

## **JAMES D. WESTPHAL**

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University of Michigan  
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### **EDUCATION**

Ph.D., 1996; M.S., 1993  
J.L. Kellogg Graduate School of Management, Northwestern University  
Areas of Concentration: Organization Theory and Strategic Management

B.A., Economics (with highest honors), June 1988  
University of California at Davis

### **ACADEMIC APPOINTMENTS**

2006-present, Robert G. Rodkey Collegiate Professor of Business Administration and Professor of Strategy, Ross School of Business, University of Michigan.

2012-2013, Visiting Fellow in Strategy, Judge Business School, University of Cambridge.

2002-2006, The Ed and Molly Smith Chair in Business Administration, McCombs School of Business, University of Texas at Austin.

2001-2002, Professor of Management, McCombs School of Business, University of Texas at Austin.

1996-2001, Assistant Professor of Management, School of Business, University of Texas at Austin.

### **PUBLICATIONS**

Westphal, J.D. Decoupling and intergroup dynamics in behavioral strategy, and a more integrative alternative. Advances in Strategic Management, forthcoming.

McDonald, M., Keeves, G, and Westphal, J.D. One step forward, one step back: White male top manager organizational identification and helping behavior toward other executives following

the appointment of a female or racial minority CEO. Academy of Management Journal, forthcoming.

Keeves, G., Westphal, J.D., and McDonald, M. 2017. Those closest wield the sharpest knife? How ingratiation leads to resentment and social undermining of the CEO. Administrative Science Quarterly, 62: 484-523.

Shani, G., and Westphal, J.D. 2016. Persona non grata? Determinants and consequences of social distancing from journalists who engage in negative coverage of firm leadership. Academy of Management Journal, 59: 302-329.

Westphal, J.D., and Shani, G. 2016. Psyched-up to suck-up: Self-regulated cognition, interpersonal influence, and recommendations for board appointments in the corporate elite. Academy of Management Journal, 59: 479-509.

Lange, D.A., Boivie, S., and Westphal, J.D. 2015. Predicting organizational identification at the CEO level. Strategic Management Journal, 36: 1224-1244.

Zhu, D. and Westphal, J.D. 2014. How directors' prior experience with other demographically similar CEOs affects their appointments onto corporate boards and the consequences for CEO compensation. Academy of Management Journal, 57: 791-813.

Park, S.H. and Westphal, J.D. 2013. Social discrimination in the corporate elite: How status affects the propensity for minority CEOs to receive blame for low firm performance. Administrative Science Quarterly, 58: 542-586.

McDonald, M. and Westphal, J.D. 2013. Access denied: Low mentoring of women and minority first-time directors and its negative effects on appointments to additional boards. Academy of Management Journal, 56: 1169-1198.

Westphal, J.D. and Zajac, E.J. 2013. A behavioral theory of corporate governance: Explicating the mechanisms of socially situated and socially constituted agency. Academy of Management Annals, 7: 605-659.

Westphal, J.D. and Park, S.H. 2012. Unintended agency: Impression management support as a trigger of institutional change in corporate governance. Research in Organizational Behavior, 32: 23-46.

Westphal, J.D., Park, S.H., McDonald, M.L., and Hayward, M.L.A. 2012. Helping other CEOs avoid bad press: Social exchange and impression management support among CEOs in communications with journalists. Administrative Science Quarterly, 57: 217-268.

Park, S.H., Westphal, J.D., and Stern, I. 2011. Set up for a fall: The insidious effects of flattery and opinion conformity toward corporate leaders. Administrative Science Quarterly, 56: 257-302.

McDonald, M. and Westphal, J.D. 2011. My brother's keeper? CEO identification with the corporate elite, social support among CEOs, and leader effectiveness. Academy of Management Journal, 54: 661-693.

Boivie, S., Lange, D.A., McDonald, M.L., and Westphal, J.D. 2011. Me or We: The Effects of CEO Organizational Identification on Agency Costs. Academy of Management Journal, 54: 551-576.

Westphal, J.D. and Deephouse, D.L. 2011. Avoiding bad press: Interpersonal influence in relations between CEOs and journalists and the consequences for press reporting about firms and their leadership. Organization Science, 22: 1061-1086.

Zhu, D. and Westphal, J.D. 2011. Misperceiving the beliefs of others: How pluralistic ignorance contributes to the persistence of positive security analyst reactions to the adoption of stock repurchase plans. Organization Science, 22: 869-886.

Stern, I. and Westphal, J.D. 2010. Stealthy footsteps to the boardroom: Executives' backgrounds, sophisticated interpersonal influence behavior, and board appointments. Administrative Science Quarterly, 55: 278-319.

McDonald, M. and Westphal, J.D. 2010. A little help here? The effects of independent board control on CEO helping networks: A social identification perspective. Academy of Management Journal, 53: 343-370.

Carpenter, M.A., Westphal, J.D., and McDonald, M. 2010. Corporate governance and knowledge management: How board independence may increase CEO paranoia, and lead to increased top management team homophily. International Journal of Strategic Change Management, 2: 327-351.

Westphal, J.D. and Graebner, M.E. 2010. A matter of appearances: How corporate leaders manage the impressions of financial analysts about the conduct of their boards. Academy of Management Journal, 53: 15-44.

Westphal, J.D. 2010. An Impression Management Perspective on Job Design: The Case of Corporate Directors. Journal of Organizational Behavior, 31: 319-327.

McDonald, M., Westphal, J.D., and Graebner, M.E. 2008. What do they know? The effects of director acquisition experience on firm acquisition performance. Strategic Management Journal, 29: 1155-1177.

Westphal, J.D. and Clement, M. 2008. Sociopolitical dynamics in relationships between top managers and security analysts: Favor rendering, reciprocity, and analyst stock recommendations. Academy of Management Journal, 51: 873-897.

McDonald, M., Khanna, P., and Westphal, J.D. 2008. Getting them to think outside the circle: Corporate governance, CEO advice networks, and firm performance. Academy of Management Journal, 51: 453-475.

Westphal, J.D. and Bednar, M. 2008. The pacification of institutional investors. Administrative Science Quarterly, 53: 29-72.

Westphal, J.D. 2008. The resource characteristics of strategic alliances. Academy of Management Review, 33: 553-557. [Book review]

Westphal, J.D. and Stern, I. 2007. Flattery will get you everywhere (especially if you are a male caucasian): How ingratiation, boardroom behavior, and demographic minority status affect additional board appointments at U.S. companies. Academy of Management Journal, 50: 267-288.

Westphal, J.D. and Stern, I. 2006. The other pathway to the boardroom: How interpersonal influence behavior can substitute for elite credentials and demographic majority status in gaining access to board appointments. Administrative Science Quarterly, 51: 169-204.

Westphal, J.D., Boivie, S. and Chng, H. 2006. The strategic impetus for social network ties: How strategic dependencies affect the likelihood of reconstituting broken CEO friendship ties to executives of other firms. Strategic Management Journal, 27: 425-445.

Bednar, M.K. and Westphal, J.D. 2006. Surveying the corporate elite: Theoretical and practical guidance on improving response rates and response quality in top management survey questionnaires. In *Research Methodology in Strategy and Management*, Vol. 3 (David Ketchen and Donald Bergh, eds.), pps. 37-56. JAI Press.

Westphal, J.D. and Bednar, M. 2005. Pluralistic ignorance in corporate boards and firms' strategic persistence in response to low firm performance. Administrative Science Quarterly, 50: 262-298.

Milton, L.P. and Westphal, J.D. 2005. Identity confirmation networks and cooperation in workgroups. Academy of Management Journal, 48: 191-212.

Zajac, E.J. and Westphal, J.D. 2004. Should sociological theories venture into "economic territory"? Yes! American Sociological Review, 69: 466-472.

- Seidel, M-D and Westphal, J.D. 2004. Research impact: How seemingly innocuous social cues in a CEO survey can lead to change in board of director network ties. Strategic Organization, 2: 227-271.
- Zajac, E.J. and Westphal, J.D. 2004. The social construction of market value: Institutionalization and learning perspectives on stock market reactions. American Sociological Review, 69: 433-458.
- Westphal, J.D. and Khanna, P. 2003. Keeping directors in line: Social distancing as a control mechanism in the corporate elite. Administrative Science Quarterly, 48: 361-399.
- McDonald, M. and Westphal, J.D. 2003. Getting by with the advice of their friends: CEOs' advice networks and firms' strategic responses to poor performance. Administrative Science Quarterly, 48: 1-32.
- Westphal, J.D. 2002. Second thoughts on board independence. The Corporate Board, 23: 6-10.
- Westphal, J.D. 2002. The Impression Management Trap. The Wall Street Journal, August 27, B2.
- Zajac, E.J. and Westphal, J.D. 2002. Organizational Economics. In J.A.C. Baum (ed.), Companion to Organizations, pps. 233-256. Oxford, UK: Blackwell.
- Westphal, J.D., Seidel, M-D, and Stewart, K.S. 2001. Second-order imitation: Uncovering latent effects of board network ties. Administrative Science Quarterly, 46: 717-747.
- Westphal, J.D. and Fredrickson, J.W. 2001. Who directs strategic change? Director experience, the selection of new CEOs, and change in corporate strategy. Strategic Management Journal, 22: 1113-1138.
- Westphal, J.D. and Zajac, E.J. 2001. Explaining institutional decoupling: The case of stock repurchase programs. Administrative Science Quarterly, 46: 202-228.
- Carpenter, M. and Westphal, J.D. 2001. The strategic context of external network ties: Examining the impact of director appointments on board involvement in strategic decision making. Academy of Management Journal, 44: 639-660.
- Westphal, J.D. and Milton, L.P. 2000. How experience and network ties affect the influence of demographic minorities on corporate boards. Administrative Science Quarterly, 45: 366-398.
- Gulati, R. and Westphal, J.D. 1999. Cooperative or controlling? The effects of CEO-board relations and the content of interlocks on the formation of joint ventures. Administrative Science Quarterly, 44: 473-506.

Westphal, J.D. 1999. Collaboration in the boardroom: The consequences of social ties in the CEO/board relationship. Academy of Management Journal, 42: 7-24.

Westphal, J.D. 1998. Board games: How CEOs adapt to increases in structural board independence from management. Administrative Science Quarterly, 43: 511-537.

Westphal, J.D. and Zajac, E.J. 1998. The symbolic management of stockholders: Corporate governance reforms and shareholder reactions. Administrative Science Quarterly, 43: 127-153.

Westphal, J.D. 1998. How CEOs adapt to increased board independence. The Corporate Board, 19: 22-26.

Zajac, E.J. and Westphal, J.D. 1998. Toward a behavioral theory of the CEO/board relationship: How research can enhance our understanding of corporate governance practices. In D.C. Hambrick, D.A. Nadler, & M.L. Tushman (eds.), Navigating Change: How CEOs, Top Management Teams, and Boards of Directors Steer Transformation, 256-277. Cambridge: Harvard Business School Press.

Westphal, J.D., Gulati, R., and Shortell, S.M. 1997. Customization or conformity? An institutional and network perspective on the content and consequences of TQM adoption. Administrative Science Quarterly, 42: 366-394.

Westphal, J.D. and Zajac, E.J. 1997. Defections from the inner circle: Social exchange, reciprocity, and the diffusion of board independence in U.S. corporations. Administrative Science Quarterly, 42: 161-183.

Zajac, E.J. and Westphal, J.D. 1996. Director reputation, CEO-board power, and the dynamics of board interlocks. Administrative Science Quarterly, 41: 507-529.

Zajac, E.J. and Westphal, J.D. 1996. Who shall rule after a CEO succession? Predicting the likelihood and direction of changes in CEO characteristics. Academy of Management Journal, 39: 64-90.

Zajac, E.J. and Westphal, J.D. 1997. Managerial incentives in organizations: Economic, political, and symbolic perspectives. In Z. Shapira (ed.), Organizational Decision Making, 133-157. New York: Cambridge University Press.

Westphal, J.D. and Zajac, E.J. 1995. Who shall govern? CEO/board power, demographic similarity, and new director selection. Administrative Science Quarterly, 40: 60-83.

Zajac, E.J. and Westphal, J.D. 1995. Accounting for the explanations of CEO compensation: Substance and symbolism. Administrative Science Quarterly, 40: 283-308.

Westphal, J.D. and Zajac, E.J. 1994. Substance and symbolism in CEOs' long-term incentive

plans. Administrative Science Quarterly, 39: 367-390.

Zajac, E.J. and Westphal, J.D. 1994. The costs and benefits of managerial incentives and monitoring in the largest U.S. corporations: When is more not better? Strategic Management Journal, 15: 121-142.

## **REFEREED BEST PAPERS PROCEEDINGS**

Park, S.H. and Westphal, J.D. 2013. That Should Be Me: How Minority CEOs Get Blamed for Low Firm Performance by Other CEOs & Journalists. National Academy of Management Meetings. Orlando, FL.

Shani, G. and Westphal, J.D. 2013. Social distancing from journalists who engage in negative coverage of firm leadership. National Academy of Management Meetings. Orlando, FL.

Westphal, J.D. and Shani, G. 2013. Self-regulated Cognition, Interpersonal Influence, and Recommendations for Board Appointments. National Academy of Management Meetings. Orlando, FL.

Lange, D.A., Boivie, S., and Westphal, J.D. 2011. Predicting organizational identification at the CEO level. National Academy of Management Meetings. San Antonio, TX.

Westphal, J.D., Park, S.H., McDonald, M.L., and Hayward, M.L.A. 2011. Helping Other CEOs Avoid Bad Press: Impression Management Support among CEOs toward Journalists. National Academy of Management Meetings. San Antonio, TX.

Park, S.H., Westphal, J.D., and Stern, I. 2010. The higher they rise, the harder they fall: The insidious effects of ingratiation toward corporate leaders. National Academy of Management Meetings. Montreal, Canada.

Zhu, D. and Westphal, J.D. 2010. Pluralistic ignorance and the persistence of positive analyst reactions to repurchase plans. National Academy of Management Meetings. Montreal, Canada.

Boivie, S., Lange, D.A., McDonald, M.L., and Westphal, J.D. 2009. Me or We: The Effects of CEO Organizational Identification on Agency Costs. National Academy of Management Meetings. Chicago, IL.

Westphal, J.D. and Clement, M. 2007. Sociopolitical dynamics in relationships between top managers and security analysts. National Academy of Management Meetings. Philadelphia, PA.

Westphal, J.D. and Bednar, M. 2006. How top managers use interpersonal influence to neutralize the effects of institutional ownership. National Academy of Management Meetings. Atlanta, GA.

Westphal, J.D. and Stern, I. 2005. The other pathway to the boardroom: Interpersonal influence behavior and board appointments. National Academy of Management Meetings. Honolulu, HA.

Westphal, J.D., Boivie, S. and Chng, D. 2004. The strategic impetus for social network ties: How strategic dependencies affect the likelihood of reconstituting broken CEO friendship ties to executives of other firms. National Academy of Management Meetings. New Orleans, LA.

Seidel, M-D and Westphal, J.D. 2002. Research impact: Social network research, framing, and change in board network ties. National Academy of Management Meetings. Denver, CO.

Zajac, E.J. and Westphal, J.D. 2001. Do markets learn? Institutional vs. market learning perspectives on consequences of stock repurchase programs. National Academy of Management Meetings. Washington, DC.

Carpenter, M. and Westphal, J.D. 1999. A network perspective on board involvement in strategic decision making. National Academy of Management Meetings. Chicago, IL.

Westphal, J.D. and Zajac, E.J. 1998. The social and political determinants of stock buybacks. National Academy of Management Meetings. San Diego, CA.

Westphal, J.D. 1997. For every action, a reaction: How CEOs deal with the loss of power in CEO/board relationships. National Academy of Management Meetings. Boston, MA.

Zajac, E.J. and Westphal, J.D. 1996. CEO/board power and the dynamics of board interlocks. National Academy of Management Meetings. Cincinnati, OH.

Westphal, J.D., Gulati, R. and Shortell, S.M. 1996. The institutionalization of total quality management: The emergence of normative TQM adoption and the consequences for organizational legitimacy and performance. National Academy of Management Meetings. Cincinnati, OH.

Westphal, J.D. and Zajac, E.J. 1995. Defections from the inner circle: Social exchange, reciprocity, and the diffusion of board independence in U.S. corporations. National Academy of Management Meetings. Vancouver, B.C.

Westphal, J.D. 1994. Who shall govern? The role of demographic similarity in new director selection. National Academy of Management Meetings, Dallas, TX.

Zajac, E.J. and Westphal, J.D. 1994. The symbolic management of CEO compensation: Agency vs. human resource justifications. National Academy of Management Meetings. Dallas, TX.

Westphal, J.D. and Zajac, E.J. 1993. Substance and symbolism in CEOs' long-term incentive plans. National Academy of Management Meetings. Atlanta, Georgia.



## REFEREED CONFERENCE PRESENTATIONS

Westphal, J.D. 2017. Social network ties and symbolic management in firm leadership and governance. Strategic Management Society Annual Conference. Houston, TX.

Westphal, J.D., Kunapuli, R., and Park, S.H. 2017. The diffusion of coordinated impression management support among minority leaders. National Academy of Management Meetings. Atlanta, GA.

Westphal, J.D. 2017. Gender bias in corporate leadership and implications for Academia. National Academy of Management Meetings. Atlanta, GA.

Westphal, J.D. 2016. Gender discrimination in firm leadership. National Academy of Management Meetings. Anaheim, CA.

Zhu, D., and Westphal, J.D. 2015. Structural power, acquisitions, and performance. Strategic Management Society Annual Conference. Denver, CO.

Keeves, G., and Westphal, J.D. 2015. From help to harm: Increases in status, perceived under-reciprocation, and social undermining among top managers. National Academy of Management Meetings. Vancouver, BC.

Zhu, D., and Westphal, J.D. 2015. A structural theory of power, strategy, and performance. National Academy of Management Meetings. Vancouver, BC.

McDonald, M., Westphal, J.D., and Keeves, G. 2014. Stranger in a Strange Land: White Male Top Managers' Responses to the Appointment of a Racial Minority or Female CEO. National Academy of Management Meetings. Philadelphia, PA.

Westphal, J.D. 2014. Symbolic Management in Firm Leadership and Governance. National Academy of Management Meetings. Philadelphia, PA.

Westphal, J.D., and Keeves, G. 2014. Those Closest Wield the Sharpest Knife? How Ingratiation Leads to Resentment and Social Undermining of the CEO. National Academy of Management Meetings. Philadelphia, PA.

Park, S.H. and Westphal, J.D. 2013. That Should Be Me: How Minority CEOs Get Blamed for Low Firm Performance by Other CEOs & Journalists. National Academy of Management Meetings. Orlando, FL.

Shani, G. and Westphal, J.D. 2013. Social distancing from journalists who engage in negative coverage of firm leadership. National Academy of Management Meetings. Orlando, FL.

- Westphal, J.D. and Shani, G. 2013. Self-regulated Cognition, Interpersonal Influence, and Recommendations for Board Appointments. National Academy of Management Meetings. Orlando, FL.
- Lange, D.A., Boivie, S., and Westphal, J.D. 2011. Predicting organizational identification at the CEO level. National Academy of Management Meetings. San Antonio, TX.
- Westphal, J.D., Park, S.H., McDonald, M.L., and Hayward, M.L.A. 2011. Helping Other CEOs Avoid Bad Press: Impression Management Support among CEOs toward Journalists. National Academy of Management Meetings. San Antonio, TX.
- Park, S.H., Westphal, J.D., and Stern, I. 2010. The higher they rise, the harder they fall: The insidious effects of ingratiation toward corporate leaders. National Academy of Management Meetings. Montreal, Canada.
- Zhu, D. and Westphal, J.D. 2010. Pluralistic ignorance and the persistence of positive analyst reactions to repurchase plans. National Academy of Management Meetings. Montreal, Canada.
- Park, S.H., Westphal, J.D., and Stern, I. 2009. The higher they rise, the harder they fall: The insidious effects of ingratiation toward corporate leaders. Strategic Management Society Annual Meeting, Washington, DC.
- Boivie, S., Lange, D.A., McDonald, M.L., and Westphal, J.D. 2009. Me or We: The Effects of CEO Organizational Identification on Agency Costs. National Academy of Management Meetings. Chicago, IL.
- Stern, I., and Westphal, J.D. 2009. Leaders' backgrounds, influence tactics' sophistication, and the consequences for board appointments. National Academy of Management Meetings. Chicago, IL.
- Westphal, J.D., and McDonald, M. 2009. My brother's keeper? The provision of social support among CEOs. National Academy of Management Meetings. Chicago, IL.
- Westphal, J.D., and Graebner, M.E. 2008. A matter of appearances: How corporate leaders manage the impressions of financial analysts about the conduct of their boards. National Academy of Management Meetings. Anaheim, Ca.
- Zhu, D., and Westphal, J.D. 2008. Group polarization on corporate boards. National Academy of Management Meetings. Anaheim, Ca.
- McDonald, M. and Westphal, J.D. 2007. A little help here? A social identification perspective on the effects of board decision control on CEO helping networks. National Academy of Management Meetings. Philadelphia, PA.

Westphal, J.D. and Clement, M. 2007. Sociopolitical dynamics in relationships between top managers and security analysts. National Academy of Management Meetings. Philadelphia, PA.

McDonald, M., Khanna, P., and Westphal, J.D. 2006. Getting them to think outside the circle: Corporate governance, CEO advice networks, and firm performance. International Strategic Management Society Conference. Vienna, Austria.

Westphal, J.D. and Bednar, M. 2006. How top managers use interpersonal influence to neutralize the effects of institutional ownership. National Academy of Management Meetings. Atlanta, GA.

Westphal, J.D. and Stern, I. 2006. The effects of director behavior and demographic minority status on board appointments. National Academy of Management Meetings. Atlanta, GA.

McDonald, M., Westphal, J.D., and Graebner, M. 2005. Director Acquisition Experience and the Effect of Board Independence on Firm Acquisition Performance. National Academy of Management Meetings. Honolulu, HA.

Westphal, J.D. and Bednar, M. 2005. On the road to Abilene: Pluralistic ignorance in corporate boards and firms' strategic persistence. National Academy of Management Meetings. Honolulu, HA.

Westphal, J.D. and Stern, I. 2005. The other pathway to the boardroom: Interpersonal influence behavior and board appointments. National Academy of Management Meetings. Honolulu, HA.

Stern, I., Henderson, A.D., and Westphal, J.D. 2004. Learning through variance in high-velocity environments: Cross-product comparisons and future product performance. International Strategic Management Society Conference. San Juan, Puerto Rico.

Westphal, J.D., Boivie, S., and Chng, D. 2004. The strategic impetus for social network ties: How strategic dependencies affect the likelihood of reconstituting broken CEO friendship ties to executives of other firms. National Academy of Management Meetings. New Orleans, LA.

Westphal, J.D. and Khanna, P. 2003. Keeping directors in line: Social distancing as a control mechanism in the corporate elite. National Academy of Management Meetings. Seattle, WA.

Hayward, M.L.A. and Westphal, J.D. 2002. The causes and consequences of Chief Executive Officer celebrity. National Academy of Management Meetings. Denver, CO.

McDonald, M. and Westphal, J.D. 2002. Getting by with the advice of their friends: CEO informal advice ties and firms' strategic responses to economic adversity. National Academy of Management Meetings. Denver, CO.

Seidel, M-D and Westphal, J.D. 2002. Research impact: Social network research, framing, and change in board network ties. National Academy of Management Meetings. Denver, CO.

Zajac, E.J. and Westphal, J.D. 2001. Do markets learn? The institutionalization of stock repurchase programs. American Sociological Association Annual Meeting. Anaheim, CA.

Milton, L.P. and Westphal, J.D. 2001. Identity confirmation networks and cooperation in workgroups. National Academy of Management Meetings. Washington, DC.

Zajac, E.J. and Westphal, J.D. 2001. Do markets learn? Institutional vs. market learning perspectives on consequences of stock repurchase programs. National Academy of Management Meetings. Washington, DC.

Milton, L.P. and Westphal, J.D. 2000. Relevant differences: Demographic vs. identity faultlines as purveyors of conflict in mid-life work groups. National Academy of Management Meetings. Toronto, Canada.

Westphal, J.D., Seidel, M-D, and Stewart, K.S. 2000. Second-order imitation: Uncovering latent effects of network ties and prior experience. National Academy of Management Meetings. Toronto, Canada.

Carpenter, M. and Westphal, J.D. 1999. A network perspective on board involvement in strategic decision making. National Academy of Management Meetings. Chicago, IL.

Carpenter, M. and Westphal, J.D. 1998. The impact of outside director appointments on board involvement in strategic decision making. International Strategic Management Society Conference. Orlando, FL.

Westphal, J.D. and Milton, L. 1998. Overcoming social barriers: How experience and social capital affect the influence of demographic minorities on corporate boards. International Strategic Management Society Conference. Orlando, FL.

Gulati, R. and Westphal, J.D. 1998. The dark side of embeddedness: An examination of the influence of board interlocks, CEO/Board relationships, and third-party ties for interfirm alliances. National Academy of Management Meetings. San Diego, CA.

Westphal, J.D. and Zajac, E.J. 1998. The social and political determinants of stock buybacks. National Academy of Management Meetings. San Diego, CA.

Gulati, R., Shortell, S.M., and Westphal, J.D. 1997. Different strokes for different folks: An empirical assessment of contingent network effects on organizational performance. INFORMS National Meeting. Dallas, TX.

Westphal, J.D. 1997. For every action, a reaction: How CEOs deal with the loss of power in CEO/board relationships. National Academy of Management Meetings. Boston, MA.

Westphal, J.D. 1997. Cooptation or collaboration? The behavioral and performance consequences of social ties in the CEO/board relationship. National Academy of Management Meetings. Boston, MA.

Zajac, E.J. and Westphal, J.D. 1997. Do firms get what they pay for? How alternative performance criteria affect the CEO pay-for-performance relationship. National Academy of Management Meetings. Boston, MA.

Zajac, E.J. and Westphal, J.D. 1996. CEO/board power and the dynamics of board interlocks. National Academy of Management Meetings. Cincinnati, OH.

Westphal, J.D., Gulati, R., and Shortell, S.M. 1996. The institutionalization of total quality management: The emergence of normative TQM adoption and the consequences for organizational legitimacy and performance. National Academy of Management Meetings. Cincinnati, OH.

Westphal, J.D. and Zajac, E.J. 1995. Defections from the inner circle: Social exchange, reciprocity, and the diffusion of board independence in U.S. corporations. National Academy of Management Meetings. Vancouver, B.C.

Zajac, E.J. and Westphal, J.D. 1995. Expanding the notion of strategy: Resource allocation vs. symbolic management perspectives. National Academy of Management Meetings. Vancouver, B.C.

Westphal, J.D. and Zajac, E.J. 1995. How the corporate director market works: The dynamic segmentation of active and passive board members. International Strategic Management Society Conference. Mexico City.

Westphal, J.D. 1994. Who shall govern? The role of demographic similarity in new director selection. National Academy of Management Meetings, Dallas, TX.

Zajac, E.J. and Westphal, J.D. 1994. The symbolic management of CEO compensation: Agency vs. human resource justifications. National Academy of Management Meetings. Dallas, TX.

Westphal, J.D. and Zajac, E.J. 1994. Who shall rule after a CEO succession? Predicting the likelihood and direction of changes in CEO characteristics. National Academy of Management Meetings. Dallas, TX.

Westphal, J.D. and Zajac, E.J. 1993. Substance and symbolism in CEOs' long-term incentive plans. National Academy of Management Meetings. Atlanta, GA.

Zajac, E.J. and Westphal, J.D. 1993. Revisiting the CEO succession-firm performance relationship. National Academy of Management Meetings. Atlanta, GA.

Westphal, J.D. 1993. New perspectives on relating executive compensation to firm performance (Symposium chair). Strategic Management Society Conference. Chicago, IL.

## **HONORS AND AWARDS**

Saroj Parasuraman Outstanding Publication Award for “Access Denied: Low Mentoring of Women and Minority First-time Directors and its Negative Effects on Appointments to Additional Boards,” from the Gender and Diversity in Organizations Division of the Academy of Management, 2014.

Researcher of the Year Award, University of Michigan, Ross School of Business, 2014.

Best Paper Award for “Social Distancing from Journalists Who Engage in Negative Coverage of Firm Leadership,” Organization and Management Theory Division of the Academy of Management, 2013 (with Guy Shani).

Elected to the Fellows of the Academy of Management, 2011.

Best Paper Award for “Helping Other CEOs Avoid Bad Press: Impression Management Support among CEOs toward Journalists,” Organization and Management Theory Division of the Academy of Management, 2011 (with Sun Hyun Park, Michael McDonald, and Matthew Hayward).

Runner-up for Best Paper Award, Organization and Management Theory Division of the Academy of Management, 2010.

One of three finalists for Academy of Management Journal Best Paper Award, 2009.

Selected as Strategic Management Journal Outstanding Editorial Board Member, 2009.

One of three finalists for Academy of Management Journal Best Paper Award, 2008.

Researcher of the Year Award, University of Michigan, Ross School of Business, 2007.

Best Paper Award for “How top managers use interpersonal influence to neutralize the effects of institutional ownership,” Organization and Management Theory Division of the Academy of Management, 2006 (with Michael Bednar).

University of Texas McCombs School of Business Award for Research Excellence, 2006.

Harrington Faculty Fellow, 2004-2005.

Elected to Macro-Organizational Behavior Society (MOBS), 2004.

Selected as highly cited author in the field of Economics & Business by ISI's Essential Science Indicators (ESI), 2002.

University of Texas College of Business Administration Award for Research Excellence, 2000-2001.

University of Texas Summer Research Assignment, 1999.

University of Texas College of Business Administration Foundation Research Excellence Award for Assistant Professors, 1997-1998.

Finalist, Award for Best Paper Based on a Dissertation, Organization and Management Theory Division of the Academy of Management, 1997.

Best Paper Award for “The institutionalization of total quality management: The emergence of normative TQM adoption and the consequences for organizational legitimacy and performance,” Organization and Management Theory Division of the Academy of Management, 1996 (with Ranjay Gulati and Steven Shortell).

State Farm Companies Foundation Doctoral Dissertation Award in Business, 1995.

Finalist, ORSA/TIMS College on Organizations Dissertation Proposal Competition, 1995.

Best Paper Award for “Who shall govern? The role of demographic similarity in new director selection,” Organization and Management Theory Division of the Academy of Management, 1994.

Research on boards of directors, CEO compensation, stock buybacks, social distancing and ingratiation, and executive-analyst relations referenced or discussed in various media outlets including Business Week, CNBC, the Economist, Fast Company, Financial Times, Forbes, Fortune, Inc., Harpers, National Public Radio, the New York Times, the New Yorker, US News and World Report, USA Today, the Washington Post, and the Wall Street Journal.

## **SERVICE ACTIVITIES**

### Selected External Service

Associate Editor, Strategic Management Journal (2010-2016).

Panelist in Junior Faculty Consortium, Organization and Management Theory Division of the Academy of Management (2007, 2011, 2015).

Panelist in Doctoral Consortium, Organization and Management Theory Division of the Academy of Management (2008, 2014).

Panelist in Junior Faculty Consortium, Business Policy and Strategy Division of the Academy of Management (2011).

Member of the Editorial Board, Administrative Science Quarterly (1999-present), Strategic Organization (2001-present), Strategic Management Journal (2000-2010), Academy of Management Review (1999-2002); ad hoc referee for various other journals including Academy of Management Journal, Academy of Management Review, American Sociological Review, Organization Science; Reviewer, Academy of Management Meetings since 1995.

Member of the Editorial Advisory Board, Annals of Corporate Governance (2015-present), Academy of Management Annals (2013-present), Corporate Governance: An International Review (2009-present).

Served on Editors' Panel, Academy of Management Annual Conference (2011).

Panelist in Mid-Career Consortium, Business Policy and Strategy Division of the Academy of Management (2009).

Co-facilitated Orientation for New Members of the ASQ Editorial Board (2009).

Past Division Chair, Business Policy and Strategy Division of the Academy of Management (2006-2007).

Division Chair, Business Policy and Strategy Division of the Academy of Management (2005-2006).

Program Chair, Business Policy and Strategy Division of the Academy of Management (2004).

Panelist in Craft of Reviewing Workshop at the National Academy of Management Meetings, New Orleans (2004).

Panelist in "OMT: Past, Present, Future", a symposium at the National Academy of Management Meetings, Seattle, WA (2003).

Assistant Program Chair, Business Policy and Strategy Division of the Academy of Management (2002-2003).

Co-organizer, Junior Faculty Consortium, Organization and Management Theory Division of the Academy of Management (2003).

Representative-at-large, Organization and Management Theory Division of the Academy of



Management (2001-2004).

Academy of Management Review Best Paper Committee (2001, 2003).

Co-facilitator, Pre-Conference Session on Corporate Leadership and Governance at the National Academy of Management Meetings, Washington DC (2001).

Member, Executive Committee, Business Policy and Strategy Division of the Academy of Management (2000-2002).

Member, Research Committee, Business Policy and Strategy Division of the Academy of Management (1997-1999).

Co-facilitator, Doctoral Dissertation Workshop, Business Policy and Strategy Division of the Academy of Management (1998).

Participant, Organization and Management Theory Division Junior Faculty Workshop, Academy of Management (1997).

Above and Beyond the Call of Duty Award for exceptional service, Organization and Management Theory Division (1995).

Outstanding Reviewer Award, Business Policy and Strategy Division of the Academy of Management (1995).

Member, Academy of Management, Strategic Management Society.

Selected University Service

Strategy Area Chair, Ross School of Business (2013-present)

Executive Committee, Ross School of Business (2008-2009, 2011-2012, 2017-present).

ICOS Executive Committee, University of Michigan (2008-present).

Dean Search Advisory Committee, Ross School of Business (2015-2016)

BBA Faculty Committee, Ross School of Business (2013)

Graduate Coordinator, University of Michigan Strategy Group (July 2006-2013).

Graduate Studies Committee, Ross School of Business (2006-2013).

Research Committee, Ross School of Business (member 2007, Chair 2009-2011).

Graduate Adviser, University of Texas Management Department (December 2001-2006).

McCombs School Promotion and Tenure Committee (2003-2006). Committee Chair (2005-2006).

BHP Programs Committee, University of Texas (2005-2006, 2001-2002).

University of Texas Management Department Promotion Committee (2005; chair, 2002; 2001).

University of Texas Third-Year Review Committee (chair, 2006; chair, 2005; chair, 2002).

Coordinator of University of Texas Management Department Research Colloquium (2003-2005).

Co-organized Interdisciplinary Conference on Corporate Governance at McCombs School of Business (April, 2004).

University of Texas Management Department Executive Committee (1998-1999, 2001-2004, 2005-2006).

Panelist in Business Week Conference on Corporate Governance at McCombs School of Business (October, 2003).

University of Texas Strategic Planning Committee (Fall, 2002-Spring, 2003).

University of Texas Research Awards Committee (2002).

Co-organized the 1999 CCOR Conference, held at the University of Texas.

## **TEACHING EXPERIENCE**

University of Michigan, Ross School of Business (2006-present)

Faculty Adviser for “MAP” (Multidisciplinary Action Projects), MBA core course.

Strategic management core doctoral course.

Social and psychological processes in strategic management, doctoral course.

Behavioral processes in strategic management, BBA elective course.

University of Texas, McCombs School of Business (1996-2006)

Strategic management core undergraduate course.

Strategic management core doctoral course.

Strategic management core MBA course.

Strategy implementation, MBA elective course.

Organizational Behavior, core undergraduate course.

Ph.D. Colloquium.

Northwestern University, J.L. Kellogg Graduate School of Management (1994)  
Power and Politics in Organizations, MBA elective course.

## **PH.D. STUDENT SUPERVISION**

### Supervisor/Committee Chair

David Niño (Co-chair) (2002)  
Michael McDonald (2003)  
Steven Boivie (2006)  
Poonam Khanna (2006)  
Michael Bednar (2008)  
David Zhu (2009)  
Sun Hyun Park (2012)  
Heewon Chae (Co-chair) (2016)  
Guy Shani (2017)  
Gareth Keeves (current)  
Rajyalakshmi Kunapuli (current)

### Committee Member

Joseph LaCugna (1998)  
Laurie Milton (1998)  
David Hannah (2000)  
Katherine Stewart (2000)  
Craig Carroll (2003)  
Kevin Dickson (2003)  
Ithai Stern (2005)  
Daniel Chng (2006)  
Donald Lange (2006)  
Giovanni Migliaccio (2007)  
Anne Fleischer (2008)  
Eun Hee Kim (2009)  
David Benson (2010)  
Michelle Barton (2010)  
David Chandler (2011)  
Bo Kyung Kim (2011)  
Vivek Tandon (2011)  
Min Zhu (2011)  
Jeffrey Bednar (2013)  
Heeyon Kim (2014)  
Matthew Karleski (2015)  
Suntae Kim (2015)  
Christopher Myers (2015)

Eun Woo Kim (current)  
Ali Radfard (current)