

## MARY ANN GLYNN

*For 2002-2004: University of Michigan Business School  
701 Tappan Street, Ann Arbor, MI 48109-1234  
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### ACADEMIC APPOINTMENTS

- 2002-04 Visiting Professor, Organizational Behavior and Human Resource Management, University of Michigan Business School
- 2001-present Professor of Organization and Management, Goizueta Business School, and, by courtesy, Professor, Sociology Department, Emory University. Area Coordinator, 2001-02.
- 1996-2001 Associate Professor (tenured), Organization and Management Goizueta Business School, Emory University, and by courtesy, Associate Professor, Sociology Department (2000-2001)
- 1993-96 Associate Professor (untenured), Organization and Management Goizueta Business School, Emory University
- 1993-94 Visiting Fellow, Program on Nonprofit Organizations, Institute for Social and Policy Studies, Yale University
- 1991-93 Faculty Member, Organization Behavior (Summers) Management Development Program, Smith College
- 1987-93 Assistant Professor, Organizational Behavior School of Organization and Management, Yale University

### EDUCATION

- Ph.D. Columbia University. Business Administration: Management of Organizations, 1988.  
Dissertation: "The perceptual structuring of tasks: A cognitive approach to understanding task attitudes and behaviors"
- M.B.A. Long Island University. Management, with Distinction, 1982.
- M.A. Rider College. Counseling Psychology, 1978.
- B.A. Fordham University. Major: Social Science, with Honor, 1972.

### RESEARCH INTERESTS

My research focuses on understanding organizational change, creativity, and innovation. I examine two sets of influences: cognitive processes of organizational learning and intelligence and institutional processes of identity formation and symbolic management. Current projects include studies of organizational naming practices over time, identity dynamics in organizations, and changes in media and cultural industries.

## PUBLICATIONS

Barr, P.S. & Glynn, M.A. *forthcoming*. Cultural Variations in Strategic Issue Interpretation: Relating Cultural Uncertainty Avoidance to Controllability in Discerning Threat and Opportunity. Strategic Management Journal.

Glynn, M.A. & Abzug, R. 2002. Institutionalizing identity: Symbolic isomorphism and organizational names. Academy of Management Journal, 45: 267-280.

Glynn, M.A. 2002. Chord and discord: Organizational crisis, institutional shifts, and the musical canon of the symphony. Poetics: International Journal of Empirical Research on Art, Media, and Literature, 30: 63-85.

Lounsbury, M. & Glynn, M.A. 2001. Cultural entrepreneurship: Stories, legitimacy and the acquisition of resources. Strategic Management Journal, 22: 545-564.

Glynn, M.A. 2000. When cymbals become symbols: Conflict over organizational identity within a symphony orchestra. Organization Science, 11 (3): 285-298.

Glynn, M.A., Barr, P.S., & Dacin, M.T. 2000. Pluralism and the problem of variety. Academy of Management Review, 25 (4): 726-734.

Kazanjian, R.K., Drazin, R. & Glynn, M.A. 2000. Creativity and technological learning: The roles of organization architecture and crisis in large-scale projects. Journal of Engineering and Technology Management, 17: 273-298.

Drazin, R., Glynn, M.A. & Kazanjian, R. 2000. Purpose-built theories: A reply to Ford. Academy of Management Review, 25: 285-287.

Drazin, R., Glynn, M.A. & Kazanjian, R.K. 1999. Multilevel theorizing about creativity in organizations: A sensemaking perspective. Academy of Management Review, 24: 286-307.

Glynn, M.A. 1998. Situational and dispositional determinants of managers' satisfaction. Journal of Business and Psychology, 13 (2): 193-209.

Glynn, M.A. 1996. Innovative genius: A framework for relating individual and organizational intelligences to innovation. Academy of Management Review, 21 (4): 1081-1111.

Glynn, M.A., Bhattacharya, C. & Rao, H. 1996. Art museum membership and cultural distinction: Relating members' perceptions of prestige to benefit usage. Poetics: International Journal of Empirical Research on Art, Media, and Literature, 24: 259-274.

Glynn, M.A. & Mezas, S.J. 1995. Author Response to Open Peer Commentaries, Technology Studies, 2/2: 226-29.

## **Publications (continued)**

Mezias, S.J. & Glynn, M.A. 1995. Using computer simulations to understand the management of technology: Applications for theory development, Technology Studies: 175-225.

Bhattacharya, C., Rao, H. & Glynn, M.A. 1995. Understanding the bond of identification: An investigation of its correlates among art museum members. Journal of Marketing, 59: 46-57.

Glynn, M.A. 1994. Effects of work and play task labels on information processing, judgments, and motivation, Journal of Applied Psychology, 79 (1): 34-45.

Mezias, S.J. & Glynn, M.A. 1993. The three faces of corporate renewal: Institution, revolution, and evolution. Strategic Management Journal, 14: 77-101.

A "Research Translation" was published in the Academy of Management Executive (1994: 83-84).

Reprinted in Mezias, S.J., & Boyle, E. 2002. Organizational Dynamics of Creative Destruction, pp. 17-52. New York, NY: Palgrave MacMillan.

Brockner, J., Grover, S., O'Malley, M., & Reed, T. & Glynn, M.A. 1993. Threat of future layoffs, self-esteem, and survivors' reactions: Evidence from the laboratory and the field. Strategic Management Journal, 14: 153-166.

Glynn, M.A. & Webster, J. 1993. Refining the nomological net of the adult playfulness scale: Personality, motivational and attitudinal correlates for highly intelligent adults. Psychological Reports, 72: 1023-1026.

Glynn, M.A. & Webster, J. 1992. The adult playfulness scale: An initial assessment. Psychological Reports, 71: 83-103.

Sandelands, L.E., Glynn, M.A. & Larson, J.R. 1991. Control theory and social behavior in the workplace. Human Relations, 44: 1117-1130.

Sandelands, L.E., Brockner, J. & Glynn, M.A. 1988. If at first you don't succeed, try, try again: Effects of persistence-performance contingencies, ego involvement, and self-esteem on task persistence. Journal of Applied Psychology, 73: 208-216.

Larson, J.R., Glynn, M.A., Fleenor, C.P. & Scontrino, M.P. 1986. Exploring the dimensionality of managers' performance feedback to subordinates. Human Relations, 39: 1083-1102

## **BOOK CHAPTERS**

Glynn, M.A. & Marquis, C. *forthcoming*. Tony's Bank: Legitimacy and illegitimacy in organizational naming practices. In Rafaeli, A. & Pratt, M. (Eds.), Artifacts and Organizations. Erlbaum.

Glynn, M.A. & Marquis, C. 2004. Illegitimacy. In Johnson, C. (Ed.), Research in the Sociology of Organizations, vol. 22. NY: JAI/Elsevier Science.

### **Book Chapters (continued)**

Drazin, R., Glynn, M.A. & Kazanjian, R. *Forthcoming*. Sensemaking and Creativity. In Ford, C.M. (Ed.). Handbook of Organizational Creativity. Sage.

Drazin, R., Glynn, M.A. & Kazanjian, R. 2003. Dynamics of Structural Change. In Poole, M.S. & Van de Ven (Eds.), Handbook of Organizational Change and Development. Oxford University Press.

Glynn, M.A. & Barr, P. 2003. Team Decision Making in Organizations. In West, M., Tjosvold, D., & Smith, K.G. (Eds.). International Handbook of Organizing Teamwork and Cooperative Working. Wiley & Sons.

Kazanjian, R., Drazin, R. & Glynn, M.A. 2002. Implementing strategies for corporate entrepreneurship: A knowledge-based view. In Hitt, M.A., Ireland, R.D., Camp, S.M. & Sexton, D.L.(Eds.). Strategic Entrepreneurship: Creating a New Mindset. Wiley.

Glynn, M.A. 1999. On leveraging individual intellect in organizations: A study of the work perceptions of the highly intelligent. In Garud, R. & Porac, J. (Eds.). Cognition, Knowledge and Organizations, Vol. 6, pp. 31-56. Greenwich, CT: JAI Press.

Glynn, M.A. & Abzug, R.A. 1998. Isomorphism and competitive differentiation in the organizational name game. In Baum, J.A.C. (Ed.). Advances in Strategic Management, Vol. 15, pp. 105-128. Greenwich, CT: JAI Press.

Glynn, M.A. 1998. Individual's Need for Organizational Identification (nOID): Speculations on Individual Differences in Propensity to Identify. In Whetten, D. & Godfrey, P. (Eds.). Identity in organizations: Developing theory through conversations, pp. 238-244. Thousand Oaks, CA: Sage Publications.

Glynn, M.A. 1997. Collective memory as fact and artifact: Cultural and political elements of memory in organizations (Commentary). In Walsh, J.P. & Huff, A.S. (Eds.). Advances in Strategic Management: Organizational learning and strategic management, Vol. 14, pp. 147-154. Greenwich, CT: JAI Press.

Elsbach, K. & Glynn, M.A. 1996. Believing your own PR: Embedding organizational identification in strategic reputation. In Baum, J. & Dutton, J.E. (Eds.). Advances in Strategic Management, Vol. 13, pp. 63-88. Greenwich, CT: JAI Press.

Glynn, M.A., Lant, T.K. & Milliken, F. 1994. Mapping learning processes in organizations: A multi-level framework linking learning and organizing. In C. Stubbart, J. Meindl & J. Porac (Eds.). Advances in Managerial Cognition and Organizational Information Processing, Vol. 5, pp. 48-83. Greenwich, CT: JAI Press.

Glynn, M.A. & Slepian, J. 1993. Leaders and transitions: The role of leadership in corporate name change. In Clark, K.E., Clark, M. & Campbell, D. (Eds.), The Impact of Leadership, pp.

305-312. Greensboro, NC: The Center for Creative Leadership

### **BOOK REVIEWS AND INVITED PUBLICATIONS**

Glynn, M.A. 2002. Review of *The Emergent Organization: Communication as its Site and Surface* (by Taylor & VanEvery; 2000). Administrative Science Quarterly, 47: 169-172.

Porac, J., & Glynn, M.A. 1999. Review of *Cognition and Communication at Work* (ed. Engestrom & Middleton), 1998. New York : Cambridge University Press. Academy of Management Review, 582-585.

Glynn, M.A. 1993. Strategic planning in Nigeria versus the U.S.: A case of anticipating the (next) coup(Research Translation), The Academy of Management Executive: 82-83.

Contributing Columnist for MBA Update, The Bureau of Business Practice Management Letter, Waterford, CT: Simon & Schuster: "On managing foolishness, or: Why playing at work isn't such a bad idea" Oct. 25, 1989, 220: 7-8; "Growing pains," Feb. 25, 1991, 404: 7-8.

### **PAPERS PUBLISHED IN REFEREED CONFERENCE PROCEEDINGS**

Bhattacharya, C., Glynn, M.A., & Rao, H. 1994. Membership in museums: A study of customers of cultural non-profit institutions. Annual Conference Proceedings of the Association of Researchers in Nonprofit Organizations and Voluntary Action (ARNOVA): 412-415.

Glynn, M.A., Lant, T.K. & Mezias, S.J. 1991. Incrementalism, learning and ambiguity: An experimental study of aspiration level adaptation. In Wall, J.L. & Jauch, L.R. (Eds.). 1991 Academy of Management Best Paper Proceedings: 384-388.

Glynn, M.A. 1991. Structural and dispositional determinants of managerial satisfaction. In Herd, A.M. & Ferris, W.P. (Eds.). Proceedings of the 28th Annual Meeting of the Eastern Academy of Management. Eastern Academy of Management: 123-126.

Glynn, M.A. 1989. The meaning of work and play: An empirical investigation, Human Resource Management and Organizational Behavior Meetings, Boston. Published in Copur, H. (Ed.), HRMOB Annual National Conference Proceedings: 180-184.

Glynn, M.A., Sandelands, L.E. & Larson, J.R. 1985. Effects of subordinate performance on supervisory feedback. In Hamel, W.A. (Ed.), National Conference Proceedings of the Human Resource Management & Organizational Behavior Meetings, Vol. I: 309-313.

Larson, J.R., Glynn, M.A., Fleenor, C.P. & Scontrino, M.P. 1985. Exploring the dimensionality of managers' performance feedback to subordinates. In Robinson, R.B. & Pearce, J.A.(Eds.), Academy of Management Best Paper Proceedings: 235-238.

## PAPERS UNDER REVIEW & WORKING PAPERS

Glynn, M.A., Kazanjian, R & Drazin, R. *Team Identification, Interdependency, and Innovation: How identity threats deflect creative intentions.*

Glynn, M.A. & Lounsbury, M. *From the critics' corner: Delineating boundaries in cultural production systems*

Glynn, M.A. *What would Martha do? Crafting an identity of evangelical domesticity in Martha Stewart Living magazine*

Glynn, M.A. *Intelligence, Identity and Innovation: Intellectual resources and managerial innovation*

Plaut, V., Glynn, M.A., & Markus, H. *Cultural variation in organizational identification.*

## SELECTED CONFERENCES, PRESENTATIONS AND INVITED TALKS

2003 “Evangelical Domesticity and Martha Stewart Living Magazine, 1990-2001,” ICOS (The Interdisciplinary Committee on Organizational Studies), University of Michigan, Ann Arbor, MI.

“Evangelical Domesticity and Martha Stewart Living Magazine, 1990-2001,” University of Virginia, Darden School, Charlottesville, VA.

Symposium Paper, “Turkey 101: Traditions of Domesticity in Martha Stewart Living Magazine,” in *Organizing Contested Terrains: The dynamics of organizational settlements*, Academy of Management, Seattle, WA.

Symposium Paper, “How the media reveals the organization: An Analysis of Martha Stewart Living magazine, 1990-200,” and Symposium Co-Organizer of *Reporting on Organizations: New Perspectives on the Media and Organizing*, Academy of Management, Seattle, WA.

Symposium Paper, “Urban Legacy: The impact of Olympic Sponsorship on Community” in *Corporations and community connections: When are business elites good for civic health?* Academy of Management, Seattle, WA.

Presenter, “From the Critics-Corner: Logic Blending and Discursive Change in A Cultural Production System,” Mini-Conference on the Sociology of Music, organized through the ASA Sociology of Culture Division, Atlanta, GA.

2002 University of Michigan Business School, Ann Arbor, MI, “Evangelical Domesticity and Martha Stewart Living Magazine, 1990-2001”

### **Selected Conferences, Presentations and Invited Talks (continued)**

- “Identity as Burden: The scandalized image of the IOC” (with M. Blyler), Academy of Management, Denver, CO.
- “From the critics’ corner: Delineating boundaries in cultural production systems” (with M. Lounsbury), European Group for Organization Studies (EGOS), Barcelona, Spain.
- Invited Participant, Identity Conference, (D. Whetten, convener), Boston, MA.
- Invited Keynote speaker, “Managing Change,” American Library Association Annual Meeting, LAMA President’s Program, Atlanta, GA.
- “What would Martha Do? Constructing the Good Life with Good things,” Class Acts: Behavior, Etiquette & Boundaries of Middle Class Life, MARIAL Center, Emory University, Atlanta, GA.
- 2001 Symposium Paper, “Adaptive Play: On counterbalancing strategic intent with foolishness” (with P. Barr) in *Playing at work or working at play? The meaning of fun in organizations*, Academy of Management, Washington, D.C.
- Symposium Paper, “Corporate Entrepreneurship and Knowledge Relatedness” (with R. Drazin & R. Kazanjian) in *A Knowledge-based perspective of entrepreneurship*, Academy of Management, Washington, D.C.
- “Organizational identification as cognitive space: A fieldwork study relating innovation and identity,” (with R. Drazin & R. Kazanjian), European Group for Organization Studies (EGOS), Lyon, France.
- “Entrepreneurship in the New Economy,” Social Science Research Council Seminar on the New Economy, Emory University, Atlanta, GA.
- Invited Participant, *Organization Science Winter Conference*, Entrepreneurship and Organization, Steamboat Springs, CO.
- 2000 Invited Participant and Presenter, *Institutions, Conflict and Change (ICC3)*, Kellogg School, Northwestern University, "The three pillars of institutional theory."
- Invited Scholar, Kauffmann Center for Entrepreneurial Leadership Conference, *Creating a new mindset: Integrating strategy and entrepreneurship perspectives*, Kansas City, MO.
- "Cultural variation in organizational identification" (with V. Plaut & H. Marcus), Halle Institute Seminar Conference, Central European University (CEU), Budapest, Hungary.
- Invited Moderator, Three Conversations on Organizational Knowledge, Professional Development Workshop (2 days), Academy of Management, Toronto, CA.

### **Selected Conferences, Presentations and Invited Talks (continued)**

Symposium paper, "What's in a name? Organizational markers of industry identities," in *Identity at the interfaces: The dynamic construction of identity in organizational fields*, Academy of Management, Toronto, CA.

Symposium paper, "INGO at the Olympic Apex: The International Olympic Committee (IOC) as Carrier of World Culture" (with L. Rauscher) in *Applying institutional theory to international management*, Academy of Management, Toronto, CA.

- 1999 Invited paper, "Corporate discrimination as an impetus for women entrepreneurs" (with L. Rauscher) for Conference on Psychological and Organizational Perspectives on Discrimination in the Workplace: Research, Theory, and Practice at Rice University, Houston, TX.

Invited Participant and Presenter (delivered plenary address), *Institutions, Conflict and Change* (ICC2), Kellogg School, Northwestern University.

Invited Discussant, *Positive expectancies, illusions of control, and overconfidence as influences on performance*, MOC Division, Academy of Management Meetings, Chicago.

Invited Discussant, The structure and distribution of knowledge in organizations, OMT Division, Academy of Management Meetings, Chicago.

Symposium paper, "On Hitting the Mark: How Organizational Names Cue and Legitimate Organizational Identities," in *From Titles To Tattoos: Physical Identity Markers and Social Identity*, Academy of Management Meetings, Chicago.

Invited Keynote Speaker, Women's Networking Group, BancOne, Chicago. Topic: *Women and Organizational Transformation*.

Invited Presenter, "On Naming the Rose: The Language of Organizational Identity and Change," Conference on Language in Organizational Change and Transformation: What makes a difference? Ohio State University.

Invited Speaker, Society for Human Resource Management (SHRM), Workshop on Organizational Development.

- 1998 Invited Discussant, *Image Creation and Impression Management*, MOC Division, Academy of Management Meetings, San Diego.

Invited Discussant, *Social Capital and Social Behavior*, OMT Division, Academy of Management Meetings, San Diego.

"Isomorphism and competitive differentiation in the organization name game" (with R. Abzug), OMT Division, Academy of Management Meetings, San Diego.

### **Selected Conferences, Presentations and Invited Talks (continued)**

1997 "How shall this organization be named? Embedding organizational identity within institutional fields" (with R. Abzug), Strategy & Institutional Theory Track, College on Organization Science, INFORMS, Dallas.

Symposium paper, "Keepers of the flame, Lords of the (Olympic) Rings: Building strategic legitimacy through Olympic sponsorship" (with K. Elsbach) in *Doing well or doing right: A discussion of organizational reputation and organizational legitimacy*, Academy of Management Meetings, Boston.

Invited Discussant, *Understanding organizational legitimacy*, OMT Division, Academy of Management Meetings, Boston.

Presenter-Facilitator at Showcase Symposium, *Research on organizational identification: Mapping the frontier*, Academy of Management Meetings, Boston.

"What differences matter? Examining the impact of individual and cultural differences on strategic perceptions" (with P. Barr & P. Bansal), Annual International Conference of the Strategic Management Society, Barcelona, Spain.

"International differences in discerning threats and opportunities" (with P. Barr & P. Bansal), Eastern Academy of Management Meetings, Dublin, Ireland.

Invited presenter, "When cymbals become symbols: The clash between management and musicians at the Atlanta Symphony Orchestra" (with H. Rao), NYU Conference on Research Perspectives on the Management of Cultural Industries, NY.

1995 Invited Presenter, Relating organizational identity to institutional fields: An empirical inquiry, Identity II Conference, Center for the Study of Values at Brigham Young University, Deer Valley, UT, 1995.

Invited Discussant, *New Insights into the Escalation of Commitment Phenomena*, OB Division, Academy of Management Meetings, Vancouver, Canada. .

Invited Discussant, *Spreading the Word: Studies of Interorganizational Diffusion*, OMT Division, Academy of Management Meetings, Vancouver, Canada.

"Using strategic corporate reputation building to foster organizational identification: Illustrations from UPS" (with K. Elsbach). Embeddedness of Strategy Conference, University of Michigan, Ann Arbor, MI.

Invited Talk, "New ways of thinking about motivation at work or 'Thank God it's Monday.'" The Emory Breakfast Series, Atlanta, GA.

"The correlates of customer identification: An empirical investigation" (with C.

Bhattacharya & H. Rao), Marketing Science Conference, Sydney, Australia.

**Selected Conferences, Presentations and Invited Talks (continued)**

"The utilization of membership: A study of the visiting behavior of art museum members" (with C. Bhattacharya & H. Rao), at the European Institute of Retailing and Services Studies.

- 1994 Paper presenter, "Membership in museums: A study of customers of cultural non-profit institutions" (with C. Bhattacharya & H. Rao), Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Berkeley, CA.

Invited Seminar, "Membership in nonprofit organizations: An exploratory study of membership behavior in an art museum" (with C. Bhattacharya & H. Rao), Yale University Program on Non-profit Organizations (PONPO), New Haven, CT.

Symposium paper, "An organization by any other name: Predicting corporate conformity to institutionalized naming practices" (with R. Abzug) in *The Symbolic Perspective: Examples of Hybrid Vigor in Organizational Theory and Research*, Academy of Management Meetings, Dallas, TX.

Symposium paper, "The institutionalization of institutionalization: Teaching and learning legitimating symbols" (with R. Abzug) in *The Hypocrisy of Organizational Learning: Can Talking the Talk be as Useful as Walking the Talk?*, Academy of Management Meetings, Dallas, TX.

Invited presentation, "Simulating learning and change processes in organizations: Do individuals matter?" (with S. Mezas) at Mathematical and Computational Organization Theory Workshop, organized by K. Carley & M. Prietula (Carnegie Mellon University).

- 1993 Session Chair, *Learning in Organizations: Micro to Macro Views*, Academy of Management Meetings, Atlanta, GA.

Invited Speaker, "Adapting to Change through Organizational Learning," Yale University Conference: Making Change: Challenges for Non-profit organizations, New Haven, CT.

Invited speaker, "When Values Change: Assessing Change in the USDA Forest Service," Yale University School of Forestry & Environmental Studies' Weyerhaeuser Conference, New Haven, CT.

- 1992 "Learning about organizational learning theory: An umbrella of organizing processes" (with T. Lant & F. Milliken), Academy of Management Meetings, Las Vegas, NV.

Session Chair, *Recent Research on Occupational Structures and Internal Job Markets*, Academy of Management Meetings, Las Vegas, NV.

- 1991 "Incrementalism, learning, and ambiguity: An experimental study of aspiration level adaptation" (with T. Lant & S. Mezas), Academy of Management Meetings, Miami, FL.

### **Selected Conferences, Presentations and Invited Talks (continued)**

- "The three faces of corporate renewal: Institution, revolution, and evolution" (with S.J. Mezias) at Strategic Management Society Meetings, Toronto, CA, *and* the Minnesota Conference on Strategic Process Research, University of Minnesota.
- "Leaders and transitions: The role of leadership in corporate name change" (with J. Slepian) at The Center for Creative Leadership, Colorado Springs, CO.
- "Framing tasks: The effects of work and play labels on task perceptions, attitudes, and information processing," Association for the Study of Play, Charleston, SC.
- 1990 "An organization by any other name: An examination of institutionalization and adaptation over time" (with J. Slepian), Academy of Management Meetings, San Francisco, CA.
- Symposium paper, "The meaning of playfulness: Reframing tools as toys" in *Computers in the Workplace: Do Toys Make More Productive Tools?*, Academy of Management Meetings, San Francisco, CA.
- 1989 "Enacting eureka: Strategies for enhancing the capability for organizational change" (with T.K. Lant & S. Mezias), Strategic Management Society Meetings, San Francisco, CA.
- "What's in an organization name? An examination of organizational change and adaptation" (with J. Slepian), Strategic Management Society Meetings, San Francisco, CA.
- 1988 "Innovating and ludiology: Elaborations on the technology of foolishness" (with H. Ibarra), Academy of Management Meetings, Anaheim, CA.
- Symposium Paper, "Organizational learning, insight, and play" in *Organizational learning: New directions in theory and testing*, Academy of Management Meetings, Anaheim, CA.
- 1986 "If at first you don't succeed? Situational and dispositional determinants of nonproductive persistence"(with L.E. Sandelands & J. Brockner), Academy of Management Meetings, San Diego, CA.
- "Organizational vocabularies," Academy of Management Meetings, San Diego, CA.
- 1985 "Effects of subordinate performance on supervisory feedback" (with L.E. Sandelands & J.R. Larson), Human Resource Mgt & Org Behavior Meetings, Boston, MA

## PROFESSIONAL SERVICE AND MEMBERSHIP

### *Leadership Activities in Professional Associations*

- 2001-2003 Invited Member, SMS/McKinsey Best Paper Prize Committee
- 2001 Invited Committee Member, George Terry Book Award, National Academy of Management
- 2000 Co-facilitator, Knowledge Management Workshop, Pre-Conference, National Academy of Management Meetings
- 1999; 2000 Invited Facilitator, Academy of Management Review Writers Workshop, National Academy of Management Meetings
- 1999 Invited Committee Member, Academy of Management Review Best Paper Award (for article published in 1998)
- 1999; 2002 Invited Faculty Panelist, Junior Faculty Consortium, Organization & Management Theory/Organization Behavior, National Academy of Management Meetings
- 1996-1998 Elected Officer (Representative-at-Large), Organization & Management Theory (OMT) Division, National Academy of Management
- 1998 Co-organizer of the Doctoral Consortium, Organization & Management Theory/Organization Behavior, National Academy of Management Meetings
- 1996 Invited Committee Member, George Terry Book Award and Famous Scholar Award, National Academy of Management
- 1995 Invited Faculty Panelist, Junior Faculty Consortium, Organization & Management Theory/Organization Behavior, National Academy of Management Meetings
- 1993 Gave expert testimony at *Congressional Hearings*; published in the Hearings before the Subcommittee on Department Operations and Nutrition of the Committee on Agriculture, House of Representatives, One hundred third Congress, First Session, 3/11/93, Serial No. 103-6, Part I, pp 87-90 (testimony) and pp 118-129 (statement) concerning Reorganization of the U.S. Department of Agriculture - Part I].
- 1993 Appointed to Hamden, CT's *Board of the Education Task Force on Quality Education*, Teachers and Teaching Subcommittee; Spokesperson for Task Force.

### *Membership in Professional Associations*

Academy of Management; Strategic Management Society

### *Editorial Appointments*

- 2000-present Co-Editor, Essays, Journal of Management Inquiry
- 2000 Co-Editor, Special Issue on Change and Development Journeys into a Pluralistic World (v 25, no 4), Academy of Management Review,

### *Editorial Review Boards*

- 1996-present Organization Science
- 1997 - 2002 Academy of Management Review
- 1993 - 2001 Journal of Management
- 1992-1997 Journal of Applied Behavioral Science

### *Reviewing Activities*

- Ad Hoc Manuscript Reviewer for Academy of Management Journal; Administrative Science Quarterly; Management Science; Sloan Management Review; Journal of Organizational Behavior; National Academy of Management Meetings
- Occasional Reviewer for NSF grant proposals

### *Conference co-organizer*

Positive Organizational Scholarship, University of Michigan Business School,  
December 2003

### *Doctoral Dissertation Committees:*

#### *At Emory:*

Sociology: Maureen Blyler; Stuart Hysom (defended July 2003); Kathy Liddle  
Educational Studies: Karen Falkenburg (defended Fall 2002)

#### *At the University of Michigan:*

Business School, OBHRM: Katherine Lawrence, Christopher Marquis

### *Service to the Goizueta Business School (GBS) and Emory University:*

Area Coordinator, Organization & Management, 2001-2002

Chair, GBS Organization & Management Search Committees, 1995; 1999; 2000; 2001

Sociology Department Search Committee, 2001-2002

Co-organizer, Faculty Seminars with Karl Weick, 2000 and 2001

Member of the various GBS Committees (1994-present), including Tenure & Promotion;  
Dean's Search; Research; Computing & Education; Faculty Searches

Workshop Facilitator, "Change Management," 2002 Graduate Business Conference

Faculty Participant, Goizueta Welcome Weekend, Annual Scholars Dinner

GBS Liaison, Social Science Research Council Seminar on the New Economy (2001)

Member Emory Committee: President's Commission on the Status of Women (1997-2000)

Member Emory Advisory Board, Emeritus College

## **AWARDS AND HONORS**

2000-01	Affiliated Faculty, MARIAL Center (Myth and Ritual in American Life), Emory University
1999	Selected for Halle Institute Seminar, Emory University
1999	Named "Instructor with Impact," MBA Program, Goizueta Business School
1996	ABCD ("Above and Beyond the Call of Duty") Award, Organization & Management Theory (OMT) Division, Academy of Management
1996-97	Daniel Jordan Fellow (Outstanding Scholar), Goizueta Business School
1991	Paper selected for <u>Best Paper Proceedings</u> , Academy of Management
1985	Paper selected for <u>Best Paper Proceedings</u> , Academy of Management
1990-92	Nominated for Teaching Award, Yale University
1983-87	Ph.D. Program Fellowship, Columbia University