

Rob Cross  
 Edward A. Madden Professor of Global Business  
 125 Tomasso Hall  
 Babson College  
 Babson Park, MA 02457-0310  
 781-239-4008  
[rcross@babson.edu](mailto:rcross@babson.edu)

## EDUCATION

1985-1989 University of Virginia, Bachelor of Science (Business Administration).  
 1992-1994 University of Virginia, Master of Business Administration.  
 1996-2001 Boston University School of Management, DBA (Organizational Behavior and Information Technology).

## PROFESSIONAL EXPERIENCE

2017- Present Edward A. Madden Professor of Global Business, Babson College.  
 2008-2016 Associate Professor, McIntire School of Commerce, UVA.  
 1999-2001 IBM Research Manager. Lead researcher on 45 company cross-industry consortia studying application of social network analysis to knowledge creation and diffusion.  
 1994-1996 Arthur Andersen Business Consulting Manager.  
 1989-1992 Bank of America Commercial Lending Officer.

## AWARDS AND HONORS

- 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 3/1/16:

- SSCI: 2,967
- Google Scholar: 8,547 (without books)
- Google Scholar: 9,498 (with books)

## **PUBLICATIONS**

### **Articles in Refereed Journals**

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.

Gerbas, A., Porath, C., Spreitzer, G. & Cross, R. (Forthcoming). 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.

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**

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**.

Ferrin, D., Parker, A., Cross, R. & Dirks, K. Who Are Structural Entrepreneurs? Tertius Gaudens, or Tertius Adservio? Individuals with network ties that span structural holes enjoy competitive advantage in the form of opportunities to: (i) broker the flow of non-redundant information between otherwise disconnected groups of people, and (ii) control projects that bring together people on opposite sides of the hole. Existing research tends to depict structural hole occupants as strategic players who exploit their network position in a calculated and self-interested fashion. In this paper, we propose an alternative view and argue that individuals who occupy these critical network positions benefit structurally by exposure to non-redundant information, but also that an important mechanism through which this advantage is realized is the trust engendered within each relationship. We conducted two studies to test these ideas. In Study 1, we tested our core prediction that structural entrepreneurs experience superior performance by earning the trust – specifically perceived benevolence – of others in the organization. In Study 2, we replicated the finding that structural holes are indeed positively correlated with benevolence in-ties. Then, we examined the interpersonal helping behaviors through which such benevolence-ties may be formed, and we examined the bonds that structural entrepreneurs may build toward the organization and with others in the organization. In combination, our findings suggest that one important mechanism through which structural hole occupants outperform their peers is trust. This view of structural entrepreneurs represents a substantial divergence from existing literature, which tends to view structural entrepreneurs as gaining excess resources by exploiting their network position at the expense of others.

**Status:** This paper was rejected at **Administrative Science Quarterly**. Received very helpful comments that we are addressing while also initiating a new round of data collection to target **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 review at **Business Ethics Quarterly**.

Cross, R., Shah, N., and D. Levin. Secondhand Closure and Individual Performance. We have known for some time that boundary spanning ties matter for individual performance. However to date little has been established about the nature of the people one reaches to or content of the networks that differentiate these boundary spanners. Based on social network data obtained from a several thousand person global group in an electronics organization we are able to further characterize the nature of boundary spanning networks that confer advantage. Being tied to high performers within one's business unit is important. More importantly being tied to *network constrained* people outside the business unit is also important (but constraint doesn't matter for people for people in ego's business unit). Further, the time a person spends with alters outside their business unit mediates the effect of the constraint. In contrast to current network literature portraying structural hole occupants as politically motivated, this work shows that high performance requires high quality alters in the same business unit and cooperative alters in different business units. Being an important resource for people in other business units who are highly constrained benefits ego's performance because those alters expend time/effort to provide ego with a range of benefits.

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

**Additional scholarly and applied projects in analysis and write up phase:**

1. Cross, R., Gray, P. and Burt, R., "Redefining Network Brokerage and Performance at the Team Level", substantial data set collected with promising early analysis. Will initiate full data analysis and modeling in Fall 2015 with target of **Management Science**.
2. Cross, R., Ernst, C., and Gray, P., "Overcoming Network Traps that Derail Organizational Change", data collected and analyzed, now in preparation for submission to **Sloan Management Review**, target submission Winter 2015.
3. Broad collaboration with the YouthNex Center in Curry School of Education and Joe Allen in UVA social psychology department continue to meet but progress has slowed. We have now completed three pilots and are working to secure grant funding and full scale sites.

## 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.

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