



Organizational Neuroscience

An Interest Group of the Academy of Management

Member “NEU”sletter

Welcome from NEU's Incoming Chair

Greetings friends and supporters of NEU. When I served as a postgraduate research coordinator at our faculty, students often asked me how to make a novel contribution to their field of research. Obviously, their research areas were quite diverse, but one answer I gave all of them was to consider adding an interdisciplinary element to their research. In my view, academic boundary spanners who work confidently across disciplinary divides are not only more likely to have impact in their own area of research but, by integrating the knowledge and methods of multiple fields, advance academia more broadly. NEU is probably the most interdisciplinary research community within the AOM and a trailblazer with a mission to stimulate research, teaching, learning, and improved practice in applied settings on topics of organizational neuroscience. The past success of fields such as neuroeconomics has demonstrated the incredible potential that lies dormant between the social and neurosciences.

I am therefore very excited to take over from Bill as the next NEU chair to help further build the vision that David Waldman, Sebastiano Massaro, and M.K. Ward had when they created this new interest group. We also have a fantastic new executive team and we will jointly continue to work hard to further establish NEU's presence in the Academy and provide value to our members. We have many exciting ideas and initiatives planned for our members to provide feedback, advice, and education for research, practice, and teaching as well as opportunities to connect and network with other neuro-enthusiasts, so stay tuned for an exciting NEU year ahead. Some of these initiatives will depend on the degree to which we all can meet in person again. These are still challenging times during which we need each of you, more than ever, to spread the word about this exciting new interest group and invite others to join NEU.

In this Issue:

Welcome from NEU Incoming Chair

A Year in Review

NEU Awards

NEU Programs at AOM 2021 Virtual Meeting

Organizational Neuroscience Recent Papers



Stefan Volk
The University of Sydney
Business School

We are social! Follow [NEU on Facebook](#) for regular updates



A Year in Review

It's hard to believe that my term as the inaugural chair of the Neuroscience Interest Group is at an end. Who could have imagined when the group was first announced that we would be launching in one of the strangest 18 months any of us has experienced. Despite all of this the NEU executive committee has worked to establish and grow the interest group. I am very grateful for everyone who served on the leadership team and volunteered to serve on the committees. This year we will have our first program at the annual meeting and we have some really interesting sessions. I want to thank Yair Berson for all his work in having to organize our very first meeting. I think we have built a solid foundation and I sincerely hope that we will grow faster once we can all meet face to face again. I believe that this interest group is truly unique in being interdisciplinary and a place where many diverse perspectives can coexist and complement each other.

The leadership of NEU is committed to making this a group that supports all of our members, particularly our student members. With that in mind, we will do our best to organize a smaller NEU conference as soon as conditions allow so that we can all come together and share ideas and build networks. Please complete the related survey if you haven't already. Lastly, thank you all for being members of the interest group and I encourage you to invite others to join! It has been an honor to serve as your chair!



Bill Becker
Virginia Tech

We want to hear from you!

The NEU Interest Group is conducting a short member survey to better understand your needs! Please fill out the survey at the link below.



<https://tinyurl.com/neusurvey21>

NEU Awards

Congratulations to all the winners!

Early Career Achievement Award

Sebastiano Massaro | Surrey Business School

Lifetime Achievement Award

David Waldman | Arizona State University

Best Published Article Award

Scott Shane | Case Western Reserve University

Will Drover | University of Oklahoma
David Clingingsmith | Case Western Reserve University

Moran Cerf | Northwestern University

"Founder Passion, Neural Engagement and Informal Investor Interest in Startup Pitches: An fMRI Study"
Journal of Business Venturing (2020)

Best Symposium Award

Norris F. Krueger | Entrepreneurship Northwest

Sebastiano Massaro | Surrey Business School

"Neuroentrepreneurship? Promise and Peril"

Best Student Paper Award

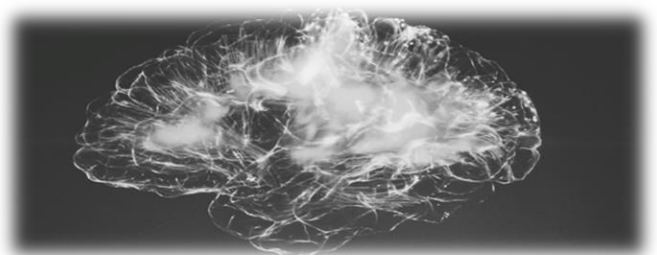
Nir Milstein | Bar-Ilan University

"Physiological Synchrony and Newly-formed Groups' Outcomes: The Moderating Effects of Leader Justice"

Best Paper Award

Christina Öberg | Örebro University
Andrea Geissinger | Örebro University
Rasmus Nykvist | Ratio Institute

"Managers, Minds and Machines in the Age of Artificial Intelligence"



Organizational Neuroscience Recent Papers

If you have a recently published article on org neuro topics, please contact dstam@rsm.nl

In this first in a (hopefully) series on organizational neuroscience we take a look at four papers published in recent years (after 2016). The choice of papers is partly random, partly driven by diversity concerns (we wanted to include empirical as well as overview papers and papers from management journals as well as from neuroscience journals). This first attempt at discussing organizational neuroscience is targeting a fragmented audience of organizational neuroscience members that are sometimes neuroscience experts, sometimes neuroscience beginners. As the author is member of the latter group we hope the former group has patience. Most of all we hope that this little discussion will stimulate people to read the articles for themselves.

The common thread in the articles discussed (see below for references) can be summarized in two questions: How much potential does neuroscience hold for organizational science? What are the problems concerning organizational neuroscience? Although the articles discuss these questions in their own way they seem to converge in their answers. There is much potential (although arguably less than some hope), but there are also many problems that limit the valid and rightful use of organizational neuroscience.

How much potential does neuroscience hold for organizational science? Quite some it appears! Balconi and Venturella (2017) argue that one domain that may be particularly interesting in this case is communication. They suggest that neuroscience can provide the detailed and specific empirical data necessary to better understand communication, and especially the subtle processes such as non-verbal communication (with an emphasis on facial expression) as well as the synchronization between communicator and listener.

Waldman and colleagues (2018) provide an empirical study that looks at predictors of abusive supervision. Using EEG assessment the researchers assess supervisors intrinsic neurological connectivity in executive control regions of the brain. Relating this to survey data they not only find that neurological executive control negatively predicts abusive supervision, but also that it moderates the relation between political skill and abusive supervision. This may be especially interesting as it demonstrates that neurological measures may not only directly relate to outcomes, but may also interact with “traditional” management constructs.

What are the problems concerning organizational neuroscience? Jack et al. (2019) provide an incredibly useful overview of methodological pitfalls related to organizational neuroscience. They discuss the most common methods in organizational neuroscience, which in itself and especially for organizational neuroscience beginners like me, is useful. They then discuss the notion of interpretation of results in neuroscience and explain convincingly there is more than meets the eye and continue with four best practices to make solid inferences in organizational neuroscience. I highly recommend this paper. Interestingly, methods may not be the only problem area for organizational neuroscience. In a very interesting article Lindebaum and colleagues (in press) focus on the area of neuroscientific intervention in leadership development and specifically neurofeedback. The authors raise validity concerns, but also comprehensively explain the ethical concerns related to this practice.

Much to like then in organizational neuroscience but be wary of the methodological and ethical pitfalls!

First AOM Meeting Program of NEU

Friday, July 30th

NEU Interest Group Business Meeting
(Session 207)

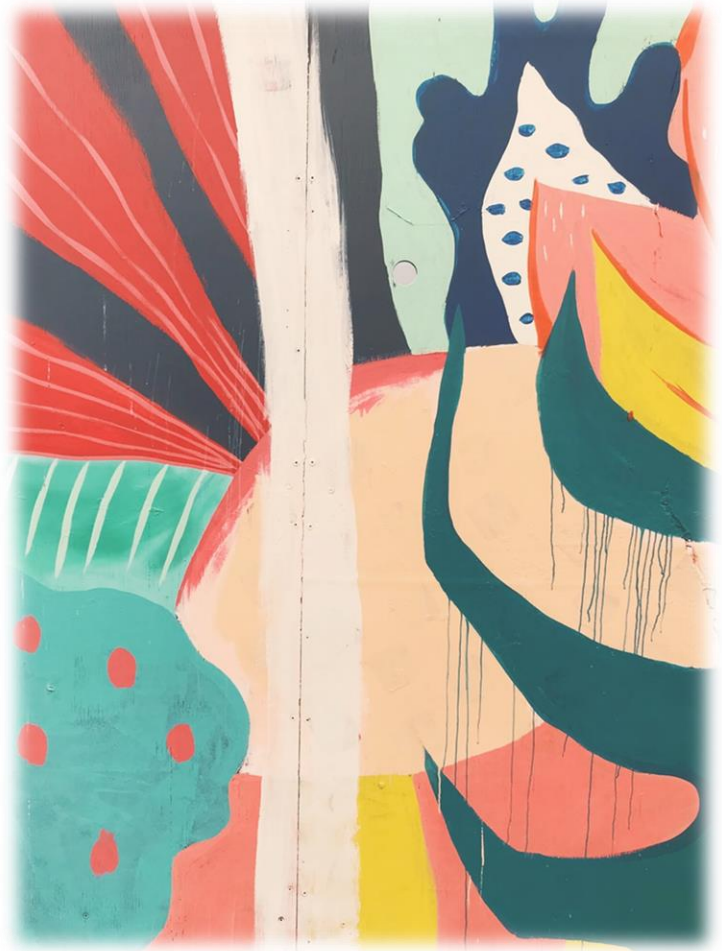
Monday, August 2nd

Viewing Management from an
Organizational Neuroscience
Perspective (Session 838)

Tuesday, August 3rd

Leadership and Team Processes: A
Neuroscience Perspective (Session
1201)

Neuroentrepreneurship? Promise and
Peril (Session 1247)



References from "Organizational Neuroscience Recent Papers"

1. Balconi, M., & Venturella, I. (2017). Neuromanagement. What about emotion and communication. *Neuropsychological Trends*, 21(1), 9-21.
2. Jack, A. I., Rochford, K. C., Friedman, J. P., Passarelli, A. M., & Boyatzis, R. E. (2019). Pitfalls in organizational neuroscience: A critical review and suggestions for future research. *Organizational Research Methods*, 22(1), 421-458.
3. Lindebaum, D., Brown, V. L., & Al-Amoudi, I. (2020). 'Murder They Said': A Content Analysis and Further Ethical Reflection on the Application of Neuroscience in Management. In *Organizational Neuroethics* (pp. 47-65). Springer.
4. Waldman, D. A., Wang, D., Hannah, S. T., Owens, B. P., & Balthazard, P. A. (2018). Psychological and neurological predictors of abusive supervision. *Personnel Psychology*, 71(3), 399-421.