

Me, Myself and I: The Cognitive Cost of Video Chatting on Zoom



Natalia Kononov and Orly Bareket

With the imposition of social distance constraints due to COVID-19, entire areas of life ceased to exist face-to-face, moving at once into the virtual video space. The main advantage of video calls is that they include a quality visual dimension and therefore seem to be a worthy substitute for face-to-face interactions. However, unlike the experience of a routine face-to-face meeting, the virtual experience in zoom conversations is characterized by a constant reflection of the self across the screen that exposes the speaker to constant feedback about his or her appearance and behavior, as well as the way he or she is viewed from others' perspectives. We propose that while in face-to-face conversations we are required to allocate attentional resources to processing information that mainly concerns the other speaker and the conversation, in a virtual conversation in Zoom we are also forced to process information about ourselves, an experience that may be both unpleasant and cognitively demanding.

Managers have the Influence and Ability to Increase the Level of Agility in Organizations



Yossi Yitshaki and Abraham Carmeli

One of the significant challenges with which organizations and their managers cope with a high level of uncertainty, dynamism, complexity and volatility concerns the design and build of an agile organizational system ("agile organization") that has the flexibility needed to deal with and adapt to these conditions quickly. In this article, we first discuss the concept of agility – the ability to adapt and respond quickly and flexibly to change. In order to illustrate organizational agility, we expand on agile methodologies, which are attracting growing interest in the business world, particularly in research and development (R&D) organizations. Next, we focus on ways whereby managers can increase the level of agility in their organizations. We suggest that managers can help in designing and building an agile organizational system by cultivating three key elements: functional diversity, psychological safety, and empowerment. Finally, we specify managerial practices conducive to promoting such an agile organizational system.