

Yo-Jud Cheng

Wyss House, Soldiers Field Road, Boston, MA 02163
ycheng@hbs.edu | www.hbs.edu/ycheng

EDUCATION

Harvard Business School, Boston, MA

May 2019 (exp.)

Doctoral Candidate in Strategy

- Dissertation: “Decisions and Dynamics in the Upper Echelons: Implications for Firm Strategy, Governance, and Performance”
- Committee: Boris Groysberg (chair); Jan Rivkin; Paul Healy

Wellesley College, Wellesley, MA

Jun. 2009

Bachelor of Arts in Economics, cum laude with departmental honors

- Honors Thesis: “Classroom Gender Composition and Academic Outcomes: Evidence from Male Cross-Registration at a Women’s College”

RESEARCH SUMMARY AND TEACHING INTERESTS

My research examines CEO succession, top management teams, and corporate governance. I seek to advance our understanding of how top executives and board directors shape firm strategy, governance, and performance. I employ econometric techniques and draw upon a diverse array of novel data sources to link the decisions and dynamics that occur within the upper echelons of organizations to firm-level outcomes. My findings develop new insights into how leaders can contribute to firm value.

Research Interests: Strategy; CEO Succession; Top Management Teams; Corporate Governance.

Teaching Interests: Strategic Management; Executive Leadership; Strategic Human Resource Management; Corporate Governance; and other topics related to Strategy and Management.

RESEARCH

Research under Review

Cheng, J. Yo-Jud, Boris Groysberg, and Paul Healy. “Analyzing Board-Level Drivers of CEO Succession Planning.” (*Revise and Resubmit at **Strategic Management Journal***)

Gai, Shelby, J. Yo-Jud Cheng, and Andy Wu. “Intra-Organizational Brokerage Ability and Motivation: Inter-Board-Committee Coordination after Peer Restatement Events.” (*Reject and Resubmit at **Strategic Management Journal***)

- Awarded *2018 Andreas Al-Laham Best Paper Award*, European Group for Organizational Studies (EGOS), Multi-Level Network Research Standing Working Group

Cheng, J. Yo-Jud, Boris Groysberg, Paul Healy, and Rajesh Vijayraghavan. “Director Perceptions of their Boards’ Effectiveness, Size and Composition, Dynamics, and Internal Governance.” (*Reject and Resubmit at **Management Science***)

Working Papers

Cheng, J. Yo-Jud. “When to Take the Leap: The Antecedents and Consequences of Leapfrog CEOs.” (*Job market paper*)

(Working Papers, continued)

“Successful Successions: An Analysis of Employees’ Company and Top Management Ratings around CEO Transitions.” *(revising manuscript)*

“Preparing for Top Management Changes: The Relationship between Succession Planning Processes and Succession Outcomes.” (with Boris Groysberg; *data analysis stage*)

Other Publications

Cheng, J. Yo-Jud, and Boris Groysberg. “Innovation Should Be a Top Priority for Boards. So Why Isn’t It?” *Harvard Business Review (digital article)*, September 21, 2018.

Groysberg, Boris, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng. “The Leader’s Guide to Corporate Culture.” *Harvard Business Review* 96(1), January/February 2018, 44-57.

- Cover story and “Spotlight Article”
- Accompanying video: “The 8 Types of Company Culture.” *Harvard Business Review (video)*, December 18, 2017.
- Re-printed in “HBR’s 10 Must Reads 2019” *(forthcoming)*.

Cheng, J. Yo-Jud, and Boris Groysberg. “Why Boards Aren’t Dealing with Cyberthreats.” *Harvard Business Review (digital article)*, February 22, 2017.

- Accompanying video: “Boards Neglect Cybersecurity at Their Companies’ Peril.” *Harvard Business Review (video)*, May 8, 2017.
- Excerpt published in “Idea Watch” section of May/June 2017 issue of *Harvard Business Review*.

Cheng, J. Yo-Jud, and Boris Groysberg. “7 Charts Show How Political Affiliation Shapes U.S. Boards.” *Harvard Business Review (digital article)*, August 23, 2016.

- Accompanying video: “The (Mostly Republican) Politics of U.S. Boards.” *Harvard Business Review (video)*, September 15, 2016.

Groysberg, Boris, J. Yo-Jud Cheng, Spencer Stuart, WomenCorporateDirectors (WCD) Foundation, and Deborah Bell. “2016 Global Board of Directors Survey.” April 20, 2016.

- Press coverage:
 - CNBC; Huffington Post; Fortune; Wall Street Journal; Reuters; Bloomberg.
- Press releases:
 - “Are Expectations on Board Members Too High? Most Directors Think So.” October 20, 2016.
 - “Global Survey Report Reveals Challenges for Boardrooms around Regulatory Climate, Attracting Top Talent, and Cybersecurity.” April 20, 2016.
 - “Boardrooms Uncertain about Economic Outlook, with Few Predicting Growth.” February 16, 2016.
- Related report:
 - “2016 Board of Directors Survey: Australian Summary.” July 2016.

Groysberg, Boris, and J. Yo-Jud Cheng. “The Political Issues Board Directors Care Most About.” *Harvard Business Review (digital article)*, February 16, 2016.

Book Chapter

Collis, David, Bharat Anand, and J. Yo-Jud Cheng. “The United States in Contemporary Perspectives: Evolving Forms, Strategy, and Performance.” In *Business Groups in the West: Origins, Evolution, and Resilience*. Eds. Asli M. Colpan and Takashi Hikino. New York: Oxford University Press, 2018, 402-431.

CASE STUDIES AND TEACHING MATERIALS

Groysberg, Boris, J. Yo-Jud Cheng, and Annelena Lobb. "CEO Succession at Cisco (A): From John Chambers to Chuck Robbins." *Harvard Business School Publishing* (Case 417-031), August 2016.

Groysberg, Boris, J. Yo-Jud Cheng, and Annelena Lobb. "CEO Succession at Cisco (B): Announcement Strategy." *Harvard Business School Publishing* (Case 417-032), August 2016.

Groysberg, Boris, J. Yo-Jud Cheng, and Annelena Lobb. "CEO Succession at Cisco (C): Chuck Robbins' First 100 Days." *Harvard Business School Publishing* (Case 417-033), August 2016.

- Teaching Note: Groysberg, Boris, J. Yo-Jud Cheng, and Annelena Lobb. "CEO Succession at Cisco (A), (B), & (C), and Cisco Systems: In Search of the Next CEO (TN)." *Harvard Business School Publishing* (Teaching Note 417-076), May 2017 (revised January 2018).
- Video Supplement: Groysberg, Boris, and J. Yo-Jud Cheng. "CEO Succession at Cisco: Video Supplement." *Harvard Business School Publishing* (Video Supplement 418-705), December 2017.

Groysberg, Boris, J. Yo-Jud Cheng, Sarah L. Abbott, and Olivia Hull. "Cisco Systems: In Search of the Next CEO." *Harvard Business School Publishing* (Case 416-027), November 2015 (revised February 2017).

TEACHING EXPERIENCE

Harvard University Department of Economics, Cambridge, MA Feb. 2016 – May 2016
Instructor (Economics 970: Strategic Human Resource Management)

- Sole instructor for undergraduate seminar course on strategic human resource management
- Independently designed course (syllabus; assignments; class plans)
- Teaching evaluations: 4.7/5.0
– Awarded 2016 Harvard University Certificate of Distinction in Teaching

Harvard Business School Publishing: Case Method Teaching Workshop, Boston, MA Nov. 2015
Participant

- Workshop topics: establishing and shaping the learning contract; questioning, listening, and responding; the teacher/student relationship; designing the discussion plan; practicing the skill

Wellesley College Department of Economics, Wellesley, MA Jan. 2008 – Jun. 2009
Teaching Assistant

- Introduction to Probability and Statistical Methods (Spring 2009; Spring 2008)
- Intermediate Microeconomics (Fall 2008)
- Intermediate Macroeconomics (Spring 2008)

INVITED CONFERENCE CONSORTIA

- STR Dissertation Consortium, Academy of Management Conference Aug. 2018
- Doctoral Student Workshop, Strategic Management Society Annual Conference Sep. 2016
- BPS Doctoral Consortium, Academy of Management Conference Aug. 2016

PRESENTATIONS

(*denotes presentation by co-author)

“When to Take the Leap: The Antecedents and Consequences of Leapfrog CEOs.”

- Wharton People & Organizations Conference (Philadelphia, PA; September 2018 - *scheduled*)
- Program for Research in Markets & Organizations Brown Bag Seminar (Boston, MA; July 2018)
- HBS Strategy Workshop (Boston, MA; February 2018)
- HBS Strategy Workshop (Boston, MA; November 2017)

“Analyzing Board-Level Drivers of CEO Succession Planning.”

- Strategic Management Society Annual Conference (Houston, TX; October 2017)
- INSEAD Conference on Behavioral Perspectives on Corporate Governance (Fontainebleau, France; June 2017)

“Intra-Organizational Brokerage Ability and Motivation: Inter-Board-Committee Coordination after Peer Restatement Events.”

- European Group for Organizational Studies Colloquium (Tallinn, Estonia; July 2018)*
- Strategic Management Society Annual Conference (Houston, TX; October 2017)*
- INSEAD Conference on Behavioral Perspectives on Corporate Governance (Fontainebleau, France; June 2017)*

“Director Perceptions of their Boards’ Effectiveness, Size and Composition, Dynamics, and Internal Governance.”

- London School of Economics (London, U.K.; January 2018)*
- University of Glasgow (Glasgow, U.K.; January 2018)*
- HBS Organizational Behavior Brown Bag Seminar (Boston, MA; September 2017)

“Successful Successions: An Analysis of Employees’ Company and Top Management Ratings around CEO Transitions.”

- Academy of Management Conference (Anaheim, CA; August 2016)
- Program for Research in Markets & Organizations Brown Bag Seminar (Boston, MA; June 2016)
- HBS Work, Organizations, and Markets Seminar (Boston, MA; March 2016)
- HBS Strategy Workshop (Boston, MA; December 2015)

“Preparing for Top Management Changes: The Relationship between Succession Planning Processes and Succession Outcomes.”

- HBS Strategy Workshop (Boston, MA; October 2016)
- Strategic Management Society Annual Conference (Berlin, Germany; September 2016)

AWARDS & HONORS

- Andreas Al-Laham Best Paper Award, European Group for Organizational Studies (EGOS), Multi-Level Network Research Standing Working Group (2018)
- Certificate of Distinction in Teaching, Harvard University (2016)
- Graduate Research Fellowship Program (Economics): Honorable Mention, National Science Foundation (2013)
- Doctoral Fellowship, Harvard Business School (2013 – present)
- Natalie Bolton Student Prize in Economics, Wellesley College (2009)
- Omicron Delta Epsilon Economics Honor Society, Wellesley College (2009)
- Jerome A. Schiff Fellowship for Thesis Research, Wellesley College (2008)
- Natalie Bolton Faculty Prize in Econometrics, Wellesley College (2008)

WORK EXPERIENCE

Analysis Group, Inc., Menlo Park, CA
Senior Analyst (Jan. 2012 – Jun. 2013)
Analyst (Aug. 2010 – Dec. 2011)

Aug. 2010 – Jun. 2013

Stanford Law School, Stanford, CA
Research Fellow

Jun. 2009 – Aug. 2010

SERVICE ACTIVITIES

Ad-hoc reviewer for <i>Management Science</i>	2017 – present
Wyss Doctoral Mentoring Awards Committee	2017 – present
Ad-hoc reviewer for Academy of Management Conference (BPS/STR division)	2015 – present

PROFESSIONAL MEMBERSHIPS

- Academy of Management
- Strategic Management Society

REFERENCES

Boris Groysberg (chair)

Richard P. Chapman Professor of Business Administration
Harvard Business School
Boston, MA 02163

Jan W. Rivkin

Senior Associate Dean, Chair of MBA Program
C. Roland Christensen Professor of Business Administration
Harvard Business School
Boston, MA 02163

Paul M. Healy

Senior Associate Dean for Faculty Development
James R. Williston Professor of Business Administration
Harvard Business School
Boston, MA 02163

Direct contact information available upon request