

## VITA

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Date: May 2017

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### TRAINING

<u>Institution</u>	<u>Date</u>	<u>Degree</u>	<u>Major</u>
Millikin University	1976-1979	BS	French/Spanish
University of Illinois	1981-1983	MBA	International Business
University of Illinois	1983-1986	PhD	Strategic Management

### PROFESSIONAL EXPERIENCE

2015-Present	Professor Emeritus, University of Colorado Denver
2002-2015	Professor of Strategic Management, University of Colorado Denver
1995-2002	Associate Professor of Strategic Management, University of Colorado Denver
1991-1995	Assistant Professor of Strategic Management, University of Colorado Denver
1986-1991	Assistant Professor of Strategic Management, New York University
1984-1986	Instructor of Management, Pace University
1979-1984	Instructor of Business Policy, Business and Technical Writing, and French, University of Illinois
1979	Instructor of Spanish, Millikin University

### RECOGNITIONS AND HONORS

2012	Inducted as a Fellow of the Academy of Management.
2009-2012	Mehalchin Term Professorship, The Business School. University of Colorado Denver.

- 2009 IDEA Foundational Paper Award from the Entrepreneurship Division of the Academy for a paper co-authored with Howard Aldrich: "Fools rush in? The institutional context of industry creation." The paper was described as "representative of a classic and highly influential contribution to entrepreneurship research that serves as a legacy for scholarly work in the field."
- 2009 Distinguished Scholar, Managerial and Organizational Cognition Division, Academy of Management.
- 2009 Distinguished Speaker, Health Care Management Division, Academy of Management.
- 2008 Cited in Journal of Management as one of the "Most Influential Scholars in the field of Management in the past 25 Years."
- 2007 Selected as Outstanding Teacher for Executive Healthcare Program.
- 2004 Finalist, Academy of Management Review Best Paper.
- 2004 College of Business Outstanding Researcher Award.
- 2003 Selected as Outstanding Teacher for Executive Healthcare Program.
- 2001 Courtesy Faculty Appointment, University of Oregon.
- 1999 Included in Who's Who in the Management Sciences, Edward Elgar Publishing.
- 1995 College of Business Outstanding Service Award.
- 1995 College of Business Outstanding Faculty Award.
- 1993 Chair - Managerial and Organizational Cognition Interest Group, Academy of Management.
- 1992 Chair-Elect - Managerial and Organizational Cognition Interest Group, Academy of Management.
- 1991 Program Chair - Managerial and Organizational Cognition Interest Group, Academy of Management.
- 1979-1983 Included on University of Illinois' List of Teachers Ranked as Excellent by their Students.
- 1983-1984 Recipient, University of Illinois Fellowship for Academic Excellence.
- 1981-1982 Recipient, American Association of University Women Academic Fellowship.

## **ARTICLES IN ACADEMIC REFEREED JOURNALS**

- 2017      Fiol C.M. and E.J. O'Connor. Unlearning established organizational routines – Part II. The Learning Organization, 24(2): 82 – 92.
- 2017      Fiol C.M. and E.J. O'Connor. Unlearning established organizational routines – Part I. The Learning Organization, 24(1): 13-29.
- 2012      Fiol, C.M. and E. Romanelli. Before identity: The emergence of new organizational forms. Organization Science, 23(3): 597-611.
- 2009      Fiol, C.M. Acting as if we were new. Journal of Management Inquiry, 19(1): 85-88.
- 2009      Fiol, C.M., M.G. Pratt, and E.J. O'Connor. Managing intractable identity conflicts. Academy of Management Review. 34(1): 32-55.
- 2008      Romanelli, E. and C.M. Fiol. Before identity: The emergence and objectification of new organizational forms. In G.T. Solomon (Ed.), Proceedings of the Sixty-Sixth Annual Meeting of the Academy of Management (CD), ISSN 1543-8643.
- 2007      Brower, H.H., C.M. Fiol, & C.G. Emrich. The language of leaders. Journal of Leadership Studies, 1(3): 67-80.
- 2006      Corley, K.G., C.V. Harquail, M.G. Pratt, M.A. Glynn, C.M. Fiol, & M.J. Hatch. Guiding organizational identity through aged adolescence. Journal of Management Inquiry, 15(2): 85-99.
- 2005      Fiol, C.M. and E.J. O'Connor. Identification in face-to-face, hybrid, and virtual teams. Organization Science, 16(1): 19-32.
- 2004      Fiol, C.M. and E.J. O'Connor. The Power of mind: What if the game is bigger than we think? Journal of Management Inquiry, 13(4): 342-352.
- 2003      Fiol, C.M. and E.J. O'Connor. Waking up! Mindfulness in the face of bandwagons. Academy of Management Review, 28: 54-70.
- 2002      Fiol, C.M. Capitalizing on paradox: The role of language in transforming organizational identities. Organization Science, 13(6): 653-666.
- 2002      Fiol, C.M. and E.J. O'Connor. When hot and cold collide in radical change processes: Lessons from community development. Organization Science, 13(5): 532-546.
- 2001      Fiol, C.M. Revisiting an identity-based view of sustainable competitive advantage. Invited paper for Journal of Management, 27: 691-699.

- 2001      Fiol, C.M., E.J. O'Connor, and H. Aguinis. All for one and one for all? The development and transfer of power across organizational levels. Academy of Management Review, 26,2: 224-242.
- 1999      Fiol, C.M., D. Harris, and R. House. Charismatic leadership: Strategies for effecting social change. Leadership Quarterly, 10, 3: 449-482.
- 1997      Fiol, C.M. and S. Kovoov-Misra. Two-way mirroring: Identity and reputation when things go wrong. Corporate Reputation Review, 1: 147-151. Invited submission.
- 1996      Fiol, C.M. Squeezing harder doesn't always work: Continuing the search for consistency in innovation research. Academy of Management Review, 21,4: 1012-1021.
- 1995      Fiol, C.M. Thought worlds colliding: The role of contradiction in corporate innovation processes. Entrepreneurship Theory and Practice, 19, 3: 71-90.
- 1995      Fiol, C.M. Corporate communications: Comparing executives' private and public statements. Academy of Management Journal, 38, 2: 522-536.
- 1994      Fiol, C.M. Consensus, diversity, and learning in organizations. Organization Science 5, 3:403-420.
- 1994      Aldrich, H.E. and C.M. Fiol. Fools rush in? The institutional context of new industry creation. Academy of Management Review 19, 4:645-670.
- 1992      Fiol, C.M. and A.S. Huff. Maps for managers: Where are we? Where do we go from here? Journal of Management Studies 29:267-285.
- 1991      Fiol, C.M. Seeing the empty spaces: Toward a more complex understanding of the meaning of power in organizations. Organization Studies 12:547-566.
- 1991      Fiol, C.M. Managing culture as a competitive resource: An identity-based view of sustainable competitive advantage Journal of Management 17:191-211.
- 1989      Fiol, C.M. A semiotic analysis of corporate language: Organizational boundaries and joint venturing. Administrative Science Quarterly 34:277-303.
- 1985      Fiol, C.M. and M.A. Lyles. Organizational learning. Academy of Management Review 10:803-813.

#### **ARTICLES IN HEALTHCARE PRACTITIONER REFEREED JOURNALS**

- 2004      O'Connor, E. J. and Fiol, C. M. Expand your practice ... carefully. MGMA Connexion. 4, February, 51-54.

- 2004 O'Connor, E. J., Liebscher, L. A., & Fiol, C. M. Beating them or joining them: Your radiology group's path to the future. Journal of the American College of Radiology. 1, 10, 755-761.
- 2003 O'Connor, E. J. and Fiol, C. M. Plant the seeds for success: Peace Corps provides lessons for building leadership support. MGMA Connexion. 3, August, 17-18.
- 2002 O'Connor, E. J. and C.M. Fiol. Diving into white lightning: Herd behaviors in group practices. MGMA Connexion, October 2, 22-24.

## **BOOKS**

- 2010 O'Connor, E. J. and C.M. Fiol. Creating Readiness for Change: Preparing Physicians and Administrators for Collaboration. Chicago, IL: Health Administration Press. (Self-Study Course)
- 2010 O'Connor, E. J., C.M. Fiol, and P.H. Panico. Working Together while Maintaining Distinctiveness: Healthy Hospital-Physician Relations. Chicago, IL: Health Administration Press. (Self-Study Course)
- 2009 Fiol, C.M. and E.J. O'Connor. Separately Together: A New Path to Healthy Hospital-Physician Relations. Chicago, IL: Health Administration Press.
- 2002 O'Connor, E., J. and C.M. Fiol. Reclaiming Your Future: Entrepreneurial Thinking in Health Care. Tampa, FL: American College of Physician Executives.

## **ACADEMIC AND PRACTITIONER NON-REFEREED ARTICLES/CHAPTERS**

- 2012 Pratt, M., Fiol, C. M., O'Connor, E. J. & Panico, P. Promoting positive change in physician-administrator relations: Lessons for managing intractable identity conflicts. Golden-Biddle, K. & Dutton, J. D. (Eds.), Using a Positive Lens to Explore Social Change and Organizations. Routledge, Taylor and Francis Group, New York: 267-288
- 2011 O'Connor, E. J., Mann, J., & Fiol, C. M. Healthcare leadership: Challenges and solutions. In K. H. Cohn (Ed.) Getting it Done: Lifelines from the Field. Health Administration Press: Chicago: 119-130.
- 2010 Fiol, C.M. & E.J. O'Connor. Separately together: Managing intractable identity conflicts. In D.J. Christie (Ed.) The Encyclopedia of Peace Psychology. Wiley-Blackwell, Hoboken, NJ.

- 2010 O'Connor, E. J. and C.M. Fiol. Separately Together: Achieving Physician-Administrator Collaboration through a Single Purpose. Healthcare Executive. January-February, 25, 72-75.
- 2009 Fiol, C.M. & E.J. O'Connor. Hollow at the top: (re)claiming the responsibilities of leadership in strategising. In L. A. Costanzo & R. B. MacKay (Eds.), The Handbook of Research on Strategy and Foresight. Edward Elgar: 297-308.
- 2008 Fiol, C. M. & O'Connor, E. J. Nurturing the divide: Toward maximizing the value of management research from both sides of the Atlantic. In D. Barry & H. Hansen (Eds.), Handbook of New & Emerging Approaches to Management & Organizations. London: Sage: 251-254.
- 2007 O'Connor, E. J. and C.M. Fiol. Carrying the load together. Physician Executive. January-February, 33, 68-70.
- 2006 O'Connor, E. J., & Fiol, C. M. Reclaiming physician power: Your role as a physician executive. The Physician Executive. November-December, 32: 46-50.
- 2006 Fiol, C. M. and O'Connor, E. J. Stuff matters: Artifacts, social identity, and legitimacy in the U.S. medical profession. In A. Rafaeli & M. Pratt (Eds.), Artifacts and organizations: Beyond mere symbolism. Mahwah, NJ: Lawrence Erlbaum: 241-257.
- 2006 O'Connor, E. J., Fiol, C. M., & Guthrie, M. Separately together—Build unity by strengthening physician groups. The Physician Executive. July-August, 32, 16-21.
- 2006 O'Connor, E. J., & Fiol, C. M. Do your people want to do what is needed? The Physician Executive. July-August, 32, 58-61.
- 2006 Connor, E. J., & Fiol, C. M. Creating organizational support for change. The Physician Executive. May-June, 32, 76-78.
- 2006 O'Connor, E. J., & Fiol, C. M. Building the relationships required to influence others. The Physician Executive. March-April, 32, 68-69.
- 2006 O'Connor, E. J., & Fiol, C. M. Focusing your people: The power of entrepreneurial thinking. The Physician Executive, January-February, 32, 18-23.
- 2006 O'Connor, E. J., & Fiol, C. M. Creating readiness and involvement. The Physician Executive, January-February, 32, 72-74.
- 2005 O'Connor, E. J., & Fiol, C. M. Moving into and through transitions. The Physician Executive, September-October, 31, 64-65.
- 2005 O'Connor, E. J., & Fiol, C. M. Resistance to patient safety initiatives. The Physician Executive, November-December, 31, 64-67.

- 2005 O'Connor, E. J. and Fiol, C. M. Following a proven path to success. The Physician Executive. May-June, 31: 77-78.
- 2005 O'Connor, E. J., & Fiol, C. M. Clarifying your vision and objectives. The Physician Executive, July-August, 31: 64-65.
- 2005 O'Connor, E. J. and Fiol, C. M. Getting from here to there in healthcare. The Physician Executive. March-April, 31: 56-58.
- 2004 O'Connor, E. J., and Fiol, C. M. Spinning your winning web: Investing in attracting and retaining top performers. The Physician Executive. September-October, 30: 40-43.
- 2003 Fiol, C.M. Organizing for knowledge-based competitiveness: About pipelines and rivers. In Jackson, S., Hitt, M., & DeNisi, A. (Eds.) Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management. San Francisco: Jossey-Bass: 64-93.
- 2003 O'Connor, E. J. and Fiol, C. M. Reclaiming your future: Entrepreneurial thinking in health care. The Physician Executive. January-February, 29, 48-49.
- 2003 O'Connor, E. J. and Fiol, C. M. Putting your money where your people are: Investing in enduring success. The Physician Executive. July-August, 29, 12-15.
- 2003 O'Connor, E. J. and Fiol, C. M. From them to us: Going where others have gone before. Michigan Health and Hospitals. July-August, 39, 34-36.
- 2003 O'Connor, E. J., Fiol, C. M., and Dewil, G. Naked reverse: Unexpected plays for exceptional results. The Physician Executive. September-October, 29, 28-33.
- 2003 O'Connor, E. J. and Fiol, C. M. Time and your future. Michigan Health And Hospitals. September-October, 39, 30-31.
- 2003 O'Connor, E. J. and Fiol, C. M. Making conflict work for you: Its value, sources, and opportunities. In W. Curry & B. Linney (Eds.), Essentials of medical management. Tampa, Fla.: American College of Physician Executives, 231-245.
- 2002 O'Connor, E. J. and C.M. Fiol. Mindful over mindless: Learning to think like an entrepreneur. The Physician Executive. July-August, 4, 18-23.
- 2002 O'Connor, E. J. and C.M. Fiol. When hot and cold collide: Riding the spirals of emotions and logic. The Physician Executive. November-December, 6, 18-21.
- 2002 Fiol, C.M. Intraorganizational cognition and interpretation. In J.A.C. Baum (Ed.) Companion to Organizations, pp. 119-137. Oxford: Blackwell Publishers.
- 2000 Fiol, C.M. and E.J. O'Connor. Making the most of conflict: Its value, sources and opportunities. In J. Hammon (Ed.) Fundamentals of Medical Management. Tampa, FLA: American College of Physician Executives.

- 1998      Fiol, C.M., M.J. Hatch, and K. Golden-Biddle. Organizational culture and identity: What's the difference anyway? In Identity in Organizations: Building Theory Through Conversations, pp. 56-59. D.A. Whetten & P.C. Godfrey (Eds.). Sage Publications.
- 1997      O'Connor, E.J. and C.M. Fiol. Leading the way. The Physician Executive, 23(8): 6-13.
- 1997      O'Connor, E.J. and C.M. Fiol. Creating a roadmap to lead people through change In Culture Shift: A Leader's Guide to Managing Change in Health Care, J.E. Lowery (ed.), American Hospital Publishing.
- 1992      Cowan, D., C.M. Fiol and J. Walsh. A mid-range theory of strategic choice processes. In Leadership: A Multi-organizational-level Perspective, R.L. Phillips and J.G. Hunt (eds.), Quorum Books.
- 1990      Fiol, C.M. Explaining strategic alliance in the chemical industry. In Mapping Strategic Thought, A.S. Huff (ed.), Wiley.
- 1990      Fiol, C.M. Narrative semiotics: Theory, procedure and illustration. In Mapping Strategic Thought, A.S. Huff (ed.), Wiley.

## **BOOK REVIEWS AND COMMENTARIES**

- 1997      Book Review: Creative Action in Organizations: Ivory Tower Visions and Real World Voices by Cameron Ford and Dennis Gioia (Eds.), Sage Publications. In Administrative Science Quarterly.
- 1995      Commentary: Textual analysis in technology research by Robert Gephart and Robert Pitter. In Technology Studies 2,2: 357-360.
- 1993      Book Review: How Does Social Science Work: Reflections on Practice by Paul Diesing, University of Pittsburgh Press. In Administrative Science Quarterly 38:142-144
- 1992      Commentary: Strategy theorizing: Expanding the agenda by J.-C. Spender. In JAI Advances in Strategic Management 8:33-37.
- 1991      Book review: Organizational Symbolism by Barry A. Turner, Walter de Gruyter. In Administrative Science Quarterly 36:504-507.



## **OTHER PUBLICATIONS**

- 2000 Reprint - Aldrich, H.E. and C.M. Fiol. Fools rush in? The institutional context of new industry creation, reprinted in The Foundations of Entrepreneurship, S. Shane (ed.), UK: Edward Elgar Publishing.
- 1996 Reprint – Fiol, C.M. Consensus, diversity, and learning in organizations, reprinted in Cognition Within and Between Organizations, J.R. Meindl, C. Stubbart, and J.F. Porac, (eds.), Thousand Oaks, CA: Sage.
- 1995 Reprint - Fiol, C.M. Managing culture as a competitive resource: An identity-based view of sustainable competitive advantage, reprinted in Business and Society: Advanced Readings, S. Prakash Sethi, C.M. Falbe, and P. Steidlmeier, (eds.), Prentice Hall.

## **PRESENTATIONS AT MEETINGS OR SEMINARS PRESENTED**

- 2012 Online Education. Presentation at University of Oregon, Eugene, OR.
- 2012 Perspectives on Mindfulness in Organizations. Presentation at the Academy of Management, Boston, MA.
- 2012 Unlearning in Organizations. Keynote address at the international conference on Organizational Learning, Knowledge, and Capabilities, Valencia Spain.
- 2010 Before Identity. Presentation at the West Coast Research Symposium, Eugene, OR.
- 2010 Intractable Conflict: An International Perspective, with E. O'Connor. Presentation at Trinity College, Dublin, Ireland.
- 2010 Perspectives on the Emergence of Organizational Collectives. Presentation at the Academy of Management, Montreal, Canada.
- 2010 Reality vs. Perception: Unlearning bad practices or pretending to? Presentation at the Reputation Institute Conference, Rio de Janeiro.
- 2010 Identity and Careers. Presentation at Stockholm School of Economics, Stockholm, Sweden.
- 2010 Before Identity. Presentation at Stockholm School of Economics, Stockholm, Sweden.
- 2010 Separately together: A new path to healthy hospital-physician relations, with E. O'Connor. Presentation at the Rutt Bridges seminar, Denver, CO.
- 2009 Acting as if we were new. MOC Division Distinguished Scholar presentation, Academy of Management, Chicago, IL.

- 2009 Managing intractable conflicts: The case of hospital-physician relations, with E.J. O'Connor. Healthcare Division Distinguished Speaker Lecture, Academy of Management, Chicago, IL.
- 2009 A new path to healthy hospital-physician relations, with E. O'Connor. American College of Healthcare Executives Congress on Healthcare Leadership, Chicago, IL.
- 2009 Managing intractable conflicts, with E. O'Connor. Presentation at Bond University, Gold Coast, Australia.
- 2009 Intractable conflicts in the healthcare system, with E. O'Connor. Presentation at Bocconi University, Milano, Italy.
- 2009 Intractable identity and reputation conflicts. Keynote address at the Reputation Institute Conference, Amsterdam, The Netherlands.
- 2009 Managing intractable identity conflicts, with E. O'Connor. Presentation at the Front Range Research Seminar, Denver, CO.
- 2008 Research model, with E. O'Connor. Presentation at the Robert H. Smith School of Business, University of Maryland.
- 2008 From "fools" to "fooling around." Presentation at the Robert H. Smith School of Business, University of Maryland.
- 2008 The emergence of organizational forms, with E. Romanelli. Academy of Management Meeting, Anaheim, CA.
- 2008 Identity conflicts and leadership. Invited presentation at the Leadership Research Conference, Wharton-INSEAD, Fontainebleau, France.
- 2007 Identity conflicts and identity change processes in organizations. Invited presentation at an NSF-HCIT sponsored conference on organizational change, Robert H. Smith School of Business, University of Maryland.
- 2007 Research model, with E. O'Connor. Presentation at INSEAD, Singapore.
- 2007 From "fools" to "fooling around." Invited presentation, University of Oregon, Eugene, OR.
- 2007 Intractable identity conflicts, with M. Pratt & E.J. O'Connor, Academy of Management Meeting, Philadelphia, PA.
- 2006 Research model, with E. O'Connor. Presentation at the Robert H. Smith School of Business, University of Maryland.
- 2006 Managing entrenched identity conflicts, with M. Pratt, & E.J. O'Connor. Identity conference, Stockholm, Sweden.

- 2005 Identity work in health care, with E.J. O'Connor, Academy of Management Meeting, Honolulu, HI.
- 2005 Language and identity in organizations, Academy of Management Meeting, Honolulu, HI.
- 2005 Organizational Identity, with E.J. O'Connor, Academy of Management Meeting, Honolulu, HI.
- 2005 Divided and together we stand, Social Identity in Organizations Conference, Amsterdam Netherlands.
- 2005 Why strategies don't matter. Invited presentation, New York University, NY.
- 2005 Collective identity and legitimacy, with E.J. O'Connor. Invited presentation, University of Michigan, Ann Arbor, MI.
- 2005 Entrepreneurial thinking: Focusing attention for future success, with E.J. O'Connor, ACHE Congress, Chicago, IL.
- 2005 Leading people. Skills for sustained success, with E.J. O'Connor. Financial Management Association International Meeting, Denver, CO.
- 2004 Stuff matters: Artifacts, social identity, and legitimacy in the U.S. medical profession. Annual International Conference on Organizational Discourse, Amsterdam, Netherlands.
- 2004 Conducting actionable research, with E.J. O'Connor. Academy of Management Meeting, New Orleans, LA.
- 2004 Power of mind: What if the game is bigger than we think? With E.J. O'Connor, Academy of Management Meeting, New Orleans, LA.
- 2004 Identity and legitimacy: Built, borrowed, and broken down, with E.J. O'Connor and E. Romanelli. Invited presentation, University of Illinois, Champaign-Urbana, IL.
- 2004 Focusing forward: Creating your future, with E. O'Connor. Beta Gamma Sigma Meeting, Denver, CO.
- 2004 Fads or focus? Responding strategically to healthcare trends, with E. O'Connor. ACHE Congress, Chicago, IL.
- 2004 Leading people. Skills for sustained success, with E.J. O'Connor. Financial Management Association International Meeting, Denver, CO.
- 2003 The language of leaders, with C. Emrich and H. Brower. Academy of Management Meeting, Seattle, WA.
- 2003 Managing the unsolvable problems of incompatible islands in multi-identity organizations, with E.J. O'Connor. Academy of Management Meeting, Seattle, WA.
- 2003 Organizational identity revisited, Academy of Management Meeting, Seattle, WA.

- 2003 Field-configuring events, Academy of Management Meeting, Seattle, WA.
- 2003 The timeless way of organizing: The Planetree philosophy, with E.J. O'Connor. Organization Science Winter Conference, Steamboat Springs, CO.
- 2002 Collectivity: What does it mean? Presented at the Collectivity Workshop, Glasgow, Scotland.
- 2002 Identity formation in virtual teams. Seminar presented at Cranfield School of Management, UK.
- 2002 Identity formation in virtual teams, with E.J. O'Connor. Seminar presented at University of Strathclyde Graduate School of Business, Glasgow, U.K.
- 2002 Future planning + present mindfulness = strategic foresight, with E.J. O'Connor. International Conference at the University of Strathclyde Graduate School of Business, Glasgow, U.K.
- 2002 Knowledge transfers between different worlds: From innovation to competitiveness, with E.J. O'Connor, G. Colbert, & D. Ruderman. Babson Entrepreneurship Conference, Boulder, CO.
- 2002 Virtual team identity formation, with E.J. O'Connor. Academy of Management Meeting, Denver, CO.
- 2001 Organizational image and identity: Putting theory to work, Academy of Management Meeting, Washington D.C.
- 2001 Interpreting organizations as space, Academy of Management Meeting, Washington D.C.
- 2001 From bricks to clicks. Paper presented at INSEAD, France.
- 2000 Divestiture: Threat or opportunity, with E.J. O'Connor & R. Zammuto, ANZAM, Australia.
- 2000 Rigor and relevance in research, Academy of Management Meeting, Toronto.
- 2000 When hot and cold collide: The roles of identity and reputation in managing collective change, with E.J. O'Connor. Paper presented at the International Conference in Management Science, Taipei, Taiwan.
- 2000 All for one and one for all? The development and transfer of power across organizational levels, with O'Connor, E. J. & Aguinis, H. Paper presented at the 4<sup>th</sup> International Conference on Corporate Reputation, Identity, and Competitiveness, Copenhagen, Denmark.
- 2000 Doing research on cognition, invited presentation to faculty and students of the Instituto para o Desenvolvimento da Gestao Empresarial, Lisbon, Portugal.

- 1999 Capitalizing on paradox: The role of language in transforming organizational identities, International Conference on Language in Organizational Change and Transformation: What Makes a Difference? Columbus, OH.
- 1999 Cognition's evolution in the Academy: Journeys into a pluralistic world, Academy of Management Meeting, Chicago.
- 1998 The state of innovation theorizing, Academy of Management Meeting, San Diego.
- 1998 Healthy community development. International Executive Roundtable, Denver, CO.
- 1997 Organizational change and learning, invited presentation to faculty and students of the University of Buenos Aires and business people from the Buenos Aires area.
- 1997 Identity and reputation under fire, Academy of Management Meeting, Boston.
- 1997 Publishing with impact, invited presentation to the International Management Junior Faculty Consortium, Academy of Management Meeting, Boston.
- 1996 Organizational learning, invited presentation to faculty and PhD students of the Wharton Business School, Philadelphia.
- 1996 Conflict management in the operating room, National Association of Anesthesiologists, Phoenix.
- 1996 Identity and reputation under fire, Identity Conference, Salt Lake City.
- 1996 The craft of writing, Academy of Management Meeting, Cincinnati.
- 1996 Women working together as friends and collaborators, Academy of Management Meeting, Cincinnati.
- 1996 What makes us see opportunities (and act on them?): Perspectives from cognitive mapping, Academy of Management Meeting, Cincinnati.
- 1995 Designing from the inside out, with E.J. O'Connor, Conference on Organizations, Managers, and Design: Exploring the Aesthetic Dimension of Design, Luxembourg.
- 1995 Linguistic analysis for uncovering mental model content and structure, Academy of Management Meeting, Vancouver.
- 1995 Social identity theory as a bridge to micro and macro definitions of organizational identity, with Yolanda Sarason, Academy of Management Meeting, Vancouver.
- 1994 Breaking barriers between rigor and relevance - Session chair, Academy of Management Meeting, Dallas.
- 1994 Textual analysis - Preconference workshop, Academy of Management Meeting, Dallas.

- 1993 Dancing partners: Seeing the world from inside and out, with R. Zammuto - Western Academy of Management meeting, San Jose, CA.
- 1993 When worlds collide: Exploring the boundaries of family business, with H.E. Aldrich - Conference on Family Business, Los Angeles, CA.
- 1992 Doing business with Latin Americans - Institute for International Business executive seminar, Denver, CO.
- 1991 Organizational learning - Invited presentation at the Strategic Management Society Conference on Organizational Learning, INSEAD, France.
- 1991 Managerial thought and strategic action - Symposium chair and presenter -Academy of Management Meeting, Miami.
- 1990 Organizational discourse as fiction: Truth, lies, and the untold - Chair and presenter of Showcased Symposium, Academy of Management Meeting, San Francisco.
- 1990 Who's "in" and who's "out" in the battle to control TWA? A semiotic perspective Academy of Management Meeting, San Francisco.
- 1990 Strategic sense-making and action-taking - Strategic Management Society Conference, Stockholm.
- 1990 Threat, opportunity, and strategic investments in two U.S. industries, 1979-1988 - Strategic Management Society Conference, Stockholm.
- 1989 Corporate new ventures: What you do depends on what you see - Academy of Management Meeting, Washington D.C.
- 1989 Interpretive strategic barriers - Invited presentation at the Conference on Managerial Thought and Cognition, Washington D.C.
- 1989 The changing meaning of leadership - SCOS Dr. C. International Conference on The Symbolics of Leadership, INSEAD, France.
- 1988 The semiotics of organizational communication - Academy of Management Meeting, Anaheim.
- 1987 Entrepreneurial learning - Managerial Thinking Workshop, Boston.
- 1987 Alternative methods for strategy research - Academy of Management Meeting, New Orleans.
- 1985 Underlying the motivation to form a domestic joint venture: A semiotic analysis - Academy of Management Meeting, San Diego.
- 1984 Joint ventures, R&D, and profitability: A simultaneous equation model - Strategic Management Society Conference, Philadelphia.

- 1984 A search for relevance in the study of strategic groups - Academy of Management Meeting, Boston.
- 1984 The role of strategy formulation in an organized anarchy - Midwest Academy of Management Meeting, Notre Dame.

## **COURSES TAUGHT**

Introduction to Management  
 Strategic Management  
 Small Business Development  
 Growing the Small Business  
 Corporate Entrepreneurship  
 Real Business  
 Entrepreneurship in Healthcare  
 Healthcare Strategic Management  
 Strategic Management Online

## **PROFESSIONAL ORGANIZATIONS**

Academy of Management  
 EGOS - European Group for Organizational Studies  
 American College of Healthcare Executives

## **PROFESSIONAL ACTIVITIES**

- 2003-2004 Senior Editor of Organization Science.
- 2001-2003 Representative at Large, Managerial and Organizational Cognition Division, Academy of Management.
- 1999-2014 Member of Editorial Board of Reputation Review.
- 1994-2003 Member of Editorial Board of Organization Science.
- 2002 Reviewer for Neumann Best Paper Award, Academy of Management
- 1996-1999 Consulting Editor of Academy of Management Review.

- 1996 Editor for Special Issue on Innovation, Academy of Management Review.
- 1993-1994 Academy of Management: Coordinator of Pre-convention Workshop, Managerial and Organizational Cognition Interest Group.
- 1993-1995 Member of Editorial Board, Academy of Management Review.
- 1995 Best Paper Award Selection Committee for Academy of Management Review.
- 1990 Academy of Management: Co-organizer with W. Starbuck - Petition to the Academy Board to form an Interest Group in Managerial and Organizational Cognition.
- 1989 Conference on Managerial Thought and Cognition: Conference co-organizer, Washington D.C.
- 1986-2000 Academy of Management: Regular reviewer for the Business Policy and Strategy Division.
- 1993 Chair - Managerial and Organizational Cognition Interest Group, Academy of Management.
- 1992 Chair-Elect - Managerial and Organizational Cognition Interest Group, Academy of Management.
- 1991 Program Chair - Managerial and Organizational Cognition Interest Group, Academy of Management.
- 1991-present Academy of Management: Regular reviewer for the Managerial and Organizational Cognition Interest Group/Division.
- 1986-2014 *Ad hoc* reviewer for Administrative Science Quarterly, Academy of Management Journal, Journal of Business Research, British Journal of Social Psychology, Strategic Management Journal, Journal of Management Inquiry, and Journal of Management.

## **Highlights of University of Colorado Service**

### **University**

- 1993-1999 Member of three doctoral dissertation committees at the School of Business Administration, University of Colorado at Boulder. Attempts to build linkages between our schools

### **Denver Campus**

- 1993- Diversity sub-committee of the campus-wide Core Curriculum Committee



1995

1995-1997 Appointed by the Chancellor's office as campus-wide Core Curriculum Assessment Coordinator. As such, met regularly throughout the year with all faculty teaching in the Core to develop and refine assessment measures and processes required by CCHE

2000-2001 Special committee to advise the Chancellor to encourage contributions for CU Denver Programs

2003-2014 Learning, Educational Technology, Teaching & Scholarship Committee. Created opportunities for enhancing faculty teaching excellence across the campus

2010-2011 Reviewer for campus-wide Core Curriculum Committee. Reviewed syllabi for adherence to curriculum principles

### **Business School**

1993-1996 Chair of the Faculty Compensation and Development Task Force. Assembled information on current processes for AACSB

1993-1996 Faculty Representative to the Advisory Board of the College. Reviewed college curricula. Provided external support for our programs

1993-1996 Served on the MBA Team. (Chair in 1995) Oversight of the MBA program, ensuring consistency, quality, and continuous improvement in course content, sequencing, and structure. Developed measures to assess quality and effectiveness

1993-2014 Coordinator of all Strategic Management courses. Spearheaded significant changes in the content and structure of those courses

2003-2005 Online Teaching Committee. Assessed and monitored the quality of online course offerings

2003-2005 Strategic Management Outcomes Assessment. Led the development of outcomes plan for all strategic management courses

2008-2010 Led the development and implementation of a plan for assessing outcomes for all core courses of the MBA

### **Programs**

#### **Bard Center for Entrepreneurship**

1995-2001 Served on task force to develop and propose a new Entrepreneurship program  
Developed the first three-course curriculum for the center  
Taught the first and subsequent courses in the center  
As Faculty advisor in the center, advised nearly every student individually

Led the development of a mentorship program for Bard Center students  
Served on recruitment committee to select a director  
Served as faculty liaison  
Served on planning committee to develop mission and vision

### **Management Area**

1996 Chair of the Management area (no stipend or download)  
1996 Co-chair of the new MS Management Team, charged with all operational and strategic issues regarding the MS in Management offering

### **Healthcare Administration Program**

2001-2004 Faculty advisor for the program  
2003-2014 On campus health program Admissions Committee  
2003-2004 Health Care Program Outcomes Committee  
2007-2014 Executive Healthcare Admissions Committee