

# Yo-Jud Cheng

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## EDUCATION

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### 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

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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

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### 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**

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

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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

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**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

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- 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

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(\*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

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- 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

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**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

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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

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- Academy of Management
- Strategic Management Society

## REFERENCES

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**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*