



University of St.Gallen

Institute of Responsible Innovation

Annual Report 2024

Institute of Responsible Innovation



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1 EDITORIAL

The year 2024 marked the second year of the Institute of Responsible Innovation (IRI-HSG), dedicated to harnessing the power of innovation and entrepreneurship for a better future for humanity. As we reflect on this past year, we take great pride in the progress we have made—advancing world-class research with practical impact, fostering academic excellence, and strengthening our collaborative community. This annual report highlights our key achievements in 2024, showcasing the research, projects, and partnerships that define our institute. At the heart of IRI-HSG is a commitment to academic integrity, mutual respect, and meaningful contributions to both scholarship and society. We are deeply grateful to our board and academic advisors for their invaluable guidance and support throughout the year.

We are excited to welcome the PLAID (Paths to Leadership that Advance Inclusion and Diversity) Lab, led by Prof. Dr. Jamie Gloor, along with Eugenia Bajet Mestre and Tamara Kern, as they join our institute to further enrich our research environment. At the same time, we bid farewell to our esteemed colleague Prof. Dr. Vivianna Fang He, a founding member of IRI-HSG, who will continue her academic journey as an Associate Professor of Strategy and Entrepreneurship at the School of Management, University College London.

We are also proud to celebrate the career advancements of several colleagues: Matthias Tröbinger, who has secured a tenure-track position as assistant professor of Entrepreneurship at ESADE Business School in Barcelona; Barbara Burkhard, who has taken on a key role as Organizational Scientist at Roche, bridging between academia and industry; and Barbara Schmidt, who will become a full-time Project Manager at the Service Center for Entrepreneurship & Innovation at the University of St.Gallen. While we are sad to see them go, we are immensely proud of their achievements and the impact they will continue to make.

As we look ahead, we remain committed to driving impactful research, fostering innovation, and shaping a responsible future. We thank all our colleagues, partners, and supporters who make this journey possible, and we look forward to another year of growth and discovery.



Prof. Dr. Vivianna Fang He
Co-Director



Prof. Dr. Charlotta Sirén
Co-Director



2 HIGHLIGHTS 2024



Figure 1: Team Picture IRI-HSG

The PLAID Lab joins IRI-HSG

We are thrilled to welcome Prof. Dr. Jamie Gloor, Eugenia Bajet Mestre, and Tamara Kern from the PLAID (Paths to Leadership that Advance Inclusion and Diversity) lab to our institute. Their SNSF and HSG GFF-funded research on leadership and DEI (diversity, equity, inclusion) will be an invaluable addition to our team.



Figure 2: Course Participants at CERN

Teaching Highlight: Course Collaboration with CERN IdeaSquare

The Master course titled “From Earth to Space and Back - Lessons for Responsible Innovation from CERN” in collaboration with CERN IdeaSquare took place for the first time in Spring 2024. As part of the course, participants travelled to Geneva for a two-day design sprint at CERN.



IRI-HSG at the AOM 2024 in Chicago

At the 84th Academy of Management Conference in Chicago, our IRI-HSG members shared their research insights with the management scholar community. We are thrilled to see our researchers' contributions bridging knowledge and making a global impact.



Figure 3: The IRI-HSG team on the hiking trip

Enjoying Swiss Mountain Air

Our summer team event was a scenic hike along the Eggen alpine trail, starting at Vögelinsegg. We passed lush green fields, the Waldegg adventure, and some friendly, curious cows. We ended in Teufen with an early dinner, just as the sun emerged from behind the rainy clouds.

3 OUR TEAM

Co-Directors



Prof. Dr. Vivianna Fang He
Associate Professor for Social Entrepreneurship and Innovation



Prof. Dr. Charlotta Sirén
Associate Professor of Management

Team Members



Prof. Dr. Jamie Gloor
Assistant Professor of Diversity and Leadership Science



Dr. Michael Hudecheck
Postdoctoral Researcher



Dr. Barbara Schmidt
Postdoctoral Researcher



Matthias Tröbinger
PhD Candidate, Research Associate



Nina Zachlod
PhD Candidate, Research Associate



Eugenia Bajet Mestre
PhD Candidate, Research Associate



Tamara Kern
PhD Candidate, Research Associate



Judith Scholz
Administrative Assistant



Alina Welser
Student Assistant

In addition, Dr. Barbara Burkhard has supported IRI-HSG from February to May 2024 as a post-doctoral researcher. Since May 2024, she is working as an organizational scientist at Roche. We wish her the best of luck for her future career path!

Amarin Mülthaler worked as a student assistant for IRI-HSG from May to July 2024. He will continue collaborating with us through the SNSF project led by Prof. Silvia Stroe and Prof. Charlotta Sirén (see IRI-HSG's new research initiatives below).

4 OUR ADVISORS

Supervisory Board



Judith Walls (University of St.Gallen)
President of the Supervisory Board



Thomas Zellweger (University of St.Gallen)
Member of the Supervisory Board



Gerry George (Georgetown University)
Member of the Supervisory Board



Natalia Levina (NYU)
Member of the Supervisory Board

Academic Advisors



Dirk Lehmkuhl (University of St.Gallen)
Academic Advisor



Carliss Baldwin (Harvard)
Academic Advisor



Phanish Puranam (INSEAD)
Academic Advisor



Maurizio Zollo (Imperial)
Academic Advisor

5 THE INSTITUTE

IRI-HSG is growing: We are thrilled that the PLAID Lab (Paths to Leadership that Advance Inclusion and Diversity) has officially joined IRI-HSG in October 2024! This dynamic research team, led by Prof. Dr. Jamie Gloor, alongside members Eugenia Bajet Mestre and Tamara Kern, brings valuable expertise and fresh perspectives to our institute.

The PLAID Lab's move to IRI-HSG marks an exciting development and a significant enrichment for our community. Their research, funded by the Swiss National Science Foundation (SNSF) and University of St.Gallen's research funds (GFF), focuses on critical topics at the intersection of leadership, diversity, equity, and inclusion (DEI). Their work has received numerous awards and offers insightful contributions to contemporary leadership challenges.

We eagerly anticipate the inspiration and collaboration that the PLAID Lab will foster within our institute and beyond, enhancing our collective pursuit of impactful, forward-thinking research.

To wrap up an incredible year, the IRI-HSG team came together in December for a festive celebration filled with fun, laughter, and reflection on our achievements. The event kicked off with an exciting round of archery, where impressive skills and talent were on full display, symbolizing our precision and focus in research. This was followed by a cozy fondue dinner, bringing warmth and camaraderie to the evening.



Figure 3: Team Picture of IRI-HSG at the Christmas Event

Just as we aimed and hit our targets during the festivities, we look forward to achieving even more scientific milestones in the coming year. Stay tuned as we continue to make our mark in 2025!

6 RESEARCH

Research at IRI-HSG focuses on innovation, entrepreneurship, and sustainability, aligned with the UN Sustainable Development Goals (SDGs). In 2024 our research covered the following areas:

1. **Digital Innovation for Societal Good:** Exploring how digital technologies and innovative organizations tackle fundamental challenges. Current topics include trust and creativity in the metaverse, governance in decentralized organizations, and democratization of capital allocation.

2. **Collaborative Innovation:** Investigating collaboration dynamics in contexts like venture teams and industry-academia partnerships, with a focus on motivation, information sharing, and conflict resolution.
3. **Inclusive Entrepreneurship:** Addressing challenges faced by marginalized groups, including studies on informal entrepreneurship in Indian slums, barriers for disabled entrepreneurs, and gender disparities.
4. **Human-Centered Entrepreneurship:** Examining the human aspects of entrepreneurship, such as team formation, leadership, and learning in new ventures. Research highlights include the impact of TMT learning diversity on innovation.
5. **Climate Entrepreneurship:** Studying sustainable ventures and practices. Key projects include the impact of sustainability certification on palm oil organizations and consumer decisions about green products. The institute also runs the St.Gallen Global Monitor, offering emissions data and event tracking.
6. **Playful Networking for Diversity:** This research, led by Prof. Dr. Jamie Gloor as part of her PRIMA grant, investigates how playfulness fosters cross-gender and cross-status interactions in leaders' professional networking.
7. **Motherhood Enrichment for Leadership:** Also led by Prof. Dr. Jamie Gloor, this research explores how women can frame motherhood-acquired skills for leadership advancement.
8. **Allyship:** Eugenia Bajet Mestre's doctoral thesis encompasses three studies on allyship. The first examines how men's allyship influences women's leadership development. The second explores tensions men face during allyship development. The third evaluates allyship training for men advocating for workplace gender equity.

IRI-HSG applies evidence-based methods, like using satellite data, providing actionable insights for policymakers and NGOs. Researchers also advance methodologies by integrating novel data sources to address verification challenges.

In 2024, IRI-HSG again achieved milestones including securing research grants, publishing in top journals, contributing book chapters, and participating in global conferences, solidifying its role in international research and knowledge transfer.

Research Funding

In 2024, IRI-HSG secured additional research funding and continued its work on ongoing funded research projects.

The research project titled "Investigating Informal Entrepreneurship in Indian Slums with Satellite Data" is funded by the Swiss National Science Foundation (SNSF) and continues throughout 2024. The project aims to deepen our understanding of informal entrepreneurship in Indian slums and is conducted in collaboration with researchers from North-Eastern Hill University and Jawaharlal Nehru University in India.

The research approach involves identifying various types and levels of informal entrepreneurship and analyzing how these activities contribute to or interact with institutional poverty alleviation efforts. The findings are disseminated through a public information and awareness campaign targeting policymakers, researchers, and both domestic and international stakeholders. This project provides valuable insights to enhance public policy strategies and address institutional challenges within the informal economy.

Nina Zachlod continued her doctoral research project, “Informal Entrepreneurship and Poverty Alleviation,” funded by the prestigious SNSF Doc.CH grant. This project, ongoing in 2024, examines how informal entrepreneurship—defined as illegal yet legitimate economic activities—uses remote sensing data to assess informal economic activity in India. The research explores the interaction between informal entrepreneurship and formal institutions within slums. The objective is to provide insights into institutional voids and improve public policy strategies aimed at alleviating poverty in adverse contexts. These projects reflect IRI-HSG’s commitment to advancing research with meaningful social and economic impact.

Dr. Michael Hudecheck was awarded the Grundlagenforschungsfonds (GFF) International Post-doctoral Fellowship for his research proposal “Exploring the Paradox of Organizational Sustainability and the Sustainability Transition with Novel Data Sources.” This multi-year project examines the complex, multi-level dynamics of sustainability transitions within organizations, focusing on the “sustainability paradox,” in which efforts to implement sustainable practices can yield both positive and negative economic outcomes. By exploring the interplay between micro-, meso-, and macro-level determinants, Dr. Hudecheck’s research investigates how the sequencing of sustainability events and externally imposed mandates—such as certification programs—can lead to unexpected or adverse results. Drawing on perspectives from organizational ecology, and grand challenge research, this project builds upon his prior research by employing satellite-based remote sensing data to overcome traditional data limitations and offer new insights into how large-scale data can illuminate the pathways and challenges of sustainability transitions in diverse settings.

Prof. Silvia Stroe and Prof. Charlotta Sirén have been awarded a multi-year Swiss National Science Foundation (SNSF) grant for their research project, “Closing the Funding Gap for Disabled Entrepreneurs with the Help of Cognitive Science.” This achievement builds on their prior funding from GFF at the University of St.Gallen in 2023.

The project addresses significant barriers faced by disabled individuals in entrepreneurship, particularly the lack of access to start-up capital. Despite the critical nature of this issue, there is limited research on why equity investors, such as business angels and venture capitalists, often disadvantage disabled entrepreneurs. The research aims to examine the cognitive mechanisms underlying investor discrimination and explore strategies that disabled entrepreneurs can employ to overcome these challenges. The study will involve a series of online, laboratory, and field experiments, incorporating innovative neurophysiological tools such as EEG and eye-tracking to gain deeper insights.

By shedding light on these issues, the project seeks to contribute actionable recommendations to promote greater inclusivity in entrepreneurship and reduce the barriers faced by disabled entrepreneurs. This initiative represents a critical step toward fostering a more equitable entrepreneurial ecosystem.

Research funding plays a crucial role in advancing IRI-HSG’s mission to address global challenges through innovative studies. Another notable example is Prof. Dr. Jamie Gloor’s PRIMA grant, awarded by the Swiss National Science Foundation, which supports her research on Playful Networking for Diversity. This project uses mixed-methods to explore how playfulness can enhance cross-gender and cross-status interactions within leaders’ professional networks. By fostering more inclusive and effective networking dynamics, this research contributes valuable

insights into leadership and diversity. Collaborators on the project include Eugenia Bajet Mestre, Huong Pham, Mihwa Seong, Isabelle Engeler, and Raina Brands, highlighting the interdisciplinary and collaborative nature of the institute's research efforts.

Publications in Top-Tier Journals

In 2024, we continued publishing in highly renowned academic outlets, contributing valuable research to top-tier journals and influential platforms.

Prof. Jamie Gloor and colleagues published their research "How Identity Impacts Bystander Responses to Workplace Mistreatment" in the *Journal of Management*, with a practitioner-focused piece also featured in *Harvard Business Review*. Their study examines how organizational, gender, and feminist identification shape bystanders' recognition of and response to incivility toward women at work. Findings across three studies reveal a "dark side" of strong organizational identification – highly identified employees were less likely to perceive incivility as discrimination and intervene, while feminist identification (for both men and women) increased intervention. These insights challenge assumptions about gender-based sensitivity to workplace mistreatment and highlight the complex role of identity in addressing discrimination.

Prof. Charlotta Sirén and her co-authors, Kibler, Maresch, Salmivaara, and Fink, published "Aging and Entrepreneurs' Emotional Exhaustion: The Role of Entrepreneurial Strategy, Psychological Capital, and Felt Age Gap" in the *Journal of Business Venturing*. Their study of 840 entrepreneurs across four European countries reveals that older entrepreneurs experience less emotional exhaustion due to higher psychological capital and reduced reliance on opportunity-seeking strategies. Introducing the "Hebe Effect in Entrepreneurship," the research highlights that feeling younger than one's biological age further buffers against exhaustion. These findings offer valuable insights into fostering resilience among aging entrepreneurs and shaping effective support mechanisms in aging societies.

Participation in Internationally Renowned Academic Conferences

In 2024, our institute actively engaged in numerous prestigious academic conferences, showcasing cutting-edge research and fostering valuable discussions in the field of management and entrepreneurship. Our team members made significant contributions to global academic discourse, presenting innovative research, participating in symposiums, and earning accolades for their impactful work. Below is a summary of our key conference participations and achievements throughout the year.

Academy of Management 84th Annual Meeting (AOM) – Chicago, USA

The 84th Academy of Management (AOM) Annual Meeting in Chicago provided an excellent platform for our team to engage in high-level academic discourse, exchange ideas with leading scholars, and present groundbreaking research. Co-director Prof. Vivianna Fang He played a significant role in multiple symposiums, contributing to discussions on the interaction between humans and algorithms in organizations, as well as the evolving concept of creativity in the AI era. These discussions are vital in shaping the future of work and organizational decision-making as technology continues to advance.

Our postdoctoral researcher, Michael Hudecheck, delivered two impactful presentations—one on power relations and resilience, co-authored with Nina Zachlod, and another on the innovative application of satellite data in organizational research, co-authored with Nina Zachlod, Prof. Charlotta Sirén, and Prof. Gerry George. These studies received significant attention from scholars exploring new methodologies for analyzing complex organizational structures.

In addition, Professor Jamie Gloor, alongside Eugenia Bajet Mestre and their co-authors, examined the role of networking through sports as a means to enhance professional equity, an important topic in the discussion of workplace diversity. Professor Gloor also presented research on gender biases in leadership perceptions, uncovering the ways in which fatherhood influences leader evaluations. Furthermore, she co-organized a professional development workshop on workplace harassment prevention, providing expert insights and an allyship training program.

One of the highlights of the conference was the recognition of Professor Dr. Jamie Gloor and Eugenia Bajet Mestre, who received the prestigious *Phillips & Nadkarni Award for Outstanding Paper on Diversity & Cognition* in the MOC-Division for their work on networking across diversity through sport. This achievement underscores the impact of their research on shaping discussions surrounding diversity, inclusion, and equity in professional settings.

Babson College Entrepreneurship Research Conference – Munich, Germany

Another major event in 2024 was the Babson College Entrepreneurship Research Conference (BCERC), hosted at the Technical University of Munich. This conference provided a forum for in-depth discussions on entrepreneurship and innovation, with our researchers contributing key findings to the field.

Prof. Silvia Stroe, Prof. Charlotta Sirén, and Prof. Tom Vanacker presented their Swiss National Science Foundation (SNSF)-funded research on how entrepreneurs with disabilities navigate the process of securing funding. Their work provided valuable insights into the barriers and opportunities for inclusivity in entrepreneurial financing. Meanwhile, Nina Zachlod and Michael Hudecheck explored the complexities of informal entrepreneurial ventures and their evolution throughout the formalization process, shedding light on the economic and social dynamics of informal markets.

Our doctoral candidates, Nina Zachlod and Matthias Tröbinger, actively participated in the prestige and highly competitive BCERC Doctoral Consortium, attending a series of thought-provoking workshops and panel discussions. These sessions, led by esteemed academics and industry experts, provided valuable learning opportunities and networking experiences. Additionally, Nina Zachlod presented research on the application of satellite data for tackling grand challenges and participated in a research translation showcase, where she examined the influence of slum architecture on informal entrepreneurship. In the meantime, Matthias Tröbinger presented his dissertation at the BCERC Doctoral Consortium.

Additional Conference Engagements and Contributions

Beyond AOM and BCERC, our institute was well-represented at several other high-profile conferences. Prof. Viviana Fang He participated in the Strategic Management Society's (SMS) 44th Annual Conference in Istanbul, where she engaged in discussions on strategic decision-making in uncertain environments. She also contributed to "The Future of Creative Work" conference at Imperial College London, where she discussed how remote, hybrid, and in-person collaboration models might shape the future of creative industries in the session titled "How might we design

organisations for the future of creative work? How would remote, hybrid, and in-person collaboration look like in the future?”

Further demonstrating our commitment to advancing interdisciplinary research, Prof. Jamie Gloor and Prof. Charlotta Sirén, alongside co-authors, presented a discussion paper at Rencontres de St-Gall, exploring the pervasiveness of AI in management research. Their work raised thought-provoking questions about the integration of artificial intelligence into decision-making and organizational processes.

Additionally, at the European University Network on Entrepreneurship (ESU) Research Conference at Johannes Kepler University in Linz, Charlotta Sirén delivered an engaging keynote speech titled “Crazy Research Methods for Serious Research,” emphasizing the importance of innovative and unconventional methodologies in generating meaningful academic insights.

Our doctoral researchers were also highly active in presenting their work at leading academic events. Matthias Tröbinger participated in the Organizational Science Doctoral Consortium in February at ETH. He also presented his research, “Collective Problem-Solving without Authority: Enhancing Deliberation with Shared Attribute Spaces,” at the Strategy, Entrepreneurship, Innovation Doctoral Conference in September at ESSEC. The same research was also showcased at the Strategic Management Society Annual Meeting in October in Istanbul, where it was nominated as a Best PhD Paper & Best Conference Paper Finalist.

Our team was also actively involved in the Academy of Management Journal and Annals Paper Development Workshops, with sessions hosted in Lausanne and Copenhagen. These workshops provided a space for researchers to refine their studies, collaborate with senior scholars, and prepare their work for publication in top-tier academic journals.

Continued Scholarly Engagement

In 2024, the scholars of IRI-HSG reaffirmed their dedication to academic excellence by continuing their service as reviewers and contributing to the advancement of scholarly discourse. Professors Charlotta Sirén and Vivianna Fang He were appointed to prestigious Editorial Review Boards, further cementing their influence in the field. Prof. Sirén now serves on the Editorial Review Board of *Entrepreneurship Theory and Practice* as well as the *Journal of Business Venturing*, while Prof. Vivianna Fang He has joined the Editorial Review Board of the *Strategic Entrepreneurship Journal*. Additionally, Prof. Dr. Sirén has been appointed as an Associate Editor for *Technological Forecasting & Social Change*, recognizing her leadership in the field.

Prof. Dr. Jamie Gloor was honored with the *Outstanding Reviewer Award* from the MOC-Division at the Academy of Management’s 84th Annual Meeting, reflecting her commitment to maintaining rigorous academic standards. Since 2024, she has also served on the Editorial Board of the *Journal of Management* and, in collaboration with esteemed colleagues, is editing a special issue for *The Leadership Quarterly*. The call for submissions, launched in 2024, will continue through 2026, further shaping the discourse on leadership research.

Furthermore, IRI-HSG members actively fostered academic dialogue and knowledge exchange through the organization of numerous research talks featuring renowned speakers. These initiatives underscore our dedication to fostering collaboration and driving impactful scholarship

within our academic community. In 2024, our institute together with the Global Center for Entrepreneurship and Innovation, that Prof. Sirén is co-leading, curated the following research talks:

- Prof. Dr. Emilio Marti (Erasmus University, Rotterdam School of Management). “Doing Qualitative Research: 10 Mini Rants to Share What I’ve Learned”, September 25, 2024
- Prof. Dr. Bart Vanneste (University College London). “The Wade Test: Generative AI and CEO Communication”, October 30, 2024
- Katja Hemmerich (ReformWorks / United Nations). “Challenges and Opportunities of Collaborative Research with International Organizations: Experiences from Mapping Innovation at the UN”, November 20, 2024.
- Prof. Dr. Paola Criscuolo (Imperial College). “Mine or yours? Owner of Inventions and Employee Creativity”, November 28, 2024.

In 2024, IRI-HSG not only contributed to academic discourse through numerous research talks but also took a leading role in hosting an international conference in St.Gallen. These efforts reflect our institute’s ongoing commitment to fostering intellectual exchange and advancing research in key areas such as sustainability, AI, and organizational design.

A highlight of the year was the *Decentralization in Organizations (DiO) Conference*, hosted at WBZ Holzweid in St.Gallen. Organized by our co-director Prof. Vivianna Fang He and supported by Prof. Charlotta Sirén and Matthias Tröbinger alongside esteemed scholars Melissa Schilling, Ying-Ying Hsieh, Michael Y. Lee, and Phanish Puranam, this conference brought together leading experts in the field to discuss the evolving nature of decentralized structures within organizations. Funded by the University of St.Gallen and the Organizational Design Community (ODC), the event provided a platform for in-depth discussions, collaborative knowledge sharing, and forward-thinking research. We were honored to facilitate this remarkable gathering and deeply appreciate the contributions of all attendees.

Beyond hosting the DiO Conference, our scholars actively presented their research at prestigious institutions and international events.

Prof. Dr. Vivianna Fang He shared her expertise on AI, digital innovation, and trust in virtual interactions through multiple invited talks. She contributed to an enlightening symposium on AI and Digital Innovation, presenting her research on Being Creative Together: An Ensemble Approach to Human-AI Collaboration. She also delivered presentations on trust generalization in virtual collaboration at University College London, SKEMA Business School, and the Organization Design Community, as well as a thought-provoking talk on the architectural redesign of Bitcoin’s participation model at Imperial College London.

Prof. Dr. Jamie Gloor was honored to present her research on sustainable leadership and narcissism at Oxford University’s Saïd Business School. She also actively participated in the Responsible Research in Business and Management Summit at Cambridge University, contributing to discussions on responsible leadership and organizational impact.

Prof. Dr. Charlotta Sirén delivered a keynote speech in the CAS in Leading Sustainability Transformation program, a joint initiative by the HSG Institute for Economy and the Environment and the Competence Center for Social Innovation (CSI-HSG). She highlighted the potential of

satellite data for sustainability management and shared key insights from our Swiss National Science Foundation (SNSF)-funded research projects with industry practitioners.

Meanwhile, Nina Zachlod presented her research on the use of satellite data for sustainability research at the Digital Spark Seminar at ESCP Europe Berlin, showcasing the intersection of technology and environmental management.

IRI-HSG's participation in these events demonstrates our continued influence in shaping academic conversations, fostering interdisciplinary research, and driving forward the understanding of complex organizational challenges.

7 Teaching

Teaching Highlights

From Earth to Space and Back - Lessons for Responsible Innovation from CERN | Spring 2024

In 2024, Prof. Charlotta Sirén and Prof. Vivinna Fang He launched the Master course "From Earth to Space and Back: Lessons for Responsible Innovation from CERN". This pioneering initiative symbolizes the institute's commitment to exploring the frontiers of responsible innovation and drawing inspiration from diverse domains, including the cutting-edge research conducted at CERN. This course received the School of Management SoM-HSG Teaching Innovation Award. In this course, students virtually flew to another planet by using VR technologies. The main course exercise called "Planet B" entailed traveling virtually to Mars, ideating responsible

solutions for challenges in this alternate reality, and deriving valuable lessons for planet Earth. On their way to and upon arrival at Mars, students faced a series of challenges, from designing a viable governance structure to responsibly allocating the natural resources on the planet. They used the lessons learned and applied them from Planet B to Earth. The course happened in close collaboration with CERN's IdeaSquare. As part of the course program, the students visited the IdeaSquare in Geneva for a two-day design sprint.



IdeaSquare

Students reacted particularly positive to the use of VR technologies as an innovative teaching methodology.



"The VR session effectively demonstrated how we can use existing technology to work on our behaviour and group dynamics. Through the fictional high-pressure situation our group was placed in, we were able to quickly analyse what we could improve as a team. All while having fun exploring VR and the people I had just met."

Désirée Sommer | Master in Management, Organization & Culture (MOK)

"It was an extraordinary immersive experience, making a complex case more accessible and engaging. The collaborative nature of the experience fostered teamwork, interaction and decision-making, enhancing our learning and making the session incredibly fun. This is the kind of innovative learning experience that revolutionizes education with lasting impact."



Tetyana Drobot | Master in Computer Science (MCS)



“For me, the “Mission to Mars” was a refreshingly innovative and positive experience to observe and experience group dynamics in special scenarios. The VR session was a novelty during my entire time at the HSG and motivated me to engage more intensively with the topic and the course.”

Valentin Huber | Master in Computer Science (MCS)

AI for Research in Organization Science | Spring 2024

In 2024, Prof. Vivianna Fang He has initiated a doctoral-level course in collaboration with Phanish Puranam (INSEAD). This course explores how AI can be used to augment human researchers working in organization science – which is broadly relevant to multiple research domains such as management, strategy, OB and entrepreneurship. Today, AI technology can help us with each of these components – ranging from measurement to create data, finding robust patterns, synthesizing possible explanations, deriving logical implications of a theory as well as checking internal consistency of an existing theory. This raises exciting opportunities, as well as troubling questions about the ethicality of using these technologies as well as about the distinctive advantage of humans in the research process. Rather than shy away from these questions, the discussion in this course aims to address them, also soliciting inputs from scholars around the world who are working at the intersection of AI and organizations.

Course List

The range of courses offered at the bachelor’s, master’s, and doctoral levels allows several hundred students to build up comprehensive knowledge in areas of responsible innovation and research methodologies. In 2024, IRI-HSG professors facilitated the following courses:

Bachelor Courses

- Creativity and Entrepreneurship | Prof. Charlotta Sirén, Prof. Silvia Stroe | Spring 2024
- Gesellschaft/Society: Time is Money? | Prof. Jamie Gloor, Prof. Anna Elsner | Spring 2024
- Social Entrepreneurship | Prof. Vivianna Fang He | Spring and Autumn 2024

Master Courses

- Venture Ideation | Prof. Charlotta Sirén | Spring 2024
- RPV: Venturing in Emerging Trends - Entrepreneurship and Innovation in Practice | Prof. Charlotta Sirén | Spring 2024
- From Earth to Space and Back – Lessons for Responsible Innovation from CERN | Prof. Vivianna Fang He, Prof. Charlotta Sirén | Spring 2024
- Asia Compact: Social Entrepreneurship in Singapore and South-East Asia | Prof. Vivianna Fang He, Prof. Matthias Tietz | Spring 2024
- IC: Grand Challenges and Innovation with the United Nations | Prof. Charlotta Sirén | Autumn 2024

PhD Courses

- Workshop Series in Experimental Research Tools | Spring 2024
- Using AI for Research in Organization Science | Prof. Vivianna Fang He, Prof. Phanish Puranam | Spring 2024
- Basics in Experimental Research | Prof. Charlotta Sirén, Prof. Emanuel de Bellis | Autumn 2024

Bachelor's and Master's Theses

In 2024, Professors Vivianna Fang He, Charlotta Sirén, and Jamie Gloor supervised numerous Bachelor's and Master's theses. The supervised project included:

Bachelor's theses:

- Botsis, Sofia: "How humor in the workplace is impacted by the use of AI in HRM and recruitments" (graduated)
- Dandrea Oliver: "The Influence of Age, Gender, and Ethnicity on Crowdfunding Success – A quantitative analysis of Kickstarter Data" (graduated)
- Ganz, Noemi: "#GirLDads: How Daughters Shape Male Leaders' Attitudes Toward Gender at Work" (graduated)
- Haid, Johanna: "Exploring the Effect of AI Implementation in Human Resource Development Practices on Work Design – A Qualitative Study" (graduated)
- Waskoenig, Emil: "Drops of change? A gendered analysis of a sustainability social norm nudge" (graduated)

Master's theses:

- Cognet-Fante, Emily: "Chuckles and cheers: Exploring humor's influence on coworker well-being through a diary study" (graduated)
- Harder, Niklas: "Understanding and Influencing the Drivers of Sustainable Investment Behavior" (graduated)
- Limmer, Ferdinand: "Sustainability Certification's Unintended Effects in the Palm Oil Industry" (graduated)
- Perrission-Fabert, Romain: "Equity investors' biases and discrimination toward lesbian, gay, and bisexual entrepreneurs – a theory-building approach" (graduated)
- Schülin, Leandra: "Maybe Baby" Bias: The Impact on Young Women's Career Paths in Switzerland" (graduated)
- Steiner, Sheirlyn: "Assessing the social impact of an eye care social enterprise – The Case of GoodVision International" (graduated)
- Suri, Sonam: "NGO-led entrepreneurship education in Indian slums" (graduated)
- Udry, Clément: "Race to Renew: A Study of Formula 1's Sustainability Strategies and Their Impact" (graduated)
- Vergult, Melissa: "Digital Representations in Immersive Virtual Environments and Creativity – Can Avatar Choices Boost Creativity in Virtual Reality?" (graduated)
- Wilhelm, Patrick: "Breaking Barriers – Unveiling Challenges and Opportunities in Entrepreneurship with Disabilities" (graduated)
- Wirth, Romyna: "A little humor goes a long way? Effects of gender, seniority, and jokes in performance evaluations" (graduated)

8 Outreach

In 2024, members of IRI-HSG actively engaged in bridging academic research with practice, ensuring that insights from their studies reached diverse audiences, including students, professionals, and the wider community. Through workshops, panel discussions, guest lectures, and keynotes, our scholars contributed to meaningful conversations on diversity, inclusion, leadership, and the impact of emerging technologies.

As part of our ongoing efforts to foster inclusive workplaces and communities, several of our scholars led and participated in impactful initiatives. Prof. Dr. Jamie Gloor and Eugenia Bajet Mestre conducted a Microaggression Intervention Workshop titled *"Breaking the Ice on Microaggressions at Work"* at the University of St.Gallen in December 2024, an event organized in collaboration with the student club WASH. The workshop equipped attendees with practical strategies to address microaggressions in professional settings.

Continuing her commitment to diversity and equity, Prof. Dr. Jamie Gloor delivered an engaging talk at the 20th KinderUni at the University of St.Gallen, reaching an audience of over 400 elementary school children. Her talk, *"Anders, aber Freunde: Gemeinsam stark gegen gemeine Worte!"*, emphasized the value of diversity and the role of active bystanders in countering bullying.

At the Hello 50:50 World Event at ETH Zürich, Eugenia Bajet Mestre participated in a panel discussion titled *"Advocating for Equity in STEM."* This event, aimed at practitioners, faculty, and students, provided a platform for discussing strategies to promote gender equity in science and technology fields. Additionally, Tamara Kern and Dr. Huong Pham contributed to the St.Galler Diversity & Inclusion Week through a dynamic dialogue on *Inclusive Leadership: Addressing DE&I Resistance Between Research and Practice*.

As part of her PLAID Lab activities, Prof. Dr. Jamie Gloor explored the intersection of humor and leadership, presenting on how *"Smart Leaders Are Funny Leaders"* at Smart Government Day at Google Zurich and discussing humor's role in diversity, equity, and inclusion (DEI) at FernUni Schweiz. She also addressed the theme *"Cutting Through the Chaos"* during St.Galler Diversity & Inclusion Week in September 2024.

IRI-HSG scholars also contributed to knowledge transfer through guest lectures and conference presentations. Eugenia Bajet Mestre delivered a guest lecture in the *Introduction to Sustainability Management* course at the University of St.Gallen, providing bachelor's students with insights into sustainability principles and practices.

Alina Welser was invited by Heidelberg University to give a keynote at a conference, where she discussed the impact of social media and artificial intelligence on the younger generation. Her presentation explored how AI is shaping student life and academic research, as well as the implications of excessive social media usage. Additionally, she delivered a keynote at the Konstanz-Seminar 2024 at the University of Konstanz, further contributing to discussions on the evolving role of digital technologies in society.

Through these initiatives, IRI-HSG reaffirmed its dedication to applying academic research to real-world challenges, engaging with diverse stakeholders, and fostering discussions that drive meaningful societal and organizational change.

9 COLLABORATORS

In 2024, IRI-HSG had the privilege of collaborating with esteemed partners (listed in alphabetical order). We extend our heartfelt gratitude to all our collaborators for their valuable contributions and look forward to continued collaboration in 2025.

CARE TO ACTION

CARE TO ACTION is an Italian non-governmental organization that operates in India to support children, women, and vulnerable and marginalized communities. IRI-HSG closely collaborates with Care to Action to analyze their data collections from field work with female entrepreneurs in Indian slums.



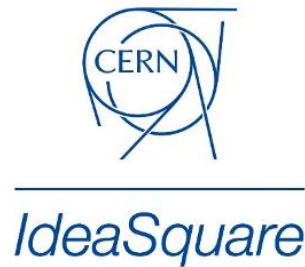
Geneva Innovation Movement

The Geneva Innovation Movement (GIM) Association is a knowledge-sharing platform that enables organizational innovation as a force for good.



CERN IDEASQUARE

CERN IdeaSquare is the innovation space at CERN using collaborative methodologies, access to CERN expertise and cross-connectivity to ideate solutions for the future of humankind. In close collaboration with CERN IdeaSquare, IRI-HSG has initiated a Master course titled "From Earth to Space and Back - Lessons for Responsible Innovation from CERN"



United Nations

The United Nations is an international organization whose stated purposes are to maintain international peace and security, develop friendly relations among nations, achieve international cooperation, and serve as a center for harmonizing the actions of nations. In partnership with the United Nations, IRI-HSG researches innovation development and adoption, as well as the overall typology of innovation at large international organizations.



10 PUBLICATIONS

Journal Publications

Gazdag, B. A., **Gloor, J. L.**, Emery, C., Tideman-Frappart, S. A., & **Bajet Mestre, E.** (2024).

Women in academic publishing: Descriptive trends from authors to editors across 33 years of management science. *The Leadership Quarterly*, 35, 101814.

Gloor, J. L., Okimoto, T. G., Li, X., Gazdag, B., & Ryan, M. (2024). How identity impacts bystander responses to workplace mistreatment. *Journal of Management*, 50(7), 2641-2674.

Kibler, E., **Sirén, C.** Maresch, D., Salmivaara, V., & Fink, M. (2024). Aging and Entrepreneurs' Emotional Exhaustion: The Role of Entrepreneurial Strategy, Psychological Capital, and Felt Age Gap. *Journal of Business Venturing*, 39(5), 106418.

Gerpott, F. H., **Gloor, J. L.**, Neely, B. H., & Tonidandel, S. (2024). Special Issue call on gender and leadership: Taking stock and two steps forward. *The Leadership Quarterly*, 25(3), 10178.

Gloor, J. L., Okimoto, T., Li, X., Gazdag, B., & Ryan, M. (2024). Research: When employees identify with their company, they're less likely to recognize gender discrimination. *Harvard Business Review*.

Malmström, M., Burkhard, B., **Sirén, C.**, Shepherd, D., & Wincent, J. (2024, April 12). How to Close the Gender Gap in Startup Financing. *Harvard Business Review*.

Livingston, B., **Gloor, J. L.**, Ward, A. K., Gabriel, A., Campbell, J. ... & Shoss, M. (2024). Many roads to success: Broadening our views of academic career paths and advice. *Journal of Management*, 50, 1186-1197.

Conference Publications

Gloor, J. L., **Bajet Mestre, E.**, Pham, H., Seong, M., & Engeler, I. (2024). A playful path to more professional equity? Networking across diversity via sport. *Academy of Management Proceedings 2024*, (1), 10626.

Gloor, J. L., Braun, S., & Hoobler, J. (2024). More motivated to help male leaders? Explaining fatherhood bonuses via follower helping. Paper presented in the symposium, "What do I think of you? Others' perceptions in the study of work and family intersections," *Academy of Management Proceedings 2024*, (1).

Pham, H., **Gloor, J. L.**, & Hoobler, J. M. (2024). How to be harassment-free: Expert insights and an allyship (micro)training. Professional Development Workshop presented at the 2024 Academy of Management Annual Meeting, Chicago, USA.

Gloor, J.L., Austin, K., Toffoli, L., Bosak, J., & Doldor, E. (2024). Expectant expectations? How women detect and respond to "maybe baby" bias. Paper presented in the symposium, "Menstruation, (maybe) maternity, and menopause: Milestones that shape women's work experiences and careers," *Academy of Management Proceedings 2024*, (1).

Zachlod, N., Hudecheck, M., Sirén, C., George, G. (2024). Satellite Data as an Emerging Method for Organizational Research: A Detailed Overview and Use Case. *Academy of Management Proceedings 2024*, (1), 18484.

Zachlod, N., Hudecheck, M. (2024). Power Relations and Resilience: The Implications of Calls for Justice Among the (Un)Resilient. *Academy of Management Proceedings 2024*, (1), 13507.

Zachlod, N., Hudecheck, M. (2024). Breaching the Slums: Exploring Informal Entrepreneurial Venture Trajectories throughout the Formalization Process. Babson College Entrepreneurship Research Conference, Munich.

Zachlod, N. (2024). Satellite Data for Grand Challenge Research. Poster Presentation. Babson College Entrepreneurship Research Conference Doctoral Consortium, Munich.

Zachlod, N. (2024). How Slum Architecture Impacts Informal Entrepreneurs. Research Translation Showcase. Babson College Entrepreneurship Research Conference Doctoral Consortium, Munich.

Tröbinger, M. (2024). Dissertation submission. Babson College Entrepreneurship Research Conference Doctoral Consortium, Munich.

Stroe, S., **Sirén, C.**, & Vanacker, T. (2024). Entrepreneurs With Disability Looking for Funding - A Different Minority Story. Babson College Entrepreneurship Research Conference, Munich.

Tröbinger, M. (2024). Collective Problem-Solving without Authority: Enhancing Deliberation with Shared Attribute Spaces. Strategic Management Society Annual Meeting, Istanbul.

Tröbinger, M. (2024). Collective Problem-Solving without Authority: Enhancing Deliberation with Shared Attribute Spaces. Strategy, Entrepreneurship, Innovation Doctoral Conference, ESSEC, Paris.

Gloor, J. L., Blohm, I., de Bellis, E., Ebert, T., Haefner, N., Shoening, J., Siren, C., Stachl, C., Wirth, R., & Einola, K. (2024). We “demand” to know: is AI really everywhere (in management research)? Discussion Paper presented at 2024 Rencontres de St-Gall, St.Gallen.

Tröbinger, M. (2024). Dissertation submission. Organization Science Doctoral Consortium, Zurich.