Martin Kilduff
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Head of Organizations and Innovation group
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UCL School of Management
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EDUCATION: Ph.D., M.S., Cornell University
B.A., Washington State University
M.A., University of Cambridge

JOURNAL ARTICLES

1. Kilduff, M., Wang, K., Tasselli, S. Self-monitoring at work: State of the science. *Annual Review of Organizational Psychology and Organizational Behavior.* Forthcoming.

2. Brands, R., & Kilduff, M. Multiplex jeopardy: Dissonant ties promote gender bias in workplace social networks. *Academy of Management Review*, forthcoming.

3. Lei, L., Kilduff, M., Lee, S.Y., & Fisher, C. Buffered by reflected glory? The effects of star connections on career outcomes. *Journal of Applied Psychology*, forthcoming.

4. Kilduff, M., & O'Sullivan, D. 2024. Where's the theory contribution? An answer in four parts. *Organizational Psychology Review*, 20413866241233739.

5. Kilduff, M., Wang, K., Lee, S.Y., Tsai, W., Chuang, Y.-T., & Tsai, F.-S. 2024. Hiding and seeking knowledge providing ties from rivals: A strategic perspective on network perceptions. *Academy of Management Journal*, 67: 1207-1233.

6. Lee, J.W., Quintane, E., Lee, S.Y., Umaña Ruiz, M.C., & Kilduff, M. 2024. The strain of spanning structural holes: How brokering leads to burnout and abusive behavior. *Organization Science*, 35: 177-194.

7. Van den Born, F., Mehra, A., & Kilduff, M. 2023. Network leadership and team creativity: An exploratory study of New York City jazz bands. *Academy of Management Discoveries*, 9: 46-66. *Finalist for 2023 Best Paper Award.*

8. Nicolaou, N., & Kilduff, M. 2023. Empowerment mitigates gender differences in tertius iungens brokering. *Organization Science*, 34: 1441-1457.

9. Richter, A., Clarke, R., & Kilduff, M. 2022. One tie to capture advice and friendship: Leader multiplex centrality effects on team performance change. *Journal of Applied Psychology*, 107: 968-986.

10. Tasselli, S., & Kilduff, M. 2021. Network agency. *Academy of Management Annals*, 15: 68-110. *Finalist for 2021 Best Paper Award.*

11. Kilduff, M., & Lee, J.W. 2020. The integration of people and networks. *Annual Review of Organizational Psychology and Organizational Behavior*, 7: 155-179.

12. Cuypers, I. R., Ertug, G., Cantwell, J., Zaheer, A., & Kilduff, M. 2020. Making connections: Social networks in international business. *Journal of International Business Studies*, 51: 714-736.

13. Tasselli, S., Kilduff, M., & Landis, B. 2018. Personality change: Implications for organizational behavior. *Academy of Management Annals*, 12: 467-493. https://journals.aom.org/doi/epub/10.5465/annals.2016.0008.summary

14. Landis, B., Kilduff, M., Menges, J., & Kilduff, G. J. 2018. The paradox of agency: Feeling powerful reduces brokerage opportunity recognition yet increases willingness to broker. *Journal of Applied Psychology*, 103: 929-938.

15. Tasselli, S., & Kilduff, M. 2018. When brokerage between friendship cliques endangers trust: A personality -- network fit perspective. *Academy of Management Journal*, 61: 802-825.

16. Kilduff, M., Crossland, C., Tsai, W., Bowers, M.T. 2016. Magnification and correction of the acolyte effect: Initial benefits and ex post settling up in NFL coaching careers. *Academy of Management Journal*, 59: 352-375.

17. Fang, R., Landis, B., Zhang, Z., Anderson, M.H., Shaw, J. D., & Kilduff, M. 2015. Integrating personality and social networks: A meta-analysis of personality, network position, and work outcomes in organizations. *Organization Science*, 26: 1243-1260. http://pubsonline.informs.org.libproxy.ucl.ac.uk/doi/pdf/10.1287/orsc.2015.0972

18. Brands, R. A., Menges, J., & Kilduff, M. 2015. The Leader-In-Social-Network Schema: Perceptions of network structure affect gendered attributions of charisma. *Organization Science*, 26: 1210-1225. http://pubsonline.informs.org.libproxy.ucl.ac.uk/doi/pdf/10.1287/orsc.2015.0965 *Best leadership-related article award 2018 from Ihnatowycz Institute for Leadership, Western University, Canada, for article published three years previously.*

19. Menges, J., & Kilduff, M. 2015. Group emotions: Cutting the Gordian knots concerning terms, levels-of-analysis, and processes. *Academy of Management Annals*, 9: 849-932. *Winner of the inaugural Best Paper Award for the 2015 volume*.

20. Menges, J. I., Kilduff, M., Kern, S., & Bruch, H. 2015. The awestruck effect: Followers suppress emotion expression in response to charismatic but not individually considerate leadership. *The Leadership Quarterly*, 26: 627-641.

21. Tasselli, S., Kilduff, M., & Menges, J. 2015. The micro foundations of organizational social networks: A review and an agenda for future research. *Journal of Management*, 41: 1361-1387. http://jom.sagepub.com.libproxy.ucl.ac.uk/content/41/5/1361.full.pdf+html

22. Brands, R. A., & Kilduff, M. 2014. Just like a woman? Effects of gender-biased perceptions of friendship network brokerage on attributions and performance.

Organization Science, 25: 1530-1548.
http://pubsonline.informs.org/doi/pdf/10.1287/orsc.2013.0880

23. Burt, R. S., Kilduff, M., Tasselli, S. 2013. Social network analysis: Foundations and frontiers on advantage. *Annual Review of Psychology*, 64: 527-547.

24. Toegel, G., Kilduff, M., & Anand, N. 2013. Emotion helping by managers: An emergent understanding of discrepant role expectations and outcomes. *Academy of Management Journal*, 56: 334-357.

25. Balkundi, P., Kilduff, M., & Harrison, D. A. 2011. Centrality and charisma: Comparing how leader networks and attributions affect team performance. *Journal of Applied Psychology*, 96: 1209-1222.

26. Kilduff, M., Mehra, A., & Dunn, M. 2011. From blue sky research to problem solving: A philosophy of science theory of new knowledge production. *Academy of Management Review*, 36: 297-317.

27. Kilduff, M., & Chiaburu, D.S., & Menges, J.I. 2010. Strategic use of emotional intelligence in organizational settings: Exploring the dark side. *Research in Organizational Behavior*, 30: 129-152.

28. Kilduff, M., & Brass, D. J. 2010. Organizational social network research: Core ideas and key debates. *Academy of Management Annals*, 4: 317-357.

29. Kilduff, M., & Brass, D. J. 2010. Job design: a social network perspective. *Journal of Organizational Behavior*, 31: 309–318.

30. Oh, H., & Kilduff, M. 2008. The ripple effect of personality on social structure: Self-monitoring origins of network brokerage. *Journal of Applied Psychology*, 93: 1155-1164.

31. Kilduff, M., Crossland, C., Tsai, W., & Krackhardt, D. 2008. Organizational network perceptions versus reality: A small world after all? *Organizational Behavior and Human Decision Processes*, 107: 15-28.

32. Toegel, G., Anand, N., & Kilduff, M. 2007. Emotion helpers: The role of high positive affectivity and high self-monitoring managers. *Personnel Psychology*, 60: 337-365.

33. Balkundi, P., Kilduff, M., Michael, J., & Barsness, Z. 2007. Demographic antecedents and performance consequences of structural holes in work teams. *Journal of Organizational Behavior*, 28: 241-260.

34. Kilduff, M., Tsai, W., & Hanke, R. 2006. A paradigm too far? A dynamic stability reconsideration of the social network research program. *Academy of Management Review*, 31: 1031-1048.

35. Kilduff, M., & Oh, H. 2006. Deconstructing diffusion: An ethnostatistical examination of Medical Innovation network data reanalyses. *Organizational Research Methods*, 9: 432-455.

36. Balkundi, P., & Kilduff, M. 2005. The ties that lead: A social network approach to leadership. *Leadership Quarterly*, 16: 941-961.

37. Ibarra, H., Kilduff, M., & Tsai, W. 2005. Zooming in and out: Connecting individuals and collectivities at the frontiers of organizational network research. *Organization Science*, 16: 359-371.

38. Krackhardt, D., & Kilduff, M. 2002. Structure, culture and Simmelian ties in entrepreneurial firms. *Social Networks*, 24: 279-290.

39. Kilduff, M., & Kelemen, M. 2001. The consolations of organization theory. *British Journal of Management*: 12: S55-S59.

40. Mehra, A., Kilduff, M., & Brass, D. 2001. The social networks of high and low self-monitors: Implications for workplace performance. *Administrative Science Quarterly*, 46: 121-146.

41. Kilduff, M., Angelmar, R., & Mehra, A. 2000. Top management team diversity and firm performance: Examining the role of cognitions. *Organization Science*, 11: 21-34.

42. Welcomer, S.A., Gioia, D.A., & Kilduff, M. 2000. Resisting the discourse of modernity: Rationality and emotion in hazardous waste siting. *Human Relations*, 53: 1175-1205.

43. Krackhardt, D., & Kilduff, M. 1999. Whether close or far: Social distance effects on perceived balance in friendship networks. *Journal of Personality and Social Psychology*, 76: 770-782.

44. Mehra, A., Kilduff, M., & Brass, D.J. 1998. At the margins: A distinctiveness approach to the social identity and social networks of underrepresented groups. *Academy of Management Journal*, 41: 441-452.

45. Kilduff, M., Funk, J., & Mehra, A. 1997. Engineering identity in a Japanese factory. *Organization Science*, 8: 579-592.

46. Kilduff, M., & Mehra, A. 1997. Postmodernism and organizational research. *Academy of Management Review*, 22: 453-481.

47. Kilduff, M., & Day, D. 1994. Do chameleons get ahead? The effects of self-monitoring on managerial careers. *Academy of Management Journal*, 37: 1047-1060 (summary of this article published in *Academy of Management Executive* (1995), 9: 89-90).

48. Kilduff, M., & Krackhardt, D. 1994. Bringing the individual back in: A structural analysis of the internal market for reputation in organizations. *Academy of Management Journal*, 37: 87-108.

49. Kilduff, M. 1993. Deconstructing *Organizations*. *Academy of Management Review*, 18: 13-31.

50. Kilduff, M. 1992. The friendship network as a decision-making resource: Dispositional moderators of social influences on organizational choice. *Journal of Personality and Social Psychology*, 62: 168-80.

51. Kilduff, M. 1992. Performance and interaction routines in multinational corporations. *Journal of International Business Studies*, 23: 133-145.

52. Kilduff, M. 1990. The interpersonal structure of decision-making: A social comparison approach to organizational choice. *Organizational Behavior and Human Decision Processes*, 47: 270-288.

53. Krackhardt, D., & Kilduff, M. 1990. Friendship patterns and culture: The control of organizational diversity. *American Anthropologist*, 92: 142-154.

54. Kilduff, M., & Regan, D. 1988. What people say and what they do: The differential effects of informational cues and task design. *Organizational Behavior and Human Decision Processes*, 41: 83-97.

55. Abolafia, M., & Kilduff, M. 1988. Enacting market crisis: The social construction of a speculative bubble. *Administrative Science Quarterly*, 33: 177-193.

56. Regan, D., & Kilduff, M. 1988. Optimism about elections: Dissonance reduction at the ballot box. *Political Psychology*, 9: 101-107.

Non-Refereed Articles (editor's comments, introductions to special issues, etc.):

1. Boer, H., Holweg, M., Kilduff, M., Pagell, M., Schmenner, R., & Voss, C. 2015. Making a meaningful contribution to theory. *International Journal of Operations & Production Management*, 35: 1231-1252.

2. Shipilov, A., Gulati, R., Kilduff, M., Li, S., & Tsai, W. 2014. Relational pluralism within and between organizations. *Academy of Management Journal*, 57: 449-459.

3. Kilduff, M. 2007. The top ten reasons why your paper might not be sent out for review. *Academy of Management Review*, 32: 700-702.

4. Kilduff, M. 2006. Publishing theory, *Academy of Management Review*, 31: 252-255.

5. Kilduff, M. 2006. Change, development, and challenge at *AMR*. *Academy of Management Review*, 31: 8-9.

6. Kilduff, M. & Dougherty, D. 2000. Change and development in a pluralistic world: The view from the classics. *Academy of Management Review*, 25: 777-782.

7. Bouchikhi, H., Kilduff, M., & Whittington, R. 1997. Introduction. *Organization Studies*, 18: v-vii (introduction to special issue of this journal by the editors).

Practitioner articles:

1. Quintane, E., Lee, S., Lee, J. W., Ruiz, C. U., & Kilduff, M. 2024. Why employees who work across silos get burned out. *Harvard Business Review*, https://hbr.org/2024/05/why-employees-who-work-across-silos-get-burned-out

2. Kilduff, M. 2022. The pitfalls of performance plateau – and how to overcome it. *People Management*. https://www.peoplemanagement.co.uk/voices/comment/the-pitfalls-performance-plateau-and-how-overcome-it

3. Tasselli, S., Kilduff, M., & Landis, B. 2018. Becoming more conscientious. *Harvard Business Review*. https://hbr.org/2018/03/becoming-more-conscientious

4. Cross, R., Kase, R., Kilduff, M., & King, Z. 2013. Bridging the gap between research and practice in organizational network analysis: A conversation between Rob Cross and Martin Kilduff. *Human Resource Management*, 52: 627-644.

5. Trevor, J. & Kilduff, M. 2012. Leadership fit for the information age. *Strategic HR Review*, 11: 150-155.

6. Kilduff, M. 2011. The secret of charismatic leadership. *Financial Director*, online September 14. http://www.financialdirector.co.uk/financial-director/feature/2109078/secret-charismatic-leadership

7. Kilduff, M. & Baker, D. 1984. Getting down to the brass tacks of employee motivation. *Management Review*, September: 56-61.

Refereed proceedings:

1. Vernet, A., Kilduff, M., & Salter, A. 2013. Binoculars and blinders: Anticipating trends and breakthroughs in communities. *Academy of Management Proceedings*, 17165.

2. Oh, H. & Kilduff, M. 1996. Physicians' adoption of new technology: The effects of deskilling and competition. *Electronic Proceedings of the Academy of Management*, Cincinnati, Ohio.

3. Mehra, A. & Kilduff, M. 1995. The effects of demography and personality on friendship centrality. *Proceedings of the International Conference on Social Networks*, 3: 131-137.

4. Kilduff, M. 1988. Decision making in context: Social and personality correlates of choices of organizations. *Best Papers Proceedings of the Forty Eighth Annual Meeting of the Academy of Management*: 211-215.

5. Kilduff, M. 1986 Interorganizational relations as dramatistical enactments. *Proceedings of the Twenty-Third Annual Meeting of the Eastern Academy of Management*: 211-215.

BOOK CHAPTERS

1. Kilduff, M. & Buengeler, C. 2020. Self-monitoring – a personality theory for network research. In D. J. Brass & S. P. Borgatti (Eds.), *Social networks at work*. New York: Routledge.

2. Vernet, A., Kilduff, M., & Salter, A. 2014. The two-pipe problem: Analyzing and theorizing about 2-mode networks. *Research in the Sociology of Organizations*, 40: 337-354.

3. Kilduff, M., & Balkundi, P. 2011. A network approach to leader cognition and effectiveness. In A. Bryman, K. Grint, B. Jackson, & M. Uhl-Bien (Eds.), *Sage Handbook of Leadership*: 118-135. London: Sage.

4. Kilduff, M. 2008. Using technology to improve the editorial process. In Y. Baruch, A. Konrad, H. Aguinis, & W. H. Starbuck (Eds.), *Opening the black box of editorship*: 97-103. London: Palgrave Macmillan.

5. Kilduff, M., Crossland, C., & Tsai, W. 2008. Pathways of opportunity in dynamic organizational networks. In M. Uhl-Bien & R. Marion (Eds.), *Complexity leadership: Part 1: conceptual foundations: 83- 99.* Charlotte, NC: Information Age Publishing.

6. Kilduff, M., & Mehra, A. 2008. Philosophy as core competence. In D. Barry & H. Hansen (Eds.)*, The Sage Handbook of new approaches in management and organization*: 79-81*.* London: Sage.

7. Kilduff, M., & Kelemen, M. 2004. Deconstructing discourse. In, D. Grant, C. Hardy, C. Oswick & L. Putnam (Eds.), *The Sage Handbook of organizational discourse*: 259-272. London: Sage.

8. Day, D.V., & Kilduff, M. 2003. Self-monitoring personality and work relationships: Individual differences in social networks. In A.M. Ryan & M.R. Barrick (Eds.), *Personality and work*: 205-228. San Francisco: Jossey-Bass.

9. Kilduff, M., & Kelemen, M. 2003. Bringing ideas back in: Eclecticism and discovery in organizational studies. *Research in the Sociology of Organizations*, 21: 89-109.

10. Kilduff, M., & Corley, K. 2000. Organizational culture from a social network perspective. In N. Ashkanasy, C. Wilderom & M. Peterson (Eds.), *Handbook of organizational culture and climate*: 211-221. Thousand Oaks, CA: Sage.

11. Kilduff, M. 2000. Hegemonic masculinity and organizational behavior. In R.T. Golembiewski (Ed.), *Handbook of organizational behavior*, 2nd. ed.: 599-609. New York: Marcel Dekker.

12. Kilduff, M., & Mehra, A. 1996. Hegemonic masculinity among the elite: Power, identity, and homophily in social networks. In C. Cheng (Ed.), *Masculinities in organizations*: 115-129. Newbury Park, CA: Sage.

13. Kilduff, M. 1993. The reproduction of inertia in multinational corporations. In S. Ghoshal & E. Westney (Eds.), *Organization theory and the multinational corporation*: 259-274. New York: St. Martin's Press.

BOOKS

1. Kilduff, M., Liu, L., & Tasselli, S. 2023. *A connected world: Social networks and organizations*. Elements in Organization Theory. Cambridge: Cambridge University Press.

2. Kilduff, M., & Shipilov, A. (Eds.). 2011. *Organizational network research*. 4 vols. London: Sage.

3. Kilduff, M., & Krackhardt, D. 2008. *Interpersonal networks in organizations: Cognition, personality, dynamics and culture*. New York: Cambridge University Press.

4. Kilduff, M. & Tsai, W. 2003. *Social networks and organizations.* London: Sage. (Chinese translation published by Renmin University Press, Beijing, 2006.)

5. Bouchikhi, H., Kilduff, M. & Whittingon, R. (Eds.). 1995. *Action, structure, and organizations*. Coventry, England: Warwick Business School Press (papers from workshop held in Paris, 1995).

BOOK REVIEWS

1. Kilduff, M. 2020. Review of *The class ceiling: Why it pays to be privileged* (by S. Friedman & D. Laurison). *Administrative Science Quarterly*, 65 (1): NP1-NP3.

2. Kilduff, M. 2019. Review of *Alive at work: The neuroscience of helping your people love what they do* (by D. M. Cable). *Administrative Science Quarterly*, 64 (1): NP1-NP3.

3. Kilduff, M., & Lee, J.W. 2018. Review of *Getting new things done: Networks, brokerage, and the assembly of innovative action* (by D. Obstfeld). *Administrative Science Quarterly,* 63 (2): NP26-NP29.

4. Kilduff, M., & Landis, B. 2011. Review of *Neighbor networks: Competitive advantage local and personal* (by R. S. Burt). *Administrative Science Quarterly*, 55: 677-679.

5. Kilduff, M., & Brands, R. A. 2010. Review of *Exploring positive identities and organizations: Building a theoretical and research foundation* (Eds. L. M. Roberts & J. E. Dutton). *Administrative Science Quarterly*, 55: 347-349.

6. Kilduff, M. 2007. Review of *Networks* (Vols. I & II) (Eds. G. Grabher & W. W. Powell). *Academy of Management Review*, 32: 993-994.

7. Kilduff, M. 2001. Review of *The European corporation* (by R. Whittington & M. Mayer). *Administrative Science Quarterly*, 46: 338-340.

8. Kilduff, M. 2000. Review of *Corporate social capital and liability*, (Eds. Leenders & Gabbay). *British Academy of Management News*, July: 17.

9. Kilduff, M. 1997. Review of *Networks and Organizations*, (Eds. Nohria & Eccles). *Journal of Organizational and Occupational Psychology*, 70: 109-111.

10. Kilduff, M. 1996. Making sense of sensemaking: Into the jungle with Karl Weick. Review essay on K.E. Weick's *Sensemaking in organizations*. *Journal of Management Inquiry*, 5: 246-249.

11. Kilduff, M. 1996. Review of *Fit, failure and the hall of fame* (by R.E. Miles & C.C. Snow). *Academy of Management Review*, 21: 302-303.

12. Kilduff, M. 1986. Review of *Organizational symbolism*, (Eds. Pondy et al.). *Administrative Science Quarterly*, 31: 159-162.

SELECTED INVITED TALKS

Personality and interpersonal social networks in organizations.
     Turkish Academy of Management, webinar, 26 June, 2025.

Network brokerage and personality change: Implications for work performance.
     Hong Kong Baptist University, 2024.
     Chinese University of Hong Kong, 2024.
     Chinese University of Hong Kong in Schenzen, 2024.
     Singapore Management University, 2024.
     ESSEC Business School, 2024.
    Making a theoretical contribution.
     Chinese University of Hong Kong, 2024.
    Hiding and seeking knowledge providing ties from rivals.
     Polytechnic University of Hong Kong, 2024.

Hiding and seeking knowledge providing ties from rivals.
     Singapore Management University, 2023.
     University of Southampton, 2023.
     Northeastern University, 2023.
     University of Exeter, 2023.
     University of Kentucky, ION Conference 2023.
Network brokerage and personality change: Implications for work performance.
     University of Leeds, 2023.

The network structure of leadership and team creativity: Evidence from New York City jazz bands (circa. 2007-2010).
     Singapore Management University, 2019.
Great expectations? The career effects of having worked with a star manager.
     Singapore Management University, 2019.

Empowerment mitigates heritability differences in social network brokerage between sexes.
     Doriot Entrepreneurship Conference, INSEAD, Fontainebleau, France, 2018.
     Society of Organizational Behavior Conference, University of Houston, 2018.

Great expectations? The career effects of having worked with a star manager.
     University of Warwick, 2018.
     University of Surrey, 2018.
     ION Conference, University of Kentucky, 2018.
     University of Kiel, 2018.
     University of Los Andes, Bogota, Columbia, 2018.

Publishing in top journals: A guide for the perplexed
     i. Oxford Brookes University, UK, September 2005 in connection with British Academy of Management doctoral consortium.
     ii. SUNY Buffalo, March 3, 2006.
     iii. London Business School, Advanced Institute of Management postdoc workshop, March 24, 2006.
     iv. McGill University, April 7, 2006.
     v. University of Cambridge, May 23, 2007.

vi. HEC Montreal, August 31, 2007.
vii. Simon Fraser University, October 19, 2007.
viii. University of Bath, 19, November 2008.
ix. University of Geneva, May 19, 2009.
x. University of Nottingham, October 9, 2009.
xi. Aston University, January 25, 2010.
xii. University of Ljubljana, November 18, 2010.
xiii. National University of Ireland at Galway, February 3, 2011.
xiv. Aarhus University, March 5 2014.
xv. Coventry University, November 5, 2014.

Making a conceptual contribution.
i.   Judge Business School, University of Cambridge, March 14, 2013.
ii. Paper Development Workshop for Balkan Scholars, Dubrovnik, April 12, 2013.
iii. Institute of Manufacturing, University of Cambridge, July 18, 2013.
iv. University of Glasgow, December 5, 2013.
v. Free University, Amsterdam, April 5, 2016.
vi. University College Dublin, December 15, 2017.
vii. University of Kiel, May 4, 2018.
viii. University of Los Andes, Bogota, Columbia, June 19, 2018.
ix. Singapore Management University, January 8, 2019.
x. University of Vienna, December 2023.
xi. Chinese University of Hong Kong, February 2024.

A philosophy of science theory of new knowledge production.
i. University of Oxford, November 6, 2008.
ii. University of Cambridge, November 10, 2008.
iii. University of Nottingham, October 9, 2009.
iv. Tilburg University, October 30, 2009.
v. Danish Research Unit for Industrial Dynamics summer conference, London, June 17, 2010.
vi. University of Warwick, October 13, 2010.
viii. University College London, January 28, 2011.
ix. LSE, February 15, 2011.

From perception to reality: The role of motivation and cognition in organizational network change.
i. Cass Business School, June 2, 2016.
ii. Bocconi University, September 13, 2018.

Brokerage between cliques: The effects of personality on interpersonal trust.
Free University, Amsterdam, April 4, 2016.

Serendipity vs. strategy: a tale of two theories
Erasmus University, The Netherlands, March 29, 2011.

The Puzzle of women: Stereotyping and sanctioning in the perception of social network roles
Singapore Management University, April 19, 2011.

The awestruck effect: Transformational leadership and followers' emotion suppression
National University of Ireland at Galway, February 4, 2011.

Strong versus the weak: A meta-analysis of tie strength and individual effectiveness.

Department of Social and Developmental Psychology (SDP) Seminar Series, Cambridge
University, March 18, 2011.

Constructing charisma: A social network approach to team leadership and performance
i. National University of Singapore, March 26, 2009.
ii. LSE, January 19, 2010.
iii. University of Cambridge, PPSIS seminar series, February, 26 2010.
iv. University of Oxford, Oxford Internet Institute & Nuffield College, March 8, 2010.
v. University of Manchester, June 9, 2010.

The charismatic and the chameleon: The personality of informal leaders re-examined
London Business School, April 30, 2009.

Are chameleons more changeable? How self-monitoring and the five-factor model relate to network and strategic change
Insead Conference on Network Evolution, Fontainebleau, France, October 24, 2008.

Brokering trust to enhance leadership: A Self-Monitoring Approach to Leadership Emergence
i. University of Western Australia, March 20, 2009
ii. Singapore Management University, March 23, 2009.

Magnification and correction of the acolyte effect: Initial benefits and ex post settling up in NFL coaching careers
i. IESE Business School, Barcelona, March 23, 2010.
ii. Insead Conference on Network Evolution, Fontainebleau, France, October 22, 2010.
iii. Cass Business School, City University, London, November 10, 2011.
iv. Aston University Business School, Birmingham, UK, January 19, 2012.
v. Imperial College, network training workshop, November 24, 2012.
vi. University of Manchester, Sociology Department, February 6, 2013.
vii. Topographies and topologies of knowledge, the 11th interdisciplinary symposium on knowledge and space, Institute of Geography, University of Heidelberg, June 15, 2013.
viii. Aarhus University, March 6 2014.
ix. Yonsei University, Korea University, May 2015.
x. ESMT Business School, Berlin, July 2015.

When the boss provides therapy: Incongruent expectations of emotional help
University of Alberta, September 14, 2007.

Self-monitoring and brokerage in entrepreneurial networks.
i. Emory University, Intra-Organizational Network Conference, October 15, 2005.
ii. Cornell University, February 10, 2006.
iii. McGill University, April 7, 2006.

A small world after all? Network perceptions versus reality.
i. The University of Texas at Austin, Management Department Colloquium Series, November 18, 2005.
ii. London Business School, March 17, 2006.
iii. Notre Dame social capital conference, April 2, 2006.
iv. University of Kentucky, Intra-Organizational Network Conference, April 1, 2007.

Complexity and Leadership Workshops participant.

i. Center for Creative Leadership , Greensboro, NC, May 13-15, 2005.
ii. George Washington University, November 6-8, 2005.

Networks within organizations: an overview of one research program
University of Texas at Austin, January 23, 2006.

Network ties and business success: The case of Korean entrepreneurs.
University of Maryland, April 9, 2004.

Lean on me: The role of negative information processor in organizations.
i. Keele University, UK, May 20, 2003.
ii. Penn State, Psychology Department, November 14, 2003.
iii. Hong Kong University of Science and Technology, July 6, 2004.
iv. Rice University, October 18, 2004.
v. University of Toronto Emotions Conference, May 20, 2005.

Organizations and networks: A research agenda.
Frontiers of Organizational Research, National Science Foundation Workshop, Laguna Beach, California, November 7, 2003.

The structuralist legacy in organizational network research: A critical review.
i. Oxford University, UK, May 15, 2003.
ii. Washington University, October 10, 2003.

Personality and structural effects on performance.
London Business School, June 8, 2000.

Deconstructing diffusion.
i. Cornell University, February 18, 2000.
ii. Keele University, UK, June 12, 2000.

Networks, individual differences, and critical pedagogy.
Organizational Learning Workshop, Northwestern University, School of Education, February 12, 2000.

Professional networks and innovation adoption: Reanalyzing the classic on medical diffusion.
Colloquium Series, Organizational Behavior Department, Kellogg Graduate School of Business, Northwestern University, November 17, 1999.

Identity narratives in organizations.
Organizational Discourse and Change Workshop, Ohio State University, May 14, 1999.

Business bonds: The effects of social capital on small business decisions and success.
Social and Decision Sciences Colloquium Series, Carnegie Mellon University, April 23, 1999.

Self-Monitoring, social networks, and performance.
Social Network Seminar Series, Heinz School of Public Policy and Management, Carnegie Mellon University, April 22, 1999.
Industrial and Organizational Psychology Colloquium Series, Penn State, April 14, 1999.

Whether close or far: Social distance effects on perceived balance in friendship networks.
> Seminar Series, Department of Social and Behavioral Sciences, Carnegie Mellon University, February 2, 1998.

Dissonance versus knowledge as explanations of cognitive structuring in organizations.
> Behavioral Decision Group Seminar Series, Graduate School of Business, University of Chicago, March 13, 1995.

Structural and dispositional effects on managerial careers: An overview of research on an MBA cohort.
> Management Department Seminar Series, Fuqua School of Business, Duke University, February 27, 1995.

Do chameleons get ahead? The effects of self-monitoring on decision making and managerial careers.
> Management Department Seminar Series, Temple University, Philadelphia, PA, April 1, 1994.

Social influences on behavior: Are there two types of people in the world?
> Management Department Seminar Series, University of British Columbia, Vancouver, BC, September 13, 1993.

Session chair and discussion leader at workshop on *Networks and Markets: Pacific Rim Investigations.*
> Institute for Asian Research, University of British Columbia, Vancouver, BC, September 10-12, 1993.

An overview of the *"Bringing the individual back in"* debate.
> Organizational Behavior Seminar Series, London Business School, June 28, 1993.

Cross-cultural differences in perceptions of institutionalization.
> European Contributions to Organization Theory Workshop, European Institute of Business Administration (INSEAD), Fontainebleau, France, November 29, 1991.

Cross-cultural differences in managerial responses to institutionalization.
> Geography Department Seminar Series, Penn State, September 13, 1991.

Deconstructing Organizations.
> Organizational Behavior Seminar Series, European Institute of Business Administration (INSEAD), Fontainebleau, France, June 25, 1991.

Enactment and speculative bubbles.
> French Research on Organizations Group (FROG) Seminar Series, Ecole **Polytechnique, Paris, France, February 15, 1990.**

The reproduction of inertia in multinational corporations.
> Organization Theory and the Multinational Corporation Workshop, European Institute of Business Administration (INSEAD), Fontainebleau, France, September 2, 1989.

Session chair and discussion leader at *Symbolics of Leadership* workshop organized by the Standing Conference on Organizational Symbolism (SCOS), European Institute of Business

Administration (INSEAD), Fontainebleau, France, June 28-30, 1989.

KEYNOTE SPEECHES

"Managing your social network for research excellence." INSEAD Business School commencement speech for graduating doctoral students 29 July, 2023.

"Network leadership." Network Science in Management Conference, Indian Institute of Management, Ahmedabad, 18 December, 2022.

"Targeting your paper: The audience expects…" ERIM Nano-conference on Organizational Research, Rotterdam School of Management, 8 May, 2019.

"Targeting your paper: The audience expects…" 7th International OFEL Conference, Dubrovnik, Croatia, 5-6 April, 2019.

"Tie Strength and Individual Effectiveness: The Importance of Environmental Fit." 1st INTERACT Interdisciplinary SNA Symposium, University de Los Andes, Columbia, June 19, 2018.

"Making a Conceptual Contribution." University College Dublin, Smurfit Business School Annual Research Conference, 15 December, 2017.

"Theory and Empirics: Should a Paper Contribute to Both?" University of Bath, Annual PhD Colloquium, 11 May, 2017.

"Tie Strength and Individual Effectiveness: The Importance of Environmental Fit." Insead Network Evolution Conference, 29 October, 2016.

"Brokering across cliques: How personality affects trust." 1st Innovation, Organization, and Strategy Conference, Università Ca'Foscari di Venezia, 17-18 December, 2015.

"Examining the Micro-Foundations of Social Networks: Do the People Make the Network?" Micro-Foundations of Social Networks workshop, Copenhagen Business School, June 12, 2014.
"Enactment and International Management." International meeting of world-wide managers of the BP Group of companies, Antwerp, Belgium, May, 1989.
"Social Networks and Human Resource Management." Spanish Association of Personnel Management, Valencia, Spain, October, 1989.

PRIOR AND VISITING ACADEMIC APPOINTMENTS

2024, May	Distinguished Visiting Professor, ESSEC Business School, Paris, France
2024, Jan-March	Dr. Kennedy Wong Distinguished Visiting Professor, Hong Kong Baptist University
2018 – 2024	Tommie Goh Visiting Professor, Singapore Management University
2008 – 2012	Diageo Professor of Management Studies, University of Cambridge Head of Organizational Behavior Group

2006 – 2008	Kleberg/King Ranch Centennial Professor of Management, University of Texas at Austin
Spring 2007	Visiting Fellow, Sidney Sussex College, University of Cambridge
Spring 2006	AIM International Visiting Fellow, London Business School
1990 – 2006	Assistant, Associate and Professor of Management, Penn State Associate Dean for Research and Director of PhD. Programs, 2001-02
Summer 2004	Visiting Professor, HKUST, Hong Kong
May 2003	Visiting Professor, Keele University, England
April – July 2000	Visiting Professor of Organizational Behavior, London Business School
1988 – 1990	Assistant Professor of Organizational Behavior European Institute of Business Administration (INSEAD), France

SELECTED SERVICE TO THE FIELD

Academy of Management:
> AOM Career Achievement Awards Committee 2025.
> OMT Division, Immediate Past Division Chair, 2022-23.
> OMT Division, Division Chair, 2021-22.
> OMT Division, Division Chair Elect, 2020-2021.
> OMT Division, Program Chair, 2019-2020.
> OMT Division, PDW Chair, 2018-2019.
> OMT Division, Best Published Paper Chair 2018.
> Member of *Academy of Management Annals* Best Paper Selection Committee, 2018.
> Member of *Academy of Management Discoveries* Best Paper Selection Committee, 2018.
> Chair of *Academy of Management Review* Best Paper Selection Committee, 2017.
> Chair Academy of Management's 2016 OB Division Lifetime Achievement Award Committee.
> Member Academy of Management's 2009 OB Division Lifetime Achievement Award Committee.

Committee for Appointments and Promotions, Bocconi University, 2024-
Member of the LSE 2014 Review Committee for the Department of Management.
External promotions reviewer, LSE 2015-2023.
External examiner, OB programs, London Business School, 2013-2018.
External examiner, MRes programs, Cass Business School, 2012-2014.
Frequent representative on doctoral and junior faculty consortia at Academy of Management meetings across multiple divisions and interest groups.

SERVICE TO ACADEMIC INSTITUTIONS

UCL, 2012-

UCL School of Management
Head, Organizations and Innovation subject group.

Director of Research.
Chair, Research Committee.
Chair, Promotions Committee.
Chair, Research Ethics Committee, 2012-2022.

University of Cambridge, Judge Business School
Faculty Appointments Committee, 2015.
Dean Search Committee, 2010.
Promotion and Tenure committee 2008-2012.
Subject Group head, Organizational Behavior, 2008-2012.
Chair, Faculty Probation Committee, 2010-2012.
Director of the PhD program, 2011-2012.

University of Texas at Austin, 2006-2008
McCombs School of Business
2006-2007: Faculty Research Committee, Faculty Advisory Committee, Faculty International
        Research Support selection committee.
2007-2008: Promotion and Tenure Committee.

Penn State, 1990-2006
University Level:
Academic Administrative Evaluation Review Committee for Dean Judy Olian, Spring 2005.
University Research Council, 2001-2002.
Smeal College Level:
Promotion and Tenure Committee, 1995-1996, 1998-1999;
        Chair: 2003-2004, 2004-2005.
Graduate Policy Committee, 1995-1996, 2003-2004, 2004-2005.
Executive Committee, 2001-2002.
Management Committee, 2001-2002.
Competitive Research Fund Committee (chair), 2001-2002.
International Task Force for MBA Curriculum, 1991.
Undergraduate Scholarship Committee, 1992-1993, 1993-1994, 1994-1995, 1995-1996, 1996-
        1997, 1997-1998, 1998-1999.
Graduate Fellowship Committee, 1994-1995, 1995-1996, 2004-2005, 2005-2006.
Fred Brand Award Committee, 1995-1996.
Computer Policy Committee, 1993-1994, 1994-1995, 1995-1996, 2004-2005.
Farrell Chair in Entrepreneurship Search Committee, 1994-1995, 1995-1996, 1996-1997, 1997-
        1998, 1998-1999, 1999-2000, 2000-2001.
Member, Smeal College Research Eminence Taskforce, summer and fall, 2004.
Smeal College representative and recruiter, Ph.D. Project, 2001, 2004, Chicago.
Ph.D. Renewal Committee, 2001-2002.
Interim Assoc. Dean for Research and Director of Ph.D. / M.S. Programs, August 2001-June
        2002.
Research Eminence Committee, 2004.
College representative, McNair Scholars Conference, August, 2002.

Departmental level:
Faculty Advisory Committee, 1992-1993, 1997-1998.
Faculty Recruiting Committee, 1997-1998; chair: 2001-2002.
Departmental Assessment Team, 1994-1995, 1995-1996, 1996-1997,
        1997-1998, 1998-1999.
Faculty Coordinator, MGMT 100/301, 1992-1993, 1993-1994.

Faculty Coordinator, MGMT 100, 1996-1997, 1997-1998, 1998-1999.
MBA Executive Panel Case Competition Faculty Participant, 1991-1992, 1993, 1994, 1995,
                1996, 1997, 1998.
Faculty advisor to Freshman Seminar (BA 297) 1992, 1993, 1994,
      1995, 1996, 1997, 1998.
2002 – 2006   Schreyer honors program advisor, M&O Department
1999 - 2001; Spring 2003   Doctoral student field advisor for M&O Department
1997 - 1999   Undergraduate program advisor, M&O Department
1990 - 1999   Undergraduate advisor

Insead, 1988-1990

Chair, Recruitment Committee, Organizational Behavior group.
Doctoral Student Selection Committee.

REVIEWING AND EDITING
Editor-in-Chief: ***Academy of Management Review***, 2006-2008
Associate Editor: ***Academy of Management Review***, 2003-2005
Associate Editor: ***Administrative Science Quarterly***, 2003-2005, 2010-2016
Associate Editor: ***British Journal of Management***, 2000-2002

Editorial Board Member: ***Academy of Management Review***, 1993-1999, 2018-
                         Administrative Science Quarterly, 1994-2003
                         Journal of Management Inquiry, 1994-1999
                         Human Relations, 2001-2003
                         Leadership Quarterly, 2016-
Editorial Advisory Board: ***Academy of Management Discoveries***, 2017-
Co-editor, special issue of ***Academy of Management Review***, 2000, on change and
      development;
Co-editor, special issue of ***Organization Studies*** (1997, vol. 18) on Action, structure, and
      organization.
      Special Topic Forum Co-Editor, ***Academy of Management Journal***, 2014, on relational
pluralism.
      Co-editor, special issue of ***Journal of International Business Studies***, 2020, on social
networks in international business.
Appointed to committee to select best paper published in ***Academy of Management Review***
      1999, 1996, 1995.
Invited reviewer and discussion leader at ***Academy of Management Review*** workshop for
      aspiring authors, Academy of Management Meeting, San Diego, August, 1998; Durham
      University, 2022. ***Academy of Management Discoveries***, FGV Business School,
      Brussels, 2022.
Appointed to the 1997 committee to select the most significant paper published 5 years earlier
      in ***Administrative Science Quarterly***; appointed chair of the committee for the 1998
      selection procedure.

HONORS
Best Paper Award for: Menges, J., & Kilduff, M. 2015. Group emotions: Cutting the Gordian
      knots concerning terms, levels-of-analysis, and processes. *Academy of Management*
      Annals, 9: 849-932.
Best Article Award 2018 from Ihnatowycz Institute for Leadership, Western University for article
      published three years previously: Brands, R. A., Menges, J., & Kilduff, M. 2015. The

Leader-In-Social-Network Schema: Perceptions of network structure affect gendered attributions of charisma. *Organization Science*, 26: 1210-1225.

2018; 2022– 2024 Tommie Goh Visiting Professor, Singapore Management University.

University of Los Andes, Silla Corona Seminar Series Distinguished Visitor, June 2018.

Best Symposium Award, OMT Division, Academy of Management, 2019 (organizer with Ronald S. Burt), Brokers Behaving Badly.

Best Symposium Award, Careers Division, Academy of Management, 2004 (discussant), Pursuing Protean and Boundaryless Careers.

Outstanding Reviewer Award, *Academy of Management Review*, 2019.

Eminent Research Scholar, visiting appointment, University of Melbourne, 2019-20.

Research Associate, University of Cambridge, Judge Business School, 2012-

Fellow, Sidney Sussex College, University of Cambridge, 2008-2012.

Dr. Kennedy Wong Distinguished Visiting Professor, Hong Kong Baptist University, 2024.

Elected to Fellows group of the Academy of Management, 2025.

RESEARCH GRANTS

2010-13 "Dynamics of distributed innovation" project with Prof. Ammon Salter, Imperial College, London: funds for a three year postdoc position funded by Economic and Social Research Council (as part of joint Cambridge University and Imperial College, London, establishment of Innovation Research Center).

2010-11 "The Effects of Network Perceptions on Leadership Effectiveness": $40,000 one-year grant funded by European Office of Aerospace Research and Development (EOARD).

2011-12 " The Effect of Enmity on Social Network Perceptions": $40,000 one-year grant funded by European Office of Aerospace Research and Development (EOARD).

PROFESSIONAL MEMBERSHIPS

Academy of Management.

Academy of Management, Fellows group.

Society of Organizational Behavior (SOB).

Macro-Organizational Behavior Society (MOBS).