

Yo-Jud Cheng

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ACADEMIC POSITION

University of Virginia Darden School of Business, Charlottesville, VA 2019 – present*
Assistant Professor of Business Administration (Strategy, Ethics & Entrepreneurship area)
* Tenure clock paused 2022-2023

EDUCATION

Harvard Business School, Boston, MA 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 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; Boards of Directors; 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*, Multi-Level Network Research Standing Working Group, European Group for Organizational Studies (EGOS), 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.
- Reprinted in *HBR’s 10 Must Reads for Executive Teams*. Boston: Harvard Business Review Press, 2023, 141-172.
- Translated into Arabic, Chinese, French, German, Japanese, Portuguese, and Spanish.

Under Revision (title blinded for peer review)

Cheng, J. Yo-Jud. [Leapfrog CEOs]. (*Revise & resubmit at Strategic Management Journal*)

- *Best Paper Proceedings* (top 10% of submissions), 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 and Dwaipayan Roy. Board Age Diversity and LGBT-Inclusive Workplaces.

- *Best Paper Proceedings* (top 10% of submissions), Academy of Management, 2023.
- Nominee, *Dorothy Harlow/McGraw Hill Best Paper Award*, DEI Division, Academy of Management, 2023.

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

Cheng, J. Yo-Jud, Shelby Gai, and Andy Wu. Board Design.

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

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.

MANAGERIAL PUBLICATIONS & INTERVIEWS

Managerial Articles

Cheng, J. Yo-Jud, and Boris Groysberg. "Return to Office Decisions: A Culture Question?" *Management and Business Review* (forthcoming).

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

“Why do companies seem to prefer to cut middle management jobs?” *Marketplace/NPR*, January 31, 2024.

“What are corporate boards of directors supposed to do, exactly?” *Marketplace/NPR*, November 28, 2023.

“Big bosses’ big turnover.” *Marketplace/NPR*, October 30, 2023.

“CEO turnover is booming. What’s going on?” *Marketplace/NPR*, April 19, 2023.

“Target’s the latest company to ditch mandatory retirement for CEOs.” *Marketplace/NPR*, September 7, 2022.

“By Naming Interim CFO, Bed Bath & Beyond Underscores Need To Respond Quickly To A Crisis.” *Forbes*, September 6, 2022.

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

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

“Why aren’t corporate boards diversifying more quickly?” *Marketplace/NPR*, 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*, 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.

Darden Ideas to Action

“Why WeWork Didn’t Work As Planned: 4 Lessons on Corporate Governance,” with Aine Doris, April 19, 2022.

- Among Ideas to Action “Most Read Stories of 2022”

“Spotlight on Spotify: Scandal, Governance and the Potential for Prevention,” with Jared D. Harris and Joseph Burton, February 18, 2022.

“USA Track & Field: To Field Challenges, You Need the Board on Track,” with Aine Doris, February 1, 2022.

“Corporate Culture: Obtaining Excellence,” with Edward D. Hess, Toni Irving, Laura Morgan Roberts, and Elliott N. Weiss, January 19, 2021.

“In the Era of the Global Workplace and Dispersed Teams, How Can Managers Promote a Cohesive Culture?” with Rebecca Knight, April 16, 2020.

TEACHING MATERIALS

Case Studies and Teaching Notes

Huntsinger, Megan, and J. Yo-Jud Cheng. “The Little Hedge Fund That Could? Activist Investing at ExxonMobil.” *Darden Business Publishing* (UVA-S-0422), October 2023.

Cheng, J. Yo-Jud, Jared D. Harris, and Noelle Surprise. “Crisis at Away (A).” *Darden Business Publishing* (UVA-S-0361), October 2022.

- (B) Case: Cheng, J. Yo-Jud, Jared D. Harris, and Noelle Surprise. “Crisis at Away (B).” *Darden Business Publishing* (UVA-S-0362), October 2022.
- Teaching Note: Cheng, J. Yo-Jud, and Stephen E. Maiden. “Crisis at Away (A) and (B) (TN).” *Darden Business Publishing* (UVA-S-0361TN), October 2022.

Cheng, J. Yo-Jud, and Stephen E. Maiden. “Vignettes: Board Dynamics and Culture.” *Darden Business Publishing* (UVA-S-0349), June 2022 (revised).

- (B) Case: Cheng, J. Yo-Jud, and Stephen E. Maiden. “Vignettes: Board Dynamics and Culture.” *Darden Business Publishing* (UVA-S-0380), June 2022.

- Teaching Note: Cheng, J. Yo-Jud, and Stephen E. Maiden. “Vignettes: Board Dynamics and Culture (TN).” *Darden Business Publishing* (UVA-S-0349TN), November 2022 (revised).

Cheng, J. Yo-Jud, and Stephen E. Maiden. “WeWork: But Does the Corporate Governance Work?” *Darden Business Publishing* (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* (UVA-S-0350TN), September 2022 (revised).

Cheng, J. Yo-Jud, and Stephen E. Maiden. “USA Track & Field: Getting Its Governance on Track.” *Darden Business Publishing* (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* (UVA-S-0352TN), October 2022 (revised).
- 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.
- Bestseller in Harvard Business Publishing Education case collection.

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

Harris, Jared D., Michael Lenox, and Yo-Jud Cheng. “Internationalization Analysis.” *Darden Business Publishing* (UVA-S-0398), October 2022.

Cheng, J. Yo-Jud. “Introduction to Corporate Governance.” *Darden Business Publishing* (UVA-S-0356), June 2023 (revised).

TEACHING

University of Virginia Darden School of Business, Charlottesville, VA

2019 – present

Strategic Thinking and Action (MBA core curriculum)

Strategic Corporate Governance (MBA elective)

- Nominee, *Outstanding Faculty Award* (2023)

Harvard University Department of Economics, Cambridge, MA

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

2020 – present

Independent Study

- MBA 2023: Megan Huntsinger; Mateo Munarriz; Laura West
- MBA 2020: Noelle Surprise

SELECTED PRESENTATIONS*(*denotes presentation by co-author)***2023**

- *Conference Presentations:* INFORMS Healthcare Conference*; Academy of Management Annual Conference: showcase symposium & paper presentation

2022

- *Conference Presentations:* IESE-ECGI Corporate Governance Conference*

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 2019
- Early Career Workshop, Strategic Management Society Special Conference (Las Vegas) 2019

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

AWARDS & HONORS

- Nominee, Dorothy Harlow/McGraw Hill Best Paper Award, DEI Division, Academy of Management 2023
- Nominee, Outstanding Faculty Award, Darden School of Business 2023
- Best Paper Proceedings, Academy of Management 2023
- 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, Multi-Level Network Research Standing Working Group, European Group for Organizational Studies (EGOS) 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 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 2010 – 2013
Senior Analyst (Jan. 2012 – Jun. 2013)
Analyst (Aug. 2010 – Dec. 2011)

Stanford Law School, Stanford, CA 2009 – 2010
Research Fellow

CONSULTING

California Department of Justice 2021 – 2023
Expert Witness Declaration: California Assembly Bill (AB) 979 (Crest v. Padilla, Case No. 20STCV37513), which required boards of public corporations headquartered in California to have a minimum number of directors from underrepresented communities

SERVICE

- Referee 2015 – present
Strategic Management Journal; Management Science; Administrative Science Quarterly; Academy of Management Discoveries; 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)

▪ Faculty Advisor, Net Impact Board Fellows Program	2022 – present
▪ Member, Darden Hospitality Advisory Council	2023 – present
▪ Co-Organizer, SEE Area Brown Bag Series	2021 – 2022
▪ Member, Darden Faculty Search Committee (Finance, Academic General Faculty)	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