ADAM M. GRANT

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EDUCATION

UNIVERSITY OF MICHIGAN
Ph.D., Organizational Psychology (2006), M.S., Organizational Psychology (2005)

HARVARD UNIVERSITY
B.A., Psychology (2003): Phi Beta Kappa, Magna Cum Laude with Highest Honors,
John Harvard Scholarship for Highest Academic Achievement

AWARDS AND HONORS

RESEARCH AND WRITING

- *New York Times* and *Wall Street Journal* bestseller lists (2013)
- *Oprah Magazine* 15 riveting reads to pick up in May (2013)
- Amazon best books of April and Apple iBookstore best books of April (2013)
- LinkedIn Influencer (2013-present)
- APA Distinguished Scientific Award for Early Career Contribution to Applied Psychology (2011)
- Cummings Scholarly Achievement Award, Academy of Management OB Division (2011)
- SIOP Distinguished Early Career Contributions Award – Science (2011)
- Owens Scholarly Achievement Award, Best Publication in I/O Psychology, SIOP (2010)
- Rensis Likert Prize, Best Paper from a Dissertation in Organization Studies (2008: $500)
- Best Published Scholarly Article, Center for Positive Organizational Scholarship (2008: $2,500)
- Emerald Management Reviews Citation of Excellence (2008, 2010)
- National Science Foundation Graduate Research Fellowship (2004-2006: $90,000)
- SIOP Scholar, Lee Hakel Graduate Student Dissertation Scholarship (2006: $3,500)
- APA Early Research Award, Applied Science (2005: $1,000)
- Junior Fellow, American Academy of Political and Social Science (2003)

TEACHING AND SERVICE

- Class of 1984 Teaching Award, single highest-rated Wharton MBA professor (2012)
- *BusinessWeek* favorite professors (2012)
- Penn Fellow, one of eight faculty selected university-wide (2012)
- Excellence in Teaching Award, Wharton MBA Core Curriculum (2011)
- Excellence in Teaching Award, Wharton MBA Elective Curriculum (2010, 2012)
- Excellence in Teaching Award, Wharton Undergraduate Division (2010, 2011)
- Goes Above and Beyond the Call of Duty Teaching Award, Wharton MBA Class (2011, 2012, 2013)
- World's 40 Best Business School Professors Under 40, *Poets and Quants* (2011)
- Elected Faculty Speaker, Wharton Undergraduate Graduation Ceremony (2011)
- Elected Faculty Marshal, Wharton MBA Class (2011, 2012)
- Outstanding Faculty Award, University of Pennsylvania Friars Senior Honor Society (2011)
- Tanner Award for Excellence in Undergraduate Teaching, UNC university-wide (2009)
- Weatherspoon Award for Excellence in Undergraduate Teaching, UNC Kenan-Flagler (2008)
- MBA Teaching All-Star, UNC Kenan-Flagler (2008-2009)
- Associate Editor, *Academy of Management Journal* (2010-2014)
- Outstanding Reviewer, *Academy of Management Journal* (2007-2008, 2008-2009)
- Outstanding Reviewer, *Academy of Management Review* (2010-2011, 2011-2012)
- Outstanding Reviewer, Academy of Management OB division (2006, 2008, 2009)

ACADEMIC POSITIONS

THE WHARTON SCHOOL OF BUSINESS, UNIVERSITY OF PENNSYLVANIA (Philadelphia)
- Professor of Management (starting July 2013)
- Class of 1965 Chair (2013-present)
- Associate Professor of Management, with tenure (2011-2013)
- Associate Professor of Management (2009-2011)

UNIVERSITY OF NORTH CAROLINA (Chapel Hill)
- Assistant Professor of Organizational Behavior, Kenan-Flagler Business School (2007-2009)
- Willard J. Graham Fellow, Kenan-Flagler Business School (2008-2009)

UNIVERSITY OF SHEFFIELD (United Kingdom)
- Visiting Scholar, Institute of Work Psychology (2007)

UNIVERSITY OF MICHIGAN (Ann Arbor)
- Adjunct Assistant Professor of Management & Organizations, Ross School of Business (2006-2007)
- Lecturer, Organizational Studies Program, College of Literature, Science, & Arts (2006-2007)
- Graduate Student Instructor, Psychology and Organizational Studies (2005-2006)

HARVARD UNIVERSITY (Cambridge)
- Senior research officer, Brian Little's personal projects interest group (2002-2003)
- Research coordinator and research assistant, Ellen Langer's social psychology laboratory (2000-2003)

PUBLICATIONS

BOOK

69. **Grant, A. M.** 2013. *Give and Take: A Revolutionary Approach to Success*. New York: Viking Press.

KEY REFEREED ARTICLES: PROSOCIAL MOTIVATION, RELATIONAL JOB DESIGN, AND PROACTIVE BEHAVIOR

68. **Grant, A. M.** 2013. Rocking the boat but keeping it steady: The role of emotion regulation in employee voice. Forthcoming in the *Academy of Management Journal.*

67. **Grant, A. M.** 2013. Rethinking the extraverted sales ideal: The ambivert advantage. Forthcoming in *Psychological Science*.

66. **Grant, A. M.**, & Rothbard, N. P. 2013. When in doubt, seize the day? Security values, prosocial values, and proactivity under ambiguity. Forthcoming in the *Journal of Applied Psychology.*

65. Tetlock, P., Vieider, F., **Patil, S. V., & **Grant, A. M.** 2013. Accountability and ideology: When left looks right and right looks left. Forthcoming in *Organizational Behavior and Human Decision Processes.*

64. Sonenshein, S., Dutton, J. E., **Grant, A. M.**, Sutcliffe, K., & Spreitzer, G. 2013. Growing at work: Employees' interpretations of progressive self-change in organizations. *Organization Science, 24*: 552-570.

63. **Grant, A. M.** 2012. Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership. *Academy of Management Journal, 55*: 458-476.

62. **Grant, A. M.** 2012. Giving time, time after time: Work design and sustained employee participation in corporate volunteering. *Academy of Management Review, 37*: 589-615.

61. **Grant, A. M.**, & **Patil, S. V. 2012. Challenging the norm of self-interest: Minority influence and transitions to helping norms in work groups. *Academy of Management Review, 37*: 547-568.

60. **Grant, A. M.**, & Dutton, J. E. 2012. Beneficiary or benefactor: The effects of reflecting about receiving versus giving on prosocial behavior. *Psychological Science, 23*: 1033-1039.

59. Feiler, D. C., **Tost, L. P., & **Grant, A. M.** 2012. Mixed reasons, missed givings: The costs of blending egoistic and altruistic reasons in donation requests. *Journal of Experimental Social Psychology, 48*: 1322-1328.

58. Molinsky, A., **Grant, A. M.,** & Margolis, J. 2012. The bedside manner of homo economicus: How and why priming an economic schema reduces compassion. *Organizational Behavior and Human Decision Processes, 119*: 27-37.

57. Sonnentag, S., & **Grant, A. M.** 2012. Doing good at work feels good at home, but not right away: When and why perceived prosocial impact predicts positive affect. *Personnel Psychology, 65*: 495-530.

56. **Grant, A. M.**, & Hofmann, D. A. 2011. It's not all about me: Motivating hospital hand hygiene by focusing on patients. *Psychological Science, 22*: 1494-1499.

55. **Grant, A. M.**, Gino, F., & Hofmann, D. A. 2011. Reversing the extraverted leadership advantage: The role of employee proactivity. *Academy of Management Journal, 54*: 528-550.

54. **Grant, A. M.**, & **Berry, J. W. 2011. The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective-taking, and creativity. *Academy of Management Journal, 54*: 73-96.

53. **Grant, A. M.**, & Hofmann, D. A. 2011. Outsourcing inspiration: The performance effects of ideological messages from leaders and beneficiaries. *Organizational Behavior and Human Decision Processes, 116*: 173-187.

52. **Grant, A. M.**, Nurmohamed, S., Ashford, S. J., & Dekas, K. 2011. The performance implications of ambivalent initiative: The interplay of autonomous and controlled motivations. *Organizational Behavior and Human Decision Processes, 116*: 241-251.

51. **Grant, A. M.**, & Schwartz, B. 2011. Too much of a good thing: The challenge and opportunity of the inverted-U. *Perspectives on Psychological Science, 6*: 61-76.

50. **Grant, A. M.**, & Gino, F. 2010. A little thanks goes a long way: Explaining why gratitude expressions motivate prosocial behavior. *Journal of Personality and Social Psychology, 98*: 946-955.

49. **Grant, A. M.**, & Sonnentag, S. 2010. Doing good buffers against feeling bad: Prosocial impact compensates for negative task and self-evaluations. *Organizational Behavior and Human Decision Processes, 111*: 13-22.

48. **Berg, J. M., **Grant, A. M.**, & Johnson, V. 2010. When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Organization Science, 21*: 973-994.

47. **Grant, A. M.**, & Wrzesniewski, A. 2010. I won't let you down… or will I? Core self-evaluations, other-orientation, anticipated guilt and gratitude, and job performance. *Journal of Applied Psychology, 95*: 108-121.

46. **Grant, A. M.**, & Wade-Benzoni, K. 2009. The hot and cool of death awareness at work: Mortality cues, aging, and self-protective and prosocial motivations. *Academy of Management Review, 34*: 600-622.
    - Lead article
    - Emerald Management Reviews Citation of Excellence

45. **Grant, A. M.**, & Parker, S. K. 2009. Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals, 3*: 317-375.

44. **Grant, A. M.**, & Mayer, D. M. 2009. Good soldiers and good actors: Prosocial and impression management motives as interactive predictors of affiliative citizenship behaviors. *Journal of Applied Psychology, 94*: 900-912.

43. **Grant, A. M.**, & **Sumanth, J. J. 2009. Mission possible? The performance of prosocially motivated employees depends on manager trustworthiness. *Journal of Applied Psychology, 94*: 927-944.

42. Hofmann, D. A., Lei, Z., & **Grant, A. M.** 2009. Seeking help in the shadow of a doubt: The sensemaking processes underlying how nurses decide who to ask for advice. *Journal of Applied Psychology, 94*: 1261-1274.

41. **Grant, A. M.**, & Wall, T. D. 2009. The neglected science and art of quasi-experimentation: Why-to, when-to, and how-to advice for organizational researchers. *Organizational Research Methods, 12:* 653-686.

40. **Grant, A. M.**, Parker, S. K., & Collins, C. G. 2009. Getting credit for proactive behavior: Supervisor reactions depend on what you value and how you feel. *Personnel Psychology, 62*: 31-55.

39. **Grant, A. M.**, Dutton, J. E., & Rosso, B. 2008a. Giving commitment: Employee support programs and the prosocial sensemaking process. *Academy of Management Journal, 51*: 898-918.

38. **Grant, A. M.** 2008a. Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology, 93*: 48-58.

37. **Grant, A. M.** 2008b. The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, *93*: 108-124.
    - SIOP Owens Scholarly Achievement Award, Best Publication in I/O Psychology (2010)
    - Rensis Likert Prize, Best Paper from a Dissertation in Organization Studies (2008)

36. **Grant, A. M.**, & Ashford, S. J. 2008. The dynamics of proactivity at work. *Research in Organizational Behavior, 28*: 3-34.
    - Lead article
    - Most cited *ROB* publication in the last 5 years (Scopus Top 10 Cited, 2010)
    - Top 25 hottest articles in *ROB* (ScienceDirect, 2009)

35. **Grant, A. M.** 2007. Relational job design and the motivation to make a prosocial difference. *Academy of Management Review, 32*: 393-417.
    - Fast-Breaking Paper, Top 1% Citation Increases in Economics and Business (Thomson Reuters Essential Science Indicators, 2008)

- Reprinted in *Readings in Organizational Behavior,* edited by J. A. Wagner III & J. Hollenbeck.

34. **Grant, A. M.**, *Campbell, E. M., *Chen, G., *Cottone, K., *Lapedis, D., & *Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. *Organizational Behavior and Human Decision Processes, 103*: 53-67.
    - Finalist, Outstanding Publication in Organizational Behavior Award, Academy of Management
    - Best Published Scholarly Article, Center for Positive Organizational Scholarship
    - Top 25 hottest articles in *OBHDP* (ScienceDirect, 2007)
    - American Psychological Association Early Research Award, Applied Science

33. Spreitzer, G., Sutcliffe, K., Dutton, J. E., Sonenshein, S., & **Grant, A. M.** 2005. A socially embedded model of thriving at work. *Organization Science, 16*: 537-549.

ADDITIONAL REFEREED ARTICLES

32. Arieli, S., **Grant, A. M.**, & Sagiv, L. 2013. Convincing yourself to care about others: An intervention for enhancing benevolence values. Forthcoming in the *Journal of Personality.*

31. Michaelson, C., Dunn, C., **Grant, A. M.**, & Pratt, M. G. 2013. Meaningful work: Connecting business ethics and organization studies. Forthcoming in the *Journal of Business Ethics.*

30. Aknin, L. B., Dunn, E. W., Whillans, A. V., **Grant, A. M.**, & Norton, M. I. 2013. Making a difference matters: Impact unlocks the emotional benefits of prosocial spending. Forthcoming in the *Journal of Economic Behavior & Organization.*

29. **Grant, A. M.**, & Hofmann, D. A. 2011. Role expansion as a persuasion process: The interpersonal influence dynamics of role redefinition. *Organizational Psychology Review, 1*: 9-31.
    - Lead article

28. **Grant, A. M.**, Fried, Y., Parker, S. K., & Frese, M. 2010. Putting job design in context: Introduction to the special issue. *Journal of Organizational Behavior, 31*: 145-157.

27. Wright, B., & **Grant, A. M.** 2010. Unanswered questions about public service motivation: Designing research to address key issues of emergence and effects. *Public Administration Review, 70*: 691-700.

26. **Grant, A. M.**, Molinsky, A., Margolis, J., *Kamin, M., & Schiano, W. 2009. The performer's reactions to procedural injustice: When prosocial identity reduces prosocial behavior. *Journal of Applied Social Psychology, 39*: 319-349.

25. **Grant, A. M.** 2009. Putting self-interest out of business? Contributions and unanswered questions from use-inspired research on prosocial motivation. *Industrial and Organizational Psychology, 2*: 94-98.

24. **Grant, A. M.** 2008c. Employees without a cause: The motivational effects of prosocial impact in public service. *International Public Management Journal*, *11*: 48-66.

23. **Grant, A. M.** 2008d. Designing jobs to do good: Dimensions and psychological consequences of prosocial job characteristics. *Journal of Positive Psychology, 3*: 19-39.

22. **Grant, A. M.**, & *Campbell, E. M. 2007. Doing good, doing harm, being well and burning out: The interactions of perceived prosocial and antisocial impact in service work. *Journal of Occupational and Organizational Psychology, 80*: 665-691.
    - Emerald Management Reviews Citation of Excellence

21. **Grant, A. M.**, Christianson, M. K., & Price, R. H. 2007. Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of Management Perspectives, 21*: 51-63.
    - Finalist, Academy of Management Perspectives Best Paper Award

20. Fried, Y., **Grant, A. M.**, Levi, A. S., Hadani, M., & Slowik, L. H. 2007. Job design in temporal context: A career dynamics perspective. *Journal of Organizational Behavior, 28*: 911-927.

19. Anderson, P. J. J., Blatt, R., Christianson, M. K., **Grant, A. M.**, Marquis, C., Neuman, E. J., Sonenshein, S., & Sutcliffe, K. 2006. Understanding mechanisms in organizational research: Reflections from a collective journey. *Journal of Management Inquiry, 15:* 102-113.

BOOK CHAPTERS AND INVITED ARTICLES

18. **Grant, A. M.** 2013. In the company of givers and takers. *Harvard Business Review,* April: 90-97.

17. **Grant, A. M.** 2013. Givers take all: The hidden dimension of corporate culture. *The McKinsey Quarterly*, April.

16. **Grant, A. M.** 2013. Turning the tables on success. *strategy+business*, April.

15. **Grant, A. M.** 2013. The best lie detectors in the workplace. *Washington Post,* April.

14. **Grant, A. M.** 2013. Good guys can win at work. *Time Magazine*, April.

13. **Grant, A. M.** 2013. Fitting in and standing out: Shifting mindsets from taking to giving. *ChangeThis*, April.

12. **Grant, A. M.** 2011. How customers can rally your troops: End users can energize your workforce far better than your managers can. *Harvard Business Review*, June: 97-103.

11. **Grant, A. M.**, Gino, F., & Hofmann, D. A. 2011. Stop stealing the spotlight: The perils of extraverted leadership. *European Business Review,* May-June: 29-31.

10. **Grant, A. M.** 2011. Motivating creativity at work: The necessity of others is the mother of invention. *Psychological Science Agenda, 25(7).*

9. **Grant, A. M.**, & Pollock, T. G. 2011. From the Editors: Publishing in *AMJ*—Part 3: Setting the hook. *Academy of Management Journal, 54*: 873-879.

8. **Grant, A. M.**, & **Shin, J. 2011. Work motivation: Directing, energizing, and maintaining effort (and research). In R. M. Ryan (Ed.), *Oxford handbook of motivation*: 505-519. New York: Oxford University Press.

7. **Grant, A. M.**, & **Berg, J. M. 2011. Prosocial motivation at work: When, why, and how making a difference makes a difference. In K. Cameron and G. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship*: 28-44. New York: Oxford University Press.

6. **Grant, A.M.**, Gino, F., & Hofmann, D.A. 2010. The hidden advantages of quiet bosses. *Harvard Business Review,* December: 28.

5. **Grant, A. M.**, Fried, Y., & **Juillerat, T. 2010. Work matters: Job design in classic and contemporary perspectives. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology*, *1*: 417-453. Washington, DC: American Psychological Association.

4. **Grant, A. M.**, Dutton, J. E., & Rosso, B. 2008b. That's important! Making a difference with organizational research. In D. Barry & H. Hansen (Eds.), *Sage handbook of new & emerging approaches to management & organization*: 451-452. London: Sage.

3. Margolis, J., **Grant, A. M.**, & Molinsky, A. 2007. Expanding ethical standards of HRM: Necessary evils and the multiple dimensions of impact. In A. H. Pinnington, R. Macklin, & T. Campbell (Eds.), *Human resource management: Ethics and employment*: 237-251. New York: Oxford University Press.

2. **Grant, A. M.**, Little, B. R., & Phillips, S. D. 2006. Personal projects and organizational lives: When personal projects are not merely personal. In B. R. Little, K. Salmela-Aro, & S. D. Phillips (Eds.), *Personal project pursuit: Goals, action, and human flourishing*: 221-246. Mahwah, NJ: Erlbaum.

1. Little, B. R., & **Grant, A. M.** 2006. The sustainable pursuit of core projects, including this one: Retrospect and prospects. In B. R. Little, K. Salmela-Aro, & S. D. Phillips (Eds.), *Personal project pursuit: Goals, action, and human flourishing*: 403-444. Mahwah, NJ: Erlbaum.

**Denotes doctoral students advised; *Denotes undergraduate students advised

TEACHING

UNIVERSITY OF PENNSYLVANIA COURSES	INSTRUCTOR RATINGS
• *Foundations of Teamwork and Leadership (Wharton Management 610, Fall 2012)* Taught 211 students in core MBA course (section ratings: 3.93, 4.00, 3.94)	3.96 /4
• *Organizational Behavior (Wharton Management 238, Fall 2012)* Taught 79 students in undergraduate elective	4.00 /4
• *Negotiations (Wharton Management 691, Fall 2012)* Taught 47 students in MBA elective	3.84 /4
• *Foundations of Teamwork and Leadership (Wharton Management 652, Fall 2011)* Taught 212 students in core MBA course (section ratings: 3.98, 3.96, 3.96)	3.97 /4
• *Organizational Behavior (Wharton Management 238, Fall 2011)* Taught 78 students in undergraduate elective	4.00 /4
• *Negotiations (Wharton Management 691, Fall 2011)* Taught 77 students in MBA elective (section ratings: 3.94, 3.94)	3.94 /4
• *Organizational Behavior (Penn Law 597, Spring 2012)* Taught 35 students in inaugural law elective	5.00 /5
• *Foundations of Teamwork and Leadership (Wharton Management 652, Fall 2010)* Taught 201 students in core MBA course (section ratings: 3.66, 3.73, 3.85)	3.75 /4
• *Organizational Behavior (Wharton Management 238, Fall 2010)* Taught 69 students in undergraduate elective	3.92 /4
• *Negotiations (Wharton Management 691, Fall 2010)* Taught 72 students in MBA elective (section ratings: 3.91, 3.76)	3.84 /4
• *Foundations of Teamwork and Leadership (Wharton Management 652, Fall 2009)* Taught 215 students in core MBA course (section ratings: 3.77, 3.61, 3.66)	3.68 /4
• *Organizational Behavior (Wharton Management 238, Fall 2009)* Taught 42 students in undergraduate elective	3.92 /4
• *Negotiations (Wharton Management 691, Fall 2009)* Taught 36 students in MBA elective	3.88 /4
• *Guest lecturer:* Penn Medicine (2012-present) Master of Applied Positive Psychology (2009-present)	

Executive Masters in Technology Management (2010-2012)
Department of Psychology (2011-present)

UNIVERSITY OF NORTH CAROLINA COURSES

- *MBA Leadership Immersion (Spring 2009)* —
  Designed, organized, and led Make-A-Wish Challenge for flagship experiential learning course with 12 MBA students and 9 BSBA students
- *Organizational Behavior (BUSI405, Fall 2008)* 4.96 /5
  Taught 110 students in core BSBA course (section ratings: 4.94, 4.98)
- *Negotiations (MBA822, Fall 2008)* 4.74 /5
  Taught 78 students in MBA negotiation elective (section ratings: 4.74, 4.74)
- *Organizational Behavior (BUSI405, Fall 2007)* 4.95 /5
  Taught 104 students in core BSBA course (section ratings: 4.96, 4.94)
- *Individual Behavior (BA851, Fall 2007)* 5.00 /5
  Taught 11 PhD students in core seminar micro OB seminar

UNIVERSITY OF MICHIGAN COURSES

- *Negotiations (Management & Organizations 512, Winter 2007)* 4.87 /5
  Taught 61 students in MBA negotiation elective (section ratings: 4.87, 4.86)
- *Managing Change (Management & Organizations 314, Fall 2006)* 5.00 /5
  Taught 37 students in BBA elective on organizational change
- *Advanced Research Methods (Organizational Studies 410, Fall 2006)* 4.95 /5
  Taught 47 students in core senior research seminar
- *Organizational Generosity (Organizational Studies 490, Spring 2006)* 4.88 /5
  Graduate student instructor for new undergraduate seminar with Jane Dutton
- *Independent Research (Psychology 323/423 and Organizational Studies 499, 2004-2006)* 5.00 /5
  Supervised independent organizational research projects of more than 50 undergraduates

WHARTON EXECUTIVE EDUCATION

- Executive Development Program, "Motivation and engagement" (March 2013)
- Executive Negotiation Workshop, "Multi-party negotiation" (March 2013) 4.79 /5
- Leading Organizational Change Program, "Leading change" (March 2013) 4.94 /5
- Leading Organizational Change Program, "Personality and change" (March 2013) 4.72 /5
- *Ericsson,* "Coaching and feedback" (March 2013)
- *UnitedHealthGroup,* "Leading change" (February 2013)
- *Global Business Travel Association,* "Talent management" (February 2013)
- *Hertz,* "Leading change" (January 2013)
- *Merck*, "Leadership and employee engagement" (January 2013)
- *Westpac,* "Purpose" (December 2012) 4.84 /5
- *U.S. Trust*, "Leading change" (December 2012)
- Leading Organizational Change Program, "Leading change" (December 2012) 4.68 /5
- Leading Organizational Change Program, "Personality and change" (December 2012) 4.64 /5
- *Bryan Cave,* "Leading teams effectively" (November 2012) 4.90 /5
- *Estée Lauder,* "Leading collaboration" (November 2012)
- *Lincoln Financial,* "Networks and social capital" (November 2012) 4.81 /5
- Executive Negotiation Workshop, "Multi-party negotiation" (November 2012) 4.89 /5
- Executive Negotiation Workshop, "Disputes and conflict resolution" (November 2012) 4.50 /5
- Executive Negotiation Workshop, "Integrative negotiation" (November 2012) 4.61 /5
- Executive Negotiation Workshop, "Distributive negotiation" (November 2012) 4.61 /5
- *Estée Lauder,* "Building commitment and momentum for brand narratives" (October 2012) 4.77 /5
- *Lincoln Financial,* "Leading change" (October 2012) —
- Wharton Nursing Leaders program, "Networks and social capital" (October 2012) 4.94 /5

- Wharton Nursing Leaders program, "Leading change" (October 2012) 4.80 /5
- High Potential Leaders Program, "Leading change" (October 2012) 4.63 /5
- Advanced Management Program, "Leading change" (October 2012) 4.58 /5
- Advanced Management Program, "Building a learning community" (October 2012) 4.52 /5
- *Merck*, "Building talent" (September 2012) —
- *Bristol-Myers Squibb,* "Leading collaboration" (September 2012) 4.72 /5
- *Havas,* "Critical thinking and decision-making" (September 2012) 4.69 /5
- *L3 Communications,* "Leadership and employee engagement" (September 2012) —
- Making Strategy Work, "Talent management" (September 2012) 4.61 /5
- Executive Negotiation Workshop, "Multi-party negotiation" (August 2012) 4.82 /5
- American Association of Colleges of Nursing, "Leading change" (August 2012) 4.91 /5
- Executive Negotiation Workshop, "Disputes and conflict resolution" (July 2012) 4.77 /5
- Executive Negotiation Workshop, "Integrative negotiation" (July 2012) 4.77 /5
- Executive Negotiation Workshop, "Distributive negotiation" (July 2012) 4.77 /5
- *World Economic Forum*, "Give and take" (July 2012) 4.69 /5
- *AXA Equitable Retirement Advisers,* "Give and take" (July 2012) 4.94 /5
- Advanced Management Program, "Job crafting" (July 2012) 4.22 /5
- *Evonik*, "Collaboration" (June 2012) —
- *FINRA,* "Leading effective teams" (June 2012) 4.88 /5
- *FINRA*, "Motivating and engaging employees" (June 2012) 4.81 /5
- *American Bankers Association*, "Motivating and engaging employees" (June 2012) —
- Advanced Management Program, "Leading change" (June 2012) 4.57/ 5
- *United Nations*, "Motivating and engaging employees" (June 2012) 4.43 /5
- Advanced Management Program, "Building a learning community" (June 2012) 4.18 /5
- Leading Organizational Change Program, "Leading change" (May 2012) 4.90 /5
- Leading Organizational Change Program, "Personality and change" (May 2012) 4.70 /5
- Executive Development Program, "Motivating and engaging employees" (May 2012) 4.69 /5
- *AXIS*, "Leading change" (May 2012) 4.40 /5
- *National Football League*, "Motivation and engagement" (April 2012) 4.86 /5
- High Potential Leaders Program, "Leading change" (April 2012) 4.57 /5
- High Potential Leaders Program, "Job crafting" (April 2012) 4.53 /5
- *Income Tax Department of India*, "Leading change" (April 2012) 4.19 /5
- Executive Negotiation Workshop, "Multi-party negotiation" (March 2012) 4.93 /5
- Executive Negotiation Workshop, "Disputes and conflict resolution" (March 2012) 4.87 /5
- Executive Negotiation Workshop, "Integrative negotiation" (March 2012) 4.86 /5
- Executive Negotiation Workshop, "Distributive negotiation" (March 2012) 4.79 /5
- Implementing Strategy, "Talent management" (March 2012) 4.80 /5
- Nanyang Business School, "Leading change" (March 2012) 4.50 /5
- *GlaxoSmithKline*, "Leadership and team feedback" (February 2012) 4.82 /5
- *United Health Group*, "Leading change" (February 2012) —
- *Merck,* "Leadership and employee engagement" (February 2012) —
- *Merck,* "Building talent" (February 2012) 5.60 /6
- *Braskem*, "Leading change" (February 2012) 4.70 /5
- ESADE, "Leading change" (February 2012) 4.51 /5
- *Global Business Travel Association*, "Talent management" (February 2012) 4.88 /5
- Anesthesia Business Group, "Succession planning and talent management" (January 2012) 4.76 /5
- Leading Organizational Change Program, "Leading change" (November 2011) 4.88 /5
- Leading Organizational Change Program, "Personality and change" (November 2011) 4.79 /5
- Advanced Management Program, "Team building" (November 2011) 4.26 /5
- Advanced Management Program, "Job crafting" (November 2011) 4.21 /5
- *Russell Reynolds Associates*, "Authentic leadership" (October 2011) 4.83 /5

- *Havas,* "Critical thinking and decision-making" (October 2011) 4.62 /5
- *Genesys Wealth*, "Social capital and networks" (October 2011) 4.69 /5
- Advanced Management Program, "Creativity" (October 2011) —
- Advanced Management Program, "Building a learning community" (October 2011) 4.35 /5
- Wharton Seminar for Business Journalists, "Leadership decision-making" (October 2011) —
- Wharton Nursing Leaders Program, "Social capital and networks" (October 2011) 4.90 /5
- Wharton Nursing Leaders Program, "Leading change" (October 2011) 4.81 /5
- *Merck,* "Building talent" (September 2011) —
- *McCormick*, "Leading across silos" (September 2011) —
- *Santander*, "Social capital and networks" (September 2011) —
- High Potential Leaders Program, "Job crafting" (September 2011) 4.50 /5
- High Potential Leaders Program, "Leading change" (September 2011) 4.16 /5
- Implementing Strategy, "Talent management" (September 2011) 4.50 /5
- *The Institutes,* "Motivating and engaging employees (September 2011) 4.79 /5
- *Braskem,* "Decision-making" (September 2011) 4.22 /5
- *IBM*, "Creativity" (July 2011) —
- Advanced Management Program, "Team and community closure" (July 2011) —
- Advanced Management Program, "Relationship management and team building" (June 2011) 4.35 /5
- *Tyco Electronics,* "Leading change" (June 2011) 4.47 /5
- *Penn Executive Veterinary Leadership Program,* "Job crafting" (June 2011) —
- *Penn Executive Veterinary Leadership Program,* "Leading change" (June 2011) 4.91 /5
- *United Health Group*, "Leading change" (May 2011) 6.44 /7
- *FINRA*, "Job crafting" (May 2011) 4.62 /5
- Executive Development Program, "Motivating and engaging employees" (May 2011) 4.62 /5
- *Citi,* "Leading, motivating, influencing, and networking" (April 2011) 4.90 /5
- High Potential Leaders Program, "Job crafting" (April 2011) 4.73 /5
- High Potential Leaders Program, "Leading change" (April 2011) 4.45 /5
- Leading Organizational Change Program, "Leading change" (April 2011) 4.73 /5
- Leading Organizational Change Program, "Job crafting for change" (April 2011) 4.38 /5
- Nanyang Business School, "Leadership" (April 2011) 4.50 /5
- *Sunoco,* "Managing people" (March 2011) 4.58 /5
- Executive Development Program, "Motivating and engaging employees" (March 2011) 4.44 /5
- *Global Business Travel Association*, "Talent management" (February 2011) 4.83 /5
- *U.S. Department of Agriculture*, "Leading cultural transformation III" (December 2010) 4.82 /5
- *U.S. Department of Agriculture*, "Leading cultural transformation II" (December 2010) 4.75 /5
- *U.S. Department of Agriculture*, "Leading cultural transformation I" (November 2010) 4.71 /5
- *Tyco Electronics*, "Talent management" (November 2010) 4.30 /5
- *Havas* / Euro University Leadership Excellence, "Decision-making" (October 2010) 4.65 /5
- *National Institute of Dev. Admin. Thailand*, "Leading with meaning" (October 2010) 4.60 /5
- High Potential Leaders Program, "Negotiations" (October 2010) 4.44 /5
- *AICPCU Insurance*, "Motivating and engaging employees" (October 2010) 4.29 /5
- Nursing Leaders Program, "Motivation and team-building" (October 2010) 4.61 /5
- *Abu Dhabi Crown Prince Court,* "Leading and sustaining change" (September 2010) 4.42 /5
- *Anesthesia Business Group,* "Talent management" (September 2010) 4.71 /5
- *Anesthesia Business Group,* "Succession planning" (September 2010) 4.68 /5
- Executive Development Program, "Motivation and engagement" (September 2010) 4.36 /5
- Implementing Strategy, "Talent management" (September 2010) 4.64 /5
- Implementing Strategy, "Negotiations" (September 2010) 4.64 /5
- *Ministry of Public Security of China,* "Leading and managing change" (July 2010) 4.77 /5
- *Penn Executive Veterinary Leadership Program,* "Leading change" (June 2010) 4.81 /5
- *Capital Airports Holding Company*, "Organizational change" (May 2010) —

- Implementing Strategy, "Talent management" (March 2010) 4.74 /5
- *Tyco Electronics*, "Selecting and hiring" and "Alignment" (February 2010) 4.19 /5
- Implementing Strategy, "Talent management" (September 2009) 4.63 /5

KENAN-FLAGLER EXECUTIVE DEVELOPMENT COURSES

- *Medco*, "Creativity and innovation" (August 2010) 4.9 /5
- *Department of Defense* Joint Executive Management, "Managing people" (May 2010) 4.6 /5
- *Department of Defense* Joint Executive Management, "Leading change" (May 2010) 4.5 /5
- *Department of Defense* Joint Executive Management, "Managing people" (April 2010) 4.7 /5
- *Department of Defense* Joint Executive Management, "Leading change" (April 2010) 4.7 /5
- *Time-Warner Cable,* "Negotiations" (February 2010) 4.8 /5
- *Time-Warner Cable,* "Motivating high performance" (February 2010) 4.7 /5
- *Medco*, "Creativity and innovation" (August 2009) 4.9 /5
- *PRA International*, "Leading change" (June 2009) —
- *Duke Energy*, "Motivating high performance" (June 2009) 4.6 /5
- *North Carolina National Guard*, "Human capital and performance" (May 2009) 4.9 /5
- *U.S. Navy* Executive Business Course, "Managing Generation Why" (May 2009) 4.7 /5
- *U.S. Army*, "Managing Generation Why" (May 2009) 4.7 /5
- Leadership Effectiveness Workshop, "Negotiations" (March 2009) 4.9 /5
- Leadership Effectiveness Workshop, "Motivating performance" (March 2009) 4.7 /5
- Leadership Effectiveness Workshop, "Ethics" (March 2009) 4.6 /5
- *PPD*, "Linking strategy to priorities" (March 2009) —
- *U.S. Army*, "Managing Generation Why" (March 2009) 4.6 /5
- *Time-Warner Cable*, "Developing and coaching sales leaders" (February 2009) 4.9 /5
- UNC Health Policy Executive Master's, "Effective negotiations" (December 2008) 5.0 /5
- *Duke Energy*, "Motivating high performance" (December 2008) 4.7 /5
- *Asahi Glass Co.*, "Motivating high performance" (November 2008) 5.0 /5
- Women in Business, "Negotiation skills for women" (November 2008) 4.9 /5
- *Grant Thornton*, "Decision-making and negotiations (October 2008) 4.7 /5
- *Medco*, "Building a culture of innovation" (September 2008) 5.0 /5
- *Medco*, "Innovation and discovery" (September 2008) 5.0 /5
- Water and waste water management, "Motivating high performance" (September 2008) 4.9 /5
- *Grant Thornton*, "Decision-making and negotiations (September 2008) 4.5 /5
- *U.S. Navy*, "Managing Generation Why" (August 2008) 4.8 /5
- *U.S. Army*, "Managing Generation Why" (August 2008) 4.6 /5
- *U.S. Navy*, "The 21st century workforce: Managing Generation Why" (July 2008) 5.0 /5
- *American Financial Services Association*, "Ethics" (July 2008) 4.9 /5
- EDI Leadership Effectiveness, "Negotiations and influence" (May 2008) 4.9 /5
- *U.S. Air Force*, "Motivating high performance (April 2008) 4.8 /5
- *PPD*, "Linking strategy to priorities" (April 2008) —
- *U.S. Air Force*, "Ethics" (March 2008) 4.9 /5
- *Time-Warner Cable*, "Motivating high performance" (February 2008) 4.9 /5
- *U.S. Army*, "Motivating high performance in diverse organizations" (February 2008) —
- *Ricondo & Associates*, "Selection and hiring: Biases and best practices" (January 2008) 4.9 /5
- *Dow Reichhold*, "Leadership and results: Growth through innovation II" (January 2008) 4.5 /5
- *Dow Reichhold*, "Leadership and results: Growth through innovation I" (December 2007) 4.6 /5
- *U.S. Air Force*, "Linking strategic goals to performance drivers" (November 2007) 4.8 /5
- UNC Health Policy Executive Master's, "Effective negotiations" (August 2007) 4.9 /5

MAKE-A-WISH CHALLENGE

Designed experiential learning exercise in which students fundraise for the Make-A-Wish Foundation while developing leadership, collaboration, networking, and influence skills, raising more than $175,000 to grant wishes for children with life-threatening medical conditions

- 2013 (Penn Law): Organizational behavior students, over $40,000
- 2013 (Wharton): MBA and undergraduate volunteers, over $15,400
- 2012 (Penn Law): Organizational behavior students, over $36,000
- 2012 (Wharton): Undergraduate volunteers, over $17,000
- 2010-2011 (Wharton): MBA negotiation students, over $33,300
- 2009 (UNC): MBA leadership students and undergraduate volunteers, over $33,500

ADVISING

DISSERTATION COMMITTEES

- *Justin Berg*, Wharton Management (2014, creative forecasting)
- *James Berry*, UNC Organizational Behavior (2012, creativity): now Lecturer, Department of Management Science & Innovation, University College London
- *Sarah Birken*, UNC Public Health (2011, middle manager support for innovation): now Postdoctoral Fellow, Lineberger Comprehensive Cancer Center, UNC
- *Alison Wood Brooks*, Wharton Operations and Information Management (2013, anxiety): to be Assistant Professor of Business Administration, Harvard Business School
- *Drew Carton*, Duke Management and Organizations (2011, subgroups in work teams): now Assistant Professor of Organisational Behaviour, London Business School
- *Damon Cates*, University of Pennsylvania Education (2011, alumni giving): now Associate Vice President for Alumni Relations and Annual Giving, University of Chicago
- *N. Andrew Cohen*, Wharton Management (2011, managers' external relationships): now Visiting Assistant Professor of Management, The George Washington University School of Business
- *R. David Lebel*, Wharton Management (2012, fear and voice): now Assistant Professor of Business Administration, Katz School of Business, University of Pittsburgh
- *Samir Nurmohamed*, University of Michigan Management & Organizations (2013, underdogs): to be Assistant Professor of Management, The Wharton School, University of Pennsylvania
- *Shefali Patil*, Wharton Management (2014, accountability and best practices)
- *Jihae Shin*, Wharton Management (2014, the dark side of intrinsic motivation)
- *John Sumanth*, UNC Organizational Behavior (2011, leadership and upward communication): now Assistant Professor of Management & Organizational Behavior, SMU Cox School of Business
- *Leigh Tost*, Duke Management and Organizations (2010, social institutional change): now Assistant Professor of Management & Organizations, Ross School of Business, University of Michigan

UNDERGRADUATE HONORS THESES SUPERVISED

- *Justin Berg*, University of Michigan Organizational Studies and Psychology, "Coping with passion: Crafting work and leisure to answer a missed calling" (2007)
- *Elizabeth Campbell*, University of Michigan Psychology, "Job burnout revisited: The impact of making a difference at work" (2005)
- *Jackie Fleishman*, Wharton International Studies and Business, "The Mexican drug war" (2011)
- *Melissa Kamin*, University of Michigan Organizational Studies and Psychology, "Reorienting work orientation: The contribution of goals and values" (2007)
- *Karen Lee*, University of Michigan Psychology, "The effect of perceived impact on work satisfaction: A field experiment" (2004)
- *Nicholas LoBuglio*, UNC Organizational Behavior, "Cleaning up dirty work" (2009)
- *Rachel Penny*, UNC Organizational Behavior, "Motivating fan attendance and participation" (2009)
- *Jamie Whaley*, UNC Organizational Behavior, "Job design and the Big Five" (2009)
- *Jonathon Youshaei,* Wharton International Studies and Business, "Sports and peace" (2013)

FORMER UNDERGRADUATES IN DOCTORAL PROGRAMS

- Justin Berg, The Wharton School: Management PhD (2009-present)
- Andrew Brodsky, Harvard Business School: Organizational Behavior PhD (2011-present)
- Elizabeth Campbell-Bush, University of Maryland: Management & Organization PhD (2009-present)
- Nicholas LoBuglio, The Wharton School: Management PhD (2011-present)
- Christopher Myers, University of Michigan: Management & Organizations PhD (2010-present)
- Kari Kagan, Palo Alto University: PGSP-Stanford PsyD (2009-present)
- Sarah Long, University of Indianapolis: Clinical Psychology PsyD (2007-present)
- Jenna Scott, Massachusetts School of Professional Psychology: PsyD (2009-present)

PROFESSIONAL SERVICE

ASSOCIATE EDITOR

- *Academy of Management Journal* (2010-2014)

EDITORIAL BOARD MEMBER

- *Academy of Management Review* (2008-present)
- *Academy of Management Journal* (2007-2010)
- *Journal of Applied Psychology* (2008-2010)
- *Academy of Management Perspectives* (2008-2011)
- *International Public Management Journal* (2007-present)
- *Organizational Psychology Review* (2009-present)
- *Journal of Management Inquiry* (2007-2009)
- *Academy of Management Review* special theory forum on understanding and creating caring and compassionate organizations (2010-2011)

AD-HOC REVIEWER

- *Administrative Science Quarterly* (2008-present)
- *Organization Science* (2007-present)
- *Organizational Behavior and Human Decision Processes* (2007-present)
- *Perspectives on Psychological Science* (2010-present)
- *Psychological Science* (2011-present)
- *Academy of Management Review* (2006-present)
- *Academy of Management Journal* (2006-present)
- *Journal of Applied Psychology* (2007-present)
- *Personnel Psychology* (2006-present)
- *Academy of Management Perspectives* (2008-present)
- *Journal of Occupational and Organizational Psychology* (2008-present)
- *Human Resource Management* (2007-present)
- *International Public Management Journal* (2006-present)
- *Organization Studies* (2009-present)
- *Journal of Business Ethics Education* (2009-present)
- Academy of Management Annual Meeting, organizational behavior division (2006-present)

GUEST EDITOR

- *Journal of Organizational Behavior* special issue, "Putting job design in context: Cross-disciplinary, cross-level, and cross-cultural perspectives" (2008-2009)

COMMITTEE MEMBERSHIPS

- Academy of Management OB Division Cummings Scholarly Achievement Award Committee (2013)
- Academy of Management OB Division Representative-at-Large (2009-2012)

  - Chair, Awards (2011-2012)
  - Lead Coordinator, Junior Faculty Workshop (2010-2011)
  - Co-Coordinator, Junior Faculty Workshop (2009-2010)
- Academy of Management OB Division Scientific Affairs Committee (2008-2010)
- Honors Examiner, Swarthmore College (2010)
- *Academy of Management Review* Best Paper Committee (2009)
- *Academy of Management Perspectives* Best Paper Committee (2009-2010)
- Academy of Management Making Connections in Organizational Behavior Award Committee (2009)
- Academy of Management Best Paper in Organizational Behavior Committee (2008)
- *International Public Management Journal* Accenture Award Committee (2009-2010)
- SIOP William A. Owens Scholarly Achievement Award Committee (2008, 2010)
- SIOP Corporate Social Responsibility Theme Track (2008-2009)
- SIOP Graduate Student Scholarship Selection Committee (2007-2010)
- International Advisory Board, Sheffield Institute of Work Psychology Conference (2007-2008)

PRESENTATIONS

KEYNOTE SPEECHES

- American Gas Association (June 2013)
- Angelo, Gordon & Co. Conference (April 2013)
- CorpU Global Leadership Congress (April 2013)
- Credit Union National Association (July 2013)
- Goldman Sachs, Managing Directors Orientation (January 2013)
- Google, Global People Operations Conference (May 2012)
- JP MorganChase, Senior Leaders Conference (February 2013)
- JP Morgan, Penn Alumni Event (March 2012)
- Lincoln Financial, Retirement Plan Services National Sales Conference (January 2012)
- Microsoft, Global CIO Summit (March 2013)
- National Venture Capital Association, Corporate Venture Group Summit (April 2013)
- Points of Light Conference on Volunteering & Service (June 2013)
- re:working Conference (February 2012)
- Royal Society for the encouragement of the Arts, Manufactures, and Commerce (May 2013)
- St. Luke's Hospital, Emerging Leader Program (November 2011)
- Starr Restaurants, Leadership Event (April 2010)
- Summit on Employee Engagement in Corporate Citizenship (April 2013)
- Tel Aviv University, 1st Israel Organizational Behavior Conference (December 2011)
- University of Michigan Organizational Studies Graduation Ceremony (April 2008)
- University of Pennsylvania FOCUS on Health & Leadership for Women (October 2012)
- Wharton Healthcare Conference (February 2013)
- Wharton Leadership Conference (June 2012)
- Wharton Undergraduate Graduation Ceremony (May 2011)

INVITED PRESENTATIONS AND EVENTS

2012-2013

- Action for Happiness
- Apple
- Barnes & Noble New York
- Book Passage
- Columbia University (Center for Leadership and Ethics)
- Environmental Defense Fund

- Facebook
- Goldman Sachs (Leadership in Action)
- Google (Authors@Google)
- Kepler's Books
- Knowledge@Wharton board
- Next Thing Now
- Penguin Group
- Penn Chief Learning Officer Program
- Philadelphia Arts and Business Council, The Art of Persuasion panel
- Pixar
- Politics & Prose bookstore
- Skeptics Society
- St. Louis County Library
- Stanford University (Compassion & Business Conference)
- The Motley Fool
- The RSA
- The Wharton School (Authors@Wharton)
- Town Hall Seattle
- Trustees' Council of Penn Women
- University of Chicago (Union League Club Authors Group)
- University of Michigan (Center for Positive Organizations, Barger Leadership Institute)
- University of Pennsylvania Health System

2011-2012
- Stanford Graduate School of Business (Organizational Behavior)
- Kellogg School of Management (Management & Organizations)
- Hebrew University (Business Administration)
- The Technion (Behavioral Sciences and Management)
- Google (People Operations and People & Innovation Lab Summit)
- Lincoln Financial
- University of Pennsylvania (Positive Psychology Center)
- University of Pennsylvania orthopedic surgery residents
- TedxPenn

2010-2011
- Google (People Operations and People & Innovation Lab Summit)
- Columbia Business School (Management)
- Tepper School of Business, Carnegie Mellon University (OB / Social & Decision Sciences)
- Cornell University (Johnson School/ILR)
- University of Maryland (Social, Decision Making, and Organizational Science)
- LeBow College of Business, Drexel University (Management)
- Wayne State University (Center for the Advancement of Research Methods and Analysis)
- TedxPhiladelphiaED

2009-2010
- Stanford Graduate School of Business (Center for Social Innovation)
- Fuqua School of Business, Duke University (Fuqua/Coach K Center on Leadership & Ethics)
- Smith School of Business, University of Maryland (Management & Organization)
- Marshall School of Business, University of Southern California (Management & Organization)
- Rotman School of Management, University of Toronto (OB/HRM)
- Tuck School of Business Administration, Dartmouth College (Strategy and Management)

- Sauder School of Business, University of British Columbia (OBHR)
- Jones Graduate School of Management, Rice University (OB)
- The Pennsylvania State University (I/O Psychology)
- Price College of Business, Oklahoma University (Management & Entrepreneurship)
- John Molson School of Business, Concordia University (Management)
- Center for Creative Leadership
- Treatment Research Institute
- University of Pennsylvania (Positive Psychology Center)
- The Wharton School, University of Pennsylvania (Decision Processes)
- Medco
- Google (People & Innovation Lab Summit)

2008-2009
- Foster School of Business, University of Washington (Management & Organization)
- Moore School of Business, University of South Carolina (Management)
- Brigham Young University (Public Management)
- University of Michigan (ICOS)
- University of Michigan (Organizational Studies: class of 2008 graduation speaker)
- The Wharton School, University of Pennsylvania (Management)
- The Wharton School, University of Pennsylvania (OB Conference)
- Duke University orthopaedic residents

2006-2007
- Harvard Business School (Organizational Behavior)
- Haas School of Business, University of California-Berkeley (Organizational Behavior)
- Yale School of Management (Organizational Behavior)
- Fuqua School of Business, Duke University (Management)
- Darden School of Business, University of Virginia (Leadership & Organizational Behavior)
- John F. Kennedy School of Government, Harvard University (Leadership & Management)
- Kenan-Flagler Business School, UNC-Chapel Hill (Organizational Behavior & Strategy)
- Eli Broad College of Business, Michigan State University (Management)
- University of Sheffield (Institute of Work Psychology)
- Leeds School of Business, University of Colorado-Boulder (Management)
- UNC-Chapel Hill (Social Psychology)
- University of Michigan (Research Center for Group Dynamics)
- Accenture (Human Performance)

2005-2006
- Harvard University (Psychology)
- University of Michigan (Psychology)
- University of Michigan (Organizational Studies)

ANNUAL MEETINGS OF THE ACADEMY OF MANAGEMENT

2011: San Antonio, TX
- Organized OB division junior faculty workshop
- Presented "Making a theoretical contribution" in All-Academy professional development workshop, "Publishing in *AMJ*: Tips from the editors"
- Presented "Proactive but unproductive: The reasons and the audience" in OB symposium, "Costs of proactivity in organizations"
- Presented "Speaking up for future generations" in OB symposium, "Beyond identity: The power of generativity and legacy in organizations"

- Presented "Remote associates: Corporate volunteering and sense of community" in OB symposium, "Corporate volunteerism: Antecedents and consequences"

2010: Montreal, QC
- Organized All-Academy symposium, "Making caring less daring: Overcoming the challenges of compassion"
- Presented as panelist in All-Academy symposium, "Teaching compassion: Helping students to recognize and care for others"
- Co-organized OB division professional development workshop, "The future of job design"
- Co-organized OB division junior faculty workshop
- Co-organized OB division professional development workshop, "Help, I'm stuck: Organizational behavior research incubator"
- Presented as panelist in OB division professional development workshop, "The productivity process: Research tips and strategies from prolific junior faculty"
- Presented "Meaningful work: The double-edged sword of prosocial impact" at Society of Business Ethics panel, "Meaningful work, the meaning of work, and business ethics"

2009: Chicago, IL
- Organized OB division professional development workshop, "Help, I'm stuck: Organizational behavior research incubator"
- Presented "In good we trust: Corporate social responsibility promotes commitment through giving" in All-Academy symposium, "Corporate social responsibility from the ground up: Cultivating an employee-centered perspective"
- Presented "Lighthearted fun in heartbreaking work: Sustaining meaningfulness through playfulness" in All-Academy symposium, "Creating sustainable work: Research insights and strategies for action"

2008: Anaheim, CA
- Organized All-Academy symposium, "Opposite day: How can I know what to ask until I see what they say?"
- Presented "A paradox of citizenship satisfaction: Why we enjoy helping out-groups more than in-groups" in OB/HR symposium, "Beyond performance: Non-traditional consequences of helping behavior for the helper"
- Presented OB paper, "The adversity of success: Explaining why high performance leads to failure"
- Discussant, OB symposium, "Proactive behavior at work: Cumulating evidence from separate literatures"

2007: Philadelphia, PA
- Organized All-Academy symposium, "The dark side of doing good"
- Presented "Above, beyond, and below the call of duty: The role of intrinsic and prosocial motivations" in OB/OMT/ODC symposium, "Going the extra mile: Antecedents and psychological processes in prosocial behavior and initiative"
- Discussant, OB/PNP symposium, "Public service motivation: State of the science and art"

2006: Atlanta, GA
- Organized OB symposium and presented paper, "Prosocial motivation: Insights from zookeeping, volunteering, teaching, and public service"
- Organized OB symposium and presented paper, "Toward a general theory of proactive behavior"
- Presented "A prosocial perspective on work orientation: Enjoying the world vs. improving the world" in OB/Careers symposium, "When work is a calling: New directions in work orientation"

2005: Honolulu, HI
- Presented "Identity construction in service work: Meaning-making through difference-making" in OB/OMT symposium, "Narratives of life in organizations"

- Presented OB paper, "Well-being at work: Toward an integrated understanding"

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY CONFERENCE

2009: New Orleans, LA
- Organized research incubator, "The science and practice of corporate social responsibility: What I/O psychologists can contribute"
- Presented "Burning out or fired up? Relationships with beneficiaries as burdens vs. benefits" in symposium, "Relational perspectives on organizational phenomena"
- Presented "Albert Einstein meets Sherlock Holmes: Testing and discovering mediating processes in quasi-experiments" in symposium, "Recent developments in strategies for testing assumed mediation models"

2008: San Francisco, CA
- Presented "Good soldiers and good actors: Prosocial and impression management motives as interactive predictors of citizenship behavior" in symposium, "OCB: Going beyond traditional models of social exchange"
- Presented "Are relationships with beneficiaries always beneficial? Moderating effects of personality" in symposium, "High-quality work relationships: Integrating streams and charting new waters"
- Presented "Socializing self-determination theory" in symposium, "Self-determination theory in the workplace"
- Coauthor on presentation, "The role of positive affect in making things happen" in symposium, "Explanatory mechanisms linking positive work experiences to behavior and well-being"

MAY MEANING MEETING
- 2010 (Boston, MA): Presented "Prosocial job crafting"
- 2009 (Topsail Island, NC): Presented "Forget CFO, call me King of Cashola: Meaning in idiosyncratic job titles"
- 2007 (New Haven, CT): Presented "The role of death in organizational life: Effects of mortality salience on work motivation"
- 2006 (Urbana-Champaign, IL): Coauthor on presentation, "An evolving foundation of giving: A story of institutionalizing generosity"
- 2005 (St. Louis, MO): Presented "Relational job design and the motivation to make a difference"
- 2004 (Ann Arbor, MI): Presented "How does making a difference make a difference?"

OTHER CONFERENCES
- American Psychological Society Annual Convention, May 2011, Washington, D.C.: Presented in "The research productivity process: Tips and strategies for junior faculty members"
- INSEAD Wharton Research Conference on Leadership, June 2008: Coauthor on presentation, "Leadership levers to motivate error management"
- American Psychological Association Convention, August 2005, Washington, D.C.: Presented "Prosocial impact coping: How making a difference makes a difference" in symposium
- American Psychological Society Annual Convention, May 2004, Chicago, IL: Presented poster, "Perceived impact at work: How making a difference makes a difference"

UNIVERSITY SERVICE

The Wharton School, University of Pennsylvania
- Founder/organizer, Authors@Wharton speaker series on social science and leadership (2012-present) Speakers include Daniel Pink, Gretchen Rubin, Susan Cain, Jonathan Haidt, Chip Conley, Barry Schwartz
- Co-organizer, Wharton junior OB conference (2009-present)
- Coordinator, OB research assistant consortium (2009-present)

- Research Director, Wharton Center for Leadership and Change Management (2011-present)
- Chair, Wharton Management Department Seminar Committee (2012-present)
- Co-Chair, Wharton Leadership Committee on MBA Feedback and Coaching Network (2011-present)
- Chair, OB 2nd year exam committee (2010-present)
- Member, Wharton Executive Education Advisory Board (2010-present)
- Member, Wharton Dean's Advisory Council (2011-2012)
- Member, Wharton MBA/Undergrad Curriculum Committee (2011-2012)
- Academic director, Wharton Executive Education Nano Tools (2010-present)
- Faculty member, doctoral pro-seminar on applied research methods for management (2010-present)
- Faculty adviser, 24 undergraduate independent studies (2010: 9; 2011: 15)
- Faculty adviser, 11 MBA independent studies (2010: 6; 2011: 5)
- Presenter, Wharton leadership in the business world pre-college program (2010-present)
- Mentor, 2 junior faculty members (2012-2013)
- Chair, junior faculty 3rd year review committee (2012-2013)
- Member, OB faculty search committee (2011-present)
- Member, HR faculty search committee (2010-2011)
- Presenter, Wharton Business of Life lecture (2012)
- Presenter, Wharton Leadership Advisory Board (2012)
- Presenter, Faculty Showcase, Wharton Spring Welcome (2011)
- Presenter, Faculty Showcase, Wharton Winter Welcome (2011, 2012)
- Presenter, 2nd annual Wharton BizTalks (2011)
- Faculty discussion leader, Wharton Leadership in Film series (2011)
- Member, Management PhD admissions committee (2010)
- Coordinator, micro-meso organizational research brown bag series (2010)
- Presenter, Wharton Iron Prof competition (2010, 2011)
- Presenter, Joseph Wharton Scholars Senior Research Seminar (2010)
- Faculty speaker, Wharton Family Weekend (2010)
- Presenter, Wharton PhD teaching workshop (2010)
- Presenter, Wharton Dealmakers Club (2010, 2011)
- Guest speaker, Wharton Management Club (2010)
- Faculty adviser, Wharton Social Impact Research Experience (2010)
- Capstone adviser, 3 Masters in Applied Positive Psychology program students (2010)

University of North Carolina at Chapel Hill

- Elected to Order of the Grail-Valkyries for significant contributions to academic climate (2009)
- Finalist, Class of 2008 Faculty Award, UNC Kenan-Flagler (2008)
- Member, MBA Leadership Immersion planning committee (2009)
- Co-chair, OB faculty recruiting committee (2007-2008)
- Member, BSBA program committee (2007-2009)
- Member, OB PhD admissions committee (2007-2009)
- Faculty adviser, 17 BSBA independent studies (2008-2009)
- Member, Weatherspoon Award for BSBA Teaching Excellence selection committee (2009)
- Interviewer, BSBA admissions (2007-2009)
- Co-coordinator, OB subject pool (2007-2009)
- Coordinator, OB research incubators (2008-2009)
- Reader/grader, OB comprehensive doctoral exams (2008-2009)
- Guest lecturer: KFBS Leadership Day (2007-2008), Students Advancing In Leadership (2008), Explore Carolina (2008)
- Judge, Carolina Challenge social entrepreneurship competition (2008)

University of Michigan

- Organizational Studies Commencement Speaker (2008)
- Pat Gurin Lecture Award (2006)
- Co-Director, Quality of Life Interdisciplinary Forum (2003-2005). Received Rackham grant to co-found workshop linking doctoral students and professors to study human well-being
- Member, Interdisciplinary Committee on Organizational Studies retreat planning committee (2005)
- Member, Organizational psychology PhD admissions committee (2004)

Harvard University
- Interviewer, undergraduate admissions (2003-2006)
- Member, Psychology Department Committee on Undergraduate Instruction (2002)
- President and Business Manager, Harvard Magic Society. Co-founded student club performing magic to provide community service and entertainment (2000-2002)

GRANTS

- Wharton Global Initiatives Research Program Grant (2011: $10,000)
- Google People and Innovation Lab Research Grant (2010: $12,500)
- Wharton Dean's Research Fund (2010: $5,500)
- Fortune 500 Organizational Foundation Research Grant (2005-2006: $20,832)
- Interdisciplinary Committee on Organizational Studies Research Grant (2005: $2,920)
- University of Michigan Psychology Dissertation Grant (2005: $1,000)
- Quality of Life Interdisciplinary Forum Grant (2003-2005: $8,761)

MEDIA COVERAGE

Give and Take
- Give and Take on the Today Show
- New York Times Magazine cover story, "Is giving the secret to getting ahead?"
- New York Times interview with Susan Dominus
- Behind the New York Times cover story
- Forbes: 7 ways that generosity can lead to success
- Hall of Fame NFL quarterback Fran Tarkenton on Give and Take
- Inc: A skimmer's guide to Give and Take
- BloombergBusinessWeek on Give and Take
- Fast Company: Why Giving Back Helps You Get More Done
- Fast Company: How being helpful can make you happier and more productive
- Fast Company: The rise of the superconnector
- Forbes: The surprising secret to a satisfying and successful life with others
- Forbes: How Silicon Valley profits from giving back
- Amazon editors' picks for best books of April 2013 in business & leadership
- Quartz: One easy way to boost employees' productivity
- Human Resource Executive Online: The power of being helpful
- Crain's Chicago Business: Does this man hold the secret to getting ahead?
- ServiceSpace blog on Give and Take
- strategy+business: You gotta serve somebody
- NPR: Amazon's bestseller list in business management and leadership
- Advice to New York Times readers
- Bob Sutton's blog on 11 books every leader should read
- University of Michigan Alumni Author of the Month feature
- Amazon's list of hot new releases in organizational behavior
- goodreads interview with Susan Cain

- Publishers Weekly review
- Kirkus review
- Huffington Post story on mentoring
- Total Leadership news on books
- Delta Partners books you should read
- Penguin book buzz
- Huffington Post blog on mentoring
- ABC Clare Calvet's recommended books to read 2013

Achievements and Recognition

- Poets and Quants / Fortune world's 40 best business school professors under 40: List, Bio, Feature
- BusinessWeek favorite professors
- American Psychologist award for distinguished scientific early career contributions to psychology
- American Psychological Association news on distinguished scientific awards
- The Atlantic 23 ½ biggest ideas of the year
- Knowledge @Wharton top 10 stories of 2010 (#4 and #5)
- Harvard Business School Working Knowledge most popular articles of 2010 (#2)
- Society for Industrial and Organizational Psychology news on early career contribution awards
- Penn Fellows for 2013
- Fundraising for Make-A-Wish: ABC News, Penn Law, Daily Pennsylvanian, Desert News, and a spinoff activity for Haiti
- Reuters / CSRwire top 10 corporate responsibility findings in 2010 (#2)
- Academy of Management report on scholarly achievement awards
- Society for Industrial and Organizational Psychology article on award winners
- Research highlighted in bestselling books, including:
  Drive: The Surprising Truth About What Motivates Us by Daniel Pink
  Quiet: The Power of Introverts in a World That Can't Stop Talking by Susan Cain
  To Sell Is Human: The Surprising Truth About Moving Others by Daniel Pink
  The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work by Shawn Achor

Leadership and Influence

- New York Times article on social science and human behavior
- Wall Street Journal article on introverted executives
- Washington Post article on personality and the Myers-Briggs Type Indicator
- Time Magazine article on introversion
- New York Times article on shyness
- Washington Post article on introverts, extraverts, and sales
- TED Talk by Susan Cain on introversion
- O, The Oprah Magazine article on introversion
- Fast Company / Bob Sutton blog on gratitude
- NPR story on introverts
- CNN story on introverts
- Scientific American / Huffington Post article on introversion
- Association for Psychological Science story on the gregarious salesman
- Scientific American article on salespeople
- Knowledge@Wharton interview on quiet leadership
- Globe and Mail article on extraverted and introverted leadership
- BusinessWeek article on charismatic leadership
- CBS News article on charisma
- Fast Company article on introversion
- Fast Company article on Google's future

- New York Times op-ed on efficiency
- Knowledge @Wharton article on extraverted leadership
- Financial Times article on introverted leadership
- Sunday Times article on introverted leadership
- New York Times article on doctors and empathy
- CNN article on introverted leadership
- Oprah article on introverted leadership
- Harvard Business Review blog on managing multiple bosses
- Psychology Today blog on influence
- MSNBC TV interview on introversion
- Business Insider article on sales
- Risk Management Monitor article on introverted leaders
- Psychology Today blog on introverted leaders
- Psychology Today blog on introversion and creativity
- FOX Business article on introverted leaders
- Kansas City Star article on introverted leaders
- Glass Hammer article on introverted leaders
- Newsworks Tonight story on introversion
- Wharton @Work newsletter on extraverted leadership
- Business of Software interview on selling
- GPCC News interview on selling
- Wharton Magazine article on selling
- PsychCentral blog on quiet leadership
- John Tesh blog on leadership
- Harvard Business School Working Knowledge article on leading proactive employees
- The Economic Times, India Edition interview on quiet bosses
- Human Resource Executive Online article on leadership lessons from India
- Business Finance Magazine article on turning management vision into employee reality
- Knowledge @Wharton article on presidential leadership
- Knowledge @Australian School of Business article on proactive behavior annoying your boss
- I/O at Work blog on too much of a good thing
- Inside Influence Report on showing appreciation
- Negotiation newsletter on gratitude
- Susan Cain blog on creativity and leadership
- PsychCentral blog on creativity and leadership
- Positive Psychology News on introverted leadership
- Harvard Business Review blog on how introverts can become better innovators
- Harvard Business Review blog on introverts in the office
- CustomerThink blog on introverts and extraverts
- Center for Creative Leadership newsletter on introversion
- HRM Asia article on introverted leaders
- Rally company blog on introverted executives
- Practicum Inc blog on leadership
- Hardwired Humans newsletter on dominant leadership
- Shanghai Daily article on extraverted leadership
- InformationWeek story on IT introverts
- Michael Roberto blog on introverted vs. extraverted leaders
- Self-Promotion For Introverts story on introverted leaders and proactive followers
- The Himalayan Times article on quiet leadership
- Orange County Register article on sales
- Forbes India article on leadership and errors

- Ottawa Business Journal blog on civility

Motivation

- Daily Telegraph article on purpose
- BusinessWeek article on meaning and job performance
- Dan Pink blog on purpose as a motivator
- CNN story on happiness
- Freakonomics blog on morale
- Wall Street Journal ideas/market blog on motivating doctors to wash their hands
- Wall Street Journal health blog on motivating doctors and nurses to wash their hands
- Financial Times article on customers motivating employees
- Fast Company article on customers motivating employees
- Inc. article on *To Sell Is Human*
- Harvard Business Review IdeaCast on sales
- Dan Pink's Flip Manifesto
- Globe and Mail article on creativity
- Philadelphia Inquirer article on how customers can motivate employees
- Knowledge @Wharton / Forbes article on the art of motivating employees
- New York Times blog on getting doctors to wash their hands
- Huffington Post article / Wray Herbert blog on hand washing
- Federal Computer Weekly blog on hand washing
- Association for Psychological Science press release on hospital handwashing
- Health 2.0 on the psychology of health incentives
- Knowledge@Wharton / Time / Financial Times story on evaluating job applicants
- Fortune / CNNMoney article on east vs. west coast cultures
- Stanford Center for Social Innovation briefing on the science of getting people to do the right thing
- Society for Human Resource Management research quarterly on motivating performance
- CBS Interactive BNET Insight blog on motivating employees
- Financial Times article on motivating fundraisers
- Investor's Business Daily article on energizing top performers
- TEDxPenn talk on why trying to be happy can make us unhappy
- Harvard Gazette article on gratitude
- APS Observer article on giving
- Yahoo! Finance article on job satisfaction
- Men's Health article on having a better Monday
- National Affairs blog on too much of a good thing
- TheStreet article on entry interviews
- Stanford GSB News article on giving and commitment
- Harvard Business Review blog on motivation
- Federal Computer Weekly article on public service motivation
- Knowledge@Wharton article on boss-free offices
- Wharton@Work nano tool on employee engagement
- Inside Influence Report on productivity
- Business2Community article on customer-centric organizations
- Stanford Center for Social Innovation newsletter on gratitude
- Harvard Business Review blog on what makes work worth doing
- Canadian Manager article on motivation
- Knowledge@Wharton article on morale
- Knowledge@Wharton story on motivation
- TLNT article on customer stories and employee engagement
- Medical Daily article on motivating people to give and volunteer

- Science Codex and ScienceDaily article on helping
- Keith Sawyer blog on creativity
- Information Security blog on the illusion of invulnerability
- Healthcare Purchasing News on hand hygiene
- John Ballard blog on productivity
- D Magazine blog on client feedback
- PsyBlog on gratitude
- Network for Good blog on outsourcing inspiration
- KevinMD blog on motivating health care workers
- SHRM India article on motivation in today's workplace
- Miller-McCune article on creativity
- Ottawa Business Journal blog on empathy
- Knowledge@Wharton article on perks
- HRIQ interview on motivation
- NurseZone article on patient connection
- THE Journal article on teacher burnout
- HP Input-Output article on the creative class
- Jeff Thompson blog on callings
- John Kamensky blog on how customers can energize your employees
- Positive Psychology News Daily article on intrinsic motivation and purpose pursuit
- Harvard Business Review blog on how to give a meaningful "thank you"
- Financial Review article on thanking employees
- Network for Business Sustainability article on giving and commitment
- Ethical Corporation Magazine article on giving and commitment
- CBS MoneyWatch on financial education
- Philadelphia Business Journal on people
- Stanford Scope blog on hospital handwashing
- Cleveland Plain Dealer story on hospital handwashing
- Newsworks article on hospital handwashing
- HealBlog story on hospital handwashing
- FierceHealthcare newsletter on hospital handwashing
- Deseret News article on hospital handwashing
- Federal Computer Week article on "the face-to-face experience"
- Federal Computer Week story on federal performance
- USA Today article on high-pressure jobs
- US News & World Report article on finding happiness at work
- Knowledge@Wharton article on employee well-being
- Forbes story on the changing world of work
- Twitpic post on the art of motivation maintenance
- Joyce Hostyn blog on motivation
- Wall Street Journal article on motivating teams to overcome adversity
- Mulholland Books article on coaches
- ServiceSpace blog on giving
- Yahoo! Finance article on work engagement
- Vision Monday story on high-potential job applicants
- Training & Development Magazine article on corporate social responsibility
- NetworkWorld blog on Steve Jobs

Multimedia

- *Give and Take*: the card trick
- Keynote presentation at Google people operations global summit

- Wharton Leadership Conference presentation on leading quietly
- New York Times interview on *Give and Take*
- CNN story on happiness
- ABC News story on raising funds for the Make-A-Wish Foundation
- Wharton Graduation 2011 faculty speech
- Knowledge@Wharton interview with Dan Pink on *To Sell Is Human*
- Knowledge@Wharton interview with Arthur Sulzberger on *The New York Times*
- Leaders@Wharton interview with Mark Shapiro on the Cleveland Indians
- Leaders@Wharton interview with William Lauder on The Esteé Lauder Companies, Inc.
- CBC NewsWorld: The Lang & O'Leary Exchange story on boss-free offices
- Reach Personal Branding interview with Dan Pink on *Drive*
- EconTalk podcast with Dan Pink on motivation
- Scientific American podcast on handwashing in healthcare
- Wharton BizTalks presentation on outsourcing inspiration
- TEDxPhiladelphiaED presentation on teacher burnout
- Stanford Center for Social Innovation presentation on outsourcing inspiration
- People and Projects Podcast on leading with meaning
- Under New Management Podcast on task significance
- TedxPhillyEd presentation on teacher burnout

POPULAR WRITING FOR LEADERS, MANAGERS AND PRACTITIONERS

- *Give and Take: A Revolutionary Approach to Success*. Viking Press, April 2013.
- The best lie detectors in the workplace. *Washington Post*, April 2013.
- In the company of givers and takers. *Harvard Business Review,* April 2013.
- Givers take all: The hidden dimension of corporate culture. *The McKinsey Quarterly*, April 2013.
- Turning the tables on success. *strategy+business*, April 2013.
- Good guys can win at work. *Time Magazine,* April 2013.
- Fitting in and standing out: Shifting mindsets from taking to giving. *ChangeThis*, April 2013.
- How customers can rally your troops: End users can energize your workforce far better than your managers can. *Harvard Business Review*, June 2011: 97-103.
- Stop stealing the spotlight: The perils of extraverted leadership. *European Business Review*, May-June 2011: 29-31.
- The unbearable lightness of meetings. *Center for Positive Organizational Scholarship Newsletter*, March 2012.
- Motivating creativity at work: The necessity of others is the mother of invention. *Psychological Science Agenda,* July 2011.
- Sustainable employee motivation: Selfish or selfless? *Wharton Magazine Blog*, March 2011.
- The problem with financial incentives—and what to do about it. *Knowledge@Wharton*, March 2011.
- The hidden advantages of quiet bosses. *Harvard Business Review,* December 2010. Reprinted in US Airways Magazine, December 2010.
- The entry interview: Why wait until employees leave? *Wharton Magazine Blog*, November 2010.
- We commit when we give. *Sustainable Enterprise Quarterly*, Summer 2009.
- Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of Management Perspectives,* 2007.

CASE STUDIES AND TEACHING NOTES

- *A Foundation of giving: How one company cares for its employees*. This case documents the inception, evolution, triumphs and tribulations of the Borders Group Foundation. The Foundation is an

employee assistance program that has given over $2 million in support to Borders staff members in need over the past decade.
www.bus.umich.edu/Positive/POS-Teaching-and-Learning/Borders-Cases.htm

- *Make-A-Wish Foundation*. This case describes several of the Foundation's initiatives to create a fun work environment and the benefits, challenges, and unintended consequences of the organization's emphasis on playfulness.
www.globalens.com/partners/RSB/casedetail.aspx?cid=1428873

PROFESSIONAL MEMBERSHIPS

- Academy of Management (2004-present)
- American Psychological Association (2004-present)
- Association for Psychological Science (2004-present)
- Society for Industrial and Organizational Psychology (2004-present)
- Society for the Study of Motivation (2009-present)

WORK EXPERIENCE

CONSULTING ENGAGEMENTS

- *Children's Hospital of Pennsylvania*: leading organizational change (2012)
- *Novo Nordisk*: triple bottom line and organizational change (2011)
- *Elsevier*: leadership, motivation, and influence (2011-2012)
- *Southern Star*: performance, motivation and turnover (2011)
- *Medco*: case development (2010)
- *Royal Bank of Scotland*: leadership, culture, and change (2010)
- *U.S Air Force*: motivation, satisfaction, performance (2008-2009)
- *Eye Care Associates*: motivation, satisfaction, leadership, selection (2008-present)
- *Novant Health*: authentic relationships (2008-2009)
- *Hampton Roads Sanitation District*: motivation, leadership, selection (2008-2009, 2011-2012)
- *Raleigh Orthopaedic Clinic*: motivation, goals, rewards (2008-2009)
- *Borders Group, Inc.*: program evaluation, organizational commitment (2005-2007)
- *Make-A-Wish Foundation*: recruiting, communication, fundraising (2006-present)
- *University of Michigan and University of North Carolina Development Offices*: motivation, satisfaction, selection and retention, fundraising, annual giving (2004-2009)
- *University of Michigan Health System*: managing change, employee/patient satisfaction (2006-2007)

LET'S GO PUBLICATIONS / HARVARD STUDENT AGENCIES

- *Director of Advertising Sales (2001)*. Earned Harvard Student Agencies Manager of the Year Award for leadership, commitment, and business acumen. Recruited, motivated, and managed staff; led team to profits over $550,000. Collected unprecedented 100% of accounts receivable. Created new advertising associate position to provide additional student learning experience, salary and profits. Pioneered and directed Let's Go Booklets project, generating revenue to produce and distribute 100,000 booklets for publicity. Initiated focus on client relationships, team strategy meetings, and custom proposals with many favorable results, including over 50% of clients increasing ad packages and one client increasing expenditure from proposed $40,000 to record $159,240.
- *Director of Marketing & Business Development (2001–2002).* Co-supervised hiring of 32 editors, 170 researcher-writers, 60 associate editors, and 9 map editors. Planned publicity for series re-launch; instituted promotional partnerships focus; successfully negotiated four partnerships. Directed new scholarly essay and alumni feature projects for all 41 guides. Co-created the first Let's Go online newsletter; initiated internships program to provide new student opportunities.

- *Senior Advertising Associate (2000).* Sold record-setting total of $608,000 in advertisements in the Let's Go travel guide series. Secured record of over $230,000 in new clients; persuaded a client to purchase the largest ad package in company history.

HARVARD UNIVERSITY CONFLICT RESOURCE CENTER
- *Conflict mediator (2002).* Licensed in the state of Massachusetts.

BOARDS OF DIRECTORS

MAKE-A-WISH FOUNDATION
- *Director (2010-2013).* Serving on the Board of the Philadelphia and Susquehanna chapter, a non-profit that has granted the wishes of over 4,000 children with life-threatening medical conditions and receives annual public support of over $3 million.

LET'S GO PUBLICATIONS AND HARVARD STUDENT AGENCIES
- *Director and Clerk (2001-2002).* Served on the Board of this $5.5 million student-run organization that paid $2.2 million annually in student wages.

PERSONAL INTERESTS

Springboard Diving
- Harvard University varsity (1999-2000)
- High school All-American (1998-1999)
- Two-time Junior Olympic national qualifier (1997)
- Two-time state finalist (1997-1998, 1998-1999)
- Team captain (1998-1999)

Coaching Springboard Diving
- Michigan State University Diving Camp (2000-2006)
- Charles River Diving (2000-2003)
- Precision Diving Association (1997-1999)
- West Bloomfield High School and Orchard Lake Middle School (1997-1999)

Additional Interests
- Performing magic, Ultimate Frisbee, reading, traveling