

Control without Control



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The number of public companies without a clear controlling owner is rising. This study examines control of public companies by a shareholder with up to 25% equity, with remaining shares held by various institutional holders and the public. The results suggest that a blockholder with up to 25% can influence decision-making by cooperating with institutional bodies. This control is not just from shareholding but from coordination with these bodies. However, this control is temporary, as institutional bodies can sell their shares to non-institutional entities like hedge funds, reducing the blockholder's power. Thus, institutional bodies act as "kingmakers": selling a block of shares to a blockholder grants control, while a subsequent sale diminishes it.

Is Cultivating a Climate of Psychological Safety among Employees Always Beneficial for Fostering Productivity?



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Psychological safety climate is defined in management science as the shared feeling among employees that their work environment is safe for "taking risks." This includes sharing mistakes, asking for help, raising issues, suggesting changes, and providing constructive feedback. Recent research highlights the positive impact of such a climate on employee and team performance, emphasizing its importance for fostering innovation. However, not all roles require innovation; many need adherences to the status quo and consistent, policy-based behavior. In this paper, we argue that in environments where constant innovation isn't necessary, a high level of psychological safety may negatively impact performance. Our argument is based on three studies conducted in different settings: a hospital, a pharmaceutical company, and a retail chain. We will also present practical takeaways for managers on effectively fostering a psychological safety climate tailored to various work environments and tasks.