



May 2015

**Heidi K. Gardner**

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**EDUCATION**

- 2008 Ph.D., Organizational Behavior, London Business School, London, UK
- 2005 M.Res., Business Administration, London Business School, London, UK
- 1997 M.Sc., with Distinction, Industrial Relations, London School of Economics, London, UK
- 1992 B.A., *Summa Cum Laude, Phi Beta Kappa*, East Asian Studies (Japanese), University of Pennsylvania, Philadelphia, PA

**ACADEMIC APPOINTMENTS**

- 2014-present Distinguished Fellow, Harvard Law School's Center on the Legal Profession
- 2014-present Lecturer on Law, Harvard Law School
- 2014-present Faculty Chair, Accelerated Leadership Program, Harvard Law School Executive Education
- 2014-present International Research Fellow, Novak Druce Centre for Professional Service Firms, Saïd Business School, Oxford University, Oxford, UK
- 2008-2014 Assistant Professor of Business Administration, Harvard Business School

**TEACHING EXPERIENCE**

**Harvard University**

- 2015 "Working in the Law Firm of Today and Tomorrow," Harvard Law School reading group for JD students.
- 2014 "Understanding Law Firms as Businesses," Harvard Law School elective course for second- and third-year JD students and LL.Ms.

- 2013-present “Leadership in Law Firms” and “Accelerated Leadership Program,” Harvard Law School Executive Education open enrollment programs; additional teaching in custom programs for major international law firms
- 2009-present “Leading Professional Service Firms,” Harvard Business School Executive Education open enrollment program; additional teaching in custom programs for major international accounting, consulting, and law firms
- 2014 “Executive Leaders Program – Advanced Strategy and Advanced Leadership,” Harvard Business School Executive Education program with the Qatar Leadership Centre, Doha, Qatar
- 2012, 2013 “Leadership Decision Making: Optimizing Organizational Performance” Harvard Kennedy School Executive Education open enrollment program
- 2012, 2014 “Leading Professional Service Firms, Harvard Business School MBA 2<sup>nd</sup>-year elective
- 2010, 2013 “Growing a Professional Service Firm—China,” Harvard Business School Executive Education, Shanghai, China
- 2008-2010 LEAD: Leadership and Organizational Behavior, Harvard Business School MBA required course

### **Prior Teaching Experience**

- 2007-2008 “Research Design and Reporting,” Sloan Masters program required course, London Business School, London, UK
- 2005 “The Essentials of Management Consulting,” MBA elective, Saïd Business School, Oxford University, Oxford, UK

### **WORK EXPERIENCE**

- 1997-2002 Engagement Manager and Associate, McKinsey & Company (London; Johannesburg; New York)
- 1995-1996 Fulbright Fellow, sponsored by the United States Department of State, Bureau of Educational and Cultural Affairs to work with the German Ministry of Education (Dessau, Germany)
- 1992-1995 Account Executive and Sales Manager, Procter & Gamble (Boston; New York)

### **BOOKS**

Gardner, H. K. & Norman Leadership for Lawyers: Essential Strategies for Law Firm Success . . . ., Eds. (Forthcoming). “

Gardner, H. K. “Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos”

## PUBLICATIONS

### Published Academic Articles

Gardner, H. K. (2012). "Performance Pressure as a Double-edged Sword: Enhancing Team Motivation but Undermining the Use of Team Knowledge." *Administrative Science Quarterly*, 57: 1-46.

Gardner, H. K., F. Gino, and B. Staats. (2012). "Dynamically Integrating Knowledge in Teams: Transforming Resources into Performance." *Academy of Management Journal*, 55: 998-1022.

Wageman, R., H. K. Gardner, and M. Mortensen. (2012). "Teams Have Changed: Catching up to the Future." *Industrial and Organizational Psychology*, 5: 48-52.

Wageman, R., H. K. Gardner, and M. Mortensen. (2012). "The changing ecology of teams: new directions for teams research." *Journal of Organizational Behavior, Special Issue: The Changing Ecology of Teams: New Forms, New Work, New Leadership*, 33: 301-315.

Gardner, H. K. (2009). "Expertise Utilization in Accounting and Consulting Teams: The Effects of Shared Representations." *Best Paper Proceedings of the Academy of Management*.

Gardner, H. K. (2009). "Feeling the Heat: The Effects of Performance Pressure on Teams' Knowledge Use and Performance." *Best Paper Proceedings of the Academy of Management*.

Gardner, H. K., N. Anand, and T. Morris. (2008). "Chartering new territory: diversification, legitimacy and practice area creation in professional service firms." *Journal of Organizational Behavior, Special Issue on Professional Service Firms: Where Organization Theory and Organizational Behavior Might Meet*, 29: 1101-1121.

Anand, N., H. K. Gardner, and T. Morris. (2007). "Knowledge-Based Innovation: Emergence and Embedding of New Practice Areas in Management Consulting Firms." *Academy of Management Journal*, 50: 406-428.

- Reprinted in S. Avakian and T. Clark. (Eds.). (Forthcoming). *The International Library of Critical Writings on Business and Management: Management Consultancy*. Cheltenham, UK: Edward Elgar Publishers.

### Published Practitioner Articles

#### Gardner, H. K. & Normand-Hochmann, Managing Partner

Gardner, H. K. "When Senior Managers Won't Collaborate: Lessons from Professional Service Firms," *Harvard Business Review*, March 2015.

Gardner, H. K. "Why It Pays to Collaborate." *American Lawyer*, March 2015.

#### Gardner, H. K. PDQ

Gardner, H.K. "Collaborating Across Cultures: How to Handle the Pressures of Delivering Seamless Service." *Law Practice Today*, July 2014.

Gardner, H.K. "Rewarding Partnerships." *Financial Times*, October 4, 2013.

Gardner, H. K. (2012). "Coming Through When It Matters Most: How Great Teams Do Their Best Work Under Pressure." *Harvard Business Review*.

### Book Chapters

Gardner, Heidi K. (Forthcoming). Leading the Campaign for Greater Collaboration amongst Law Firm Partners, IBA leadership book

Sheehan, Gardner & Bresman, Leading the Millennial Generation, IBA leadership book

Gardner, Heidi K. (Forthcoming). AiGP

Gardner, H. K. & Valentine, M. A. (2015). "Collaboration among Highly Autonomous Professionals: Costs, Benefits, and Future Research Directions," In S. Thye and E. Lawler, *Advances in Group Process*, Emerald Publishing.

Gardner, H. K. (2015). "Teamwork and Collaboration in Professional Service Firms: Evolution, Challenges, and Opportunities." In L. Empson, D. Muzio, J. Broschak and B. Hinings (Eds.): *The Oxford Handbook of Professional Service Firms*. Oxford, UK. Oxford University Press.

Gardner, H. K. (2014) "Senior-Level Mentoring." In R. Normand-Hochman (Ed.): ----: 145-159. London, UK: Globe Business Publishing Ltd.

Gardner, H. K. (2013) "Effective Teamwork and Collaboration." In R. Normand-Hochman (Ed.): *Managing Talent for Success: Talent Development in Law Firms*: 145-159. London, UK: Globe Business Publishing Ltd, 2013.

Morris, T., H. K. Gardner, and N. Anand. (2012). "Structuring Consulting Firms." In M. Kipping and T. Clark (Eds.), *The Oxford Handbook of Management Consulting*. 285-302. Oxford: Oxford University Press.

Gardner, H. K., and E. McFee. (2010). "Utilizing Team Member Expertise Under Pressure." In L. W. Black (Ed.), *Group Communication: Cases for Analysis, Appreciation and Application*: 143-148. Dubuque, IA: Kendall/Hunt Publishing.

Gardner, H. K., and P. C. Earley. (2008). "Cross-Cultural Research in Organizational Behavior." In C.L. Cooper, J. Barling and S. Clegg (Eds.), *The Sage Handbook of Organizational Behavior*: 561-582. London: Sage Publications Ltd.

Gardner, H. K., T. Morris, and N. Anand. (2007). "Your Expertise: Developing New Practices: Recipes for Success." In L. Empson (Ed.), *Managing the Modern Law Firm*: 64-90. Oxford: Oxford University Press.

Earley, P. C., and H. K. Gardner. (2005). "Internal Dynamics and Cultural Intelligence in Multinational Teams." In D. L. Shapiro, M. A. v. Glinow, and C. Joseph (Eds.), *Managing Multinational Teams: Global Perspectives*, 18: 3-31. Amsterdam, Netherlands: Elsevier, Ltd.

## **HBS Course Materials**

Gardner, H. K. "Michael Clark at Regency Consulting Partners." Harvard Business School Teaching Plan 414-082 (2014).

Gardner, H.K. and S. Hodges Silverstein. "Riverview Law: Applying Business Sense to the Legal Market." Harvard Business School Case 414-079 (2014).

Gardner, H.K. and N. Thornley. "Collaborating for Growth: Duane Morris in a Turbulent Legal Sector." Harvard Business School Case 414-041 (2014).

Gardner, H.K. and S. Hodges Silverstein. "Riverview Law: Applying Business Sense to the Legal Market." Harvard Business School Teaching Note 414-081 (2014).

Gardner, H.K. and S. Hodges Silverstein. "GlaxoSmithKline: Sourcing Complex Professional Services." Harvard Business School Teaching Note 414-050 (2014).

Gardner, H. K. "Michael Clark at Regency Consulting Partners." Harvard Business School Case 414-040 (2013).

Gardner, H. K. "Professional Development at DLA Piper – Building the Strength of Global Legal Talent." Harvard Business School Teaching Plan 414-083 (2014).

Gardner, H. K., and N. Thornley. "Professional Development at DLA Piper – Building the Strength of Global Legal Talent." Harvard Business School Case 414-039 (2013).

Gardner, H.K. and S. Hodges Silverstein. "GlaxoSmithKline: Sourcing Complex Professional Services." Harvard Business School Case 414-003 (2013).

Gardner, H.K. and S. Hodges Silverstein. "GlaxoSmithKline: Sourcing Complex Professional Services, Supplementary Materials." Harvard Business School Case 414-034 (2013).

Gardner, H.K. and A. Lobb. "Collaborating for Growth: Duane Morris in a Turbulent Legal Sector." Harvard Business School Case 414-022 (2013).

Gardner, H.K. and A. Zalisk. "Crafting a Career Narrative for New Professionals." Harvard Business School Note 413-122 (2013).

Gardner, H. K., and J. Polzer. "Bridgewater Associates." Harvard Business School Teaching Plan 413-115 (2013).

Gardner, H. K., and J. Polzer. "Bridgewater Associates." Harvard Business School Case 413-702 (2012).

Gardner, H. K., E. K. S. Bedzra, and S. M. Elnahal. "Ganging up on Cancer: Integrative Research Centers at Dana-Farber Cancer Institute (A)." Harvard Business School Case 412-029 (2011).

Gardner, H. K., E. K. S. Bedzra, and S. M. Elnahal. "Ganging up on Cancer: Integrative Research Centers at the Dana-Farber Cancer Institute (B)." Harvard Business School Case 412-098 (2012).

Gardner, H. K. “Ganging up on Cancer: Integrative Research Centers at the Dana-Farber Cancer Institute (TN) (A) and (B).” Harvard Business School Teaching Note 412-112 (2012).

Gardner, H. K., and K. Herman. “Marshall & Gordon: Designing an Effective Compensation System (A).” Harvard Business School Case 411-038 (2011).

Gardner, H. K., and K. Herman. “Marshall & Gordon: Designing an Effective Compensation System (B).” Harvard Business School Supplement 411-099 (2011).

Gardner, H. K., and E. McFee. “Marshall & Gordon: Designing an Effective Compensation System (TN) (A) and (B).” Harvard Business School Teaching Note 412-077 (2012).

Gardner, H. K. “Hiring Professionals in China: A Practitioner's Guide.” Harvard Business School Note 411-029 (2010).

Gardner, H. K. “Hiring Successful Professionals: One Process—Multiple Goals.” Harvard Business School Note 411-028 (2010).

Gardner, H. K., and R. G. Eccles. “Eden McCallum: A Network-Based Consulting Firm (A).” Harvard Business School Case 410-056 (2009).

Gardner, H. K., and E. McFee. “Eden McCallum: A Network-Based Consulting Firm (B).” Harvard Business School Supplement 411-027 (2010).

Gardner, H. K., and E. McFee. “Eden McCallum: A Network-Based Consulting Firm (TN) (A) & (B).” Harvard Business School Teaching Note 410-116 (2010).

Gardner, H. K., and R. G. Eccles. “Eden McCallum.” Harvard Business School Case 409-060 (2008).

### **Working Papers**

#### **Gardner, Morris & Anand, PE paper**

Gardner, H. K. and J. S. Bunderson. “Informal Conversations and the Diffusion of Buy-in to Planned Organizational Change: Insights from a Professional Service Firm.” Working Paper, November 2014.

Gardner, H. K. and M.A. Valentine. (2014). “Instrumental Collaboration: Why Autonomous Professionals Collaborate and How They Benefit.” Under review.

Gardner, H. K. “The Collaboration Imperative for Today's Law Firms: Leading High-Performance Teamwork for Maximum Benefit.” Harvard Law School's Center on the Legal Profession Working Paper, October 2014.

Gardner, H. K., and L. Kwan. “Expertise Dissensus: A Multi-level Model of Teams' Differing Perceptions about Member Expertise.” Harvard Business School Working Paper, No. 12-070, February 2012.

Gardner, H. K. “Disagreement about the Team's Status Hierarchy: An Insidious Obstacle to Coordination and Performance.” Harvard Business School Working Paper, No. 10-113, June 2010.

### **PRESENTATIONS**

## Invited Academic Presentations

### Oxford

“Collaboration among Autonomous Professionals: Emerging Findings and Outstanding Debates,” IMD, Lausanne, Switzerland (March 2014)

“Instrumental Collaboration: Why Highly Autonomous Professionals Collaborate and How It Benefits Them,” D'Amore-McKim School of Business, Northeastern University, Boston, Massachusetts, US (March 2014).

“Instrumental Collaboration: How Highly Autonomous Professionals Collaborate and How It Benefits Them,” Fuqua School of Business, Duke University, Durham, North Carolina, US (October 2013).

“Collaboration: A Challenging but Strategic Imperative for Today’s Professional Firms,” Georgetown University Law School, Washington, District of Columbia, US (April 2013).

“High-Performance Teamwork: Challenges and Opportunities,” Babson-Olin-Wellesley Collaborative Research Forum, Olin College, Needham, Massachusetts, US (March 2013).

“Status Dissensus: Members’ Misaligned Perceptions about Team’s Status Hierarchy Present an Insidious Obstacle to Team Process And Performance,” Olin Business School, Washington University in St. Louis, St. Louis, Missouri, US (February 2013).

“Making Sense of Organizational Change Through Informal Conversations: Who Talks to Whom and How Does It Matter?,” GOMERs seminar, Olin Business School, Washington University in St. Louis, St. Louis, Missouri, US (February 2013).

“Performance Pressure as a Double-edged Sword: Enhancing Team Motivation while Undermining the Use of Team Knowledge,” Sloan Business School, Massachusetts Institute of Technology, Cambridge, Massachusetts, US (September 2011).

Discussant, “Groups at Work,” OB Division Symposium, Annual Meeting of the Academy of Management, Montreal, Canada (August 2010).

“Distributed Leadership in Professional Service Firms: Toward a Theoretical Model,” Cass Business School, City University of London, UK (March 2010).

“Performance Pressure in Professional Service Firms: Effects on Teams’ Knowledge Use and Performance,” Cass Business School, City University of London, UK (April 2009).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Graduate School of Business, Stanford University, Stanford, California, US (January 2008).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Harvard Business School, Boston, Massachusetts, US (January 2008).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” School of Management, Yale University, New Haven, Connecticut, US (January 2008).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Stern School of Business, New York University, New York, New York, US (January 2008).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” McCombs School of Business, University of Texas at Austin, Austin, Texas, US (January 2008).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Anderson School of Management, University of California, Los Angeles, California, US (December 2007).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Kenan-Flagler Business School, University of North Carolina at Chapel Hill, Chapel Hill, North Carolina, US (December 2007).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Olin Business School, Washington University in St. Louis, St. Louis, Missouri, US (December 2007).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Ross School of Business, University of Michigan, Ann Arbor, Michigan, US (December 2007).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” College of Management, Georgia Institute of Technology, Atlanta Georgia, US (November 2007).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Jones Graduate School of Management, Rice University, Houston, Texas, US (November 2007).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Smith School of Business, University of Maryland, College Park, Maryland, US (November 2007).

“Private Equity Firms’ Impact on the Professional Field,” (with N. Anand and T. Morris), Invited Presentation, Saïd Business School, Oxford University, Oxford, UK (May 2007).

### **Refereed Academic Conferences**

“Passage of Power: Who Inherits Clients of Senior Partners?,” (with F. Briscoe & A. Von Nordenflycht), Novak Druce Centre Conference on Professional Service Firms, Brookings Institute, Washington, DC, US (August 2014)

“Instrumental Collaboration: Navigating the Tension between Autonomous and Interdependent Professional Work,” (with M. Valentine) Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania, US (August 2014).

“Instrumental Collaboration: Navigating the Tension between Autonomous and Interdependent Professional Work,” (with M. Valentine), INGroup (Interdisciplinary Network for Group Research), Raleigh, North Carolina, US (July 2014).

“Instrumental Collaboration: Why Autonomous Professionals Collaborate and How They Benefit,” The Davis Conference on Qualitative Research, Davis, California, US (March 2014).



“Status Disagreement: An Insidious Obstacle to Team Dynamics and Performance,” Annual Meeting of the Academy of Management, Orlando, Florida, US (August 2013).

“Collaboration: A Challenging Strategic Imperative for Professional Service Firms,” Annual Meeting of the Academy of Management, Orlando, Florida, US (August 2013).

Chairperson, “Teams: A Leadership Perspective,” Annual Meeting of the Academy of Management, Orlando, Florida, US (August 2013).

“Not Just for Groups: How Individuals Benefit from Collaboration,” INGroup (Interdisciplinary Network for Group Research), Atlanta, Georgia, US (July 2013).

“Power and Leadership During Organizational Change: Findings from an In-Depth Study at a Professional Service Firm,” (with S. Bunderson), Annual Meeting of the Academy of Management, Boston, Massachusetts, US (August 2012).

Chairperson and organizer (with Laura Empson), “Leadership in the Plural: Insights from Professional Organizations,” OB, ODC and OMT Divisions Symposium, Annual Meeting of the Academy of Management, Boston, Massachusetts, US (August 2012).

“Expertise Dissensus: A Multi-level Model of Teams’ Differing Perceptions about Member Expertise,” (with L. Kwan), Annual Meeting of the Academy of Management, Boston, Massachusetts, US (August 2012).

Chairperson and organizer (with Lisa Kwan), “Perceptual Asymmetry in Teams: Implications for Team Leadership, Processes, and Outcomes,” OB and MOC Divisions Symposium, Annual Meeting of the Academy of Management, Boston, Massachusetts, US (August 2012).

“Expertise Dissensus: A Multi-level Model of Teams’ Differing Perceptions about Member Expertise,” (with L. Kwan), INGroup (Interdisciplinary Network for Group Research) Conference, Chicago, Illinois, US (July 2012).

“Power and Leadership During Organizational Change: Evidence from ‘ConsultCo’,” New Directions in Leadership Research Conference, Wharton School of Business, University of Pennsylvania, Philadelphia, Pennsylvania, US (June 2012).

“Emergence of Distributed Leadership during Strategic Organizational Change: Evidence from ‘ConsultCo’,” Annual Meeting of the Academy of Management, San Antonio, Texas, US (August 2011).

“Asymmetric Expertise Perceptions in Teams: An Insidious Obstacle to Coordination and Performance,” Annual Meeting of the Academy of Management, Montreal, Canada (August 2010).

“Asymmetric Expertise Perceptions in Teams: An Insidious Obstacle to Coordination and Performance,” INGroup (Interdisciplinary Network for Group Research) Conference, Chicago, Illinois, US (July 2010).

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” Annual Meeting of the Academy of Management, Chicago, Illinois, US (August 2009). Included in the *Best Paper Proceedings*.

“Structure as Signaling: Professional Service Firms’ Response to Private Equity Client Demands,” (with N. Anand and T. Morris), Annual Meeting of the Academy of Management, Chicago, Illinois, US (August 2009).

“Expertise Utilization in Accounting and Consulting Teams: The Effects of Shared Representations,” Annual Meeting of the Academy of Management, Chicago, Illinois, US (August 2009). Included in the *Best Paper Proceedings*.

“Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance,” INGroup (Interdisciplinary Network for Group Research) Conference, Colorado Springs, Colorado, US (July 2009).

“Structure as Signaling: Professional Service Firms’ Response to Private Equity Client Demands,” (with N. Anand and T. Morris), Conference on Professional Services, Harvard Law School, Cambridge, Massachusetts, US (July 2009).

“How Team Dynamics Affect Relational Outcomes with Clients: A Field Study in Accounting and Consulting,” Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania, US (August 2007).

Chairperson and organizer, “What Have You Done for Me Lately? Understanding How Client Relationships Develop One Step at a Time,” OMT Division Symposium, Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania, US (August 2007).

“How Team Dynamics Affect Relational Outcomes with Clients: A Field Study in Accounting and Consulting,” Clifford Chance Conference on Professional Services, Chicago, Illinois, US (July 2007).

“How Team Dynamics Affect Relational Outcomes with Clients: A Field Study in Accounting and Consulting,” London Business School, Trans-Atlantic Doctoral Conference, London, UK (May 2007).

“Expertise Utilization in Project Teams: The ‘Push and Pull’ Moderating Effects of Group Process and Task Characteristics,” Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania, US (August 2007).

“Expertise Utilization in Project Teams: The ‘Push and Pull’ Moderating Effects of Group Process and Task Characteristics,” INGroup (Interdisciplinary Network for Group Research) Conference, Michigan State University, East Lansing, Michigan, US (July 2007).

“Private Equity Firms’ Impact on the Professional Field,” (with N. Anand and T. Morris), Clifford Chance Conference on Professional Services, Chicago, Illinois, US (July 2007).

“Private Equity Firms’ Impact on the Professional Field,” (with N. Anand and T. Morris), European Groups for Organizational Studies (EGOS) Conference, Vienna, Austria (July 2007).

“Beyond the Weakest Link: Relative Competence as a Driver of Preference for Coworkers,” (with M. Pillutla and S. Ronson), Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania, US (August 2007).

“Chartering New Territory: Diversification, Legitimacy and Practice Area Creation in Professional Service Firms,” (with N. Anand and T. Morris), Annual Meeting of the Academy of Management, Atlanta, Georgia, US (August 2006).

Chairperson and organizer (with Jayanth Narayanan), “Status and Power in Groups: Effects on Conflict and Performance,” OB and CM Division Symposium, Annual Meeting of the Academy of Management, Atlanta, Georgia, US (August 2006).

“Chartering New Territory: Diversification, Legitimacy and Practice Area Creation in Professional Service Firms,” (with N. Anand and T. Morris), Organizational Knowledge and Learning Conference (OKLC), University of Warwick, Warwick, UK (March 2006).

“Status Contests: Impact on Conflict and Performance in Groups,” (with R. Peterson, J. Narayanan and L. Moynihan), Annual Meeting of the Academy of Management, Atlanta, Georgia, US (August 2006).

“Status Contests: Impact on Conflict and Performance in Groups,” (with R. Peterson, J. Narayanan and L. Moynihan), London Business School, Trans-Atlantic Doctoral Conference, London, UK (May 2006).

“Management Practices and Collective Learning: An Empirical Study in a Global Pharmaceuticals Firm,” (with L. Moynihan), Annual Meeting of the Academy of Management, Hawaii, US (August 2005).

“Management Practices and Collective Learning: An Empirical Study in a Global Pharmaceuticals Firm,” (with L. Moynihan), London Business School, Trans-Atlantic Doctoral Conference, London, UK (May 2005).

“Management Practices and Collective Learning: An Empirical Study in a Global Pharmaceuticals Firm,” (with L. Moynihan), Organizational Knowledge and Learning Conference (OKLC), Boston, Massachusetts, US (March 2005).

“New Practice Development in Professional Service Firms,” (with N. Anand and T. Morris), Annual Meeting of the Academy of Management, Hawaii, US (August 2005).

“New Practice Development in Professional Service Firms,” (with N. Anand and T. Morris), Clifford Chance Conference on Professional Services, Boston, Massachusetts, US (June 2004).

“New Practice Development in Professional Service Firms,” (with N. Anand and T. Morris), London Business School, Trans-Atlantic Doctoral Conference, London, UK (May 2004).

### **Invited Keynote Speeches at Practitioner Conferences**

#### **TR Latam**

“The Collaboration Imperative – and Gender Implications,” International Bar Association Leadership Summit, London, UK (May 2014)

“Coming through When It Matters Most: How Great Teams Do Their Best Work under Pressure” The American Lawyer New Partner Forum, New York, New York, US (November 2013).

“Mentoring Excellence,” Masterclass presented at the International Bar Association annual meeting, Boston, Massachusetts, US (October 2013).

“Collaboration Pays Off – The Clear Evidence, Emerging Findings and Outstanding Debates,” practitioner workshop for firm Senior Partners and Managing Partners entitled *Collaboration Deconstructed*, sponsored by the Financial Times and RSG Consulting, London, UK (September 2013).

“Team Leadership: Inspiring Others to Deliver Results,” women’s executive leadership conference entitled *Accelerating Next Level Leadership*, sponsored by The Signature Program, Tyson’s Corner, Virginia, US (September 2013).

“Team Effectiveness under Pressure: Lessons for Professional Firms,” practitioner conference entitled *Managing Partners Forum International Summit*, sponsored by Managing Partners Forum, London, UK (March 2013).

“Coming Through When It Matters Most: How Professionals Collaborate Best Under Pressure,” practitioner conference entitled *Thomson Reuters 2012 COO & CFO Forum*, sponsored by Thomson Reuters /West LegalEdcenter and Hildebrandt Institute, New York, New York, US (October 2012).

“Coming Through When It Matters Most: How Professionals Collaborate Best Under Pressure,” practitioner conference entitled *Insight Executive Symposium*, sponsored by Deltek, Nashville, Tennessee, US (October 2012).

“The Collaboration Imperative in Professional Service Firms,” practitioner workshop for firm Chairmen and Managing Partners entitled *Law Firm Leadership Roundtable*, sponsored by Zeughauser Group, Pebble Beach, California, US (November 2011).

“The Collaboration Imperative in Professional Service Firms,” practitioner conference entitled *Leading Law Firms Conference*, sponsored by Sandpiper Partners LLC, New York, New York, US (October 2011).

“The Collaboration Imperative in Professional Service Firms,” practitioner conference entitled *Law Firm Evolution: Brave New World or Business as Usual?*, sponsored by Georgetown University Law Center, Washington, DC, US (March 2010).

“Leadership of Professional Service Firms in Turbulent Times: Senior Leadership Team Effectiveness,” practitioner conference entitled *Building the Professional Service Firm of Tomorrow*, sponsored by Addleshaw Goddard, London, UK (March 2010).

### **Virtual Lectures**

2009-present “Leading High-Performance Teams” and related virtual lectures delivered through Harvard Business School Publishing for clients including Aon Hewitt, Bank of Singapore, General Motors, Genzyme, Goodyear, HP, Huntington Bank, Intel, VA Hospitals, WalMart, and others.

2014 “When Collaboration Pays Off for Professionals,” lecture delivered virtually to practitioner conference for law firm managing partners organized by Bucerius Law School, Hamburg Germany (February 2014)

2013 “Effective Collaboration under Pressure: Leadership Lessons for Professional Service Firms” virtual lecture distributed by MBL Seminars, Inc.

### **AWARDS AND HONORS**

2009, 2010, 2011 Outstanding Reviewer Award, Academy of Management, Organizational Behavior Division

- 2009 Award for Paper with Outstanding Practical Implications for Management, Academy of Management, Organizational Behavior Division
- 2009 Nominated for William. H Newman Award for outstanding papers based on recent dissertations, Academy of Management, Managerial and Organizational Cognition (MOC) Division
- 2008 Outstanding Student Leader Award at London Business School, presented at graduation in recognition of service to the school community; first-ever PhD student winner
- 2007 Winner, INFORMS/*Organization Science* dissertation competition

### PROFESSIONAL ACTIVITIES

- 2013 - present *Administrative Science Quarterly* Editorial Board
- 2006-present Ad hoc reviewer: *Academy of Management Journal*, *Group & Organization Management*, *Group Processes & Intergroup Relations*, *Journal of Management and Organizations*, *Journal of Organizational Behavior*, *Organizational Behavior and Human Decision Processes*, *Management Science*, *Organization Science*, *Small Groups Research*
- 2004-present Reviewer for Academy of Management's Organizational Behavior (OB) and Organization and Management Theory (OMT) Annual Meetings submissions
- 2013, 2014 Reviewer for 2013 and 2014 Academy of Management OB Division Outstanding Practitioner-Oriented Paper Committee
- 2010-2012 Guest co-editor (with Ruth Wageman and Mark Mortensen) of a special issue of the *Journal of Organizational Behavior* entitled, "The Changing Ecology of Work Teams," to be published April, 2012
- 2011 Reviewer for 2011 Academy of Management Organizational Behavior division best paper award
- 2010-2011 Faculty Recruiting Committee, Organizational Behavior Unit, Harvard Business School
- 2010 Chair, "Women's Careers in the Finance and Investing Industry" panel for MBA Women's Student Association, Harvard Business School
- 2009, 2010 Chair, "Careers in Consulting" panel for MBA students' Dynamic Women in Business Conference, Harvard Business School
- 2008 Presenter, "Recent Dissertation Award Winners" panel for New Doctoral Student Consortium, Academy of Management

- 2003-2007      Lead organizer, London Business School's annual Trans-Atlantic Doctoral Conference, London Business School
- 2002-2005      Student representative to the Faculty PhD Committee, London Business School

### **FELLOWSHIPS AND GRANTS**

- 2002-2008      London Business School graduate award
- 2006            University of London Central Research Fund dissertation grant, London Business School
- 2005            Advanced Institute of Management Research (AIM) dissertation research grant, London Business School

### **NON-PROFIT AND COMMUNITY SERVICE**

- 2010-present    Vice President and member, Board of Directors, The Second Step, Newton, Massachusetts. The Second Step provides transitional housing and significant support services for survivors of domestic violence and their children.