

Tomasz Obloj

Kelley School of Business, Indiana University
1309 East Tenth Street, Bloomington, IN, 47405-1701
Email: tobloj{at}ie.edu

ACADEMIC POSITIONS

2022 – present	Associate Professor of Strategy, Weimer Faculty Fellow, Kelley School of Business, Indiana University
2021 – 2022	Dieter Schwarz Foundation Chaired Associate Professor of Strategy, HEC Paris, Strategy and Business Policy Department
2020 – 2021	Chair, Strategy and Business Policy Department, HEC Paris
2016 – 2021	Associate Professor, HEC Paris, Strategy and Business Policy Department
2019	Visiting Scholar, University of Michigan
2011 – 2016	Assistant Professor, HEC Paris, Strategy and Business Policy Department

EDUCATION

2011	INSEAD PhD, Strategy	Fontainebleau, France
2008	INSEAD M.S. in Management	Fontainebleau, France
2001 – 2006	Warsaw University Cultural Anthropology Department	Warsaw, Poland
1999 – 2004	Warsaw School of Economics M.S. Economics	Warsaw, Poland

RESEARCH INTERESTS

Competitive Strategy, Behavioral Strategy, Human Capital, Incentive Theory, Organization Design, Social Comparison, Inequity and Inequality in Organizations, Formal Models Applied to Strategy.

RESEARCH AND PUBLICATIONS

Articles Published and Forthcoming in Refereed Journals

- T. Obloj & Sengul, M. “Ownership as a Bundle of Rights: Antecedents of the Wedge Between Control and Cash Flow Rights within Firms.” Forthcoming, *Strategy Science*.
- J. Battilana, T. Obloj, A.C. Pache, & M. Sengul. 2022. “Beyond Shareholder Value Maximization: Tackling Financial/Social Tradeoffs in Dual-Purpose Companies.” *Academy of Management Review*, 47(2): 237-258.

Obloj, T. & Zenger, T. 2022. "The influence of pay transparency on (gender) inequity, inequality and the performance basis of pay." *Nature: Human Behavior*, 6: 646-655.
<https://doi.org/10.1038/s41562-022-01288-9>

Press mentions: Financial Times, The New York Times, Newsweek, Wired, CNBC, LinkedIn News, Personnel Today, El Economista, HR Magazine, Quartz, Les Echos, Bloomberg, Washington Post, Forbes, Shrm, Iedp, Human Resources Magazine, World Economic Forum, Wall Street Journal.

Financial Times Working It Podcast: <https://www.ft.com/content/083ef99e-b46c-4516-b04c-362121bedc84>

Workplace Perspective Podcast: <https://workplaceperspective.com/episode-117-the-impacts-of-pay-transparency-tomasz-obloj-and-todd-zenger/>

C. Gutierrez, T. Obloj & D. Frank. 2021 "Better to have led and lost than never to have led at all? Lost leadership and effort provision in dynamic tournaments." *Strategic Management Journal*, 42(4): 774-801.

T. Obloj & Sengul, M. 2020 "What do Multiple Objectives Really Mean for Performance? Empirical Evidence from the French Manufacturing Sector." *Strategic Management Journal*, 41(13): 2518-2547.

C. Gutierrez, T. Astebro & T. Obloj. 2020 "The Impact of Overconfidence and Ambiguity Attitude on Market Entry." *Organization Science*, 31(2): 308-329.

A. Korniyuchuk, T. Obloj & E. L. Uhlmann. 2018. "Initial Prejudices Create Cross-generational Intergroup Mistrust." *PLoS ONE*, 13(4): e0194871

Obloj, T. & Zenger, T. 2017. "Organization Design, Proximity, and Productivity Responses to Upward Social Comparison." *Organization Science*, 28(1): 1-18.

Sengul, M. & Obloj, T. 2017. "Better Safe than Sorry: Subsidiary Performance Feedback and Internal Governance in Multiunit Firms." *Journal of Management*, 43(8): 2526-2554. Special Issue: *Resource Allocation and Strategy*.

Obloj, T. & Zemsky, P. 2015. "Value Creation and Value Capture under Moral Hazard: Exploring the Micro-Foundations of Buyer-Supplier Relationships." *Strategic Management Journal*, 36(8): 1146-1163.

Frank, D. & Obloj, T. 2014. "Firm-Specific Human Capital, Adverse Learning, and Agency Costs: Evidence from Retail Banking." *Strategic Management Journal*, 35(9): 1279-1301.

Obloj, T. & Sengul, M. 2012. "Incentive Life-cycles: Learning and the Division of Value in Firms." *Administrative Science Quarterly*, 57(2): 305-347.

Obloj, T. & Capron, L. 2011. "Role of Resource Gap and Value Appropriation: Effect of Reputation Gap on Price Premium in Online Auctions." *Strategic Management Journal*, 32(4): 447-456.

Obloj, T., Obłój, K. & Pratt, M. 2010. "Dominant Logic and Entrepreneurial Firms Performance in a Transition Economy." *Entrepreneurship Theory & Practice*, 34(1): 151-170.

Obloj, T. & Obłój, K. 2006. “Diminishing Returns from Reputation: Do Followers have a Competitive Advantage?” *Corporate Reputation Review: an International Review*, 9: 213-224.

Ongoing projects

“Delegation of decision rights and inertia in capital allocation.” (with N. Asghar) 2nd *Revise and Resubmit, Strategic Management Journal*.

“Transparency and Productivity.” (with C. Gutierrez and T. Zenger) 2nd *Revise and Resubmit: Strategic Management Journal*.

“Diversity and/or Inclusion? Evidence from disability quota and inclusion laws in Brazil” (with M. Huysentruyt, L. Nardi, and T. Teodorovicz). *Revise and Resubmit: Organization Science*.

“Contract vacillation: Managing rent arrears in the context of social housing.” (with M. Huysentruyt).

“It’s all about fit: Ensuring long-term placement of structurally unemployed and fragile employees.” (with J. Battilana, A.C. Pache and M. Sengul).

Other Publications and Press Articles

Durand, R., Kremp, P.-A. and Obloj, T. 2023. “Flipping the Coin Again: Redefining Strategy through a Relational Class Approach.” Di Stefano, G. and Wezel, F.C. (Ed.) *Organization Theory Meets Strategy. Advances in Strategic Management*, (43), Emerald Publishing Limited, Leeds: 115-139.

Obloj, T., T. Zenger. 2023. “Research: The Complicated Effects of Pay Transparency.” *Harvard Business Review*, February 8th 2023. <https://hbr.org/2023/02/research-the-complicated-effects-of-pay-transparency>

Obloj, T., T. Zenger. 2019. “(Unavoidable) Dynamics of Incentive Design.” In A. J. Nyberg and T. P. Moliterno (eds.), *Handbook of Research on Strategic Human Capital Resources*. Edward Elgar Publishing

Obloj, T. 2013. “Financial incentives and bonus schemes can spell disaster for business.” *The Guardian*, December 11th.

Obloj, T. 2006. “Investments in Reputation Don't Always Pay Off” (in Polish). *Harvard Business Review Poland*, 44(10): 20-24.

EDITORIAL SERVICES

Senior Editor: **Organization Science** (2023 – now)

Contributing Editor: **Strategy Science** (2020 – now)

Associate Editor: **Strategic Management Journal** (2016 – 2023, two terms)

Ad hoc reviewing:

Management Science, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Organizational Design, Journal of Management; Academy of Management Annual Meetings, Strategic Management Society Annual Meetings

ACADEMIC COMMUNITY

AoM's STR Executive Committee member (elected position): 2021 – 2023
Program Chair (elected position): Competitive Strategy IG of SMS, 2020-2021

Representative-at-large (elected positions): Strategic Human Capital IG of SMS; Competitive Strategy IG of SMS, past

Member of the editor search committee for **Strategy Science**: 2021.

Member: Academy of Management, Strategic Management Society, Strategy Research Forum, Consortium for Strategy Research.

RESEARCH PRESENTATIONS

Seminar Presentations (selected)

“The Consequences of Pay Transparency on Individuals and Organizations.”

- Indiana University. 2021
- Purdue University. 2021
- LMU. 2021
- BYU. 2020
- University of Maryland. 2020
- Dartmouth College. 2020
- University of Pennsylvania. 2020 (postponed)
- London Business School. 2020 (postponed)
- Carnegie Mellon University. 2019
- University of Utah. 2019
- University of Minnesota. 2019

“Incentives, Social Comparison Costs, and the Proximity of Envy's Object.”

- SKEMA. 2016.
- Bocconi University. 2016.
- London Business School. 2016.
- Judge Business School, University of Cambridge. 2015.

“A Behavioral Theory of Multi-Unit Firms.” 2013.

- NUS Business School

“When Does Number Two Try Harder? Organizational Incentives, Aspiration Levels and Firm Performance.” 2012.

- Copenhagen Business School

“Incentive Life-Cycles: Learning and the Division of Value within Firms.” 2011.

- IE Business School
- IESE Business School
- HKUST Business School
- Harvard Business School, Harvard University
- Wharton Business School, University of Pennsylvania

- ESSEC Business School
- Olin Business School, University of Washington at St. Louis.
- ESMT

Academic Conference Presentations (selected)

“Inclusion and/or Diversity? Evidence From Disability Quota And Inclusion Laws In Brazil.”

- ARCS Conference, Los Angeles, 2024.
- Strategic Management Society Special Conference: Strategies for Sustainable Human Development, Washington D.C., 2024.
- 1st Wharton Management in Emerging Markets Conference, Philadelphia, 2024.

“Pay Transparency and Productivity.”

- Strategic Management Society, Toronto, 2023
- Consortium for Strategy Research, Austin, 2022.
- People and Organizations Conference, Philadelphia, 2022. Plenary session.

“The influence of pay transparency on inequity and inequality in organizations.”

- Consortium for Strategy Research, 2021.

“Is secrecy always bad? A conversation on the negative consequences of disclosure”

- Strategic Management Society, Minneapolis, 2019. Plenary session.

“What do Multiple Objectives Really Mean for Performance? Empirical Evidence from the French Manufacturing Sector.”

- Consortium for Strategy Research, Boston, 2018.

“When Does Number Two Try Harder? Organizational Incentives, Aspiration Levels and Firm Performance.”

- Consortium for Strategy Research, Philadelphia, 2017.

“The problem of Horizons”

- Strategic Management Society, Berlin, 2016.

“A Bias to an End: Misconceived Complexity and Dual Aspirations.”

- Strategic Management Society, Berlin, 2016.
- Academy of Management Meeting, Vancouver, 2015.

“Frontiers of Value-Based Research.”

- Academy of Management Meeting, Philadelphia, 2014.
- Strategic Management Society, Madrid, 2014.

“Organizational Incentives, Social Comparison Costs, and Firm Design.”

- INFORMS, San Francisco, 2014.
- Academy of Management Meeting, Philadelphia, 2014.
- Strategy Research Forum, Santa Fe, 2014

“Value Creation and Value Capture with Agency: the Micro-Foundations of the Buyer-Supplier Relationship”

- Academy of Management Meeting, Orlando, 2013.

“Incentive Life-Cycles: Learning and the Division of Value within Firms.”

- Academy of Management Meeting, San Antonio, 2011.

“Ability, Adverse Learning, and Agency Costs, Evidence from Polish Banking.”

- Academy of Management Meeting, Montreal, 2010.
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2010.
- LBS Transatlantic Doctoral Conference, London, UK, 2010.
- American Economic Association Annual Meeting, Atlanta, GA, 2010. (presented by D. Frank)

“Contingent Value of Resources: Role of Competitors’ Resources and Consumers’ Marginal Utility in Resource-Performance Relationship.”

- Academy of Management Meeting, Chicago, IL, 2009.

“Ability and Agency Costs, Evidence from Polish Banking.”

- Academy of Management Meeting, Chicago, IL, 2009.
- NBER Summer Institute, Cambridge, MA, 2009.
- LBS Transatlantic Doctoral Conference, London, UK, 2009.

“Whether and When Sellers Can Extract Value from Reputation Advantage: The Case of Internet Auctions.”

- Academy of Management Meeting, Anaheim, CA, 2008.
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2008.
- LBS Transatlantic Doctoral Conference, London, UK, 2008.

AWARDS, GRANTS, AND RECOGNITIONS

ANR T-ERC Grant (€ 150,000). 2017.

Poets & Quants: 2017 Best 40 Under 40 Professors.

HEC BNP Paribas *Pierre Vernimmen* 2015 Teaching Award: Best professor at HEC Paris across all programs (E.MBA., Executive Education, MBA., Ph.D., M.Sc.).

HEC Foundation Research Grant (€ 15,000). 2014.

Wiley Blackwell Outstanding Dissertation Award, 2012. Winner.

AOM HR Division’s Scholarly Achievement Award, 2012. Finalist

INFORMS/Organization Science Dissertation Proposal Competition, 2010. Finalist.

LANGUAGES

Polish (native), English (fluent), French (fluent)