Rob Cross  
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Babson College  
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**EDUCATION**

1985-1989 University of Virginia, Bachelor of Science (Business Administration).

* 1. University of Virginia, Master of Business Administration.

Boston University School of Management, DBA (Organizational Behavior and Information Technology).

**PROFESSIONAL EXPERIENCE**

2017-Present Edward A. Madden Professor of Global Business, Babson College

2008-2017 McIntire School of Commerce, University of Virginia.

1999-2001 IBM Research Manager. Lead researcher on 45 company cross-industry consortia studying application of social network analysis to knowledge creation and diffusion.

* 1. Arthur Andersen Business Consulting Manager.

1989-1992 Bank of America Commercial Lending Officer.

**AWARDS AND HONORS**

* 2017 Outstanding Group & Organization Management (GOM) Paper: Levin, D., Walter, J., Appleyard, M. & Cross, R. (2015). Trusted Network-Bridging Ties: A Dyadic Approach To The Brokerage-Closure Dilemma. Group and Organization Management.
* 2016 Top Ten Published Paper *Harvard Business Review*: Cross, R., Rebels, R. and Grant A. (2016). The Collaboration Avalanche: How Leaders Can Anticipate and Manage Skyrocketing Demands. Harvard Business Review.
* 2012 Academy of Management Outstanding Practitioner-Oriented Publication in Organizational Behavior for A Stitch In Time Saves Nine: Leveraging Networks To Reduce The Costs of Turnover. California Management Review 53(4) pp. 1-23.
* 2012 Winner of ***Richard Beckhard*** Award (Best Published Paper Award Evaluated By Panel of Experts Chosen By Sloan Management Review) for The Collaborative Organization: How To Make Employee Networks Really Work. Sloan Management Review 52(1) pp. 83-90.
* 2008 Academy of Management Outstanding Practitioner-Oriented Publication in Organizational Behavior for How Top Talent Uses Networks and Where Rising Stars Get Trapped. Organizational Dynamics*,* 37:165-180.
* 2007 Top Ranked Professor in BusinessWeek’s Student Surveys.
* 2005-2006 Alumni Board of Trustees University Wide Teaching Award.
* Best Published Paper of the Year (2004) OCIS Division of Academy of Management.
* McIntire School of Commerce faculty nominee for All-University teaching award (2005).
* Faculty Guest at the Seven Society’s Annual Monticello Dinner (2004).
* Voted Faculty Marshall, Procession Marshall or Banner Carrier for 2002-2007 Graduating Classes.
* Batten Fellow, Darden Graduate School of Business.
* 2004 Academy of Management Executive Best Published Article Award Finalist (1 of 3).
* Best Symposium in the Organization and Management Theory Division (Contributing Author), 2003 Academy of Management.
* Lawrence Erlbaum Best Paper Award, 2002 Academy of Management.
* Finalist (One of Six), Newman Award (Best Paper From A Dissertation), 2001 Academy of Management.
* Best Student Paper Award, 2001 Academy of Management, Managerial and Organizational Cognition Division.
* Best Paper Award, 1999 International Conference on Work Teams, Dallas.
* University of Virginia, Faculty Award for Academic Excellence (top 10% of class).
* University of Virginia, Thomas I. Storrs Award for Leadership and Academic Excellence.
* University of Virginia, C.L. Howard Award.

**RESEARCH IMPACT STATISTICS**

Citation counts as of 9/15/17:

* Harzing’s Publish or Perish – Articles: 14,946
* Harzing’s Publish or Perish – Books: 2,840
* Harzing’s Publish or Perish – Total: 17,786

**PUBLICATIONS**

**Articles in Refereed Journals**

Cross, R., Rollag, K., Opie, T. and Pryor, G. (Forthcoming). Connect and Adapt: How Network Development and Transformation Improve Retention and Engagement In Employees’ First Five Years. Organization Dynamics.

Arena, M., Cross, R., Sims, J. and Uhl-Bien, M. (2017). How To Catalyze Innovation In Your Organization: Tapping the Power of Employee Networks To Fuel Emergent Innovation. Sloan Management Review.

Shah, N., Levin, D. and Cross, R. (2017). Secondhand Social Capital: Boundary Spanning, Secondhand Closure and Individual Performance. Social Networks

Cross, R., Rebels, R. and Grant A. (2016). The Collaboration Avalanche: How Leaders Can Anticipate and Manage Skyrocketing Demands. Harvard Business Review.

Ballinger, G., Cross, R. & Holtom, B. (2016). The Right Friends in the Right Places: Understanding Network Structure as a Predictor of Voluntary Turnover. Journal of Applied Psychology.

Gerbasi, A., Porath, C., Spreitzer, G. & Cross, R. (2016). Destructive De-energizing Relationships: How Thriving Buffers their Effect on Performance. Journal of Applied Psychology.

Shah, N., R. Cross, & D. Levin. (Forthcoming). Performance Benefits from Providing Assistance In Networks: Relationships That Generate Learning. Journal of Management.

Cross, R., Ernst, C., Assimakopoulos, D., & Ranta, D., (2015). Investing in Boundary-Spanning Collaboration to Drive Efficiency and Innovation. Organizational Dynamics.

Levin, D., Walter, J., Appleyard, M. & Cross, R. (2015). Trusted Network-Bridging Ties: A Dyadic Approach To The Brokerage-Closure Dilemma. Group and Organization Management. 2016 Outstanding *Group & Organization Management (GOM)* Paper and nominated for a “Best *GOM* Paper”

Cross, R. & Gray, P. (2013). Where Has The Time Gone? Addressing Collaboration Overload In a Networked Economy. California Management Review 56(1) pp. 50-66.

Cross, R., Ernst, C. & Pasmore, W. (2013). A Bridge Too Far? How Boundary Spanning Networks Drive Organizational Change and Effectiveness. Organizational Dynamics 42(4) pp. 81-91.

Fishman, M., Cross, R. & Tadmor, B. (2013). Better Connected. Nature. 493 pp. 707-710

Cross, R., Kase, R., Kilduff, M., & King, Z (2013). The Social Network Perspective: Bridging The Gap Between Research and Practice In Organizational Network Analysis. Human Resource Management 52(4) pp. 627-644.

Cross, R., Gray, P., Gerbasi A. & Assimakopoulos, D. (2012). Building engagement from the ground up: How top organizations leverage networks to drive employee engagement. Organizational Dynamics (2012) 41, 202—211

Cross, R. & Thomas, R. (2011). A Smarter Way to Network. Harvard Business Review 89(7-8) pp. 149-155.

Schweer, M., Assimakopoulos, D., Cross, R. & Thomas, R. (2011). Building a Well-Networked Organization. Sloan Management Review 53(2) pp. 35-42.

Ballinger, G., Craig, E., Cross, R. & Gray P. (2011). A Stitch In Time Saves Nine: Leveraging Networks To Reduce The Costs of Turnover. California Management Review 53(4) pp. 1-23.

* AOM OB Division’s 2012 Outstanding Practitioner-Oriented Publication Award for the best paper published during 2011.
* Finalist (1 of 3) article nominated by the *California Management Review’s* Editorial Board for the 2012 CMR’s Best Article Award.

Cross, R., Dowling, C., Gerbasi, A. & Gulas, V. (2010). How Organizational Network Analysis Facilitated Transition From A Regional To A Global IT Function. MIS Quarterly Executive 9(3) pp. 117-129.

Cross, R., Gray, P., Cunningham, S. and Showers, M. (2010). The Collaborative Organization: How To Make Employee Networks Really Work. Sloan Management Review 52(1) pp. 83-90.

* Winner of ***Richard Beckhard*** Award (Best Published Paper Award Evaluated By Panel of Experts Chosen By Sloan Management Review)

Cross, R., Thomas, R. & Light, D. (2009). How “Who You Know” Affects What You Decide. Sloan Management Review 50(02) pp. 35-42.

Cross, R., Cowen, A., Vertucci, L. & Thomas, R. (2009). Leading in a Connected World: How Effective Leaders Drive Results Through Networks. Organizational Dynamics 38(2) pp. 93-105.

Cross, R., Ehrlich, K., Dawson, R. & Helferich, J. (2008). Managing Collaboration: Improving Team Effectiveness with a Network Perspective. California Management Review, 50(4): 78-99.

Cross, R. & Thomas, R. (2008). How Top Talent Uses Networks and Where Rising Stars Get Trapped. Organizational Dynamics*,* 37:165-180. *Academy of Management Outstanding Practitioner-Oriented Publication in Organizational Behavior for 2008.*

Cross, R., Thomas, R., Dutra, A. & Newberry, C. (2007). Using Network Analysis To Build a New Business. Organizational Dynamics, 36: 345-362

Cross, R., Parise, S. & Weiss, L. (2007). The Role of Networks in Organizational Change. McKinsey Quarterly (Not Reviewed in Traditional Sense).

Johnson-Cramer, M., Parise, S. & Cross, R. (2007). Managing Change Through Networks and Values: How a Relational View of Culture Can Facilitate Large Scale Change. California Management Review 49(3) pp. 85-109.

Cross, R., Martin, R. & Weiss, L. (2006). Mapping the Value of Employee Collaboration. McKinsey Quarterly 3 pp. 29-41. (Not Reviewed in Traditional Sense).

Cross, R., Laseter, T., Parker, A. & Velasquez, G. (2006). Using Social Network Analysis To Improve Communities of Practice. California Management Review 49(1) pp. 32-60.

Parise, S., Cross, R. & Davenport, T. (2006). Strategies for Preventing a Knowledge Loss Crisis. Sloan Management Review 47(4) pp. 31-38.

Levin, D., Whitener, E., & Cross, R. (2006). Perceived Trustworthiness of Knowledge Sources: The Moderating Impact of Relationship Length. Journal of Applied Psychology.

Cross, R., Liedtka, J. & Weiss, L. (2005). A Practical Guide To Social Networks. Harvard Business Review 83(3), pp. 124-132. (Not Reviewed in Traditional Sense).

Rollag, K., Parise, S. & Cross, R. (2005). Getting New Hires Up To Speed Quickly. Sloan Management Review. 46(2): pp. 35-41. Reprinted in *Leadership Excellence*.

Cross, R. & Cummings, J. (2004). Tie and Network Correlates of Performance in Knowledge Intensive Work. Academy of Management Journal. 47(6): pp. 928-937.

Cross, R. & Sproull, L. (2004). More Than an Answer: Information Relationships for Actionable Knowledge. Organization Science. 15(4): pp. 446-462.

Levin, D. & Cross, R. (2004). The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in Effective Knowledge Transfer. Management Science. 50(11): pp. 1477-1490.

Cross, R., Davenport, T. & Cantrell, S. (2003). The Social Side of High Performance. Sloan Management Review. 45(1) pp. 20-24.

Kahn, W., Cross, R., & Parker, A. (2003). Layers of Diagnosis for Planned Relational Change in Organizations. Journal of Applied Behavioral Science. 39(3): pp. 259-280.

Abrams, L., Cross, R., Lesser, E. & Levin, D. (2003). Nurturing Trust in Knowledge Intensive Work. The Academy of Management Executive 17(4): pp. 1-13.

Cross, R., Baker, W. & Parker, A. (2003). What Creates Energy in Organizations? Sloan Management Review 44(4), pp. 51-57.

Borgatti, S. & Cross, R. (2003). A Relational View of Information Seeking and Learning in Social Networks. Management Science, 49 pp. 432-445.

Cummings, J. & Cross, R. (2003). Structural Properties of Work Groups and their Consequences for Performance. Social Networks 25(3), pp. 197-210.

Johnson-Cramer, M., Cross, R. & Yan, A. (2003). Sources of Fidelity in Purposive Organisational Change: Lessons from a Reengineering Case. Journal of Management Studies, 40(2) pp. 1837:1870.

Cross, R. & Prusak, L (2002). The People That Make Organizations Stop --- Or Go. Harvard Business Review 80(6), pp. 104-112. (Not Reviewed in Traditional Sense).

Cross, R., Nohria, N. & Parker, A. (2002). Six Myths About Informal Networks --- And How To Overcome Them. Sloan Management Review 43 (3), pp. 67-76. *Re-printed in Creating Value with Knowledge: Insights from the IBM Institute for Knowledge-Based Organizations.*

Cross, R., Borgatti, S. & Parker, A. (2002). Making Invisible Work Visible: Using Social Network Analysis to Support Human Networks. California Management Review 44(2), pp. 25-46. *Re-printed in Creating Value with Knowledge: Insights from the IBM Institute for Knowledge-Based Organizations*

Cross, R., Rice, R., & Parker, A. (2001). Information Seeking in Social Context: Structural Influences and Receipt of Informational Benefits. IEEE Transactions 31(4), pp. 438-448.

Cross, R., Parker, A., Prusak, L & Borgatti, S. (2001). Knowing What We Know: Supporting Knowledge Creation and Sharing in Social Networks. Organizational Dynamics 3(2), pp. 100-120. *Re-printed in Darden Learning Primer and Creating Value with Knowledge: Insights from the IBM Institute for Knowledge-Based Organizations.*

Cross, R. Borgatti, S. and Parker, A. (2001). A Relational View of Information Seeking and Learning in Social Networks. Social Networks 23(3).

Cross, R., Yan, A. & Louis, M. (2000). Boundary Activity in “Boundaryless” Organizations: A Case Study of a Transformation to a Team-Based Structure. Human Relations, 53(6), pp. 841-868.

Cross, R. & Baird, L. (2000). Technology Is Not Enough: Improving Performance by Building Organizational Memory. Sloan Management Review, 41(3), pp. 41-54. Featured in *Ideas in the News:* *A biweekly selection and compilation of the top 10 business ideas found in journals, periodicals, and websites.* [www.meansbusiness.com](http://www.meansbusiness.com/)

Cross R. & Brodt, S. (2001). How Assumptions of Consensus Undermine Decision Making. Sloan Management Review, 42(2), pp. 86-94.

Cross, R. (2000). Looking Before You Leap: Assessing the Jump to Teams in Knowledge-Based Work. Business Horizons, 43 (5), pp. 29-36.

Cross, R. & Funk, F. (1997). Leveraging Intellect in Small Business: Infrastructure to Support Today’s Knowledge Worker. Journal of Small Business Strategy, 8(1), pp. 15-34.

**Books**

Cross R., Singer J., Colella S., Thomas R. and Silverstone Y. (2010). The Organizational Network Fieldbook: Best Practices, Techniques and Exercises to Drive Organizational Innovation and Performance. San Francisco: Jossey-Bass.

Cross, R. & Thomas, R. (January, 2009). Driving Results through Social Networks: How Top Organizations Leverage Networks for Performance and Growth. Jossey-Bass.

Cross, R. & Parker, A. (June, 2004). The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations. Harvard Business School Press. This book has been featured in *The Wall Street Journal, The Financial Times, Time Magazine, CIO* and a number of other venues*.* Book has been translated into Chinese, Russian and Turkish.

Cross, R., Parker, A. & Sasson, L. (Eds.) (2003). Networks in a Knowledge Economy. Oxford University Press.

Cross, R. & Israelit, S. (Eds) (2000). Strategic Learning in a Knowledge Economy: Individual, Collective and Organizational Learning Processes. Cambridge, MA: Butterworth-Heineman.

**Book Chapters**

Cross, R. & Thomas, Robert J. (2013). Target and Energize Your Network. Introductory Chapter for: HBR Guide to Networking. Harvard Business School On Networking. Harvard Business School Press.

Cross, R. & Prusak, L. (2003). The Political Economy of Knowledge Markets in Organizations. In M. Lyle’s & M. Easterby-Smith’s (Eds) Handbook of Organizational Learning. Pp. 454-472.

Baker, W., Cross, R. & Wooten, M. (2003). Positive Organizational Network Analysis and Energizing Relationships. In K. Cameron, J. Dutton, and R. Quinn (Eds) Positive Organizational Scholarship (Berrett-Koehler Publishers).

Cross, R., Abrams, L. & Parker, A. (2004). A Relational View of Learning: How Who You Know Affects What You Know. In J. Clawson & M. Connor (Eds) Creating a Learning Culture. Cambridge University Press. Pp. 152-168.

Cross, R. & Borgatti, S. (2004). The Ties That Share: Relational Characteristics that Facilitate Information Seeking. In M.H. Huysman and V. Wulf (Eds) Social Capital and Information Technology. MIT Press. Pp. 137-161.

Levin, D. Z., Cross, R., Abrams, L. C., & Lesser, E. L. (2003). Trust and Knowledge Sharing: A Critical Combination. In Prusak, L. & Lesser, E. L. (Eds.), Creating Value with Knowledge: Insights from the IBM Institute for Business Value. Oxford: Oxford University Press.

**Other Publications**

Linder, Jane C., Cross, Rob & Parker, Andrew (2006). All charged up. Business Strategy Review 17 (3), 25-29

Laseter, T., and R. Cross (2006). The Craft of Connection. Strategy + Business (43): 26-32.

Rollag, K., Parise, S. & Cross, R. (2005). Rapid Readiness Required: Getting skilled contingent workers on board fast takes planning and flexibility. Contingent Workforce Strategies.

Cross, R. (2003). Who Talks To Whom About What. Trends and Ideas (Inaugural Issue of Newsletter Accompanying Harvard Business Review). Fall 2003, Volume 1: pp. 8-11.

Cross, R., Baker, W. & Parker, A. (2002). Mapping Energy for Innovation. Batten Briefings (Darden Graduate School of Business Publication).

Cross, R. (2002). Knowledge Management: Can Its Tools Save Lives and Organizations? McIntire.Now (McIntire School of Commerce Publication).

Parker, A., Cross, R. & Walsh, D. (2001). Improving Collaboration With Social Network Analysis. Knowledge Management Review, 4(2), pp. 24-30.

Cross, R., Parker, A., & Borgatti, S. (2000). A Bird’s-Eye View: Using Social Network Analysis to Improve Knowledge Creation and Sharing. Knowledge Directions (Spring).

Colella, S., Cross, R. & Reiley, J. (1999) Developing Critical New Skills in a World of Continuous Change. National Productivity Review, 19(1), pp. 43-48.

Cross, R. & Reiley, J (1999). Team Learning: Best Practices and Tools for an Elusive Concept. National Productivity Review, 18(3), pp. 9-18.

Cross, R. (1997). Implementing Teams for Commercial Banking. Commercial Lending Review 12(2), pp. 42-48.

Cross, R., Majikes, M. and Kelleher, J. (1997). Activity Based Costing in Commercial Lending: The Case of Signet Bank. Commercial Lending Review, 12(4), pp. 24-31.

Strischek, D. and Cross, R. (1996). Reengineering the Credit Approval Process, The Journal of Lending and Credit Risk Management, 78(5), pp. 19-34.

Cross, R. and Monahan, K. (1996). Redesigning the Mortgage Production Process. Mortgage Banking pp. 36-44.

**Papers Under Review and Work in Progress**

Cross, R., Heen, S. and Zehner, D. Reclaiming Your Day: How Successful People Manage Collaborative Overload. The collaborative intensity of work has exploded over the past decade. To be sure, there are benefits to greater collaboration — companies can more seamlessly serve demanding clients, for instance — but the drawback has been that people’s workloads have become overwhelming. Collaborative time demands have risen by more than 50 percent over the past decade, and most knowledge workers or leaders now spend 85 percent or more of their work time on email, in meetings and on the phone. To help address this critical issue, we conducted both quantitative and qualitative research over the past several years. What we found was surprising. To be sure, technology, demanding bosses, difficult clients and inefficient co-workers were problematic. But for most of those interviewed, these time drains were matched by another enemy — people’s own beliefs and actions. The good news is that there are steps everyone can take to greatly alleviate collaborative overload. And they don’t require heroic actions; typically doing just four or five things differently can enable people to claw back 18 to 24 percent of their collaborative time.

**Status:** In process at **Harvard Business Review**.

Cross, R., Crocker, A., Fussel, C. and Gray, P. Organizational Agility: How Targeted Network Investments Promote Organizational Responsiveness. Successful organizations must become increasingly agile as the pace of change in the business environment accelerates. Leaders often seek to promote agility through matrix-based designs or through the de-layering of formal structures. Unfortunately, these efforts are disruptive in implementation and often lead to unintended consequences that slow decision-making around roles or layers in the hierarchy, create collaborative inefficiencies, and inhibit flexible response from cultures that are overly consensus-oriented or misaligned. As an alternative approach, organizational network analysis (ONA) can help leaders make more targeted investments to enhance organizational agility. Based on interviews conducted with 160 leaders in 20 organizations and quantitative assessments of networks in 32 organizations, we show how cognitive, affective and behavioral dimensions of employee networks can be developed through such investments to improve organizational agility.

**Status:** Under review at **California Management Review**.

Porath, C., Gerbasi, A., Cross, R. and Spreitzer, G. How Giving Others A Sense Of Meaningfulness in Their Work Fuels One’s Own Performance. Research shows that giving makes people happier and healthier, but it is unclear whether or not it increases their performance. Giving resources to people in one’s social network at work is likely to promote some benefits such as positive affect and reciprocity, but the effects are often relationship-specific and may be short-lived. In this paper we contrast the effects of giving and getting resources on individual performance. Using broaden and build theory, we propose that giving resources (information and purpose) to people in your social network at work increases an individual's sense of thriving, the joint experience of vitality (feeling energized and alive) and learning (feeling that one is continually improving and getting better at one’s work). We suggest that this heightened sense of thriving helps fuel performance over time. In a study of 439 employees from a major international consulting organization, controlling for resources received from others and reciprocity, we find a powerful effect of giving on thriving and subsequent performance. When it comes to performance, giving resources explains the difference in performance between those that meet and those that exceed performance expectations. Getting resources is important: it explains the difference between those that fail to meet and those that meet performance expectations. But giving is the key to exceeding performance expectations. We discuss the implications of this for giving, restorative work, thriving, and social network literatures, and present managerial implications.

**Status:** Under 2nd review at **Journal of Organizational Behavior**.

Parker, A., Ferrin, D., Cross, R. & Dirks, K. Bridging One’s Way to Trust and Success: Network Brokerage, Helping, and Trust In Organizations. Over the last two decades a substantial body of research has examined the determinants and outcomes of interpersonal trust within organizations. However, little of this research has considered how the social network that surrounds an interpersonal relationship might influence the interpersonal trust within that relationship. We address this gap by examining the role of brokerage in organizational networks. Existing research suggests that brokers or structural entrepreneurs—people who connect otherwise disconnected individuals and groups—gain performance advantages by maximizing the resource benefits of their structural position. In this paper, we consider the possibility that structural entrepreneurs may gain performance benefits as a result of cultivating trusting relationships. Specifically, structural entrepreneurs may enjoy performance benefits because their position affords the opportunity to identify individuals who are in need of information and other resources, act to satisfy those needs by performing organizational citizenship behaviors (OCBIs) toward those individuals, and by doing so, earn others’ trust and gain the operational and performance benefits that past research has demonstrated to be associated with interpersonal trust. Network data from two empirical studies—the Engineering Division of a large IT company and the white-collar employees of a small high-technology manufacturer—provide substantial support for our hypotheses that trust mediates the brokerage-performance relationship and that helping others mediates the brokerage-trust relationship. We conclude with managerial implications and avenues for future research.

Status: Under review at **Academy of Management Journal**.

Hess, M., Trevino, L. & Cross, R. Relationships, Moral Efficacy and Peer Reporting. In this study, we leverage an embeddedness perspective to examine how relationships influence the willingness to engage in peer reporting. We find that emotional connection (affective embeddedness) is positively correlated with an individual’s general sense of confidence about handling ethical matters (moral efficacy) but negatively correlated with specific intentions, such as peer reporting, that could threaten these relationships. We supplement these findings with a qualitative analysis of employee responses to a peer reporting dilemma and find that even while many employees recognize the duty to report their peers, they also feel a moral obligation to address the needs of multiple stakeholders in the situation, such as the victim of their friend’s abuse and the friend him or herself. Taken together, this research highlights the importance of social embeddedness factors in understanding an employee’s sense of efficacy and choice when confronted with peer reporting dilemmas in the workplace.

**Status:** Under second review at **Business Ethics Quarterly**.

**TEACHING**

**Course Evaluations**

* ICE – Organizational behavior (Micro-Fall/Macro-Spring) component of integrated core curriculum. ICE is McIntire’s core third year course that integrates all disciplines – Strategy, OB, Marketing, Finance, IT, QA and Communications – through a faculty teaching team. It is a year-long experience with students receiving 12 credit hours in the Fall and 9 in the Spring. The Fall semester culminates in a consulting project where students present a new product idea to executives from a sponsoring organization such as Dow or Alcoa. The Spring semester culminates in a simulated team negotiation based on a live merger. Organizational Behavior is spread throughout each semester and also heavily involved outside of the classroom coaching student teams and helping to manage the relationship with the corporate sponsor.
* 462 – The High Performing Organization – Elective focused on performance drivers in knowledge intensive work that also teaches students how to conduct, analyze and provide executive level feedback with social network analysis. This course has been oversubscribed every year it has been offered and has consistently been ranked in the top 3 of all McIntire courses. I have also been pleased to have parents of students who have taken the course donate money in my name to McIntire and write me thank you letters.

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Course # and Name** | **Semester** | **# of Grades Awarded** | **Instructor Rating** | **Course # and Name** | **Semester** | **# of Grades Awarded** | **Instructor Rating** |
| ICE 305 | Spring 2002 | 35 | 4.77/5.0 | ICE 3020 | Fall  2009 | 40 | 4.80/5.0 |
| ICE 305 | Spring 2002 | 36 | 4.87/5.0 | ICE 3020 | Fall  2009 | 42 | 4.68/5.0 |
| Comm 462 | Fall 2002 | 48 | 4.90/5.0 | ICE 3040 | Spring  2010 | 33 | 4.90/5.0 |
| ICE 302 | Fall 2002 | 40 | 4.91/5.0 | ICE 3040 | Spring  2010 | 31 | 4.68/5.0 |
| ICE 302 | Fall 2002 | 40 | 4.80/5.0 | Comm 4622 | Fall  2010 | 43 | 4.79/5.0 |
| ICE 305 | Spring 2003 | 40 | 4.92/5.0 | ICE 3040 | Spring  2012 | 30 | 4.75/5.0 |
| ICE 305 | Spring 2003 | 40 | 4.81/5.0 | ICE 3040 | Spring  2012 | 41 | 4.59/5.0 |
| ICE 302 | Fall 2003 | 43 | 4.92/5.0 | Comm 4622 | Fall 2012 | 40 | 4.89/5.0 |
| ICE 302 | Fall 2003 | 42 | 4.88/5.0 | Comm 3020-007 | Fall 2012 | 44 | 4.70/5.0 |
| Comm 462 | Fall 2003 | 32 | 4.94/5.0 | Comm 3020- 008 | Fall  2012 | 43 | 4.82/5.0 |
| Comm 462 | Fall 2003 | 36 | 4.90/5.0 | ICE 3040 | Spring  2013 | 35 | 4.88/5.0 |
| ICE 305 | Spring 2004 | 40 | 4.82/5.0 | ICE 3040 | Spring  2013 | 41 | 4.80/5.0 |
| ICE 305 | Spring 2004 | 40 | 4.90/5.0 | Comm 4622 | Fall 2013 | 40 | 4.95/5.0 |
| Comm 462 | Fall  2004 | 39 | 4.88/5.0 | Comm 3020-007 | Fall 2013 | 39 | 4.73/5.0 |
| Comm 462 | Fall  2004 | 38 | 4.88/5.0 | Comm 3020- 008 | Fall  2013 | 43 | 4.65/5.0 |
| Comm 462 | Fall  2005 | 32 | 4.85/5.0 | ICE 3040 | Spring  2014 | 31 | 4.74/5.0 |
| Comm 462 | Fall 2005 | 33 | 4.85/5.0 | ICE 3040 | Spring  2014 | 37 | 4.71/5.0 |
| Comm 462 | Fall 2006 | 34 | 4.93/5.0 | Comm 4622 | Fall 2014 | 40 | 4.92/5.0 |
| Comm 462 | Fall 2006 | 33 | 4.91/5.0 | Comm 3020-007 | Fall 2014 | 41 | 4.80/5.0 |
| ICE 302 | Fall 2007 | 41 | 4.70/5.0 | Comm 3020- 008 | Fall  2014 | 45 | 4.71/5.0 |
| ICE 302 | Fall 2007 | 43 | 4.68/5.0 | ICE 3040 | Spring  2015 | 37 | 4.74/5.0 |
| ICE 304 | Spring  2008 | 29 | 4.71/5.0 | ICE 3040 | Spring  2015 | 37 | 4.79/5.0 |
| ICE 304 | Spring  2008 | 39 | 4.69/5.0 | Comm 4622 | Fall 2015 | 37 | 4.91/5.0 |
| ICE 302 | Fall 2008 | 38 | 4.68/5.0 | Comm 3020-007 | Fall 2015 | 44 | 4.78/5.0 |
| ICE 302 | Fall 2008 | 43 | 4.71/5.0 | Comm 3020- 008 | Fall  2015 | 42 | 4.78/5.0 |
| ICE 304 | Spring  2009 | 37 | 4.60/5.0 |  |  |  |  |
| ICE 304 | Spring  2009 | 38 | 4.73/5.0 |  |  |  |  |
| Comm 462 | Fall 2009 | 35 | 4.91/5.0 |  |  |  |  |

**Teaching Cases**

**NCB (A) and NCB (A-Recommendations)**. A reengineering and organizational design case focused on improving a bank’s commercial lending process.

**Blacksmith (A) and (B)**. An organization studies case focused on evaluating strategy and proposing an infrastructure for a small high-tech growth firm expecting to triple in size in two years.

**Multi-Media/Simulation Network Suite**: Cases, teaching notes, a network software simulation and a technical teaching note/video can be used individually or as a multi-media multi-class package. Products include:

1. "Strategic Connections: An Introduction to Organizational Network Analysis" (Multimedia Technical Note)
2. "Strategic Connections: Using Social Networks to Restructure the IT Department at MWH" (A and B cases, and a teaching note)
3. "Strategic Connections: Developing and Sustaining a Productive Personal Network" (Case and Teaching Note)
4. "Strategic Connections: Maintaining a Robust R&D Network at Masterfoods USA" (Case and Teaching Note, with link to online simulation)

**SERVICE AND PROFESSIONAL MEMBERSHIPS**

* ***McIntire Admissions Committee*** (Review 400-450 applications for acceptance to McIntire). 2005-2008.
* Founder and Research Director of ***The Network Roundtable***, a self-funded consortia of 75+ leading organizations that worked with UVA faculty to apply network techniques to critical business issues. Personally raised over $2MM that went to McIntire Foundation. Helped bring leading edge ideas into the classroom via technology, cases, articles and an executive speaker series. 2005-2011.
* ***McIntire Research Committee***. Five person committee evaluating McIntire research direction and grant funding. This committee establishes research criteria to determine publications in each field that McIntire considers top tier for both applied and scholarly outlets. It also reviews and prioritizes all research funding proposals from the faculty and provides guidance to Dean’s office. 2006-Current.
* ***ICE Steering Committee***. Oversight body for McIntire’s flagship third year program. This committee oversees pedagogical decisions that flow through both semesters of ICE. It also coordinates schedule and nature of a number of student activities such as orientation, interviewing timelines, career days and executive speaker series.  2014-Current.
* ***Promotion and tenure sub-committees***. Served on annually for a range of faculty since 2005 (exception of 2015).
* Founder and Research Director ***Connected Commons*** a self-funded consortia of 40 organizations (currently). Ran inaugural conference in Fall 2015 with 110 companies in attendance. Membership value proposition based on research, webinar series, meetings and distance learning programs. Facilitates network research and blended learning executive education with faculty both at McIntire and elsewhere. 2015-Present.
* ***McIntire Mentor***. Provide course guidance each semester to 10 McIntire students. In addition I also have informally mentored 20-25 students each year with multiple meetings on career decisions as well as held pizza nights for ICE students that want to discuss careers.
* Both ***The Network Roundtable*** and ***Connected Commons*** have been vehicles for me to help engage faculty that had an interest in doing applied or scholarly research with companies. Through these consortia I have co-published with colleagues in Accounting, IT, Strategy and Organizational Behavior. Two of these papers won best paper awards at the Academy of Management and one won a best published paper award from Sloan Management Review.
* Executive Education (90 Minute to 1.5 Days) for organizations such as: ADP; American Cancer Society; Astra Zeneca; Bank of America; Bank of Montreal; Barclays; Boeing; Booz Allan Hamilton, British Petroleum; British Sugar; BNP Paribas; Bristol-Myers Squibb; Brookings Institute; Capital One; Canadian Pension Plan Investment Bureau; Cargill; Celgene; Cigna; Citigroup; ConocoPhillips; CooperVision; CSC; Deloitte; Edmunds; Eli Lilly; ETS; FAA; Fannie Mae; Federal Reserve Bank; Glaxo Smith Kline; GM, Goldman Sachs; Hearst; Herman Miller; Hess; Hewlett Packard; Honeywell; Humana; IBM; International Finance Corp. (IFC); Intel; Ketchum; Loyalty One; Maritz; Mars; McKinsey and Company; Medimmune; Merck; Microsoft; Monsanto; MWH Global; Noblis; Nokia; Novartis; Novo Nordisk; NSA; Pfizer; Procter & Gamble; Prudential; RasGas; Raytheon; Red Cross; Rio Tinto; Rolls Royce; SAIC; Seagate; SPAWAR; Sutter Health; Tetrapak; TRowe Price; Tyco; UPS; US Dept. of Defense (DIA); US Dept. of Defense (DNI); US Navy; Western Digital; World Bank
* Editorial Review Board for Organization Science.
* Ad hoc reviewer for journals:
* Academy of Management Journal
* Administrative Science Quarterly
* Management Science
* Organization Science
* MIS Quarterly
* Sloan Management Review
* California Management Review
* American Behavioral Scientist
* IBM Systems Journal
* Decision Sciences
* Journal of Management Information Systems and
* Computational and Mathematical Organization Theory
* Ad hoc reviewer for conferences:
* Academy of Management Managerial and Organizational Cognition Division
* Academy of Management Organization Communication and Information Systems Division
* Academy of Management Organization and Management Theory Division
* Corporate Advisory Board Member for Samsung and United Way.

Member of Academy of Management

Member of International Network of Social Network Analysts

Beta Gamma Sigma