

**Noah Askin**  
(updated: January 2026)

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## **EMPLOYMENT**

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	<b>University of California, Irvine - The Paul Merage School of Business</b>	Irvine, CA
2024-	Associate Professor of Organization & Management	
2024-	Faculty Director, Leadership Development Institute	
2022-2024	Assistant Professor of Teaching Organization & Management (2022-2024)	
	<b>INSEAD</b>	
2024-	Visiting Associate Professor of Organisational Behaviour	
2022-2024	Associate Professor of Organisational Behaviour (on courtesy leave 2022-2024)	
2014-2022	Assistant Professor of Organisational Behaviour	

## **EDUCATION**

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2008-2014	<b>The University of Chicago Booth School of Business</b> Joint Ph.D. in Business Administration and Sociology (2014) M.B.A. (2014) M.A. in Sociology (2013)	Chicago, IL
1998-2002	<b>Harvard University</b> B.A., <i>cum laude</i> , in Psychology Language Citation in Spanish	Cambridge, MA
2000	<b>Universidad San Pablo, CEU</b> Spanish language and culture immersion	Madrid, Spain

## **RESEARCH INTERESTS**

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Economic sociology / organization theory, creativity and innovation, social networks and relationship building, music and cultural industries, the production of culture, status & rankings, authenticity, diversity, higher education

## **PUBLICATIONS**

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### **Books**

B1. Homan, David and **Noah Askin** (2025). *Orchestrating Connection: How to Build Purposeful Community in a Tribal World*. New York: Morgan James Publishing.

- *USA Today*'s Best-selling Booklist, August 13, 2025

### **Peer-Reviewed Articles**

8. Kim, Khwan and **Noah Askin**. (2024). “Feature-Based Structures of Opportunity: Genre Innovation in the American Popular Music Industry, 1958-2016.” *American Sociological Review*, 89(3), 542-583. doi: [10.1177/00031224241246271](https://doi.org/10.1177/00031224241246271).
7. Kim, Khwan, **Noah Askin**, and James Evans. (2024). “Disrupted Routines Anticipate Musical

Exploration.” *Proceedings of the National Academy of Sciences (PNAS)* 121(6). doi: [10.1073/pnas.2306549121](https://doi.org/10.1073/pnas.2306549121).

6. Harrison, Spencer, **Noah Askin**, and Lydia Hagtvedt. (2023). “Recognition Killed the Radio Star? Recognition Orientations and Sustained Creativity after the Best New Artist Grammy Nomination.” *Administrative Science Quarterly*, 68(1), 97-145. <https://doi.org/10.1177/0001839221136158>.
5. Bothner, Matthew S., Frederic Godart, **Noah Askin**, and Wonjae Lee. (2022). “What is Social Status and How Does It Impact the Generation of Novel Ideas.” Pp. 111-136 in *Research in the Sociology of Organizations*, vol. 77, edited by G. Cattani, S. Ferriani, and D. Deichmann. <https://doi.org/10.1108/S0733-558X20220000077010>.
4. **Askin, Noah** and Joeri Mol. (2018). “Institutionalizing Authenticity in the Digitized World of Music.” Pp. 159–202 in *Research in the Sociology of Organizations*, vol. 55, edited by C. Jones and M. Maoret. <https://doi.org/10.1108/S0733-558X20180000055007>.
3. **Askin, Noah** and Michael Mauskapf. (2017). “What Makes Popular Culture Popular? Product Features and Optimal Differentiation in Music.” *American Sociological Review*, 82(5), 910-944. <https://doi.org/10.1177/0003122417728662>.
2. **Askin, Noah** and Matthew S. Bothner. (2016). “Status-Aspirational Pricing: The “Chivas Regal” Strategy in U.S. Higher Education, 2006-2012.” *Administrative Science Quarterly*, 6(2), 217-253. <https://doi.org/10.1177/0001839216629671>.
1. **Askin, Noah**, Matthew S. Bothner & Wonjae Lee. (2015). “Emergence of Stratification in Small Groups”, in *Emerging Trends in the Social and Behavioral Sciences* (eds.) Robert Scott and Stephen Kosslyn, Hoboken, NJ: John Wiley and Sons. <https://doi.org/10.1002/9781118900772.etrds0101>.

### Peer-Reviewed Conference Proceedings

- i. Mauskapf, Michael, Eric Quintane, **Noah Askin**, and Joeri Mol. (2017). “Embeddedness and the Production of Novelty in Music: A Multi-Dimensional Perspective.” *Academy of Management Best Paper Proceedings*. Atlanta, GA. Online ISSN: 2151-6561
- ii. **Askin, Noah** and Michael Mauskapf. (2014). “Cultural Attributes and Their Influence on Consumption Patterns in Popular Music.” Pp. 508–30 in *Social Informatics, Lecture Notes in Computer Science*, edited by Luca Maria Aiello and Daniel McFarland. Springer International Publishing.
  - *Best Presentation Award; Best Paper* (Honorable Mention), 6<sup>th</sup> International Conference on Social Informatics (2014), Barcelona, Spain

### Papers Under Review

\*Indicates intended first author or shared first authorship

- A. “Keep it or Skip It? Sequential Consumption of Music with Reference Effects” (with Abhishek Deshmane and Khwan Kim). Reject and resubmit from *Management Science*.

### Working Papers

- B. “The Social Foundations of Creativity in Music.” (with Eric Quintane and Joeri Mol).\* Preparing for submission.
- C. “The Collaboration-Association Tradeoff: How the Gender Composition of Networks and Genres

Influence the Novelty of Creative Products" (with Michael Mauskapf, Sharon Koppman, and Brian Uzzi).\*Reject and resubmit from *Organization Science*.

- D. "Threading the Diversity Needle: The Impact of Minority Group Presence on Perceptions of Organizational Status." Finalizing draft for submission to *Organization Science*.
- E. "Collaboration experience predicts funding success for intellectually diverse teams" (with Kaisa Snellman, Linus Dahlander, and Isabelle Solal). Draft available, editing for submission to *Organization Science*.
- F. "A Theory of Strategy Making: The Micro-dynamics of Balance and the Songwriting Process" (with Gabriel Szulanski and Sorah Seong).\* Preparing manuscript; target journal: *Administrative Science Quarterly*.
- G. "Found in Translation: Cultural Brokerage in a Multinational Tech Startup" (with Sujin Jang and Julija Mell).\* Preparing manuscript; target journal: *Organization Science*.
- H. "Peer Effects in Tournaments for Status: Evidence from Rank Dynamics of U.S. Colleges and Universities" (with Matthew S. Bothner).\* Draft available.

### **Research in Progress**

- I. "Disentangling Recombination and Influence in the Creative Process" (with Michael Mauskapf, Eric Quintane, and Joeri Mol). Data analysis phase.
- J. "The Structure of Sound" (with John Levi Martin and Alessandra Lembo). Data collection phase.

### **Teaching Materials**

- *Bobbie Breakout Learning Case* – Available on [breakoutlearning.com](http://breakoutlearning.com).
- *Zappos Breakout Learning Case* – Available on [breakoutlearning.com](http://breakoutlearning.com).
- *Move LiveCase*. LiveCase No. LC0019-HTML-ENG – with Teaching Materials. (Available on Harvard Business Publishing).
  - *Harvard Business Impact Education* Bestselling Case (2025)
- *Digital Music Disrupted? Beatdapp, Blockchain, and the Delicate Dance of Entering the Music Industry*. INSEAD Case No. 07/2022-6751. Askin, N.
- *Building Uber's Product: The Human Challenge of Product Management*. INSEAD Case No. 07/2019-6420 – with Teaching Note. Duke, L. and Askin, N.
- *Fibbie Cornuda: Manufacturing a Fit*. INSEAD Case No. 02/2019-6410. Askin, N., Calmon, A. and Henry, B.
- *Eico: Designed in China*. INSEAD Case No. 07/2018-6261 – with Teaching Note. Askin, N. and Galimberti, A.
- *Tony Hsieh at Zappos: Structure, Culture and Change*. INSEAD Case No. 08/2016-6181 – with Teaching Note. Askin, N. and Petriglieri, G.
  - *Harvard Business Publishing* Bestselling Case in Organizational Behavior (2021-22)
  - *Harvard Business Publishing* Bestseller 2019-

- 2018 *The Case Centre* (UK) winner for best case in Human Resource Management / Organisational Behaviour category
- *The Case Centre* (UK) Bestselling Case (2017-2025)
- Case translated into Spanish

## Other Writing and Practitioner Pieces

- “Why quiet connectors drive real organizational change.” *SmartBrief*. 10 November 2025. <https://www.smartbrief.com/original/why-quiet-connectors-drive-real-organizational-change>
- “Why Curiosity? And What About That Cat?” *Thrive Global*. 5 August 2025. <https://community.thriveglobal.com/why-curiosity-and-what-about-that-cat>
- “Building A Personal Board of Directors In An Era of Nomadic Careers: A Framework To Supercharge Your Career” (with Cor Dubois). *California Management Review Insights*. 6 May 2024. <https://cmr.berkeley.edu/2024/05/building-a-personal-board-of-directors-in-an-era-of-nomadic-careers/>
- “Can the Grammys’ Best New Artist Curse Be Undone?” *INSEAD Knowledge*. 2 February 2023. <https://knowledge.insead.edu/career/can-grammys-best-new-artist-curse-be-undone>
- “In A Virtual World, It’s Time to Re-think Your Networking Strategy.” *Thrive Global*. 8 February 2021. <https://community.thriveglobal.com/in-a-virtual-world-its-time-to-re-think-your-has-networking-strategy/>
- “Staying Connected Through a Pandemic—15 minutes at a Time.” *Inspiring Minds* (Harvard Business Publishing). <https://hbsp.harvard.edu/inspiring-minds/staying-connected-through-a-pandemic-15-minutes-at-a-time>
- “The Music Industry’s Best-Kept Secret? A Gender Creativity Gap.” *INSEAD Knowledge*, 10 September 2020. <https://knowledge.insead.edu/leadership-organisations/the-music-industrys-best-kept-secret-a-gender-creativity-gap>
- “In the Current Crisis, Less Hierarchical Companies Show Special Resilience.” *INSEAD Knowledge*, 3 July 2020. <https://knowledge.insead.edu/blog/insead-blog/in-the-current-crisis-less-hierarchical-companies-show-special-resilience-14596>
- “Disruption and Anti-disruption in the Streaming Economy.” *INSEAD Knowledge*, 2 February 2020. <https://knowledge.insead.edu/blog/insead-blog/disruption-and-anti-disruption-in-the-streaming-economy-13301>
- “How Authenticity Shapes Your Playlist.” *INSEAD Knowledge*, 25 February 2019. <https://knowledge.insead.edu/leadership-organisations/how-authenticity-shapes-your-playlist-11056>
- “The Three Skills Product Managers Need to Succeed.” *INSEAD Knowledge*, 29 January 2018. <https://knowledge.insead.edu/career/the-three-skills-product-managers-need-to-succeed-8271>
- “What Makes a Number One Hit.” *INSEAD Knowledge*, 18 September 2017. <https://knowledge.insead.edu/strategy/what-makes-a-number-one-hit-7186>
- “Rising Colleges Fees: A Reflection of Offerings or Aspirations.” *INSEAD Knowledge*, 9 February 2016. <http://knowledge.insead.edu/strategy/rising-colleges-fees-a-reflection-of-offerings-or-aspirations-4508>

- “Shift to online music underscores power of a handful of tech giants.” Noah Askin, Dean Pierides, Joeri Mol and Yuval Millo. *The Conversation (UK)*, 2015. <https://theconversation.com/shiftto-online-music-underscores-power-of-a-handful-of-tech-giants-40230>.

## Media Mentions

*Forbes*, 1/22/26. “Emotional Intelligence Can Help You Orchestrate Connection and Break Down Organizational Silos. Here’s How.”

*CNBC*, 10/23/25. “This CEO’s radical experiment has 90,000 people working without bosses: ‘I don’t have to consult with anybody.’”

*Chartmetric*, 7/3/25. “Why 2025 is Lacking Chart-Topping Singles.”

*Vox.com*, 7/1/24. “The Spotify conspiracy theories about “Espresso,” explained.”

*FarOutMagazine*, 11/20/22. “10 hit songs that were turned down by other artists.”

*Science News*, 3/24/22. “Why it’s so hard for a one-hit wonder to have a lasting music career.”

*Creative Industries Policy & Evidence Centre (UK)*, 6/18/21. “Gender differences in musician creativity.”

*Theblacklight.co*, 11/20/20. “New Ways to Network During A Pandemic.”

*Rollingstone.com*, 3/6/20. “Finally, Research Suggests Female Artists Are More Creative Than Men.”

*ProSoundWeb.com*, 8/20/18. “In the Studio: Defining Characteristics of a Hit Song”

*ThePudding (pudding.cool)*, 5/1/2018. “The musical diversity of pop songs.”

*TheEconomist.com*, 2/3/18. “In popular music, collaborations rock.”

*M Magazine (prsformusic.com)*, 9/14/17. “Researchers discover secret to chart-topping songs.”

*BusinessInsider.com*, 9/14/17. “Here’s what all hit pops songs have in common, according to researchers.”

*NYPost.com*, 9/12/17. “The secret to predicting the next pop hit.”

*Australian Broadcasting Corporation*, 9/4/18. “Could artificial intelligence help you write a hit song?”

*Forbes*, 2/17/16. “How Schools Use Tuition Hikes to Make Themselves Look Better.”

*Quartz (qz.com)*, 2/18/16. “When US universities sink in the rankings, what do they do? Raise tuition.”

*Forbes*, 1/18/16. “Run-DMC., WhoSampled & the Need for Positive Conversation Around Music Sampling”

*The Times of London*, 1/6/15. “Want to write a chart topping single? Be different (but not very).”

## GRANTS, HONORS, AWARDS, FELLOWSHIPS

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### UCI

2024      Dean’s Honoree for the Celebration of Teaching Award  
             Excellence in Teaching Award – Elective (Undergraduate)  
             Excellence in Teaching Award – Elective (Fully-Employed MBA)  
             Junior Faculty Research Award

### INSEAD

2024      Executive Education Award—Outstanding Teaching  
             Executive Education Award—Outstanding Programme Direction

2022      Dean’s Commendation for Outstanding Teaching in Executive Education

2019-22    MBA Core Best Teaching Award, Fontainebleau Campus (**Winner**, 20J Cohort; **Winner**, 22D Cohort; Nominee, 19J Cohort)

2018      Dean’s Commendation for Outstanding Teaching in Executive Education

2017      Named to Thinkers 50 Radar list; Shortlisted for “Radar” Award

2015-22    Deans’ Commendation for Excellence in MBA Teaching (every year)

2015      Centre for Business Analytics research grant (PI: Joeri Mol); *The Promise of Big Data: Dynamics of Innovation within Networks of Cultural Production*. AUD \$15,500.

## INVITED TALKS, SEMINARS, & CONFERENCE PRESENTATIONS

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**Bold** indicates invited talk

2026      **Cultural Analytics workshop on Multimodal Models for the Study of Culture (Berkeley)**  
**John F Wood Centre Global Symposium: *Human Connection in the Age of AI* (Keynote speaker; Ivey Business School [Canada])**

2025      North American Case Research Association (Panel Presenter)

2024      Academy of Management, Chicago (Symposium Presenter)  
**Human Resources Round Table (HAART), 2024 Inclusion Summit Keynote (UCLA)**

2023      Academy of Management, Boston (Invited PDW Panelist)

2022      Academy of Management, Seattle/Virtual (Symposium Presenter)  
Creative Industries Conference, Amsterdam  
**University of California—Irvine Merage School of Business**  
Berkeley Haas Culture Conference (competitive selection process)

2021      **Harvard/MIT Economic Sociology Seminar**  
**The Wharton School (Management Area)**  
Academy of Management, Virtual (Symposium Presenter)  
**National Endowment for Science Technology and the Arts (NESTA), London**  
**McGill | Desautels Faculty of Management, Montreal**  
**Stanford Graduate School of Business (Organizational Behavior Area)**  
**Northwestern Institute on Complex Systems (NICO), Northwestern University**  
Berkeley Haas Culture Conference

2020      **Rotman School of Management, University of Toronto**  
Academy of Management, Virtual (Presenter in Finalist for MOC Best Symposium Award)  
**IESEG School of Management, Paris FR**

2019      **Cass Business School, London**  
Academy of Management, Boston, MA (x2 presentations)  
**Crete Workshop on Creativity and Innovation, Heraklion GR**  
**Seminar on Consumption and Authenticity, EHESS, Paris**  
Creative Industries Conference, Paris  
**Peter Drucker Forum, “Technology Wizards”, Paris**  
**Research Center in Strategy & Organizations (STORM), EMlyon, Lyon**  
**Carnegie Mellon University Tepper School of Business**  
Berkeley Haas Culture Conference

2018      Network Evolution Conference, Fontainebleau, France  
Academy of Management, Chicago, IL  
EGOS Annual Colloquium, Tallinn, Estonia  
Creative Industries Conference, Edinburgh, Scotland  
**Institute of Analytical Sociology, Linköping University, Sweden**  
**Rotterdam School of Management (Erasmus)**

2017      **Social Interaction & Organizing (SION) at Kellogg School of Management**  
**University of California—Irvine Merage School of Business**  
**University of Michigan Ross School of Business, Management & Organizations Group**  
3<sup>rd</sup> International Conference on Computational Social Science (IC2S2), Cologne, Germany  
**3<sup>rd</sup> Lugano Conference on Organizations**  
**INSEAD Fontainebleau Campus-wide Brown bag**  
New Directions in Leadership Research, INSEAD  
INSEAD Doriot Entrepreneurship Conference  
**Tulane University A.B. Freeman School of Business**

2016      Academy of Management, Anaheim, CA (x2 presentations)  
Creative Industries Conference, Edinburgh, Scotland  
EGOS Annual Colloquium, Naples, Italy

**Cluster for the Study of Organization, Society, and Markets Workshop on Innovation and Creativity, Melbourne, Australia**

2015 **TEDxINSEAD, Singapore**  
▪ ~188k views on YouTube (as of December 2025)  
Academy of Management, Vancouver, BC, Canada  
American Sociological Association Annual Conference, Chicago, IL  
Computational Social Science Summit, Chicago, IL (panel)

2014 **USI Università della Svizzera italiana (Lugano), Switzerland**  
6<sup>th</sup> International Conference on Social Informatics (SocInfo2014), Barcelona  
**European School of Management and Technology (ESMT), Berlin**  
Academy of Management, Philadelphia, PA  
**Knowledge Lab at the University of Chicago**

2013 Academy of Management, Orlando, FL  
EGOS Annual Colloquium, Montréal, QC  
**University of Chicago Social Theory & Evidence Workshop**

2012 American Sociology Association Annual Conference, Denver, CO  
Academy of Management, Boston, MA  
**International Network of Analytical Sociologists, New York, NY**

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**ACADEMIC SERVICE**

- Associate Editor, Special Issue on AI and Creative Industries, *Academy of Management Discoveries* (2025)
- Editorial Board, *Administrative Science Quarterly* (2022-)
- Editorial Review Board, *Academy of Management Review* (Three-year term: 2017-2020)
- Book Manuscript Review Board for *American Journal of Sociology* (2012-14)
- Ad Hoc Reviewer for *Academy of Management Discoveries*, *Academy of Management Journal*, *Administrative Science Quarterly*, *American Journal of Sociology*, *American Sociological Review*, *Management Science*, *Manufacturing & Service Operations Management*, *Nature Communications*, *Organization Science*, *Organization Studies*, *Organizational Behavior and Human Decision Processes*, *Poetics*, *Proceedings of the National Academy of Sciences*, *Social Forces*, *Sociological Forum*, *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, *Strategy Science*
- Reviewer for Academy of Management Annual Conference, Canadian Social Sciences and Humanities Research Council, INFORMS Organization Science Dissertation Proposal Competition

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**TEACHING, UNIVERSITY SERVICE, AND OTHER PROFESSIONAL EXPERIENCE**

**Teaching Experience**

**UC-Irvine**

- **Undergraduate:** *Creativity & Leadership in Entrepreneurial Organizations*, *Managing Your Professional Network*, *Leadership* (Avg. Eval: 3.96/4)
- **FEMBA** (Fully-employed MBA): *Negotiations*, *Closing Leadership Residential* (Avg. Eval: 3.99/4)
- **EMBA** (Executive MBA): *Leadership Modules A & C*, *Leading Self & Others*, *Closing Leadership Residential* (Avg. Eval: 3.96/4)

- **Executive (customized & partner programs):** *Board Governance for CHROs, St. Gallen Global EMBA, UCI Health* (Avg. Eval: 4.9/5)

## INSEAD

- **MBA:** *Organizational Behaviour II: Leading Organizations* (Avg. Eval.: 4.7/5)
- **Executive (open enrollment & partner programs):** *Advanced Healthcare Compliance Implementation Leadership Program, Consulting and Coaching for Change, Management Acceleration Program, Learning to Lead, International Women's Foundation, INSEAD Coaching Certificate, Leading Successful Change, Leading for Results, Product Management Executive Programme* (Avg. Eval.: 4.8/5)
- **Executive (customized):** *DNV GL, eBay, EDF, Google, JTI, Neumora, Oliver Wyman Consulting, Pernod-Ricard, Sberbank, Schneider Electric, Swire, Telenor, Veolia, World Economic Forum* (Avg. Eval: 4.7/5)
- **Program direction:** *Schneider Electric, Leading for Results, Product Management Executive Programme, eBay* (Avg. Eval: 4.85/5)
- **PhD:** *Advanced Topics in OB/OT, Introduction to Organizational Theory, Organizational Sociology*

## Institutional Service @ UC Irvine

2025      Program Designer & Facilitator, Merage New Faculty Onboarding  
               LDI Faculty Director (2024-27)  
               Faculty lecturer, SIEML (Summer Institute for Emerging Managers & Leaders)

2024      Merage Culture Committee  
               LDI Faculty Director (2024-27)  
               Representative to the University-Wide Academic Assembly  
               Faculty lecturer, SIEML (Summer Institute for Emerging Managers & Leaders)

2023      LDI Advisory Committee  
               Representative to the University-Wide Academic Assembly  
               Faculty presenter, *Poets & Quants*' spotlight on Merage EMBA program

2022      Undergraduate Program Committee  
               Faculty lecturer, SIEML (Summer Institute for Emerging Managers & Leaders)

## Institutional Service @ INSEAD

2021      Lifelong Learning Webinar (w/ San Francisco Hub), “"Designing products (and product teams) for a Global B2B Organization”  
               INTHECASE Webinar, “Digital Music Disrupted? The Case of Beatdapp”  
               Faculty presenter, Singapore Alumni Association “Conversations with Changemakers”

2020      Faculty Panelist at Wharton-INSEAD Doctoral Consortium, “Cutting Edge Approaches and Interdisciplinary Methods to Research”  
               Lifelong Learning (LLL) webinar, “Networking in Our New Reality”

2019      Invited lecturer for INSEAD PhD student teaching practicum  
               Faculty presenter, European Alumni Forum, Geneva  
               Guest speaker, INSEAD HR Summit

2018      Faculty Recruiting Committee Chair, OB Area  
               Invited lecturer for new faculty orientation (Leading Management Education)  
               Presenter & panelist, Digital Norway Summit, Oslo

	Keynote speaker, Johnson & Johnson ETHICS Conference, Paris
2017	Faculty advisor: Google Online Marketing Challenge (MBA student team) Seminar Coordinator, OB Area Moderator & presenter, Belgian Alumni Association Annual “Viewpoint” event, Brussels Faculty presenter, MBA Masterclass (for prospective students) Guest speaker, INSEAD MBA Music Club
2016	Seminar Coordinator, OB Area
2015	Faculty Recruiting Committee, OB Area PhD Recruiting Committee, OB Area Seminar Coordinator, OB Area Faculty presenter, Los Angeles Alumni Association event

### **Professional Experience**

2020-	Executive Coach/Consultant
2005-07	Regional Manager and Junior Partner, Revolution Prep. Santa Monica, CA & Boston, MA
2003-05	Consultant, The Monitor Group. Santa Monica, CA

### ***ACADEMIC AFFILIATIONS***

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2016-	Executive Committee Member: Creative Industries Conference
2015-2019	Member: Cluster for the Study of Organization, Society, & Markets (COSM)
2013-	Member: European Group on Organizational Studies
2010-	Member: Academy of Management
2009-	Member: American Sociological Association

### ***GRADUATE STUDENTS***

#### Dissertation Committee Member for:

Isabelle Solal, PhD (INSEAD), Assistant Professor (ESSEC)  
 Khwan Kim (INSEAD) – Committee Chair; Assistant Professor (University College London)

### ***ADDITIONAL SKILLS / INTERESTS***

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R, Stata, French language (conversational), Spanish language (deteriorating); international travel, cooking, acoustic guitar (playing), live music (consuming), various endurance-related athletic endeavors.