

VITA

Susan J. Ashford

**Michael and Susan Jandernoa Professor of Management & Organizations
May 2020**

Stephen M. Ross School of Business
University of Michigan
Ann Arbor, Michigan 48109-1234

Office: R4362
Phone: 734-763-1091
Email: sja@umich.edu

Education:	<u>Schools Attended</u>	<u>Dates</u>	<u>Degree</u>
	Northwestern University Major: Organization Behavior Minor: Sociology	1978 - 1983	Ph.D.
	Northwestern University	1978 - 1981	M.S.
	San Jose State University Major: Environmental Studies Minor: Economics	1972 - 1977	B.A.

Academic Awards and Honors:

“Researcher of the year,” Ross School of Business, University of Michigan, 2020

Academy of Management Organizational Behavior Division Lifetime Achievement Award, 2020.

SIOP \$100,000 Visionary Circle Research Grant – Inaugural Winner, 2020.

Academy of Management Career Achievement Award for Distinguished Scholarly Contributions to Management, 2017.

Teaching Impact Award – Executive Education, Open Enrollment Programs, 2017.

Senior Faculty Research Award, 2013

Provost’s Teaching Innovation Prize, University of Michigan, 2011.

Andy Andrews Distinguished Faculty Service Award, University of Michigan, 2006.

Fellow, Academy of Management, 2002 – present.

Michael & Susan Jandernoa Professor of Business Administration, 1998 – present.

Best Symposium Proposal Award, Organization and Management Theory Division, Academy of Management, 1997.

Faculty Leadership in Teaching Award, University of Michigan, 1995.

S. Rains Wallace Dissertation Award Division 14, American Psychological Association--Honorable Mention 1984.

Graduate Fellow, Northwestern University 1978, 1979, 1980, 1981.

Northwestern University Representative to Doctoral Consortium of the Academy of Management, 1980.

San Jose State University, Graduate with Great Distinction.

Phi Kappa Phi Honor Society.

Beta Gamma Sigma Honor Society.

Positions Held:

2014 – 2021 Area Chair, Management and Organizations Department, Steven M. Ross School of Business.

2006 – 2010 Associate Dean for Leadership Programming and the Executive MBA Program.

2002 – 2012 Academic Director, Executive MBA Program, Ross School of Business.

2000 – 2007 Board Member, Greenhills Independent School.

1998 – 2007 Board Member, William Davidson Institute.

1998 - Present Michael and Susan Jandernoa Professor of Business Administration, University of Michigan Business School.

1999 – 2002 Senior Associate Dean for Academic Affairs, University of Michigan Business School.

1998 - 1999 Associate Dean for Academic Affairs, University of Michigan Business School.

1997 - 1998 Visiting Professor of Organizational Behavior, Hong Kong University of Science and Technology, Hong Kong.

1996 - 1998 Professor of Organizational Behavior, University of Michigan Business School.

- 1994-1995** Interim Associate Dean for the PhD Program.
- 1991 - 1996** Associate Professor of Organizational Behavior, University of Michigan Business School.
- 1987 - 1991** Associate Professor of Organizational Behavior, Amos Tuck School of Business Administration, Dartmouth College.
- 1983 - 1987** Assistant Professor of Business Administration, Amos Tuck School of Business Administration, Dartmouth College.
- 1982 -1983** Visiting Lecturer, J. L. Kellogg Graduate School of Management, Northwestern University.
- 1980 - 1981** Instructor, Department of Continuing Education, Northwestern University.

Publications:

Zhang, C., Craig, J., **Ashford**, S. J & DeRue, S. (December, 2020). Why capable people are reluctant to lead. *Harvard Business Review Blog*.
<https://hbr.org/2020/12/why-capable-people-are-reluctant-to-lead>

Ashford, S. J., Sytch, M. & Greer, L. (August, 2020) 6 Ways a Crisis Can Help You Cultivate a Growth Mindset, Harvard Business Review online.
<https://hbr.org/2020/08/6-ways-a-crisis-can-help-you-cultivate-a-growth-mindset>

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., **Ashford**, S. J., Bakker, A. B., Bamberge, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F., Gelfand, M., Greer, L., Johns, G., Kesebir, S., Klein, P. G., Lee, S., Ozelik, H., Petriglieri, J. L., Rothbard, N., Rudolph, C., Shaw, J. D., Sirola, N., Wanberg, C., Whillans, A., Wilmot, M., Van vugt, M. (2020). COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action. *American Psychologist*.

Zhang, C., Nahrgang, J. **Ashford**, S. J. & DeRue, D. S. (2020) The Risky Side of Leadership: Conceptualizing risk perceptions in informal leadership and investigating the effects of their over-time changes in teams, Forthcoming in *Organizational Science*.

De Stobbeleir, K., **Ashford**, S. J., & Zhang, C. (2020). Shifting focus: Antecedents and outcomes of proactive feedback seeking from Peers. *Human Relations*, 73(3), 303-325.

Ong, M., Mayer, D., Sonnenshein, S. & **Ashford**, S. J. (2019). The money or the morals? When moral language is more effective for selling social issues. *Journal of Applied Psychology*, 104(8), 1058-1076.

McCallum, D., **Ashford**, S. J., & Caza, B. B. (2019). Why consultants quit their jobs to go independent. *Harvard Business Review Blog*.
<https://hbr.org/2019/07/why-consultants-quit-their-jobs-to-go-independent>

- Zhang, C., Nahrgang, J., & **Ashford**, S. J., & DeRue, D. S. (2019). Leadership risk perceptions over time: Predicting dynamic trajectories and implications for leader emergence. Conditionally accepted, *Organizational Science*.
- Caza, B. B., **Ashford**, S. J., Reid, E. & McCallum, D. (2019). Are you ready to go freelance? *Harvard Business Review Blog*.
<https://hbr.org/2019/05/are-you-ready-to-go-freelance>
- Heslin, P. A., Keating, L. A., & **Ashford**, S. J. (2019). How being in learning mode may enable a sustainable career across the lifespan. Forthcoming in *Journal of Vocational Behavior*.
- Petriglieri, G., **Ashford**, S. J., & Wrzesniewski, A. (2019). Agony and ecstasy in the gig economy: Cultivating holding environments for managing precarious and personalized work identities. *Administrative Science Quarterly*, 64(1), 124-170.
- Rewritten and published in Chen, X. P. (ed) (2020) *Management Insights* (in Chinese), July 2019, 26-30. Shanghai: Fudan University Press.
- Keating, L. A., Heslin, P. A., & **Ashford**, S. (2018). Good leaders are good learners. *Harvard Business Review OnPoint, February*, 46–47 (see also <https://hbr.org/2017/08/good-leaders-are-good-learners>).
- Ashford**, S. J., Caza, B. & Reid, E. (2018). Individuals in the new world of work: A research agenda. In A. P. Brief & B. M. Staw, (Eds.), *Research in Organizational Behavior*. New York, Elsevier 38, 23-41.
- Ashford**, S. J. & Sitkin, S. (2019) From problems to progress: A dialogue on prevailing issues in leadership research. Forthcoming in *Leadership Quarterly*.
- De Stobbeleir, K., **Ashford**, S. J., & Zhang, C. Shifting Focus: Antecedents and outcomes of proactive feedback seeking from peers. Forthcoming in *Human Relations*.
- Ashford**, S. J., Wellman N., Sully de Luque M., De Stobbeleir, K. & Wollan, M. (2018). Two roads to effectiveness: CEO feedback seeking, vision articulation, and firm performance. *Journal of Organizational Behavior*, 39(1), 82-95.
- Named one of the journal’s top 20 most downloaded recent papers for the 12 month period post publication.
- Lee, C., Huang, G. H., & **Ashford**, S. J. (2018). Job insecurity and the changing workplace: Recent developments and future trends in job insecurity research. *Annual Review of Organizational Psychology*

and Organizational Behavior, 5, 335-359.

Petriglieri, G., **Ashford**, S. J., & Wrzesniewski, A. (2018). Thriving in the gig economy: How successful freelancers manage the uncertainty. *Harvard Business Review*, March-April, 162-165.

- Reprinted in HBR's *10 Must Reads for 2019: the Definitive Management Ideas of the Year from Harvard Business Review*

Lin, X. S., Chen, Z. X., **Ashford**, S. J., Lee, C., & Qian, J. (2018). A self-consistency motivation analysis of employee reactions to job insecurity: The roles of organization-based self-esteem and proactive personality. *Journal of Business Research*, 92, 168-178.

Huang, G. H., Wellman, N., **Ashford**, S. J., Lee, C. & Wang, L. (2017). Deviance and exit: The organizational costs of job insecurity and moral disengagement. *Journal of Applied Psychology*, 102(1), 26-42.

Ong, M. & **Ashford**, S. J. (2016). Issue selling: Proactive efforts toward organizational change. In Parker, S. & Bindl, U. (eds.), *Proactivity at Work*, Routledge, 138-168.

Ashford, S. J., Ong, M. & Keeves, G. D. The role of issues selling in effective strategy making. Forthcoming in Floyd, S. W. & Wooldridge, B. (eds.), *Handbook of Middle Management Research on Strategy Process*, Edgar Elgar Publishing, 77-109.

Ashford, S. J., DeStobbelier, K. & Nujella, M. (2016). To seek or not to seek, is that the only question? Recent developments in the feedback seeking literature. In Morgeson, F. Aquinis, H. & Ashford, S. J. (eds.) *The Annual Review of Organizational Psychology and Organizational Behavior*, 213-239, Annual Reviews: Palo Alto, CA.

DeRue, D. S., Nahrgang, J. D., & **Ashford**, S.J. (2015). Person perception and the evolution of leadership structures in groups. *Organizational Science*, 26(4), 1192-1209.

Ashford, S. J. & Detert, J. (2015). Get the boss to buy in: Learn to sell your ideas up the chain of command. *Harvard Business Review*, January-February, 72-79.

Lam, C., Liang, J., **Ashford**, S. J., & Lee, C. (2015). When good soldiers turn good actors: Exploring a non-linear relationship between job insecurity and organizational citizenship Behavior. *Journal of Applied Psychology*, 100, 499-510.

De Stobblie, K. & **Ashford**, S. J. (2014) The power of peers: Antecedents and outcomes of peer feedback seeking behavior. *Academy of Management Best Papers Proceedings*.

- Detert, J. & **Ashford**, S. J. (2014). Your boss will not say yes if emotions are running high. *Harvard Business Review blog*, December 19, 2014.
- Ashford**, S. J., (2013). Having scholarly impact: The art of hitting academic home runs. *Academy of Management Learning and Education*, 12 (4), 623-633.
- Ashford**, S. J. & De Stobbeleir, K. (2013). Feedback, goal setting and task performance revisited. In Locke, E. & Latham, G. (eds.) *New Developments in Goal Setting and Task Performance*, 51-64, New York, Routledge.
- Uhlman, E. L., Heaphy, E., **Ashford**, S. J., Zhu, L. & Sanchez-Burks, J. S. (2013). Acting professional: an exploration of culturally bounded norms against nonwork role referencing. *Journal of Organizational Behavior*, 34, 866-886.
- Huang, G.-h, Zhao, H. H., Niu, X.-y., **Ashford**, S. G. & Lee, C. (2013). Reducing job insecurity and increasing performance ratings: does impression management matter? *Journal of Applied Psychology*, 98 (5), 852-862.
- Huang, E. Niu, P., Lee, C., and **Ashford**, S. J. (2012). Differentiating cognitive and affective job insecurity: Antecedents and outcomes. *Journal of Organizational Behavior*, 33 (6), 752–769.
- DeRue, D. S., **Ashford**, S. J., & Myers, C. G. (2012). Learning agility: In search of conceptual clarity and theoretical grounding. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5 (3), 258-279.
- DeRue, D. S., **Ashford**, S. J., & Myers, C. G. (2012). Learning agility: Many questions, a few answers and a path forward. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5 (3), 316-322.
- Ashford**, S. J. & DeRue, D. S. (2012). Developing as a leader: The power of mindful engagement. *Organizational Dynamics*, 41(2), 146-154.
- Ashford**, S. J. & Nurmohamed, S. (2012) Past, present, and future: A hitchhiker's guide to the socialization literature. In Wanberg, C. *The Oxford Handbook of Socialization*, 8-27, Oxford, UK, Oxford University Press.
- De Stobbeleir, K. & **Ashford**, S. (2012). Feedback-seeking behavior in organizations: Research, theory and implications. In Sutton, R. M., Hornsey, M. J. & Douglas, K. M, (eds.) *Feedback: The communication of praise, criticism, and advice*. 247-261, Peter Lang.
- Northcraft, G, Schmidt, A., & **Ashford**, S. J. (2011). Feedback and the

rationing of time and effort among competing tasks. *Journal of Applied Psychology*, 96 (5), 1076-1086.

- Grant, A. M., Nurmohamed, S. **Ashford**, S. J., & Dekas, K. (2011). The performance implications of ambivalent initiative: The interplay of autonomous and controlled motivations. *Organizational Behavior and Human Decision Processes*, 116 (2), 241-251.
- DeStobbeleir, K. M. **Ashford**, S. J. & Buyens, D. (2011). Self-regulation of creativity at work: The role of feedback seeking behavior in creative performance. *Academy of Management Journal*, 54 (4), 811-832.
- DeRue, D. S. & **Ashford**, S. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy of Management Review*, 35 (4), 627-647.
- Huang, G, Lee, C, **Ashford**, S, Chen, Z., & Ren, X (2010). Affective job insecurity: A moderation of the cognitive job insecurity - employee outcomes relationships. *International Studies of Management and Organization*, 40 (1), 20-39.
- Derue, D. S., & **Ashford**, S. J. (2010). Power to the people: Where has personal agency gone in leadership development? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3 (1), 24-28.
- De Stobbeleir, K. **Ashford**, S.J. & Deluque, M. S. (2010). Proactivity with image in mind: How employee and manager characteristics affect evaluations of proactive behaviors. *Journal of Occupational and Organizational Psychology*, 347-369.
- DeRue, D. S., **Ashford**, S. J., & Cotton, N. C. (2009). Assuming the mantle: Unpacking the process by which individuals internalize a leader identity. In L. M. Roberts & J. E. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, 213–232. New York: Routledge.
- Ashford**, S. J., Sutcliffe, K. M., & Christianson, M. K. (2009). Speaking up and speaking out: The leadership dynamics of voice in organizations. In J. Greenberg and M. S. Edwards (Eds.), *Voice and Silence in Organizations*, 175–202. Bingley, UK, Emerald group publishing Ltd.
- Ashford**, S. J. (2009). Who can help the CEO? *Harvard Business Review*, 87(4), 33-37.
- Grant, A. M., & **Ashford**, S. J. (2008). The dynamics of proactivity at work. In A. P. Brief & B. M. Staw, (Eds.), *Research in Organizational Behavior*, 28, 3-34. New York, Elsevier.
- Most cited *ROB* publication in the 5 years following its publication (Scopus Top 10 Cited, 2010)

- Top 25 hottest articles in *ROB* (ScienceDirect, 2009)

Lee, C., Bobko, P., **Ashford**, S., Chen, Z. X., & Ren, X. (2008). Cross-cultural development of an abridged job insecurity measure. *Journal of Organizational Behavior*, 29(3), 373-390.

Ashford, S., George, E., & Blatt, R.R.(2007). Old assumptions about new work: The opportunities and challenges of research on non-standard employment. In J.P. Walsh & A. Brief, (Eds.), *The Academy of Management Annals*, 1(1), 65-117. Mahwah, NH: Lawrence Erlbaum.

Ashford, S. J. (2007). The difference leadership could make: A comment on the current debate. *Journal of Management Inquiry*, 16(2), 127-154.

Hedlund, J., Wilt, J. M., Nebel, K. L., **Ashford**, S. J., & Sternberg, R. J. (2006). Assessing practical intelligence in business school admissions: A supplement to the graduate management admissions test. *Learning and Individual Differences*, 16(2), 101-127.

Ashford, S. J., & Barton, M. (2007). Identity-based issue selling. In C. A. Bartel, S. Blader, & A. Wrzesniewski (Eds.), *Identity and the Modern Organization*, 223–244. Mahwah, NJ: Lawrence Erlbaum.

Ashford, S. J. & Northcraft, G. (2003). Robbing Peter to pay Paul: Feedback environments and enacted priorities in response to competing task demands. *Human Resource Management Review*, 13, 537-559.

Piderit, S & **Ashford**, S. J. (2003). Breaking silence: Tactical choices women managers make in speaking up about gender-equity issues. *Journal of Management Studies*, 40(6) 1477-1503.

Ashford, S.J, Blatt, R. & VandeWalle, D. (2003). Reflections on the looking glass: A review of research on feedback-seeking behavior in organizations. *Journal of Management*, 29(6), 773-799.

Dutton, J. E., **Ashford**, S. J., Lawrence, K. & Miner, K. (2003). Red light, green light: Making sense of the organizational context for issue selling. *Organizational Science*, 13(4), 355-369.

Weick, K. & **Ashford**, S. J., (2001). Communication and organizational learning. In F. M. Jablin & L. Putnam (Eds.), *New Handbook of Organizational Communication*, 704-731.

Dutton, J.E., **Ashford**, S. J., O'Neill, R. & Lawrence, K. A. (2001). Moves that matter: Issue selling and organizational change. *Academy of Management Journal*, 44(4): 737-754.

Ashford, S. (1998). Championing charged issues: The case of gender equity within organizations. In R.M. Kramer & M. A. Neale (Eds.), *Power*,

349-380. Thousand Oaks, Ca: Sage.

- Ashford**, S. J., Rothbard, N. P., Piderit, S. K. & Dutton, J. E. (1998). Out on a limb: The role of context and impression management in selling gender-equity issues. *Administrative Science Quarterly*, 43(1): 23-57.
- Dutton, J. E., **Ashford**, S. J., Weirba, L., O'Neill, R. & Hayes, E. (1997). Reading the wind: How middle managers assess the context for issue selling. *Strategic Management Journal*, 15, 407-425.
- Ashford**, S. J. & Black, J. S. (1996). Proactivity during organizational entry: Antecedents, tactics and outcomes. *Journal of Applied Psychology*, 81(2), 199-214.
- Ashford**, S. J. (1996). The publishing process: The struggle for success and meaning. In P. Frost & M. S. Taylor (Eds.), *Rhythms of an Academic Life*, 119-128. Thousand Oaks, Ca: Sage.
- Ashford**, S. J. (1996). Working with doctoral students: Reflections on doctoral work past and present. In P. Frost & M. S. Taylor (Eds.), *Rhythms of Academic Life: Personal Accounts of Careers in Academia*, 153-158. Thousand Oaks, Ca: Sage.
- Tsui, A. S., **Ashford**, S. J., St. Clair, L. and Xin, C. (1995). Dealing with discrepant expectations: Response strategies and managerial effectiveness. *Academy of Management Journal*, 38(6), 1515-1540.
- Smith, K. G., Carroll, S. J., & **Ashford**, S. J. (1995). Intra- and inter-organizational cooperation: Toward a research agenda. *Academy of Management Journal*, 38(1), 7-23.
- Black, J. S., & **Ashford**, S. J. (1994). Fitting in or making jobs fit: Factors affecting mode of adjustment of new hires. *Human Relations*, 48 (4), 421-437.
- Tsui, A. S. & **Ashford**, S. J. (1994). Adaptive self-regulation: A process view of effectiveness. *Journal of Management*, 20 (1), 93-121.
- Dutton, J. E. & **Ashford**, S. J. (1993). Selling issues to top management. *Academy of Management Review*, 18 (3), 397-428.
- Ashford**, S. J. (1993). The feedback environment: An exploratory study of cue use. *Journal of Organizational Behavior*, 14, 201-224.
- Lee, C., **Ashford**, S. J., & Jameson, L. F. (1993). The effects of type A behavior dimensions and optimism on coping strategies, health, and performance. *Journal of Organizational Behavior*, 14, 143-157.
- Ashford**, S. J. & Northcraft, G. B. (1992). Conveying more (or less) than we realize: The role of impression-management in feedback-seeking.

Organizational Behavior and Human Decision Processes, 53, 310-334.

- Lee, T. W., **Ashford**, S. J., Walsh, J. P., & Mowday, R. T. (1992). Commitment propensity, organizational commitment and voluntary turnover: A longitudinal study of organizational entry processes. *Journal of Management*, 18 (1), 15-32.
- Tsui, A. S., & **Ashford**, S. (1991). Reactions to demographic diversity: Similarity-attraction or self-regulation. *Academy of Management Proceedings*, 240–244.
- Ashford**, S. J. & Tsui, A. S. (1991). Self-regulation for managerial effectiveness: The role of active feedback-seeking. *Academy of Management Journal*, 34 (2), 251-280.
- Lee, C., **Ashford**, S. J., & Bobko, P. (1990). The interactive effects of type A personality and perceived control on worker performance, job satisfaction, and somatic complaints. *Academy of Management Journal*, 33 (4), 870-881.
- Bennett, N., Herald, D. M., & **Ashford**, S. J. (1990). The effects of tolerance for ambiguity on feedback-seeking behavior. *Journal of Occupational Psychology*, 63, 343-348.
- Northcraft, G. B. & **Ashford**, S. J. (1990). The preservation of self in everyday life: The effects of performance expectations and feedback context on feedback inquiry. *Organizational Behavior and Human Decision Processes*, 47, 42-64.
- Ashford**, S. J., & Taylor, M. S. (1990). Adaptation to work transitions: An integrative approach. In G. R. Ferris and K. M. Rowland (Eds.), *Research in Personnel and Human Resources Management*, 8, 1-41. Greenwich, Conn.: JAI Press.
- Ashford**, S. J., Lee, C. & Bobko, P. (1989). Content, causes and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32 (4), 803-829.
- Ashford**, S. J. (1989). Self-assessments in organizations: A literature review and integrative model. In B. M. Staw and L. L. Cummings (Eds.), *Research in Organizational Behavior*, 11, 133-174. Greenwich, Conn.: JAI Press.
- Ashford**, S. J. (1988). Individual strategies for coping with stress during organizational transitions. *Journal of Applied Behavioral Science*, 24 (1), 19-36.
- Hull, J. G., Van Treuren, R. R., **Ashford**, S. J., Proppom, P., & Andrus, B. W. (1988). Self-consciousness and the processing of self-relevant information. *Journal of Personality & Social Psychology*, 54 (3),

452-465.

Ashford, S. J. (1986). Feedback-seeking in individual adaptation: A resource perspective. *Academy of Management Journal*, 29, 465-487.

Ashford, S. J. & Cummings, L. L. (1985). Proactive feedback seeking: The instrumental use of the information environment. *Journal of Occupational Psychology*, 58, 67-79.

Walsh, J. P., **Ashford**, S. J., & Hill, T. E. (1985). Feedback obstruction: The influence of the information environment on employee turnover intentions. *Human Relations*, 38, 23-46.

Ashford, S. J., & Cummings, L. L. (1983). Feedback as an individual resource: Personal strategies of creating information. *Organizational Behavior and Human Performance*, 32, 370-398.

Sandelands, L., **Ashford**, S. J., & Dutton, J. E. (1983). Reconceptualizing of the overjustification effect: A template-matching approach. *Motivation and Emotion*, 7, 229-255.

Ashford, S. J., & Cummings, L. (1981). Strategies for knowing: When and from where do individuals seek feedback? *Academy of Management Best Papers Proceedings* (161-165). Wichita, KS: Wichita State University.

Papers Presented:

Caza, B., Reid, E. M. & **Ashford**, S. J. (2020). Reid, E. M. It's Cold Outside: Measuring the Challenges of Gig Work.. Paper to be presented at the 80th Annual Meeting of the Academy of Management, Vancouver, BC. (Conference Covid Cancelled)

Caza, B., **Ashford**, S. J., & Reid, E. M. (2019). No boss, no company, no matter: How workers are making it in the new world of work. . Paper presented at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Bae, K., Case, C. & **Ashford**, S. (2019). Perceived leader prestige and dominance predicts trustfulness in subordinate's feedback. Paper presented at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Wellman, N., **Ashford**, S. J., Sanchez-Burks, J., & Theroux, D. S. (2018). How many should lead? Leadership structure schemas, formal authority, and leadership behavior. Paper presented at the 78th Annual Meeting of the Academy of Management, Chicago, IL.

Ong, M. **Ashford**, S.J., & Bindl, U. (2018) The Power of the Pause: Individual Reflection and Its Impact on Leadership Emergence.

Paper presented at the *33rd Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago Illinois.

- Ashford**, S. J. (2018). Constructing Leadership in Organizations – a Research Journey. Stauffer Colloquium Lecture, *Claremont University*, 02/2018
- De Stobbeir, K., **Ashford**, S. J., Hwang, E. (2017) Leader Feedback Seeking: The Impact of Leader Feedback Seeking on Team Learning and Team Performance. Paper presented at the *77th Annual Meeting of the Academy of Management*, Atlanta. GA.
- Petriglieri, G., **Ashford**, S. J., & Wezesniewski, A. Agony and Ecstasy in the Gig Economy. Paper presented at the *77th Annual Meeting of the Academy of Management*, Atlanta. GA.
- Ashford**, S. J. (2017). Leadership Construction in Organizations and Teams. *Boston College*, 04/2017
- Ashford**, S. J. (2014). Leadership Construction in Organizations and Teams. *University of Cincinnati*, 09/2016.
- Ashford**, S. J. (2016). Proactivity puzzles, perils, and possibilities: Lessons from a decades-long love affair with human agency. Keynote presentation given at the Hong Kong Proactivity Conference, Hong Kong Polytechnic University, 07/2016.
- Ong, M. **Ashford**, S. J., & Bindl, U., (2016). Mindfully engaging experiences via reflection: Exploring outcomes for interpersonal perceptions and leadership. Paper presented at the *76th Annual Meeting of the Academy of Management*, Anaheim, CA.
- Lee, J., Sondag, L. & **Ashford**, S. J (2016). It's a matter of identity: the dynamics of leader identity and leadership behavior in organizations. Paper presented at the *76th Annual Meeting of the Academy of Management*, Anaheim, CA.
- Ashford**, S. J. (2014). Leadership Construction in Organizations and Teams. *Cornell University*, 04/2016.
- Ashford**, S. J. (2014). Leadership Construction in Organizations and Teams. *Distinguished Research Lecture, University of Oklahoma*, 03/2016.
- Nahrgang, J. D., Zhang, C., DeRue, D. S. & **Ashford**, S. J. (2015). Leadership risk perceptions over time: Predicting dynamic trajectories and implications for leader emergence. Paper presented at the *75th Annual Meeting of the Academy of Management*, Vancouver, BC.
- Ong, M. **Ashford**, S. J., & Bindl, U., (2015). Beyond Navel Gazing: Exploring the Concept and Payoff of Individual Reflection at Work,

Paper presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

Cameron, L., Nujella, M., Dutton, J. & **Ashford**, S. J. (2015). Positive Identity Construction and Psychological Capital: The Role of Imagining the Future. Paper presented as part of a symposium titled, Exploring the Generative Possibilities of Identity Work: Responding to Adaptive Challenges at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

Ashford, S. J. (2015) Leadership Construction in Organizations and Teams. *Michigan State University*, 02/2014.

Ashford, S. J. (2014) Leadership Construction in Organizations and Teams. *Harvard Business School*, 11/2014.

De Stobbeleir, K. & **Ashford**, S. J., (2014). The Power of Peers: Antecedents and Outcomes of Peer Feedback Seeking Behavior. Paper presented at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Petriglieri, G. P., & **Ashford**, S. J. (2014). Agony and ecstasy: Affect, activity and identity in the pursuit of personalized work. Paper presented as part of a symposium titled, The Return of the Repressed: Promises and Perils of Bringing "The Unconscious" into Identity Work at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA. Symposium was selected as a "showcase symposium for the meeting.

Guo-hua Huang, G., Wu, L, Wellman, N., **Ashford**, S. J., & Lee, C. (2014) Job Insecurity and Employee Deviance: The Role of Moral Disengagement and Relationship Quality. Paper presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Ashford, S. J., & DeRue, D. S. (2014) Learning to Learn from Experience: The Power of Mindful Engagement, Paper presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Mayer, D. M., Sonenshein, S., Ong, M. & **Ashford**, S. J. (2013). Show me the money or show me the morals? The effectiveness of moral and economic language when selling social issues. Paper presented at the 73rd Annual Meeting of the Academy of Management, Orlando, FL.

Rabelo, V, Marchiando, L., & **Ashford**, S. J. (2013) The role of gender in claiming and granting leadership. Paper presented at the 73rd Annual Meeting of the Academy of Management, Orlando, FL.

Owens, B., DeRue, D. S., & **Ashford**, S. J. (2012) In Leadership, Perception is Reality: The Effect of Attributed Leader Motives on Employee

Turnover and Performance. Paper presented at *72nd Annual Meeting of the Academy of Management*, Boston, MA.

Ashford, S. J. (2012) Doing Leadership: Effects Within and Outside of Positions of Authority. ICOS, *University of Michigan*, Ann Arbor, MI.

Ashford, S. J. (2012) Leadership in Two Acts: How Leadership Occurs Within and Outside of Positions of Authority, *University of Maryland*, College Park, MD.

Ashford, S. J. (2011) Leadership Construction in Organizations: Understanding Leadership in a Post-heroic World, *University of Toronto*, Toronto, Canada.

Ashford, S. J., (2011). What is a Scholarly Home Run and How Do I Hit One? Paper presented at the *71st Annual Meeting of the Academy of Management*, San Antonio, TX.

Guo-hua Huang, G., Zhao, N. H., Song, S., Lam, C. Lee, C., & **Ashford**, S. J. (2011). Reducing Affective Job Insecurity: How can I impress you? Paper presented at the *71st Annual Meeting of the Academy of Management*, San Antonio, TX.

Wellman, E. **Ashford**, S. J. DeRue, D. S., & Sanchez-Burks, J. (2011). To Lead or Not to Lead? The Impact of Alternative Leadership Structure Schemas on the Behavior of Non-Designated Leaders. Paper presented at the *71st Annual Meeting of the Academy of Management*, San Antonio, TX.

Marchiondo, L. A., **Ashford**, S. J., & DeRue, D. S. (2011). Goose and Gander: Gender Differences in Leadership Identity Development. Paper presented at the *26th Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, IL.

Sully-DeLuque, M., **Ashford**, S. J. & De Stobblie, K. (2011). Seeking from the Top: CEO feedback seeking and firm performance. Paper presented at the *26th Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, IL.

Huang, G., **Ashford**, S. J., Niu, X., Lee, C. (2010). A study of the antecedents and outcomes of job insecurity: Differences between cognitive and affective job insecurity. Paper presented at the *70th Annual Meeting of the Academy of Management*, Montreal, CA.

De Stobbeleir, K. **Ashford**, S.J. & Buyens, D. (2010). Self-regulation of creativity at work: The role of feedback-seeking behaviors in creative performance. Paper presented at the *70th Annual Meeting of the Academy of Management*, Montreal, CA.

Derue, D. S., Nahrgang, J. **Ashford**, S. J., & Sanchez-Burks, J. (2010).

Leadership Networks in Teams: Implications for Team Creativity and Performance. Paper presented at the *70th Annual Meeting of the Academy of Management*, Montreal, CA.

Ned Wellman, N. **Ashford**, S. J., & Sanchez-Burks, J. (2010). Keeping us Honest: The Pros and Cons of Alternative Leadership Schemas. Paper presented at the *70th Annual Meeting of the Academy of Management*, Montreal, CA.

Nurmohamed, S, **Ashford**, S. & Dekas, K. (2009). Proactivity for Pleasure or Pain. Paper presented at the *69th Annual Meeting of the Academy of Management*, Chicago, IL.

De Stobbeleir, K. **Ashford**, S.J. & Buyens, D. (2008). The Mediating Role of Goals and Norms in Linking Empowering Leadership to Feedback Seeking. Paper presented at the *68th Annual Meeting of the Academy of Management*, Anaheim, CA.

Northcraft, G, **Ashford**, S. J & Schmidt, A. (2008). Feedback and the Rationing of Attention Among Competing Demands. Paper presented at the *23rd Annual Conference of the Society for Industrial and Organizational Psychology*, San Francisco, CA.

Ashford, S. J., De Stobbeleir, K. & Sully, M. D. (2008). The Influence of Source Characteristics and the Pattern of Feedback-seeking on Impression Formation. Paper presented at the *Society of Social and Personality Psychologists Conference*, Albuquerque, NM.

Blatt, R. & **Ashford**, S. J. (2007). Independent Identity: Narrating Coherence and Flexibility Outside Organization. Paper presented at the *67th Annual Meeting of the Academy of Management*, Philadelphia, PA.

Ashford, S. J., DeStobbelier, K. & DeLuque, M. S. (2007). The Influence of Feedback-Seeking pattern and feedback source's characteristics on impression formation. Paper presented at the *67th Annual Meeting of the Academy of Management*, Philadelphia, PA.

Lee, C., Bobko, P., **Ashford**, S. J. , Chen, Z. X. & Ren, X. (2007). Cross-Cultural Development of an Abridged Job Insecurity Measure. Paper presented at the *67th Annual Meeting of the Academy of Management*, Philadelphia, PA.

Ashford, S. J., Morrison, E., Sutcliffe, K., Detert, J. R., Burris, E. (April, 2007). The good voice manager: Understanding why leaders are open to input from below. Paper presented at the *Society of Industrial Organizational Psychology Conference*, New York City, NY.

Blatt, R., & **Ashford**, S. J. (2007). Structuring resources to support work: Lessons from independent workers. Paper presented at *Society of*

Industrial Organizational Psychology Conference, New York City, NY.

- Ashford**, S. J. & Blatt, R. (March). Meaning Making and Taking Action: Insights from Independent Workers. Paper Presented at the *Yale School of Management*, New Haven, CT.
- Grant, A. M. & **Ashford**, S. J. (2006). Proactivity at Work. Paper presented at the *66th Annual Meeting of the Academy of Management*, Atlanta, GA.
- Ashford**, S. J., Darling, E. & Blatt, R. (2006). Emoting alone: Self-regulation of emotions in independent work. Paper presented at the *66th Annual Meeting of the Academy of Management*, Atlanta, GA.
- Ashford**, S. J., Sutcliffe, K., & Morrison, E. (2006). Pressures of position: Leadership and the problem of staying open to voice from below. Paper presented at the *66th Annual Meeting of the Academy of Management*, Atlanta, GA.
- Blatt, R. & **Ashford**, S. (2006) Making Meaning and Taking Action: Insights from Independent Workers. Paper presented at the *Australian Graduate School of Management*, Sydney, AU.
- Blatt, R. & **Ashford**, S. (2005). Making Meaning and Taking Action: Insights from Independent Workers. Paper presented at the *Harvard Business School*, Boston, MA.
- Blatt, R. & **Ashford**, S. (2005). Taking Action and Making Meaning: Insights from Independent Workers. Paper presented at *ICOS, University of Michigan*, Ann Arbor, MI.
- Blatt, R. & **Ashford**, S. (2004). Weird Work: Creating Successful Work Lives Outside Organizational Contexts. Paper presented at the *64th Annual Meeting of the Academy of Management*, New Orleans, LA.
- Ashford**, S. J. & Blatt, R. (2004). Creating Self: Identity Narratives in Non-Organizational Contexts. Paper presented at the *NYU/Academy of Management Small Conference on Organizational Identity*, New York, NY.
- Ashford**, S. & Blatt, R. (2003). On their own: Customized management of nonstandard knowledge workers. Paper presented at the *63rd Annual Meeting of the Academy of Management*, Seattle, WA.
- Jennifer Hedlund, J, Plamondon, K, Wilt, J, Nebel, K, **Ashford**, S.J. & Sternberg, R. J. (2001). Practical Intelligence for Business: Going Beyond the GMAT. Paper presented at the *Society for Industrial and Organizational Psychology Conference*, San Diego, CA.
- Dutton, J. E., **Ashford**, S. J., Lawrence, K. & Miner, K. (1999). Red Light,

Green Light: How Female managers read the context for selling gender-equity issues in their work organizations. Paper presented at the *59th Annual Meeting of the Academy of Management*, Chicago, IL.

Ashford, S. J., Dutton, J. E., & Edwards. (1997). Decomposing demographic effects: The impact of gender proportions on issue-selling initiative. Paper presented at the *57th Annual Meeting of the Academy of Management*, Boston, MA.

Ashford, S. J. & Piderit, S. K. (1996). Walking the high wire: The role of image risk in the issue-selling process. Paper presented at the *56th Annual Meeting of the Academy of Management*, Cincinnati, OH.

Ashford, S. J., Rothbard, N., Piderit, S. & Dutton, J. E. (1995). Out on a limb: Impression-management risk in issue selling. Paper presented at the *55th Annual Meeting of the Academy of Management*, Vancouver, B. C.

Beard, K. M. & **Ashford**, S. J. (1994). Self-Monitoring, Context and Impression Management: Newcomers Image Construction During Organizational Entry. Paper presented at the *54th Annual Meeting of the Academy of Management*, Dallas, TX.

Dutton, J. E., **Ashford**, S. J., Weirba, L., O'Neill, R. & Hayes, E. (1994). Reading the Wind: How Middle Managers Assess the Context for Issue Selling. Paper presented at the *54th Annual Meeting of the Academy of Management*, Dallas, TX.

Ashford, S. J. & Black, J. S. (1993). Gaining Knowledge During Entry: Antecedents and Outcomes. Paper presented at the *53rd Annual Meeting of the Academy of Management*, Atlanta, GA.

Ashford, S. J. & Black, J. S. (1992). Self Socialization: Individual Tactics to Facilitate Entry. Paper presented at the *52nd Annual Meeting of the Academy of Management*, Las Vegas, NV.

Tsui, A. S., **Ashford**, S. J., & St. Clair, L. (1992). Coping with Role Conflict: How Response Strategies Affect Perceived Effectiveness. Paper presented at the *52nd Annual Meeting of the Academy of Management*, Las Vegas, NV.

Ashford, S. J., & Black, J. S. (1992). Gaining Personal Control During Organizational Entry: Tactics and Outcomes. Paper presented at the *Society for Industrial and Organizational Psychology Conference*, Montreal, CN.

Ashford, S. J., Dutton, J. E., & O'Neill, R. (1991). Selling Issues in Organizations: Influencing Top Management Thought and Action. Paper presented at the *51st Annual Meeting of the Academy of Management*, Miami, FL.

- Tsui, A. & **Ashford**, S. J. (1991). Coping with Differences: Demographic Diversity and Self-regulation. Paper presented at the *51st Annual Meeting of the Academy of Management*, Miami, FL.
- Ashford**, S. J. (1990). Self-assessment Accuracy: Feedback-seeking and the Consequences of Disagreement. Paper presented at the *50th Annual Meeting of the Academy of Management*, San Francisco, CA.
- Dutton, J. E. & **Ashford**, S. J. (1990). Selling Issues in the Organizational Market. Paper presented at the *50th Annual Meeting of the Academy of Management*, San Francisco, CA.
- Ashford**, S. J. & Northcraft, G. B. (1989). Conveying More (or Less) Than We Can Know: Impression Management Dynamics in Feedback-seeking. Paper presented at the *49th Annual Meeting of the Academy of Management*, Washington, DC.
- Tsui, A. S. & **Ashford**, S. J. (1989). Self-regulation for Managerial Effectiveness: The Role of Active Feedback-seeking. Paper presented at the *49th Annual Meeting of the Academy of Management*, Washington, DC.
- Ashford**, S. J. (1988). Negotiating an Organization's Feedback Environment: The Role of Managerial Experience. Paper presented at the *Society for Industrial and Organizational Psychology*, Dallas, TX.
- Tsui, A. S. & **Ashford**, S. J. (1988). The Self-regulating Manager: A Process Model of Reputational Effectiveness and Career Success. Paper presented at the *Society for Industrial and Organizational Psychology*, Dallas, TX.
- Lee, C., **Ashford**, S. J., & Harrington, K. (1988). Explaining the Type A Behavior, Performance and Health Relationships: Preliminary Results. Paper presented at the *48th Annual Meeting of the Academy of Management*, Anaheim, CA.
- Northcraft, G. & **Ashford**, S. J. (1988). The Preservation of Self in Everyday Life: Ego Defense and Self-presentation Influences on Feedback-seeking. Paper presented at the *48th Annual Meeting of the Academy of Management*, Anaheim, CA.
- Ashford**, S. J., Lee, C., & Bobko, P. (1987). Job Insecurity: An Empirical Analysis of Three Measures. Paper presented at the *47th Annual Meeting of the Academy of Management*, New Orleans, LA.
- Hull, J. G., Van Treuren, R. R., **Ashford**, S. J., Propson, P., & Andrus, B. W. (1986). Self-consciousness and the Processing of Self-relevant Information. Paper presented at the national meeting of the *94th American Psychological Association Conference*, Washington, DC.

- Ashford, S. J.** (1986). A Heuristic Model of Self-assessment Dysfunction. Paper presented at the *46th Annual Meeting of the Academy of Management*, Chicago, IL.
- Ashford, S. J.** (1985, November) Self-assessment Dysfunctions of High Tech Employees. Paper presented at the National ORSA-TIMS meeting, Atlanta, GA.
- Ashford, S. J.**(1984). The Role of Feedback-seeking in Individual Adaptation Attempts: A Resource Perspective. Paper presented at the *44th Annual Meeting of the Academy of Management*, Boston, MA.
- Ashford, S. J.**(1983). Feedback Seeking as a Coping Strategy: The Role of Hope and Understanding. Paper presented at the *43rd Annual Meeting of the Academy of Management*, Dallas, TX.
- Ashford, S. J., Walsh, J. P., & Cummings, L. L.** (1983, March). The Role of the Information Environment in the Turnover Process. Presented at the Service Academies Institutional Research Conference, Colorado Springs, CO.
- Ashford, S. J. & Cummings, L. L.** (1982). Proactive Feedback Seeking: A Test of a Theoretical Model. Paper presented at the *42nd Annual Meeting of the Academy of Management*, New York, NY.
- Ashford, S. J. & Cummings, L. L.** (1981). Strategies for Knowing: When and From Where Do Individuals Seek Feedback. Paper presented at the *41st Annual Meeting of the Academy of Management*, San Diego, CA.
- Sandelands, L. E., **Ashford, S. J., & Dutton, J. E.** (1980). Intrinsic Motivation and the Over-justification Effect: Insights from the Theory of Human Play. Paper presented to the *88th American Psychological Association Conference*, Montreal, Canada.
- Sandelands, L. E., **Ashford, S. J., Dutton, J. E., & Hinton, R.** (1980, February). The Structure of Intrinsically Motivating Activities: Reconceptualizing Over Justification Effects in Terms of Human Play. Paper presented to the *National Graduate Student Conference in Industrial/Organizational Psychology and Organization Behavior*, Columbus, OH. Recipient of the Outstanding Paper Award of the Conference.

Working Papers:

- Cropanzano, R., Keplinger, K., Lambert, B., **Ashford, S. J.,** and Caza, B. From the corporate society to the gig economy. Revise and Resubmit, *Journal of Applied Psychology*.
- Lee, J., Sondag, L., & **Ashford, S. J.** Why not me? Psychological barriers to leader-identity internalization. Second revise and resubmit, *Academy*

Lanaj, K., Jennings, R. & **Ashford**, S. J. When Self-Care Begets Other Care: Leader Role Self Compassion and Helping at Work. Submitted to *Academy of Management Journal*.

Wellman, E., **Ashford**, S. J., DeRue, D. S., and Sanchez-Burks, J. Beyond the Designated Leader: Leadership Structure Schemas and Informal Leadership in Hierarchical Contexts. Submitted to *Journal of Management Studies*.

Caza, B., Reid, E., **Ashford**, S. J., & Granger, S. Baby It's Cold Outside: Measuring the Challenges of Gig Work. Submitted to *Human Relations*.

Ong, M. **Ashford**, S. J., & Bindl, U., Beyond Navel Gazing: Exploring the Concept and Payoff of Individual Reflection at Work.

Petriglieri, G. P. & **Ashford**, S. J. From knowledge to meaning: management academia in the mirror of the gig economy.

Wellman, N., Zhao, H.H., Huang, E., **Ashford**, S. J., Lee, C. & Niu, P. Teaching Themselves to Lead: An Exploration of Informal Leadership Skill Development in Organizations

Media and Social Media

Personal transitions: Are you ready to go freelance? Harvard Business Review blog, May 21, 2019 .

Secrets of the Most Productive People: These are the 4 things that make you successful in the gig economy. *Fast Company*, 06.06.19

HBR Ideacast: <https://hbr.org/ideacast/2017/08/why-everyone-should-see-themselves-as-a-leader>

Worklife with Adam Grant: <https://itunes.apple.com/us/podcast/worklife-with-adam-grant/id1346314086?mt=2>

New York Post: <https://nypost.com/2018/04/08/avoiding-the-perils-and-pitfalls-of-the-gig-based-workplace/>

Work and life podcast with Stew Friedman: <http://www.workandlifepodcast.com/blog/sash>

Shaken and Stirred at 2018 SIOP: <https://www.youtube.com/watch?v=uqsobLCPguY>

Professional & Service Activities:

2017-2018 Diversity Equity and Inclusion committee, Ross school

2015-2016 Ross Dean Search Advisory Committee, Chair

2011 – Present	Associate Editor, <i>Annual Review of Organizational Psychology and Organizational Behavior</i> .
2013- Present	University of Michigan Bicentennial Advisory Committee
2006	Provost's Committee on Salary Equity
2002-2005	Chair, Research Committee
1997-1998	Past Division Chair, <i>Organizational Behavior Division, Academy of Management</i> .
1996-1997	Division Chair, <i>Organizational Behavior Division, Academy of Management</i> .
1995-1996	Division Chair Elect, <i>Organizational Behavior Division, Academy of Management</i> .
1994-1995	Program Chair, <i>Organizational Behavior Division, Academy of Management</i> .
1993-1994	Program Chair Elect, <i>Organizational Behavior Division, Academy of Management</i> .
1993-1994	Special Issue Editor, <i>Academy of Management Journal</i> . Special issue on intra- and inter-firm cooperation and coordination.
1992-1997	Chair, Teaching Committee.
1990-1993	Associate Editor, <i>Academy of Management Journal</i> .
1996-1999	Editorial Board, <i>Academy of Management Review</i> .
1984-1996, 2010-Present	Editorial Board, <i>Academy of Management Journal</i> .
1998-2013	Editorial Board, <i>Organization Behavior and Human Decision Processes</i> .
2000-2003	Editorial Board, <i>Organizational Dynamics</i> .
1983-Present	Ad hoc reviewer for <u>Academy of Management Review</u> , <u>Administrative Science Quarterly</u> , and <u>Journal of Applied Psychology</u> .
	Member: Academy of Management, American Psychological Society, Organizational Behavior Teaching Society, Society for Industrial and Organizational Psychology.
Research Interests:	Feedback and self-regulation processes, individual proactivity, job insecurity, issue selling, and leadership.

**Teaching
Interests:**

Organization Behavior (Introductory O.B./Advanced Micro O.B.)
Leadership, Negotiation, Power and Influence,
Career Development and Persona Effectiveness Training