

SIM B. SITKIN

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Fuqua School of Business
Duke University
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EDUCATION

Ph.D. Stanford University, Graduate School of Business (Organizational Behavior),
Ed.M. Harvard University, Graduate School of Education (Educational Administration),
B.A. Clark University (Psychology)

ACADEMIC POSITIONS

1994-present Duke University, Fuqua School of Business
Professor of Management
Staudenmeyer Research Fellow (2008-2010)
Founding Faculty Director, Center of Leadership and Ethics (2004-present)
Coordinator, Management and Organizations Area (2006-2008)
Director, Center for Organizational Research (1995-present)
Director, Health Sector Management Program (1997-1999)

2006-2011 Free University of Amsterdam
Professor in Organization Science, Department of Public Administration
and Organization Science
Fellow, Center of Comparative Social Studies

2009 Stanford University, Graduate School of Business
Visiting Scholar

2008 Massachusetts Institute of Technology, Sloan School of Management
Visiting Scholar

2001-2002 Duke Corporate Education
Academic Director

2000 University of Queensland, Brisbane, Australia
Visiting Scholar

1986-94 University of Texas at Austin
Department of Management, Graduate School of Business
Assistant Professor/Instructor

1990-91 Carnegie Mellon University
Graduate School of Industrial Administration
Visiting Assistant Professor

PUBLICATIONS

Articles in Refereed Journals and Annuals

- 2011 Sitkin, S., See, K., Miller, C, Lawless, M., & Carton, D. The paradox of stretch goals: Pursuit of the seemingly impossible in organizations, *Academy of Management Review*, 36 (3), in press.
- 2011 Stahl, G., Larsson, R. Kremershof, I., & Sitkin, S. Trust dynamics in acquisitions: A case survey, *Human Resource Management*, in press.
- 2010 Stahl, G., & Sitkin, S. Trust dynamics in mergers and acquisitions: The role of relationship history, interfirm distance, and acquirer's integration approach, *Advances in Mergers and Acquisitions*, Volume 9, 51-83.
- 2010 Sitkin, S. Making sense of organizations. In F. Dobbin & C. B. Schoonhoven (Eds.). *Research in the Sociology of Organizations, Vol 28: Stanford's Organizational Theory Renaissance 1970-2000*, 409-418.
- 2008 Janson, A., Levy, L., Sitkin, S. & Lind, A. Fairness and other leadership heuristics: A four-nation study, *European Journal of Work and Organizational Psychology*, 17(2), 251-272.
- 2008 Webster, J., Brown, G., Zweig, D., Connelly, C., Brodt, S., & Sitkin, S. Beyond knowledge sharing: Knowledge hiding and hoarding at work, *Research in Personnel and Human Resources Management*, Vol. 27, 1-37.
- 2007 Sitkin, S. Promoting a more generative and sustainable organizational science, *Journal of Organizational Behavior*, Vol. 28, 841-848.
- 2006 George, E., Chattopadhyay, P., Sitkin, S., & Barden, J. Cognitive underpinnings of institutional persistence and change: A framing perspective, *Academy of Management Review*, Vol. 31, No. 2, 347-385.
Received the 2006 AMR Best Paper Award.
- 2005 Sitkin, S., & George, E. Managerial trust-building through the use of legitimating formal and informal control mechanisms. *International Sociology*, Vol. 20, No. 3, 307-338.
- 2004 Cardinal, L., Sitkin, S., & Long, C. Balancing and rebalancing in the creation and evolution of organizational control, *Organization Science*, Vol. 15, No. 4, 411-431.
- 2000 Heath, C., & Sitkin, S. Big-B versus Big-O: An examination into what is distinctly organizational about Organizational Behavior, *Journal of Organizational Behavior*, Vol. 22, No. 1, 1-16.
- 2000 Dillard, C., Browning, L., Sitkin, S., & Sutcliffe, K. Impression management and the use of procedures at the Ritz Carlton: Moral standards and dramaturgical discipline, *Communication Studies*, Vol. 54, No. 4, 404-414.

- 2000 Browning, L., Sutcliffe, K., Sitkin, S., Obstfeld, D. & Greene, R. Keep 'em flying: The constitutive dynamics of an organizational change in the U. S. Air Force. *Electronic Journal of Communication/La Revue Electronique de Communication*, Vol. 10, No. 1.
- 1999 Browning, L., Sutcliffe, K., Sitkin, S., Shetler, J., & Obstfeld, D. Task effectiveness and the implementation of process methods: Organizations in the dual pursuit of control and learning, *Advances in the interdisciplinary studies of work teams*, 203-243.
- 1998 Rousseau, D., Sitkin, S., Burt, R., & Camerer, C. Not so different after all: A cross-discipline view of trust, *Academy of Management Review*, Vol. 23, No. 3., 393-404.
- 1996 Pablo, A., Sitkin, S., & Jemison, D. Acquisition decision-making processes: The central role of risk, *Journal of Management*, Vol. 22, No. 5, 723-746.
- 1995a Sitkin, S. & Weingart, L. Determinants of risky decision making behavior: A test of the mediating role of risk perceptions and risk propensity, *Academy of Management Journal*, Vol. 38, No. 6, 1573-1592.
- Received award for "Best Published Paper of 1995" from Academy of Management, Organizational Communication and Information Systems Division.
- 1995b Sitkin, S. On the positive effect of legalization on trust, *Research on Negotiation in Organizations*, Vol. 5, 185-217.
- 1994 Sitkin, S., Sutcliffe, K., & Schroeder, R. Distinguishing control from learning in Total Quality Management: A contingency perspective, *Academy of Management Review*, Vol. 18, No. 3, 537-564.
- 1993a Sitkin, S., & Roth, N. Explaining the limited effectiveness of legalistic remedies for trust/distrust, *Organization Science*, Vol. 4, No. 3, 365-390.
- Reprinted**
Landmark papers on trust (Edited by R. Bachmann & A. Zaheer). Northampton, MA: Edward Elgar. 2008.
- 1993b Sitkin, S., & Bies, R. The legalistic organization: Definitions, dimensions and dilemmas, *Organization Science*, Vol. 4, No. 3, 343-349.
- 1993c Sitkin, S., Sutcliffe, K., & Reed, L. Prescriptions for justice: Using social accounts to legitimate the exercise of professional control, *Social Justice Research*, Vol. 6, No. 1, 87-103.
- 1993d Sitkin, S., & Bies, R. Social accounts in conflict situations: Using explanations to manage conflict, *Human Relations*, Vol. 46, No. 3, 349-370.
- 1993e Sitkin, S., & Roth, N. Legalistic organizational response to catastrophic illness: The effect of stigmatization on responses to HIV/AIDS, *Employee Responsibilities and Rights Journal*, Vol. 6, No. 4, 291-312.
- 1993f Bies, R., & Sitkin, S. Law without justice: The dilemmas of formalization and fairness in the legalistic organization, *Employee Responsibilities and Rights Journal*, Vol. 6, No. 4, 271-275.
- 1992a Sitkin, S., & Pablo, A. Reconceptualizing the determinants of risk behavior, *Academy of Management Review*, Vol. 17, No. 1, 9-38.

- 1992b Sitkin, S., Sutcliffe, K., & Barrios-Choplin, J. A dual-capacity model of communication media choice in organizations, *Human Communication Research*, Vol. 18, No. 4, 563-598.
- 1992c Sitkin, S. Learning through failure: The strategy of small losses, *Research in Organizational Behavior*, Vol. 14, 231-266.

Reprinted

Organizational learning and knowledge management (Edited by W. Starbuck). Northampton, MA: Edward Elgar. 2008.

Organizational learning (Edited by M. Cohen & L. Sproull). Thousand Oaks, CA: Sage, 1995.

Abstracted in *IEEE Spectrum*, September, 1990.

Abstracted in *Blick durch die Wirtschaft.*, October, 1990 (in German).

- 1991 Sitkin, S., & Sutcliffe, K. Dispensing legitimacy: Professional, organizational, and legal influences on pharmacist behavior, *Research in the Sociology of Organizations*, Vol. 8, 269-295.
- 1989 Brittain, J., & Sitkin S. Facts, figures and organizational decisions: Carter Racing and quantitative analysis in the organizational behavior classroom, *Organizational Behavior Teaching Review*, Vol. 14, No. 1, 62-81.
- 1986 Jemison, D., & Sitkin, S. Corporate acquisitions: A process perspective, *Academy of Management Review*, Vol. 11, No. 1, 145-163.
- 1983 Martin, J., Feldman, M., Hatch, M., & Sitkin, S. The uniqueness paradox in organizational stories, *Administrative Science Quarterly*, Vol. 28, No. 3, 438-453.

Reprinted

Organization behavior and the practice of management, Fifth edition (Edited by D. Hampton, C. Summer, and R. Webber). Glenview, IL: Scott, Foresman, 1987.

Culture d'impresa: Nuove prospettive de analisi organizzative (Edited by P. Gagliardi). Milano, Italy: Isedi. In Italian, 1986.

Corporate culture: Corporate anthropology and culture strategy (Edited by Senryaku-Keiei-Kyokai [Strategic Management Association]). Tokyo: CBS Publishing. In Japanese, 1986.

Corporate culture (Edited by K. Asaho). Tokyo: Holt, Saunders, Japan, Ltd. In Japanese, 1985.

Articles in Practice-Oriented Journals

- 2010 Sitkin, S. As the pendulum swings, *QS*, December 13.
- 2009 Emery, J., Sitkin, S., & Siang, S. Linking leadership development to organization performance: Guidance for HR executives from the Duke executive leadership survey, *Human Resource Executive Online*. June 2.
- 2009 Emery, J., Sitkin, S., & Siang, S. In challenging times leadership and leadership development matter, *Workforce Management Online*, February
<<http://www.workforce.com/section/11/feature/26/20/01/index.html>>.
- 2006 Sitkin, S., Lind, A., & Siang, S. The six domains of leadership, *Leader to Leader*, Special Supplement, 27-33.

- 2006 Siang, S., & Sitkin, S. On leadership: An interview with Mike Krzyzewski, *Leader to Leader*, Special Supplement, 34-39..
- 1986 Jemison, D., & Sitkin, S. Acquisitions: The process can be a problem, *Harvard Business Review*, Vol. 86, No. 2, 107-116.

Reprinted

Transnational management: Text, cases, and readings in cross-border management (Edited by C. Bartlett & S. Ghoshal). Homewood, IL: Irwin, 1992.

Mergers and acquisitions: Organisational and cultural issues/Fusiones y adquisiciones: Aspectos culturales y organizativos (Edited by J. Anzizu). Barcelona: Centre for Organisational Studies. In English and Spanish, 1990.

Books and Edited Volumes

- 2011 DeRue, D. S., Sitkin, S., Podolny, J. M. (Eds.). *Teaching leadership* (Special Issue of the *Academy of Management Learning and Education*).
- 2010 Sitkin, S., Cardinal, L. & Bijlsma-Frankema, K. *Control in organizations: New directions in theory and research*. Cambridge, UK: Cambridge University Press.
- 1998 Sitkin, S., Rousseau, D., Burt, R., & Camerer, C. (Eds.). *Trust in and between organizations* (Special Issue of the *Academy of Management Review*).
- 1994 Sitkin, S., & Bies, R. (Eds.). *The legalistic organization*. Newbury Park, CA: Sage Publications.
- 1993a Bies, R., & Sitkin, S. (Eds.). *The legalistic organization* (Special issue of *Organization Science*).
- 1993b Bies, R., & Sitkin, S. (Eds.). *Law without justice: When formalization eclipses fairness in the workplace* (Special issue of *Employee Rights and Responsibilities Journal*).
- 1986 Sitkin, S. *Secrecy in organizations: The determinants of secrecy behavior among engineers in three Silicon Valley semiconductor firms*. Ph.D. dissertation. Stanford CA: Stanford University.

Chapters in Books and Proceedings

- 2011 LeBoeuf, J., Emery, J., Siang, S., & Sitkin, S. Developing leaders of consequence. To appear in *Handbook for Teaching Leadership*, S. Snook, N Nohria, & R. Khurana (eds.), Sage, forthcoming.
- 2011 Hernandez, M. & Sitkin, S. Transmitting stewardship: Opening the black box of how leaders influence follower individual and collective behaviors and routines. To appear in *Behavioral Business Ethics: Ideas on an Emerging Field*, D. DeCremer & A. Tenbrunsel (eds.), Taylor & Francis, forthcoming.
- 2010 Cardinal, L., Sitkin, S., & Long, C. A configurational theory of control. To appear in Sitkin, S.B., Cardinal, L.B., & Bijlsma-Frankema, K. M. (Eds.) *Control in organizations:*

New directions in theory and research, pp 51-79. Cambridge, England: Cambridge University Press.

- 2010 Sitkin, S., Cardinal, L. & Bijlsma-Frankema, K. Control is fundamental. To appear in Sitkin, S.B., Cardinal, L.B., & Bijlsma-Frankema, K. M. (Eds.) *Control in organizations: New directions in theory and research*, pp 3-15. Cambridge, England: Cambridge University Press.
- 2009 Stickel, D., Mayer, R. C., & Sitkin, S. B. Understanding social capital: In whom do we trust? In *Social capital: Multi-disciplinary perspectives* (Edited by V. Bartkus and J. H. Davis), pp 302-316. Cheltenham, UK: Edward Elgar Publishing.
- 2006 Shapiro, D. L., & Sitkin, S. B. The ethics of reviewing. In *Winning reviews: A guide for evaluating scholarly writing* (Edited by Y. Baruch, S Sullivan and H. Schepmyer), New York, NY: Palgrave/MacMillan.
- 2006 Long, C. P., & Sitkin, S. B. Trust in the balance: How managers integrate trust-building and task control. In *Handbook of trust research*, 88-106 (Edited by R. Bachmann and A. Zaheer), Northampton, MA: Edward Elgar Publishing.
- 2005 Browning, L., Greene, R., Sutcliffe, K., Sitkin, S., & Obstfeld, D. Constitutive complexity: Military entrepreneurs and the synthetic character of communication flows. In A. Nicotera & L. Putnam (eds.), *The communicative constitution of organization: Centering organizational communication*. Mahwah, NJ: Lawrence Erlbaum.
- 2004 Sitkin, S. B & Pablo, A. L. Leadership and the M&A process. In *Mergers and acquisitions: Creating integrative knowledge*, 181-193 (Edited by A. L. Pablo & M. Javidan), Oxford, UK: Blackwell Publishing
- 2004 Sitkin, S. B & Pablo, A. L. The neglected importance of leadership in mergers and acquisitions. In *Mergers and acquisitions: Managing culture and human resources*, 208-227 (Edited by G. K. Stahl & M. Mendenhall), Stanford, CA: Stanford University Press.
- 2004 Stahl, G., & Sitkin, S. Trust in mergers and acquisitions. In *Mergers and acquisitions: Managing culture and human resources*, 82-108 (Edited by G. K. Stahl & M. Mendenhall), Stanford, CA: Stanford University Press.
- 2003 Cardinal, L., Sitkin, S., & Long, C. Creating control configurations during organizational founding, *Academy of Management Best Paper Proceedings*, ENT D1-D6.
- 2000 Sitkin, S. On the theoretical foundations of managerial and organizational cognition. In T. Lant & Z. Shapira (Eds.), *Managerial and organizational cognition*, 73-79. Mahwah, N.J.: Lawrence Erlbaum.
- 2000 Sutcliffe, K., Sitkin, S., & Browning, L. Tailoring process management to situational requirements: Beyond the control and exploration dichotomy. In R. Cole & W. R. Scott (Eds.), *The quality movement in America: Lessons for theory and research*, 315-330. Thousand Oaks, CA: Sage Publications.
- 2000 Wong, S., & Sitkin, S. B. Shaping collective cognition and behavior through collective learning, *Academy of Management Best Paper Proceedings*, MOC-B1.

- 1998 Sitkin, S., Sutcliffe, K., & Weick, K. Organizational learning. *The technology management handbook* (Edited by R. C. Dorf). Boca Raton, Florida: CRC Press and IEEE Press, Section 7, 70-76.
- 1997 Sutcliffe, K., Sitkin, S., & Browning, L. Perspectives on process management: Implications for research on 21st century organizations. In *Creating tomorrow's organizations: A handbook for future research in organizational behavior* (Edited by C. Cooper & S. Jackson). Chichester: John Wiley & Sons, 207-230.
- 1995 Sitkin, S., & Stickel, D. The road to hell . . . : The dynamics of distrust in an era of "quality" management. In *Trust in organizations* (Edited by R. Kramer & T. Tyler). Thousand Oaks, CA: Sage Publications, 196-215.
- 1994a Roth, N., Sitkin, S., & House, A. Stigma as a determinant of legalization. In *The legalistic organization* (Edited by S. Sitkin and R. Bies). Newbury Park, CA: Sage Publications, 137-168.
- 1994b Sitkin, S., & Bies, R. The legalization of organizations: A multi-theoretical perspective. In *The legalistic organization* (Edited by S. Sitkin and R. Bies). Newbury Park, CA: Sage Publications, 19-49.
- 1993 Pablo, A., Sitkin, S., & Jemison, D. The influence of risk on acquisition decision making processes, *Proceedings of the 21st Annual Meeting of the Administrative Sciences Association of Canada*, 14(6), 121-130.
- 1991 Bies, R., & Sitkin, S. Explanation as legitimation: Excuse-making in organizations. In *Explaining one's self to others: Reason-giving in a social context* (Edited by M. McLaughlin, M. Cody, and S. Read). Hillsdale, NJ: Lawrence Erlbaum Associates, 183-198.
- 1985 Martin, J., Sitkin, S., & Boehm, M. Founders and the elusiveness of a cultural legacy. In *Organizational culture* (Edited by P. Frost, L. Moore, M. Louis, C. Lundberg, and J. Martin). Beverly Hills, CA: Sage, 99-124.

Other Publications

- 2009 Sitkin, S., Emery, J., & Siang, S. *Executive Leadership Survey 2009*, Durham NC: Duke University.
- 2009 Sitkin, S. B. Building a new mortgage foundation, *Raleigh News & Observer* 2/24/09 [reprinted as "How to accomplish the goal of increased home ownership" in *Atlanta Journal-Constitution, Baltimore Sun, Contra Costa Times, Pittsburgh Post Gazette* 2/28/09]
- 2008 Sitkin, S. B., & Rousseau, D. M. Wanted: Leaders who learn and pundits who let them, *Raleigh News and Observer*, 9/19/08 [reprinted in *The State.Com*, 9/20/08]
- 2002 Wong, S., & Sitkin, S. B. Review of *Shared cognition in organizations: The management of knowledge*, *Administrative Science Quarterly*, Vol. 47, No. 3, 577-580.
- 1991 Sitkin, S., & Roth, N. Review of *Dangerous diagnostics*, *Contemporary Sociology*, Vol. 20, No. 1, 86-87.

- 1990 Berlinger, L., & Sitkin, S. Review of *Paradox and transformation*, *Administrative Science Quarterly*, Vol. 35, No. 4, 740-743.

Teaching-related Publications

- 2010 Sitkin, S. & Jarmul, D. *A Problem at Cirius University (A) (B) (C) (Teaching Note)*. Fuqua School of Business, Duke University.
- 2003 Sitkin, S., Cardinal L., Long, C, & Kreymerman, A. *Leadership at the Blue Whale Moving Company (A) (B) and (C)* Fuqua School of Business, Duke University.
- 2003 Sitkin, S., & Dean, M. *Carly Fiorina: Leading the HP-Compaq Merger*. Fuqua School of Business, Duke University.
- 2001 Sitkin, S. *Ford Telematics*. Duke Corporate Education.
- 1999 Sitkin, S. & Bugos, G. *Glaxo Wellcome India: The globalization of a domestic manufacturing operation*. Fuqua School of Business, Duke University.
- 1999 Sitkin, S., Pruitt, B., & Orso, E. *ABB Columbus (A) (B) and (C)*. Fuqua School of Business, Duke University.
- 1998 Sitkin, S., & Lemon, K., Pruitt, B., Campazzi, E., & Telio, S. *Glaxo Wellcome Asia Pacific: Developing a region-sensitive strategy for asthma medication*. Fuqua School of Business, Duke University.
- 1998 Sitkin, S., Kosofsky, T., & Bossard, T. *Glaxo Wellcome Thailand: Responding to HIV*. Fuqua School of Business, Duke University.
- 1998 Sitkin, S. & Tse, S. *Glaxo Wellcome New Zealand: Designing and implementing a distribution strategy*. Fuqua School of Business, Duke University.
- 1997 Obstfeld, D. & Sitkin, S. *Ritz Carlton Tysons Corner (A)*. Fuqua School of Business, Duke University.
- 1996 Sitkin, S., Cardinal L., & Friedman, A. *Blue Whale Moving Company (A), Blue Whale Moving Company (B)*. Fuqua School of Business, Duke University.

Reprinted

Strategic management: A dynamic perspective (Edited by M. Carpenter and W. Sanders). Upper Saddle River, NJ: Prentice Hall, 2006.

- 1995a Sitkin S., Stickel, D., MacGuire-Lewis, M. *Xerox' Leadership Through Quality Program (C): Rolling it out into the Labs* (Case and Teaching Note). Fuqua School of Business, Duke University.
- 1995b Tuchinsky, M., Sitkin S, & Fischer G. *Socialization in organizations* (Teaching Note). Fuqua School of Business, Duke University.
- 1989 Brittain, J., & Sitkin S. Executive etiquette. In *Organizational behavior: Experiences and cases, Second edition* (Edited by D. Marcic). St. Paul: West Publishing, 119-126.

Reprinted

Organizational behavior: A managerial challenge (Edited by G. Northcraft and M. Neale). Chicago: Dryden Press, 1990.

1988 Brittain, J., & Sitkin S. Carter Racing Case and Teaching Notes, *Stanford Case System* (#S-OB-24), Graduate School of Business, Stanford University.

Reprinted

Ethical and environmental challenges to engineering (P. Werhane). New York: Prentice-Hall, 2000.

Organization theory: Text and cases (G. Jones). Reading, MA: Addison-Wesley, 1994.

Management, Second edition (R. Aldag and T. Stearns). Cincinnati: South-Western Publishing, 1991.

Management live! The video book (Edited by R. Marx, T. Jick, and P. Frost). Englewood Cliffs, NJ: Prentice-Hall, 1991.

Organizational behavior: A managerial challenge (G. Northcraft and M. Neale). Chicago: Dryden Press. Reprinted in first three editions (1990, 1992, 1994), with teaching notes.

Organizational behavior, Second edition (R. Vecchio). Chicago: Dryden Press, 1990.

Instructor's manual for Management, Second edition (R. Daft). Chicago: Dryden Press, 1990.

"A major malfunction . . .": *The story behind the space shuttle Challenger disaster*. (M. Maier). Binghamton, NY: Research Foundation of the State University of New York, 1992.

MANUSCRIPTS UNDER REVIEW

Bijlsma-Frankema, K., & Sitkin, S., & Weibel, A. Distrust in the balance: Evolution and resolution of inter-group distrust between judges and administrators in a Court of Law.

WORKING PAPERS

Sitkin, S. B., Carton, A. M., Emery, J. D. "How" and "why" are leaders inspirational? Moving beyond the "what" of inspirational motivation

Cardinal, L., Sitkin, S., & Long, C. Creating control configurations during organizational founding.

Long, C., Sitkin, S., & Cardinal, L. The effect of conflict on managerial action to build control, trust and fairness in organizations.

Long, C., Sitkin, S., Cardinal, L., & Burton, R. Information processing in complex control systems: A simulation study of the determinants of the effective use of organizational control.

Sitkin, S., Hernandez, M., & Long, C. Differentiating leadership effects on trust.

Sitkin, S., & Shea, C. An integrative model of leadership effects.

Emery, J. & Sitkin, S. The causes and effects of loyalty in leader-follower relationships: An exploratory study.

Rosette, A., Tost, L., Hernandez, M., & Sitkin S. Competitive rivalries above the glass ceiling: Triggers for negative biases among top women leaders.

Sitkin, S., Graham, M., & Wong, S. Documentation as learning.

Sutcliffe, K. M., Ensing, I., Sitkin, S. B., Obstfeld, D. & Browning, L. D. Tailoring management tactics to situational requirements.

Sitkin, S. Courage is not enough: On the underpinnings of leadership.

Wong, S., & Sitkin, S. Shaping collective cognition and behavior through collective learning.

Sitkin, S., Emery, J., & Carton, D. The three faces of leadership vision

WORK IN PROGRESS

Sitkin, S., Houde, J., & Mellon, E. Toward a theory of managerial transitions.

Sitkin, S., Sutcliffe, K., Browning, L., & Obstfeld, D. The contingent use of organizational control

Sitkin, S., & George, E. An alternative theoretical model of the institutional legitimation process

Sitkin, S., & Brodt, S. The paradox of secrecy: Incompatibility, incompleteness, and inclusiveness among secrecy norms in organizations.

Sitkin, S., & Brodt, S. Secrecy norms in organizations.

Sitkin, S. & Siang, S. Leadership as sustainable excellence: Kzyzewski's formula for overcoming short-term performance pressure to build for the long-term.

HONORS AND AWARDS

Academy of Management Fellow, Elected 2010

FINT Fellow, International Network for Trust Research (FINT). Award given for contributions to trust research. 2010 was the first year the award was given.

Excellence in Teaching Award, Duke/Goethe Executive MBA Program, 2010.

Duke University, Fuqua School of Business, Staudenmeyer Research Fellow (2008-2010)

2006 AMR Best Paper Award. Awarded for "Cognitive underpinnings of institutional persistence and change: A framing perspective" (with E. George, P. Chattopadhyay, & J. Barden.), *Academy of Management Review*, Vol. 31, No. 2, 347-385.

"Best Paper Authored or Co-authored by a Student." Awarded for "Shaping collective cognition and behavior through collective learning" (S. Wong & S. Sitkin), Managerial and Organizational Cognition Division, Academy of Management, 2000

"Top Four Paper Award." Awarded for "Organizational learning through creative implementation: The successful balancing of the traditional and the novel" (L. Browning, J. McMillan, S. Sitkin, & K. Sutcliffe). Award given to four best papers submitted to the National Communication Association, Organizational Communication Division for the 2000 Annual Meeting.

“Top Four Paper Award.” Award given to four best papers submitted to the International Communication Association, Organizational Communication Division for the 1999 annual meeting for “Communication strategies for managing uncertainty: A comparison of science and dramaturgy,” 1999.

1998 Research Fellow, Society for Organizational Learning. Annual award given each year to 2 scholars whose past and current research demonstrates excellence in the study of organizational learning. Includes \$5,000 cash award. 1998 was the first year the award was given.

“Top Three Paper Award.” Award given to three best papers submitted to the International Communication Association, Organizational Communication Division for the 1998 annual meeting for “A structuration analysis of control and learning in TQM: The presence of feature and spirit in the reports of the use of procedures,” 1998.

“Best published paper in 1995”. Award given by Academy of Management, Organizational Communication and Information Systems Division for “Determinants of risky decision making behavior: A test of the mediating role of risk perceptions and risk propensity,” 1996.

Core Faculty, Doctoral Student Consortium, OB/OMT/OD Divisions, Academy of Management, 1996

Honorable Mention, Teaching Excellence Award, Weekend Executive MBA Program, Fuqua School of Business, 1995.

In-Residence Visiting Faculty, Xerox Palo Alto Research Center (PARC), 1993.

Visiting Scholar, Stanford Center for Organizations Research (SCOR), Stanford University, 1988 and 1989 (Summers).

Nominated by Department of Management for the CBA Foundation Teaching Excellence Award (college-wide teaching award for junior faculty), 1988-89 and 1989-90.

Richard D. Irwin Foundation Doctoral Fellowship, 1984-85. Competitive national dissertation award.

State Farm Companies Foundation Dissertation Award in Business, 1984-85. Competitive national dissertation award.

Merit Fellowship, 1982-84. Two-time recipient of award made annually to 6 of 70 Stanford Business School doctoral students.

NIMH Pre-Doctoral Fellowship, 1983-85. Awarded by Organizations Research Training Program, Department of Sociology, Stanford University.

GRANTS & CONTRACTS

Individual Donor and Corporate Support for the Center of Leadership and Ethics (COLE), Fuqua School of Business, Duke University. As Founding Faculty Director of COLE, I have been responsible for working closely with the Dean and development office in obtaining grants and gifts for the Center. 2002-present, approximately \$10 million in gifts and grants raised to date, with an additional \$10 million pledged.

U.S. Department of Veterans Affairs, National Center for Patient Safety. *Designing a Safer OR to ICU Patient Handover*. Subcontract for advising Duke/VA PIs on organizational/leadership components of study. \$12,000.

Common Fund. Grant to Kenan Institute for Ethics (E. Balleisen, P. Euben, N. Pickus, & S. Sitkin, Principal Investigators) to support *Transforming the Ethical Cultures of Institutions Program*, 2005-2006. \$50,000.

Hartman Center. Grant to develop a teaching case on leadership in an entrepreneurial small/mid-size company, 2003. \$5,500.

Deutsche Bank. Grant to support dissertation research of S. Wong on collective learning, 2001-2003. \$24,000.

Center for the Public Domain. Grant to generate insights from the social sciences to foster research on transparent technology, 2000-2003. \$40,000.

Hartman Center. Grant to host a workshop on entrepreneurship in the health sector, 2000. \$10,000.

Corporate Support for the Health Sector Management Program, Fuqua School of Business, Duke University. As Director of the HSM Program I was partially responsible for program fund raising. Grants and gifts generated exceeded \$1.5 million, including

Glaxo Wellcome Foundation. Three-year program support (1999-2002). \$1,117,800.

Glaxo Wellcome Foundation. One-year planning grant (1998-99). \$250,000.

Ernst & Young. Support for Health Sector Management Scholarships (1999). \$100,000.

Johnson & Johnson. Support for special programs (1999). \$11,000.

Hartman Center. Grant for planning first HSM Research Forum (1999-2000). \$10,000.

Asea Brown Boveri (ABB). Grant for the preparation of an instructional case study on the conversion to a team-based organization in one manufacturing plant, 1998. \$20,000.

Glaxo Wellcome. Grant for the preparation of a series of instructional case studies on operations in the Asia Pacific region, 1997-98. \$20,000.

United States Air Force. Principal investigator for three-year project: "Organizational effectiveness and tailoring TQM to situational requirements: Distinguishing control from learning in total quality management," (with K. Sutcliffe and L. Browning), 1997-1999. \$30,461 over three year period.

National Science Foundation. Principal investigator for three-year project: "Organizational effectiveness and tailoring TQM to situational requirements: Distinguishing control from learning in total quality management," (with K. Sutcliffe), 1995-1997. National Science Foundation funding of \$409,147 over three year period.

Xerox Corporation. Gift of \$25,000 for the support of the Center for the Study of Organizational Effectiveness. General support for research on the measurement of organizational effectiveness and organizational learning.

National Science Foundation and Xerox Corporation. Principal investigator for two-year project: "Situated innovation: Organizational learning and values issues," (with Annette Adler, Scott Cook, and Margaret Graham,), 1994-95. National Science Foundation funding of approximately \$149,356 matched by Xerox Corporation. In addition, on this same project, I serve as Co-Principal Investigator for similar grant from the same organizations on a different subtopic (S. Cook is the Principal Investigator on this second set of grants).

Federal Home Loan Bank of Dallas, McAllister Chair, and Policy Research Institute. "Managing mergers and acquisitions involving financial institutions," (with David Jemison), 1988-91. Funding from Federal Home Loan Bank of Dallas (\$60,000); McAllister Chair (\$46,904 over 2 years); Policy Research Institute (\$2,060).

University Research Institute. "Implementing strategy through organizational control: Transforming strategic intentions into strategic behaviors" (with Laura Cardinal), 1988-89. Funding from University Research Institute (\$5,640).

National Science Foundation. "Doctoral dissertation grant," (for Laura Cardinal) 1988-89. Funding from National Science Foundation, Program on Decision, Risk, and Management Science (\$4,992).

University Research Institute and Faculty Academic Development/Research Committee. "Legalization in organizations," Summer Research Grants, 1988. Funding from University Research Institute (\$2,556); Faculty Academic Development and Research Committee (\$9,555).

Varied Sources. "Texas Conference on Organizations," External Support for Annual Conference, (with D. Gibson), 1986-90. Approximately \$80 - 100,000, raised from external (corporations, foundations, and other universities) and internal sources (three University of Texas colleges).

University of Texas. "Interactive microcomputer case simulations to promote experience-based learning in the organizational behavior classroom," September, 1986. Funding from University of Texas, Project Quest (Equipment grant).

Irwin Foundation, State Farm Companies Foundation, Private Donor. "Secrecy in organizations," Dissertation research, 1984-85. Richard D. Irwin Foundation (\$8,000); State Farm Companies Foundation (\$2,500); Spiegel Gift to Stanford Business School for Corporate Ethics Research (\$5,000)

TEACHING EXPERIENCE

University Courses Taught

PhD Level	Seminar in Organizational Behavior (PhD Required Course) Seminar in Organizational Theory and Design (PhD Required Course) Research Methodology/Research Practicum (PhD Required Course) Seminar on Trust in Organizations (PhD Elective)
MBA Level	Leadership Ethics and Organizations (Executive MBA Required Course) Managerial Effectiveness (MBA and Executive MBA Required Course) Organizational Design (Executive MBA Required Course) Integrative Learning Experience (MBA Required Course) Organizational Behavior (Executive MBA Required Course) Organizational Behavior (MBA Required Course) Leadership (MBA Elective) Leadership (Executive MBA Required Course) Leadership (Executive MBA Elective) Leadership for the Global Executive (Executive MBA Elective) Managing the M&A Process (Executive MBA Elective) Control in Organizations: A Behavioral Perspective (MBA Elective) Organizational Change and Strategic Renewal (MBA Elective) Macro Organizational Analysis (MBA Elective)
Undergraduate	Organizational Behavior II (Required Course)

Student Advising

PhD

Committees
(Chair or
Co-Chair)

Laura B. Cardinal: "Organizational control: Translating strategic intentions into strategic actions" (1990). Won NSF Dissertation Award.
Lisa R. Berlinger: "Managing commitment to increase flexibility: An exploration of processes that strengthen and weaken commitment" (1990)
Nancy L. Roth: "The rhetoric of AIDS: An ethnography of provider/client interaction in an AIDS service organization" (1990)
Amy L. Pablo: "Determinants of acquisition integration level: An evaluation of current theory from a decision making perspective" (1991)
John R. Barrios-Choplin: "Newcomer's surprise: An extension and exploratory study of Louis' conceptualization" (1993)
Darryl Stickel: "Building trust under conditions of hostility" (1999)
Chris P. Long: "Balancing organizational controls with trust-building and fairness-building initiatives" (2002)
Sze-Sze Wong. "Investigating collective learning in teams" (2002). Won Academy of Management Best Student Paper Award.
Ingrid C. Morris. "Modeling surprises: Organizational learning in the context of unexpected outcomes" (2004)
James Emery "Developing follower loyalty" (2006)
Morela Hernandez "Stewardship: A theory of ethical leadership" (2007). Won Notre Dame Ethic Competition Best Student Dissertation Award.; Won Kenan Institute for Ethics Best Student s Dissertation Award.
Catherine Shea (in process).

PhD

Committees
(Member)

At Duke

In Process: A. Carton

Completed: A. Mannes (2009), J. Barden (2006), L. Jiang (2004), L. Dietz (2003), R. Webb (2002), D. Sherman (1999), M. Tuchinsky (1997), S. Jones (1996),

At Texas

P. Sias (1993), B. Bales (1993), K. Lewis (1993), K. Sutcliffe (1991), M. Kramer (1991), L. Kilbourne (1990), C. Miller (1990), H. Doty (1990), B. Sung (1990), H. Yoo (1989), T. Sung (1988), J. Thomas (1988)

Other Institutions

G. Homsma (Free University of Amsterdam 2007)

T deSchryver (Radboud University, Nijmegen, The Netherlands, 2009)

Professional

Reports (Chair)

K. Rogers (1992), P. Cowling (1987), K. Gracey (1987),
S. Knowles-Berry (1987)

Executive Education

1987 - present

Session topics have included: Strategic Leadership, Innovative Leadership, Leading Organizational Change, Crisis Leadership, Unintended Consequences of Control, Motivation and Influence, Learning Through Failure, Strategy Implementation, Managing the Acquisition Process, Secrecy in Organizations, Cultural Leadership, Decision Making, Team Building, Organizational Planning, Management in the Litigious Society, Knowledge Management, Leadership and Work-Life Balance

1973-80 Director or lead trainer for numerous workshops for public sector executives and managers on organization development, planning, budgeting, policy development, and information and evaluation systems.

Other Teaching Experience

1971-73 Taught in public/private schools for pre-school, elementary, junior high and high school students. Massachusetts certification as secondary school social studies teacher.

PROFESSIONAL ACTIVITIES

Editorial Activity

Editorial Positions

Deputy Editor, *Behavioral Science and Policy*, 2009-present

Consulting Editor, *Science You Can Use*, 2009-present

Editor (with D. S. DeRue, J. M. Podolny), Special Issue: "Teaching leadership," *Academy of Management Learning and Education*, 2010-2011

Senior Editor, *Organization Science*, 2000-2006

Associate Editor, *Journal of Organizational Behavior*, 1998-2006

Editor (with D. Rousseau, R. Burt & C. Camerer), Special Issue "Trust In and Between Organizations", *Academy of Management Review*, 1996-98

Editor (with R. Bies), Special Issue "The Legalistic Organization", *Organization Science*, 1993

Editor (with R. Bies), Special Issue "Law Without Justice," *Employee Responsibilities and Rights Journal*, 1993

Editorial Boards

Advisory Board, *Journal of Trust Research*, 2008-present

Editorial Board Member, *International Journal of Leadership Education*, 2003-2009

Editorial Board Member, *Organization Science*, 1992-2006

Editorial Board Member, *Journal of Organizational Behavior*, 1998-2006

Editorial Board Member, *Academy of Management Review*, 1992-1999

Editorial Board Member, *Journal of Management*, 1995-1998

Editorial Board Member, *Volunteer Administration*, 1976

Other Journal and Book Reviewing

Regular Reviewer, *Administrative Science Quarterly*, 1985-Present

Regular Reviewer, *Academy of Management Journal*, 1985-Present

Regular Reviewer, *Academy of Management Review*, 1999-Present

Regular Reviewer, *Journal of Applied Psychology*, 1998-Present

Occasional Reviewer, *Management Science*, *Journal of Management Inquiry*, *IEEE Transactions on Engineering Management*, *Sloan Management Review*, *International Journal of Conflict Resolution*, *Production and Operations Management*, *Journal of Voluntary Action Research*.

Regular Reviewer, Academy of Management Annual Meeting, Organization and Management Theory Division (1984-Present); Managerial and Organizational Cognition Interest Group (1991-Present); Conflict Management Division (1992-Present); Business Policy Division (1993-present), Organization Behavior Division (1993-present)

Occasional Reviewer of Book Proposals for Publishers (Duke University Press, Oxford University Press, Harvard Business School Press, Sage Publications, Dryden Press, West Publishing)

University Service

Duke University (1994- present)

Founding Faculty Director, Fuqua-Coach K Center of Leadership and Ethics (COLE), 2003-present
Director, Center for Organizational Research, 1994-present

Academic Program Director, Duke Leadership Program, Open Enrollment Program, 2001-present
Chair, Faculty Advisory Committee, PhD Pipeline Opportunity Program, 2010-present

Adjunct Faculty and Consultant to Advisory Board, Feagin Leadership Program, Duke University
School of Medicine, 2010-present

Academic Program Director, Baker Tilly Leadership Program, 2008-present

Member, Dean's Strategy Committee, 2010

Speaker, Kenan Institute Ethics, Leadership and Global Citizenship Focus Cluster, October, 2010

Keynote Speaker, Duke University Alumni Volunteers Workshop, September, 2010

Speaker, Duke University Leadership Academy, In-House Program for Senior Administrators,
February, 2010

Speaker, Chancellor's Clinical Leadership in Academic Medicine Program (C-CHAMP), February,
2010

Speaker, Kenan Institute Project Change, August, 2010

Area Coordinator, Management and Organizations Area, 2006-2008

Member, Fuqua School of Business Associate Dean for Development Search Committee, 2009

Speaker, Fuqua School of Business Alumni, London, November 2009

Chair, Faculty Design Committee, Cross Continent Global Civilizations Course, 2008.

Faculty Advisory Council, Kenan Institute for Ethics, 2004- 2009

Member, Kenan Institute of Ethics Director Search Committee, 2006-2007

Faculty Director or Co-Director, Integrative Learning Experience 2 (weeklong program for all 400
second-year, returning MBA students), 2004-2005

Member, Faculty Design Committee, Leadership, Ethics and Organizations core course, 2006-2007

Faculty Director, Integrative Learning Experience 1 (weeklong program for all 400 entering MBA
students), 2003-2006

Member, Duke University Academic Council, 1997-98, 2004-2006.

Co-PI on Kenan Institute for Ethics project "Transforming the ethical cultures of institutions" (with
E. Balleisen, P. Euben, & N. Pickus), 2005-2006.

Speaker, Leading in a crisis, Course on Natural Disasters, Duke School of Engineering, January, 2006

Moderator, Panel on Critical Issues in the U.S. Presidential Race, Duke University, October, 2004

Speaker, Leading Mergers and Acquisitions, Duke Alumni Conference, Geneva, July, 2003

Information Science and Information Studies Program (Member, Faculty Board of Directors, 2001-2003;
Member, Faculty Advisory Board, 2003-2005).

Faculty Advisor, Fuqua MBA Leadership Development Cabinet/Club, 2003-2004

Member, Fuqua School of Business Dean Search Committee, Duke University, 2000-2001

Member, Board of Directors, Duke Center for Jewish Life, 1998-2002.

Management Area Faculty Search Committee, Fuqua School of Business, 1996-present (Chair, 2000-
2001, 2006-2008)

Coordinator or Co-Coordinator, Management Area Speaker Series, 1995-1996, 2000-2001

Member, Faculty Committee, Hartman Center, Fuqua School of Business, 1999-2000

Academic Program Director, IBM Health Leadership Program, 1999-2000
 Director, Health Sector Management Program, 1997-1999
 Member, Fuqua School of Business Strategy Curriculum Review Committee, 1998-99
 Academic Program Director, Glaxo Wellcome Asia Pacific Executive Program, 1997-1998
 Chair, Health Sector Management Faculty Committee, 1997-1999.
 Member, Duke University Academic Council, 1997-98.
 Member, Board of Directors, Duke Hillel Foundation, 1997-1998.
 Faculty Coordinator, Integrative Learning Experience 3: “Competitive Advantage Through People and Processes”, Fuqua School of Business, 1995-1996
 Member, Faculty Advisory Committee on Advanced Management Program, Fuqua School of Business, 1996-1997
 Member, Faculty Advisory Committee on Executive Education, Fuqua School of Business, 1995-1999
 Speaker, Annual Leadership Conference, August, 2002
 Speaker, Fuqua School of Business Alumni Weekend, Spring 1995, Fall 1996
 Speaker, Charlotte Fuqua Alumni Club, Fall, 1999
 Panelist, Nortel Program on Innovation, April, 2000
 Member, Design Committee for ILE 3, Fuqua School of Business, 1994-1995

University of Texas (1986-1994)

BA389T Course Coordinator - Required MBA Organizational Behavior Course, Graduate School of Business, 1991-1993
 Dean's Junior Faculty Budget Committee, Graduate School of Business, 1988-1990
 Executive Committee (elected by faculty), Department of Management, 1988-1989.
 Founding Faculty Director, Texas Conference on Organizations, 1986-1990.
 Coordinator, Organizational Colloquium Seminar Series, 1987-88, 1989-90.
 Served on 4 Faculty Peer Review Committees, 1986-1992.

Professional and Public Service

Professional Associations

Academy of Management

Elected, Academy of Management Fellow, 2010
 Member, Board of Governors, Elected to a 3-year term, 2002-2005
 (Chair, Long-range Planning Committee, 2002-2003; Chair, Ethics Committee, 2003-2004; Chair, Long Range Planning and Public Involvement Committee, 2004-2005)
 Member, Terry Book Award Committee, 2002-2003
 Conflict Management Doctoral Consortium Faculty, 2006
 OB Junior Faculty Consortium Faculty, 2010
 OMT/OB/MOC/OD Doctoral Consortium Faculty (in different combinations), 1996, 1997, 2006
 Member, Academy Awards Nominating Committee, 1998-99

TIMS (The Institute for Management Science)

Judge, Organization Science Dissertation Competition (2008)

Academy of Management, Managerial and Organizational Cognition Division

Past Chair, 1998-99; Chair, 1997-98; Chair-Elect, 1996-97, Program Chair, 1995-96;
 Program Chair-Elect, 1995-95

Planning Committee, Organizational Learning Conference, 1997-98

Nominating Committee, 2001-2002, 2002-2003

Faculty, Pre-Convention Workshop “Cognition in the Rough” 1998-2003, 2010

Academy of Management, Business Policy and Strategy Division

Subcommittee on Strategy's Future in the Business School, 1994-95

Academy of Management, Organizational Behavior Division
 Outstanding Publication in Organizational Behavior Award Committee, 1993-94, 1995-96
 American Sociological Association, Organizations and Occupations Division
 Membership Committee, 1993-94
 Academy of Management Review
 Outstanding Paper for 1995 Award Committee, 1996
 Society for Organizational Learning
 Member, Board of Directors, 1997-1999
 Member, Research Committee, 1997- 1999
 Association of Voluntary Action Scholars [now called ARNOVA]
 Board of Directors, 1975-76
 National Program Chair, 1976

Public Service- Domestic

Member, United States Environmental Protection Agency, Science Advisory Board, Environmental Engineering Committee, Subcommittee on Diffusion and Adoption of Innovations in Environmental Protection (2000-2001)
 Founding Member and Treasurer, Board of Directors, Center for the Public Domain (formerly Red Hat Center for Open Source (Member, 1999-2001, Treasurer 1999-2000)
 Regular Proposal Reviewer, National Science Foundation, Program on Decision, Risk, and Management Science (1988-Present) and Program on Transformation to Quality Organizations (1995-Present); Occasional Reviewer for Program on Sociology
 Board of Directors, Massachusetts Children's Policy Institute
 (Executive Committee, 1976-81; Vice President, 1977-78)
 Member, Massachusetts Juvenile Justice Advisory Committee (Governor's Appointee, 1979-81)
 Advisory Board Member, Institute for Research on Learning Research Project on "Network Communities" (1996-1998)

Public Service- International

Advisory Board, EuroMed Research Center (2008-present)
 Advisory Board, Strategy and Competitive Resilience Chair, Ecole Polytechnique, University Paul Cezanne (2010-present)
 Co-Chair, Biannual Conference on Trust, EIASM [European Institute for the Advanced Study of Management], 2004-2010.
 Occasional Proposal Reviewer, Social Sciences and Humanities Research Council of Canada
 Occasional Proposal Reviewer, Australian Research Council
 Occasional Proposal Reviewer, Israel Science Foundation
 Occasional Proposal Reviewer, Hong Kong Research Grants Council
 Occasional Proposal Reviewer, Netherlands Organisation for Scientific Research
 External Examiner, Queensland University of Technology, Australia, 1996

Public Service- Local

Founding Member, Board of Directors (Chair, Long-range Planning Committee) (1996-2002),
 Member of Nominating Committee (2003-2007), Chapel Hill Kehillah
 Founding Member, Board of Directors, New Century Charter School (1997-98)

OTHER MANAGERIAL POSITIONS

1980-81 Manager of Administrative Operations/Training,
 Massachusetts Department of Social Services, Boston, MA

 1977-80 Director of Planning, Research and Data Processing,

- Massachusetts Department of Youth Services, Boston, MA
- 1976-77 President, Education Redesign Associates, Inc., Cambridge, MA.
- 1975 Special Assistant to Executive Director, Education Collaborative for Greater Boston, Cambridge, MA.
- 1974 Assistant to Executive Director,
National Commission on Resources for Youth, New York, NY
- 1972-73 Assistant Director, Educational Resource Center, Clark University, Worcester, MA

COMPETITIVELY REVIEWED PRESENTATIONS

The genesis of control configurations during organizational founding (with L Cardinal, C Long, & C Miller), Academy of Management Meetings, Montreal, August 2010.

Panelist, How trust and transparency relate in the modern economy, Academy of Management Meetings, Montreal, August 2010.

Transmitting stewardship: Opening the black box of how leaders influence follower individual and collective behaviors and routines (with M. Hernandez), Duke-Erasmus Conference on New Directions in Leadership Research, Rotterdam, May 2010.

Differentiating leadership effects on trust (with C Long and M Hernandez), Fifth Workshop on Trust Within and Between Organizations, European Institute for Advanced Studies in Management, January, 2010, Madrid.

How and why leaders inspire – and to what effect (with J Emery), Academy of Management Meetings, Chicago, August 2009.

The role of stretch goals in organizational learning and performance (with Miller, C, See, K., Lawless, M., & Carton, D.). Paper presented at Academy of Management Meetings, Anaheim CA , August, 2008.

Managerial action to build control, trust and fairness in organizations: The effect of conflict (with Long, C., Sitkin, S., & Cardinal, L.), Trust Conference, European Institute for Advanced Studies in Management, Amsterdam, October, 2007.

Competitive rivalries above the glass ceiling: Triggers for negative biases among top women leaders (with A. Rosette, L. Tost, & M. Hernandez), Academy of Management Annual Meeting, Philadelphia, August 2007

Reversing a vicious cycle of mutual distrust (with K. Bijlsma-Frankema & A. Weibel), Academy of Management Annual Meeting, Philadelphia, August 2007

An information processing model of organizational control: A computational study (with C. Long, L. Cardinal, & R. Burton), Academy of Management Annual Meeting, Philadelphia, August 2007

Cultivating trust in leaders: Are all leader behaviors equally influential? (with E. A. Lind, & M. Hernandez), Academy of Management Meeting, Atlanta, August 2006

The paradox of secrecy norms (with S. Brodt), Society for Industrial and Organizational Psychology Meeting, Dallas, TX, May, 2006

Drivers of organizational decisions and control configurations (with L. Cardinal & C. Long), Organization Science Winter Conference, Steamboat Springs, CO, February, 2006

Trust and control: The role of leader and follower perceptions (with A. Lind, M. Hernandez & C. Long), Academy of Management Meeting, Honolulu, HI, August, 2005

Rethinking the determinants of trust: Building on a legacy, Academy of Management Meeting, Honolulu, HI, August, 2005

The role of seemingly impossible goals in organizational learning and performance (with C. Miller), Strategic management Society Annual International Conference, San Juan, October/November, 2004.

Responding to stigma: Decision making under conditions of threat (with E. George), Academy of Management Meeting, New Orleans, August, 2004

Managerial choice in the use of complex control systems: An information processing perspective (with C. Long), Academy of Management Meeting, Seattle, August, 2003

Creating control configurations during organizational founding (with L. Cardinal and C. Long), Academy of Management Meeting, Seattle, August, 2003.

Managerial use of controls, trust-building, and fairness-building to manage organizational conflicts (with C. Long and L. Cardinal), 16th Annual IACM Conference, Melbourne, Australia, June, 2003

The neglected importance of leadership in M&A research (with A. Pablo), National Academy of Management Meeting, Denver, August, 2002.

Environmental framing as an antecedent to institutional persistence and change: Responses to threats and opportunities (with E. George, P. Chattopadhyay, & J. Barden). National Academy of Management Meeting, Washington, DC, August, 2001.

Trust in mergers and acquisitions (with G. Stahl). National Academy of Management Meeting, Washington, DC, August, 2001.

Organizational learning through creative implementation: The successful balancing of the traditional and the novel (with L. Browning, J. McMillan, & K. Sutcliffe), National Communication Association Annual Meeting, Seattle, November, 2000. [Won "Top Four Paper" Award from Organizational Communication Division]

Tailoring management tactics to situational requirements (with K. Sutcliffe, I. Morris, D. Obstfeld, & L. Browning), National Academy of Management, Toronto, August, 2000.

The paradox of secrecy: Incompatibility, incompleteness, and inclusiveness among secrecy norms in organizations (with S. Brodt), National Academy of Management, Toronto, August, 2000.

Shaping collective cognition and behavior through collective learning (with S. Wong), National Academy of Management, Toronto, August, 2000. [Won award as "Best student authored or co-authored paper", Managerial and Organizational Cognition Division]

Mixing oil and water: Sequencing control system adaptation to create effective control (with L. Cardinal & C. Long), Strategic Management Society International Conference, Berlin, October, 1999.

The determinants of stretch goal adoption and its effects on performance (with C. Miller, L. Cardinal, & M. Lawless), Strategic Management Society International Conference, Berlin, October, 1999.

Learning through the coupling of generative differences, Society for Organizational Learning, Boston, October, 1999.

Communication strategies for managing uncertainty: A comparison of science and dramaturgy (with L. Browning & K. Sutcliffe), International Communication Association, San Francisco, May, 1999 (“Top Four Paper” Award).

A structuration analysis of control and learning in TQM: The presence of feature and spirit in the reports of the use of procedures (with L. Browning & K. Sutcliffe), International Communication Association, Jerusalem, Israel, July, 1998. (“Top Three Paper” Award)

Balance for competitive advantage: Control, learning, and quality management (with K. Sutcliffe, D. Obstfeld, & L. Browning), National Academy of Management Meeting, Boston, MA, August, 1997

Documentation as learning (with M. Graham), National Academy of Management Meeting, Vancouver, BC, Canada, August, 1995.

Trust as a missing variable in theories of organizational control (with M. Tamuz), National Academy of Management Meeting, Atlanta, GA, August, 1993.

Prescriptions for justice: Using social accounts to legitimate the exercise of professional control (with K. Sutcliffe & G. Reed), International Conflict Management Association Conference, Minneapolis, MN, June, 1992.

Organizational obstacles to the disclosure of risk-related information (with M. Tamuz), National Academy of Management Meeting, Miami, FL, August, 1991.

A risk-based theory of the acquisition process (with A. Pablo & D. Jemison), Conference on Industrial Organization, Strategic Management and International Competitiveness, Vancouver, BC, June, 1991.

Employee responses to acquisitions: The effect of perceived change, uncertainty, equivocality, and acquiring firm ethical values on employee stress (with J. Barrios-Choplin & K. Sutcliffe), National Academy of Management Meeting, San Francisco, CA, August, 1990.

Demystifying the alchemy of strategic innovation: The role of organizational control mechanisms in implementing strategic intent (with L. Cardinal), National Academy of Management Meeting, San Francisco, CA, August, 1990.

Excuse-making in organizations: Explanation as legitimation (with R. Bies), International Communication Association Meeting, Dublin, Ireland, June, 1990.

The strategy of small losses: Learning from failure, learning from conflict (with J. Thomas), National Academy of Management Meeting, Washington, DC, August, 1989.

The stigma of AIDS in organizations: The limitations of using formalized procedures to balance law and justice (with N. Roth), National Academy of Management Meeting, Washington, DC, August, 1989.

Dispensing legitimacy: Professional, managerial, and legal influences on pharmacist use of social accounts (with K. Sutcliffe), National Academy of Management Meeting, Washington, DC, August, 1989.

Interpreting communication media (with J. Barrios-Choplin and K. Sutcliffe), National Meeting of the Academy of Management, Anaheim, August, 1988.

The architecture of explanation: Designing social accounts in conflict situations (with R. Bies), National Meeting of the Academy of Management, Anaheim, CA, August, 1988.

Organizational and legal justifications for disclosive and non-disclosive behavior: An empirical study of pharmacists' use of social accounts (with L. Reed and K. Sutcliffe), National Meeting of Academy of Management, New Orleans, August, 1987.

Secrecy in organizations: The limits of legitimate information control, National Meeting of Academy of Management, New Orleans, August, 1987.

Selective exposure: Determinants of secrecy behavior among engineers in three Silicon Valley firms, National Meeting of Academy of Management, Chicago, August, 1986.

Discreet excuses and excused indiscretions: Justifying secrecy and disclosure in Silicon Valley, National Meeting of Academy of Management, Chicago, August, 1986.

Founders and the elusive myth of a cultural legacy, (with J. Martin and M. Boehm), National Meeting of Academy of Management, Boston, August, 1984.

Structural relations in organizations (with M. Boehm), National Meeting of Academy of Management, Boston, August, 1984.

Integrating corporate acquisitions: The process as a source of success and failure, (with D. Jemison), National Meeting of Academy of Management, Boston, August, 1984.

The ambiguities of the culture management process (with J. Martin and M. Boehm), Conference on Organizational Culture and the Meaning of Life in the Workplace, Vancouver, Canada, April, 1984.

Wild-eyed guys and old salts: The birth of organizational sub-cultures, (with J. Martin, T. Kosnik and M. Boehm), National Meeting of Academy of Management, Dallas, August, 1983.

Entrepreneurial control of the culture creation process (with J. Martin, M. Hatch and T. Kosnik), National Meeting of Academy of Management, Dallas, August, 1983.

The uniqueness paradox in organizational stories (with J. Martin, M. Feldman, and M. Hatch), Myth, Symbols and Folklore Conference: Expanding the Analysis of Organizations, University of California at Los Angeles, March, 1983.

SELECTED INVITED PRESENTATIONS

PDW Speaker, Developing global leaders, Academy of Management Meetings, Montreal, August 2010.

Transmitting stewardship: Opening the black box of how leaders influence follower individual and collective behaviors and routines (with M. Hernandez), Conference on Behavioral Ethics, Chicago, May 2010.

Keynote Speaker, Distrust in the balance: Evolution and resolution of inter-group distrust, Fifth Workshop on Trust Within and Between Organizations, European Institute for Advanced Studies in Management, January, 2010, Madrid.

Panelist, Researching leadership development – What is to be done? Conference on Developing leaders: Challenges to concepts, practices and research, INSEAD, Fontainebleau, France , December, 2009.

PDW Panelist, Leaders as decision makers, Academy of Management Meetings, Chicago, August 2009.

Symposium Discussant, What is in a word? Developments in behavioral integrity research, Academy of Management Meetings, Chicago, August 2009.

Panelist, Duke’s approach to leadership development. Conference on Leadership Development, Harvard Business School, Boston, June, 2009.

Presenter. Distinguishing the faces of leadership vision (with J. Emery and C Shea). Conference on Leadership Research, Rotterdam Business School, Erasmus University, Rotterdam, The Netherlands, June, 2009.

A configurational theory of control (with L Cardinal). Paper presented at Conference on Organizational Control, Laguna Beach, CA, August 2008.

Panelist, Publishing in the Organizational Sciences, Academy of Management Meetings, Anaheim CA, August 2008.

Panelist, Sensemaking in Organizations: The Role of Leadership and Control, Oxford UK, April 2008

The place of organizational science in the social sciences, Free University of Amsterdam, March 2008

The three faces of leadership vision. (with J. Emery), Academy of Management Annual Meeting, Philadelphia, August 2007

Speaker, PDW Panel, What good is leadership? New insights from viewing leadership from a POS perspective, Academy of Management, Philadelphia, August, 2007.

Speaker, PDW Panel, Doing high impact research on the human side of international M&A, Academy of Management, Philadelphia, August, 2007.

Speaker, PDW Panel, Leadership in academia, Academy of Management, Philadelphia, August, 2007.

Speaker on “Leadership Determinants of Trust,” INSEAD, Fontainebleau, France, June , 2007

Speaker, “Research on Strategic Organizational Learning from Failure – 15 years later,” European Conference on High Reliability Organizations, Deauville, France, June , 2007

Speaker on “Leadership Determinants of Trust,” Erasmus University, Rotterdam, The Netherlands, March, 2007

Speaker, CREMA (Center for Research on Economics, Management and the Arts), University of Zurich, December, 2006

Speaker, Leadership and trust, International Symposium on Social Capital and Trust in Organizations, Madrid, November, 2006

Speaker, Leadership behaviors as determinants of trust (paper with M. Hernandez, A. Lind and C. Long), Academy of Management, Atlanta, August, 2006.

Speaker, The role of leaders in building trust and creating community (paper with A. Lind and C. Long), New directions in strategic leadership, Academy of Management, Honolulu, August, 2005.

Symposium Discussant, Managing and learning from errors in organizations, Academy of Management, Honolulu, August, 2005.

Panelist, Building the Collective Scholarly Vision: Becoming a Journal Editor, Academy of Management, Honolulu, August, 2005.

Speaker, Can leadership be taught? MBA Leadership Conference, Graduate Management Admissions Council, St. Petersburg, FL, January, 2005.

Speaker, Leadership as a determinant of trust, Manpower-INSEAD Conference – Leadership Bridging the Research-Practice Divide, Fontainebleau, France, May, 2004.

Speaker, M&A Leadership, Yale Chief Executive Institute, Leadership Exchange and Analysis Program, New York, December, 2003.

ICOS Lecture, Leadership as a determinant of trust, University of Michigan, Ann Arbor MI, November, 2003

Keynote Speaker, Leadership and trust, Second Workshop on Trust Within and Between Organizations, European Institute for Advanced Studies in Management, October, 2003, Amsterdam.

Invited Lecture, First International Network on Trust (FINT), October, 2003, Amsterdam.

Speaker, Balancing and rebalancing in the creation and evolution of organizational control, Free University of Amsterdam, October, 2003.

Panelist, Cutting edge research: Is it compatible with sustainable research programs, Academy of Management, Healthcare Division, Seattle, August, 2003.

Panelist, Editors speak on publishing in the top journals, Academy of Management, Technology and Innovation Management Division, Denver, August, 2002.

Speaker, Leadership for virtual organizations, Thought Leader Series, ICEDR Enterprise Learning Systems, June, 2002.

Keynote Speaker, The neglected importance of leadership in M&A research, Merger and Acquisition Summit 2002, Calgary, Alberta, Canada, June, 2002.

DaimlerChrysler Service Keynote Speaker, The neglected importance of leadership in successful M&A, Conference on Culture and Human Resources in Mergers and Acquisitions, Thurnau Castle, Germany, October, 2001.

Sequencing control system adoption and adaptation, Australian Graduate School of Management, Sydney, Australia, July, 2000.

Keynote Speaker: Developing high quality/high impact programs of research, Annual Research Colloquium, University of Queensland, Brisbane, Australia, July, 2000

Sequencing control system adoption and adaptation, University of Queensland, Brisbane, Australia, July, 2000.

Virtual communities and the open source movement, Wharton Conference on Virtual Communities, Philadelphia, April, 2000.

Big-B versus Big-O: An examination into what is distinctly organizational about Organizational Behavior (with C. Heath), Journal of Organizational Behavior retreat on the future of organizational behavior, Detroit, November, 1999.

Fostering the coupling of generative differences: Creating space for pluralism (with John Seely Brown), National Academy of Management Meetings, Chicago, August, 1999.

Organizational learning: Promising directions for future research, Managerial and Organizational Cognition Conference, New York University, New York, May, 1998.

Integrating control and learning in total quality management: Implications of empirical findings, National Academy of Science and National Science Foundation, Berkeley CA, May, 1997.

The relationship between task accomplishment and TQM process implementation: A ten-case analysis of cycle time and success (with L. Browning, K. Sutcliffe, J. Shetler, & D. Obstfeld), Fifth Annual Advanced Concepts Conference on Work Teams, Dallas, TX, May, 1997.

Examples of learning and control from the best TQM implementations in the U.S. (with L. Browning & K. Sutcliffe), National Conference of the American Society for Quality Control, Orlando, FL, May, 1997.

Control and exploration in TQM: Update on empirical findings, NSF Design and Manufacturing Grantees Conference, Seattle, WA, January, 1997.

Research on control and exploration in total quality management: Theoretical and applied implications, National Academy of Science, Washington, DC, September, 1996.

Control and exploration in total quality management: A progress report (with K. Sutcliffe & L. Browning), American Society for Quality Control Meeting, Chicago, IL, August, 1996.

Documentation as learning (with M. Graham), Conference on Learning in Organizations, Stanford University, Palo Alto, CA, May, 1996.

Distinguishing control and learning in total quality management (with K. Sutcliffe & L. Browning), American Society for Quality Control Meeting, Chicago, IL, May, 1996.

Documentation as learning (with M. Graham), Workshop on Organizational Memory, University of Michigan, Ann Arbor, MI, February, 1996.

Distinguishing control and learning in total quality management (with K. Sutcliffe & L. Browning), National Science Foundation Conference, Albuquerque, NM, January, 1996.

Invited Panelist, Pre-Convention Program on Forging links between our research and our teaching, National Academy of Management Meeting, Vancouver, BC, Canada, August, 1995.

Strategy as control versus strategy as learning, ORSA/TIMS Conference, College of Organizations Program on Organizational Learning, Detroit, MI, October, 1994.

The road to hell: The dynamics of distrust in an era of quality, Stanford/Berkeley Conference on Trust, Stanford, CA, May, 1994.

On the positive effect of legalization on trust, Fifth Negotiations Conference, Washington, DC, November, 1993.

Invited Panel Discussant, Rethinking risk: Prospect and possibility, National Academy of Management Meeting, Atlanta, GA, August, 1993.

Invited Panel Discussant, Organizational learning and unlearning, National Academy of Management Meeting, Las Vegas, August, 1992.

Learning from mistakes: Applications to organizational secrecy, Personnel Security Research and Education Center, U.S. Department of Defense, Monterey, CA, July, 1992.

Learning through failure: The strategy of small losses, Strategic Research Management Center, University of Minnesota, Minneapolis, MN, December, 1991.

Determinants of risk behavior, Dispute Resolution Research Center, Northwestern University, Evanston, IL, May, 1989.

Managing institutional transformations: Mergers and acquisitions in the financial services industry (with D. Jemison), Conference on Control, Audit, and Supervision of the Changing Financial Institution, Austin, TX, November, 1989.

Invited Panelist, *Preconvention Program on Mergers and Acquisitions*, National Academy of Management Meeting, Washington, August, 1989.

Invited Panelist, Panel on Corporate Takeovers, Distinguished Speaker Series, University of Texas, March, 1989.

Invited Panel Discussant, Information processing and mediated communication, International Communication Association, New Orleans, June, 1988.

Invited Panel Discussant, Organizational socialization and communication, Speech Communication Association, Boston, November, 1987.

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