2011, with a mission to advance shared leadership among women and men in the corporate world and to develop women as business leaders. Currently, she serves on the boards of directors of two public companies, Unum Group and Boston Private, as well as a number of non-profit boards.

Before joining Bentley, Larson was co-chair of the Government Strategies Group at Foley Hoag LLP. She led a business advisory cabinet for Massachusetts Democratic Governor Deval Patrick and served as Secretary of Economic Affairs under Massachusetts Republican Governor William Weld. Larson also oversaw business and regulatory issues as Deputy Director of Consumer Protection at the Federal Trade Commission in Washington.

Larson has also been named among Boston Magazine's "50 Most Powerful People" in 2015; the Boston Business Journal's "Power 50: Influential Bostonians;" Boston Magazine's "50 Most Powerful Women in Boston;" and was the recipient of the International Women's Forum "Women Who Make a Difference" Award (2015) and Associated Industries of MA "Next Century" Award (2015), as well as the Greater Boston Chamber of Commerce's inaugural "Collaborative Leadership Award" and "Academy of Distinguished Bostonians Award." She was also recently honored with the Region I "President's Award" from NASPA, the leading association for Student Affairs Administrators in Higher Education.

KEYNOTE SPEAKER



ELLEN J. GLAZERMAN is the Executive Director of the Ernst & Young Foundation, and Director of University Relations, Americas for EY (formerly Ernst & Young). She also supports a variety of initiatives within the firm's Office of Public Policy, Global Diversity and Inclusiveness. Formerly the Americas Director of Campus Recruiting for EY, she joined Ernst & Young LLP in May of 1993 as the Director of the Ernst & Young Foundation.

In 1996, Ellen assumed responsibility for the firm's campus recruiting efforts. As the Americas Director of Campus Recruiting, her responsibilities included providing strategic direction, focus, and infrastructure support for campus recruiters firm-wide until spring, 2001. During her tenure, Ellen helped to create the first global recruiting brochure for the firm, the first Intern Leadership Conference and the first formal internal network of recruiters. She reprised this role on an interim basis between 2014 and 2015. Ellen took responsibility for beginning the analysis of corporate giving throughout the U.S. firm until the firm formed its CR initiatives in 2003.

Ellen is the past-Chair and current member of the Board of Directors for the Graduate Management Admission Council, a member of President's Council at Wesleyan University, the Leventhal School of Accounting Board of Advisors, and the Haas School of Business' Center for Financial Reporting. She was a Commissioner for the profession's Pathways in Accounting initiatives. Ellen is Past-Chair of the Forte Foundation Board of Directors, a not-for-profit dedicated to "inspiring women business leaders." She is also a past Board member of AACSB, the AAA Executive Committee, the Ross School at the University of Michigan, the APLG (twice), the AICPA Education committee, the Center for the Public Trust, Gina Gibney Dance Company, T-Zone (Tyra Banks' charity supporting women and girls), Beta Alpha Psi, and the North Carolina Chapel Hill Accountancy Program.

She is a frequent public speaker and has written on fundraising and corporate philanthropy. Prior to joining EY, Ellen spent nine years as a development officer, raising private money for several universities.

THEME-BASED

PANEL THEME

1:15-2:30 p.m.

Panel 1

THE CHANGING NATURE OF WORK

Co-chairs:

Linda Edelman, MGT

Fred Ledley, NAS

Gary David, SOC

The Limitations of Intelligence: The Challenge of Rational Actors in Irrational Worlds

Naeimah Alkhourafi, PhD Student

The Labyrinth of Women's Entrepreneurship

Janis Gogan, IPM

The Smart Machine and Augmented Reality: A Case for Case Research

Annie L. Witte, PhD Student

Information Technology and Audit Quality: A Research Synthesis and Suggestions for Future Research

M. Lynne Markus, IPM

Keeping Humans in the Automation Control Loop: It's Harder than You Think

Aaron Nurick, MGT

Good Enough Managers for Future Organizations

Heikki Topi, CIS

Changing Individual Competency Requirements: The Case of Computing

1:15-2:30 p.m.

Panel 2

THE CHANGING WORKFORCE

Co-chairs:

Donna Maria Blancero, MGT,

Associate Dean of Business

Deborah Pine, CWB

Trish Foster, CWB

Donna Maria Blancero, MGT,

Associate Dean of Business

Hispanic/Latino Millennials: The New Diverse Workforce

Susan Brennan, Career Services

Career Profiles, Preferences and Patterns of Bentley Students

Cynthia Clark, MGT

The Changing Nature of Corporate Governance: Director Refreshment, Pay and Diversity

Mateo Cruz, MGT

Building Strategies, Bridging Differences: An Intersectional Dialogue about Individual and Institutional Strategies to Advance (All) Women at Work

Joy Gray, ACT

Hybrid Professions: The Case of Internal Auditors

Jeff Shuman, MGT

Collaborating with Partners: The New Key to Success

Trish Foster, CWB

Multi-Generational Impacts on the Workplace

SESSIONS

2:30-3:00 p.m.

Poster/Breakout Session

(Refreshments available)

3:00-4:15 p.m.

Panel 3

THE CHANGING WORKPLACE

Co-chairs:

Euthemia Stavroulaki, MGT

Miriam Boeri, SOC

Tamara Babaian, CIS

Advancing the State of Workplace Software

Liz Brown, LTFP

What Should Businesses Know About Advance Notice Laws?

Jonathan Ericson, IDCC

The Extended Workplace: Virtual and Augmented Reality Systems

Ivan Fedorenko, PhD Student

Crowdsourcing: Blurring the Boundary between a Firm's Customer and Employees

Danielle Blanch Hartigan, NAS

Addressing Workplace Wellbeing: Financial Impact and Career Growth in Cancer Survivorship

Natalie Berland, Office of Sustainability

Sustainability and the Workplace

Jeff Moriarty, PH

Pay Secrecy and Kids These Days: How Evolving Norms and New Technologies Are Changing What and How People Get Paid

3:00-4:15 p.m.

Panel 4

THE CHANGING NARRATIVE ABOUT WORK/BUSINESS

Co-chairs:

Jill Brown, MGT

Ranjoo S. Herr, PH

Jill Brown, MGT

Employees as Conduits for Effective Stakeholder Engagement: An Example from B Corporations

Wiley Davi, EMS,

Associate Dean of Arts & Sciences

Leading with Uncommon Sense

Ranjoo S. Herr, PH

Globalization and Its Impact on the Global Poor

Marianne Delpo Kulow, LTFP

Technology in the Workplace: Increasing and Decreasing Employment Impacts and Their Regulatory Management

Robert McNulty, CBE

Business for Peace in the New Narrative of Business

Marco Marabelli, IPM

Perceived Role Relationships in Human-Algorithm Interactions: Exploring the Dynamics between Uber Drivers and the Uber App

Marc Stern, HI

A Study in Change: The Ongoing Evolution of Work since 1970

Joseph W. Weiss, MGT

Ethical Implications of Sharing Economy Influences and Related Firm Practices

4:15-4:45 p.m.

Poster/Breakout Session

BENTLEY SCHOLAR PRESENTATION ABSTRACTS

PANEL 1:

Co-chairs:

THE CHANGING NATURE OF WORK

Linda Edelman (*Management*)

Fred Ledley (*Natural & Applied Sciences*)

The Limitations of Intelligence: The Challenge of Rational Actors in Irrational Worlds

Gary David, Sociology

Technology always has been introduced to the workplace in order to increase productivity, efficiency, and profits. Over time, the role of technology has shifted from being a tool to enhance work, to a feature that determines work. In other words, the relationship between worker and technology has been shifting regarding who is serving what. The idea of workplace technological determinism, while in many ways facilitating the accomplishment of work, can also impede work by erecting strict structures and standards in which workers can become locked. Thus, little room can be left for improvisation, skill development, and professional identity emergence. This project will examine the nature and limitations of intelligent systems in the workplace. Drawing examples from past studies and present research, the paper explores actual examples, as well as future directions of technology in the workplace, and the interface with workers. Ultimately, questions will be raised regarding the future of work as a question—namely, is there a future for humans in the workplace?

The Labyrinth of Women's Entrepreneurship

*Linda Edelman¹, Naeimah Alkhurafi,
(Presenter)²*

A quiet revolution in entrepreneurship is taking place among women. Over the last 20 years, women have been starting businesses at significantly higher rates than men. Yet, despite the growth in women's entrepreneurship, starting and growing a women-owned business is not without challenges. Women-owned businesses tend to start smaller and stay smaller; only three percent of women-owned firms in the United States generate \$500,000 or more in revenue, compared to nine percent of ventures owned by men. Our research adopts the labyrinth metaphor as a way to better understand the challenges faced by women as they pursue a career in entrepreneurship. We apply the tenets of the gender-aware 5-M framework to the women's entrepreneurship literature (2006-2017) published in seven top entrepreneurship journals. Our overarching premise is that similar to a labyrinth, women pursuing an entrepreneurial career face "walls all around." While we discuss career barriers, we conclude with a number of ongoing efforts aimed at helping women to overcome these "walls," presenting a balanced perspective on women's efforts to gain traction in entrepreneurship..

¹ *Management*

² *Doctoral Student*

The Smart Machine and Augmented Reality: A Case for Case Research

Janis Gogan, Information and Process Management

To study augmented reality, we need case research. Shoshana Zuboff's classic book *In the Age of the Smart Machine* (1988) described how factory workers interacted with machines that informed them with useful real-time data ("informating," not merely automating). Zuboff saw both opportunity and peril in this scenario. Her recent work (*Surveillance Society*) sees even more peril—including threats to capitalism as we know it. A well-designed case study presents a researcher with a puzzle to form into a plausible whole. In my recent sabbatical, I had the luxury of focusing on this powerful research method. I set out to study exemplary double-impact case researchers (who produce impactful theory-building papers in journals, plus outstanding discussion cases for business classes). I came to appreciate that by doing and reflecting on high-quality case research and by discussing cases with colleagues, students and executives, gifted researchers—such as Zuboff—produce breakthrough ideas that can be useful in better understanding the future work world. As we confront the opportunities and perils of augmented reality, new case research is needed.

Information Technology and Audit Quality: A Research Synthesis and Suggestions for Future Research

Annie L. Witte, Doctoral Student

As technology continues to revolutionize the auditing profession, the literature has amassed a large collection of studies across methodologies, including archival, experimental, and qualitative methods. Such studies discretely consider technological circumstances unique to the auditing profession; however, to date, no comprehensive review exists that synthesizes what these technological changes mean for audit quality. To position this literature review through a lens of audit quality, I have mapped the prior literature to the Center for Audit Quality's (CAQ) recommended Audit Quality Indicators: 1) *Firm Leadership and Tone at the Top*, 2) *Engagement Team Knowledge, Experience, and Workload*, 3) *Monitoring*, and 4) *Auditor Reporting*. My review of the literature also reveals an emerging fifth audit quality indicator, Big Data and Nontraditional Audit Evidence. This research synthesis aims to deliver a comprehensive review of the extant auditing literature to identify how information technology has impacted audit quality to date, while also identifying future directions for research.

Keeping Humans in the Automation Control Loop: It's Harder than You Think

M. Lynne Markus, Information and Process Management

Artificial intelligence raises vexing questions about humans as users and controllers of automation. Think of self-driving cars. The history of automated mortgage underwriting suggests that humans will eventually be moved out of the automation control loop. Even when well-trained and highly motivated, humans are limited by technology biases, and their reaction times are slow. Job and organizational design changes following automation often result in replacing human experts with less skilled workers or in outsourcing decisions. Finally, a current technology design trend is to automate the assignment of tasks to humans and the supervision of human work. There are no easy answers to questions about how to design jobs and risk management functions for advanced automation. However, the optimism of technology designers and corporate profit motives should not be the sole bases for making these decisions. Public awareness and participation are urgently needed to incorporate societal values into the automation design process.

Good Enough Managers for Future Organizations

Aaron Nurick, Management

According to observers such as Daniel Pink and Steven Stein, the leaders of effective organizations in the future will be “creators and empathizers,” working with high levels of emotional intelligence. This presentation will introduce the concept of the “good enough manager” (GEM) as a model of future leadership. Based on psychological theory and a qualitative study of the best and worst managers, the findings indicate that GEMs are poised to thrive in dynamic, changing environments by being open, reflective and responsive leaders.

Changing Individual Competency Requirements: The Case of Computing

Heikki Topi, Computer Information Systems

Major global computing societies—including ACM, AIS, AITP EDSIG, and IEEE-CS—have established a project (Computing Curricula 2020) to explore computing education as a whole by bringing together multiple disciplinary perspectives and to provide guidance to those engaged in long-term planning of computing education. Part of this effort requires further development of models of current and anticipated individual competencies in computing-related jobs at various levels from advanced users to those responsible for the design and development of high-end organizational and scientific systems. What makes this task particularly interesting is that these competency requirements are evolving rapidly because of changing nature of work in computing and in those areas of work that computing is impacting. The focus of this presentation will be on the factors contributing to computing competency requirements and the anticipated broad change trends related to these competencies. The presentation will also discuss broader implications on work in general.

PANEL 2:

Co-chairs:

THE CHANGING WORKFORCE

Donna Maria Blancero (*Management, Associate Dean of Business*)

Deborah Pine (*Center for Women and Business*)

Trish Foster (*Center for Women and Business*)

Hispanic/Latino Millennials: The New Diverse Workforce

Donna Maria Blancero (Presenter)^{1,2}, Edwin Mouriño-Ruiz³, Amado Padilla⁴

A crucial trend that has implications for a changing and growing demographic workforce includes Latino Millennials. While Latinos are the largest minority group in the United States, they are disproportionately underrepresented in more highly compensated professional and leadership roles across corporate America. The majority of the existing career development and acculturation literature in the U.S. has focused narrowly on Anglo-oriented acculturation as a linear process. Unfortunately, as society has evolved so has the form of prejudices and biases. More than 50% of Hispanics have experienced discrimination through a variety of means including micro-aggressions. With colleagues from Rollins College and Stanford University, we explore how being bicultural might not be enough and re-think what acculturation and biculturalism mean for Latino millennials in particular. There is a need to broaden our thinking to include cosmopolitanism as more encompassing of millennials and their place in the world. We believe this project begins the dialogue for more research into this growing part of the U.S. workforce along with practical implications and applications.

¹ *Management*

² *Associate Dean, Business*

³ *Rollins College*

⁴ *Stanford University*

Career Profiles, Preferences and Patterns of Bentley Students

Susan Brennan, Career Services

Between October 2016 and February 2017, Bentley University partnered with Universum, the global leader in the field of employer branding and talent research, on a major talent research project to understand the career preferences and expectations of students and alumni, identify the readiness for professional life, and manage the brand perception of employers. 81,000 students nationwide completed the Universum questionnaire, with 192 Bentley students providing usable data. This presentation will highlight the key findings of this research and emphasize the differences between Bentley students and the overall student population in areas around career goals, preferred industries, talent mindset, and personality skill. Additional research findings will focus on student brand perception of Bentley around career, employability, and career services, and highlight the key drivers of employer attractiveness.

The Changing Nature of Corporate Governance: Director Refreshment, Pay and Diversity

Cynthia Clark, Management

Recent developments regarding corporate boards of directors signal important changes in the skills sought for such positions and their relationship to other factors of board effectiveness like director tenure and refreshment, gender diversity and director pay. We will discuss the elements of corporate governance effectiveness and the changing skills sought in the director selection process.

Building Strategies, Bridging Differences: An Intersectional Dialogue about Individual and Institutional Strategies to Advance (All) Women at Work

Mateo Cruz (Presenter)¹, Wiley Davi^{2,3}

The purpose of the paper is to investigate trends in career advice for women, and the applicability of such advice to women of color, queer women, immigrant women, transgender women, and so forth, who face multiple, intersecting barriers to career success. Too often, the advice women receive about navigating social identity and stereotype threat at work emphasizes the individual and implicitly assumes similarity in access to social capital, power and resources. That is problematic when the barriers that impede workforce equality are institutionally embedded and differently experienced. Although this conversation is not new, there remains a gap in understanding how the confluence of social capital, power, and resources influence a woman's goals for managing threat at work and the effectiveness of her strategies. Our work highlights current trends in career advice for women, and advocates an intersectional approach as one way to move beyond the individual towards creating systemic change.

¹ *Management*

² *English and Media Studies*

³ *Associate Dean, Arts & Sciences*

Hybrid Professions: The Case of Internal Auditors

Joy Gray, Accounting

Drawing on a triangulation of qualitative survey data (ISACA/Protiviti), text analysis from professional service firm publications, and interviews with experienced internal audit professionals, the project focuses on the current state of integrated IT audits and the role of internal auditor hybridization. The use of hybridized internal auditors is expected to increase due to perennial staffing shortages in IT audits, coupled with increased need for such audits. In addition, as the risk and corporate governance landscapes evolve, it is likely that the profession will continue to hybridize into other non-accounting/finance areas as well.

Collaborating with Partners: The New Key to Success

Jeff Shuman, Management

Within many organizations today, there is fresh thinking about the management capability they need to succeed with partnerships and collaborations. Those that haven't yet adopted the discipline are starting and those that have are refreshing their practice. Common among them is taking an enterprise view of collaborative relationships and consciously developing a capability that is aligned with a broad portfolio of relationships.

Multi-Generational Impacts on the Workplace

Deborah Pine¹, Trish Foster (Presenter)¹

The CWB has curated current research on the multigenerational workforce and developed a report for business professionals. As of 2016, Baby Boomers comprised 29 percent of the US workforce, Generation X made up 34 percent, and Millennials comprised 35 percent of all workers. Although Baby Boomers are retiring in significant numbers and will comprise only 20 percent of the workforce by 2020, this generation continues to make an impact as a result of those planning to remain in the workforce at least part-time (63 percent). Key challenges of the multigenerational workplace include but are not limited to: unpreparedness for workforce needs as employees age, skills-gaps as employees retire, unique needs and sensitivities of growing diversity, and clashes in workplace habits. While there are some interesting differences in work and leadership styles among the generations, values and motivations may vary less among generations than stereotypes often suggest. Managers can benefit from greater awareness of how to manage generational differences, focusing on such factors as goals, clear expectations, mentoring and inclusion, improving communications, and encouraging work-life balance.

¹ *Center for Women and Business*

PANEL 3:

Co-chairs:

THE CHANGING WORKPLACE

Euthemia Stavroulaki (*Management*)

Miriam Boeri (*Sociology*)

Advancing the State of Workplace Software

Tamara Babaian, Computer Information Systems

The past decade brought a number of incredible advancements in computing technology to our homes and our fingertips: voice-interfaces, computer vision, sophisticated interactive online news and media services, internet of things and autonomous vehicles to name a few. Yet advances in computing technology have made comparatively little difference in our work practices beyond keeping us connected 24-7. What does it take to bring these and other exciting innovations into the systems we use at the workplace?

What Should Businesses Know About Advance Notice Laws?

Liz Brown, Law, Taxation and Financial Planning

In November 2017, New York City will become the second major US city to enforce a new kind of labor law called predictive scheduling. This law requires certain employers to give workers advance notice of their schedule and forces them to pay a penalty if they change the workers' schedule within those two weeks. This kind of law, which is already in effect in Seattle and is under consideration elsewhere across the country, is commonplace in Europe but considered revolutionary here. Is predictive scheduling good for business? Can we still consider the widespread practice of denying workers advance notice of their schedules ethical, in light of these new laws? The research examines the current development of predictive scheduling laws in the United States, their likely impact on employers and employees, and the legal and ethical issues that they raise for potentially affected businesses.

The Extended Workplace: Virtual and Augmented Reality Systems

Jonathan Ericson, Information Design and Corporate Communication

With Facebook, Microsoft, Samsung, and Google leading the way, companies in Silicon Valley and beyond have been investing heavily in virtual reality (VR), augmented reality (AR), and related technologies. In addition to providing entirely new platforms for consumer experiences and social interactions, these technologies are rapidly altering the nature of work in a variety of industries. This talk provides a brief overview of VR's impact on the workplace in several fields, and summarizes findings from a recent project using VR to evaluate the predictive possibilities of blueprints in architecture and environmental design.

Crowdsourcing: Blurring the Boundary between a Firm's Customer and Employee

Ivan Fedorenko, Doctoral Student

Crowdsourcing is a form of outsourcing firms exercise through an online call for a public to voluntarily complete a certain task using their own resources. Nowadays almost every global brand uses some sort of crowdsourcing platforms to innovate and market. As more and more companies incline to crowdsource tasks traditionally performed internally, and some new fully crowdsourcing-based business models emerge, the interaction between crowdsourcing and full-time employment appears cunning. I attempt to explore the relationship between a "seeker" firm and crowd contributors by looking into the nature of value contributors derive from this relationship.

Addressing Workplace Well-being: Financial Impact and Career Growth in Cancer Survivorship

Danielle Blanch Hartigan, Natural and Applied Sciences

Companies are increasingly focused on the health and overall well-being of their employees. Workplace wellness programs are ubiquitous but may not fully address the complex needs of employees with complex health histories, such as those with a personal or family history of cancer. The presentation presents data on the financial concerns and financial impact of cancer survivors in the workplace that influence their career decisions and career trajectory. It also touches on the unique career development needs for adolescents and young adults who are cancer survivors, facing a double transition from patient to survivor and from student to the workforce. Recent analyses on the role of career counseling to manage these needs will be presented.

Sustainability and the Workplace

Natalie Berland (Presenter)¹, Amanda King¹

Bentley University has invested in its sustainability strategy for the past seven years. Where has Bentley made progress in this space and what benefits have resulted? The presentation will review the most recent sustainability advancements on Bentley's campus and how they have changed Bentley as an organization.

¹ Office of Sustainability

Pay Secrecy and Kids These Days: How Evolving Norms and New Technologies Are Changing What and How People Get Paid

Jeff Moriarty, Philosophy

Most firms try to keep pay secret—and they are largely successful in doing so. Although employees are legally free to share information about their pay with co-workers (and others), there traditionally has been a strong social norm against talking about pay. But things are changing. Younger employees are increasingly willing to ask others how much they are paid, and to divulge information about their own pay. Websites like glassdoor.com and payscale.com make it easy for them to do so. My research investigates what this means for compensation systems inside firms. The reason firms typically give for keeping pay secret is that it reduces conflict among employees, and between employees and management. I give reasons to doubt the seriousness of this conflict. While in some cases it may be real and lasting, in other cases it may be temporary or even productive. When employees have more information about pay, it can lead to fairer and more rational compensation decisions. Overall, then, the move from pay secrecy to pay transparency is probably a good thing.

PANEL 4:

Co-chairs:

THE CHANGING NARRATIVE ABOUT WORK/BUSINESS

Jill Brown (*Management*)

Ranjoo S. Herr (*Philosophy*)

Employees as Conduits for Effective Stakeholder Engagement: An Example from B Corporations

Jill Brown, Management

I will be presenting current research on the link between how a firm manages its internal and external stakeholders through the use of employee ownership and employee involvement programs. We test these relationships with a sample of 347 firms that completed a stakeholder impact assessment organized by the nonprofit B Lab. Our findings have import for stakeholder engagement frameworks, as we show there is interplay between internal employee stakeholders and external stakeholders that is important for a firm's overall CSR program.

Leading with Uncommon Sense

Wiley Davi (Presenter)^{1, 2}, Duncan Spelman³

When leaders rely on the common sense about leadership that they have been taught explicitly and implicitly, the results are often not effective—for themselves personally, for their followers, for the organizations in which they lead, and for society as a whole. By integrating several diverse literatures, including neuroscience, behavioral economics, mindfulness, social identity, implicit bias, and managerial decision-making we propose uncommon sense to make leaders more effective. The knowledge from these areas is organized under two overarching themes: 1) the importance of developing intrapersonal competence (the capacity to manage oneself) in order to be effective in the fundamentally interpersonal work of leadership; and 2) the centrality of thinking about your thinking (metacognition) in the development of that intrapersonal competence.

¹ *English and Media Studies*

² *Associate Dean, Arts & Sciences*

³ *Management*

Globalization and Its Impact on the Global Poor

Ranjoo S. Herr, Philosophy

The current wave of economic globalization has been touted as the engine for spreading prosperity around the world. It originates from the Bretton Woods system established after the Second World War, which founded the three “Bretton Woods institutions” of the IMF, World Bank, and the GATT, but has accelerated since the early 1990s after the collapse of the “Second World.” One of the main mechanisms that would promote the goal of global prosperity is the creation of multinational factory “work” for the poor in the Global South. In this presentation I examine the impact of economic globalization, especially in the form of Structural Adjustment Policies of the IMF and World Bank, on the alleged beneficiaries—the global poor—and consider whether it has indeed improved their life prospects.

Technology in the Workplace: Increasing and Decreasing Employment Impacts and Their Regulatory Management

*Marianne Delpo Kulow (Presenter)¹,
Scott R. Thomas¹*

Technology in the workplace has the ability both to increase and decrease employment. Carefully structured laws can help to maximize resultant increases to the U.S. labor pool, while different laws can help to minimize the loss of jobs caused by technological advances. My research and ultimate proposed legal changes will proceed along two tracks: maximizing the positive impact of workplace technology on disabled workers; and minimizing the human worker obsolescence impact of technology and automation.

¹ *Law, Taxation and Financial Planning*

Business for Peace in the New Narrative of Business

Robert McNulty, Hoffman Center for Business Ethics

We have long been perpetuating a misguided view of business in which its purpose is seen as profit maximization. The recognition of the legitimacy of business ethics began a process of redefining that narrative through concepts such as stakeholder theory, sustainability, and social entrepreneurship. Nevertheless, even this broader view fails to recognize one of the most important dimensions that business can and does play, which is to contribute to the advancement of peace and social stability. This capacity is most obvious when businesses successfully provide stable employment in fragile societies and conflict zones. However, significant entrenched conflict can also be found in the most advanced economies. In such cases, when businesses commit to policies that promote respect and fairness to all their stakeholders, they can have a powerful role in contributing to societies that are more stable and peaceful. Business schools should, therefore, communicate to students and the public at large a richer and more powerful vision of business that contributes to advancing peace in the process of building economically successful enterprises.

Perceived Role Relationships in Human-Algorithm Interactions: Exploring the Dynamics between Uber Drivers and the Uber App

Xinru Page¹, Marco Marabelli [Presenter]²

As individuals increasingly interact with algorithms in a work context, it is important to understand these new types of 'human-algorithm' relationships. We investigate the human-algorithm interaction between Uber drivers and the Uber driver app in managing customers, routes and fares. We present initial findings from an ongoing study, from interviews with Uber drivers in the United States. Our findings illustrate that Uber drivers experience role ambiguity and role conflict as they attribute different roles to the algorithms embedded in their app. The literature shows that ambiguity and conflict create workplace uncertainty. We expand on it by identifying several new sources of role ambiguity and role conflict that emerge between the driver and the algorithm. Our initial results are positioned within the literature that studies the emerging role of algorithms at work.

¹ *Computer Information Systems*

² *Information and Process Management*

A Study in Change: The On-Going Evolution of Work Since 1970

Marc Stern, History

The presentation reflects on the evolution of work in American society since the 1970s. It will comment on major trends in this ongoing process, which include the shift to the disintegrated corporation and the impact of the increased division of labor, automation, and globalization on the American workforce.

Ethical Implications of Sharing Economy Influences and Related Firm Practices

Joseph W. Weiss, Management

A critique of sharing economy concepts and practices as demonstrated by Airbnb and Uber is presented with ethical issues stemming from claims versus actions of the effects of sharing economy and firm influences on work and workforces. Stakeholder and issues management methods are used in the analysis.



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