

SCOTT SONENSHEIN

6100 Main Street
230 McNair Hall – MS 531
Houston, TX 77005

Jones Graduate School of Business
Rice University
<http://www.ScottSonenshein.com>

Office: 713.348.3182
Fax: 713.348.6296
email: ScottS@rice.edu

EDUCATION

- 2007 University of Michigan, Ross School of Business, Ann Arbor
Ph.D., Management and Organizations
- 1999 University of Cambridge, United Kingdom
M.Phil., Management Studies
- 1998 University of Virginia, Charlottesville
B.A., Business Ethics with High Distinction

ACADEMIC POSITIONS HELD

- 2023 (Winter) Visitor Scholar, Stanford University, School of Engineering (Work, Technology and Organization)
- 2023 (Spring) Visitor Scholar, Harvard Business School (Organizational Behavior)
- 2016 – Present Henry Gardiner Symonds Professor of Management (Organizational Behavior), Jones Graduate School of Business (JGSB), Rice University
- Organizational Behavior Area Coordinator (2022-Present)
 - Organizational Behavior PhD Coordinator (2021-Present)
- 2015 – 2016 Professor of Management (Organizational Behavior), JGSB, Rice University
- 2014 – 2015 Jones School Distinguished Associate Professor of Management (Organizational Behavior), JGSB, Rice University
- 2012 – 2013 Associate Professor of Management (Organizational Behavior), JGSB, Rice University
- 2007 – 2012 Assistant Professor of Management (Organizational Behavior), JGSB, Rice University
- 2006 Instructor / Management and Organizations, Ross School of Business, University of Michigan

RESEARCH

JOURNAL ARTICLES

- Pratt, M, S. Sonenshein and M. Feldman. (2022). “Moving Beyond Templates: A Bricolage Approach to Conducting Trustworthy Qualitative Research,” *Organizational Research Methods*, 25(2): 211-328.
- Williams, E. Zhao, S. Sonenshein, D. Ucbasaran and G. George. (2021). “Breaking Boundaries to Creatively Generate Value: The Role of Resourcefulness in Entrepreneurship,” *Journal of Business Venturing*. 36(5).
- DeCelles, K, S. Sonenshein and B. King. (2020). “Examining Anger’s Immobilizing Effect on Institutional Insiders’ Action Intentions in Social Movements,” *Administrative Science Quarterly*. 65(4): 847-886.
- Lead Article
 - Article featured in *Stanford Social Innovation Review* (Spring, 2020)
- Herzenstein, M, U. Dholakia and S. Sonenshein. (2020). “How the Number of Options Affects Prosocial Choice,” *International Journal of Research in Marketing*. 37(2): 356-370.
- Mayer, D., M. Ong, S. Sonenshein and S. Ashford. (2019). “The Money or the Morals? When Moral Language Is More Effective for Selling Social Issues,” *Journal of Applied Psychology*. 104(8): 1058-1076
- Companion article in *Harvard Business Review*: “To Get Companies to Take Action on Social Issues, Emphasize Morals, Not the Business Case,” February, 2019
- Sonenshein, S, K. Nault, and O. Obodaru. (2017) “Competition of A Different Flavor: How a Strategic Group Identity Shapes Competition and Cooperation,” *Administrative Science Quarterly*, 62(4): 626-656.
- Sonenshein, S. (2016) “Routines and Creativity: From Dualism to Duality,” *Organization Science*, 27(3): 739-758.
- Sonenshein, S. (2016) “How Corporations Overcome Issue Illegitimacy and Issue Equivocality to Address Social Welfare: The Role of the Social Change Agent,” *Academy of Management Review*, 41(2): 349-366.
- Vaara, E, S. Sonenshein, and D. Boje (2016) “Narratives as Sources of Stability and Change in Organizations: Approaches and Directions for Future Research,” *Academy of Management Annals*, 10(1): 495-560.
- Eisenhardt, K.M., Graebner, M.E. and S. Sonenshein (2016) “Grand Challenges and Inductive Methods: Rigor without Rigor Mortis,” *Academy of Management Journal*, 59(4): 1113-1123 (editorial commentary).
- Dane, E. and S. Sonenshein (2015) “On the Role of Experience in Ethical Decision Making at Work: An Ethical Expertise Perspective,” *Organizational Psychology Review*, 5(1): 74-96.
- Sonenshein, S. (2014) “How Organizations Foster the Creative Use of Resources,” *Academy of Management Journal*, 57(3): 814-848.

- Sonenshein, S., K. DeCelles and J. Dutton (2014) "It's Not Easy Being Green: The Role of Self-Evaluations in Explaining Support of Environmental Issues," *Academy of Management Journal*, 57(1): 7-37.
- Lead article
- Sonenshein, S., J. Dutton, A. Grant, G. Spreitzer and K. Sutcliffe (2013) "Growing at Work: Employees' Interpretations of Progressive Self-Change in Organizations," *Organization Science*, 24(2): 552-570.
- Sonenshein, S. and U. Dholakia (2012) "Explaining Employee Engagement with Strategic Change Implementation: A Meaning-Making Approach," *Organization Science*, 23(1): 1-23.
- Winner, Center for Positive Organizational Scholarship Biennial Best Paper Award
 - Lead article
- Herzenstein, M., S. Sonenshein and U. Dholakia (2011) "Tell Me a Good Story and I May Lend You My Money: The Role of Narratives in Peer-to-Peer Lending Decisions," *Journal of Marketing Research*, XLVIII: S138-S149.
- Sonenshein, S., M. Herzenstein and U. Dholakia (2011) "How Accounts Shape Lending Decisions through Fostering Perceived Trustworthiness," *Organizational Behavior and Human Decision Processes*, 115(1): 69-84.
- Sonenshein, S. (2010) "We're Changing or Are We? Untangling the Role of Progressive, Regressive, and Stability Narratives during Strategic Change Implementation," *Academy of Management Journal*, 53(3): 477-512.
- Maitlis, S. and S. Sonenshein (2010) "Sensemaking in Crisis and Change: Inspiration and Insights from Weick (1988)," *Journal of Management Studies*, 47(3): 551-80.
- Sonenshein, S. (2009) "Emergence of Ethical Issues During Strategic Change Implementation," *Organization Science*, 20(1) 223-39.
- Sonenshein, S. (2007) "The Role of Construction, Intuition, and Justification in Responding to Ethical Issues at Work: The Sensemaking-Intuition Model," *Academy of Management Review*, 32(4): 1022-40.
- Lead article
- Sonenshein, S. (2006) "Crafting Social Issues at Work," *Academy of Management Journal*, 49(6): 1158-72.
- Article also featured in *Stanford Social Innovation Review* (Summer 2007)
- Anderson, P., R. Blatt, M. Christianson, A. Grant, C. Marquis, E. Neuman, S. Sonenshein and K. Sutcliffe (2006) "Understanding Mechanisms in Organizational Research: Reflections from a Collective Journey," *Journal of Management Inquiry*, 2(15): 102-13.
- Spreitzer, G., K. Sutcliffe, J. Dutton, S. Sonenshein and A. Grant (2005) "A Socially Embedded Model of Thriving at Work," *Organization Science*, 16(5): 537-49.
- Sonenshein, S. (2005) "Business Ethics and Internal Social Criticism," *Business Ethics Quarterly*, 15(3): 475-98.

Spreitzer, G. and S. Sonenshein (2004) "Toward the Construct Definition of Positive Deviance," *American Behavioral Scientist*, 47(6): 828-47.

BOOKS

Kondo, M and S. Sonenshein. *Joy at Work: Organizing Your Professional Life*. New York: Little, Brown Spark, (4/7/2020).

Sonenshein, S. *Stretch: Unlock the Power of Less – And Achieve More than You Ever Imagined*. New York: HarperBusiness, (2/7/2017).

BOOK CHAPTERS

Sonenshein, S. and K. DeCelles (2017) "Mixed Methodologies, Full-Cycle Research, and the Shortcomings of Behavioral Ethics." in P. Werhane, R.E. Freeman and S. Dmytriiev [Eds.], *Cambridge Handbook of Research Approaches to Business Ethics*. Cambridge: Cambridge University Press, 191-198.

Dutton, J. and S. Sonenshein (forthcoming) "Positive Organizational Scholarship," in S. J. Lopez (Ed.), *Encyclopedia of Positive Psychology* (2nd edition), Oxford: Blackwell Publishing.

Sonenshein, S. (2014) "Treat Employees as Resources, Not Resisters," in J. Dutton and G. Spreitzer (Eds.), *How to be a Positive Leader: Insights from Leading Thinkers on Positive Organizations*, San Francisco: Berrett-Koehler Publishers, 136-146.

Sonenshein, S. (2012) "Being a Positive Social Change Agent through Issue Selling" in K. Golden-Biddle and J. Dutton (Eds.), *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*, New York: Routledge, 49-69.

Stansbury, J. and S. Sonenshein (2011) "Positive Business Ethics: Grounding and Elaborating a Theory of Good Works," in K. S. Cameron and G. M. Spreitzer (Eds.), *Handbook of Positive Organizational Scholarship*, Oxford: Oxford University Press, 340-352.

Dutton, J. and S. Sonenshein (2009) "Positive Organizational Scholarship," in S. J. Lopez (Ed.), *Encyclopedia of Positive Psychology*, Oxford: Blackwell Publishing, 737-42.

Quinn, R. and S. Sonenshein (2008) "Four General Strategies for Changing Human Systems," in T. Cummings (Ed.), *Handbook of Organization Development*, Thousand Oaks, CA: Sage, 69-78.

Sonenshein, S. (2005) "Positive Organizational Scholarship and Business Ethics," in P. H. Werhane and R. E. Freeman (Eds.), *The Blackwell Encyclopedia of Management Volume II: Business Ethics*, Oxford: Blackwell Publishing, 410-14.

Spreitzer, G. and S. Sonenshein (2003) "Positive Deviance and Extraordinary Organizing," in K. S. Cameron, J. Dutton and R. E. Quinn (Eds.), *Positive Organizational Scholarship*, San Francisco: Berrett-Koehler Publishers, 207-24.

Gorman, M., M. Mehalik, S. Sonenshein and W. Warren (1998) "Toward a Sustainable Tomorrow," in L. Westra and P. H. Werhane (Eds.), *The Business of Consumption: Environmental Ethics and the Global Economy*, Lanham: Rowan & Littlefield, 333-39.

CASE STUDIES & TEACHING MATERIALS

- Sonenshein, S., M. Gorman and P. Werhane “SELF A” (Solar Electric Light Fund), Darden Case: UVA-E-0112, 1997. Reprinted in M. Russo (Ed.), *Environmental Management: Readings and Cases*, Boston: Houghton Mifflin.
- Sonenshein, S., M. Gorman and P. Werhane “SELF B,” Darden Case: UVA-E-0113, 1997. Reprinted in M. Russo (Ed.), *Environmental Management: Readings and Cases*, Boston: Houghton Mifflin.
- Sonenshein, S., M. Gorman and P. Werhane “SELF Teaching Note,” Darden Case: UVA-E-0112TN, 1997.
- Sonenshein, S., M. Gorman and P. Werhane “Solar Energy in Rural South Africa,” Darden Case: UVA-E-0145, 1997.
- Sonenshein, S., R. E. Freeman, P. Werhane and A. Wicks “Moral Justification and Reflective Equilibrium,” Darden Technical Note: UVA-E-0183, 2000.
- Sonenshein, S., R. E. Freeman and P. Werhane “A Note on Virtue and Virtuous Character,” Darden Technical Note: UVA-E-0186, 2000.
- Sonenshein, S., R. E. Freeman, P. Werhane and A. Wicks “A Note on Rights,” Darden Technical Note: UVA-E-0188, 2000.
- Sonenshein, S., R. E. Freeman and P. Werhane “A Note on Deontology,” Darden Technical Note: UVA-E-0180, 2000.
- Sonenshein, S., R. E. Freeman and P. Werhane “A Note on Utilitarianism,” Darden Technical Note: UVA-E-0189, 2000.

REFEREED CONFERENCE PRESENTATIONS & PAPERS

- 2019 Pratt, M, S. Sonenshein and M. Feldman, “Moving Beyond Templates - A Bricolage Approach to Conducting Trustworthy Qualitative Research,” *Academy of Management Annual Meeting*, Boston.
- 2017 Mealey, C and S. Sonenshein. “Bringing a Resource to Life: An Action-oriented Ontology of Resources,” *Academy of Management Annual Meeting*, Atlanta.
- 2016 Huy, Q., Sonenshein, S. and Bresman, H. “Leading Strategic Change Under Uncertainty.” Paper, *Academy of Management Annual Meeting*, Anaheim. (Best paper finalist, ODC division).
- 2015 Sonenshein, S. “Ideas about Ideas in Organizations” Symposium, *Academy of Management Annual Meeting*, Vancouver.
- Quy, H. and S. Sonenshein. “Toward a Theory of Managing Strategic Change” Paper, *Academy of Management Annual Meeting*, Vancouver.
- 2014 Sonenshein, S. “Achieving Familiar Novelty through the Use of Organizational Routines”

Symposium, Academy of Management Annual Meeting, Philadelphia

Mealy, C. and S. Sonenshein. "A Theory of Resourcing Actions in Organizations"
Symposium, Academy of Management Annual Meeting, Philadelphia

Sonenshein, S., M. Herzstein and U. Dholakia. "Crowdfunding to Make a Difference: The Role of Choice in Funding Social Ventures"
The 44th Annual Convention of the Association of Consumer Research, Chicago

Herzstein, M., U. Dholakia, and S. Sonenshein. "Crowdfunding to Make a Difference: The Role of Choice in Funding Social Ventures"
The 43rd Annual Convention of the European Marketing Academy, Valencia, Spain

2013 Mayer, D., S. Sonenshein, M. Ong and S. Ashford. "Show Me the Money or Show Me the Morals?"
Symposium, Academy of Management Annual Meeting, Orlando

Sonenshein, S., M. Herzstein and U. Dholaka. "Crowdfunding to Make a Difference: The Role of Choice in Funding Social Ventures"
Paper, Association for Consumer Research North American Conference, Chicago

2012 Sonenshein, S. "We're Big or are We Small: Reinterpreting Change at a Growing Organization."
Showcase Symposium, Academy of Management Annual Meeting, Boston.

Sonenshein, S. and R. Quinn. "The Anticipatory Psychology of Strategic Change: Evidence from a Recent IPO"
Symposium, Academy of Management Annual Meeting, Boston

Decelles, K. and S. Sonenshein. "The Anger of Occupy Wall Street"
Symposium, Academy of Management Annual Meeting, Boston

2010 Sonenshein, S. "Implementing Change: Conversations and Meaning-Making in Creating Positive Psychological Resources"
Showcase Symposium, Academy of Management Annual Meeting, Montreal

Sonenshein, S. "Being a Social Change Agent through Issue Selling"
Symposium, Academy of Management Annual Meeting, Montreal

DeCelles, K., S. Sonenshein and A. Hoffman. "The Radical with a Temper: How Different Types of Change Agents Experience Negative Emotion"
Showcase Symposium, Academy of Management Annual Meeting, Montreal

2009 Sonenshein, S. "Climate Change and Sensemaking"
All-Academy Symposium, Academy of Management Annual Meeting, Chicago

2008 Sonenshein, S. and J. Dutton. "Being a Sustainable Environmentalist"
Showcase Symposium, Academy of Management Annual Meeting, Anaheim

Sonenshein, S. "Meaning Making in Change Processes in Organizations"
All Academy Symposium, Academy of Management Annual Meeting, Anaheim

- 2007 Sonenshein, S. “A Meaning-Making View of Strategic Change Implementation”
Symposium, Academy of Management Annual Meeting, Philadelphia
- 2006 Sonenshein, S. “Making Meaning of Change Implementation: A Discourse View”
Showcase Symposium, Academy of Management Annual Meeting, Atlanta
- Sonenshein, S. “Emergent Ethical Issues During Strategic Change Implementation”
Society for Business Ethics Annual Meeting, Atlanta
- 2005 Sonenshein, S., J. Dutton and G. Spreitzer. “Narratives of Thriving: Seeing How Employees Construe Moments of Aliveness and Learning at Work”
Joint Symposia, Academy of Management Annual Meeting, Honolulu
- Sonenshein, S. “Enabling Positive Change with Language Strategies”
All Academy Symposium, Academy of Management Annual Meeting, Honolulu
- 2004 Sonenshein, S. “The Role of Construal and Bias in Ethical Issues: The Interpretive-Ambiguity Model”
Society for Business Ethics Annual Meeting, New Orleans
- Spreitzer, G., K. Sutcliffe, J. Dutton, S. Sonenshein and A. Grant. “Work Contexts that Energize by Enabling Human Thriving”
All-Academy Symposium, Academy of Management Annual Meeting, New Orleans
- 2003 Spreitzer, G. and S. Sonenshein. “Toward a Positive Understanding of Deviance”
Symposium, Academy of Management Annual Meeting, Seattle
Symposium, Western Academy of Management Conference, Palm Springs

INVITED TALKS & WORKSHOPS

2023

“Safety Takes Centerstage: A Dramaturgical Perspective on Technology Adoption during the COVID Pandemic.” *Stanford University* (Management Science and Engineering)

“Mine, Yours or Ours?: Managing Sharing Boundaries in the Gig Economy.” *Stanford University* (Economic Sociology)

2022

“Mine, Yours or Ours?: Managing Sharing Boundaries in the Gig Economy.” *UT-Austin* (McCombs)

“When the Symphony Plays Jazz: Untangling the Role of Amplifying and Preservational Resourcefulness During a Global Pandemic.” *Washington University* (Olin)

“The Art and Science of Doing More with Less.” *Texas A & M University* (Architecture)

“When the Symphony Does Jazz: The Role of Resourcefulness in Responding to Adversity,”
May Meaning Meeting (virtual, Yale, Boston College and U. of Washington)

Publishing Panel, OMT Junior Faculty Consortium and faculty mentor, *Academy of Management Annual Meeting*, Seattle.

Methodological Bricolage “Master Class” (With M. Pratt and M. Feldman), Professional Development Workshop, *Academy of Management Annual Meeting*, Seattle.

“Positive Organizational Scholarship,” Table Facilitator (with J. Methot), OB Research Roundtables, *Academy of Management Annual Meeting*, Seattle.

- 2021 “When the Symphony Makes Jazz: Changing Organizational Identity during a Pandemic,” *May Meaning Meeting* (virtual, Yale University).
- 2020 Keynote, OB Division Doctoral Consortium, *Academy of Management Annual Meeting* (virtual)
“In Search of My Identity: A Sensemaking and Narrative Approach,” *Indiana University* (Kelley)
“Exploring How Remote Work is Changing the Meaning of Work,” *May Meaning Meeting* (virtual, Yale University)
- 2019 “Paradoxes and Resourcefulness,” Professional Development Workshop, *Academy of Management Annual Meeting*, Boston.
“Why It’s Good to Be Resourceful (even in resource rich environments),” *Academy of Management Annual Meeting*, Boston.
“Double Impact Research: Embrace It, Don’t Run from It,” *Academy of Management Annual Meeting*, Boston.
- 2018 “From Mine to Yours: Managing Boundaries in the Sharing Economy.” Tulane University, University College London.
“Fireside Chat with Jane Dutton, Sharon Parker, and Scott Sonenshein.” *Academy of Management Annual Meeting*, Chicago.
“Navigating Qualitative Dissertations: Advice from the Experts” Facilitator, Professional Development Workshop, *Academy of Management Annual Meeting*, Chicago.
“MOC CONNECTING: Sharing Expertise on MOC Hot Topics” (Sensemaking). Facilitator, Professional Development Workshop, *Academy of Management Annual Meeting*, Chicago.
- 2017 “Stretch” – The Wharton School (University of Pennsylvania), Ross School (University of Michigan), Darden School (University of Virginia), Jefferson Literary and Debating Society (University of Virginia), Authors@Google, Louisville Public Library, University Book Store (Seattle), Foster School (University of Washington), United States Treasury Department, Noblis, The Lyceum Kansas City, Commonwealth Club of San Francisco, Behavioral Science and Policy Association, and many others.
“The Myth of More and Power of Less” (TEDx Talk, RiceU)

“Making the Leap: How to Bridge the Gap Between Findings and Theory in Qualitative Research,” Professional Development Workshop, Academy of Management Annual Meeting, Atlanta.

“Tracing Processes and Change: What is Quality in Qualitative Research?” Professional Development Workshop, Academy of Management Annual Meeting, Atlanta.

“Behavioral Ethics Research: A Second Annual Pecha Kucha Springboard and Networking Session,” Professional Development Workshop, Academy of Management Annual Meeting, Atlanta.

2016 “From Mine to Ours: Managing Boundaries in the Sharing Economy,” *Boston College, University of Arizona, Yale University May Meaning Meeting, Oxford University*

“Responding to Reviewers’ Feedback: An Editor’s Perspective”, Oxford University

“Navigating Qualitative Dissertations: Advice from the Experts” Facilitator, Professional Development Workshop, *Academy of Management Annual Meeting, Anaheim.*

“What is New in Research, Teaching and Consulting about Managing Major Organizational Change?” Panelist, Professional Development Workshop, *Academy of Management Annual Meeting, Anaheim.*

“OB Research Networking Forum?” Facilitator, Professional Development Workshop, *Academy of Management Annual Meeting, Anaheim.*

2015 “Leading Resourceful Organizations,” *Duke University, New Directions in Leadership Research Conference*

“Generating Positive Change,” Curator, POS Research Conference, *Orlando*

“Resourcefulness,” *Yale University May Meaning Meeting*

“Resourceful Change” *University of Michigan*

“Competition of a Different Flavor: How A Collective Competitor Identity Fosters Cooperative and Competitive Behaviors.” *Hong Kong University of Science and Technology*

“Competition of a Different Flavor: How A Collective Competitor Identity Fosters Cooperative and Competitive Behaviors.” *Hong Kong Polytechnic University*

“Towards a Theory of Managing Strategic Change” (with Quy Huy), National Science Foundation workshop, University of Maryland

Diamonds in the Rough Professional Development Workshop (facilitator), *Academy of Management Annual Meeting, Vancouver*

“Navigating Qualitative Dissertations: Advice from the Experts” Facilitator, Professional Development Workshop, *Academy of Management Annual Meeting*, Vancouver

OMT Junior Faculty Consortium (panelist and facilitator), *Academy of Management Annual Meeting*, Vancouver

2014 “The Psychology of Organizational Social Change Agents: An Examination of Environmental Issue Supporters” *University of Notre Dame*

“Competition of a Different Flavor: Gourmet Food Trucks and Prosocial Competition” *Arizona State University, University of Delaware*

“New Frontiers in Research Methods”

Speaker and Facilitator, *Diamonds in the Rough Professional Development Workshop, Academy of Management Annual Meeting*, Philadelphia

“Navigating Qualitative Dissertations: Advice from the Experts”

Facilitator, *Professional Development Workshop, Academy of Management Annual Meeting*, Philadelphia

“Managing Field Research: Strategies for Partnering with Organizations to Gain Access to Data”

Facilitator, *Professional Development Workshop, Academy of Management Annual Meeting*, Philadelphia

2013 “Making Sense of Reviewer and Editorial Feedback.”

Keynote address at Boston Field Methods Conference, *Boston University, Boston College, MIT and Harvard Business School*

“Competition of a Different Flavor: Gourmet Food Trucks and Prosocial Competition”

University of Michigan May Meaning Meeting, University of Virginia (Darden and McIntire), University of Alberta, Rice University (psychology)

“Explaining Employee Engagement with Strategic Change Implementation: A Meaning-Making Approach”

Keynote address at the Center for Positive Organizational Scholarship 2013 Research Conference, *University of Michigan*

“Qualitative Research Methods Workshop”

RMD/CARMA Consortium Workshop on Qualitative Methods

“Virtuous Downsizing / Teaching to Make a Difference: Using a Positive Organizational Scholarship Perspective in Teaching”

Professional Development Workshop, Academy of Management Annual Meeting, Orlando

2012 “Growing Up without Growing Old: Institutionalizing Bricolage at a Chain of Boutiques”

University of Michigan, Ross School of Business, Management and Organizations

- “Revisiting MMM 2011”
Yale University May Meaning Meeting
- “Virtuous Downsizing / Teaching to Make a Difference: Using a Positive Organizational Scholarship Perspective in Teaching”
Professional Development Workshop, Academy of Management Annual Meeting, Boston
- 2011 “Doing, Writing, and Publishing Process Research”
Professional Development Workshop, Academy of Management Annual Meeting, San Antonio
- “Making Change Happen from the Inside or Outside: Affective Role Alignment and Social Change Agency” (with Katy DeCelles)
BYU May Meaning Meeting
- “Make Change Happen on the Frontline - The Airline Industry and Beyond” (with Larry Kellner)
Rice University’s Jones Partners, Thought Leadership Series
- “How Organizational Norms Facilitate the Dynamic Use of Resources”
University of Toronto (Rotman)
BYU (May Meaning Meeting)
- “The Research-Productivity Process: Tips and Strategies for Junior Faculty Members”
Invited Symposium, 23rd Annual Convention, Association for Psychological Science, San Diego
- 2010 “It’s Not Easy Being Green: The Role of Doubting and Affirming the Self in Explaining Issue Advocacy Behaviors”
University of Pennsylvania (Wharton)
Rice University (psychology)
- “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty”
Professional Development Workshop, Academy of Management Annual Meeting, Montreal
- “Doing, Writing and Publishing Process Research”
Professional Development Workshop, Academy of Management Annual Meeting, Montreal
- “The Role of Positive Self-Meanings in Facilitating Social Change: Understanding the Psychology of Environmentalists Working in a Challenging Issue Context”
INSEAD
May Meaning Meeting, Boston
University of British Columbia, Vancouver
- “Being a Positive Social Change Agent through Issue Selling”
Conference on Positive Social Change, Boston University
- “Using Identity Work to Respond to Moral Identity Threats: The Role of the Deontological Bias and Decision Disconfirmation” (with K. Aquino)
Behavioral Ethics Conference, University of Central Florida
- 2009 “A Multi-Level Meaning-Making Model of Leading Social Change”
New Directions in Leadership Conference, Duke University

May Meaning Meeting, University of North Carolina at Chapel Hill

“CSR & Corporate Citizenship: Sensemaking and the Creation of Shared Meaning”
Academy of Management Annual Meeting, Chicago: Discussant

“Managing Through the Economic Storm” (with Greg Brenneman)
MBA Council of Houston and Rice University’s Jones Partners, Thought Leadership Series

2008 “What is Positive about Employment Decisions? Investigating the Cultural Impact of Changes in an Internal Labor Market” (with R. Quinn)
POS Conference, Ross School of Business, University of Michigan, Ann Arbor

“Constructing and Communicating Meaning during the Implementation of Strategic Change”
Rice University – Department of Psychology, Houston

“Sensemaking and Performance during Change: Some Preliminary Ideas”
May Meaning Meeting, Rice University, Houston

2007 “Constructing and Communicating Meaning during the Implementation of Strategic Change”
*Northwestern University
University of Texas
University of Minnesota*

“Bouncing Back and Motivating Action on Environmental Issues: The Power of Positive Meaning” (with J. Dutton)
May Meaning Meeting, Yale University

2006 “Constructing and Communicating Meaning during the Implementation of Strategic Change”
*May Meaning Meeting, University of Illinois, Champaign
Penn State
University of Virginia
Rice University*

2005 “Narratives of Thriving: Seeing How Employees Construe Moments of Aliveness and Learning at Work”
May Meaning Meeting, Washington University, St. Louis

RESEARCH GRANTS

2007 *(in collaboration with J. Dutton)* \$11,680 Erb Institute at the University of Michigan grant for “Bouncing Back and Motivating Action on Environmental Issues: The Power of Positive Meaning”: Principle Investigator

2005 \$2,000 grant from the Ross School of Business for Doctoral Research Grant: Principal Investigator

TEACHING EXPERIENCE

Teaching evaluations on 7 point scale (reverse scored): Instructor rating last 2 years (n=28 courses,

mean=1.48; school average=1.90)

JONES GRADUATE SCHOOL OF BUSINESS, RICE UNIVERSITY

Full Time MBA

MGMT 710 (Leadership); 3 Sections; core course; Fall 2007- current
MGMT 618 (Bestsellers: Wisdom and Science); 1 section, Fall 2019-current
MGMT 791 (Organizational Change Intensive); 1 section Fall 2019-current
MGMT 510 (Organizational Behavior); 2 Sections; core course; Fall 2007-2009
MGMT 512 (Leading Change); 2 Sections; core course; Spring 2008-2013

Professional MBA - Evenings

MGMP 511 (Leading Change); 2 Sections; core course; Fall 2008-2010
Spring 2012-
MGMP 708 (Leadership); 2 Sections; core course; Spring 2009-current

Professional MBA - Weekends

MGMW 511 (Organizational Change); 1 Section; core course; Fall 2010-current
MGMT 618 (Bestsellers: Wisdom and Science); 1 section, Fall 2019-current
MGMW 706 (Leadership); 1 Section; core course; Spring 2012-2014

Online MBA

MGMT 514 (Organizational Change); Residential program, ~ 5 sections per year, Spring 2019-current

PhD

BUSI 540 (Doctoral Seminar in Strategy and Organizational Theory); Fall 2017, 2018

Executive Education

Leading Change (open enrollment course)
Capstone Business Simulation (Emerging Leaders Program)

ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN

BBA: MO 300 (Behavioral Theory in Management); undergraduate core course; Winter 2005
MBA: MO 603 (Navigating Change); MBA elective; Fall 2006

AWARDS & HONORS

- | | |
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| 2020 | Faculty Research Excellence Annual Award, JGSB |
| 2020 | Book <i>Joy at Work</i> on NY Times, Wall Street Journal and USA Today Bestseller List |
| 2020 | Book <i>Joy at Work</i> named Amazon's Editor Pick, "Best Nonfiction," Time Magazine Best Books to Read in April, Amazon Best Books of April, Barnes and Noble Top Books of the Month, and Apple Best Books of April. Best Non-Fiction of Year, Blinklist. |
| 2018 | Book <i>Stretch</i> on Wall Street Journal Bestseller List |

- 2017 Appointed charter member of McKinsey & Company Advisory Board (global change implementation practice)
- 2017 Appointed Institute Associate, Institute of Business Creativity, Ecole hôtelière de Lausanne
- 2017 Faculty Research Excellence Annual Award, JGSB
- 2016 Book *Stretch* selected by Washington Post as one of top leadership books in 2017
- 2016 Appointed Henry Gardiner Symonds Professor of Management
- 2015 Faculty Research Excellence Annual Award, JGSB
- 2014 Appointed as Jones School Distinguished Associate Professor
- 2014 Faculty Research Excellence Annual Award, JGSB
- 2013 Outstanding Reviewer Award, *Organization Science*
- 2013 Center for Positive Organizational Scholarship Biennial Best Paper Award (Sonenshein & Dholakia, 2012, *Organization Science*)
- 2012 Outstanding Reviewer Award, *Academy of Management Journal*
- 2012 Outstanding Reviewer Award, *Organization Science*
- 2012 Faculty Research Excellence Annual Award, JGSB
- 2011 Outstanding Reviewer Award, *Organization Science*
- 2011 Faculty Research Excellence Annual Award, JGSB
- 2010 Faculty Research Excellence Annual Award, JGSB
- 2009 Outstanding Reviewer Award, *Organization Science*
- 2008 Finalist, Aspen Institute Faculty Pioneer Award
- 2006 Rackham Predoctoral Fellowship, University of Michigan
- 2006 OMT/MOC/ODC Doctoral Consortium, Academy of Management
- 2006 Founders Award, Society for Business Ethics
- 2005 Gladys and Walter Stark Award, Ross School of Business
- 1998-99 Overseas Trust Scholar, University of Cambridge

SERVICE

ASSOCIATE EDITOR

Academy of Management Journal (2013-2016)

SPECIAL ISSUE EDITOR

“Getting More for Less: The Role of Resourcefulness in Entrepreneurship,” *Journal of Business Venturing*” (2021)

“Grand Challenges in Management,” *Academy of Management Journal* (2016)

EDITORIAL REVIEW BOARDS

Academy of Management Journal (2009-present)

Academy of Management Review (2011-present)

Organization Science (2007-present)

Business Ethics Quarterly (2009-present)

Management Communication Quarterly (2006-present)

AD HOC REVIEWER

National Science Foundation, Administrative Science Quarterly, Management Science, Strategic Management Journal, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Journal of Management Studies

DISSERTATION SERVICE

Dissertation Committee Member for Christian Mealey, Rice University (2018; first placement, Duke University))

Dissertation Committee Member for Doug Lepisto, Boston College (2015; first placement, Western Michigan University)

Dissertation Committee Member for Kristina Workman, University of Michigan (2014; first placement, Cornell University)

External Reviewer for Henrika Franck, “Ethics in Strategic Management: An Inquiry into Otherness of a Strategy Process,” Hanken School of Economics (2012)

EXTERNAL SERVICE

External Review Committee, Boston College Management Department (2022)

Organizational Behavior Division Lifetime Achievement Award Commitment, Academy of Management (2020)

May Meaning Meeting, Co-organizer (*with A. Wrzesniewski*), (2018)

Judge, INFORMS Organization Science Best Dissertation Proposal Competition (2017)

Center for Positive Organizations, University of Michigan, Research Advisory Committee (2013-2020)

All Academy Theme Committee, Academy of Management Annual Conference (2016, 2018)

Organization and Management Theory Best Paper Committee, 2015-2016.

Organizational Behavior Division (Academy of Management annual meeting), Best Paper Award Committee, 2014

Academy of Management Review, Best Paper Committee, 2012

Society for Business Ethics, Best Dissertation Award Committee, 2012 (chair); 2011 (vice-chair); 2010 (member)

Academy of Management, OB Division, Most Innovative Student Paper Award Committee, 2012, 2013.

INFORMS, Best Dissertation Proposal Contest, Reviewer, 2009-2012; 2014

May Meaning Meeting, Co-organizer (*with A. Wrzesniewski*) (2010)

Net Impact, Seminar Leader, “Six Secrets to Selling Social Change,” (2007)

Academy of Management (AOM) Meetings

Organized Symposium “The Nature of Resources: Their Malleability, and the Means by Which They are Put into Service” (*with C. Mealey*), 2014.

Organized Symposium “Advocating an Ethical Viewpoint: Speaking Up About Social and Ethical Issues in Organizations” (*with M. Ong, S. Ashford and D. Mayer*), 2013.

Organized PDW “Bringing Organizational Context Back into Behavioral Ethics Research,” (*with L. Trevino*), 2012

Organized Showcase Symposium “Exploring the Intersections of Identity and Social Change,” Co-organizer (*with J. Dutton*), 2008

“Thinking about New Ideas and Topics: SIM&ONE Research Roundtables,” Facilitator, 2008

Organized Showcase Symposium “Discourse Perspectives on Organizational Change,” Co-organizer (*with L. Putnam*), 2006

Organized All-Academy Symposium “Positive Organizational Change: Obstacles, Enablers, and Mechanisms,” Organizer, 2005

Organized Symposium “Deviance on Trial: The Viability of a Positive Deviance Construct,” Co-organizer (*with G. Spreitzer*), 2003

Organizational Development and Change Program Committee, 2003

UNIVERSITY SERVICE

Rice University

Member, Doerr Leader Development Innovation Awards Committee, 2017-present

Member, Limited Submissions Research Awards Committee, 2021-Present

Member, Committee to Review Dean’s Contract Renewal, 2020-2021

Member, Committee on Leadership Development for Rice Students, 2012-2014

Rice University, Jones Graduate School of Business

Area Coordinator, Organizational Behavior Area, 2022-Present

PhD Coordinator, Organizational Behavior Area, 2022-Present

PhD Program Committee, 2022-Present

Chair, OB Tenure/Tenure Track Search Committee, 2022

Chair, OB Non-Tenure Track Search Committee, 2022

Undergraduate Business Steering Committee, 2022-Present

Jones Citizenship Award Committee, 2022-Present
School Course Review Committee, 2022-Present
Chair, Committee to Design PhD Program in OB, 2021-2022
Chair, Promotion and Tenure Committee, 2020-2021 (member, 2019-2020)
Chair, Honorary Titles Committee, 2020-2021(member, 2019-2020)
Member, Task Force on Racial Equity and Social Justice, 2020-2021
Member, Behavioral Lab and Subject Pool Committee 2020-Present
Member, MBA Programs Committee, 2017-Present
Chair, Faculty Research Committee, 2017 – 2020 (member, 2012-2016).
Co-Chair, Organizational Behavior Faculty Search Committee, 2020, 2021
Member, Curriculum Committee, 2016
Member, New Degrees Advisory Group, 2015
Member, Faculty Research Information Communication Committee, 2013-2017
Chair, Honor Code Committee, 2011-2013 (member, 2009-2011)
Chair, Organizational Behavior Faculty Search Committee, 2011-2012
Chair, Postdoctoral Search Committee, 2011 (member, 2007-2010)
Organizer, Organizational Behavior Seminar Series, 2008-2010
Member, Sr. Statistician Search Committee, 2010

University of Michigan

Undergraduate Research Opportunity Program (UROP), Student Advisor, 2005; 2006
Ross School of Business Doctoral Program in Management and Organizations Admissions Committee, 2003

MEDIA

Articles Authored

- “Harnessing the Power of Less,” *Time* (Special Issue on Science of Success, 05/2021)
- “How the COVID-19 Crisis Will Make Us More Resourceful,” *The Hill* (05/2020)
- “Don’t Bring Your Work Messes Home,” *Time Magazine* (04/2020)
- “How to Tidy your To-Do List,” *Fast Company* (04/2020)
- “How to Spark Joy at Work,” *Success Magazine* (04/2020)
- “Spark Joy at Work,” *Costco Connection* (04/2020)
- “To Raise Better Kids, Say No,” *New York Times* (5/17/17)
- “The Key to Success is not Having More – It’s Stretching,” *Time Magazine* (2/17/17)
- “How Constraints Force Your Brain to Be Creative”, *Fast Company* (2/7/17)
- “What to Do When the Boss Says No”, *Harvard Business Review* (2/6/17)
- “This Is The Reason People Get Their Financial Goals Wrong,” *INC* (2/14/17)
- “Three reasons why budget cuts could help (not hurt) America,” *Fox News* (3/3/17)

“Your New Year’s resolution is dead, so here are three steps to get back on track to meeting your goals,” *Quartz* (1/30/17)

“Tis the Season to Give More with Less” *CNBC* (12/6/16)

Select Media Coverage

Print: New York Times, Wall Street Journal, USA Today, Washington Post (Stretch named top 10 leadership book of 2017), BusinessWeek, Time, Financial Times, Forbes, Investor’s Business Daily, Kirkus Reviews, Library Journal, Minneapolis Star Tribune, LA Times, SF Chronicle, Chicago Tribune, Philadelphia Inquirer, Dallas Morning News, Seattle Times, Houston Chronicle, Tech Republic, Well + Good, Huffington Post, Psychology Today, Refinery29, People, US Weekly, Marie Claire, Real Simple, Garden & Gun.

Television and Radio: CBS News, Bloomberg Radio, Sirius XM Satellite Radio (Shows including Jenny McCarthy, John Fugelsang, Knowledge@Wharton, Work & Life, American Voices), NPR (WNYC, “The Takeaway,” KERA’s “Think”, WPR’s “Central Time,” WEMU’s “Art and Soul”, KUHF’s “Houston Matters, KPCW’s “Mountain Money”), KTRK-TV “EYEWITNESS NEWS AT 11,” WUSA-TV’s, “Great Day Washington,” WHAS-TV “Great Day Live”. Nationally syndicated shows including: “Something You Should Know,” “Clemens Report,” “Investing Sense”

OTHER EXPERIENCE

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|---------|--|
| 2000-02 | Vividence Corp., San Mateo, CA. Senior Manager for Research Panels. Managed team of three employees responsible for consumer marketing, customer service and research methodology for 150,000 person online research panel |
| 1999-00 | Quality Strategies, Vienna, VA. Technology Industry Consultant. Provided strategic consulting services to clients including Microsoft and AT&T |
| 1996-98 | Darden School of Business, Charlottesville, VA. Summer Research Assistant |