Curriculum Vita

Frances J. Milliken

Department of Management and Organizations
Leonard N. Stern School of Business
New York University
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ACADEMIC POSITIONS

2011 - Present **Arthur E. Imperatore Professor of Entrepreneurial Studies**, Stern School of Business, New York University.

2002 - Present **Professor of Management,** Stern School of Business, New York University.

Courses taught include:

- Leadership in Organizations (MBA; other Masters' programs)
- Environmental and Social Sustainability (MBA)
- Managing People and Teams (Undergraduate)
- Managing Organizations (Executive MBA)
- Management and Organizational Analysis (Undergraduate)
- Business and Its Publics (Cross-disciplinary Undergraduate course)
- Cognition in Organizations; Advanced Seminar in Strategy; Organization Theory; Doctoral pro-seminar (Ph.D.)

2018 - Present **Co-Founder and Director**, Stern School of Business
Future of Work and Organizations Initiative

2009 – 2015 **Academic Director,** Stern School of Business;
Part-time MBA Program for Working Professionals in Westchester County

2002 – 2005 **Director of the Doctoral Program in Management**, Stern School of Business, New York University.

1996 - 1998 **Associate Dean for Academic Affairs,** Stern School of Business, Undergraduate College, New York University

Responsibilities included: Enrollment planning; design and monitoring of financial aid strategy and policy; Coordination of the Stern Scholars

Program (included the coordination of overseas travel for 400 students); participation in a faculty committee to re-design the curriculum; oversight of course planning and scheduling; secured outside funding (GE Foundation) for the development of *Business and Its Publics*.

1992 – 2002 Associate Professor, Department of Management, Stern School of Business, New York University

1990 - 1991 Visiting Assistant Professor, Yale School of Organization and Management, Yale University

1985 - 1992 Assistant Professor, Department of Management, Stern School of Business, New York University

EDUCATION

Ph.D., City University of New York; Organizational Behavior

M.B.A., City University of New York; Major: Industrial Psychology.

B.A., Barnard College, Columbia University; (Cum Laude with Honors in Psychology)

REFEREED PUBLICATIONS and BOOK CHAPTERS

Milliken, F. J., Kneeland, M.K., and Flynn, E. (2020). Implications of the COVID-19 Pandemic for Gender Equity Issues at Work. *Journal of Management Studies*. https://onlinelibrary.wiley.com/doi/10.1111/joms.12628

Milliken, F. J. and Kneeland, M. K. (2019). Navigating a Hurdles Race: An Integrative and Dynamic Perspective on the Causes of the Glass Ceiling. *Academy of Management Best Papers Proceedings*.

Milliken, F. J. (2019). Diversity and Corporate Social Responsibility: Exploring the Connections between Top Management Team/Board Diversity, CSR, and Workforce Diversity. Chapter in A. McWilliams, D. Waldman (Eds.), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives,* pages 96-123.

Schipani, C., Dworkin, T., Milliken, F. J., & Kneeland, M. K. (2018). Assessing the Progress of Women in Corporate America: The More Things Change, the More They Stay the Same. *American Business Law Journal*.

Schipani, C., Milliken, F. J., & Dworkin, T. (2017). The Impact of Employment Law and Practices on Society: The Significance of Worker Voice. *University of Pennsylvania Journal of Business Law*.

- *Top ten cited paper in the Employee Benefits category in SSRN, many weeks.*

Huff, A., Milliken, F. J. and Hodgkinson, G. (2016). Uncertainty in Research on Managerial and Organizational Cognition. Chapter in K. Sund, R. Galavan, and A. Huff (Eds.), *Uncertainty and Strategic Decision Making*. Emerald.

Milliken, F. J., Schipani, C., Bishara, N. and Prado, A. (2015). Linking Workplace Practices to Community Engagement: The Case for Encouraging Employee Voice. *Academy of Management Perspectives, 29:* 405-421.

Fang, C., Kim, J., and Milliken, F.J. (2014). When Bad News Is Sugar-coated: Information Distortion, Organizational Search and the Behavioral Theory of the Firm. *Strategic Management Journal,* 8: 1186-1201.

Magee, J., Milliken, F. J., and Lurie, A. R. (2010). Power Differences in the Construal of a Crisis: The Immediate Aftermath of September 11, 2001. *Personality and Social Psychology Bulletin, 36:* 354-370.

Forbes, D. P., & Milliken, F. J. (2010). How Boards of Directors Interact as Decision-making Groups. In *Handbook of Top Management Teams* (pp. 392-398). Palgrave Macmillan UK.

Magee, J., Milliken, F. J., and Lurie, A. R. (2009). Power and sense-making in the aftermath of 9/11: Differences in the content and construal of disaster comprehension. *Academy of Management Best Papers Proceedings*.

Fang, C., Kim, J., and Milliken, F. J. (2009). Lying by Omission: The Effects of Withholding Negative Performance Feedback on Organizational Learning. *Academy of Management Best Papers Proceedings*.

Milliken. F. J. and Lam, N. (2009). Making the decision to speak up or not: Implications for Organizational Learning. In J. Greenberg, M. Edwards, and C. Brinsfeld, (Eds.), *Voice and Silence in Organizations,* Sage.

Milliken, F. J., Lant, T. K., and Bridwell-Mitchell, E. (2005). The Difficulty of Learning under Conditions of Ambiguity: Lessons from the Space Shuttle Columbia. In W. H. Starbuck and M. Farjoun (eds.), *Organization at the Limit: NASA and the Columbia Disaster.* Blackwell Publishers.

Forbes, D. and Milliken, F. J. (2005). How boards of directors interact as decisions making groups. In Jérôme Duval-Hamel and Frank Bournois (eds.), *Encyclopedia of Executive Governance.* Les Editions Economica.

Milliken, F. J. and Dunn-Jensen, L. (2004). The Changing Time Demands of Managerial and Professional Work: Implications for Managing the Work-Life Boundary. In E. Kossek and

S. J. Lambert (Eds.), *Work and Life Integration: Organizational, Cultural, and Individual Perspectives.* Lawrence Erlbaum Associates.

Bartel, C. and Milliken F. J. (2004). The Effects of Diversity in Time Orientations on Team Functioning. In E. Mannix and S Blount Lyon (eds.), *Research on Managing Groups and Teams.*

Milliken, F. J. (2004). Parallel Lives. In R. Stablein and P. Frost (Eds.), *Renewing Research Practice.* Newbury Park, Ca: Sage Publications.

Milliken, F. J., Morrison, E. W., and Hewlin, P. (2003). An Exploratory Study of Employee Silence: What employees do not say to their bosses and why." *Journal of Management Studies.*

- One of top ten most cited papers in JMS according to their website.

Martins, L., Milliken, F. J., Wiesenfeld, B. and Salgado, S. (2003). Context matters: The effects of diversity on group functioning and outcomes in two different organizational contexts. *Group and Organization Studies*, 28: 1-32.

Milliken, F. J., Bartel, C., and Kurtzberg, T. (2003). Diversity and creativity in work groups: A dynamic perspective on the affective and cognitive processes that link diversity and performance. Chapter in *Group Creativity* (Paul B. Paulus and Bernard Nijstad, editors), Oxford University Press.

Morrison, E. W. and Milliken, F. J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management Review, 25:* 706-725.

- Finalist, Best Paper published in the *Academy of Management Review* in the year 2000.

Forbes, D. and Milliken, F. (1999). Cognition and corporate governance: Understanding boards of directors as strategic decision making groups. *Academy of Management Review,* 24*:* 489-505.

- Reprinted in M. Huse (Ed.). (2008). *The Value Creating Board: Corporate Governance and Organizational Behavior.* London: Routledge.

Milliken, F.J., Martins, L. and Morgan, H. (1998). Determinants of an organization's responsiveness to work-family issues: An integration of competing theories, *Academy of Management Journal*, 41: 580-592.

Milliken, F.J. and Martins, L. (1996). Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review,* 21.

Miller, D., Lant, T.K., Milliken, F.J. and Korn, H.J. (1996). The evolution of strategic repertoires: Exploring two models of organizational learning. *Journal of Management*.

Glynn, M., Lant, T., and Milliken, F.J. (1994). Mapping learning processes in organizations: A multi-level framework linking learning and organizing. *Advances in Managerial Cognition and Organizational Information Processing*, pgs. 43-83. Greenwich, CT: JAI Press.

Morgan, H. and Milliken, F.J. (1992). Keys to action: Understanding differences in organizations' responsiveness to work-and-family issues. *Human Resource Management Journal*, 31, 227-248.

Lant, T.K., Milliken, F.J., and Batra, B. (1992). The role of managerial learning and interpretation in strategic persistence and reorientation: An empirical exploration. *Strategic Management Journal*, 13, 585-608.

Milliken, F.J. and Vollrath, D. (1991). Strategic decision-making tasks and group effectiveness: Insights from theory and research on small group performance. *Human Relations*, 44, 1229-1253.

Milliken, F. J. and Lant T. K. (1991). The impact of an organization's recent performance history on strategic persistence and change: The role of managerial interpretations. In J. Dutton, A. Huff and P. Shrivastava (Eds.), *Advances in Strategic Management*, Volume 7, (pgs. 129-156). Greenwich, CT: JAI Press.

Milliken, F. J. (1990) Perceiving and interpreting environmental change: An examination of college administrators' interpretation of changing demographics. *Academy of Management Journal*, 33, 42-63.

Milliken F. J., Dutton, J. E. and Beyer, J. M. (1990) Understanding organizational adaptation to environmental change: The case of work-family issues. *Human Resource Planning*, 13, 91-108.

Dukerich, J. M., Milliken, F. J. and Cowan, D. (1990). The use of in-basket exercises as a methodology for studying information processing. *Simulations and Gaming*, 21, 397-410.

Starbuck, W. H. and Milliken, F. J. (1988) Executives' perceptual filters: What they notice and how they make sense. In D. Hambrick (Ed.), *The Executive Effect: Concepts and Methods for Studying Top Managers*. Greenwich: JAI Press.

Reprinted in *Rationality in Organizations: Thinking, Learning, and Strategizing.* Oxford: Oxford University Press. 2006.

Starbuck, W. H. and Milliken, F. J. (1988) Challenger: Fine-tuning the odds until something breaks. *Journal of Management Studies*, 25, 319-340.

Reprinted in *Rationality in Organizations: Thinking, Learning, and Strategizing.* Oxford: Oxford University Press. 2006.

Milliken, F. J. (1987). Three types of perceived uncertainty about the environment: State, effect, and response uncertainty. *Academy of Management Review*, 12, 133-143.

BOOKS

Doronbantu, S., Aguilera, R., Jiao, L., and Milliken, F. J. (2018). (eds.), *Advances in Strategic Management: Sustainability, Stakeholder Governance & Corporate Social Responsibility.* Emerald Publishing Company.

NON-REFEREED PUBLICATIONS AND MONOGRAPHS

Milliken, F. J. and Bechky, B. A. (2020). Covid-19 and the Abrupt Change in the Nature of Work Lives: Implications for Identification and Communication. Part of the *Managing Organizations in a Time of Crisis* series of issue briefs produced by the Department of Management & Organizations at NYU Stern School of Business.

Altman, S. A. and Milliken, F. J. (2020). Overcoming the Challenges of Physical Distance on Global Teams. Part of the *Managing Organizations in a Time of Crisis* series of issue briefs produced by the Department of Management & Organizations at NYU Stern School of Business.

Doronbantu, S., Aguilera, R., Luo, J., and Milliken, F. J. (2018). Contemplating the connections between sustainability, stakeholder governance, and corporate social responsibility. Editors' Introduction to *Advances in Strategic Management*, Special Issue on Sustainability, Stakeholder Management and Corporate Social responsibility. Emerald.

Barley, S. R., Bechky, B. A., and Milliken F. J. (2017). The Changing Nature of Work: Careers, Identities, and Work Lives in the 21st Century. Editors' Introduction to the Special Issue on the Changing Nature of Work. *Academy of Management Discoveries*.

Schipani, C. Milliken, F. J. and Dworkin, T. (2017). The Significance of Worker Voice in Business and Society. Published in http://clsbluesky.law.columbia.edu/

Schipani, C., Milliken, F.J., Prado, A, and Bishara, N. (2016). Employee voices and social sustainability. *ISE Magazine* (invited article). http://www.iienet2.org/ISEmagazine/Details.aspx?id=42235

Milliken, F. J. and Tatge, L. (2016). Breaking the silence: How Fostering a Safe Climate for Employee Voice Helps Organizations, Employees, and Communities. *IESE Insight*. (invited article) http://www.ieseinsight.com/doc.aspx?id=1829&ar=20

Arino, A., Le Baron, C. and Milliken, F. J. (2016). Using qualitative methods to discover interesting and important management phenomena: Publishing qualitative research in the *Academy of Management Discoveries*. *Academy of Management Discoveries*.

Milliken, F. J., Magee, J. C., Lam, N, and Menezes, D. (2008). After Hurricane Katrina: The Effects of Hierarchy on Communication in the Disaster's Aftermath. *SternBusiness*. October

Morrison, E. W. and Milliken, F. J. (2004). Sounds of Silence. *SternBusiness.*

Milliken, F. J. and Morrison, E. W. (2003). Shades of Silence: Emerging Themes and Future Directions for Research on Silence in Organizations. *Journal of Management Studies*, Special Issue on Organizational Voice and Silence, September 2003.

Morrison, E. W. and Milliken, F. J. (2003). Editors' Introduction. *Journal of Management Studies*, Special Issue on Organizational Voice and Silence, September 2003.

DiTomaso, N. Kirby, D., Milliken, F. and Triandis, H. (1998). *Effective and Inclusive Learning Environments*. Report prepared for American Assembly of Collegiate Schools of Business.

Pezzimenti, M.G. and Milliken, F.J. (1994). *The American Business Collaborative: A Preliminary Analysis of the New York City Initiative*. A Report prepared for The American Business Collaborative.

Milliken, F.J. (1991) Review of *Creating Alternative Realities at Work* (by Michael Moch and Jean Bartunek), appeared in the *Academy of Management Review*, 16, 634-636.

Milliken F. J. (1991) Promoting problems: A commentary. In F.X. Sligo (ed.), *Organizational Behavior: Case Studies and Commentaries*, pgs. 125-128.

PAPERS UNDER REVIEW AND WORKING PAPERS

Coff, J., Milliken, F. J., and Lee, K. Awakening to New Possibilities: Employee Responses to the COVID-Induced Switch to Remote Work. Reject and -re-submit received from the *Academy of Management Discoveries*.

Milliken, F. J. and Kneeland, M. K. Navigating a Hurdles Race: An Integrative and Dynamic Perspective on the Causes of the Gender Inequities in Organizations. Working paper, to be submitted to the Journal of Management.

Milliken, F. J. and Kneeland, M. K. The persistence of gender inequities in organizations: A sense-making perspective. Working paper.

Kneeland, M. K., Flynn, E. & Milliken, F. J. A Longitudinal Study of the Shift to Remote Work on Task and Personal Networks. Working Paper.

Milliken, F. J. and See, K. Understanding the Mechanisms linking Corporate Social Responsibility with Employee Engagement: The Role of Information Exchange. Working Paper.

Thomas, J., Milliken, F. J. & Magee, J. Leader Language and Subordinate Voice: How Confident and Positive Leader Speech Can Elicit more Admiration but Less Communication from Subordinates. Working paper.

Milliken, F. J., Magee, J., Lam, N., and Menezes, D. The Effects of Power on Sense-Making and Communication: The Case of Hurricane Katrina. Working paper.

SELECTED CONFERENCE PRESENTATIONS AND PROCEEDINGS PAPERS
(Last 20 years only)

2024 Coff, J., Milliken, F., and Lee, K. Awakening to New Possibilities: Employee Responses to the COVID-Induced Transition to Remote Work. Paper presented at the Academy of Management Annual Meeting, Chicago, Il.

- Finalist, Award for Best Qualitative Paper, Managerial and Organizational Cognition Division of the Academy of Management.

This paper was also presented at the Process Research in Organizations Conference, Cyprus (June, 2024).

A slightly different version of this paper was also presented at the Work-Family Conference, Purdue University (March 2024) and at the Qualitative Research Seminar at NYU (April, 2024).

2023 Kneeland, M. K., Flynn, E. & Milliken, F. J. A Longitudinal Study of the Shift to Remote Work on Task and Personal Networks. Paper presented at the Annual Meeting of the Academy of Management, Boston, MA.

2022 Coff, J., Milliken, F. J., and Lee, K. You *can* take it with you: Worker adaptation to the virtualized organization. Paper presented at the Academy of Management Annual Meeting, Seattle, WA.

2022 Coff, J., Milliken F. J. and Lee, K. Office Work Interrupted: Evolving Understandings of Work and Organizing in the Shadow of COVID-19. Symposium organized for the Academy of Management Annual Meeting, Seattle, WA.

2021 Milliken, F. J., Kneeland, M. K., and Flynn, E. The effects of the switch to remote work on work-related outcomes: Are there gender differences? Research presented at the Annual Meeting of the Academy of Management.

2019 Milliken, F. J. and Kneeland, M. K. *Navigating a Hurdles Race: An Integrative and Dynamic Perspective on the Causes of the Glass Ceiling*. Paper presented at the Annual Meeting of the Academy of Management, August.

- Published in the *Academy of Management Best Papers Proceedings.*

Milliken, F. J. Managerial reactions to employee voice attempts. Presented as a part of a symposium entitled: *Making Voice Happen: New Directions for Managerial Facilitation of and Responses to Employee Voice*. Showcase symposium to be presented at the Annual Meeting of the Academy of Management.

2018. Doronbantu, S., Aguilera, R., Jiao, L., and Milliken, F. J. *Sustainability, Stakeholder Governance and Corporate Social Responsibility.* Showcase symposium presented at the Annual meeting of the Academy of Management, Chicago, Illinois.

2017 Milliken, F. J. *Reflections on the construct of Environmental Uncertainty*. Presented as part of a symposium at the Academy of Management Meeting, Atlanta, Ga., August.

Schipani, C., Milliken, F. J., and Dworkin, T. *The Impact of Employment Practices on Society: The Significance of Worker Voice*. International Conference on Social Dilemmas, Sicily, June.

2016 Thomas, J., Milliken, F. J. & Magee, J. *Leader Language and Subordinate Voice: How Confident and Positive Leader Speech Can Elicit Admiration but not Communication from Subordinates.* Presented as a part of a symposium at the Academy of Management Conference, Anaheim, Ca., August.

Thomas, J., Milliken, F. J. & Magee, J. *Leader Language and Subordinate Voice*. Paper presented at the International Association of Conflict Management Conference, New York, June.

2014 Schipani, C., Milliken, F. J. Bishara, N. and Prado, A. *Workplace Experience and Social Sustainability*. Industrial Systems Engineering Research Conference, Montreal, June.

See, K. And Milliken, F. J. *The role of organizational justice in linking an organization's sustainbility performance to employee engagement*. International Society for Justice Research, New York, June.

2013 Milliken, F. J., See, K., and Liebel, E. *Corporate sustainability performance and employee outcomes: The role of justice and engagement*. Paper presented as a part of a symposium on justice at the Annual Meeting of the Acaemy of Management, Orlando, Fl.

2011 Dunn-Jensen, L., Milliken, F. J., and Lant, T. K. *Ask her…she won't mind: Are women interrupted more than men?* Academy of Management, San Antonio, Texas.

Milliken, F. J. and Magee, J. C. *Power, Construal, and Silence in Hierarchies*. Talk presented as a part of a symposium at the Academy of Management Conference, San Antonio, Texas.

Dunn-Jensen, L.M., Milliken, F.J., & Lant, T.K. Family to work interruptions: Too ubiquitous to notice the implications? To be presented at the IV Annual International Conference on Work and Family at IESE Business School, Barcelona, Spain.

2010 Dunn-Jensen, L., Milliken, F. J., and Lant, T. K. *Interruptions at Work: A Framework for Understanding the Effects of Interruptions on Career Success.* Academy of Management, Montreal, Canada.

Dunn-Jensen, L., Milliken, F. J., and Lant, T. K. *Interruptions at Work: A Framework for Understanding the Effects of Interruptions on Work and Career Success*. *Proceedings of the Eastern Academy of Management.*

2009 Magee, J. C. and Milliken, F. J. *Power differences in the construal of crises: Sense-making during the immediate aftermaths of September 11, 2001 and Hurricane Katrina.* Paper presented at Public Management Research Association Conference, Columbus, OH.

Magee, J., Milliken, F. J., and Lurie, A. R. *Power and sense-making in the aftermath of 9/11: Differences in the content and construal of disaster comprehension.* Academy of Management Meetings, Chicago, Illinois.

- Winner of *the Best Paper Award*, Managerial and Organizational Cognition Division of the Academy of Management.
- Published in the *Academy of Management Best Papers Proceedings.*

Fang, C., Kim, J., and Milliken, F. J. *Lying by Omission*: *The Effects of Withholding Negative Performance Feedback on Organizational Learning.* Academy of Management Meetings, Chicago, Illinois.

- Published in *the Academy of Management Best Papers Proceedings*.

Fang, C., Kim, J., and Milliken, F. J. *Lying by Omission: The Effects of Withholding Negative Performance Feedback on Organizational Learning.* Paper presented at the Organization Science Winter Conference, Steamboat Springs, Colorado.

2008 Milliken, F. J., Fang, C. & Kim, J. *Missed opportunities: Organizational silence and organizational learning.* Academy of Management, Anaheim, CA.

Milliken, F. J. *The paradoxes of power*. Academy of Management, Anaheim, CA.

Magee, J. C., Milliken, F. J., Lam, N., & Menezes, D. *The lens and language of power: Sense-making and communication in the aftermath of Hurricane Katrina.* Eastern Academy of Management, Washington, DC.

- Winner of the Best Paper Award at the Eastern Academy of Management.

Milliken, F. J., Magee, J. C., Lam, N. and Menezes, D. F. *How power clouds sense making: Learning from Hurricane Katrina.* Paper presented as a part of a plenary panel at the Organization Science Winter Conference, Lake Tahoe, CA..

2007 Magee, J. C., Milliken, F. J., Lam, N., & Menezes, D. *The lens and language of power: Sense-making and communication in the aftermath of Hurricane Katrina.* Paper presented at Wharton Organizational Behavior Conference, Philadelphia, PA.

Milliken, F. J., Magee, J. C., Lam, N., & Menezes, D. *The effects of power on sense-making and communication: The case of Hurricane Katrina.* Academy of Management, Philadelphia, PA.

Magee, J. C., Milliken, F. J., Lam, N., & Menezes, D. *Power differences in the construal of Hurricane Katrina: Implications for communication in times of crisis*. Paper presented at Psychology and Social Justice Conference, New York, NY.

2006 Milliken, F. J. *Linking Organizational Practices to Peace: Looking at Individual, Organizational and Institutional Mechanisms*. Paper presented at the "Business as an Agent for World Benefit" Conference, co-sponsored by the United Nations and the Academy of Management, Cleveland, Ohio.

Milliken, F. J. and Lam, N. *Learning from Exploring Organizational Phenomena in Arenas of Public Concern*. Symposium presented at the Academy of Management, Atlanta, Ga.

2005 Milliken, F. J. and Rothman, N. *Facilitating Community Engagement: The Role of Organizational "Voice" Practices.* Paper presented as a part of a symposium entitled "A Role for Organizations in Sustainable Peace: A New Vision for Management in the 21st Century, the Annual Meeting of the *Academy of Management*. Honolulu, Hawaii. (Was the symposium coordinator with Gretchen Spritzer)

Selected as an All-Academy Symposium

Milliken, F. J., Lant, T. K., and Bridwell-Mitchell, E. *Barriers to the Interpretation and Diffusion of Information about Potential Problems in Organization: Lessons from the Space Shuttle Columbia*. Paper presented at the Annual Meeting of the Academy of Management. Honolulu, Hawaii.

Milliken, F. J. *Keeping Culture in Mind*. Presentation at a symposium at the Annual Meeting of the Academy of Management. Honolulu, Hawaii.

2004 Milliken, F. J. *The Changing Time Demands of Managerial and Professional Work: Implications for Managing the Work-Life Boundary*. Paper presented at the Academy of Management Conference, New Orleans, Louisiana.

2003 Milliken, F. J. and Rothman, N. *Work-Life Spillover: How organizational practices relating to "voice" affect employees in their non-work lives*. Paper presented at the Academy of Management Conference, Seattle, Washington.

Conference Presentations given prior to 2003 are not listed here but a list is available upon request.

INVITED PRESENTATIONS (last 20 years only)

2025 Invited facilitator, Cognition in the Rough, MOC Division of the Academy of Management.

Invited facilitator, Diamonds in the Rough, MOC Division of the Academy of Management.

2024 Invited facilitator, Cognition in the Rough Professional development Workshop, MOC Division of the Academy of Management. (August); Invited to moderate a panel at the Responsible Business meeting.

2023 Invited talk at Rutgers University (April).
Invited to present at the Academy of Management, MOC Division, Diamonds in the Rough Professional development Workshop. (August)

2020 Invited to give a talk at Rutgers University (March), also to the Rotterdam School of Management in New York (May). Both were postponed due to the COVID-19 pandemic.

2019 Invited to give a talk to Rotterdam School of Management, Corporate Communications Program, in New York (May)

2018 Invited to give a talk at the Nanyang Business School, Nanyang Technological University of Singapore (March).

Invited to give a talk to Rotterdam School of Management, Corporate Communications Program, in New York (May)

2017 Invited to give talks at the University of Texas at Austin (April) and the University of California at Riverside (May) and for the Rotterdam School of Management's study trip to New York (May).

2016 Issues with Communication in Hierarchies. Rotterdam School of Management, Erasmus University, Program trip to New York, May 9th.

Invited Facilitator, CSR Summit, *Society for Industrial and Organizational Psychology*, Anaheim, Ca., April.

Invited Discussant, Symposium on Employee Voice, *Academy of Management Meetings*, August.

2015 Power and Communication in Hierarchies. Rotterdam School of Management, Erasmus University, Program trip to New York, May 11th.

Speaking Up: How Power affects Communication. *New Directions in Leadership Research Conference (NDLR*), Duke University, June 2015

2014 *Managerial and Organizational Cognition: Looking for lost keys*. Invited keynote talk given to the Managerial and Organizational Cognition Pre-Conference at the *Academy of Management*, Philadelphia, August.

Power and Communication in Hierarchies. Rotterdam School of Management, Erasmus University, Program trip to New York, May 12th.

2013 Sense-Making: Looking Back, Moving Forward. Invited Keynote address given to the Managerial and Organizational Cognition Division of the *Academy of Management*, Orlando Florida, August.

Silence in Organizations: What Employees don't talk to their bosses about and why. Talk given at the Stern School of Business Alumni Reunion, New York University, October 2013.

Communication in Hierarchies. Rotterdam School of Management, Erasmus University, Program trip to New York, May 13th.

2012 Power Differences: The dilemmas they create for communication in hierarchies and organizational learning. Invited talk given at INCAE, Alajuela, Costa Rica, February 22nd.

Power Differences: The dilemmas they create for communication in hierarchies and organizational learning. Baruch College, the Delta Forum, May 1st.

Communication in Hierarchies. Rotterdam School of Management, Erasmus University.

2011 Rotterdam School of Management, Erasmus University, Program trip to New York, May.

Medici School – Summer Seminar for Doctoral Students, Florence, Italy, June 2011.

2010 University of Hawaii, Richardson School of Law, July 2010.

2007 Organizational silence: What employees may not be speaking about and why. Presentation to the *Society of Competitive Intelligence Professionals*, Annual Meeting, New York City, May.

Working Toward a Culture of Communication. Presentation invited by the Human Resources Department of New York University. February 2007.

2005 Working Toward a Culture of Communication. Presentation invited by the Human Resources. Department of New York University. November 2005.

Time Compression. Invited presentation. Boston College Center for Work and Family. November.

How can social scientists from social system change? Presentation at the Conference in Honor of Bill Starbuck's contributions to the field of Management, Stern School of Business, New York University.

2004 Barriers to the Interpretation and Diffusion of Information about Potential Problems in Organizations: Lessons from the Space Shuttle Columbia. Paper presented at the NYU Conference on the Learning from the Space Shuttle Columbia Disaster (with Theresa Lant and Ebony Bridwell-Mitchell).

2003 Perceiving and Managing the Work-Life Interface under Conditions of Time Compression. Talk given at the Center for Creative Leadership, Greensboro, North Carolina, May. (with Linda Dunn-Jensen)

Employee Silence. Talk given in the *Interdisciplinary Seminar on Deception, Corruption, and Fraud*, Stern School of Business, New York University.

2002 The Dynamics of Voice and Silence in Work Organizations: How feeling able to speak up at work affects individuals in their work and non-work lives. Paper presented at the *Conference on Corporate Governance and Sustainable Peace,* the University of Michigan*,* November 2002.

The effects of diversity in time orientations on team functioning. Paper presented at the *"Time in Groups" Conference, Stanford University*, Stanford, Ca. (May 2002) with Caroline Bartel.

Organizational Silence. Invited talk given at the Harvard Business School, May 2002.

Organizational Silence: Causes and Consequences. Invited Guest Speaker, Erasmus University, Rotterdam, the Netherlands, April 2002.

Choosing to Stay Silent at Work: What Employees are Silent About and Why. Talk given at Rutgers University, Department of Management, Seminar Series, April 2002.

Time Compression at Work. Talk given to the Financial Women's Executive Association of New York, Stern School of Business, April 2002.

Invited Talks given prior to 2002 are not listed but a list is available upon request.

HONORS, AWARDS and GRANTS

2024 *Distinguished Service Award,* Managerial and Organizational Cognition Division of the Academy of Management.

Finalist, Denny Gioia Award for Best Qualitative Paper, Managerial and Organizational Cognition Division of the Academy of Management (for a paper co-authored with Julia Coff and Kevin Lee).

Nominee, Mentorship Award, Organizational Behavior Division, Academy of Management. (nominated by 10 of my former doctoral students).

2019 Elected a *Fellow of the Academy of Management*.

Best Reviewer Award, *Academy of Management Discoveries*

2018 *Distinguished Service Award***,** for 20 years of Outstanding Contributions to the Managerial and Organizational Cognition Division, Academy of Management (for CIR workshop).

2018 *Research Grant recipient,* Center for Sustainable Business, Stern School of Business.

2015 *Best Reviewer Award*, Organizational Behavior Division of the Academy of Management.

2013 *Distinguished Scholar Award*, Managerial and Organizational Cognition Division, Academy of Management.

2011 Awarded the Arthur E. Imperatore Professorship in Entrepreneurial Studies, Stern School of Business.

2010 Nominee, Administrator of the Year, Stern School of Business.

2009 *Best Paper Award*, Academy of Management, Managerial and Organizational Cognition Division.

2008 *Best Paper Award*, Eastern Academy of Management.

2007 Peter F. Drucker Faculty fellowship, Stern School of Business, New York University. (through 2010).

2006 Recipient, Research Grant, Center for Catastrophe Preparedness and Response, New York University ($10,000)

2004 Edward J. Giblin Faculty Fellowship, Stern School of Business, New York University. (through 2007)

2000 *Finalist, Best Paper Award* for a paper published in the *Academy of Management Review* in the year 2000.

1998 *Learning Excellence Grant*, General Electric Foundation for a new freshmen-year course at the Undergraduate College of Stern entitled "Business and Its Publics," ($128,000)

1986 *Oscar Lasdon Dissertation Award* for the best dissertation in Business, the City University of New York, 1986.

1984 *Best Paper Award*, Eastern Academy of Management (received for a paper that outlined the conceptual foundations for my dissertation).

1984 Elected to Beta Gamma Sigma.

Other awards:

Excellence in Reviewing Award, Managerial and Organizational Cognition Division, Academy of Management;

Nominee, Rosabeth Moss Kanter award for Excellence in Work-Family Research.

PROFESSIONAL ACTIVITIES AND SERVICE

2008 - present Editorial Board, *Organization Science*

2017 – present Editorial Board, *Academy of Management Discoveries*

2001 – present Editorial Board, *Journal of Management Studies*

2024 -present Responsible Research in Business and Management, Selection Committee for Best Dissertation Awards.

Responsible Research in Business and Management, Reviewer for the RRBM awards for Best Papers.

	Academy of Management, Managerial and Organizational Cognition Division, Cognition in the Rough, Facilitator (1998-2024)
	East Coast Doctoral Conference, Discussant.
2023	Responsible Research in Business and Management, Selection Committee for Best Dissertation Awards.
	Academy of Management, Managerial and Organizational Cognition Division, Diamonds in the Rough, Panelist.
	Academy of Management, Managerial and Organizational Cognition Division, Cognition in the Rough, Facilitator (1998-2023)
2021 - 2022	Co-Chair, Award Selection Committee for Macro Research. Responsible Research in Business and Management,
2018	Co-Editor, *Advances in Strategic Management*, Special Issue on Sustainability, Corporate Governance and Social Responsibility.
2013-2017	Founding Associate Editor, *Academy of Management Discoveries*
2017	Co-Editor, *Academy of Management Discoveries*, Special issue on the Changing Nature of Work.
2017	Invited Member, Cummings Award Selection Committee, *Academy of Management*, Organizational Behavior Division (This committee awards a prize to the mid-career faculty member judged by the committee to have had the largest scholarly impact on the field of Organizational Behavior).
2017	On-Site Coordinator, *Academy of Management Discoveries* Paper Development Workshop, November 18, 2017, Stern School of Business (coordinated workshop for AMD editors and 50+ scholars).
2013	Member, External Review Committee, Boston College, Department of Management.
2002-2007	Editorial Board, *Academy of Management Review*
2005	Member, Committee to Select Career Achievement Award Winners, *Academy of Management*.
2004	Member, Best Paper Award Selection Committee, *Academy of Management Review*.

2003	Co-Editor*, Journal of Management Studies*, Special issue on organizational Voice and Silence.
2000	Elected Representative, Academy of Management, Advisory Council.
1999	Invited Faculty Panelist, OB/OMT Junior Faculty Workshop; Academy of Management.
1997	Nominee, Academy of Management Board of Governors, 1997-1999.
1997	Invited member, AACSB task force on managing diversity in student populations in Schools of Management, 1997
1997-present	Invited Faculty Panelist, Cognition in the Rough Workshop, Academy of Management.
1995	Invited Faculty Panelist, OB/OMT Junior Faculty Workshop; Academy of Management.
1993-1995	Chair, Managerial and Organizational Cognition Division of the Academy of Management 1995-96; Chair-Elect, MOC, 1994-95; Program Chair, MOC, Academy of Management, 1993-94.
1991-1996	Editorial Board, *Academy of Management Journal*
1990-1996	Editorial Board*, Journal of Business Research*.
1987-1988	Program Chair, Organization and Management Theory Division, Eastern Academy of Management.
1985-2017	Discussant, Various paper sessions, Academy of Management and Eastern Academy of Management.
1985-2020	Ad Hoc Reviewer, *Academy of Management Journal*, *Academy of Management Perspectives*, *Academy of Management Review; Administrative Science Quarterly; American Sociological Review, Applied Psychology; Canadian Journal of Administrative Sciences; Corporate Reputation Review; Human Relations, Human Resource Management Journal; Journal of Applied Psychology; Journal of International Business Studies; Journal of Management; Journal of Management Studies; Journal of Occupational and Organizational Psychology; Journal of Organizational Behavior, Management Science, Organizational Science; Strategic Management Journal; The Journal of Strategic Information Systems*; and for the Academy of Management, OMT, OB, and Managerial Cognition Divisions.

SCHOOL, DEPARTMENT, UNIVERSITY, AND COMMUNITY SERVICE (Selected)

Stern School Service

2025 External Committee member, Management Communications Department Re-appointments.

2021-2024 Elected Member, Senior Faculty Peer Review Committee, Stern School of Business.

2020-2021 Co-taught a session of the Leading in a Crisis special seminar, June 2020 (with Professor Anat Lechner).

Participated as a panelist in a session of the Faculty Insights Series on COVID-19, June 2020.

Wrote two briefs for the Center for the Future of Management on the effects of Covid.

2019-2020 Faculty representative, Stern Task Force on Inclusion, Diversity, Belonging and Equity

2018-2019 Chairperson, Faculty Council, Stern School of Business, New York University.

Appointed member, Advisory Board on Inclusion, Diversity, Belonging and Equity, Stern School of Business Undergraduate College.

2018 Judge, International Studies Program -- Student Presentation Finals, Stern School of Business, Undergraduate College.

2016-2019 Elected representative, Faculty Council, Stern School of Business.

2016-2018 Appointed member, Senior Faculty Peer Review Committee, Stern School of Business.

2009-2015 Academic Director, Stern's Part-time MBA Program in Westchester County.

2013-2015 Member, School-wide Promotion and Tenure Committee, Stern School of Business.

2010-2013 Elected representative, Dean's Faculty Advisory Committee.

2011-2012 Member, Stern School Committee on On-Line Education.

2011 Appointed Member, Faculty Fellowship Review Committee.

2010 Chair, Westchester Strategic Marketing Committee.

2009-2011 Elected representative, Faculty Grievance Committee.

2003-2008 Co-Chair, Dean's Women's Advisory Committee, Stern School of Business.

2004-2007 Member, School-wide Promotion and Tenure Committee, Stern School of Business.

2003-2006 University Senator, NYU Faculty Senate.

2003-2005 Coordinator, Ph.D. Program in Management, Stern School of Business, New York University.

2003-2004 Elected member, Dean's Faculty Advisory Committee.

2001-2003 Elected representative, Faculty Council, Stern School of Business
1998-2001 Elected representative, Faculty Council, Stern School of Business

2003-2005 Member, Specialization Committee, Stern School of Business.

2001 Member, Faculty Ad Hoc Committee on Distance Learning.

2001 Member, Stern--Westchester Curriculum Re-design Committee.

2000-2001 Elected representative, Faculty Grievance Committee, Stern School of Business.

2000-2001 Chair, Stern School of Business, Undergraduate Program Committee.

1998-2000 Member, Stern School of Business, undergraduate Program Committee

1996-1999 Member, Stern School of Business, Undergraduate Curriculum Review Committee.

1996-1998 Associate Dean for Academic Affairs, Stern School of Business, Undergraduate College.

1992 Member, Stern School of Business, Dean Search Committee.

1989-1993 Elected representative, Stern School of Business, Affirmative Action Committee,

Department Service (selected)

Co-Founder and Director, Future of Work and Organizations Initiative, 2018-2025.

Co-organizer, the First Future of Work-shop, Stern School of Business, June 2024, June 2025.

Panelist, Diverse Pathways to Academia, 2023; 2024.

Member, various P & T subcommittees and 3rd year review committees (including for NYU Shanghai), every year.

Member, Committee for Examining the Promotion and Tenure process, 2016-2017.

Member, Annual Merit Review Committee, 2011, 2015.

Member, Executive Committee of the Departmental P & T Committee, 2008-2013

Chair, Management Department Curriculum Committee, 2012-2013.

Chair, Management Department Work-life Committee, 2008-2010

Chair, Management Department, Research Committee, 2005-2008.

Coordinator, Management Department, Doctoral Program, 2003-2005.

Member, Management Department Doctoral Committee, 1998-2003.

Coordinator, *Managing Organizations* course, 1995; Member, *Managing Organizations* course coordination committee, 2000-2004.

Coordinator, Undergraduate Management Course, 1988-1989.

Partial list of Doctoral Students I have worked with (including on dissertation committees):

- Phil Devin (Dissertation Committee member)
- Helaine Korn (Dissertation Committee member and co-author)
  - Now a Professor and Chair of the Management Department at Baruch College.
- Luis Martins (Chair, Dissertation Committee and co-author)
  - Now a Full Professor at the University of Texas at Austin
- Jim Kennelly (Dissertation Committee member)
  - Now an Associate Professor at Skidmore College.
- Dan Forbes (Chair, Dissertation Committee and co-author)
  - Now an Associate Professor at the University of Minnesota.
- Naomi Gardberg (Dissertation Committee member)

        - Now an Associate Professor at Baruch College, City University of New York
    - Ebony Bridwell-Mitchell (co-author)
        - Now a Professor at the Harvard Graduate School of Education
    - Susan Salgado (co-author)
    - Pat Hewlin (Dissertation Committee member and co-author)
        - Now an Associate Professor at McGill University.
    - Daniel Beunza (Dissertation Committee member)
        - Now an Assistant Professor at the Cass Business School
    - Linda Dunn-Jensen (Chair, Dissertation Committee and co-author)
        - Now an Assistant Professor at California State University.
    - Nancy Lam (Chair, Dissertation Committee and co-author)
        - Now an Associate Professor at St. Mary's College of California
    - Shellwyn Weston (Dissertation Committee Member)
    - Jason Kim (co-author)
        - Now an Associate Professor at Yonsei University
    - Jeffrey Thomas (co-author)
        - Now an Assistant Professor at the London School of Economics
    - Dorit Bitter (Tel Aviv University)
    - Kim McManus (George Washington University, dissertation committee member)
    - Madeline Kneeland (co-author)
        - Now an Assistant Professor at Babson College
    - Elinor Flynn (Dissertation committee member and co-author)
        - Now an Assistant Professor at the London Business School)
    - Kevin Lee (second year paper committee member and co-author)
        - Now an Assistant Professor at the University of British Columbia
    - Aashta Chadha (second year paper committee member)
    - Julia Coff (Chair, Dissertation committee; second year paper committee member; co-author)
    - Angela Shakeri (Dissertation proposal committee member)

University Service

Member, NYU Shanghai, third year review committee, 2025.

Member, Gallatin Master's Thesis Committee for Rachel Friedman, 2023.

Member, Provost's Faculty Advisory Committee on Academic Priorities, 2017-2018.

Elected Faculty Representative, New York University Faculty Senators Council; New York University Senate, 2003-2006.

Member, All-University Task Force on Child Care, 2005-2007.

Member, New York University's Faculty Senators' Council, Committee on Personnel and Affirmative Action, 2003-2006.

Member, All-University Curricular Development Challenge Fund Judging Committee, 1997-1999.

Community Service

Riverton Lofts, Board of Directors, 2022-present.

Citizens' Finance Advisory Committee, Dobbs Ferry Union Free School District, 2000-2007.

Mission Committee, Dobbs Ferry Union Free School District, 2006.

Destination Imagination, Appraiser, 2001, 2002.

External Training and Consulting

Teleperformance, Pfizer, ABC Television, U.S. Army, New York University, Novo Nordsk, Society for Competitive Intelligence Professionals