

# Yo-Jud Cheng

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

## 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.

## PUBLICATIONS

---

Gai, Shelby, and J. Yo-Jud Cheng. “The Effect of Board Leadership Roles and Committee Responsibilities on Governance Effectiveness.” (conditionally accepted at *Journal of Management Studies*)

Cheng, J. Yo-Jud, and Paul Healy. “Take CEO Succession Planning Off the Back Burner.” *Sloan Management Review*, Summer 2025, 66(4): 32-36.

Cheng, J. Yo-Jud and Dwaipayan Roy. “The Impact of Young and Women Directors on Advancing LGBT-Inclusive Health Benefits in U.S. Firms.” *Nature: Scientific Reports* (special issue on LGBTQ+ Health), 2025, 15: 17923.

- Prior title: “Towards Trans-Inclusive Workplaces: When Do Female Directors Matter?”
- *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, 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.
- Reprinted in *The Secrets of Great Culture (HBR Special Issue)*, *Harvard Business Review*, Winter 2024, 10-24.
- Reprinted in *HBR’s 10 Must Reads on Building a Great Culture, Updated + Expanded*. Boston: Harvard Business Review Press (forthcoming, March 2026).
- Translated into Arabic, Chinese, French, German, Japanese, Portuguese, and Spanish.

### **Working Papers**

Shirley, Syrena, J. Yo-Jud Cheng, Justin Hopkins, and Jagadison K. Aier. Corporate Secretaries.

Cheng, J. Yo-Jud. Leapfrog CEOs.

- *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.

Cheng, J. Yo-Jud, Shelby Gai, and Hui Sun. Director Skills.

- Finalist, *Best Conference Paper Prize*, Strategic Management Society, 2025.

### **Selected Works in Progress**

Cheng, J. Yo-Jud, Boris Groysberg, and Cassandra Frangos. CEO Search Models.

Harris, Jared, J. Yo-Jud Cheng, and Ryan Krause. The Role of the Board.

### **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 ARTICLES & INTERVIEWS**

---

### **Managerial Articles (Digital)**

Cheng, J. Yo-Jud, and Dwaipayyan Roy. “To Build Resilience, CEOs Need to Become Supply-Chain Experts.” *Harvard Business Review (digital article)*, September 12, 2024.

- Excerpt in “Idea Watch.” *Harvard Business Review*, January/February 2025, 103(1): 26.

Cheng, J. Yo-Jud, and Boris Groysberg. “Return to Office Decisions: A Culture Question.” *Management and Business Review*, Winter 2024, 4(1): 8-14.

- Cheng, J. Yo-Jud, and Boris Groysberg. “Research: What Inclusive Companies Have in Common.” *Harvard Business Review (digital article)*, June 18, 2021.
- Reprinted in *The Secrets of Great Culture (HBR Special Issue)*, *Harvard Business Review*, Winter 2024, 106-108.
- 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.
- Reprinted in *HBR’s 10 Must Reads on Leading Digital Transformation, Updated + Expanded*. Boston: Harvard Business Review Press (forthcoming, March 2026).
  - 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*, November/December 2020, 98(6): 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)*, Winter 2020, 61(2).
- 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*, May/June 2017, 95(3): 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 Commentary and Coverage**

#### Marketplace/NPR

“The rewards — and risks — when companies bring a CEO back.” *Marketplace/NPR*, September 20, 2024.

“CEO succession can be a tricky business, and not just on TV.” *Marketplace/NPR*, May 21, 2024.

“In 2023, women’s gains in corporate C-suites were reversed.” *Marketplace/NPR*, April 4, 2024.

“Why are so many CEOs heading for the exits?” *Marketplace/NPR*, February 27, 2024.

“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.

“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.

“Nasdaq proposal would require listing companies to have more diverse boards.” *Marketplace/NPR*, December 2, 2020.

#### Other Media Outlets

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

“Deep in the Heart of Texas? Boards Reconsider Headquarters.” *Agenda*, December 18, 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 (UVA-S-0362), October 2022.
- Teaching Note (UVA-S-0361TN), October 2022.

Cheng, J. Yo-Jud, and Stephen E. Maiden. “Vignettes: Board Dynamics and Culture.” *Darden Business Publishing* (UVA-S-0349), April 2021 (revised June 2022).

- (B) Case (UVA-S-0380), June 2022.
- Teaching Note (UVA-S-0349TN), November 2021 (revised November 2022).

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

- Teaching Note (UVA-S-0350TN), December 2021 (revised July 2024).

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

- Teaching Note (UVA-S-0352TN), September 2021 (revised July 2024).
- 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* (417-031), August 2016.

- (B) Case “Announcement Strategy” (417-032), August 2016.
- (C) Case “Chuck Robbins’ First 100 Days” (417-033), August 2016.
- Teaching Note (417-076), May 2017 (revised January 2018).

- Video Supplement (7583-AVO), 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), November 2015 (revised February 2017).

### **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 2021 (revised June 2023).

## **TEACHING**

---

**University of Virginia Darden School of Business, Charlottesville, VA** 2019 – present

### *MBA Program*

Strategic Thinking and Action (MBA core curriculum)

Strategic Corporate Governance (MBA elective)

- Nominee for *Outstanding Faculty Award* (2023)

### *Executive Education & Lifelong Learning*

Industry Dynamics & Competitive Advantage (IFDA)

Board Dynamics & Risk Mitigation (Responsible Business for Corporate Boards)

**Harvard University Department of Economics, Cambridge, MA** 2016

### *Undergraduate Program*

Strategic Human Resource Management (Economics 970)

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

## **ADVISING**

---

**University of Virginia Darden School of Business, Charlottesville, VA** 2020 – present

### *Faculty Advisor*

- Golub Capital Board Fellows Program (2025 – present)
  - Recipient of \$1.25M Golub Capital Board Fellows Program Development Grant (2025)
- Net Impact Board Fellows Program (2022 – 2025)

### *Independent Study*

- MBA 2025: Chinelo Nwangwu; Rituparni Piniseti; Daren Workeman
- MBA 2023: Megan Huntsinger; Mateo Munarriz; Laura West
- MBA 2020: Noelle Surprise

## **SELECTED PRESENTATIONS**

(\*denotes presentation by co-author)

### **2025**

- *Conference Presentations*: Academy of Management Review Idea Development Workshop; Strategic Leadership Idea Development Event (SLIDE)\*; Academy of Management Annual Meeting\*; Strategic Management Society Annual Conference

## 2024

- *Conference Presentations:* Strategic Management Society Special Conference (Washington, DC); International Corporate Governance Society Conference

## 2023

- *Conference Presentations:* INFORMS Healthcare Conference\*; Academy of Management Annual Meeting: 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 Meeting; 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 & GRANTS

---

- Golub Capital Board Fellows Program Development Grant, \$1.25M (faculty advisor) 2025
- Finalist, Best Conference Paper Prize, Strategic Management Society 2025

- 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 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** 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, 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; Long Range Planning; California Management Review; Strategic Management Society Conference (Strategic Leadership & Governance and Strategic Human Capital interest groups); Academy of Management Conference (BPS/STR division)*
- Member, Darden Research and Course Development Committee 2025 – present
- Faculty Advisor, Net Impact Golub Capital Board Fellows Program 2022 – present  
*Secured \$1.25M for program development from Golub Capital (2025)*
- Member, Darden Hospitality Advisory Council 2023 – present
- Member, Darden Faculty Search Committee (Finance, Academic General Faculty) 2025
- Member, Darden Faculty Search Committee (Strategy) 2024

- 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
- Strategy Research Forum