

# Derek J. Harmon

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## ACADEMIC POSITIONS

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### University of Michigan, Ross School of Business

Assistant Professor of Strategy 2016 – present  
Sanford R. Robertson Assistant Professorship in Business Administration 2020 – 2021

## EDUCATION

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University of Southern California, Los Angeles, CA 2016  
Ph.D. in Management & Organization

University of St. Thomas, St. Paul, MN 2006  
BA in Accounting; BA in Philosophy, *summa cum laude*

## RESEARCH

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### Interests

stakeholders, markets, language, entrepreneurship, transparency, Federal Reserve, AI decision-making, computational linguistics

### Publications

1. Newman, D., Fast, N., & Harmon, D. (2020) [When Eliminating Bias Isn't Fair: Algorithmic Reductionism and Procedural Justice in Human Resource Decisions](#). *Organizational Behavior and Human Decision Processes*, 160, 149-167.
  - Wharton People Analytics Conference Research Paper Competition, 2<sup>nd</sup> place (2018)
2. Harmon, D. (2019). [When the Fed Speaks: Arguments, Emotions, and the Microfoundations of Institutions](#). *Administrative Science Quarterly*, 64(3), 542-575.
  - Winner of the *ASQ* Dissertation Award (2019)
  - Winner of the Louis Pondy Best Dissertation Paper Award (2017, OMT Division)
3. Harmon, D., Haack, P., & Roulet, T. (2019) [Microfoundations of institutions: A matter of structure vs. agency or level of analysis?](#) *Academy of Management Review*, 44(2), 464-467, *dialogue*.
4. Harmon, D. (2019) [Arguments and Institutions](#). In *The Microfoundations of Institutions, Research in the Sociology of Organizations*. Emerald Group Publishing Limited.

5. Glaser, V., Fast, N., Harmon, D., & Green, S. (2016). [Institutional Frame Switching: How Institutional Logics Shape Individual Action](#). In *How Institutions Matter!* (pp. 35-69), *Research in the Sociology of Organizations*. Emerald Group Publishing Limited.
6. Harmon, D., Green, S., & Goodnight, G. (2015). [A Model of Rhetorical Legitimation: The Structure of Communication and Cognition Underlying Institutional Maintenance and Change](#). *Academy of Management Review*, 40(1): 76–95.
7. Harmon, D., Kim, P., & Mayer, K. (2015). [Breaking the Letter vs. Spirit of the Law: How the Interpretation of Contract Violations Affects Trust and the Management of Relationships](#). *Strategic Management Journal*, 36(4): 497-517.
8. Kim, P. & Harmon, D. (2014). [Justifying One's Transgressions: How Rationalizations Based on Equity, Equality, and Need Affect Trust After its Violation](#). *Journal of Experimental Psychology: Applied*, 20(4), 365-379.
9. Kim, P., & Harmon, D. (2012). [The nature of collective reactions to potential transgressions](#). In Neale, M.A., & Mannix, E.A. (Eds.), *Research on Managing Groups and Teams: Looking Back and Moving Forward* (Volume 15). Greenwich, CT: JAI Press.

#### **Other publications**

10. Harmon, D. (2020). [The Hidden Cost of Transparency Pledges](#). *London School of Economics Business Review*.
11. Harmon, D. (2022) [Review of the book *Stewards of the Market: How the Federal Reserve Made Sense of the Financial Crisis*, by Mitchel Abolafia]. *Administrative Science Quarterly*.

#### **Under Review & In Process**

12. "The Transmission of Misconduct in the Chicago Police Department" (with Justin Frake).
13. "Uncertainty and Special Purpose Acquisition Companies" (with Ivana Naumovska).
  - Ghoshal Research and Practice Award Winner (2021)
14. "European Central Bank Communications and Market Reactions" (with Marcello Mariani).
15. "Metrics and Entrepreneurship in Nascent Markets" (with Eunice Rhee & Yun Ha Cho).
  - Nominated for best paper 2019 EGOS conference (sub-theme 29 social evaluations)
16. "Entrepreneurship and Counterarguments in Nascent Markets" (with Xiumei Li, Jade Lo, & VK Narayanan).
17. "Punishment and peer misconduct" (with Sarah Gordon & Justin Frake).
18. "Managerial information withholding and retaliatory behaviors" (with Elizabeth Trinh).
19. "Covid and Business Responsibility" (with Anna Jasinenko & Patrick Haack).
  - Coverage in [Reputation Magazine](#) (Michaelmas 2020)

## PRESENTATIONS

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Harmon, D. & Frake, J. (equal authorship) Intergenerational Transmission of Organizational Misconduct: Evidence from the Chicago Police Department

- 2021 at Henley Business School
- 2021 at New York University
- 2021 at Cornell
- 2021 at HEC Paris
- 2021 at Washington University (coauthor presented)

Naumovska, I. & Harmon, D. Into the great unknown: When expressing more uncertainty improves entrepreneurial financing outcomes

- 2021 at the Academy of Management (held virtually)

Deliberations, Decisions, and Justifications: Transparency of the FOMC.

- 2020 at Stanford's GSB Organizational Behavior group

Harmon, D. & Rhee, E. Constructing New Valuation Metrics: Entrepreneurial Arguments and Stock Market Reactions in Nascent Markets.

- 2021 at London Business School
- 2020 at Seoul National University
- 2020 at the Academy of Management, held virtually
- 2019 at the Academy of Management in Boston, MA
- 2019 at the European Group for Organizational Studies in Edinburgh, Scotland
- 2019 at the Strategy Winter Conference in Salt Lake City, UT
- 2019 at the University of Michigan ICOS Seminar in Ann Arbor, MI
- 2018 at the Organization Theory Junior Faculty Conference at Columbia University

Harmon, D. & Mariani, M. The Power of Abstraction: European Central Bank Communications and the Heterogeneous Reactions across Stock Markets.

- 2019 at the University of Minnesota Strategic Management and Entrepreneurship group
- 2019 at the University of Michigan Strategy Brown Bag Seminar in Ann Arbor, MI
- 2018 at the Alberta Institutions Conference in Edmonton, Canada

Rhee, E. & Harmon, D. Compensatory Reframing and Stock Market Reaction: A Case of Failed M&A Attempts.

- 2017 at the Strategic Management Society in Houston, TX
- 2016 at the Academy of Management in Anaheim, CA

Harmon, D. When the Fed Speaks: Arguments, Emotions, and the Microfoundations of Institutions.

- 2019 at the Academy of Management in Boston, MA
- 2019 at the University of Michigan's Hosmer Hall Luncheon in Ann Arbor, MI
- 2017 at the Academy of Management in Atlanta, GA
- 2016 at the University of Alberta, HEC Lausanne

- 2015 at the University of Georgia, Aalto University, Cambridge University, HEC Paris, Michigan State University, Texas A&M, INSEAD, McGill, Arizona State University, University of Michigan, UCLA

Harmon, D. Linguistic Archaeology and Financial Markets: An Emerging Perspective.

- 2017 at the Tuck Junior Faculty Conference in Hanover, NH

Etchanchu, H. & Harmon, D. Rules of Engagement: A Dialogical Theory of Legitimation Crises and the French Shale Gas Debate.

- 2017 at the Fifth Austrian Early Scholars Workshop in Vienna, Austria
- 2016 at the European Group for Organizational Studies in Naples, Italy

Harmon, D. & Vaara, E. A Configurational Model of Communicative Legitimation.

- 2015 at the European Group for Organizational Studies in Athens, Greece

Harmon, D. & Kim, P. Moving Beyond Intentionality: How Violations of Action versus Inaction Affect Trust Repair.

- 2014 at the Academy of Management in Philadelphia, PA
- 2014 at the International Association of Conflict Management in Leiden, Netherlands
- Best Graduate Student Paper as Lead Author, at IACM in Leiden, Netherlands

Harmon, D. & Kim, P. Making Sense of Contract Violations: How an Agreement Is Originally Achieved Affects the Likelihood of Trust Repair.

- 2014 at the Western Academy of Management in Napa, CA
- 2013 at the Academy of Management in Orlando, FL

Harmon, D., Kim, P., & Mayer, K. Breaking the Letter vs. Spirit of the Law: How the Interpretation of Contract Violations Affects the Likelihood of Trust Repair.

- 2012 at Strategic Management Society in Prague, Czech Republic
- 2012 at the Academy of Management in Boston, MA
- 2012 at Western Academy of Management in La Jolla, California

Kim, P. & Harmon, D. Competence, Integrity, and Benevolence: The Implications of Past Depictions, Natural Construals, and Logical Differentiations for Trust Repair.

- 2013 at the International Association for Conflict Management in Tacoma, WA
- 2012 at the Academy of Management in Boston, MA

Kim, P., & Harmon D. Trust repair via distributive justice rationales: The contingent implications of equity, equality, and need.

- 2013 at the International Association for Conflict Management in Tacoma, WA
- 2012 at the Academy of Management in Boston, MA
- 2011 at the SoCal Ph.D. Doctoral Consortium at the University of Southern California

## WORKSHOPS AND SYMPOSIUM

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- PDW on Language, Meaning, and Organizing: Exploring Multi-Level Theorizing and Analysis. Organizer. Academy of Management, held virtually (2021).
- PDW on Content and Text Analysis in Organizational Research: Techniques and Applications. Presenter. Academy of Management, held virtually (2021).
- PDW on Experiments in Institutional Theory and Strategy Research. Presenter. Academy of Management, held virtually (2021).
- Symposium on Science Denial: Causes, Courses, and Remedies. A Route Map for Organizational Scholars. Panelist. Academy of Management, held virtually (2021).
- Symposium on Information Disclosure in Strategic Management. Panelist. Academy of Management, held virtually (2021).
- Sub-theme: Microinstitutions: unpacking the building blocks of organizations and institutional fields. Organizer. European Group for Organizational Studies, held virtually (2021).
- OMT Doctoral Consortium. Facilitator. Academy of Management, held virtually (2020).
- PDW on Language, Meaning, and Organizing: Linguistic Theories and Methods of Organizing. Organizer. Academy of Management, held virtually (2020).
- Symposium on Alternative Institutionalism: Theory, Methods, and Topics. Organizer. Academy of Management, held virtually (2020).
- Sub-theme: The future of analyzing talk: Linguistic theories and methods in organizing. Organizer. European Group for Organizational Studies, held virtually (2020)
- PDW on Language, Meaning, and Organizing: The Future of Linguistic Theories, Data, and Methodologies. Organizer. Academy of Management in Boston, MA (2019).
- Symposium on Cutting-Edge Linguistic Methods: Taking Stock of Advances in the Study of Meaning Structures. Organizer. Academy of Management in Boston, MA (2019).
- PDW on Getting Emotional: Theorizing About and From Data at the Intersection of Emotions and Institutions. Presenter. Academy of Management in Boston, MA (2019).
- OMT Doctoral Consortium. Facilitator. Academy of Management in Boston, MA (2019).
- Symposium on Micro-Institutional Processes. Presenter. Academy of Management in Boston, MA (2019).
- Experimental Research in Institutional Theory PDW (keynote speech and facilitator), European Group for Organizational Studies in Edinburgh, Scotland (2019).
- OMT Doctoral Consortium. Facilitator. Academy of Management in Chicago, IL (2018).
- Symposium on Strategic Communication: A Dialogue on Theories, Data, and the Future of Analyzing Talk. Organizer. Academy of Management in Chicago, IL (2018). OMT Showcase Symposium.
- OMT Doctoral Consortium. Facilitator. Academy of Management in Atlanta, GA (2017).
- PDW on Talk as Data: New Approaches to Analyzing Text to Advance Theory. Discussant. Academy of Management in Atlanta, GA (2017).
- OMT Junior Faculty Consortium. Academy of Management in Anaheim, CA (2016).
- Symposium on Revisiting Symbolic Management: Strategic Communication in Financial Markets. Co-organizer with Eunice Rhee. Academy of Management in Anaheim, CA (2016).
- Symposium on Experiments in Institutional Theory and Strategy Research. Guest speaker. Academy of Management in Anaheim, CA (2016).
- Ph.D. Student Workshop, West Coast Research Symposium in Seattle, WA (2015).
- BPS Division Dissertation Consortium, Academy of Management in Vancouver, CA (2015).

- Experimental Research in Institutional Theory PDW (facilitator), European Group for Organizational Studies in Athens, Greece (2015).
- Ph.D. Student Workshop, European Group for Organizational Studies in Athens, Greece (2015).
- Ph.D. Student Workshop, Alberta Institutions Conference (2015).
- Medici Summer School in Management Studies in Bologna, Italy (2015).
- Trust Development and Repair in Organizations (symposium organizer), Academy of Management in Philadelphia, PA (2014).
- OMT Division Doctoral Consortium, Academy of Management in Philadelphia, PA (2014).
- Experimental Research in Institutional Theory PDW, European Group for Organizational Studies in Rotterdam, the Netherlands (2014).
- Symposium (organizer), Western Academy of Management in La Jolla, CA (2012).
- Ph.D. Student Research Development Workshop, Atlantic Competitive Advantage Conference in Atlanta, GA (2012).
- Andrew Hayes Statistics Workshop, at the University of Southern California (2011).

## **HONORS AND AWARDS**

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- Neary Teaching Excellence Award for Masters of Management, University of Michigan
- Ghoshal Research and Practice Award Winner, Strategic Management Division, Academy of Management (2021).
- AMJ Outstanding Reviewer award (2020/2021).
- AMR Outstanding Reviewer award (2020/2021).
- Research Committee Service Award, Organization Management Theory Division, Academy of Management (2021).
- Winner of the ASQ Dissertation Award (2019).
- Wharton People Analytics Conference Research Paper Competition, 2<sup>nd</sup> place (2018).
- Winner of the Louis Pandy Best Dissertation Paper Award, awarded by the OMT Division of AOM (2017).
- Nominated for the William H. Newman Award for Best Paper Based on a Dissertation; winner announced at AOM (2017).
- Finalist for the Wiley Blackwell Award for Outstanding Dissertation Research Award, awarded by the BPS Division at AOM (2017).
- Award for Excellence in Teaching, University of Southern California (2016).
- Teaching Award, Marshall School of Business (2016).
- The Order of the Aretè Award for Scholarship, University of Southern California (2016).
- Ph.D. Achievement Award, University of Southern California (\$2500) (2016).
- Runner up at the INFORMS Dissertation Proposal Competition (2015).
- University of Southern California's Award for Excellence in Teaching (2015).
- Marshall Ph.D. Teaching Award, recognizes top two student instructors (2015).
- The Manning Endowed Fellowship recipient (2015 – 2016).
- Student Research Award (\$2,500), Lloyd Greif Center for Entrepreneurship (2015).
- Alberta Institutions Conference travel stipend (\$500), OMT Division (2015).

- Best Graduate Student Paper as Lead Author, International Association for Conflict Management, Leiden, Netherlands, “Moving Beyond Intentionality: How Violations of Action versus Inaction Affect Trust Repair,” with Kim, P. (2014).
- Dispute Resolution Research Center (DRRC) Scholarship, sponsored by Northwestern University, International Association for Conflict Management, Leiden, Netherlands (2014).
- Faculty Research Award (\$4,000), Greif Center for Entrepreneurship, with Kim, P. (2012).
- National Science Foundation Grant, “Breaking the Letter vs. Spirit of the Law: How the Interpretation of Contract Violations Affects Trust and the Management of Relationships,” Ph.D. Student Development Workshop, Atlanta Competitive Advantage Conference (2012).
- Best Conference Paper Award Nomination, Strategic Management Society, “The Role of Institutional Identities and Frames in Contracting,” with Weber, L. & Glaser, V. (2011).

## **TEACHING EXPERIENCE**

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### **University of Michigan**

Instructor, Corporate Strategy (MBA).

- Fall 2021: 2 sections, average rating: 4.9/5.0
- Fall 2020: 2 sections, average rating: 4.9/5.0
- Fall 2019: 3 sections, average rating: 4.9/5.0

Instructor, Strategy (Masters of Management).

- Fall 2021: 2 sections, average rating: 5.0/5.0
  - Awards: Neary Teaching Excellence Award

Instructor, Language, Meaning, and Strategy (PhD Seminar).

- Winter 2021: 1 section, average rating: 5.0/5.0
- Winter 2019: 1 section, average rating: 5.0/5.0

Instructor, Corporate Strategy (undergrads).

- Fall 2018: 3 sections, average rating: 4.9/5.0
- Fall 2017: 3 sections, average rating: 4.8/5.0
  - Award nominations: BBA & PhD Teaching Excellence Award
- Fall 2016: 2 sections, average rating: 4.9/5.0

### **University of Southern California**

Instructor, Leading Organizations

- Summer 2014: 1 section, rating: 5.0/5.0
  - Awards: Marshall Ph.D. Teaching Award, recognizes top two student instructors

Teaching Assistant, Leading Organizations (for Jody Tolan) (Spring 2014).

Teaching Assistant, Organizational Behavior MBA (for Scott Wiltermuth) (Fall 2013).

Guest Instructor, Negotiations MBA (for Mark Kennedy) (Spring 2011).

## **PROFESSIONAL SERVICE**

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### **University of Michigan Service**

- Uplift Committee for PhD Student Wellbeing, 2018 – present
- PhD student advising (Yun Ha Cho, Elizabeth Trinh)

- Dissertation Committee Member (Pablo Sanz, Raji Kunapuli, Teddy Dewitt, Gareth Keeves)
- Strategy Brown Bag Coordinator, 2018 – 2019
- Strategy Senior Hiring Committee, 2018 – 2019
- PhD Student Admissions Committee, 2018 – 2019, 2020 – 2021
- Strategy Seminar Series Coordinator, 2017 – 2018, 2020 – 2021

#### **University of Southern California Service**

- Marshall School of Business, Student President for all Ph.D. students, 2012 – 2015
- Management & Organization Ph.D. Student Seminar, Organizer, 2013 – 2015
- Marshall School of Business Salon Speaker Series, Co-organizer, 2015 – 2016

#### **Academy Service**

- Editorial board member for *Administrative Science Quarterly*, 2022 – present
- Editorial board member for *Organization Science*, 2021 – present
- Editorial board member for *Academy of Management Review*, 2020 – present
- Editorial board member for *Academy of Management Journal*, 2019 – present
- Rep at Large, SMS Behavioral Strategy, 2021 – present
- Listserv Moderator, AOM OMT Division, 2015 – 2019
- Communications Chair, AOM OMT Division, 2015 – 2018
- Blogger, AOM OMT Division, 2012 – 2015

**Ad hoc Journal Reviewing:** Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Management Studies, Management Science, Organization Science, Organization Studies, Strategic Management Journal, Strategic Organization

**Ad hoc Conference Reviewing:** Academy of Management, Strategic Management Society, European Group for Organizational Studies

#### **PROFESSIONAL AFFILIATIONS**

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- Sanger Leadership Center, core faculty, 2020 – present
- Michigan Institute for Data Science, core faculty, 2019 – present
- Academy of Management, member, 2011 – present
- Strategic Management Society, member, 2011 – present
- European Group for Organizational Studies, member, 2014 – present
- International Association of Conflict Management, member, 2013 – present
- American Statistical Association, member, 2011 – present
- Association for Psychological Science, member, 2011 – present
- American Accounting Association, member, 2014 – present



## **PRIVATE SECTOR WORK**

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- Ernst & Young LLP**, Minneapolis, MN 2006 – 2010
- Staff and senior auditor of mutual and hedge funds
- Honeywell International**, Golden Valley, MN 2004 – 2006
- Financial analyst

## **PERSONAL INTERESTS AND HOBBIES**

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distance running; continental philosophy, especially Heidegger; grilling on my patio; coffee; maintaining my saltwater reef aquarium; woodworking; [Chloe, my Vizsla](#)