

# BRADLEY R. STAATS

Kenan-Flagler Business School  
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## RESEARCH INTERESTS

Learning, health care, technology, innovation, people-centric operations, work fragmentation.

## EDUCATION

2004–2009 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**  
Doctor of Business Administration in Technology and Operations Management program.

2000–2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**  
M.B.A. Student Association MBA Award.

1994–1998 **THE UNIVERSITY OF TEXAS AT AUSTIN** **AUSTIN, TX**  
B.S., *cum laude*, in Electrical Engineering; B.A., *magna cum laude*, in Plan II and Spanish.  
Parents' Association Outstanding University of Texas Student, φβκ, Engineering Student Leadership Award.

## ACADEMIC APPOINTMENTS

2022–Now **KENAN-FLAGLER BUSINESS SCHOOL, UNIVERSITY OF NORTH CAROLINA** **CHAPEL HILL, NC**  
Ellison Distinguished Professor of Operations

2018–2021 Professor of Operations, Sarah Graham Kenan Scholar (2019 – 2022)

2013–2018 Associate Professor of Operations, O'Herron Scholar (2012 – 2019)

2009–2013 Assistant Professor of Operations

2014–2015 **THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA** **PHILADELPHIA, PA**  
Visiting Associate Professor of Operations and Information Management

## ADMINISTRATIVE APPOINTMENTS

2022–Now **KENAN-FLAGLER BUSINESS SCHOOL, UNIVERSITY OF NORTH CAROLINA** **CHAPEL HILL, NC**  
*Senior Associate Dean of Strategy and Academics*, <https://www.kenan-flagler.unc.edu/programs/>  
Oversee undergraduate, MBA, and Master of Accounting (MAC) programs, digital transformation of course development and teaching excellence through the Faculty Consulting Group, as well as academic centers, including Energy, Family Enterprise, Healthcare, Investment Management, Real Estate, Sustainability and STAR Consulting  
Annual Budget: >\$70 million Direct Reports: 8 + 7 from centers Additional Personnel in Organization: >140

- Increase ROI for students and companies across our undergraduate (≈860 students), full-time, evening, weekend, Charlotte and online MBA (≈1,700 students) and residential and online MAC (≈ 310 students).
- Partner with programs and academic centers to strengthen inclusion and discourse in our community and culture. Communicate academics' activity transparently across the school and achieve greater stakeholder interaction.
- Work with academic centers to build valuable expertise to differentiate UNC Kenan-Flagler.
- Support leaders' development and their efforts to establish UNC as a great place to work for faculty and staff.
- Identify new programmatic offerings for growth and change.

2017–Now **Faculty Director, Center for the Business of Health (CBOH)**, [cboh.unc.edu](http://cboh.unc.edu)  
Founded and lead interdisciplinary initiative that brings together expertise across UNC to drive significant impact within higher education, the healthcare industry, and ultimately in the lives of individuals and communities.  
Annual Budget: ≈\$600,000 Direct Reports: 1 Additional Personnel in Organization: 4

- Produce accessible research informed by academic rigor, providing relevant thought leadership that applies to audiences ranging from c-suite executives to seasoned clinicians to everyday consumers.
- Focus on interdisciplinarity – the challenges in healthcare will not be solved by using only one lens. We leverage the collective knowledge and resources of our interdisciplinary UNC partners to positively impact healthcare.
- We train leaders to work across the healthcare ecosystem to establish a more connected and efficient system.
- Everyone deserves a better healthcare system. Our research, programming, and instruction focuses on improving value to make healthcare more equitable, affordable, and accessible, with the goal of producing better outcomes.
- Ensure CBOH sustainability – to date have raised approximately \$3,000,000 in (mostly) current funding

## ADMINISTRATIVE APPOINTMENTS (Continued)

2019-2022 **Associate Dean of MBA Programs**, <https://www.kenan-flagler.unc.edu/programs/mba/>

Faculty lead, with staff partner, for all UNC Kenan-Flagler MBA programs

Annual Budget: >\$50 million

Direct Reports: 3-6 over time

Additional Personnel in Organization: >70

- Continuously innovated in curricular and programmatic offerings to improve impact and ROI for students including FT MBA core curriculum refresh in 2020 and STEM designation for all programs in 2021.
- Improved diversity, equity, inclusion with students and staff in all MBA programs, including launch of core Inclusive Leadership class and record 38% female representation in the incoming FT MBA Class of 2024.
- Partnered with faculty and staff to adjust and reformulate MBA offerings throughout the COVID-19 pandemic, including launch of NC Business Next Program to support young students negatively impacted in 2020.
- Implemented organizational changes to build role clarity and create flexibility in the workplace.
- Oversaw formulation and launch of revised Evening Executive MBA and Weekend Executive MBA programs.
- Gained approval and launched Charlotte Executive MBA program in 2022.

## INDUSTRY EXPERIENCE

2002–2004 **LOVETT MILLER & CO.**

**TAMPA, FL**

**Senior Associate**

Investment professional at a \$175 million growth stage venture capital fund focused in the Southeast US.

- Identified and sourced investment prospects within the Carolinas and Central Florida.
- Evaluated business plans, met with senior management teams, and assessed companies in order to identify attractive investment opportunities.
- Performed extensive business, financial, legal and technical due diligence.
- Gained significant exposure and understanding across a broad range of industries including enterprise software, technology products and services, consumer, healthcare services, medical devices and financial services.

2001 **DELL COMPUTER CORPORATION**

**AUSTIN, TX**

**Summer Intern, Enterprise Systems Group Strategic Planning**

Developed strategy and identified growth opportunities for enterprise system expansion in Asia Pacific and Japan.

- Led market research initiative profiling enterprise environment, and developed understanding of customers and barriers to adoption of Dell.
- Diagnosed complex business problems, conducted analyses, synthesized findings, and presented recommendations to senior management domestically and internationally.

1998–2000 **GOLDMAN, SACHS & CO.**

**HOUSTON, TX & NEW YORK, NY**

**Financial Analyst, Corporate Finance Department**

Executed a variety of corporate finance and merger transactions including equity, hybrid equity and debt issuance, mergers, acquisitions, restructurings and strategic assignments for companies ranging from Fortune 100 to start-ups.

## BOOKS

Staats, Bradley R. *Never Stop Learning: Stay Relevant, Reinvent Yourself, and Thrive*, Harvard Business Review Press – publication date June 5, 2018.

- Next Big Idea Book Club, curated by Susan Cain, Malcolm Gladwell, Adam Grant, & Dan Pink, Summer 2018 Selection, Axiom Business Book Award, Bronze Medal in Career

## PUBLISHED & FORTHCOMING JOURNAL ARTICLES

1. Niewoehner, Robert J., KC, Diwas & Staats, Bradley R. Forthcoming. Familiarity and Patient Pick-up: The Effects of Group Composition on Physician Behavior and Patient Outcomes in the Emergency Department, *Operations Research*.
2. Di Stefano, Giada, Gino, Francesca, Pisano, Gary, & Staats, Bradley R. Forthcoming. Under a Magnifying Glass: Understanding the Microfoundations of Organizational Learning, *Management Science*.  
*Awarded the Strategic Management Society, Best Paper Award in Behavioral Strategy, 2016*
3. Niewoehner, Robert J. & Staats, Bradley R. 2022. Focusing Provider Attention: An Empirical Examination of Incentives and Feedback in Flu Vaccinations, *Management Science*, 68(5): 3680-3702.  
*Awarded 2<sup>nd</sup> Prize in the POMS College of Supply Chain Management 2020 Best Student Paper Competition*  
*Awarded 2<sup>nd</sup> Runner Up POMS CHOM 2021 Best Paper Competition*
4. Ahuja, Vishal, Alvarez, Carlos and Bradley R. Staats. 2022. An Operations Approach For Reducing Glycemic Variability. *Manufacturing & Service Operations Management*, 24(3): 1261-1885.  
*Awarded Honorable Mention in the POM College of Healthcare OM Best Paper Competition, 2019/2020*

## PUBLISHED & FORTHCOMING JOURNAL ARTICLES (Continued)

5. Pendem, Pradeep, Green, Paul & Staats, Bradley R. 2022. The Microstructure of Work: Understanding Productivity Benefits and Costs of Interruptions. *Manufacturing & Service Operations Management*, 24(4):2202-2220.
6. Roels, Guillaume and Staats, Bradley R. 2021. People-Centric Operations: Achievements and Future Research Directions. *Manufacturing & Service Operations Management*, 23(4), 745-757.
7. Lee, Julia, Gino, Francesca, Cable, Daniel, & Staats, Bradley R. 2021. Seeing Oneself as a Valued Contributor: Social Worth Affirmation Improves Team Information Sharing. *Academy of Mgmt Journal*, 64(6), 1816-1841.
8. Lampman, M, Branda, M, Chandrasekaran, A, Tumerman, M, Shah, N, Ward, P, Staats, B, Lewis, T, Olson, D, Giblon, R, Rushlow, D. 2021. Optimizing Huddle Engagement Through Leadership & Problem Solving Within Primary Care. *Journal of General Internal Medicine*, 36(8), 2292-2299
9. Jachimowicz, Jon M., Lee, Julia J., Staats, Bradley R., Menges, Jochen I. & Gino, Francesca. 2021. Between Home and Work: Commuting as an Opportunity for Role Transitions. *Organization Science*, 32(1), 64-85.
10. KC, Diwas, Staats, Bradley R., Kouchaki, Maryam & Gino, Francesca. 2020. Task Selection and Workload: A Focus on Completing Easy Tasks Hurts Long-Term Performance. *Management Science*, 66(10), 4397-4416.
11. Emadi, Seyed and Staats, Bradley R. 2020. A Structural Estimation Approach to Study Agent Attrition. *Management Science*, 66(9): 4071-4095.
12. Ahuja, Vishal, Alvarez, Carlos, & Staats, Bradley R. 2020. Maintaining Continuity in Service: An Empirical Examination of Primary Care Physicians. *Manufacturing & Service Operations Management*, 22(5): 1088-1106.
13. Terwiesch, Christian, Olivares, Marcelo, Staats, Bradley R., Gaur, Vishal. 2020. A Review of Empirical Operations Mgmt over the Last 2 Decades. *Manufacturing & Service Operations Management*: 22(4): 656-668.
14. Tan, Tom & Staats, Bradley R. 2020. Behavioral Drivers of Routing Decisions: Evidence from Restaurant Table Assignment. *Production and Operations Management*, 29(4): 1050-1070.
15. Fisher, Marshall, Olivares, Marcelo & Staats, Bradley R. 2020. Why Empirical Research is Good for Ops Mgmt, And What Is Good Empirical Ops Mgmt? *Manufacturing & Service Operations Mgmt*, 22(1): 170-178.
16. Batt, Robert J., KC, Diwas S., Staats, Bradley R., & Patterson, Brian W. 2019. The Effect of Discrete Work Shifts on a Non-Terminating Service System. *Production and Operations Management*, 28(6): 1528-1544.
17. Valentine, Melissa A., Tan, Tom, Staats, Bradley R. & Edmondson, Amy C. 2019. Fluid Teams and Knowledge Retrieval: Scaling Service Operations. *Manufacturing & Service Operations Management*, 21(2): 346-360.
18. Ibañez, Maria, Clark, Jonathan, Huckman, Robert S. & Staats, Bradley R. 2018. Discretionary Task Ordering: Queue Management in Radiological Services. *Management Science*, 64(9): 4389-4407.
19. Clark, Jonathan R., Kuppuswamy, Venkat, & Staats, Bradley R. 2018. Goal-Relatedness and Learning: Evidence from Hospitals. *Organization Science*, 29(1): 100-117.
20. Staats, Bradley R., KC, Diwas, & Gino, Francesca. 2018. Maintaining Beliefs in the Face of Negative News: The Moderating Role of Experience. *Management Science*, 64(2): 804-824.
21. Branda, M.E., Chandrasekaran, A., Tumerman, M.D., Shah, N.D., Ward, P., Staats, B.R., Lewis, T.M., Olson, D.K., Giblon, R., Lampman, M.A., Rushlow, D.R. 2018. Optimizing huddle engagement through leadership and problem solving within primary care: A study protocol for a cluster randomized trial. *Trials*, 19: 536-542.
22. Staats, Bradley R., Dai, Hengchen, Hofmann, David A., & Milkman, Katherine L. 2017. Motivating Process Compliance through Individual Electronic Monitoring. *Management Science*, 63(5): 1563-1585.
23. Derfler-Rozin, Rellie, Moore, Celia, Staats, Bradley R., Reducing Organizational Rule Breaking Through Task Variety. *Organization Science*, Volume 27 Issue 6, November-December 2016, pp. 1361-1379.
24. Dai, Hengchen, Milkman, Katherine, Hofmann, David, & Staats, Bradley R. 2015. The Impact of Time at Work and Time off from Work on Rule Compliance. *Journal of Applied Psychology*, 100(3): 846-862.
25. Kesavan, Saravanan, Staats, Bradley R., & Gilland, Wendell G. 2014. Labor-Mix and Flexible Response to Demand Spikes: Evidence from a Retailer. *Management Science*, 60(8): 1884-1906.
26. Lee, Joo A., Gino, Francesca, & Staats, Bradley R. 2014. Rainmakers: Why Bad Weather Means Good Productivity. *Journal of Applied Psychology*, 99(3): 504-513.
27. KC, Diwas, Staats, Bradley R., & Gino, Francesca. 2013. Learning from My Successes and Others' Failure: Evidence from Minimally Invasive Cardiac Surgery. *Management Science*, 59(11): 2435-2449.
28. Clark, Jonathan, Huckman, Robert S. & Staats, Bradley R. 2013. Customer Specificity and Learning: Individual and Organizational Effects in Outsourced Radiological Services. *Organization Science*, 24(5): 1539-1557.
29. Cable, Daniel, Gino, Francesca, & Staats, Bradley R. 2013. Breaking Them In or Revealing Their Best? Reframing Socialization Around Newcomer Self Expression. *Administrative Science Quarterly*, 58(1): 1-36.  
*Winner, Academy of Management Organizational Behavior Division's Outstanding Publication Award*  
*Finalist, Academy of Management Human Resources Division's Scholarly Achievement Award*
30. Staats, Bradley R. & Gino, Francesca. 2012. Specialization and Variety in Repetitive Tasks: Evidence from a Japanese Bank. *Management Science*, 58(6): 1141-1159.
31. KC, Diwas & Staats, Bradley R. 2012. Accumulating a Portfolio of Experience: The Effect of Focal and Related Experience on Surgeon Performance. *Manufacturing & Service Operations Management*, 14(4): 618-633.
32. Gardner, Heidi, Gino, Francesca & Staats, Bradley R. 2012. Dynamically Integrating Knowledge in Teams: Transforming Resources into Performance. *Academy of Management Journal*, 55(4): 998-1022.

## **PUBLISHED & FORTHCOMING JOURNAL ARTICLES (Continued)**

33. Staats, Bradley R., Milkman, Katherine L. & Fox, Craig. 2012. The Team Scaling Fallacy: Underestimating The Declining Efficiency of Larger Teams. *Organizational Behavior & Human Decision Processes*, 118(2): 132-142.
34. Staats, Bradley R. 2012. Unpacking Team Familiarity: The Effect of Geographic Location and Hierarchical Role. *Production & Operations Management*, 21(3): 619-635.  
*Wickham Skinner Best Paper Published in Production & Operations Management during 2012, 3<sup>rd</sup> Place Award*
35. Huckman, Robert S. & Staats, Bradley R. 2011. Fluid Tasks and Fluid Teams: The Impact of Diversity in Experience and Team Familiarity. *Manufacturing & Service Operations Management*, 13(3): 310-328.
36. Staats, Bradley R., Brunner, David J. & Upton, David M. 2011. Lean Principles, Learning, and Knowledge Work: Evidence from a Software Services Provider. *Journal of Operations Management*, 29(5): 376-390.  
*Awarded The Shingo Research and Professional Publication Award, 2012*
37. Huckman, Robert S., Staats, Bradley R., & Upton, David M. 2009. Team Familiarity, Role Experience, and Performance: Evidence from Indian Software Services. *Management Science*, 55(1): 85-100.
38. Adler, P.S., Benner, M., Brunner, D.J., MacDuffie, J.P., Osono, E., Staats, B.R., Takeuchi, H., Tushman, M.L., & Winter, S.G. 2009. Perspectives on the Productivity Dilemma. *Journal of Operations Management*, 27(2): 99-113.

## **PUBLISHED & FORTHCOMING PRACTITIONER-FOCUSED ARTICLES**

39. Huckman, Robert S. & Staats, Bradley R. 2022. How Will Amazon Approach U.S. Primary Care? *Harvard Business Review*, digital article – <https://hbr.org/2022/08/how-will-amazon-approach-u-s-primary-care>.
40. Young, J. Hunter, Richardville Kyle, Staats, Bradley R., and Miller, Brian J. How Algorithms Could Improve Primary Care. *Harvard Business Review*, digital article – <https://hbr.org/2022/05/how-algorithms-could-improve-primary-care>
41. Richardville, Kyle, Staats, Bradley R., Miller, Brian J. Forthcoming. The Reality Distortion Field in Care Delivery. *Management and Business Review*.
42. Huckman, Robert S. & Staats, Bradley R. 2021. Lessons from the U.S.'s Rocky Vaccine Rollout. *Harvard Business Review*, digital article – <https://hbr.org/2021/01/lessons-from-the-u-s-s-rocky-vaccine-rollout>.
43. Niewoehner, Robert J. & Staats, Bradley R. 2019. How to Motivate Busy Physicians to Give More Flu Shots. *Harvard Business Review*, digital article – <https://hbr.org/2019/11/how-to-motivate-busy-physicians-to-give-more-flu-shots>.
44. Gino, Francesca, Staats, Bradley R., Jachimowicz, Jon, Lee, Julia, Menges, Jochen. 2017. Reclaim Your Commute. *Harvard Business Review*, 95(5): 149-153.
45. Derfler-Rozin, Rellie, Moore, Celia, Staats, Bradley R. 2017. Does Doing the Same Work Over and Over Again Make You Less Ethical? *Harvard Business Review*, digital article – <https://hbr.org/2017/03/does-doing-the-same-work-over-and-over-again-make-you-less-ethical>.
46. Gino, Francesca & Staats, Bradley R. 2016. Your Desire to Get Things Done Can Undermine Your Effectiveness. *Harvard Business Review*, digital article – <https://hbr.org/2016/03/your-desire-to-get-things-done-can-undermine-your-effectiveness>.
47. Gino, Francesca & Staats, Bradley R. 2015. Why Organizations Don't Learn. *Harvard Business Review*, 93(10).  
*Awarded the 2015 Warren Bennis Prize for best article in Harvard Business Review on leadership*
48. Cable, Daniel, Gino, Francesca, & Staats, Bradley R. 2015. The Powerful Way Onboarding Can Encourage Authenticity. *Harvard Business Review*, digital article – <https://hbr.org/2015/11/the-powerful-way-onboarding-can-encourage-authenticity>.
49. Gino, Francesca & Staats, Bradley R. 2015. Developing Employees Who Think for Themselves. *Harvard Business Review*, digital article – <https://hbr.org/2015/06/developing-employees-who-think-for-themselves>.
50. Staats, Bradley R. & Upton, David M. 2015. It's OK to Move Down (Yes, Down) the Value Chain. *Harvard Business Review*, digital article – <https://hbr.org/2015/06/its-ok-to-move-down-yes-down-the-value-chain>.
51. Gino, Francesca & Staats, Bradley R. 2015. The Remedy for Unproductive Busyness. *Harvard Business Review*, digital article – <https://hbr.org/2015/04/the-remedy-for-unproductive-busyness>.
52. Bernstein, Ethan S., Kesavan, Saravanan, & Staats, Bradley R. 2014. How to Manage Scheduling Software Fairly. *Harvard Business Review*, 92(12).
53. Huckman, Robert, & Staats, Bradley R. 2013. The Hidden Benefits of Keeping Teams Intact. *Harvard Business Review*, 91(12): 27-29.
54. Cable, Daniel, Gino, Francesca, & Staats, Bradley R. 2013. Reinventing the Onboarding Process. *MIT Sloan Management Review*, 54(3): 23-28.
55. Gino, Francesca & Staats, Bradley R. 2012. The Microwork Solution. *Harvard Business Review*, 90(12): 92-96.
56. Staats, Bradley R. & Upton, David M. 2011. Lean Knowledge Work. *Harvard Business Review*, 89(10): 100-110.
57. Upton, David M. & Staats, Bradley R. 2008. Radically Simple IT. *Harvard Business Review*, 86(3): 118-124.

## BOOK CHAPTERS

58. Ibañez, Maria R. & Staats, Bradley R. 2019. Field Experiments in Operations Management. INFORMS TutORials in Operations Research. 1-16.
59. Ibanez, Maria & Staats, Bradley R. 2017. Behavioral Empirics and Field Experiments in The Handbook of Behavioral Operations, Karen Donohue, Elena Katok, & Stephen Leider (eds), Wiley.

## WORKING PAPERS

60. Ahuja, Vishal, Alvarez, Carlos and Bradley R. Staats, How and in What Ways Does Colocation of Services Matter? Empirical Evidence from a Large Healthcare Setting.
61. Celik, Umit, Rath, Sandeep, Kesavan, Saravanan & Staats, Bradley R. Does Physician's Choice of When to Perform EHR Tasks Influence Total EHR Workload?
62. Green, Paul, Gino, Francesca and Staats, Bradley R. Operational Transparency and Internal Beneficiaries: An Empirical Examination of Worker Performance in Tomato Harvesting.
63. Niewoehner, Robert J. & Staats, Bradley R. From Mobility to Traffic: How Patient Movement, Signal Coarseness, and Service Value Altered Healthcare Visits in the wake of COVID-19.
64. Tan, Tom & Staats, Bradley R. More Than Cookies: Evidence about Team and Turnover from Girl Scouts Cookie Program.

## GRANT FUNDING

Principal Investigator, Grant # 0943210 – Virtual teams, knowledge management, and team performance. Virtual Organizations as Sociotechnical Systems (VOSS). *National Science Foundation*. \$376,264, Sep 2009 to Aug 2013.

## PRESENTATIONS

*Familiarity and Patient Pick-up: The Effects of Group Composition on Physician Behavior and Patient Outcomes in the Emergency Department*

- Quelstrom School of Business, Boston University, March 2022
- Carlson School of Business, University of Minnesota, February 2022
- INSEAD, December 2021
- Johns Hopkins University, Carey School of Business, May 2021

*Operational Transparency and Internal Beneficiaries*

- Gies College of Business, University of Illinois at Urbana–Champaign, December 2020
- Wisconsin School of Business, February 2020

*Task Selection and Workload: A Focus on Completing Easy Tasks Hurts Long-Term Performance*

- New York University, Stern School of Business, March 2019
- Vanderbilt University, Owen Graduate School of Management, February 2019
- London Business School, March 2018
- University College London, March 2018

*Motivating Process Compliance through Individual Electronic Monitoring*

- University of Michigan, Ross School of Business, October 2017
- Northwestern University, Kellogg School of Management, October 2017
- Johns Hopkins University, Carey School of Business, April 2017
- Arizona State University, WP Carey School of Business, February 2017
- University of California Santa Barbara, Santa Barbara, CA, February 2017
- INSEAD, Singapore, February 2016
- Hong Kong University, Hong Kong, February 2016
- University of California, Haas School of Business, Berkeley, CA, September 2015
- M&SOM Annual Meeting, Toronto, Canada, June 2015
- Conference on Behavioral Research in Operations Management, Ithaca, NY, June 2015
- University of South Carolina, Darla Moore School of Business, Columbia, SC, April 2015
- University of Pennsylvania, The Wharton School, Philadelphia, PA, January 2015

*The Microstructure of Work: How Working Less Can Improve Performance*

- Tulane University, A.B. Freeman School of Business, February 2018
- University of Southern California, Marshall School of Business, Los Angeles, CA, December 2016
- Indiana University, Kelley School of Business, Bloomington, IN, October 2016

*Behavioral Drivers of Routing Decisions: Evidence from Restaurant Table Assignment*

- Washington University of St. Louis, Olin Business School, June 2018
- Penn State University, Smeal College of Business, State College, PA, March 2016
- IE Business School, Madrid, Spain, March 2016
- Cambridge Judge Business School, Cambridge, England, March 2016

## PRESENTATIONS (Continued)

### *Learning by Thinking: Overcoming the Bias for Action through Reflection*

- Academy of Management Annual Meeting, Anaheim, CA, August 2016
- Cornell University, Johnson Graduate School of Management, Ithaca, NY, December 2014
- University of Pennsylvania, The Wharton School, Philadelphia, PA, December 2014

### *“My Bad”: The Impact of Internal Attribution and Ambiguity of Responsibility on Learning from Failure*

- Academy of Management Annual Meeting, Philadelphia, PA, August 2014
- M&SOM Annual Meeting, Seattle, WA, July 2014
- New Frontiers in Work and Management, Australian School of Business, Sydney, Australia, May 2014
- Georgia Tech, Scheller College of Business, Atlanta, GA, April 2014

### *Breaking Them In or Revealing Their Best? Reframing Socialization Around Newcomer Self Expression*

- Ohio State University, Fisher College of Business, Columbus, OH, March 2013
- University of Pennsylvania, The Wharton School, Philadelphia, PA, February 2013
- Cornell University, Johnson Graduate School of Management, Ithaca, NY, October 2012
- Empirical Workshop in Operations Management, Philadelphia, PA, September 2012

### *The Impact of Time at Work and Time off from Work on Rule Compliance*

- INFORMS Annual Meeting, Minneapolis, MN, October 2013

### *Learning from My Successes and Others' Failure: Evidence from Minimally Invasive Cardiac Surgery*

- INFORMS Annual Meeting, Phoenix, AZ, October 2012

### *Specialization and Variety in Repetitive Tasks: Evidence from a Japanese Bank (and related)*

- Stanford University, Department of Management Science and Engineering, March 2012
- Northwestern University, Kellogg School of Management, February 2012
- Harvard Business School, January 2012
- London Business School, December 2011
- Emory University, Goizueta School of Business, October 2011
- University of Minnesota, Carlson School of Management, September 2011
- Academy of Management Annual Meeting, San Antonio, TX, August 2011

### *Customer Specificity and Learning: Individual and Organizational Effects in Outsourced Radiological Services*

- Conference on Behavioral Research in Operations Management, Charlottesville, VA, June 2010
- INFORMS Annual Meeting, Austin, TX, November 2010
- M&SOM Annual Meeting, New York, NY, June 2012
- Duke-UNC Operations Management Workshop, Durham, NC, March 2012

### *Using What We Know: Turning Organizational Knowledge into Team Operational Performance*

- INFORMS Annual Meeting, Charlotte, NC, November 2011
- Carnegie Mellon University, April 2011
- Washington University at St. Louis, November 2010
- Academy of Management Annual Meeting, Montreal, August 2010

### *The Team Scaling Fallacy: Underestimating The Declining Efficiency of Larger Teams*

- Annual Meeting of the Society of Judgment and Decision Making, St. Louis, MO, November 2010

### *Fluid Tasks and Fluid Teams: The Impact of Diversity in Experience and Team Familiarity*

- Academy of Management Annual Meeting, Montreal, August 2010
- INGRoup Annual Meeting, Washington, D.C., July 2010
- INFORMS Annual Meeting, San Diego, CA, October 2009

### *Unpacking Team Familiarity: The Effect of Geographic Location and Hierarchical Role (and related)*

- Harvard Business School, January 2009
- University of North Carolina, Kenan-Flagler Business School, January 2009
- UCLA, Anderson School of Management, January 2009
- INFORMS Annual Meeting, Washington, D.C., October 2008
- Academy of Management Annual Meeting, Anaheim, CA, August 2008
- CCC, Pittsburgh, PA, April 2008

### *Perspectives on the Productivity Dilemma (and related)*

- Academy of Management Annual Meeting, Anaheim, CA, August 2008 (presented with David Brunner)
- Atlanta Competitive Advantage Conference, Atlanta, GA, June 2008
- Strategic Management Society Annual Meeting, San Diego, CA, October 2007

### *Team Familiarity, Role Experience, and Performance: Evidence from Indian Software Services (and related)*

- INFORMS Annual Meeting, Seattle, WA, November 2007
- Academy of Management Annual Meeting, Philadelphia, PA, August 2007

## TEACHING EXPERIENCE

### **KENAN-FLAGLER BUSINESS SCHOOL, UNIVERSITY OF NORTH CAROLINA**

Data Analytics and Decision Making, Full-time MBA program  
Core Operations, Full-time MBA program  
Challenges of Health Care, Full-time MBA program; MBA@UNC  
Global Operations Strategy, Full-time MBA program; Executive MBA Program  
Project Management, Full-time MBA program; Executive MBA Program; MBA@UNC

### **THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA**

Core Operations, Full-time MBA program  
Operations Strategy, Full-time MBA program; Executive MBA Program

### **SAID BUSINESS SCHOOL, UNIVERSITY OF OXFORD**

Core Operations, Executive MBA program

## AWARDS

2022 UNC Kenan-Flagler MBA Program Teaching All-Star  
2019 Bullard Faculty Research Impact Award  
2019 UNC Kenan-Flagler MBA Program Teaching All-Star  
2019 Axiom Business Book Award, Bronze Medal in Career  
2018 Next Big Idea Book Club, Summer Selection  
2018 UNC Kenan-Flagler MBA Program Teaching All-Star  
2018 Gerald Barrett Faculty Award, faculty member who has made the greatest contribution to the MBA program through teaching and service  
2017 UNC Kenan-Flagler MBA Program Teaching All-Star  
2016 Warren Bennis Prize for best article in Harvard Business Review on leadership  
2016 *Management Science* Meritorious Service Award  
2016 *Strategic Management Society*, Best Paper Award in Behavioral Strategy  
2015 *Management Science* Meritorious Service Award  
2014 Named one of the Top 40 Under 40 Business School Professors by Poets and Quants  
2014 UNC Kenan-Flagler MBA Program Teaching All-Star  
2014 Academy of Management Organizational Behavior Division's Outstanding Publication Award  
2014 *Management Science* Meritorious Service Award  
2014 Academy of Management Human Resources Division's Scholarly Achievement Award, Finalist  
2013 Wickham Skinner Early-Career Research Accomplishments Award  
2013 Wickham Skinner Best Paper Published in *Production & Operations Management* in 2012, 3rd Place Award  
2013 UNC Kenan-Flagler MBA Program Teaching All-Star  
2013 *Management Science* Meritorious Service Award  
2013 *M&SOM* Meritorious Service Award  
2012 Technology & Innovation Management Past Chairs' Emerging Scholar Award, Runner-Up  
2012 Shingo Research and Professional Publication Award  
2012 UNC Kenan-Flagler MBA Program Teaching All-Star  
2012 Management Science Meritorious Service Award  
2010 Best Dissertation Finalist, Technology & Innovation Management Division of the Academy of Management  
2010 INFORMS Technology Management Section Dissertation Competition Runner-Up  
2009 Sloan Industry Studies Dissertation Award Finalist

## PROFESSIONAL ACTIVITIES

### **DEPARTMENT EDITOR**

*Production and Operations Management*

### **ASSOCIATE EDITOR**

*Management Science*

*Manufacturing & Service Operations Management*

### **EDITORIAL REVIEW BOARD**

*Strategic Management Journal*, 2013-2018

*Journal of Operations Management*, 2010-2015

### **EMPIRICAL WORKSHOP IN OPERATIONS MANAGEMENT**

*Co-Organizer*

## SELECTED COURSE MATERIALS

1. “Reinventing Performance Management at Deloitte (A) & (B).” HBS Cases 918-020/021, 2018.
2. “Pal’s Sudden Service—Scaling an Organizational Model to Drive Growth.” HBS Case 916-152, 2016.
3. “Scaling Well by Doing Good: Motivating Talent at b.good.” HBS Case 916-031, 2016.
4. “Mary Caroline Tillman at Egon Zehnder: Spotting Talent in the 21<sup>st</sup> Century.” HBS Case 414-071, 2015.
5. “Opening the Valve: From Software to Hardware (A & B).” HBS Case 415-015(6), 2014.
6. “Belk: Towards Exceptional Scheduling.” HBS Case 415-023, 2014.
7. “The Morning Star Company: Self-Management at Work.” HBS Case 913-059, 2013.
8. “Reengineering the Approach to National Public Radio Programming.” UNC Case, 2013
9. “Samasource: Give Work, Not Aid.” HBS Case 912-011, 2012.
10. “Reengineering Personnel and Pay Systems in the United States Navy.” UNC & Oxford Case, 2012.
11. “Program Management at Wipro.” HBS Case 610-048, 2011.
12. “Merger Integration at Bank of America: The TrustWeb Project.” HBS Case 610-054, 2010.
13. “Tegan c.c.c.” and “Hrad Technika.” HBS Cases 609-038 and 609-039, 2008.
14. “TCS: The MCA 21 Project.” HBS Case 609-024, 2008.
15. “Codelco Copper Mines.” HBS Case 608-053, 2007.
16. “Lean at Wipro Technologies.” HBS Case 607-032, 2006.
17. “IT Concepts: An Online Course.” HBSP Online Case Products 605-701 & Teaching Note 605-050, 2004.
18. “BioScale.” HBS Case 606-100, 2004.