

MARY ANN GLYNN

Carroll School of Management, Boston College
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ACADEMIC APPOINTMENTS

- 2006-present ***Boston College, Carroll School of Management***
Joseph F. Cotter Professor of Organization Studies (2008 -)
Professor of Sociology (by courtesy)
Research Director and Inaugural Fellow, Winston Center for Leadership and Ethics
- 2008-present ***Copenhagen Business School***, Adjunct Professor
- 2002-2004 ***University of Michigan, Stephen M. Ross School of Business***
Visiting Professor, Management & Organization
- 1993-2006 ***Emory University, Goizueta Business School***
Professor of Organization & Management, 2002-2006
Area Coordinator/Chair, 2001-2002
Professor of Sociology (by courtesy), 2000-2006
Associate Professor (tenured), 1996-2002
Associate Professor (untentured), 1993-1996
- 1993-1994 ***Yale University, Program on Nonprofit Organizations***
Visiting Fellow, Institute for Social & Policy Studies
- 1987-1993 ***Yale University, School of Organization and Management***
Assistant Professor of Organizational Behavior
- 1991-1993 ***Smith College***, Management Development Program
Summer Faculty, Organization Behavior

EDUCATION

- Ph.D. Columbia University. Graduate School of Business,
Management of Organizations, 1988.
- 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 Honors, 1972.

RESEARCH INTERESTS

My research is centrally concerned with social cognition writ large, i.e., *organizational* identity, learning, creativity, intelligence, and leadership, as well as its *social embeddedness* in larger systems of meaning arising from organizational fields, institutional systems, and cultural forces, and, in particular, the cultural dynamics of leadership

AWARDS AND HONORS

- 2008 Inducted as a Fellow of the Academy of Management
- 2006 Inaugural Fellow, Winston Center for Leadership & Ethics, Boston College
- 2004 Honored MOC Scholar, Academy of Management
- 2000-01 Affiliated Faculty, MARIAL Center (Myth and Ritual in American Life), Emory University
- 1998 Fellow, Halle Institute, Emory University
- 1999 Named MBA "Instructor with Impact," Goizueta Business School
- 1996 ABCD ("Above and Beyond the Call of Duty") Award, OMT Division, AOM
- 1996-97 Daniel Jordan Fellow (Outstanding Scholar), Goizueta Business School
- 1995 Paper selected for Best Paper Proceedings, Academy of Management
- 1981 Paper selected for Best Paper Proceedings, Academy of Management
- 1990-92 Nominated for MBA Teaching Awards, Yale University
- 1983-87 Ph.D. Program Fellowship, Columbia University

PROFESSIONAL LEAERSHIP AND SERVICE

- 2004-2009 Nationally elected Program Officer (5-year position), Academy of Management, Managerial and Organizational Cognition Division: 2007 Division Chair; 2006 Program Chair
- 2005 Invited Faculty Panelist, MOC/OMT/ODC Doctoral Consortium, National Academy of Management
- 2002; 1999; 1995 Invited Faculty Panelist, Junior Faculty Consortium, OMT/OB, National Academy of Management Meetings

- 2003-2005 Invited Presenter & Participant, MOC and OMT Professional Development Workshops, National Academy of Management
- 2001-2003 Invited Member, SMS/McKinsey Best Paper Prize Committee
- 2000-2001 Member, George Terry Book Award Committee, 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
- 1996-1998 Nationally Elected Officer (Representative-at-Large), Organization & Management Theory (OMT) Division, National Academy of Management
- 1999 Co-organizer of the Doctoral Consortium, Organization & Management Theory/Organization Behavior, National Academy of Management Meetings
- 1995-1996 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; INFORMS

Editorial Appointments

2000-2006 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

Additional Reviewing Activities

- Ad Hoc Manuscript Reviewer for Academy of Management Journal; Administrative Science Quarterly; Management Science; Sloan Management Review; Journal of Organizational Behavior; Corporate Reputation Review; Human Relations; American Journal of Sociology; Poetics; National Academy of Management Meetings
- Occasional Reviewer for NSF grant proposals

Conference co-organizer 2003 Positive Organizational Scholarship, University of Michigan

PUBLICATIONS IN REFERRED JOURNALS

\ Glynn, M.A., Kazanjian, R. & Drazin, R. *Forthcoming* (2009). Fostering Innovation in Complex Product Development Settings: The Role of Team Member Identity and Interteam Interdependence. Journal of Product Innovation Management.

Glynn, M.A. & Walsh, I. *Forthcoming* (2008). Leadership and Legacy: The Persistence of Identity in the wake of Organizational Failure. Corporate Reputation Review.

Glynn, M.A. 2008. Structuring the Field of Play: How the Olympic Games Configure Community. Journal of Management Studies, 45: 1117-1146.

Glynn, M.A. & Dowd, T. 2008. Charisma (Un)Bound: Emotive Leadership In Martha Stewart Living Magazine, 1990-2004. Journal of Applied Behavioral Science, 44: 71-93.

Marquis, C., Glynn, M.A. & Davis, G.F. 2007. Community Isomorphism and Corporate Social Action. Academy of Management Review, 32 (3): 925-945.

Weber, K. & Glynn, M.A. 2006. Making sense with institutions: Context, thought and action in Karl Weick's theory. Organization Studies . 27(11): 1639-1660.

Corley, K., Harquail, C., Pratt, M., Glynn, M., Fiol, C.& Hatch, M. 2006. Guiding Organizational Identity through Aged Adolescence. Journal of Management Inquiry, 15: 85-99

Glynn, M.A. & Lounsbury, M. 2005. From the Critics' Corner: Logic Blending, Discursive Change and Authenticity In A Cultural Production System, Journal of Management Studies, 42: 1031-1055.

Barr, P.S. & Glynn, M.A. 2004. Cultural Variations in Strategic Issue Interpretation: Relating Cultural Uncertainty Avoidance to Controllability in Discerning Threat and Opportunity. Strategic Management Journal, 25 (1): 59-67.

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.

- Reprinted in Wharton, A.S. (Ed). 2007. *The Sociology of Organizations: An Anthology of Contemporary Theory and Research*, Chapter 19. Cambridge: Oxford University Press.

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.

Mezas, 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.

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

- "Research Translation" published in the Academy of Management Executive, 1994: 83-84.
- Reprinted in Mezas, 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

CHAPTERS IN EDITED BOOKS

Glynn, M.A. & DeJordy, R. *Forthcoming* 2009. Leadership from an Organizational Behavior Perspective: Theoretical Frameworks and Empirical Findings. In R. Khurana & N. Nohria (Eds.), *Leadership*. Harvard Business Press.

Glynn, M.A. & Walsh, I.A. *Forthcoming* 2009. Finding the Positive in Positive Organizational Identities. In Roberts, L.M. & Dutton, J. (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*.

Glynn, M.A. *Forthcoming* 2008. Institutions and Identity Theory (Chapter 16). In Royston Greenwood, Christine Oliver, Roy Suddaby, & Kerstin Sahlin-Andersson (Editors). Handbook of Institutional Theory. Sage Publications.

Drazin, R., Kazanjian, R. & Glynn, M.A. 2007. Creativity and Sensemaking Among Professionals, pp. 263-282. In J. Zhou and C. Shalley (Editors), Handbook of Organizational Creativity. New York, NY: Lawrence Erlbaum Associates.

Dutton, J.E. & Glynn, M.A. 2007. Positive Organizational Scholarship. In Cooper, C.L. & Barling, J. (Editors). Handbook of Organizational Behavior, Sage.

Glynn, M.A. & Jamerson, H. 2006. Principled Leadership: A Framework for Action. In Hess, E. & Cameron, K. (Eds.). Leading with Values: Values, Virtues & High Performance, pp 151-171. Cambridge: Cambridge University Press.

Navis, C., Glynn, M.A. & Hargadon, A. 2006. Stay Tuned: Knowledge Brokering via Inter-firm collaboration in Satellite Radio. In Kazanjian, R. & Hess, E. (Eds.). The Search for Organic Growth, pp 244-270. Cambridge University Press.

Glynn, M.A. & Wrobel, K. 2006. My family, my firm: How familial relationships function as endogenous organizational resources. In Dutton, J. and Ragins, B.R. (Eds.), Positive Relationships at Work. Mahwah, NJ: Erlbaum

Dutton, J., Glynn, M.A., & Spreitzer, G. 2006. Positive Organizational Scholarship, pp 641-644. In J. Greehaus and G. Callanan (Eds.) Encyclopedia of Career Development. Thousand Oaks, CA: Sage.

Glynn, M.A. 2005. Maestro or Manager? Examining the Role of the Music Director in a Symphony Orchestra. In Lampel, J., Shamsie, J. & Lant, T. (Eds.) The Business of Culture: Strategic Perspectives on Entertainment and Media. Mahwah, NJ: Erlbaum.

Glynn, M.A. & Marquis, C. 2005. Fred's Bank: How institutional norms and individual preferences legitimate organizational names. In Rafaeli, A. & Pratt, M. (Eds.), Artifacts and Organizations, pp. 223-239. Mahwah, NJ: Erlbaum.

Lounsbury, M.D. & Glynn, M.A. 2005. Entrepreneurial Stories and Legitimacy. In M. Hitt and D. Ireland (Eds.). The Blackwell Encyclopedia of Management (2nd Edition), Volume III Entrepreneurship (pp. 117-120). Blackwell.

Glynn, M.A. & Marquis, C. 2004. When good names go bad: Symbolic illegitimacy in organizations. In Johnson, C. (Ed.), Research in the Sociology of Organizations, vol. 22, pp. 147-170. NY: JAI/Elsevier Science.

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 U 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.

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 OTHER 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. & Mezas, 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 AND WORKING PAPERS

Glynn, M.A. & Dutton, J. The Generative Dynamics of Positive Organizing. *Organization Science*, Invited to revise and resubmit

Navis, C. & Glynn, M.A. Entrepreneurship in an Emerging Field: Legitimacy, Identity and Status Dynamics in Satellite Radio, 1991-2005. *Administrative Science Quarterly*, Invited to revise and resubmit.

Lacey, R., Halgin, D. & Glynn, M.A. Mass Appeal: CEO Dramaturgy in a Culture of Personality, Under Review

Wry, T., Lounsbury, M. & Glynn, M.A. Collective Identity Mobilization in an Emerging Field: The Development of Nanotube Technology, Under Review

Glynn, M.A. Cultural Resonance and Identity: The Rise, Fall, and Redemption of Martha Stewart and Her Organization, Under Review.

Navis, C. & Glynn, M.A. Being Different and Being the Same: The Entrepreneurial Identity in New Venture Business Plans, Under Review.

Marquis, C., Davis, G.F. & Glynn, M.A. Community Fields and the Growth and Decline of Nonprofits in 100 American Cities, 1987-2002 (Manuscript in preparation; data analyses completed)

Rubtsova, A., Glynn, M.A., DeJordy, R. & Zald, M. Public Construction of stock Market Crises. (Manuscript in preparation; data analyses completed)

Glynn, M.A. & Blyler, M., Identity as Burden: The scandalized image of the IOC. (Manuscript in Preparation; data analyses completed)

Glynn, M.A., Navis, C., Marquis, C. Making a Name: Organization Foundings, Institutional Fields, and Symbolic Legitimacy. (Data Coding & Analyses in Process)

SELECTED CONFERENCES, PRESENTATIONS AND INVITED TALKS

2008 Inaugural Lecture for Professorship at the Copenhagen Business School, Fall Semester

“Relational work at the boundaries: A qualitative study” (with Mamta Bhatt), in “Who am I? Who are you? Who are we? Relationships, Identity, and Work” (*Showcase Symposium*)

The Cultural Web of Entrepreneurship: Relational Identity in Martha Stewart Living 1990-2004 (with Mamta Bhatt), in Cultural Approaches to the Study of Entrepreneurship (*Showcase Symposium*)

The Questions We Don't Ask: Limitations and Lessons from Institutional Theory, Panelist/Discussant, *All-Academy Symposium*

Community Fields and the Growth and Decline of Nonprofits in 100 American Cities, 1987-2002 (with Christopher Marquis & Gerald Davis), in The Field is Dead, Long Live the Community! Community as a an Essential Institutional Environment, *Showcase Symposium*

The Questions We Have Asked, Now Ask, and Should Ask, A Scholar's Studio, Facilitator

The Role of Cultural Entrepreneurship in Cultural Classification: Martha Stewart's Lifestyle, Conference on Classification in the Arts and Media, Erasmus University, Rotterdam, Netherlands, June 18-20

Invited Presentation, Leadership from the Organizational Behavior Perspective: Theoretical Frameworks and Empirical Findings (with Rich DeJordy), *Leadership: Advancing an Intellectual Discipline Colloquium*, Harvard Business School, June 10-11

Leadership Front and Center Stage: The CEO as Organizational Dramaturgist (with Dan Halgin), New Directions in Leadership Research, *Duke University's Fuqua/Coach K Center on Leadership & Ethics*, May 31-June 1

Leadership Front and Center Stage: The CEO as a Cultural Product and Cultural Producer, Invited Talk, *Tuck School, Dartmouth College*, May 16

Identity at the Collective Level, Invited Commentary, Positive Identities Conference, *University of Michigan*, Jan 2008

2007 Professional Development Workshops, AOM, Philadelphia, Aug

- Macro and Micro Perspectives on Leadership and Identity Theory; Panelist
- What “good” is leadership?

Scholarly Program, Academy of Management, Philadelphia, Aug

- Crossing the Legitimacy Threshold: Entrepreneurial Identity Claims in Satellite Radio, 1997-2005 (with Chad Navis)
- Positive Leadership: Infusing Value Through Institutional Bricolage (with Jane Dutton) and Symposium Co-Chair, Leadership in Institutions: Prerequisite or Paradox

- Beyond the Fortune 500: Non-Traditional Research Contexts as Rich Sources of Organization Theory, Panelist

“Crossing the Legitimacy Threshold: Entrepreneurial Identity Claims in Satellite Radio, 1997-2005” (with Chad Navis),

- Cornell-McGill Conference on Institutions & Entrepreneurship, July 2007
- HBS Centennial Conference on Creativity, Entrepreneurship and Organizations of the Future, Dec 2007

“Symbolic Interactionism and Sensemaking,” PhD Seminar on Organizational Analysis, Copenhagen Business School, March 2007

2006 Empirical Currents on Leadership, Co-Captain *POS (Positive Organizational Scholarship) Conference, University of Michigan, Dec 2006*

“Identifying the Institutional Mechanisms of Peace,” with Marc Lavine, Business as an Agent of World Benefit (BAWB) Global Forum, with the Academy of Management and the United Nations, Case Western Reserve University, Cleveland, Oct. 2006

Invited Keynote, “My family, My firm: Mythic Family Displays and Consumer Culture,” *Marial Center Conference: The Mythic American Family*, Emory University, March

Invited Talk, “The Burden of Leadership: Being Martha Stewart,” *Harvard Business School*, Organizational Behavior Seminar Series, May 15, 2006

Invited Talk, Beyond Constraint: How Institutions Enable Identities, *Workshop on the Present and Future Status of Institutional Theory, University of Alberta, Canada, June*

Invited Discussant, “Leveraging Public Opinion for Competitive Advantage, or Strategy meets Institutionalism,” and Presenter, “The Dynamics Of Entrepreneurial Legitimacy And Strategic Identity In New Industries: A Study Of The Evolution Of Satellite Radio,” with Chad Navis, *Third Annual Atlanta Competitive Advantage Conference (ACAC)*, Emory University, June

Invited Talk, “How Institutions Enable Organizational Identities,” *Identity Conference*, Stockholm School of Economics, Stockholm, Sweden, June 2006

At the 2006 Academy of Management (AOM) Meetings, Atlanta GA

AOM Professional Development Workshops (PDW)

- Co-Organizer and Presenter, “Learning about Resilience: Research, Teaching, and Professional Aspiration”
- Presenter, “Culture and Language in Market and Field Processes”

AOM Scholarly Presentations

- “Constructing the U.S. Stock Market as an Institutional Field: Endogeneity of Federal Securities Laws,” with Anna Rubtsova (Emory U.) and Mayer Zald (U of Michigan). *Distinguished as an All-Academy Symposium.*

- “Resilience and Meaning Making,” *Distinguished as an All-Academy Symposium*.
- “Branding Mom and Apple Pie: Family Relationships as Social Capital,” as part of a High Quality Connections Symposium
- “Where has the cognitive turn taken us?” MOC Welcome Session; Presentation with Karl Weick (U of Michigan)

Conducted the MOC Business Meeting, with the Division Chair-Elect; reported on the scholarly program.

- 2005 “Being Martha Stewart: Risk and Resilience in Organizational Identity,” ICOS Presentation, University of Michigan, Ann Arbor.

“How Technological and Cultural Entrepreneurship Co-Evolve: Tuning in to the ‘Next Big Thing’ in Satellite Radio,” (with Chad Navis), West Coast Research Symposium, Seattle, WA

Paper Presentations at the Academy of Management, Honolulu, HI: 1) “Being Martha Stewart: Risk and Resilience In Organizational Identity,” Showcase Symposium, 2) “Innovation Amplified: the Staged Dynamics of Inter-firm Collaboration in Satellite Radio,” (with Chad Navis), and 3) “Revealing Moments: Narratives of Leadership.” Co-organizer (with Jane Dutton) of Symposium, Narratives of Life in Organizations: Bringing Organizations to Life in and Through Stories; Presenter at the Professional Development Workshop (PDW) “Business of Culture;” Co-organizer of the MOC Welcome and Theme Session, “Keeping Culture in Mind”

Invited Talk, INSEAD: Strategy & Entrepreneurship & Organizational Behavior Research Seminar Series, Fontainebleu, April.

Invited Talk, “The burden of leadership: Martha Stewart,” co-panelist with Roy Vagelos (former CEO, Merck), at Goizueta’s CECG Value-Based Leadership Initiative (VBLI) Conference, Atlanta, GA

- 2004 Honored by the Managerial & Organizational Cognition (MOC) Division of the Academy of Management to serve as the distinguished scholar commenting on the best student papers, Academy of Management, New Orleans

Co-organizer (with Jane Dutton), Professional Development Workshop (PDW) on “Positive Organizational Scholarship,” Academy of Management, New Orleans

Invited speaker, Professional Development Workshop (PDW) on “Exploring the symbolic in institutional research,” Academy of Management, New Orleans.

Paper presentations at the Academy of Management, New Orleans:

- 1) “Celebrity CEO and personalization of the organization identity: Illustrations from Martha Stewart,” with R. Lacey, 2) “Making sense of institutional dynamics,” with K. Weber, and 3) “How institutions work,” with K. Weber.

“In God we Trust? Organizational Identity and the Institutionalization of Trust in Manhattan Banking, 1791-2001” (with C. Marquis and J. Banaszak-Holl), *New York University, Identity Workshop*, June 2004.

“My family, my firm: How familial relationships function as endogenous organizational resources,” with K. Wrobel, Conference on Positive Relationships at Work, *University of Michigan*, Sept-Oct., 2004.

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

“POS Goes Macro: Two Institutionalists Try on POS,” with Tim Dowd (Emory Sociology) POS Links Seminar (Positive Organizational Scholarship Seminar Series), *University of Michigan*, November 3, 2003:

“Uncovering Socially Embedded Mechanisms Of Attention: How Identity Threats Deflect Creative Intentions in an Organization,” co-authored with Bob Drazin and Rob Kazanjian, Organizational Psychology Brown Bag Seminar, *University of Michigan*, November 11, 2003

“How do organizational fields develop? Banking in Manhattan 1791-1980,” with Christopher Marquis (PhD student, MBS). Organizational Behavior and Human Resource Management (OBHRM) Brown Bag Seminar, *University of Michigan*, December, 2003.

“Evangelical Domesticity and Martha Stewart Living Magazine, 1990-2001,” *University of Virginia*, Darden School, May 2003.

“Identity as Institution: Martha Stewart Living Magazine, 1990-2002,” *New York University*, October 2003.

“Identity as Institution: Martha Stewart Living Magazine, 1990-2002,” *University of Illinois*, November, 2003.

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.

Keynote Address, “New Directions for Institutional Theories of Organizations,” and Presented paper (with Tim Dowd, Emory Sociology), “Positive Organizational Scholarship: The challenge of Reproduction” Kellogg School, Northwestern University, 2003 *Institutions, Conflict and Change Conference (ICC4)*, Kellogg School, Northwestern University (September 2003)

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"

"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 (SSRC) 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.

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.

- 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.

"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. Mezias) 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.

"The three faces of corporate renewal: Institution, revolution, and evolution" (with S.J. Mezas) 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. Mezas), 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 AND INSTITUTIONAL SERVICE

Doctoral Dissertation Committees:

- *At Boston College:* Mamta Bhatt (Chair); Richard DeJordy (Chair); Ian Walsh, Dan Halgin (all current); Alex Huang (now on the faculty of HKUST)
- *At Emory, Goizueta Business School:* Chad Navis (current)
 - Sociology: Anna Rubstova (current); Heather Jamerson (current); Stuart Hysom (defended 2003); Kathy Liddle (U of Toronto); Maureen Blyler (2008 PhD awarded posthumously)
 - Educational Studies: Karen Falkenburg (defended Fall 2002)
- *At the University of Michigan, Stephen M. Ross School of Business*
Katherine Lawrence (U of Michigan); Christopher Marquis (Harvard Business School); Melissa Wooten (Dartmouth)
- *At the George Washington University:* Kate Davis (current)

Service to the Carroll School of Management and Boston College:

Research Director, Winston Center for Leadership and Ethics
Member, Org Studies Senior Faculty Search Committee
Member, Org Studies PhD Program Committee
Member, Leadership Reading Group

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

Doctoral Studies Coordinator, Organization & Management, 2004-06
Personnel Committee, 2004-06; and as the P&T Committee, 1994-98
Ad Hoc Committee to Review the Process of the Personnel Committee, 2005-06
Area Coordinator, Organization & Management, 2001-2002
Chair, Faculty Search Committees, 1995; 1999; 2000; 2001; Member, 2004-05
Dean's Search Committee, 1997-98
Sociology Department Faculty Search Committee, 2001-2002
Co-organizer, Faculty Seminars with Karl Weick, Spring Semesters 2000; 2001
Member, Research Committee; Computing & Education Committee
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, President's Commission on the Status of Women at Emory (1997-2000)
Member Emory Advisory Board, Emeritus College, 2002

TEACHING

Undergraduate (BBA) Courses (at Emory or Michigan):

Core Course: Principles of Organization & Management

Electives: Organizational Diagnosis; Change Management

Graduate (MBA) Courses (at Boston College, Emory, Michigan or Yale):

Core Courses: Principles of Organization & Management; Strategic Human Resource Management; Individual and Group Behavior in Organizations; Organizational Behavior

Electives: Leadership; Principled Leadership; Change Management; Managing Organizational Change and Innovation; Managing Organizational Systems; Smaller Organizations Workshop; Organizational Culture and Olympic Sponsorship (1996 only)

Ph.D. Courses:

At Boston College: Advanced Topics in Social Cognition

At Emory: Macro-Organizational Behavior: Mechanisms of Social Action

At Michigan: Creativity in Organizations

At Yale: Individual Behavior in Organizations; Social Behavior in Organizations

At George Washington (PhD Program in Executive Leadership) Modeling and Causal Analysis

Executive Education:

At Smith College: Organizational Behavior; Managing Organizational Change

At Emory: Leadership & Organizational Change; Managing Performance Problems; Managing Culture and Cultural Transformations

Syllabi published in Schwandt, R. 1990. Organizational Behavior (Durham, NC: Eno)

Development of Teaching Cases:

1. Martha Stewart: Principles, Leadership and Business
 - Adopted by the University of Michigan, the University of Virginia, and the University of Oregon
2. East Lake Community, Atlanta GA: Principled Leadership in Action

September 2008