research

UPCOMING & ONGOING

■ LAB TO CHANGE BUYER BEHAVIOR

The Design Council, a nonprofit that promotes innovation in business and the public sector, and Warwick Business School's Behavioural Science Group, both based in the United Kingdom, have partnered to create a behavioral design lab in London. The lab will address social issues through the collaborative design of products, services, and places. Ed Gardiner, who will lead the lab, notes that its efforts will "combine the latest research in behavioral science with design to physically change the way people think, feel, and behave for the better."

■ WALMART CASES

Andrew Spicer of the University of South Carolina's Darla Moore School of Business in Columbia and David Hyatt of the University of Arkansas' Sam Walton College of Business in Fayetteville have released their three-year Walmart Sustainability Case Project. The two professors have written seven case studies that analyze the retail giant's approach to designing and implementing its corporate sustainability strategy, and they plan to add more cases to the series. The current cases are available for free online at sustainability cases.kenexcloud.org/cases.

■ MANAGING RISKS

KPMG International has issued a new report, "New Light on Old Truths: Consumer Protection and Good Business Sense," that calls for banking and investment managers to re-evaluate their core strategies in the face of heightened regulatory zeal over consumer protection in financial services. Bankers and investment managers shouldn't aim to merely comply with regulations, the report argues, but to manage consumer protection risk as a strategic priority. The report outlines three main areas of focus: restoring trust, increasing transparency, and balancing safety with choice. It's available at www.kpmg.com/global under "Research."

■ CSR SCORE REPORT

The Weissman Center for International Business at Baruch College in New York, New York, has created the CSR-Sustainability Monitor, an analytic framework to evaluate the corporate social responsibility reports issued by national and international corporations. In its launch, the CSR-Sustainability Monitor examined 560 CSR reports, which researchers collected in 2011 and evaluated in 2012. They then gave each report a score out of 100, based on 12 criteria. The tool was developed by Prakash Sethi, a professor of management at Baruch, to give companies a nonregulatory incentive to improve CSR reporting. For information, visit zicklin. baruch.cuny.edu/centers/ weissman/professionals/ publications/sethi-csr-monitor.

■ SURVEY OF TALENT

XLRI, a business school in Jamshedpur, India, has announced its plan to conduct a national talent management survey. The survey, which the school began in January, will include feedback from more than 100 Indian companies regarding their best practices in finding and keeping high-performing employees.

■ NEW NETWORK FOR INNOVATION

The Social Science Research Network (SSRN) has announced the creation of the Innovation Research & Policy Network (IRPN). Sponsored by business technology company ITX Corp. and following the same model as SSRN, IRPN will provide a global online community for research in all areas of innovation and policy studies. The network is available at www.ssrn.com/irpn/index.html. It launched with 17 e-journals, and subscriptions will be free until July 2013.

■ SURGE IN STARTUPS

Babson College of Wellesley, Massachusetts, and Baruch College of New York City have released the most recent Global Entrepreneurship Monitor (GEM) U.S. Report. It shows that more than 29 million U.S. adults were starting or running new businesses in 2011, and nearly 40 percent expected to create more than five new jobs in the next five years. The report shows that the U.S. experienced a greater than 60 percent increase in entrepreneurial activity from 2010 to 2011, matching the level recorded in 2005. The report is available at www.babson. edu/Academics/centers/blank-center/global-research/gem/Pages/reports.aspx.

Sexual Harassment Does Twice the Harm

A FORTHCOMING STUDY finds that many people who are sexually harassed at work will be doubly victimized. First, the individuals must suffer the advances of the perpetrator. Second, if the individuals are "passive victims" who don't immediately confront or report their harassers, they also must suffer the negative reactions of co-workers who believe they didn't do enough to stop the behavior—or worse, that they invited it.

The study was authored by Kristina Diekmann of the University of Utah's David Eccles School of Business in Salt Lake City; Sheli Sillito-Walker of Brigham Young University's Marriott School of Management in Provo, Utah; Adam Galinsky of Columbia Business School in New York City; and Ann Tenbrunsel of the University of Notre Dame's Mendoza College of Business in Indiana.

Co-workers are most likely to turn on "passive victims," say the researchers. These negative attitudes can reach the point that a victim's co-workers no longer want to recommend her work or work with her on projects. The researchers point to Anita Hill, who in 1991 alleged that Clarence Thomas, then a nominee for the U.S. Supreme Court, had repeatedly harassed her when he was her supervisor at the Department of Education. As a result of her testimony, Hill found herself the target of condemnation and suspicion because she had not stepped forward sooner.

The researchers conducted five experiments. In the first two, they found that most people believed they themselves would confront harassers quickly; for that reason, they would judge harshly anyone who didn't do the same. The problem is that their predictions were often wrong, says Diekmann. "While most people predict they would take immediate action against a harasser," she says, "most victims of sexual harassment don't take any action."

In a third experiment, the researchers identified participants' failure to consider what factors—such as a fear of job loss—could motivate a victim to remain silent. In the remaining two experiments, they made participants aware of these factors by asking them to recall a time when they themselves felt too intimidated to act in their own defense.

The authors recommend that companies not only take steps to reduce incidences of sexual harassment, but also create a more supportive environment by developing training programs that help employees better understand the motivations of the passive victim. "Double-victimization in the Workplace: Why Observers Condemn Passive Victims of Sexual Harassment" is forthcoming in *Organizational Science*.

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