Shefali V. Patil

Doctoral Candidate in Management (Organizational Behavior)

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EDUCATION

Wharton School of Business, University of Pennsylvania Expected May 2014
Ph.D., Management
Dissertation Committee: Philip Tetlock (chair), Adam Grant, Daniel Levinthal, Nancy Rothbard

Stern School of Business, New York University May 2008
B.S., *summa cum laude*, Management & Organizations; Marketing
Honors thesis adviser: Steven Blader

RESEARCH INTERESTS

I study (1) the types of work structures that enable managers to reduce the risks of conformity traps (conforming to shared practices and beliefs when they should have deviated) and deviation traps (deviating when they should have conformed). I find that decision makers fall into either trap in work environments that trigger the same psychological states (structural congruity). But decision makers bring down the risks of both traps in work environments that trigger clashing psychological states (structural incongruity); (2) the types of ideological beliefs and situational factors that increase managerial tolerance of decision traps and resistance to implementing incongruous structures. I find that managers who trade off employee freedom for protection prefer structures that increase the risks of conformity traps—and managers who trade off employee protection for freedom prefer structures that increase the risks of deviation traps.

REFEREED PUBLICATIONS

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

2. Grant, A.M. & **Patil, S.V.** (2012). Challenging the norm of self-interest: Minority influence and transitions to helping norms in work units. ***Academy of Management Review***, 37 (4), 547-568.

MANUSCRIPTS UNDER REVIEW

3. **Patil, S.V.** Escaping conformity and deviation traps: A cultural incongruity model. ***Revise & resubmit at Academy of Management Review.***

4. **Patil, S.V.**, Tetlock, P.E., & Mellers, B.A. Accountability systems and distributive justice norms: When do people adhere too much or stray too far from decision rules? ***Under review at Organizational Behavior and Human Decision Processes.***

5. **Patil, S.V.** & Tetlock, P.E. Conformity and deviation in organizations: Toward a structural incongruity model. ***Revisions in progress at Research in Organizational Behavior***.

RESEARCH IN PROGRESS

6. **Patil, S.V.** Shifting between the small details and big picture: How structural incongruity reduces conformity and deviation traps. ***Working paper. Target: Academy of Management Journal.***

7. **Patil, S.V.** Managerial values, accountability pressures, and tolerance of conformity and deviation traps. ***Data collection in progress. Target: Academy of Management Journal.***

8. **Patil, S.V.,** Tewfik, B., & Ayrton, S. Managerial identity orientations and responses to structural feedback: Trading off protection and liberation. ***Data collection in progress. Target: Academy of Management Journal***.

9. **Patil, S.V.** & Lobuglio, N. To protect or let free?: An optimal liberation model of conformity and deviation. ***Manuscript in progress. Target: Academy of Management Review***.

10. **Patil, S.V.** & Lobuglio, N. Protection, autonomy, and conformity and deviation traps. ***Data collection in progress. Target: Academy of Management Journal***.

11. **Patil, S.V.** & Lebel, R.D. Proactivity under watchful eyes: Internal sources of accountability as buffers against external sources. ***Data collection in progress. Target: Organizational Behavior and Human Decision Processes.***

12. Lebel, R.D. & **Patil, S.V.** Extra credit for proactivity: Supervisor reactions depend on job autonomy and ambiguity. ***Data collection in progress. Target: Journal of Applied Psychology.***

13. **Patil, S.V.** & Tetlock, P.E. Rethinking integrative complexity and competing demands: How simplicity enables complexity and complexity enables simplicity. ***Manuscript in progress. Target: Organization Science***.

BOOK CHAPTERS

Patil, S.V., Vieider, F., & Tetlock, P.E. (2012). Process and outcome accountability. In M. Bovens, R.E. Goodin, & T. Schillemans (Eds.), ***Oxford Handbook of Public Accountability***.

Rothbard, N.P. & **Patil, S.V.** (2010). Being there: Work engagement and positive organizational scholarship. In K. Cameron and G. Spreitzer (Eds.), ***Handbook of Positive Organizational Scholarship***. Oxford University Press.

RESEARCH GRANTS, ACADEMIC AWARDS, AND HONORS

- Wharton Zicklin Center for Business Ethics Research ($5,000 grant) May 2012
  Greasing efforts to ungrease: Designing control systems and navigating tradeoffs in response to the Foreign Corrupt Practices Act
- Wharton Center for Human Resources ($8,620 grant) April 2012
  Designing accountability systems to enhance employee decision-making: Ambiguity and its potential for unambiguous benefits
- Wharton Center for Leadership and Change Management ($10,000 grant) Sept 2011
  On the road to freedom or failure? Task unpredictability as a moderator of the pros and cons of process vs. outcome accountability
- Wharton Doctoral Fellowship 2009-2014

- William B. Cornell Management Department Award — May 2008
- NYU Stern Honors Program (thesis published in the *Michigan Journal of Business*) — May 2008
- NYU Sphinx Senior Award — May 2008
- New York University Founders' Day Award — April 2008
- Beta Gamma Sigma Honor Society for Business Administration — May 2007
- Dean's Honor Key Award — April 2006
- NYU Stern Mildred Hamilton Memorial Merit Scholarship — 2004-2008

REFERRED CONFERENCE PRESENTATIONS

Patil, S.V. (Aug 2012). Penalized for expertise: Psychological proximity and the devaluation of polymathic experts. Presentation at the annual meeting of the Academy of Management, Boston, MA.

Patil, S.V. & Blader, S.L. (Aug 2011). Crusaders and defenders or deviators and violators?: The effects of group pride and respect. Presentation at the annual meeting of the Academy of Management, San Antonio, TX.

TEACHING INTERESTS

Organizational Behavior; Managerial Decision Making; Leadership; Negotiations; Teamwork

TEACHING EXPERIENCE

Recitation Instruction:

Introduction to Management (Wharton Undergraduate)
- Recitation Instructor (Instructor Rating: **3.8/4.0**) — Spring 2012
- Recitation Instructor (Instructor Rating: **3.7/4.0**) — Fall 2011

Teaching Assistantship:

Cultivating Judgment Skills in Political and Business Forecasting (Wharton MBA) — Spring 2013
- Teaching Assistant for Professor Philip Tetlock

Negotiations (Wharton MBA)
- Teaching Assistant for Professor Adam Grant — Fall 2011

Foundations of Teamwork and Leadership (Wharton MBA)
- Teaching Assistant for Professor Stew Friedman — Fall 2013
- Teaching Assistant for Professor Nancy Rothbard — Fall 2012
- Teaching Assistant for Professor Adam Grant — Fall 2011
- Teaching Assistant for Professor Sigal Barsade — Fall 2010

Managing People and Teams at Work (Stern Undergraduate)
- Teaching Assistant for Professor Steven Blader — Spring 2008

PROFESSIONAL SERVICE

Organizational Behavior Division, Academy of Management Conference, *Reviewer* — 2011-present
American Psychologist, *Ad-hoc Reviewer*

Psychology, Public Policy, and Law, *Ad-hoc Reviewer*
Journal of Behavioral Decision-Making, *Ad-hoc Reviewer*

UNIVERSITY SERVICE

PhD Student Representative, Wharton Management Department 2010-2011

CORPORATE EXPERIENCE

Millward Brown/Dynamic Logic, *Associate Research Analyst***,** New York, NY June 2008-May 2009
Bloomberg L.P., *Global Data Finance Intern***,** Princeton, NJ Summer 2006
National Financial Partners, *Business Technology Analyst Intern***,** New York, NY Summer 2005

DISSERTATION COMMITTEE AND REFERENCES

Dr. Philip E. Tetlock, *Chair and Adviser*
Management and Psychology, Wharton School & SAS
tetlock@wharton.upenn.edu

Dr. Daniel A. Levinthal
Management, Wharton School
dlevinthal@wharton.upenn.edu

Dr. Adam M. Grant
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Dr. Nancy P. Rothbard
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ABSTRACTS OF DISSERTATION & PUBLISHED WORK

Patil, S.V. (dissertation) Shifting between the small details and big picture: How structural incongruity reduces conformity and deviation traps, ***Target: Academy of Management Journal***.

> Organizational decision makers often run the risk of conforming to shared practices and beliefs when they should have deviated—or deviating when they should have conformed. This empirical investigation seeks to explain when and why decision makers fall into conformity or deviation traps, respectively. Integrating theories on accountability, organizational culture, and construal levels, I find that decision makers fall into conformity traps when accountable for processes and in collectivist groups. These individuals process information more concretely and thus slight the benefits of change. Decision makers fall into deviation traps when accountable for outcomes and in individualist groups. These individuals process information more abstractly and thus slight the benefits of maintaining stability. But decision makers simultaneously escape both traps when accountable for processes and in individualist groups or accountable for outcomes and in collectivist groups. These structural combinations encourage *construal shifting*, or iterative fluctuations between the concrete and abstract. Construal shifters examine how the small details fit into the big picture and how the big picture puts the small details into context. My studies provide fresh insights into the benefits of work structures that cue people in opposing psychological directions.

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

> Managers face hard choices between process and outcome systems of accountability in evaluating employees, but little is known about how managers resolve them. Building on the premise that political ideologies serve as uncertainty-reducing heuristics, two studies of working managers show that: (1) conservatives prefer outcome accountability and liberals prefer process accountability in an unspecified policy domain; (2) this split becomes more pronounced in a controversial domain (public schools) in which the foreground value is educational efficiency but reverses direction in a controversial domain (affirmative action) in which the foreground value is demographic equality; (3) managers who discover employees have subverted their preferred system favor tinkering over switching to an alternative system; (4) but bipartisan consensus arises when managers have clear evidence about employee trustworthiness and the tightness of the causal links between employee effort and success. These findings shed light on ideological and contextual factors that shape preferences for accountability systems.

Grant, A.M. & **Patil, S.V.** (2012). Challenging the norm of self-interest: Minority influence and transitions to helping norms in work units, ***Academy of Management Review***, 37 (4), 547-568.

> Although helping behaviors can increase the effectiveness of work units, when task interdependence is low, units often develop norms of self-interest that inhibit helping. Little research has explained how these norms can be changed by a work unit member. We present a minority influence framework that specifies how norms can shift in response to a challenger's consistent modeling, advocating, or inquiring about helping behavior, contingent on prosocial impact, status, similarity, work unit agreeableness and openness, and timing. We also examine how normative conflict motivates efforts to initiate and sustain challenges, depending on identification, status, and small wins. Our model provides a novel theoretical account of how helping norms emerge in work units to support caring and compassion.