

Yo-Jud Cheng

ChengY@arden.virginia.edu | (434) 924-6788
100 Darden Boulevard, Charlottesville, VA 22903

ACADEMIC POSITION

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

EDUCATION

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, departmental honors in Economics

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

RESEARCH INTERESTS

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

RESEARCH PUBLICATIONS

Cheng, J. Yo-Jud, Boris Groysberg, Paul Healy, and Rajesh Vijayaraghavan. “Directors’ Perceptions of Board Effectiveness and Internal Operations.” *Management Science*, October 2021, 67(10): 6399-6420.

Gai, Shelby, J. Yo-Jud Cheng, and Andy Wu. “Board Design and Governance Failures at Peer Firms.” *Strategic Management Journal*, October 2021, 42(10): 1909-1938.

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

Groysberg, Boris, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng. “The Leader’s Guide to Corporate Culture.” *Harvard Business Review*, January/February 2018, 96(1): 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, 133-164.
- Reprinted in *HBR’s 10 Must Reads on Building a Great Culture*. Boston: Harvard Business Review Press, 2019, 1-32.

Under Revision or Review (titles blinded for peer review)

Cheng, J. Yo-Jud. [Leapfrog CEOs]. (Revise & resubmit)

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

Selected Working Papers

Cheng, J. Yo-Jud, Boris Groysberg, and Paul Healy. CEO Succession Planning Processes.

Cheng, J. Yo-Jud. Employees' Company and Top Management Ratings.

OTHER PUBLICATIONS

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.

Practitioner Articles and Reports

Cheng, J. Yo-Jud, and Boris Groysberg. "Research: What Inclusive Companies Have in Common." *Harvard Business Review (digital article)*, June 18, 2021.

Cheng, J. Yo-Jud, Cassandra Frangos, and Boris Groysberg. "Is Your C-Suite Equipped to Lead a Digital Transformation?" *Harvard Business Review (digital article)*, March 12, 2021.

- Media coverage: Fortune.

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?" (written by Rebecca Knight), *Darden Ideas to Action*, April 16, 2020.
- Quoted in "Corporate Culture: Obtaining Excellence," *Darden Ideas to Action*, January 19, 2021.
- 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.

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, 39-48.

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

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

Selected Media Interviews

“Corporate boards became more diverse in 2021.” *Marketplace/NPR* (radio/podcast), January 5, 2022.

“Tying exec pay to diversity goals isn’t so straightforward.” *Marketplace/NPR* (radio/podcast), November 2, 2021.

“Why aren’t corporate boards diversifying more quickly?” *Marketplace* (radio/podcast), June 9, 2021.

“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/NPR* (radio/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.

TEACHING MATERIALS

Case Studies and Teaching Notes

Cheng, J. Yo-Jud, and Stephen E. Maiden. “WeWork: But Does the Corporate Governance Work?” *Darden Business Publishing* (Case UVA-S-0350), December 2021 (revised).

- Teaching Note: Cheng, J. Yo-Jud, and Stephen E. Maiden. “WeWork: But Does the Corporate Governance Work? (TN).” *Darden Business Publishing* (Teaching Note UVA-S-0350TN), December 2021.

Cheng, J. Yo-Jud, and Stephen E. Maiden. “Vignettes: Board Dynamics and Culture.” *Darden Business Publishing* (Case UVA-S-0349), August 2021 (revised).

- Teaching Note: Cheng, J. Yo-Jud, and Stephen E. Maiden. “Vignettes: Board Dynamics and Culture (TN).” *Darden Business Publishing* (Teaching Note UVA-S-0349TN), November 2021.

Cheng, J. Yo-Jud, and Stephen E. Maiden. “USA Track & Field: Getting Its Governance on Track.” *Darden Business Publishing* (Case UVA-S-0352), August 2021.

- Teaching Note: Cheng, J. Yo-Jud, and Stephen E. Maiden. “USA Track & Field: Getting Its Governance on Track (TN).” *Darden Business Publishing* (Teaching Note UVA-S-0352TN), September 2021.
- Discussed in “USA Track & Field: To Field Challenges, You Need the Board on Track” (written by Aine Doris), *Darden Ideas to Action*, February 1, 2022.

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), January 2018 (revised).
- 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), February 2017 (revised).

Technical Notes

Cheng, J. Yo-Jud. “Introduction to Corporate Governance.” *Darden Business Publishing* (Technical Note UVA-S-0356), June 2021.

In Progress

“Internationalization Analysis” (Technical Note) (with Jared D. Harris and Michael Lenox).

“Crisis at Away (A)” (Case) (with Jared D. Harris and Noelle Surprise).

- (B) Case: “Crisis at Away (B)” (Case) (with Jared D. Harris and Noelle Surprise).
- (C) Case: “Crisis at Away (C)” (Case) (with Jared D. Harris and Noelle Surprise).
- Teaching Note: Cheng, J. Yo-Jud, and Jared D. Harris. “Crisis at Away (A), (B), & (C) (TN).”

TEACHING

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 *Harvard University Certificate of Distinction in Teaching* (2016)

ADVISING

University of Virginia Darden School of Business, Charlottesville, VA
Independent Study

Mar. 2020 – present

- Noelle Surprise (MBA 2020)

SELECTED PRESENTATIONS

(*denotes presentation by co-author)

2021

- *Conference Presentations:* Strategic Management Society Annual Conference*
- *Industry Presentations:* Vanguard Investment Stewardship

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

- 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

- Honorable Mention, Best Paper Award - Strategic Leadership and Governance Interest Group, Strategic Management Society (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

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

- Referee 2015 – present
Strategic Management Journal; Management Science; Administrative Science Quarterly; Organization Science (Dissertation Competition); 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)
- Co-Organizer, SEE Area Brown Bag Series 2021 – present
- Member, Darden Faculty Search Committee (Finance, NTT) 2021
- Member, Darden Faculty Search Committee (Strategy) 2020 – 2021
- Co-Organizer, HBS Strategy Doctoral Alumni Conference 2019
- Member, HBS Wyss Award for Excellence in Mentoring Committee 2017 – 2019

PROFESSIONAL MEMBERSHIPS

- Academy of Management
- Strategic Management Society