

# Yo-Jud Cheng

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## ACADEMIC POSITION

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**University of Virginia Darden School of Business, Charlottesville, VA** Jul. 2019 – present  
*Assistant Professor of Business Administration (Strategy, Ethics & Entrepreneurship area)*

## EDUCATION

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**Harvard Business School, Boston, MA** May 2019  
*Doctor of Business Administration (Strategy)*

- Dissertation: “Decisions and Dynamics in the Upper Echelons: Implications for Firm Governance, Strategy, and Performance”

**Wellesley College, Wellesley, MA** Jun. 2009  
*Bachelor of Arts (Economics), cum laude with departmental honors in Economics*

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

## RESEARCH INTERESTS

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Strategic Leadership; Corporate Governance; Top Management Teams; CEO Succession.

## PEER-REVIEWED RESEARCH

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Cheng, J. Yo-Jud, Boris Groysberg, Paul Healy, and Rajesh Vijayaraghavan. “Directors’ Perceptions of Board Effectiveness and Internal Operations.” *Management Science (Articles in Advance)*, 2021).

### Under Revision or Review

Cheng, J. Yo-Jud, Boris Groysberg, and Paul Healy. CEO Succession Planning. (*2<sup>nd</sup> revise and resubmit*)

Gai, Shelby, J. Yo-Jud Cheng, and Andy Wu. Board Design and Governance Failures. (*3<sup>rd</sup> revise and resubmit*)

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

### Working Papers

Antecedents and Consequences of Leapfrog CEOs.

- Selected for *2019 Academy of Management Best Paper Proceedings*
- Honorable Mention, *2019 Strategic Leadership and Governance Interest Group Best Paper Award*, Strategic Management Society
- Nominee, *2019 Best Conference Paper Prize*, Strategic Management Society

Employees’ Company and Top Management Ratings.

Board Committee Commitments. (*with Shelby Gai and Andy Wu*)

## OTHER PUBLICATIONS

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### Practitioner Articles and Reports

Cheng, J. Yo-Jud, Boris Groysberg, and Paul Healy. “Why Do Boards Have So Few Black Directors?” *Harvard Business Review* (digital article), August 13, 2020.

- Excerpt in “Idea Watch.” *Harvard Business Review* 98(6), November/December 2020, 29.

Cheng, J. Yo-Jud, Boris Groysberg, and Paul Healy. “Your CEO Succession Plan Can’t Wait.” *Harvard Business Review* (digital article), May 4, 2020.

Cheng, J. Yo-Jud, and Boris Groysberg. “Gender Diversity at the Board Level Can Mean Innovation Success.” *MIT Sloan Management Review* (research highlight), January 22, 2020.

Cheng, J. Yo-Jud, and Boris Groysberg. “How Corporate Cultures Differ Around the World.” *Harvard Business Review* (digital article), January 8, 2020.

- Adapted in “In the Era of the Global Workplace and Dispersed Teams, How Can Managers Promote A Cohesive Culture?” *Darden Ideas to Action*, April 16, 2020.
- Adapted in “How Can Leaders Promote A Cohesive Culture Among Globally Dispersed Teams?” *Forbes*, April 22, 2020.

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.

- Adapted in “Everyone Knows Innovation is Essential to Business Success – Except Board Directors.” *HBS Working Knowledge*, January 3, 2019.

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.
- Reprinted in *HBR’s 10 Must Reads 2019*. Boston: Harvard Business Review Press, 2018.
- Reprinted in *HBR’s 10 Must Reads on Building a Great Culture*. Boston: Harvard Business Review Press, 2019.

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 in “Idea Watch.” *Harvard Business Review* 95(3), May/June 2017, 36.
- Reprinted in *Cybersecurity: The Insights You Need from Harvard Business Review*. Boston: Harvard Business Review Press, 2019.

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 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.
- Media coverage: CNBC; Huffington Post; Fortune; Wall Street Journal; Reuters; Bloomberg.

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.

### **Selected Media Quotations**

“Deep in the Heart of Texas? Boards Reconsider Headquarters.” *Agenda*, December 18, 2020.

“Nasdaq proposal would require listing companies to have more diverse boards.” *Marketplace (podcast)*, December 2, 2020.

“The pandemic class of CEOs.” *Axios*, May 22, 2020

“With Gap Inc.’s CEO Out and Sales Falling, Who Will Turn the Company Around?” *Fortune*, November 12, 2019.

## **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.

- (B) Case: 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.
- (C) Case: 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).

### **In Progress**

“USA Track & Field: Getting its Governance on Track” (Darden Case Study) (*with Stephen E. Maiden*).

- “Introduction to Corporate Governance” (Darden Technical Note).
- “WeWork: But Does the Corporate Governance Work?” (Darden Case Study) *(with Stephen E. Maiden)*.
- “Vignettes: Board Dynamics & Culture” (Darden Case Study) *(with Stephen E. Maiden)*.
- “Internationalization Analysis” (Darden Technical Note) *(with Jared D. Harris and Michael Lenox)*.
- “Crisis at Away (A)” (Darden Case Study) *(with Noelle Surprise and Jared D. Harris)*.
- (B) Case: “Crisis at Away (B)” (Darden Case Study) *(with Noelle Surprise and Jared D. Harris)*.

## TEACHING

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- University of Virginia Darden School of Business, Charlottesville, VA** Oct. 2019 – present  
*Strategic Thinking and Action (MBA core curriculum)*  
*Strategic Corporate Governance (MBA elective)*
- Harvard University Department of Economics, Cambridge, MA** Feb. 2016 – May 2016  
*Economics 970: Strategic Human Resource Management*  
 ▪ Awarded 2016 Harvard University Certificate of Distinction in Teaching

## ADVISING

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- University of Virginia Darden School of Business, Charlottesville, VA** Mar. 2020 – present  
*Independent Study*  
 ▪ *Noelle Surprise (MBA 2020)*

## SELECTED PRESENTATIONS

*(\*denotes presentation by co-author)*

### 2019

- University of Melbourne\*; Victoria University of Wellington\*
- *Conference Presentations*: Academy of Management Annual Conference; Strategic Management Society Annual Conference; Strategic Management Society Special Conference (Las Vegas, NV)\*

### 2018

- Cornell University, ILR School; Hong Kong University of Science and Technology, HKUST Business School; London Business School; Rice University, Jones Graduate School of Business; University of California-Los Angeles, Anderson School of Business; University of Notre Dame, Mendoza College of Business; University of Utah, Eccles School of Business; University of Virginia, Darden School of Business; University of Virginia, McIntire School of Commerce; London School of Economics\*; University of Glasgow\*
- *Conference Presentations*: HBS Strategy Doctoral Alumni Conference; Wharton People & Organizations Conference; European Group for Organizational Studies Colloquium\*

### 2017

- *Conference Presentations*: INSEAD Conference on Behavioral Perspectives on Corporate Governance; Strategic Management Society Annual Conference

## **2016**

- *Conference Presentations*: Academy of Management Annual Meeting; Strategic Management Society Annual Conference

## **INVITED CONFERENCE WORKSHOPS**

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- STR Division Junior Faculty Teaching Consortium, Academy of Management Conference Aug. 2019
- Early Career Workshop, Strategic Management Society Special Conference (Las Vegas) Mar. 2019
- STR Division Dissertation Consortium, Academy of Management Conference Aug. 2018
- Doctoral Student Workshop, Strategic Management Society Annual Conference Sep. 2016
- BPS Division Doctoral Consortium, Academy of Management Conference Aug. 2016

## **AWARDS & HONORS**

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- Honorable Mention: Best Paper Award, Strategic Management Society - Strategic Leadership and Governance Interest Group (2019)
- Nominee: Best Conference Paper Prize, Strategic Management Society (2019)
- Best Paper Proceedings, Academy of Management (2019)
- 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)
- Doctoral Fellowship, Harvard Business School (2013 – 2019)
- Honorable Mention: Graduate Research Fellowship Program (Economics), National Science Foundation (2013)
- 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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<b>Analysis Group, Inc., Menlo Park, CA</b> <i>Senior Analyst (Jan. 2012 – Jun. 2013)</i> <i>Analyst (Aug. 2010 – Dec. 2011)</i>	Aug. 2010 – Jun. 2013
<b>Stanford Law School, Stanford, CA</b> <i>Research Fellow</i>	Jun. 2009 – Aug. 2010

## **SERVICE ACTIVITIES**

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- Refereeing 2015 – present  
*Management Science; Administrative Science Quarterly; Organizational Behavior and Human Decision Processes; Strategic Management Society Conference (Strategic Leadership & Governance and Strategic Human Capital interest groups); Academy of Management Conference (BPS/STR division)*
- Member, Faculty Search Committee 2020 – 2021
- Member, Selection Committee for HBS Wyss Award for Excellence in Mentoring 2017 – 2019

## **PROFESSIONAL MEMBERSHIPS**

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- Academy of Management
- Strategic Management Society