

Curriculum Vita

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Positions Held:

2021-Present:

Associate Dean of Academic Affairs, Haas School of Business, UC Berkeley.

2019-2021:

Associate Dean of Learning Strategies, Haas School of Business, UC Berkeley.

2019-Present:

Editor-in-Chief, *Research in Organizational Behavior*.

2018-Present:

Founder and Co-Director of the Berkeley Haas Culture Initiative:

<https://haas.berkeley.edu/culture/>

2002-Present:

Paul J. Cortese Distinguished Professor of Management, Haas School of Business;
Affiliated Faculty of the Institute of Personality and Social Research, UC Berkeley.

2001-02:

Marvin Bower Fellow, Harvard Business School.

1999-2002:

Harold Furst Associate Professor of Management Philosophy and Values, Haas School of Business, University of California.

1993-2001:

Assistant and Associate Professor (tenured), Haas School of Business, University of California.

1991-1992:

Visiting Associate Professor and Research Psychologist, Institute of Personality and Social Research, and Haas School of Business, University of California.

1988-1993: Assistant & Associate (untenured) Professor, Kellogg Graduate School of Management, Northwestern University (acting assistant during 1987).

Education:

Ph.D., 1988, Business Administration, University of California, Berkeley.

Bachelor of Arts, 1981, Psychology, University of California, Berkeley, with Highest Distinction, Phi Beta Kappa.

Awards and Honors - Research:

2021 **Best Article Award, *California Management Review***. For “Transformational leader or narcissist? How organizations can prevent grandiose narcissists from destroying organizations and institutions”

2021 “**Harvard Business School Paul Lawrence Seminar Speaker**” – This seminar is “intended to “bring a luminary in the field of Organizational Behavior to Harvard Business School to honor the life, scholarship, and legacy of Paul Lawrence.”

2020 “**Outstanding Publication in Organizational Behavior Award,**” sponsored by the Academy of Management. “This award recognizes the publication that represents the most significant contribution to the advancement of the field of organizational behavior.” For the paper, “Blurred lines: How the collectivism norm operates through perceived group diversity to boost or harm group performance in Himalayan mountain climbing. *Organization Science*, 2019, 30, 235-259.”

2019 “**Best Paper of the Year First Runner Up,**” for “See you in court: How CEO narcissism increases firms’ vulnerability to lawsuits.” *The Leadership Quarterly*, 2018, 29 (3): 365-442.

2015 “**Best Paper of the Year**” *Group and Organization Management*, for “*The Promise and Problems of Organizational Culture: CEO Personality, Culture, and Firm Performance.*”

2006 Inducted as a Fellow of the Academy of Management.

2005 “**Most Influential Paper Award,**” 1997-2000, Academy of Management, Conflict Management Division for “*Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes*” published in *Administrative Science Quarterly*, 1998, 43 (4): 749-780.

2004 **Accenture Award, for the article that “made the most important contribution to improving the practice of management,”** in *California Management Review* for “*Leading by Leveraging Culture.*”

1998 **L.L. Cummings Scholar Award for Outstanding Achievement to and early mid-career researcher,** Academy of Management Organizational Behavior Division.

1997 *Administrative Science Quarterly* **Award for Scholarly Contribution,** for “the article that had the most impact on the field of organizational behavior over the past five

years,” for *Mixing and matching people and organizations: Selection and socialization in public accounting firms*.

1996 **Schwabacher Research Award**, Haas School of Business.

1994 **Ascendant Scholar Award**, Western Academy of Management.

1991 **Best Paper Award**, Academy of Management Organization and Management Theory Division for “*Assessing the relationship between industry characteristics and organizational culture: How different can you be?*”

1989 **Outstanding Paper Based on a Dissertation Award**, Academy of Management Organizational Behavior Division for “*Mixing and Matching People and Organizations: Selection and Socialization in Public Accounting Firms.*”

1980 **Phi Beta Kappa**.

Awards and Honors - Teaching:

2019 (and each year since 1993) Named in **Berkeley Haas’ Club 6** (receiving a mean teaching score of at least six on a seven-point scale).

2012 Named in *Poets and Quants* as a “**World’s Best B-School Professor.**”

2007 **Cheit Teaching Award for Teaching Excellence**, Berkeley Columbia Executive MBA Program.

1994, 1996, 1997, 1998 **Cheit Teaching Award Honorable Mention**, Haas School of Business, Full time & Evening MBA and Ph.D. Programs.

1991 **Outstanding Teacher of the Year Award**, second place, Kellogg Graduate School of Management Evening MBA program.

Publications (Google Scholar Citations as of 7/21: 37,180):

Chatman, J. & Kray (Eds.) (2021 – in press). **Research in organizational behavior**. Volume 41, Elsevier. London, UK.

Chatman, J. & Srivastava, S. (in press). Special Issue Editors on Organizational Culture, *Strategy Science*.

Chatman, J. & Choi, A. (in press). Measuring organizational culture: Converging on definitions and approaches to advance the paradigm. To appear in C. Newton & R. Knight (Eds.) *Handbook of research methods for organizational culture*. Edward Elgar Publishing: Cheltenham, UK.

Brown, N.D., Chen, Y., Harrington, H., Vicinanza, P., Chatman, J., Goldberg, A., & Srivastava, S. (2021). How have organizational cultures shifted during the COVID-19

pandemic...and what might need to change back? *California Management Review*.
<https://cmr.berkeley.edu/2021/07/how-have-organizational-cultures-shifted/>

Chatman, J., & Srivastava, S. (2021). A psychologist and sociologist join strategists for breakfast: Building a framework to understand culture and its relationship to strategy. *Strategy Science*. <https://doi.org/10.1287/stsc.2021.0139>

O'Reilly, C.A. & Chatman, J.A. (2021). When 'me' trumps 'we': Narcissistic leaders create less collaborative and lower integrity organizational cultures. *Academy of Management Discoveries*. <https://doi.org/10.5465/amd.2019.0163>

Chatman, J. (2021). Behavioral norms, not personality, is how cultures change. *Organization Development Review*. Winter/Spring, 53(1): 60-62.

Kray, L & Chatman, J. (Eds.) (2020 – in press). **Research in organizational behavior**. Volume 40, Elsevier. London, UK.

Chatman, J. & Gino, F. (2020). Don't let the pandemic sink your culture. *Harvard Business Review*, August 17, 2020, <https://hbr.org/2020/08/dont-let-the-pandemic-sink-your-company-culture>

O'Reilly, C. & Chatman, J. (2020). Transformational leader or narcissist? How organizations can prevent grandiose narcissists from destroying organizations and institutions. *California Management Review*, 62(3).
<https://doi.org/10.1177/0008125620914989>

- **Best Paper of 2020, California Management Review.**

Canning, E. A., Murphy, M.C., Emerson, K.T., Chatman, J.A., Dweck, C.S., & Kray, L.J. (2020). Organizational mindsets shape corporate culture, trust, and commitment. *Personality and Social Psychology Bulletin*.
<https://doi.org/10.5465/ambpp.2018.15049abstract>

Chatman, J. & Kray, L. (Eds.) (2019). **Research in organizational behavior**. Volume 39, Elsevier, London, UK.

Chatman, J., Greer, L., Sherman, E., & Doerr, B. (2019). Blurred lines: How collectivism mutes the disruptive and elaborating effects of demographic heterogeneity in Himalayan expeditions. *Organization Science (lead article)*, 30 (2): 235-259.
<https://doi.org/10.1287/orsc.2018.1268>

- **2020 Outstanding Publication in Organizational Behavior Award, Academy of Management Association.**

O'Reilly, C., Chatman, J., & Doerr, B. (2018). See you in court: How CEO narcissism increases firms' vulnerability to lawsuits. *The Leadership Quarterly*, 29 (3): 365-442.
<https://doi.org/10.1016/j.leaqua.2017.08.001>

- *Runner up, Best Paper of the Year, The Leadership Quarterly.*

Chatman J.A. & O'Reilly C.A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. In B. Staw & A. Brief (Eds.), **Research in organizational behavior**, Vol. 38, JAI Press: 199-224. <https://doi.org/10.1016/j.riob.2016.11.004>

Chatman, J. & Caldwell, D. (2015). Leading organizations: The challenge of developing a strategically effective organizational culture without succumbing to the negative effects of power. M. Augier & D. Teece (Eds). **Leadership. The Palgrave Encyclopedia of Strategic Management**, Palgrave Macmillan.

Goncalo, J., Chatman, J., Duguid, M., & Kennedy, J. (2015) Creativity from constraint: How the PC norm influences creativity in mixed-sex work groups. **Administrative Science Quarterly**, 60: 1-30. <https://doi.org/10.1177/0001839214563975>

Chatman, J. (2014). Culture change at Genentech: Accelerating strategic and financial accomplishments. **California Management Review**. 56 (2): 113-129. <https://doi.org/10.1525/cm.2014.56.2.113>

Chatman, J., Caldwell, D., O'Reilly, C., & Doerr, B. (2014). Parsing organizational culture: The joint influence of culture content and strength on performance in high-technology firms, **Journal of Organizational Behavior**, 35 (6): 785-808. <https://doi.org/10.1002/job.1928>

Dweck, C., Murphy, M., Chatman, J., & Kray, L. (2014). How companies can profit from a “growth mindset.” **Harvard Business Review**, November. <https://hbr.org/2014/11/how-companies-can-profit-from-a-growth-mindset>

O'Reilly, C., Caldwell, D., Chatman, J., & Doerr, B. (2014) The promise and problems of organizational culture: CEO personality, culture, and firm performance. **Group and Organization Management**, 39 (6): 595–625. <https://doi.org/10.1177/1059601114550713>

- *“Best 2014 Group & Organizational Management Paper” Awarded by the GOM Editorial Team.*
- *Most Viewed Paper of 2014, Editor’s Choice Collection*

O'Reilly, C., Doerr, B., Caldwell, D., & Chatman, J. (2014). Narcissistic CEOs and executive compensation. **The Leadership Quarterly**, 25 (2): 218-231. <https://doi.org/10.1016/j.leaqua.2013.08.002>

- *Runner up for 2014 “Leadership Quarterly Best Paper Award”*

Sherman E. & Chatman J. (2011). Socialization. In **The Encyclopedia of Management**. E. H. Kessler (Ed.), Sage.

Chatman, J., Goncalo, J., Kennedy, J., & Duguid, M. (2011). Political correctness at work. In E. Mannix & M. Neale, *Research on managing groups and teams*. Vol. 15, JAI Press, Elsevier Science: London.

Chatman, J. (2010). *Norms in mixed race and mixed sex work groups*. In James P. Walsh and Arthur P. Brief (Eds.) *Academy of Management Annals*, Vol. 4 (1), 447-484. <https://doi.org/10.5465/19416520.2010.494826>

Chatman, J. A. (2010). Overcoming Prejudice in the Workplace. In J. Marsh, R. Mendoza-Denton & J. Smith (Eds.), *Are We Born Racist?: New Insights from Neuroscience and Positive Psychology* (pp. 75). Boston: Beacon.

Chatman, J., & Kennedy, J. (2010). Psychological perspectives on leadership. In N. Norhia and R. Kurana (Eds.) *Leadership: Advancing the discipline*. PP 159-182. Harvard Business Press, Boston.

O'Reilly, C., Caldwell, D., Chatman, J., Lapid, M., and Self, W. (2010). How Leadership matters: The effects of leadership alignment on strategic execution. *The Leadership Quarterly*. 21 (1): 104-113. <https://doi.org/10.2139/ssrn.742707>

Self, W. & Chatman, J. (2009). Identification and commitment in groups. In J. M. Levine and M.A. Hogg (Eds.), *Encyclopedia of group processes and intergroup relations*. Thousand Oaks, CA: Sage Publications.

Caldwell, D., Chatman, J., O'Reilly, C., Ormiston, M. & Lapid, M. (2008). Implementing strategic change in a health care system: The importance of leadership and change readiness, *Health Care Management Review*, 33 (2). <https://doi.org/10.1097/01.hmr.0000304501.82061.e0>

Chatman, J. (2008). Integrating themes and future research opportunities in work group diversity. Capstone chapter in Phillips, K., Mannix, E., and Neale, M. (Eds.) (pp. 295-308). *Research on managing groups and teams*. Vol. 11, JAI Press, Elsevier Science: London.

Chatman, J., Boisnier, A., Spataro, S., Anderson, C., & Berdahl, J. (2008). Being distinctive versus being conspicuous: The effects of numeric status and sex-stereotyped tasks on individual performance in groups. *Organizational Behavior and Human Decision Processes*, 107: 141-160. <https://doi.org/10.1016/j.obhdp.2008.02.006>

Chatman, J. (2008). Three ideas for managing diversity. *Greater Good*, Volume 5 (5).

Chatman, J, Wong, E., & Joyce, C. (2008). *When Do People Make the Place? Considering the Interactionist Foundations of the Attraction-Selection-Attrition Model*. In, Brent Smith (Ed.), *A Festschrift to Benjamin Schneider*. Mahwah, NJ: Erlbaum, pp. 65-88.

- Caldwell, D., Chatman, J., & O'Reilly, C. (2008). Profile comparison methods for assessing person-situation fit. In C. Ostroff and T. Judge (Eds.), *Perspectives on organizational fit*. Lawrence Erlbaum Associates, Mahwah, New Jersey.
- Lyons, R., Chatman, J., & Joyce, C. (2007). Leading through innovation in services: Innovation culture in investment banking. To appear in *California Management Review*, Fall.
- Spataro, S. E., & Chatman, J. A. (2007). Identity in the competitive market: The effects of inter-organizational competition on identity-based organizational commitment. In C. Bartel, S. Blader, and A. Wrzesniewski, Eds., *Identity and the Modern Organization*, pp. 177-200. Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc.
- Anderson, C., Srivastava, S. Beer, J., Spataro, S., & Chatman, J. (2006). Knowing your place: Self-perceptions of status in social groups. *Journal of Personality and Social Psychology*, 91 (6): 1094-1110. <https://doi.org/10.1037/0022-3514.91.6.1094>
- Chatman, J. & Flynn, F. (2005). Full-cycle micro organizational behavior research. *Organization Science*, 16 (4): 434-447. <https://doi.org/10.1287/orsc.1050.0136>
- Chatman, J., & Spataro, S. (2005). Using self-categorization theory to understand relational demography-based variations in people's responsiveness to organizational culture. *Academy of Management Journal*. 48 (2): 321-331. <https://doi.org/10.5465/amj.2005.16928415>
- Chatman, J., O'Reilly, C., & Chang, V. (2005). Developing a human capital strategy at Cisco Systems. *California Management Review*, 47 (2): 137-167. <https://doi.org/10.4135/9781526410481>
- Chatman, J., & O'Reilly, C. (2004). Asymmetric effects of work group demography on men's and women's responses to work group composition. *Academy of Management Journal*, 47 (2): 193-208.
- Chatman, J. & Cha, S. (2003). Leading by leveraging culture. *California Management Review*, 45 (4): 20-34. [And reprinted in S. Chowdhury (Ed.), *Next generation business series: Leadership*, John Wiley & Sons, Publishers. <https://doi.org/10.2307/41166186>
- Malka, A. & Chatman, J. (2003). Intrinsic and extrinsic work orientations as moderators of the effect of annual income on subjective well-being. *Personality and Social Psychology Bulletin*, 29 (6): 737-746. <https://doi.org/10.1177/0146167203029006006>
- Boisnier, A., & Chatman, J. (2003). Cultures and subcultures in dynamic organizations. In Mannix, E., and Petersen, R. (Eds.), *The dynamic organization* (pp: 87-114), Lawrence Erlbaum Associates: Mahwah, New Jersey.
- Flynn, F. & Chatman, J. (2003). "What's the norm here?" Social categorization as a basis for group norm development. In Polzer, J., Mannix, E., and Neale, M. (eds.) *Research in*

managing groups and teams (pp: 135-160). JAI Press, Elsevier Science: London.
[https://doi.org/10.1016/s1534-0856\(02\)05006-5](https://doi.org/10.1016/s1534-0856(02)05006-5)

Flynn, F., Chatman, J., & Spataro, S. (2001). Getting to know you: The influence of personality on the impression formation and performance of demographically different people in organizations. *Administrative Science Quarterly*, 46 (3): 414-442.
<https://doi.org/10.2307/3094870>

- Featured in ASQ's April, 2017 Blog: <https://asqblog.com/2017/04/05/flynn-chatman-spataro-2011/>

Flynn, F. & Chatman, J. (2001). Strong cultures and innovation: Oxymoron or opportunity? In S. Cartwright et al., (Eds.), *International handbook of organizational culture and climate*, Sussex: John Wiley & Sons, pp. 263-287.

Chatman, J., & Goncalo, J. (2001). People in organizations. In P.B. Baltes & N.J. Smelser, (Eds.), *International encyclopedia of social and behavioral sciences* (Vol. 16, pp. 11183-9). Elsevier Science Ltd: New York, NY.

Chatman, J. & Flynn, F. (2001). The influence of demographic composition on the emergence and consequences of cooperative norms in groups. *Academy of Management Journal*, 44 (5), 956-974. <https://doi.org/10.5465/3069440>

Cartwright, S., Cooper, C., Earley, C., Chatman, J., Cummings, T., Holden, N., Sparrow, P. & Starbuck, W. (eds.), (2001). *International handbook of organizational culture and climate*, Sussex: John Wiley & Sons.

Jehn, K.A. & Chatman, J. A. (2000) Reconceptualizing conflict: Proportional and relational conflict. *International Journal of Conflict Management*, 11(1): 51-69

Chatman, J., Caldwell, D., & O'Reilly, C. (1999). Managerial personality and early career success: A semi-idiographic approach. *Journal of Research in Personality*, 33: 514-545.
<https://doi.org/10.1006/jrpe.1999.2263>

Chatman, J., Polzer, J., Barsade, S. & Neale, M. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, 43 (4): 749-780.
<https://doi.org/10.2307/2393615>

- Reprinted in Cary L. Cooper and William H. Starbuck, (Eds.) (2005). *Work: Contexts and Consequences: The 100 Best Papers in Organizational Behavior*, Vol. 2 (pp. 87-120). London: Sage Publications.

O'Reilly, C. & Chatman, J., (1996). Culture as social control: Corporations, cults and commitment. In B. Staw & L. Cummings (eds.), *Research in organizational behavior*. Vol. 18. (pp. 157-200) JAI Press.

Chatman, J. & Barsade, S. (1995). Personality, culture and cooperation: Evidence from a business simulation. *Administrative Science Quarterly*, 40 (3): 423-443.
<https://doi.org/10.2307/2393792>

Chatman, J. & Jehn, K. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? *Academy of Management Journal*, 37: 522-553. <https://doi.org/10.5465/256699>

O'Reilly, C. & Chatman, J. (1994). Working harder and smarter: A longitudinal study of early career success. *Administrative Science Quarterly*, 39: 603-627.

Chatman, J. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36: 459-484.
<https://doi.org/10.5465/ambpp.1989.4980837>

- *Most Highly Cited Articles, Administrative Science Quarterly, #8 in 2015.*
- *Reprinted in Collection of the Administrative Science Quarterly Award-Winning Papers (in Chinese), Peking University Press. Pp. 55-91.*

Chatman, J., Putnam, L., & Sondak, H. (1991). Integrating communication and negotiation. In, M. Bazerman, R. Lewicki, and B. Sheppard (Eds.) *Research in negotiations in organizations*, 3, Greenwich, CT: JAI Press.

O'Reilly, C., Chatman, J. & Caldwell, D. (1991). People and organizational culture: A Q-sort approach to assessing fit. *Academy of Management Journal*, 34: 487-516.
<https://doi.org/10.5465/256404>

- *An Academy of Management Journal Most Cited Article (#11 in 2015)*

Caldwell, D., Chatman, J. & O'Reilly, C. (1990). Building organizational commitment: A multi-firm study. *Journal of Occupational Psychology*, 63: 245-261.
<https://doi.org/10.1111/j.2044-8325.1990.tb00525.x>

Culnan, M., O'Reilly, C. & Chatman, J. (1990). Intellectual structure of research in organizational behavior, 1972-1984: A co-citation analysis. *Journal of the American Society for Information Sciences*, 41: 453-458. [https://doi.org/10.1002/\(SICI\)1097-4571\(199009\)41:6%3C453::AID-ASII3%3E3.0.CO;2-E](https://doi.org/10.1002/(SICI)1097-4571(199009)41:6%3C453::AID-ASII3%3E3.0.CO;2-E)

Chatman, J. (1989). Improving interactional organizational behavior: A model of person-organization fit. *Academy of Management Review*, 14: 333-349.
<https://doi.org/10.5465/amr.1989.4279063>

O'Reilly, C., Chatman, J., & Anderson, J. (1987). Message flow and decision making. In Porter, L., Putnam, L., Roberts, K., & Jablin, F. (Eds.), *Handbook of organization communication*. Beverly Hills: Sage Publications, Inc.

Chatman, J., Bell, N., & Staw, B. (1986). The managed thought: The role of self-justification and impression management in organizational settings. In Gioia, D., & Sims, H. (Eds.), *The thinking organization: Dynamics of social cognition*. S.F., CA: Jossey-Bass. p.191-214.

O'Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71 (3): 492-499. <https://doi.org/10.1037/0021-9010.71.3.492>

- *A Journal of Applied Psychology Most Cited Article (#25 in 2015)*

Revisions Requested and Research Under Review:

Gelfand, M., Li R., Stamkou, E., Denison, E., Fernandez, J., Choi, V., Chatman, J., Jackson, J. Pieper, D., Dimant, E., (In principle approval). Persuading conservatives and liberals to comply with mask wearing: An intervention tournament. *Journal of Experimental Social Psychology*.

Stein, D., Schatz, D., Schroeder, J., & Chatman, J. (Revision under review at *Organizational Behavior and Human Decision Processes*). The mistaken preference for overclaiming credit in groups

Chatman, J. Sharps, D., Kray, L., and North, M. (Revision requested from *Organizational Behavior and Human Decision Processes*). Professional women's feminine niceness deficits cause backlash in mid-career: Evidence from an experiment, longitudinal field study, and text analysis.

Lu, R., Chatman, J., Goldberg, A., & Srivastava, S. (under review). Deciphering the cultural code: Perceptual congruence, behavioral conformity, and the interpersonal transmission of culture.

Stein, D., Chatman, J., & Schroeder, J. (under review). Is commitment getting infected too? How COVID-19 Stay-Home orders influence workgroup commitment.

Working Papers and Research in Progress:

Bai, Y., Gorges, M., & Chatman, J. Awe in the workplace: Field and lab investigations of how organizations inspire collective effort (data collection).

Brown, D., Chatman, J. Chen, Y. Goldberg, A. Harrington, H. Srivastava, S. & Vicinanza, P. (2020). The speed and intensity of culture adaptation during the COVID-19 pandemic: Silver linings and dark clouds. Working paper, University of California, Haas School of Business.

Chatman, J. A theory of super norms (manuscript preparation).

Chatman, J. & Harrington, H., Norm durability in groups with changing membership (manuscript preparation).

Chatman, J., Gelfand, M. Choi, A., Choi, V., and Gorges, M. The structure of culture: Lab and field demonstrations of the relationship between tightness-looseness, culture strength, and culture content (data collection).

Marchetti, A., & Chatman, J. Validating the use of Glassdoor ratings to assess organizational culture (data analysis).

Stein, D., Able, J. Chatman, J., & Schroeder, J. Narcissistic groups and individual performance: The influence of group narcissism orientation and individual performance depends on one's level of narcissism (data analysis).

Published Book Review:

Chatman, J. (1988). Book review of R. McPhee & P. Tompkins (Eds.) (1985), *Organizational communication: Traditional themes and new directions*, Beverly Hills: Sage. **Administrative Science Quarterly**, 33, 464-466.

Papers Published in Proceedings:

Chatman, J., Schnog, K., & Spataro, S. (1998). Getting people to cooperate in organizations: The influence of personality, formal and informal incentives and being different. **Academy of Management Best Paper Proceedings**.

Chatman, J. & Jehn, K. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? **Academy of Management Best Paper Proceedings**.

Chatman, J. (1989). Matching people and organizations: Selection and socialization in public accounting firms. **Academy of Management Best Paper Proceedings**.

Partial Selected Refereed Presentations (since 1995 only; bolded author presented the paper):

Stein, D., Chatman, J. Schroeder, J. (2021) Are Rituals Getting Infected Too? How COVID-19 Stay-Home Orders Influence Workgroup Commitment. Accepted for presentation at the INGroup meeting.

Brown, D., Chatman, J. **Chen, Y.** Goldberg, A. Harrington, H. Srivastava, S. & Vicinanza, P. (2021). The speed and intensity of culture adaptation during the COVID-19 pandemic: Silver linings and dark clouds. Accepted for presentation at the 2021 Academy of Management Meetings.

Harrington, H., **Chatman, J.** (2021). Norm durability in groups with changing membership. Accepted for presentation at the 2021 Academy of Management Meetings.

Chatman, J. (2020). Discussant for XX session.

Stein, D., Schatz, D., Schroeder, J., & **Chatman, J.** (2019). Overclaiming asymmetries. Presented at the Norms and Behavioral Change Workshop (NOBEC), University of Pennsylvania.

Stein, D., Paul, J., Chatman, J., & Schroeder, J. (2019). Exploiting Versus Fitting in: How Narcissists Perform Better Together, presented at the Academy of Management Meetings, Boston, MA.

Stein, D., Paul, J., Chatman, J., & Schroeder, J. (2019). Exploiting Versus Fitting in: How Narcissists Perform Better Together, presented at APS, Washington DC.

Chatman, J., & Stein, D. (2019). AOM Symposium Chairs, Biases in Person Perception. Accepted for presentation (OB and MOC divisions) at the Academy of Management Meetings, Boston, MA.

Stein, D., Schatz, D., Schroeder, J., & Chatman, J. (2019). Overclaiming asymmetries. Accepted for presentation at the Academy of Management Meetings, Boston, MA.

Stein, D., Schatz, D., Schroeder, J., & Chatman, J. (2019). A Mistaken Strategy for Garnering Credit: Interpersonal Penalties for Overclaiming—and Underclaiming—Credit. Accepted for presentation at INGRoup conference, Lisbon, Portugal.

Chatman, J. (2019). Super Norms: Understanding How Norms Influence the Diversity-Performance Link. Presented at the Stanford Conference on Team Diversity and Negotiations in honor of Margaret Neale.

Chatman, J. (2019). Culture and strategy. Keynote speaker at the Strategy Science Conference, Salt Lake City, UT.

Lu, R, Chatman, J., **Goldberg, A.**, & Srivastava, S. (2019) Lifting the curtain: Backstage cognition, frontstage behavior, and the interpersonal transmission of culture. Presented at the Berkeley Haas Culture Conference.

Chatman, J. (2019). Approaches to assessing organizational culture. Presented at the Berkeley Haas Culture Conference.

Lu, R, Chatman, J., **Goldberg, A.**, & Srivastava, S. (2018) Lifting the curtain: Backstage cognition, frontstage behavior, and the interpersonal transmission of culture. Presented at the American Sociological Association meetings Chicago.

O'Reilly, C., Chatman, J., & Doerr, B. (2018) When “Me” Trumps “We”: Narcissistic Leaders and the Cultures They Create. Presented at the Academy of Management Meetings, Chicago, IL.

Canning, E., Murphy, M., Emerson, K. Chatman, J., Dweck, C. & Kray, L. (2018). Organizational Mindsets Predict Cultural Norms and Employee Trust and Commitment. Presented at the Academy of Management Meetings, Chicago, IL.

Lu, R. Chatman, J., Goldberg, A., & **Srivastava, S.** (2018). Lifting the curtain, Frontstage and backstage cultural fit, structure, and attainment in organizations. Accepted for presentation at the 34th EGOS Colloquium, Tallinn, Estonia and the American Sociological Association Meetings, Chicago, IL.

Chatman, J. and Coutifaris, C. (2017). New frontiers in organizational culture research. Symposium organizers and chairs, presented at the Academy of Management Meetings, Atlanta, GA.

Lu, R. Chatman, J., Goldberg, A., & Srivastava, S. (2017). Lifting the curtain, Frontstage and backstage cultural fit, structure, and attainment in organizations. Presented at the Academy of Management Meetings, Atlanta, GA, the International Conference on Computational Social Science, and the Wharton Conference on People and Organizations.

Chatman, J. & O'Reilly, C. (2016). Advancing the organizational culture research agenda: Taking culture content and strength seriously. Presented at the Academy of Management Meetings, Anaheim, CA.

O'Reilly, C., **Chatman, J.,** & Doerr, B. (2016). How CEO Narcissism Increases Firms' Vulnerability to Lawsuits. Presented at the Academy of Management Meetings, Anaheim, CA.

Chatman, J. & Kray, L. (2015). Modern Sexism at the Top: Gender Discrimination in High Echelon Roles. Symposium presented at the Academy of Management Meetings, Vancouver BC.

Chatman, J., Kray, L., & Sharps, D. (2015). Getting Credit for Experience: Differences in Evaluations of Experienced Men and Women Over Time. Presented at the Academy of Management Meetings, Vancouver BC.

Chatman, J. **Sherman, E.,** & Doerr, B. (2015). Blurred Lines: How Collectivism Mutes the Disruptive Effects of Demographic Heterogeneity on Group Performance. Presented at Academy of Management Meetings, Vancouver BC.

Emerson, K., Murphy, M., Dweck, C., Chatman, J., & Kray, L. (2015). Personal and organizational lay theories of intelligence predict employees' experiences. Presented at the Academy of Management Meetings, Vancouver BC.

Chatman, J. (2014). Advancing Organizational Culture Theory: Taking Culture Strength and Content Seriously. Presented at the Academy of Management Meetings, Philadelphia, PA.

Chatman, J., Hildreth, J. A. & Anderson, C. (2014). How leader status affects organizational culture. Presented at the Academy of Management Meetings, Philadelphia PA.

Chatman, J., O'Reilly, C., Caldwell, D., & Doerr, B. (2012). Organizational Culture and Performance in High Technology Firms: The Effects of Culture Content and Strength. Presented at the 2012 Academy of Management Meetings, Boston, MA.

Sherman, E. & Chatman, J. (2012). Demography Under Pressure: Group Composition and Expedition Success in Himalayan Mountaineering. Presented at the 2012 Academy of Management Meetings, Boston, MA.

Chatman, J. (2012). The Important Distinction Between Culture Strength and Culture Content. Presented at the Society for Industrial and Organizational Psychologists (SIOP) Annual Meetings, San Diego CA. and FACE VI conference.

Chatman, J., O'Reilly, C., Caldwell, D., & Doerr, B. (2011). Performance advantages of innovation based organizational cultures. Presented at Oxford University's Said School of Business and FACE V conference in Paris, France).

Goncalo, J., Chatman, J. Duguid, M., & Kennedy, J. (2011). Political correctness and uncertainty reduction in work groups. Presented at the Academy of Management meetings, San Antonio, TX.

Chatman, J., **Goncalo, J.,** Kennedy, J., & Duguid, M. (2011). The political correctness norm at work. Presented at the Research on Managing Groups and Teams conference (XV), Kellogg Graduate School of Management.

Chatman, J. (2008). Opposite day in micro organizational behavior. Presented at the Academy of Management meetings, Anaheim, California.

Wong, E., Ormiston, M., & Chatman, J. (2008). A match made in Heaven: Applying social categorization and self-verification theories to mergers. Presented at the Academy of Management meetings, Anaheim, California.

Chatman, J., & Kennedy, J. (2008). Psychological perspectives on leadership. Presented at Leadership: Advancing the discipline. Harvard Business School.

Chatman, J. & Self, W. (2007). Norm durability in groups with changing membership. Presented at the Academy of Management meetings, Philadelphia, PA.

Goncalo, J., Chatman, J., & Duguid, M. (2007). Political correctness and creativity in mixed and same sex groups (manuscript preparation). Presented at the Academy of Management meetings, Philadelphia, PA.

Chatman, J. Showcase Symposium Panelist (2007) Toward Conceptual Clarity and Empirical Rigor on Individualism and Collectivism Research. Presented at the Academy of Management Meetings, Philadelphia, PA.

- Joyce, C.** & Chatman, J. (2006). Norm misperception in innovation work groups. Presented at the Academy of Management Meetings, Atlanta, GA.
- Self, W.,** Chatman, J., & Joyce, C. (2006). The relative influence of leaders and group norms on performance. Presented at the Academy of Management Meetings, Atlanta, GA.
- Anderson, C.,** Srivastava, S. Beer, J., Spataro, S., & Chatman, J. (2005). Knowing your place: Self-perceptions of status in social groups. Presented at the Academy of Management Meetings, Oahu, Hawaii.
- Caldwell, D., **Chatman, J.,** O'Reilly, C., & Ormiston, M. (2005). The impact of group norms on implementing strategic organizational change. Presented at the Academy of Management Meetings, Oahu, Hawaii.
- Ormiston, M.** & Chatman, J. (2004). Demography in work groups. Presented at the Academy of Management Meetings, New Orleans, LA.
- Ager, D.,** Elfenbein, H. & Chatman, J. (2003). Redrawing organizational boundaries after a merger: A self-categorization perspective. Presented at the Academy of Management Meetings, Seattle WA.
- Chatman, J.,** Wong, E., & Ormison, M. (2003). Being a knowable merger partner: Applying social categorization and self-verification theories. Presented at the Academy of Management Meetings, Seattle, WA.
- Chatman, J.,** & O'Reilly, C. (2002). Rational ambivalence: Asymmetric effects of work group demography on men and women's responses to being in the minority. Presented at the Academy of Management Meetings, Denver, CO.
- Malka, A.,** & Chatman, J. A. (2002). For whom can money buy happiness? Intrinsic and extrinsic work orientations moderate the effect of annual income on subjective well-being. Presented at the annual meeting of the Society for Personality and Social Psychology, Savannah, Georgia.
- Polzer, J.,** Chatman, J., Neale, M., and Rubineau, B. (2001). The influence of social networks on the transmission of organizational culture. Presented at the Academy of Management Meetings, Washington DC.
- Chatman, J.,** Carroll, G., Harrison, R., and Lee, G. (2001). The influence of organizational demography and networks on cultural transmission and enculturation: An empirical investigation. Presented at the Academy of Management Meetings, Washington DC.
- Chatman, J.,** Berdahl, J., Boinsnier, A., Spataro, S., and Anderson, C. (2000). The good, the rare, and the outnumbered: Distinguishing between historical typicality and numerical

distinctiveness in work groups. Presented at the Academy of Management Meetings, Toronto, Canada.

Flynn, F. & Chatman, J. (1999). Strong cultures and innovation: Oxymoron or opportunity? Presented at the Academy of Management Meetings, Chicago and the UC Berkeley, Haas School of Business OBIR colloquium.

Chatman, J., Flynn, F., & Spataro, S. (1999). Getting to know you: The role of extraversion in moderating evaluations of different others. Presented at the Academy of Management Meetings, Chicago.

Spataro, S. & Chatman, J. (1998) The effects of interorganizational competition on organizational commitment: A cross level investigation. Presented at the Academy of Management Meetings, San Diego.

Chatman, J. & Flynn, F. (1998) The influence of demographic composition on the emergence and consequences of collectivistic norms in work. Presented at the Academy of Management Meetings, San Diego, Institute of Personality and Social Research colloquium series, and University of Oregon Speaker Series.

Chatman, J., Schnog, K., & Spataro, S. (1997, 1998) Why do people cooperate? A field study of personal and situational causes of cooperation in organizations. Presented at the Citicorp Behavioral Science Research Council Conference, New York and at the Academy of Management Meetings, San Diego.

Chatman, J. & Brown, R. (1996) “Demographic similarity, salient social identities, and friendship: Who you know depends on who you are.” Presented at the Academy of Management Meetings, Cincinnati.

Schnog, K. & Chatman, J. (1996) “Social integration within teams.” Presented at the Academy of Management Meetings, Cincinnati.

Chatman, J. & Brown, R. (1995) “It takes two to tango: Understanding the personal and situational antecedents of friendship at the individual and dyadic levels.” Presented at the Academy of Management Meetings, Vancouver, B.C.

Invited Research Talks:

University of Chicago, Columbia University, Cornell University, Dartmouth College, Duke University, Emory University, Harvard University, HEC, Insead, London Business School, Massachusetts Institute of Technology, Northwestern University, Oxford University, Royal Netherlands Academy of Arts and Sciences, Stanford University, University of Arizona, University of California, Irvine, University of California, Los Angeles, University of California, Riverside, University of Michigan, University of Minnesota, University of Oregon, University of Pennsylvania (Wharton), University of Southern California, University of Texas at Austin, Tulane University, University of Utah, University of Washington, , University of Wisconsin, Washington University, Yale University.

Conferences Organized:

Co-organizer and host of the Berkeley Culture Conference – 2021, Berkeley CA:
<https://haas.berkeley.edu/culture/berkeley-haas-culture-conference/2021-culture-conference/>

Co-organizer and host of the Berkeley Culture Conference – 2020, Berkeley CA:
<https://haas.berkeley.edu/culture/berkeley-haas-culture-conference/2020-conference-highlights/>

Co-organizer and host of the Berkeley Culture Conference – 2019, Berkeley CA:
<https://haas.berkeley.edu/berkeley-haas-culture-conference/2019-conference-highlights/>

Co-organizer of Barry Staw Festschrift. November 2012, Sausalito CA.

Grants:

Chatman, J., & Srivastava, S. (2019-20). Berkeley Culture Initiative. Funded by the Haas Culture Champions.

Mishra, S. & Chatman, J. (2019-20). Measuring organizations' commitment to diversity: A scaling approach. Funded by Berkeley Haas Behavioral Lab.

Chatman, J. & Mishra, S. (2019-20). Using computational methods to understand the reputational impact of diversity. Funded by the Fisher Center for Data Analytics.

Chatman, J. & Sherman, E. (2017-18). Blurred lines: How collectivism mutes the disruptive and elaborating effects of demographic heterogeneity in experimental groups. Funded by the Berkeley Haas Behavioral Lab.

Chatman, J. & Kray, L. (2015-16). The impact of gender and age on evaluations of men's and women's performance over time. Funded by the David Eccles Fund for Diversity and Social Impact.

Chatman, J. (2005-06). Cultural dilution as organizations grow. Funded by the Kauffman Foundation.

Chatman, J. (2003-2006). Assessing Change Readiness Across Medical Centers of a Large Health Care Organization. Funded by the Center for Health Research, University of California, Berkeley.

Chatman, J. (2002). Marvin Bower Fellow research grant, Funded by the Harvard Business School.

Chatman, J., Carroll, G., & Harrison, R. (2000-2001). Cultural transmission in an organizational setting: Exploring the empirical implications of a formal model. Funded by the Citigroup Behavioral Sciences Research Council.

Chatman, J. (1996-98). Promoting cooperative behavior in organizations: Interactions between personal characteristics and organizational incentives. Funded by The Citicorp Behavioral Sciences Research Council.

Brown, R. & Chatman, J. (1996-97). Managing organizational culture: Changing work flow and performance evaluation systems to enhance collaborative behavior at the Los Alamos Laboratory. Funded by the Los Alamos National Laboratory.

Chatman, J. (1995-96). Managing organizational culture change: Examining adherence to values resulting from work flow and performance appraisal systems. Funded by the Committee on Research, University of California.

Chatman, J. (1995). Changing values at Citicorp. Funded by The Citicorp Behavioral Sciences Research Council.

Chatman, J. (1994-95). The effects of similarity and liking on internal organizational networks. Funded by the Committee on Research, University of California.

Chatman, J. (1993-94). The importance of being mentored: Resource exchange in mentor-protégé relationships. Funded by the Committee on Research, UC, Berkeley.

Chatman, J. (1992-1993). The effects of organizational culture and demographic characteristics on decision making processes and outcomes. Funded by The Center For Creative Leadership, Greensboro, North Carolina.

Chatman, J. (1989-1991). Borg-Warner Research Professorship (various research projects), Kellogg Graduate School of Management.

Chatman, J. & Neale, M. (1989). Paying attention to justice: How perceptions of justice affect organizational commitment. Funded by Northwestern University Medical School.

Chatman, J. (1988-90). Cultural discrepancies: The effects of mergers and acquisitions on organization members. Funded by The Association of Management Consultants.

Teaching Experience:

MBA level courses:

Executive Leadership Course: MBA elective course using self-assessment methods, discussions with senior executives, research findings, and cases to integrate the concepts with the practice of leading change. Most recent ratings: 7 median (6.8 average) on a 7-point scale.

Extreme Leadership Course: MBA elective course using self-assessment methods and extreme wilderness experience to help students improve as leaders. Most recent ratings: 7 median (6.81 average) on a 7-point scale.

Organizational Behavior Core Course: Teaching evaluations: 7 median (6.8 average) on a 7-point scale. Programs at Haas School of Business: fulltime MBA, evening-weekend MBA, Berkeley-Columbia Executive MBA.

Cases:

Roche Pakistan (A) and (B): Turning Around a Crisis Through Cultural Transformation - 2017

The Haas Defining Principles: Creating a Business School Culture (A) and (B) (with R. Lyons) – distributed by the Haas School of Business, *California Management Review*, and Harvard Business School Case Series – 2017, 2019.

Adele Robbins at LivingNet.com – distributed by the Haas School of Business, UC Berkeley, 2015.

Genentech Immunology & Ophthalmology (GIO): Culture Change to Drive Business Results (A) and (B) – (with V. Chang) – 2013.

Walmart.Com (A) and (B) (with V. Chang) – 2012.

Being distinctive vs. being conspicuous: Gender and performance in groups. Harvard Business Publishing, May 1, 2010.

San Roca Medical Center (A) and (B) – distributed by the Haas School of Business, UC Berkeley (with M. Libresco) – 2009.

Cisco Systems: Developing a Human Capital Strategy (A) and (B) - distributed by *California Management Review* and Harvard Business School (with C. O'Reilly & V. Chang) – 2005.

Dreyer's Grand Ice Cream (A) and (B) - distributed by Stanford Graduate School of Management (with G. Carroll & V. Chang,) 2001.

zipRealty (A) and (B) – distributed by the Haas School of Business, UC Berkeley (with V. Chang) – 2001.

Ph.D. level courses:

Core Micro Organizational Behavior Seminar
Seminar on Organizational Culture, Socialization, and Commitment
Research Methods

Executive level courses:

Faculty Director:

Berkeley Executive Leader Program (BEE): 2006-2016

Leading Strategy Execution (BEE): 2018-present
 CEO Program (BEE): 2021-present

Topics:

Leading Change and Leveraging Culture for Strategic Success, Leadership, Making Effective Strategic Decisions

Teaching in Executive Programs: Advanced Health Leadership Program, Leading Change and Leveraging Culture, Berkeley Advanced Management Program, Berkeley Executive Program (now Berkeley Executive Leadership Program – BeXL – faculty director), Copenhagen Business School Program, Program for Executive Women, Graduate Management Advisory Council (GMAC), Council on Consulting Firms (ACME Inc.), *Economist* Innovation Summit (Keynote speaker), Institute for Management Studies, Irish Entrepreneurship Seminar, Medical Group Management Association, Museum Management Institute (Getty Foundation), Novartis Program, The San Francisco Academy, Duke CE (various programs), Stanford-American Electronics Association Institute, Stanford Alumni Association, Stanford Project Management Program, Statoil Project Executive Institute, Kellogg's Allen Center (various programs), The University of the West Indies Advanced Executive Program, Malaysian Science and Technology Senior Management Study Course.

Consulting and Custom Executive Development Clients:

Advantage Sales & Marketing, Adobe, Agilisys, ALZA, American Business Publishers, Bayer, BioMarin, Boise-Cascade, BrassRing, British Telecom, Case Inc., California Public Utilities Commission, Chiron, Cisco Systems, City of San Leandro, Clorox, The Coca-Cola Company, Conoco-Phillips, Dey, DNV, Draper, Richards, Kaplan Foundation, Fannie Mae, First Republic Bank, Franklin Templeton Investor Services, Freddie Mac, Gallo Winery, Genentech, Goldman Sachs, Google, Guidant, Hawaiian Office of Cultural Affairs, Hotwire, Kaiser-Permanente, Lawrence-Berkeley National Laboratory, Lawrence Livermore National Laboratory, Lam Research, Los Alamos National Laboratory, Maersk, Marimba, Mars Inc., Mercedes-Benz, Microsoft, Motorola, Navigant, New York Life, Nike, Novartis, Occu-Med, Office of Hawaiian Affairs, OSIssoft, PG&E, Pixar, Portland Trail Blazers, Prudential, PricewaterhouseCoopers, Qualcomm, Raiders Football, Roche, Salesforce, Sandia National Laboratory, Schneider Electric, Silver Spring Networks, Sandia National Laboratories, Salesforce, Silver Spring Networks, Sony, Statoil, Sungevity, The Weitz Company, True Ventures, Warburg Pincus, Wolters Kluwer, United Capital, U.S. Treasury, U.S. Postal Service, UC Berkeley Business and Administrative Services Division.

Service on Ph.D. and Dissertation Committees:

Dan Stein (Dissertation Co-Chair, Orals Chair), 4/21.
 Daron Sharps (Orals Chair, Dissertation Committee), 8/19, now at Pinterest
 Richard Lu (Second year paper reader), 8/17, now in Data Analytics
 Eliot Sherman (Dissertation Chair, Orals Committee) 5/16, London Business School
 Angus Hildreth (Orals Chair, Dissertation Committee) 5/16, Cornell University

Bernadette Doerr 5/16 (Orals) 5/16, now at CrossLead
 Jessica Kennedy (Orals Chair, Dissertation committee) 5/12, Vanderbilt University
 Karen Eshoo (Orals (5/11) and Dissertation Committee) 12/15
 Will Self (Orals Chair), 5/12 University of Missouri
 Margaret Ormiston (Chair), 5/07 London Business School, George Washington Univ.
 Elaine Wong (Chair), 12/05, Northwestern, University of California, Riverside
 Jack Goncalo (Chair), 12/04, Cornell University, Univ. of Illinois
 Alicia Boisnier (Chair), 12/03, SUNY Buffalo, Suffolk University, Wolters Kluwer
 Francis (Frank) Flynn (Chair), 7/00, Columbia, Stanford University
 Sandra Spataro (Chair), 6/00, Yale, Cornell, University of Kentucky
 Rebecca Brown (Chair), 12/99, University of Nebraska, Urban Strategies
 Karen (Ety) Jehn (Chair), 6/93, Univ. of Pennsylvania, University of Melbourne
 Carmit Tadmor, 5/06, Tel Aviv University
 Ari Malka (psychology), 9/04, Yeshiva University
 Sandra Cha (Harvard Business School), 5/04, McGill University
 Min Soo Kim, 6/02, Central Connecticut State
 Katie Dawson (psychology), 5/96
 S. Kam (psychology), 12/95
 Anne Lytle, 6/94, Hong Kong University
 Elizabeth Morrison, 1/91, New York University
 Kristi Whitney (psychology), 5/94 now at CORE

Pre-Doc Advising:

Hope Harrington, 2020-21
 Yixi Chen, 2020-21
 Megan Gorges, 2019-20
 Yin Li, 2018-20
 Alyssa Lichtenberger, 2016-18
 Emily Shults, 2018-19

Undergraduate Research Apprentice Program (URAP) Mentoring/Advising:

Advised over 250 URAPs – names available on request.

Editorial Activities:

Research in Organizational Behavior – Editor-in-Chief (2019-present)
Strategy Science – Guest Editor, Special Issue on Organizational Culture (2021)
Management and Business Review, Associate Editor for Organization Design and Management Department (2019-present)
The Leadership Quarterly, Editorial Board (2017-present)
California Management Review, Editorial Board (1994 – present)
Annual Review of Organizational Psychology and Organizational Behavior, Editorial Board (2013-2016)
Academy of Management Review, Editorial Board (1997 – 1999; 2002 – 2009)
Academy of Management Annual Reviews, Editorial Committee (2005 – 2007)
Academy of Management Journal, Editorial Board (1989 – 1993)

Administrative Science Quarterly, Editorial Board (1992 – 2002)
Journal of Applied Psychology, Editorial Board (1997 – 1999)
American Sociological Review (occasional reviewer)
Journal of Personality and Social Psychology (occasional reviewer)
Organizational Behavior and Human Decision Processes (occasional reviewer)
Personality and Social Psychology Bulletin (occasional reviewer)

Boards of Directors:

Simpson Manufacturing (NYSE: SSD) (2006-present), Chair of Nominating and Governance Committee (2019-present), Chair of Compensation and Leadership Development Committee (2009-2019), Member of Audit Committee.

Prospect Sierra School (2008-2021), Chair of Compensation and Leadership Committee.

Expert Witness Work:

Race discrimination, for the plaintiff, manufacturing and service company, settled out of court (2011)

Gender discrimination, for the defense, class action, Walmart, court ruled for defendant (2013)

Gender discrimination, for the defense, class action, Goldman Sachs, class was not certified (2013-14)

Professional Activities:

Co-Chair, Covid-19 Vaccination Uptake Behavioral Science Task Force (February, 2021)

Invited Speaker, Organizational Culture Consequences of Reputational Crises, Diligent User Conference (September, 2019)

Invited Speaker, Bay Area Spark - Women's Leader Association (June, 2019)

Invited Speaker, Forte Women's Business Leader Association (March, 2019)

Chair, Academy of Management Outstanding Scholarly Publication in Organizational Behavior 2018-19

Invited Senior Faculty Expert, Academy of Management (OB Division) *Making Connections* Event (2016-2019)

Senior Faculty, Academy of Management Junior Faculty Consortium (2018)

Academy of Management Outstanding Scholarly Publication in Organizational Behavior Committee Member 2017-2018

Senior Faculty, Academy of Management Junior Faculty Consortium (2017)

Judge, INFORMS Dissertation Competition (2014)

Chair, Academy of Management Fellows Membership Committee (2014)

Academy of Management Fellows Membership Committee, member (2011 – 2014)

External Assessor, London Business School (2013)

Academy of Management Lifetime Achievement Award Committee Member (2010 – 2011)

BATDE (Bay Area Teacher Resources) pro bono speaker (January 2011)

Judge, Best CEO in the Bay Area, sponsored by *The Business Times* (2007)

Fellow, Academy of Management (inducted in 2006)
 Selection Committee, Conflict Management Division Impact Award Committee (2006)
 Long-Term/Career All-Academy Awards Committee, Academy of Management (2004 – 2005)
 External Quintennial Review Committee: The Wharton School's Management Department, University of Pennsylvania (2004)
 External Reviewer: School of Management, Yale University (2002)
 Judge, Administrative Science Quarterly Scholarly Impact Award Committee (2000)
 Faculty Presenter, OB Doctoral Consortium, Academy of Management Mtgs. (1998)
 Judge, TIMS College on Organization Best Dissertation Proposal Award (1995)
 Coordinator, Junior Faculty Workshop, Academy of Management Mtgs. (1994, 1995)
 Representative-At-Large, Academy of Management, OB Division (elected 1993)
 Selection Committee Member, Academy of Management Best Paper Award (1992)
 Participant, Junior Faculty Workshop, Academy of Management (1988)

Association Memberships:

Academy of Management Fellow
 American Psychological Association
 American Psychological Society
 Society for Organizational Behavior

Other Professional Affiliations:

Member, Women on Boards, Deloitte (2019-present)
 Young Presidents Organization (YPO) faculty member (2017-2018)
 Greater Good Science Center, University of California, Faculty Board Member (2011 – 2014)
 Healthcare Business Women's Association, Advisory Board Member (2011 – 2014)
 The Trium Group, Academic Affiliate (2004 – 2010)
 BrassRing Systems Inc. Advisory Board Member (1998 – 2006)
 Thinkshed Advisory Board Member (2001 – 2004)
 Unicru Advisory Board Member, formerly Guru Worldwide (2002 – 2006)
 Ashesi University, Ghana, Africa Advisory Board Member (1999 – 2005)
 UC Berkeley Center for Health Research Advisory Board Member (2003 – 2006)
 Center for Executive Development at Haas Advisory Board Member (1996 – 1998)
 East Bay Outreach Program, University of California Faculty Advisor (1995 – 1999)
 Institute for Management Studies Advisory Board Member (1998 – 1999)

School and University Service:

University of California:

Panel of Counselors (2018-present, Chair in 2021-22)
 Instructional Planning/Policy Task Force (2020)
 Committee on Digital Instruction – Chair (2019-present)

Campus Strategic Plan Initiative Working Group, [Lighting the Way to the Public Research University of the Future](#) (2019)
 Ad hoc campus committee member for tenure cases (multiple years)
 Privilege and Tenure Committee (2014 to 2018)
 Advisor on Vice Chancellor Wilton's campus Culture Initiative (2011 – 2013)
 Undergraduate Research Apprentice Program (URAP), Research Mentor/Advisor to over 100 undergraduate students (2007 – present)
 Center for the Development of Peace and Well Being Advisory Board Member (2002 – 2006 & 2011 – 2012)
 Committee for the Protection of Human Subjects, IRB (2009 – 2011 – alternate in 2010-11)
 Facilitator for Provost Zedeck Council of Deans Leadership Development Session (Fall 2010)
 Facilitator for UC Administrative Officers' Leadership Session (2010)
 Advisor on leadership development for Executive Vice Chancellor and Provost Breslauer's Council of Dean's meeting (Fall 2009)
 Facilitator for Athletic Director Barbour's Athletics Coaches Leadership Session (Fall 2009)
 Executive development work for Vice Chancellor of Business and Administration Brostrom's Top Leader Organization (Fall 2008)
 Haas School of Business Dean Search Committee (2007-08 – hired Dean Lyons)
 Committee on Committees (elected member, 2005 – 2006 & 2007 – 2008)
 Divisional Council (elected member, 2002 – 2003)
 Executive Vice Chancellor and Provost Search Committee (1999 – 2000)
 Committee on Research (elected member 1998 – 2000)
 Co-Coordinator, IPSR Colloquium Series (Fall 1999)
 Cal Day Speaker (1999)
 UCB Human Resources Director Search Committee (Spring 1999)
 Faculty recruiter for minority students (1998 – 2002)
 Haas School of Business Dean Search Committee (1997 – 1998 – hired Dean Tyson)
 Chancellor's Forum speaker (1997)
 Vice-Chancellor's Advisory Committee on Interactive University Project (1996 – 2000)
 Faculty Advisor, East Bay Outreach Project (1996 – 2000)

Haas School of Business:

2021-2022:

Associate Dean for Academic Affairs
 Co-Director, Berkeley Culture Initiative
 Co-Organizer, Berkeley Culture Conference: <https://haas.berkeley.edu/berkeley-haas-culture-conference/>
 Culture Champion Committee
 Haas Culture Survey Analysis oversite

2020-2021:

Haas COVID Response Strategy Committee
 Associate Dean for Learning Strategies
 Co-Director, Berkeley Culture Initiative

Co-Organizer, Berkeley Culture Conference: <https://haas.berkeley.edu/berkeley-haas-culture-conference/>

Culture Champion Committee

Haas Culture Survey Analysis oversight

Online Teaching Tip of the Week – originator and co-author

2019-2020:

Haas COVID Response Strategy Committee

Associate Dean for Learning Strategies

Co-Director, Berkeley Culture Initiative

Co-Organizer, Berkeley Culture Conference: <https://haas.berkeley.edu/berkeley-haas-culture-conference/>

EMBA Women Student Mentor

Culture Champion Committee

Haas Culture Survey Analysis oversight

Online Teaching Tip of the Week – originator and author

2018-2019:

EMBA class of 2021 Welcome Lunch Speaker

EW MBA Women's Brunch Speaker

EMBA New Admit Dinner Speaker

EMBA Women Student Mentor

EMBA Program Committee Chair

Co-Director, Berkeley Culture Initiative

Co-Organizer, Berkeley Culture Conference

Gap Alumni Event Keynote Speaker

GBAG Speaker

Culture Champion Committee

2017-2018:

Co-Founder and Co-Director, Berkeley Culture Initiative

Chair, Executive MBA Program Committee

Haas Endowed Chair Appointment Committee

Chair, Policy and Planning Committee (2017-18)

Haas LA Alumni Speaker (Lyons Farewell Tour)

Haas Lyons Farewell Speaker – Haas Events

Culture Champion Committee

2016-2017:

Executive MBA Program Committee member (2017-present)

Policy and Planning Committee member

Student Equity Officer

2015-2016:

Chair, Executive MBA Program Committee member

BEE Culture Assessment and Culture Consulting (2015)

Old Blues Host and Speaker (2015)

2015 and prior:

MORS faculty recruiting committee (2014-15)
 Haas New York Alumni Chapter speaker (April 2014)
 Women in Leadership Dinner Host and Panel Moderator (2013)
 Organizer, Festschrift for Professor Barry M. Staw (November 2012)
 Self-Supporting Degree Program committee (2000-2002, Chair 2005-2009, 2011 – present)
 Behavioral Lab Grant Committee member (2010 – 2013)
 Group Chair and Executive Committee member, Management of Organizations Group (2000 – 2001, and 2009 – 2013)
 MORS Group Ph.D. student/Post-doc selection and recruiting (2000 – present)
 California Management Review board member (1998 – present)
 Haas Portland Alumni Association Speaker (January 2012)
 Mentor teacher (one adjunct and one ladder faculty member) (2011 – 2012)
 Haas alumni donation solicitation letter (Fall 2011)
 Haas Staff/Students Session on Dean's Culture Initiative Speaker (Spring 2011)
 Presenter at the Haas Staff Boot Camp (Spring 2011)
 Days at Haas, speaker (Spring 2011)
 Haas Hiring Committee (2000-01, 2008-2009, July 2010 – June 2011)
 Policy and Planning Committee (P2) elected member (1996-98, July 2009 – June 2011)
 Equity and Inclusion Committee, P2 representative (2010-11)
 Haas Los Angeles Alumni Association Speaker (May 2011)
 Haas Women in Leadership Dinner panel moderator (Spring 2011)
 Old Blues Luncheon speaker (December 2010)
 Staff Development Session speaker (November 2010)
 MBA Leadership Club speaker (November 2010)
 Haas Women in Leadership Conference speaker (Fall 2010)
 Days at Haas, speaker (Spring 2010)
 Haas Alumni Reunion Weekend speaker (2009, 2010)
 Haas Alumni Leaders speaker (February 2010)
 Haas Staff Inaugural Speaker (February 2010)
 Management of Organizations Group Faculty Recruiting Chair (July 2008 – June 2010)
 Haas Research Video Series (one of the video series subjects) (Spring 2009)
 OBIR Recruiting Committee Chair (1996-1998, 2000, 2002 – 2003, 2006 – 2008; committee member 1993 – 1996, 2003 – 2004)
 Haas BCEMBA Director Search Committee (2008 – 2009)
 Days at Haas – faculty panelist (1994 – 1997, 2007 – 2009)
 Lead faculty – Core Leadership Course (2006 – 2008)
 Haas Strategy Implementation Task Force (2006 – 2007)
 Haas Women in Leadership Dinner speaker (2006)
 Faculty Director, Center for Executive Development (2005 – 2006)
 Haas Alumni Reunion Weekend speaker (2005)
 Faculty Director, Haas School of Business Ph.D. Program (2002 – 2004)
 Center for Executive Development Faculty Oversight Committee (2001 – 2004)
 OBIR Ph.D. Program Field Advisor (1999 – 2000)
 Admissions Committee (1999 – 2000)
 Pilot Program Committee (1998)

Performance Assessment Committee (1997 – 1998)
 Sea-Change Symposium Speaker (1997)
 Chair, the Miles Organizational Behavior Award Competition (1993 – 1998)
 MBA Committee (1994 – 1997)
 Speaker: Alumni Colloquium, Employer Advisory Council (1994)
 Junior Faculty Representative (1994)
 Judge, Haas Competition (1994)
 Core Redesign Committee (1993 – 1994)

Kellogg Graduate School of Management:

Mentor Teacher, 1990; 1992.
 Doctoral Student Recruiting and Advisory Committee, 1987-1990.
 Faculty Recruiting Committee, 1988-1991.
 Invited Panelist, National Graduate Business Conference, 1989.

Media Coverage:

Organization Science 2019 covered in the *Wall Street Journal* and Haas and Stanford media
Leadership Quarterly 2018 covered in the *Atlantic*, CNN, and Haas and Stanford media
ASQ 2015 paper covered in the *Atlantic*, *Glamour*, *Fast Company*, and numerous websites
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