

**Sunkee Lee, Ph.D.**

Carnegie Mellon University • Tepper School of Business • Organizational Behavior and Theory Group  
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**ACADEMIC POSITIONS**


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2023–present	<b>Tepper School of Business, Carnegie Mellon University</b> Associate Professor of Organizational Theory and Strategy – <i>Frank A. and Helen E. Risch Faculty Development Professorship</i> , 2023–2024	<b>Pittsburgh, U.S.A.</b>
2017–2023	<b>Tepper School of Business, Carnegie Mellon University</b> Assistant Professor of Organizational Theory and Strategy – <i>Xerox Junior Faculty Chair</i> , 2019–2020 – <i>Frank A. and Helen E. Risch Faculty Development Professorship</i> , 2022–2023	<b>Pittsburgh, U.S.A.</b>

**EDUCATION**


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2017	<b>INSEAD</b> Ph.D. in Management (Strategy) Dissertation: “Essays on Organization Design and Organizational Learning” Committee: Phanish Puranam, Philipp Meyer-Doyle, Gabriel Szulanski, and Linda Argote	<b>Singapore / Fontainebleau, France</b>
2012	<b>Seoul National University</b> Master of Science in Business Administration (Strategy)	<b>Seoul, Korea</b>
2010	<b>Korea University</b> Bachelor of Business Administration (Exchange semester at the Wharton School, University of Pennsylvania in Fall 2008)	<b>Seoul, Korea</b>

**RESEARCH INTERESTS**


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Individual and organizational learning; organization design; physical workspace design; microfoundations of strategy; strategic human capital

**MAJOR PEER-REVIEWED ACADEMIC PUBLICATIONS**

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- [1] **Sunkee Lee & Philipp Meyer-Doyle**. 2017. How Performance Incentives Shape Individual Exploration and Exploitation: Evidence from Micro-data. *Organization Science*, 28(1), 19–38.  
– Equal contribution between authors
- [2] **Sunkee Lee & Phanish Puranam**. 2017. Incentive Redesign and Collaboration in Organizations: Evidence from a Natural Experiment. *Strategic Management Journal*, 38(12), 2333–2352.  
– Lead article
- [3] **Sunkee Lee**. 2019. Learning-by-Moving: Can Reconfiguring Spatial Proximity Between Organizational Members Promote Individual-level Exploration? *Organization Science*, 30(3), 467–488.  
– An earlier version of this paper titled, “The Organizational Design of Spatial Proximity and Its Influence on Organizational Learning: Evidence from a natural experiment,” was the recipient of the *William H. Newman Award for Best Paper Based on a Dissertation* and the *Business Policy and Strategy Division Distinguished Student Paper Award* at the 2017 Academy of Management Conference
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– An executive summary of this research was published in the *Harvard Business Review* (March-April 2018 issue) (<https://hbr.org/2018/03/why-you-should-rotate-office-seating-assignments>)

- [4] Philipp Meyer-Doyle, **Sunkee Lee**, & Constance E. Helfat. 2019. Disentangling the Microfoundations of Acquisition Behavior and Performance. *Strategic Management Journal*, 40(11), 1733–1756.  
– Meyer-Doyle and Lee equally contributed to this study as first authors
- [5] Linda Argote, **Sunkee Lee**, & Jisoo Park. 2021. Organizational Learning Processes and Outcomes: Major Findings and Future Research Directions. *Management Science*, 67(9), 5301-5967.
- [6] **Sunkee Lee**, Jisoo Park, & Arman Kilic. 2022. Bridging Two Worlds: Application of Organizational Theory to Cardiac Surgery. *Annals of Thoracic Surgery* (top journal in cardiothoracic surgery), 114(3), 1055-1063.
- [7] Vibha Gaba, **Sunkee Lee**, Philipp Meyer-Doyle, & Amy Zhao-Ding. 2023. Prior Experiences of Managers and Maladaptive Responses to Performance Feedback: Evidence from Mutual Funds. *Organization Science*, 34(2), 894-915.  
– All authors equally contributed to this study
- [8] **Sunkee Lee** & Jisoo Park. 2024. Giving Up Learning from Failures? An Examination of Learning from One’s Own Failures in the Context of Heart Surgeons. *Strategic Management Journal*, 45(10), 2063-2094.  
– Equal contribution between authors
- [9] **Sunkee Lee** & Manuel Sosa. 2024. Spaces for Creativity: Unconventional Workspaces and Divergent Thinking Performance. *Management Science*, forthcoming.

#### WORKING PAPERS & BOOK CHAPTERS

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- [1] Sae-Seul Park, **Sunkee Lee**, & Oliver Hahl. Mitigating Ingroup Bias in Regulatory Firms: The Role of Inspector Professionalism. *Under minor revision at the Strategic Management Journal*.  
– Equal contribution across authors
- [2] Bukky Oyedeggi, Yea Hee Ko, & **Sunkee Lee**. Do Physical Work Environments Still Matter? A Review, Synthesis, and Research Agenda. *Invited for 4<sup>th</sup> round review at the Journal of Management*.
- [3] **Sunkee Lee** & Jisoo Park. Selective Vicarious Learning: How Individuals Selectively Learn from Others’ Failure Experiences in Organizations. *Preparing manuscript*.  
– Equal contribution between authors
- [4] Joon Mahn Lee, **Sunkee Lee**, & Guoli Chen. What Shapes CEO Compensation? An Analysis of CEO Compensation in the Context of S&P 1500 Firms. *Analyzing data*.
- [5] **Sunkee Lee** & Jisoo Park. [Book Chapter] The Double-Edged Sword of Failure Experiences: The Inverted-U Relationship Between Individuals’ Failure Experience and Learning. *Everybody Fails, But Not Everybody Learns*. Kristina Dahlin & You-Ta Chuang (eds.). Oxford University Press: Oxford, U.K. *Final draft submitted*.
- [6] Saerom Lee & **Sunkee Lee**. The Effect of Coworking Spaces on Local Entrepreneurship: Evidence from WeWork’s Geographical Expansion in the U.S. *Preparing manuscript*.
- [7] Jisoo Hyun & **Sunkee Lee**. An Examination of AI Adoption in Firms: The Role of CEOs’ Cognitive Complexity and Their Organizational and Technical Absorptive Capacity. *Collecting and analyzing data*.
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– Equal contribution between authors

- [8] Christopher Dishop & **Sunkee Lee**. Don't help me, I am Trying to Learn: The Effect of Peers' Helping Behaviors on Recipients' Learning Rates. *Writing manuscript*.

#### OTHER ACADEMIC PUBLICATIONS

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- [1] **Sunkee Lee**, Florian Rittiner, & Gabriel Szulanski. 2016. The Past, Present, and Future of Organizational Learning Research: A conversation with Professor Linda Argote. *Journal of Management Inquiry*, 25(1), 85–92.
- [2] Gabriel Szulanski & **Sunkee Lee**. 2020. [Book Chapter] Knowledge Transfer: Barriers, Methods, and Timing of Methods. *The Handbook of Group and Organizational Learning*. Linda Argote & John Levine (eds.). Oxford University Press: Oxford, U.K.
- [3] Miloš Fišar, Ben Greiner, Christoph Huber, Elena Katok, Ali Ozkes, and the **Management Science Reproducibility Collaboration**. 2024. Reproducibility in Management Science. *Management Science*, 70(3), 1343-1356.  
– Participated as a member of the Management Science Reproducibility Collaboration

#### HONORS, AWARDS, GRANTS, AND SCHOLARSHIPS

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|-----------|---|
| 2024      | <b>Outstanding Reviewer Award</b> , Organization Science  |
| 2024      | <b>2024 Best 40-Under-40 MBA Professors</b> , Poets&Quants<br>Link: <a href="https://poetsandquants.com/2024/05/18/2024-best-40-under-40-mba-professors-sunkee-lee-tepper-school-of-business-carnegie-mellon-university/">https://poetsandquants.com/2024/05/18/2024-best-40-under-40-mba-professors-sunkee-lee-tepper-school-of-business-carnegie-mellon-university/</a> |
| 2023      | <b>Generative AI (GenAI) Fellow</b> , Center for Intelligent Business, Tepper School of Business, Carnegie Mellon University  |
| 2022      | <b>Outstanding Reviewer Award</b> , Organization Science  |
| 2022-2024 | <b>Frank A. and Helen E. Risch Faculty Development Professorship</b> , Tepper School of Business, Carnegie Mellon University  |
| 2022      | <b>George Leland Bach Teaching Award for Excellence in the Classroom</b> , Tepper School of Business, Carnegie Mellon University (selected by the Class of 2022 Tepper MBA students)  |
| 2020      | <b>Winner, MK-AKMS Young Scholar Award</b> , MK Group and AKMS (at the 80th Annual Meeting of the Academy of Management, Virtual)   |
| 2019–2020 | <b>Xerox Junior Faculty Chair</b> , Tepper School of Business, Carnegie Mellon University   |
| 2018      | <b>Carnegie Mellon University Berkman Faculty Development Fund</b><br>* For research project “The Influence of Incentives on the Microfoundations of Individual-level Exploration vs. Exploitation Behaviors: Evidence from an fMRI Study”  |
| 2017      | <b>Winner, William H. Newman Award for Best Paper Based on a Dissertation</b> , The 77th Annual Meeting of the Academy of Management (Atlanta, USA)   |
| 2017      | <b>Winner, BPS Division Distinguished Student Paper Award</b> , The 77th Annual Meeting of the Academy  |

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of Management (Atlanta, USA)

- 2016      **INSEAD Research Grant**  
 \* For research project “How Office Spatial Design Impacts Individuals’ Creativity: Evidence from a Lab Experiment”  
 \* For research project “Not All Successes and Failures Are the Same: Learning from Extreme versus Moderate Successes and Failures”
- 2015      **Finalist, Best Doctoral Student Paper Prize**, The 6th Israel Strategy Conference (Jerusalem, Israel)
- 2015      **Honorable Mention, Best Conference Paper Prize**, Strategic Management Society (at the 35th Annual Conference, Denver, USA)
- 2015      **Finalist, Strategic Human Capital Interest Group Best Paper Prize**, Strategic Human Capital Interest Group of the Strategic Management Society (at the 35th Annual Conference, Denver, USA)
- 2015      **Winner, Best Doctoral Student Paper Scholarship**, Samsung Economic Research Institute/AKMS (at the 75th Annual Meeting of the Academy of Management, Vancouver, Canada)
- 2012–2017      **INSEAD Doctoral Student Fellowship**, INSEAD
- 2011–2017      **Doctoral Study Abroad Fellowship**, Korea Foundation for Advanced Studies

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**INVITED ACADEMIC CONFERENCES, WORKSHOPS, SEMINARS, AND PANELS (BY PAPER OR SESSION)**

- [1] **Sunkee Lee & Philipp Meyer-Doyle**. “How Performance Incentives Shape Individual Exploration and Exploitation: Evidence from Micro-data”  
 – Strategic Management Society Conference (Madrid, Spain), 2014  
 – INSEAD-Wharton Doctoral Consortium (Fontainebleau, France), 2014  
 – Trans-Atlantic Doctoral Conference (London, UK), 2015  
 – Academy of Management Conference (Vancouver, Canada), 2015  
 – Korea University Business School Seminar Series (Seoul, South Korea), 2015  
 – Strategic Management Society Conference (Denver, USA), 2015  
 – Israel Strategy Conference (Jerusalem, Israel), 2015  
 – Hong Kong University of Science and Technology Business School (Hong Kong), 2016
- [2] **Sunkee Lee & Florian Rittiner**. “Foundations Session: A Conversation with Linda Argote about Organizational Learning”.  
 – Strategic Management Society Conference (Atlanta, USA), 2013  
 \* Session chair (Video link: <https://www.youtube.com/watch?v=5K5tIsjoKiw>)
- [3] **Sunkee Lee & Phanish Puranam**. “Incentive Redesign and Collaboration in Organizations: Evidence from a Natural Experiment”.  
 – Academy of Management Conference (Vancouver, Canada), 2015  
 – Wharton-INSEAD Ph.D. Consortium (Philadelphia, USA), 2015
- [4] **Sunkee Lee**. “Learning-by-Moving: Can Reconfiguring Spatial Proximity Between Organizational Members Promote Individual-level Exploration?” (Original title: “The Organizational Design of Spatial Proximity and Its Influence on Organizational Learning: Evidence from a Natural Experiment.”)

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- ESADE Business School (Barcelona, Spain), 2016
  - Korea University Business School (Seoul, South Korea), 2016
  - University of Texas at Austin, McCombs School of Business (Austin, USA), 2016
  - National University of Singapore Business School (Singapore), 2016
  - Hong Kong Polytechnic University Business School (Hong Kong), 2016
  - Carnegie Mellon University, Tepper School of Business (Pittsburgh, USA), 2016
  - New York University, Stern School of Business / NYU Shanghai (New York, USA), 2016
  - University of Colorado at Denver Business School (Denver, USA), 2016
  - University of Pennsylvania, Wharton School (Philadelphia, USA), 2016
  - University of North Carolina, Kenan-Flagler Business School (Chapel Hill, USA), 2016
  - University of Massachusetts at Amherst, Isenberg School of Management (Amherst, USA), 2016
  - Carnegie School of Learning Conference (Asilomar, USA), 2017
  - Academy of Management Conference (Atlanta, USA), 2017
  - Purdue University (West Lafayette, USA), 2017
  - Journal of Organization Design Conference (Sønderborg, Denmark), 2018
- [5] Philipp Meyer-Doyle, **Sunkee Lee**, & Constance E. Helfat. “Disentangling the Microfoundations of Acquisition Behavior and Performance.” (Original title: “Disentangling the Microfoundations of Dynamic Capabilities: Evidence from Microdata on Acquisitions.”)
- Academy of Management Conference (Chicago, USA), 2018
- [6] Vibha Gaba, **Sunkee Lee**, Philipp Meyer-Doyle, & Amy Zhao-Ding. “Prior Experiences of Managers and Responsiveness to Performance Feedback: Evidence from Mutual Funds.” (Original title: “How Human Capital Shapes Responsiveness to Performance Feedback: Evidence from US Mutual Fund Industry.”)
- Strategic Management Society Conference (Paris, France), 2018
- [7] Oliver Hahl, Sae-Seul Park, & **Sunkee Lee**. “How Individual Regulators Contribute to Regulatory Failure: Evidence from Microdata” (Original title: “Ingroup Flexibility: Differing Manifestations of Ingroup Bias in Third-party Regulation Markets and Beyond.”)
- Organization Science Winter Conference (Phoenix, USA), 2019
  - Academy of Management Conference (Boston, USA), 2019
- [8] **Sunkee Lee** & Jisoo Park. “Do Individuals Learn Differently from Senior versus Junior Colleagues' Failures in Organizations? Evidence from Microdata on Heart Surgeons.” (Original title: “Seniority-Contingent Learning from Others' Failures Within Organizations: Evidence from Microdata on Heart Surgeons.”)
- Organization Science Winter Conference (Phoenix, USA), 2019
  - Conference in Honor of Jim March at Carnegie Mellon University (Pittsburgh, USA), 2019
  - KAIST College of Business (Seoul, South Korea), 2019
  - Strategic Management Society Conference (Minneapolis, USA), 2019
  - Frankfurt School of Finance and Management (Frankfurt, Germany), 2019
  - University of California at Irvine (Irvine, USA), 2019
  - Academy of Management Conference (Virtual), 2020
- [9] **Sunkee Lee**. “In Quest of Using Individual-level Data for Microfoundational Research: Some Considerations and an Example Dataset.”
- Dartmouth Tuck School of Business Strategy Summer Camp (Hanover, USA), 2019
- [10] **Sunkee Lee** (with Carliss Baldwin (HBS), Brian Pentland (MSU), Marlo Raveendran (UCR), & Todd Zenger

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(University of Utah). “Using Natural Experiments in Organization Design Research” in PDW, “Current Research in Organization Design: Topics, Tools, and Triumphs.”

– Academy of Management Conference (Virtual), 2020

[11] **Sunkee Lee** & Manuel Sosa. “Spaces for Creativity: Unconventional Workspaces and Divergent Thinking Performance.”

– Carnegie Mellon University, Organizational Behavior and Theory (OBT) Seminar Series (Virtual), 2020

– Stanford Graduate School of Business (Virtual), 2020

– Academy of Management Conference (Virtual), 2021

– Experimental Organization Science Seminar Series (Virtual), 2021

– Strategic Organization Design (SOD) Unit, Southern Denmark University (Virtual), 2021

– University of Toronto (Toronto, Canada), 2024

– University of Texas at Dallas (Dallas, USA), 2024

[12] **Sunkee Lee** & Jisoo Park. “Giving Up Learning from Failures? An Examination of Learning from One’s Own Failures in the Context of Heart Surgeons.”

– Seoul National University, Graduate School of Business (Virtual), 2021

– Academy of Management Conference (Virtual), 2021

– Strategic Management Society Conference (Virtual), 2021

– University of Southern California (Los Angeles, USA), 2022

[13] **Sunkee Lee** (with Julien Birkinshaw (LBS), Prithwiraj (Raj) Choudhury (HBS), & Marco Minervini (INSEAD)). “The Remote Shock and its Strategic Implications on “Physical Spaces” of Organizations” in Panel Session, “The Remote Shock and its Strategic Implications on Organizations and the Geographies of Work.”

– Strategic Management Society Conference (Virtual), 2021

[14] **Sunkee Lee**. “Using Natural Experiments in Organizational Settings for Management Research”

– Korea Summer Workshop on Casual Inference (Virtual), 2022

[15] **Sunkee Lee**. Ph.D. Seminar on “Organizational Learning”

– Columbia Business School (Virtual), 2022

[16] **Sunkee Lee** & Jisoo Park. “PDW: Leveraging the Healthcare Context to Examine Important Management Questions”

– Academy of Management Conference (Boston), 2023

[17] Jisoo Hyun & **Sunkee Lee**. “Overcoming the Absence of Prior Founding Experience in Venture Teams: The Role of Team Members’ Related Industry Experience in Venture Capital Acquisition”

– Organization Science Winter Conference (Zurich), 2024

[18] **Sunkee Lee**. “Generative AI and Creativity” (Poster Session)

– Dartmouth Tuck School of Business Strategy Summer Camp (Hanover, USA), 2024

[19] **Sunkee Lee** (with Bukky Oyediji (LBS) & Yea Hee Ko (SMU)). Panelist for “Symposium: Physical Work Environments: A Strategic Resource or Not. Implications for the Future”

– Academy of Management Conference (Chicago), 2024

[20] **Sunkee Lee** & Jisoo Park. “Symposium: Organizational Errors and Failures”

– Academy of Management Conference (Chicago), 2024

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**MAJOR MEDIA MENTIONS**


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- 2023 **BBC**  
 – Title: “Will the Hybrid Office Ever Feel Like Home?”  
 – Link: <https://www.bbc.com/worklife/article/20230403-will-the-hybrid-office-ever-feel-like-home>
- 2023 **The Economist**  
 – Title: “Unlocking Creativity”  
 – Link: <https://www.economist.com/business/2023/01/12/how-to-unlock-creativity-in-the-workplace>
- 2023 **INSEAD Knowledge**  
 – Title: “Do Unconventional Workspaces Promote Creativity?”  
 – Link: <https://knowledge.insead.edu/operations/do-unconventional-workspaces-promote-creativity>
- 2022 **Business Because**  
 – Title: “Three Levels of Strategy: Key Differences Explained”  
 – Link: <https://www.businessbecause.com/news/insights/8073/three-levels-of-strategy>
- 2021 **HR Magazine**  
 – Title: “How to Collaborate with a Hybrid Workforce”  
 – Link: <https://www.shrm.org/hr-today/news/hr-magazine/winter2021/Pages/how-to-collaborate-with-a-hybrid-workforce.aspx>
- 2021 **BBC**  
 – Title: “Why You’re More Creative in Coffee Shops”  
 – Link: <https://www.bbc.com/worklife/article/20210114-why-youre-more-creative-in-coffee-shops>
- 2020 **Maeil Business Newspaper (In Korean)**  
 – Title: 기업들의 공간혁신 실험...구글·페북 무조건 모방은 금물 (Experimenting with Organizational Physical Space... Blindly Copying Google or Facebook may not be the Best Solution)  
 – Link: <https://www.mk.co.kr/news/economy/view/2020/08/820856/>
- 2019 **Yahoo Finance**  
 – Title: “5 Ways to Turbocharge Your Creativity”  
 – Link: <https://au.finance.yahoo.com/news/5-ways-turbocharge-your-creativity-explained-by-psychologist-210000218.html>
- 2019 **Tuck School of Business, Knowledge in Practice**  
 – Title: “Beyond Anecdotes, CEOs Really Do Matter”  
 – Link: <http://www.tuck.dartmouth.edu/news/articles/tuck-professor-uses-statistical-approach-proving-the-impact-of-ceo-behavior>
- 2018 **The Wall Street Journal**  
 – Title: “What Your CEO Is Reading: Reality Hackers; Biohackers; Office Furniture Hackers”  
 – Link: <https://blogs.wsj.com/cio/2018/03/30/what-your-ceo-is-reading-reality-hackers-biohackers-office-furniture-hackers>

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- 2018      **Harvard Business Review**  
 – Title: “Why You Should Rotate Office Seating Assignments”  
 – Link: <https://hbr.org/2018/03/why-you-should-rotate-office-seating-assignments>
- 2017      **Maeil Business Newspaper (In Korean)**  
 – Title: [View & Outlook] 일 잘하는 직원만 콕 집어 성과급, 조직 전체에는 ‘마이너스’ 될 수도  
 (Individual Pay-for-Performance may not be the Best Solution for Organizational Performance)  
 – Link: <http://news.mk.co.kr/newsRead.php?year=2017&no=489528>
- 2017      **Forbes India**  
 – Title: “How Your Bonus Affects Your Colleague’s Behavior”  
 – Link: <http://www.forbesindia.com/printcontent/46727>
- 2017      **INSEAD Knowledge**  
 – Title: “How Your Bonus Affects Your Colleague’s Behavior”  
 – Link: <https://knowledge.insead.edu/strategy/how-your-bonus-affects-your-colleagues-behaviour-5866>
- 2015      **INSEAD Knowledge**  
 – Title: “When Financial Incentives Don’t Work”  
 – Link: <https://knowledge.insead.edu/strategy/when-financial-incentives-dont-work-4171>

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**TEACHING**

- Undergraduate program:** Organizational Behavior (2018-2020)  
**MBA program (full-time and online hybrid):** Corporate Strategy (2020-present)  
 – Winner of *George Leland Bach Teaching Award for Excellence in the Classroom*, Tepper School of Business (2022)  
 – Selected as *2024 Best 40-Under-40 MBA Professors*, Poets&Quants (2024)  
**Ph.D. program:** Seminar in Strategic Management (2019-present)  
**Executive Education program:** Strategic Management, Global Management and Strategy, Applications of Generative AI in Talent Recruitment (2023-present)

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**SCHOLARLY SERVICES**

- Judge, Organization Science Dissertation Proposal Competition (2023)
- Member, Editorial Review Board, *Journal of Organization Design* (2021–present)
- Member, Editorial Review Board, *Organization Science* (2020–present)
- Member, Editorial Review Board, *Strategic Management Journal* (2019–present)
- Member, Samsung Economic Research Institute/AKMS Best Doctoral Student Paper Scholarship Committee (2019/2022)
- Member, Academy of Management William H. Newman Award Committee (2019)
- Ad hoc Reviewer: *Academy of Management Journal*, *Administrative Science Quarterly*, *Management Science*, *Organizational Behavior and Human Decision Processes*, *Strategy Science*
- Track Chair, Academy of Management Annual Conference, BPS Division, Behavioral Strategy Track (2017)
- Reviewer, Academy of Management Annual Conference, BPS/TIM/OMT/IM Divisions (2013/2015/2016/2019/2021)
- Reviewer, Strategic Management Society Conference, Strategic Human Capital/Knowledge and Innovation Tracks (2015/2016/2018/2019/2020/2021/2022/2023/2024)

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**OTHER PROFESSIONAL EXPERIENCES**

- |      |   |                     |
|------|---|---------------------|
| 2019 | <b>SK Group</b><br>– Advisory on corporate physical space reconfiguration project | <b>Seoul, Korea</b> |
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2008	<b>STX Corporation, London Office</b> – Internship	<b>London, UK</b>
2008	<b>SK Energy &amp; Service (E&amp;S), Overseas Business Planning Unit</b> – Internship	<b>Seoul, Korea</b>
2007	<b>General Electric (GE) Energy, Power Generation Sales Team</b> – Internship	<b>Seoul, Korea</b>
2005–2007	<b>Republic of Korea Army, Defense Intelligence Agency, 777<sup>th</sup> Intelligence Command</b> – Served as military intelligence agent – Honorably discharged as sergeant	<b>Classified</b>

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