Rob Cross
Edward A. Madden Professor of Global Leadership
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Babson College
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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 Leadership, 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.
1994-1996   Arthur Andersen Business Consulting Manager.
1989-1992   Bank of America Commercial Lending Officer.

AWARDS AND HONORS

- 2017 Top Published Paper *Sloan Management Review*. Arena, M., Cross, R. and Sims, J. How To Catalyze Innovation In Your Organization: Tapping the Power of Employee Networks To Fuel Emergent Innovation
- 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 6/8/20:
- Google Scholar – Articles: 18,523
- Google Scholar – Books: 2,057
- Google Scholar – Total: 20,580

PUBLICATIONS
Articles in Top Scholarly and Practitioner Journals

Cross, R., and Carboni, I. (Forthcoming) Six Dysfunctions of Collaborative Work. Sloan Management Review (Slotted for third quarter 2020).

Cross, R., Gardiner, H and Crocker, A. (Forthcoming). Collaborative Practices Critical to Agile Transformation. Harvard Business Review (Print) (Slotted for Nov/Dec 2020 Issue).

Cross, R., Pryor, G. and Sylvester, D. (Forthcoming). Five Surprising Network Strategies to Speed Transition Success. Harvard Business Review (Print) (Slotted for Sept/Oct 2020 Issue).

Cross, R., Singer, J. and Dillon, K. (2020). The Invisible Impact of Micro-Stresses In a Remote Work Context. Harvard Business Review (On-Line).

Cross, R. (2020). Do You Have A Life Outside of Work. Harvard Business Review (On-Line).

- Reprinted in Personal Leadership Series. Top Downloaded Article.

Cross, R., Edmondson, A. and Murphy, W. (2020). A Noble Purpose Alone Won't Transform Your Company. Sloan Management Review.

Carboni, I., Cross, R., Parker, A. and Page, A. (2020). Invisible Network Drivers of Women's Success   Organizational Dynamics (Fall 2020).

Carboni, I. and Cross, R. (2019). The Secrets of Successful Female Networkers: Four Behaviors Set Them Apart. Harvard Business Review (Idea Watch 19-24).

To Be Happier at Work, Invest More in Your Relationships HBR Online 7/30/19. https://hbr.org/2019/07/to-be-happier-at-work-invest-more-in-your-relationships

Cross, R., Davenport, T. and Gray, P. (2019). Collaborate Smarter, Not Harder. Sloan Management Review (Fall 2019 -- Cover Article).

Crocker, A., Gray, P. and Cross R. (2019). How Targeted Network Investments Promote Organizational Agility. People and Strategy.

Hess, M., Trevino, L., Chen, A. and Cross, R. (2019). Beyond Silence or Compliance: The Complexities of Reporting a Friend for Misconduct. Business Ethics: A European Review.

Cross, R., Taylor, S. and Zehner, D. (2018). Collaboration Without Burnout. 96(4) Harvard Business Review pp. 134-137.

Crocker, A., Cross, R. and Gardner, H. (2018). How To Make Sure Agile Teams Can Work Together (https://hbr.org/2018/05/how-to-make-sure-agile-teams-can-work-together). Harvard Business Review Blog. Reprinted in Harvard Business Press: , *Agile: The Insights You Need from Harvard Business Review*.

Cross, R. and Gray, P. (2018). The Best Way To Network In A New Job (https://hbr.org/2018/03/the-best-way-to-network-in-a-new-job). Harvard Business Review Blog.

Cross, R., Rollag, K., Opie, T. and Pryor, G. (2017). Connect and Adapt: How Network Development and Transformation Improve Retention and Engagement In Employees' First Five Years. Organization Dynamics 47(2), 115-123.

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 58(4) 38-48.

Shah, N., Levin, D. and Cross, R. (2017). Secondhand Social Capital: Boundary Spanning, Secondhand Closure and Individual Performance. Social Networks. 52(1) pp. 18-27.

Cross, R., Rebels, R. and Grant A. (2016). Collaborative Overload. Harvard Business Review 94(1) pp. 74-79.

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 101(4) pp. 535-547.

Gerbasi, A., Porath, C., Spreitzer, G. & Cross, R. (2016). Destructive De-energizing Relationships: How Thriving Buffers their Effect on Performance. Journal of Applied Psychology 101(5) pp. 1423-1430.

Shah, N., R. Cross, & D. Levin. (2016). Performance Benefits from Providing Assistance In Networks: Relationships That Generate Learning. Journal of Management 44(2) pp. 412-444.

Cross, R., Ernst, C., Assimakopoulos, D., & Ranta, D., (2015). Investing in Boundary-Spanning Collaboration to Drive Efficiency and Innovation. Organizational Dynamics 44(3) pp. 204-216.

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.*

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. <u>Organization Science</u>. 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. <u>Management Science</u>. 50(11): pp. 1477-1490.

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

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

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

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

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

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

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

Cross, R. & Prusak, L (2002). The People That Make Organizations Stop --- Or Go. <u>Harvard Business Review 80(6)</u>, 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. <u>Sloan Management Review 43 (3)</u>, 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. <u>California Management Review 44(2)</u>, 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. <u>IEEE Transactions 31(4)</u>, pp. 438-448.

Cross, R., Parker, A., Prusak, L & Borgatti, S. (2001). Knowing What We Know: Supporting Knowledge Creation and Sharing in Social Networks. <u>Organizational Dynamics 3(2)</u>, 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

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. (Forthcoming). Seize One Day: How Successful People Thrive In An Inter-Connected World. HBS Press (Likely pushed to 2021 Due To COVID).

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. <u>Harvard Business School On Networking.</u> 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) <u>Handbook of Organizational Learning</u>. 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) <u>Positive Organizational Scholarship</u> (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) <u>Creating a Learning Culture</u>. 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) <u>Social Capital and Information Technology</u>. 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.), <u>Creating Value with Knowledge</u>: 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. <u>Business Strategy Review</u> 17 (3), 25-29

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

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

Cross, R. (2003). Who Talks To Whom About What. <u>Trends and Ideas</u> (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. <u>Batten Briefings</u> (Darden Graduate School of Business Publication).

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

Parker, A., Cross, R. & Walsh, D. (2001). Improving Collaboration With Social Network Analysis. <u>Knowledge Management Review, 4(2)</u>, 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. <u>Knowledge Directions (Spring)</u>.

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., Murphy, W. and Langowitz N. **Vital Connections**.
Status: Organizational Dynamics. Under second review.

Carboni, I. and Cross, R. (Alpha Authorship). **Teaming through Collaboration**.
Status: California Management Review. First review in process.

Cross, R., Gray, P. and Arena, M. **Five Myths of Cultural Change**: Sloan Management Review. In development.

Porath, C., Gerbasi, A., Cross, R. and Spreitzer, G. How Giving Others A Sense Of Meaningfulness in Their Work Fuels One's Own Performance.

TEACHING
Teaching Cases
Team Turnaround in High Tech. A multi-media case using network analysis software developed through the consortium. I am self publishing it for now but will present at NACRA this year and also am pursuing HBS to publish.

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

- Founder and Research Director of *The Network Roundtable*, a self-funded consortia of 75+ leading organizations that works with Babson faculty to apply network techniques to critical business issues. Have generated publications to date that have involved 9 Babson colleagues and been employed in Babson Executive Education. The consortium is helping to bring leading edge ideas into the classroom via technology, virtual courses, cases and articles.
- *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