

Curriculum Vita
Jennifer A. Chatman

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<http://faculty.haas.berkeley.edu/chatman/chatman.html>

Positions Held:

2002-Present: Paul J. Cortese Distinguished Professor of Management, Haas School of Business, Affiliated Faculty of the Institute of Personality and Social Research, University of California, Berkeley.

2001-02: Marvin Bower Fellow, Harvard Business School.

1999-2002: Harold Furst Associate Professor of Management Philosophy and Values, Haas School of Business, University of California

1993-2001: Assistant and Associate Professor (tenured), Haas School of Business, University of California.

1991-1992: Visiting Associate Professor and Research Psychologist, Institute of Personality and Social Research, and Haas School of Business, University of California.

1988-1993: Assistant & Associate (untenured) Professor, Kellogg Graduate School of Management, Northwestern University (acting assistant during 1987).

Education:

Ph.D., 1988, Business Administration, University of California, Berkeley
Bachelor of Arts, 1981, Psychology, University of California, Berkeley, with Highest Distinction

Awards and Honors:

2007 Cheit Teaching Award for Teaching Excellence, Berkeley Columbia Executive MBA Program

2006 Inducted as a Fellow of the Academy of Management

2005 “Most Influential Paper Award,” 1997-2000, Academy of Management, Conflict Management Division for “*Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes*”

published in *Administrative Science Quarterly*, 1998, 43 (4): 749-780 (with J. Polzer, S. Barsade, & M. Neale).

2004 Accenture Award, for the article that “made the most important contribution to improving the practice of management,” in *California Management Review* for “*Leading by Leveraging Culture*” (with S. Cha)

1998 L.L. Cummings Scholar Award, Academy of Management Organizational Behavior Division, awarded for “outstanding achievement to one researcher in early mid-career.”

1997 *Administrative Science Quarterly* Award for Scholarly Contribution, for “the article that had the most impact on the field of organizational behavior over the past five years,” for *Mixing and matching people and organizations: Selection and socialization in public accounting firms*.

1996 Schwabacher Research Award, Haas School of Business

1994, 1996, 1997, 1998 Cheit Teaching Award Honorable Mention, Haas School of Business, Full time & Evening MBA and Ph.D. Programs

1994 Ascendant Scholar Award, Western Academy of Management

1991 Best Paper Award, Academy of Management Organization and Management Theory Division for “*Assessing the relationship between industry characteristics and organizational culture: How different can you be?*” (with K. Jehn)

1991 Outstanding Teacher of the Year Award, second place, Kellogg Graduate School of Management Evening MBA program

1989 Outstanding Paper Based on a Dissertation Award, Academy of Management Organizational Behavior Division for “*Mixing and Matching People and Organizations: Selection and Socialization in Public Accounting Firms*.”

1980 Phi Beta Kappa

Publications:

Goncalo, J., Chatman, J., Duguid, M., & Kennedy, J. (2015) Creativity from constraint: How the PC norm influences creativity in mixed-sex work groups. **Administrative Science Quarterly**, 60: 1-30.

Chatman, J., Caldwell, D., O’Reilly, C., & Doerr, B. (2014). Parsing organizational culture: The joint influence of culture content and strength on performance in high-technology firms, **Journal of Organizational Behavior**, 35 (6): 785-808.

Chatman, J. & Caldwell, D. (2014). Leading organizations: The challenge of developing a strategically effective organizational culture without succumbing to the negative effects

of power. D. Teece & M. Augier. **Palgrave Encyclopaedia of Strategic Management**. <http://www.palgraveconnect.com/esm/doifinder/10.1057/9781137294678.0362>

O'Reilly, C., Caldwell, D., Chatman, J., & Doerr, B. (2014) The promise and problems of organizational culture: CEO personality, culture, and firm performance **Group and Organization Management**, 39 (6): 595–625.

Chatman, J. & Chang, V. (2014). Culture change at Genentech. **California Management Review**. 56 (2): 113-129.

O'Reilly, C., Doerr, B., Caldwell, D., & Chatman, J. (2014). Narcissistic CEOs and executive compensation. **The Leadership Quarterly**, 25 (2): 218-231.

Sherman E. & Chatman J. (2011). Socialization. In **The Encyclopedia of Management**. E. H. Kessler (Ed.), Sage.

Chatman, J., Goncalo, J., Kennedy, J., & Duguid, M. (2011). Political correctness at work. In E. Mannix & M. Neale, **Research on managing groups and teams**. Vol. 15, JAI Press, Elsevier Science: London.

Chatman, J. (2010). **Norms in mixed race and mixed sex work groups**. In James P. Walsh and Arthur P. Brief (Eds.) **Academy of Management Annals**, Vol. 4 (1), 447-484.

Chatman, J. A. (2010). Overcoming Prejudice in the Workplace. In J. Marsh, R. Mendoza-Denton & J. Smith (Eds.), **Are We Born Racist?: New Insights from Neuroscience and Positive Psychology** (pp. 75). Boston: Beacon.

Chatman, J., & Kennedy, J. (2010). Psychological perspectives on leadership. In N. Norhia and R. Kurana (Eds.) **Leadership: Advancing the discipline**. PP 159-182. Harvard Business Press, Boston.

O'Reilly, C., Caldwell, D., Chatman, J., Lapiz, M., and Self, W. (2010). How Leadership matters: The effects of leadership alignment on strategic execution. **The Leadership Quarterly**. 21 (1): 104-113.

Self, W. & Chatman, J. (2009). Identification and commitment in groups. In J. M. Levine and M.A. Hogg (Eds.), **Encyclopedia of group processes and intergroup relations**. Thousand Oaks, CA: Sage Publications.

Caldwell, D., Chatman, J., O'Reilly, C., Ormiston, M. & Lapiz, M. (2008). Implementing Strategic Change in a Health Care System: The Importance of Leadership and Change Readiness," **Health Care Management Review**, 33 (2).

Chatman, J. (2008). Integrating themes and future research opportunities in work group diversity. Capstone chapter in Phillips, K., Mannix, E., and Neale, M. (Eds.) (pp. 295-308). **Research on managing groups and teams**. Vol. 11, JAI Press, Elsevier Science: London.

Chatman, J., Boisnier, A., Spataro, S., Anderson, C., & Berdahl, J. (2008). Being distinctive versus being conspicuous: The effects of numeric status and sex-stereotyped tasks on individual performance in groups. **Organizational Behavior and Human Decision Processes**, 107: 141-160.

Chatman, J. (2008). Three ideas for managing diversity. **Greater Good**, Volume 5 (5).

Chatman, J., Wong, E., & Joyce, C. (2008). *When Do People Make the Place? Considering the Interactionist Foundations of the Attraction-Selection-Attrition Model*. In Brent Smith (Ed.), **A Festschrift to Benjamin Schneider**. Mahwah, NJ: Erlbaum, pp. 65-88.

Caldwell, D., Chatman, J., & O'Reilly, C. (2008). Profile comparison methods for assessing person-situation fit. In C. Ostroff and T. Judge (Eds.), **Perspectives on organizational fit**. Lawrence Erlbaum Associates, Mahwah, New Jersey.

Lyons, R., Chatman, J., & Joyce, C. (2007). Leading through innovation in services: Innovation culture in investment banking. To appear in **California Management Review**, Fall.

Spataro, S. E., & Chatman, J. A. (2007). Identity in the competitive market: The effects of inter-organizational competition on identity-based organizational commitment. In C. Bartel, S. Blader, and A. Wrzesniewski, Eds., **Identity and the Modern Organization**, pp. 177-200. Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc.

Anderson, C., Srivastava, S. Beer, J., Spataro, S., & Chatman, J. (2006). Knowing your place: Self-perceptions of status in social groups. **Journal of Personality and Social Psychology**, 91 (6): 1094-1110.

Chatman, J. & Flynn, F. (2005). Full-cycle micro organizational behavior research. **Organization Science**, 16 (4): 434-447.

Chatman, J., & Spataro, S. (2005). Using self-categorization theory to understand relational demography-based variations in people's responsiveness to organizational culture. **Academy of Management Journal**. 48 (2): 321-331.

Chatman, J., O'Reilly, C., & Chang, V. (2005). Developing a human capital strategy at Cisco Systems. **California Management Review**, 47 (2): 137-167.

Chatman, J., & O'Reilly, C. (2004). Asymmetric effects of work group demography on men's and women's responses to work group composition. **Academy of Management Journal**, 47 (2): 193-208.

Chatman, J. & Cha, S. (2003). Leading by leveraging culture. **California Management Review**, 45 (4): 20-34. [And reprinted in S. Chowdhury (Ed.), **Next generation business series: Leadership**, John Wiley & Sons, Publishers.

Malka, A. & Chatman, J. (2003). Intrinsic and extrinsic work orientations as moderators of the effect of annual income on subjective well-being. **Personality and Social Psychology Bulletin**, 29 (6): 737-746.

Boisnier, A., & Chatman, J. (2003). Cultures and subcultures in dynamic organizations. In Mannix, E., and Petersen, R. (Eds.), **The dynamic organization** (pp: 87-114), Lawrence Erlbaum Associates: Mahwah, New Jersey.

Flynn, F. & Chatman, J. (2003). "What's the norm here?" Social categorization as a basis for group norm development. In Polzer, J., Mannix, E., and Neale, M. (eds.) **Research in managing groups and teams** (pp: 135-160). JAI Press, Elsevier Science: London.

Flynn, F., Chatman, J., & Spataro, S. (2001). Getting to know you: The influence of personality on the impression formation and performance of demographically different people in organizations. **Administrative Science Quarterly**, 46 (3): 414-442.

Flynn, F. & Chatman, J. (2001). Strong cultures and innovation: Oxymoron or opportunity? In S. Cartwright et al., (Eds.), **International handbook of organizational culture and climate**, Sussex: John Wiley & Sons, pp. 263-287.

Chatman, J., & Goncalo, J. (2001). People in organizations. In P.B. Baltes & N.J. Smelser, (Eds.), **International encyclopedia of social and behavioral sciences** (Vol. 16, pp. 11183-9). Elsevier Science Ltd: New York, NY.

Chatman, J. & Flynn, F. (2001). The influence of demographic composition on the emergence and consequences of cooperative norms in groups. **Academy of Management Journal**, 44 (5), 956-974.

Cartwright, S., Cooper, C., Earley, C., Chatman, J., Cummings, T., Holden, N., Sparrow, P. & Starbuck, W. (eds.), (2001). **International handbook of organizational culture and climate**, Sussex: John Wiley & Sons.

Jehn, K.A. & Chatman, J. A. (2000) Reconceptualizing conflict: Proportional and relational conflict. **International Journal of Conflict Management**, 11(1): 51-69

Chatman, J., Caldwell, D., & O'Reilly, C. (1999). Managerial personality and early career success: A semi-idiographic approach. **Journal of Research in Personality**, 33: 514-545.

Chatman, J., Polzer, J., Barsade, S. & Neale, M. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. **Administrative Science Quarterly**, 43 (4): 749-780.

Reprinted in Cary L. Cooper and William H. Starbuck, (Eds.) (2005). **Work: Contexts and Consequences: The 100 Best Papers in Organizational Behavior**, Vol. 2 (pp. 87-120). London: Sage Publications.

O'Reilly, C. & Chatman, J., (1996). Culture as social control: Corporations, cults and commitment. In B. Staw & L. Cummings (eds.), **Research in organizational behavior**. Vol. 18. (pp. 157-200) JAI Press.

Chatman, J. & Barsade, S. (1995). Personality, culture and cooperation: Evidence from a business simulation. **Administrative Science Quarterly**, 40 (3): 423-443.

Chatman, J. & Jehn, K. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? **Academy of Management Journal**, 37: 522-553.

O'Reilly, C. & Chatman, J. (1994). Working harder and smarter: A longitudinal study of early career success. **Administrative Science Quarterly**, 39: 603-627.

Chatman, J. (1991). Matching people and organizations: Selection and socialization in public accounting firms. **Administrative Science Quarterly**, 36: 459-484.

Reprinted in **Collection of the Administrative Science Quarterly Award-Wining Papers** (in Chinese), Peking University Press. Pp. 55-91.

Chatman, J., Putnam, L., & Sondak, H. (1991). Integrating communication and negotiation. In, M. Bazerman, R. Lewicki, and B. Sheppard (Eds.) **Research in negotiations in organizations**, 3, Greenwich, CT: JAI Press.

O'Reilly, C., Chatman, J. & Caldwell, D. (1991). People and organizational culture: A Q-sort approach to assessing fit. **Academy of Management Journal**, 34: 487-516.

Caldwell, D., Chatman, J. & O'Reilly, C. (1990). Building organizational commitment: A multi-firm study. **Journal of Occupational Psychology**, 63: 245-261.

Culnan, M., O'Reilly, C. & Chatman, J. (1990). Intellectual structure of research in organizational behavior, 1972-1984: A co-citation analysis. **Journal of the American Society for Information Sciences**, 41: 453-458.

Chatman, J. (1989). Improving interactional organizational behavior: A model of person-organization fit. **Academy of Management Review**, 14: 333-349.

O'Reilly, C., Chatman, J., & Anderson, J. (1987). Message flow and decision making. In Porter, L., Putnam, L., Roberts, K., & Jablin, F. (Eds.), **Handbook of organization communication**. Beverly Hills: Sage Publications, Inc.

Chatman, J., Bell, N., & Staw, B. (1986). The managed thought: The role of self-justification and impression management in organizational settings. In Gioia, D., & Sims, H. (Eds.), **The thinking organization: Dynamics of social cognition**. S.F., CA: Jossey-Bass. p.191-214.

O'Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial

behavior. **Journal of Applied Psychology**, 71 (3): 492-499.

Revisions Requested and Research Under Review:

Ager, D. & Chatman, J. Social networks and culture: Modeling person-culture fit through social networks. (R & R from **Administrative Science Quarterly**).

Chatman, J. & O'Reilly, C. Advancing the organizational culture research agenda: Taking culture content and strength seriously. To appear in B. Staw and A. Brief (Eds.), **Research in Organizational Behavior**. JAI Press.

Chatman, J. Sherman, E., & Doerr, B. (under review). Making the Most of Diversity: How Collectivism Mutes the Disruptive Effects of Demographic Heterogeneity on Group Performance.

Working Papers and Research in Progress:

Chatman, J., Hildreth, A. & Anderson, C. How leader status affects organizational culture (data analysis).

Chatman, J. & Kray, L. Getting Credit for Experience: Differences in Evaluations of Experienced Men and Women Over Time (data coding and analysis).

Chatman, J., Lee, G., Carroll, G., Harrison, J. R. & S. Mobassari. The effects of socially embedded enculturation on compensation and turnover (manuscript preparation).

Chatman, J. A., O'Reilly, C.A. & O'Neil, O.M. Predicting long term career success: A twenty-five year follow-up of MBA graduates. (data collection).

Self, W., Chatman, J., & Zeng, N. Norm durability in groups with changing membership (manuscript preparation).

Published Book Review:

Chatman, J. (1988). Book review of R. McPhee & P. Tompkins (Eds.) (1985), *Organizational communication: Traditional themes and new directions*, Beverly Hills: Sage. **Administrative Science Quarterly**, 33, 464-466.

Papers Published in Proceedings

Chatman, J., Schnog, K., & Spataro, S. (1998). Getting people to cooperate in organizations: The influence of personality, formal and informal incentives and being different. **Academy of Management Best Paper Proceedings**.

Chatman, J. & Jehn, K. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? **Academy of Management Best Paper Proceedings**.

Chatman, J. (1989). Matching people and organizations: Selection and socialization in public accounting firms. **Academy of Management Best Paper Proceedings.**

Partial Selected Refereed Presentations (since 1995 only):

Chatman, J & Kray, L. Modern Sexism at the Top: Gender Discrimination in High Echelon Roles. Symposium accepted for presentation at 2015 Academy of Management Meetings, Vancouver BC.

Chatman, J., Kray, L., & Sharps, D. Getting Credit for Experience: Differences in Evaluations of Experienced Men and Women Over Time. Accepted for presentation at 2015 Academy of Management Meetings, Vancouver BC.

Chatman, J. Sherman, E., & Doerr, B. Making the Most of Diversity: How Collectivism Mutes the Disruptive Effects of Demographic Heterogeneity on Group Performance. Accepted for presentation at 2015 Academy of Management Meetings, Vancouver BC.

Chatman, J. Advancing Organizational Culture Theory: Taking Culture Strength and Content Seriously. Presented at the 2014 Academy of Management Meetings, Philadelphia, PA.

Chatman, J., Hildrith, J. A. & Anderson, C. How leader status affects organizational culture. Presented at the 2014 Academy of Management Meetings, Philadelphia PA.

Chatman, J., O'Reilly, C., Caldwell, D., & Doerr, B. (2012). Organizational Culture and Performance in High Technology Firms: The Effects of Culture Content and Strength. Presented at the 2012 Academy of Management Meetings, Boston, MA.

Sherman, E. & Chatman, J. (2012). Demography Under Pressure: Group Composition and Expedition Success in Himalayan Mountaineering. Presented at the 2012 Academy of Management Meetings, Boston, MA.

Chatman, J. (2012). The Important Distinction Between Culture Strength and Culture Content. Presented at the Society for Industrial and Organizational Psychologists (SIOP) Annual Meetings, San Diego CA.

Chatman, J., O'Reilly, C., Caldwell, D., & Doerr, B. (2011). Performance advantages of innovation based organizational cultures. Presented at Oxford University's Said School of Business and FACE V conference in Paris, France).

Goncalo, J., Chatman, J. Duguid, M., & Kennedy, J. (2011). Political correctness and uncertainty reduction in work groups. Presented at the Academy of Management meetings, San Antonio, TX.

Chatman, J., Goncalo, J., Kennedy, J., & Duguid, M. (2011). The political correctness norm at work. Presented at the Research on Managing Groups and Teams conference (XV), Kellogg Graduate School of Management.

- Chatman, J. (2008). Opposite day in micro organizational behavior. Presented at the Academy of Management meetings, Anaheim, California.
- Wong, E., Ormiston, M., & Chatman, J. (2008). A match made in Heaven: Applying social categorization and self-verification theories to mergers. Presented at the Academy of Management meetings, Anaheim, California.
- Chatman, J., & Kennedy, J. (2008). Psychological perspectives on leadership. Presented at Leadership: Advancing the discipline. Harvard Business School.
- Chatman, J. & Self, W. (2007). Norm durability in groups with changing membership. Presented at the Academy of Management meetings, Philadelphia, PA.
- Goncalo, J., Chatman, J., & Duguid, M. (2007). Political correctness and creativity in mixed and same sex groups (manuscript preparation). Presented at the Academy of Management meetings, Philadelphia, PA.
- Showcase Symposium Panelist (2007) Toward Conceptual Clarity and Empirical Rigor on Individualism and Collectivism Research. Presented at the Academy of Management Meetings, Philadelphia, PA.
- Joyce, C. & Chatman, J. (2006). Norm misperception in innovation work groups. Presented at the Academy of Management Meetings, Atlanta, GA.
- Self, W., Chatman, J., & Joyce, C. (2006). The relative influence of leaders and group norms on performance. Presented at the Academy of Management Meetings, Atlanta, GA.
- Anderson, C., Srivastava, S. Beer, J., Spataro, S., & Chatman, J. (2005). Knowing your place: Self-perceptions of status in social groups. Presented at the Academy of Management Meetings, Oahu, Hawaii.
- Caldwell, D., Chatman, J., O'Reilly, C., & Ormiston, M. (2005). The impact of group norms on implementing strategic organizational change. Presented at the Academy of Management Meetings, Oahu, Hawaii.
- Ormiston, M. & Chatman, J. (2004). Demography in work groups. Presented at the Academy of Management Meetings, New Orleans, LA.
- Ager, D., Elfenbein, H. & Chatman, J. (2003). Redrawing organizational boundaries after a merger: A self-categorization perspective. Presented at the Academy of Management Meetings, Seattle WA.
- Chatman, J., Wong, E., & Ormison, M. (2003). Being a knowable merger partner: Applying social categorization and self-verification theories. Presented at the Academy of Management Meetings, Seattle, WA.

Chatman, J., & O'Reilly, C. (2002). Rational ambivalence: Asymmetric effects of work group demography on men and women's responses to being in the minority. Presented at the Academy of Management Meetings, Denver, CO.

Malka, A., & Chatman, J. A. (2002). For whom can money buy happiness? Intrinsic and extrinsic work orientations moderate the effect of annual income on subjective well-being. Presented at the annual meeting of the Society for Personality and Social Psychology, Savannah, Georgia.

Polzer, J., Chatman, J., Neale, M., and Rubineau, B. (2001). The influence of social networks on the transmission of organizational culture. Presented at the Academy of Management Meetings, Washington DC.

Chatman, J., Carroll, G., Harrison, R., and Lee, G. (2001). The influence of organizational demography and networks on cultural transmission and enculturation: An empirical investigation. Presented at the Academy of Management Meetings, Washington DC.

Chatman, J., Berdahl, J., Boinsnier, A., Spataro, S., and Anderson, C. (2000). The good, the rare, and the outnumbered: Distinguishing between historical typicality and numerical distinctiveness in work groups. Presented at the Academy of Management Meetings, Toronto, Canada.

Flynn, F. & Chatman, J. (1999). Strong cultures and innovation: Oxymoron or opportunity? Presented at the Academy of Management Meetings, Chicago and the UC Berkeley, Haas School of Business OBIR colloquium.

Chatman, J., Flynn, F., & Spataro, S. (1999). Getting to know you: The role of extraversion in moderating evaluations of different others. Presented at the Academy of Management Meetings, Chicago.

Spataro, S. & Chatman, J. (1998) The effects of interorganizational competition on organizational commitment: A cross level investigation. Presented at the Academy of Management Meetings, San Diego.

Chatman, J. & Flynn, F. (1998) The influence of demographic composition on the emergence and consequences of collectivistic norms in work. Presented at the Academy of Management Meetings, San Diego, Institute of Personality and Social Research colloquium series, and University of Oregon Speaker Series.

Chatman, J., Schnog, K., & Spataro, S. (1997, 1998) Why do people cooperate? A field study of personal and situational causes of cooperation in organizations. Presented at the Citicorp Behavioral Science Research Council Conference, New York and at the Academy of Management Meetings, San Diego.

Chatman, J. & Brown, R. (1996) "Demographic similarity, salient social identities, and friendship: Who you know depends on who you are." Presented at the Academy of Management Meetings, Cincinnati.

Schnog, K. & Chatman, J. (1996) "Social integration within teams." Presented at the Academy of Management Meetings, Cincinnati.

Chatman, J. & Brown, R. (1995) "It takes two to tango: Understanding the personal and situational antecedents of friendship at the individual and dyadic levels." Presented at the Academy of Management Meetings, Vancouver, B.C.

Invited Research Talks:

University of Chicago, Columbia University, Cornell University, Dartmouth College, Duke University, Emory University, Harvard, University of Michigan, MIT, Northwestern University, Oxford University, Royal Netherlands Academy of Arts and Sciences, Stanford University, University of Texas at Austin, Tulane University, UC Irvine, UCLA, University of Oregon, University of Pennsylvania, University of Utah, University of Washington, USC, University of Wisconsin, Washington University, Yale University

Research Grants:

Chatman, J. (2005-06). Cultural dilution as organizations grow. Funded by the Kauffman Foundation.

Chatman, J. (2003-2006). Assessing Change Readiness Across Medical Centers of a Large Health Care Organization. Funded by the Center for Health Research, University of California, Berkeley.

Chatman, J. (2002). Marvin Bower Fellow research grant, Funded by the Harvard Business School.

Chatman, J., Carroll, G., & Harrison, R. (2000-2001). Cultural transmission in an organizational setting: Exploring the empirical implications of a formal model. Funded by the Citigroup Behavioral Sciences Research Council.

Chatman, J. (1996-98). Promoting cooperative behavior in organizations: Interactions between personal characteristics and organizational incentives. Funded by The Citicorp Behavioral Sciences Research Council.

Brown, R. & Chatman, J. (1996-97). Managing organizational culture: Changing work flow and performance evaluation systems to enhance collaborative behavior at the Los Alamos Laboratory. Funded by the Los Alamos National Laboratory.

Chatman, J. (1995-96). Managing organizational culture change: Examining adherence to values resulting from work flow and performance appraisal systems. Funded by the Committee on Research, University of California.

Chatman, J. (1995). Changing values at Citicorp. Funded by The Citicorp Behavioral Sciences Research Council.

Chatman, J. (1994-95). The effects of similarity and liking on internal organizational networks. Funded by the Committee on Research, University of California.

Chatman, J. (1993-94). The importance of being mentored: Resource exchange in mentor-protégé relationships. Funded by the Committee on Research, UC, Berkeley.

Chatman, J. (1992-1993). The effects of organizational culture and demographic characteristics on decision making processes and outcomes. Funded by The Center For Creative Leadership, Greensboro, North Carolina.

Chatman, J. (1989-1991). Borg-Warner Research Professorship (various research projects), Kellogg Graduate School of Management.

Chatman, J. & Neale, M. (1989). Paying attention to justice: How perceptions of justice affect organizational commitment. Funded by Northwestern University Medical School.

Chatman, J. (1988-90). Cultural discrepancies: The effects of mergers and acquisitions on organization members. Funded by The Association of Management Consultants.

Teaching Experience:

MBA level courses:

Leadership Course: MBA elective course using self-assessment methods, discussions with senior executives, research findings, and cases to integrate the concepts with the practice of leading change. Offered in the evening and fulltime MBA program, ratings: 7 median (6.6 average) on a 7-point scale.

Organizational Behavior Core Course: Teaching evaluations: 7 median (6.8 average) on a 7-point scale. Programs at Haas School of Business: fulltime MBA, evening-weekend MBA, Berkeley-Columbia Executive MBA.

Cases:

Adele Robbins at LivingNet.com – distributed by the Haas School of Business, UC Berkeley.

Cisco Systems: Developing a Human Capital Strategy (A) and (B) - distributed by *California Management Review* and Harvard Business School (with C. O'Reilly & V. Chang) - 2005

Dreyer's Grand Ice Cream (A) and (B) - distributed by Stanford Graduate School of Management (with G. Carroll & V. Chang,).

Genentech Immunology & Ophthalmology (GIO): Culture Change to Drive Business
Results (A) and (B) – (with V. Chang) - 2013

San Roca Medical Center (A) and (B) – distributed by the Haas School of Business, UC
Berkeley (with M. Libresco).

Walmart.Com (A) and (B) (with V. Chang) - 2012

zipRealty (A) and (B) – distributed by the Haas School of Business, UC Berkeley (with
V. Chang).

Ph.D. level courses:

Core Micro Organizational Behavior Seminar
Seminar on Organizational Culture, Socialization, and Commitment
Field Research Methods

Executive level courses:

Topics: Leading Change and Leveraging Culture for Strategic Success, Leadership,
Making Effective Strategic Decisions

Organizations: Advantage Sales & Marketing, ALZA, American Business Publishers,
Bayer, Boise-Cascade, BrassRing, British Telecom, Case Inc., California Public Utilities
Commission, Chiron, Cisco Systems, City of San Leandro, The Coca-Cola Company,
Conoco-Phillips, Dey, DNV, Fannie Mae, Franklin Templeton Investor Services, Freddie
Mac, Gallo Winery, Genentech, Goldman Sachs, Google, Guidant, Hawaiian Office of
Cultural Affairs, Hotwire, Kaiser-Permanente, Lawrence-Berkeley National Laboratory,
Lawrence Livermore National Laboratory, Los Alamos National Laboratory, Marimba,
Mars Inc., Microsoft, Motorola, Navigant, New York Life, Novartis, Occu-Med, PG&E,
Pixar, Portland Trail Blazers, Prudential, PricewaterhouseCoopers, Qualcomm, Roche,
Salesforce.com, Sandia National Laboratory, Schneider Electric, Silver Spring Networks,
Sony, Statoil, The Weitz Company, United Capital, U.S. Treasury, U.S. Postal Service,
UC Berkeley Business and Administrative Services Division.

Programs: Advanced Health Leadership Program, Leading Change and Leveraging
Culture, Berkeley Advanced Management Program, Berkeley Executive Program (now
Berkeley Executive Leadership Program – BeXL – faculty director), Copenhagen
Business School Program, Program for Executive Women, Graduate Management
Advisory Council (GMAC), Council on Consulting Firms (ACME Inc.), *Economist*
Innovation Summit (Keynote speaker), Institute for Management Studies, Irish
Entrepreneurship Seminar, Medical Group Management Association, Museum
Management Institute (Getty Foundation), Novartis Program, The San Francisco
Academy, Duke CE (various programs), Stanford-American Electronics Association
Institute, Stanford Alumni Association, Stanford Project Management Program, Statoil
Project Executive Institute, Kellogg's Allen Center (various programs), The University of
the West Indies Advanced Executive Program, Malaysian Science and Technology
Senior Management Study Course.

Service on Dissertation Committees:

Eliot Sherman (Orals , Dissertation Chair) 5/16 (expected)
 Angus Hildreth (Orals Chair, Dissertation Committee) 5/16 (expected)
 Bernadette Doerr 5/16 (expected)
 Jessica Kennedy (Orals Chair, Dissertation committee) 5/12 (now at Vanderbilt)
 Karen Eshoo (Dissertation committee, School of Education) 5/11
 Will Self (Orals Chair), 5/12 now at University of Missouri
 Margaret Ormiston (Chair), 5/07 now at London Business School
 Elaine Wong (Chair), 12/05, now at University of California, Riverside
 Jack Goncalo (Chair), 12/04, now at Cornell University
 Alicia Boisnier (Chair), 12/03, now at Suffolk University
 Francis (Frank) Flynn (Chair), 7/00, now at Stanford University
 Sandra Spataro (Chair), 6/00, now at University of Kentucky
 Rebecca Brown (Chair), 12/99
 Karen (Etty) Jehn (Chair), 6/93, now at University of Melbourne
 Carmit Tadmor, 5/06, now at Tel Aviv University
 Ari Malka (psychology), 9/04, now at Yeshiva University
 Sandra Cha (Harvard Business School), 5/04, now at McGill University
 Min Soo Kim, 6/02, now at Central Connecticut State
 Katie Dawson (psychology), 5/96
 S. Kam (psychology), 12/95
 Anne Lytle, 6/94, now at Hong Kong University
 Elizabeth Morrison, 1/91, now at New York University
 Kristi Whitney (psychology), 5/94 now at CORE

Undergraduate Research Apprentice Program Mentoring/Advising:

Caitlin Schultz, Fall 2010 & Spring 2012
 Morgan Lemonidis, Fall 2010 & Spring 2012
 Hyunhee Yi, Spring 2012
 Jennifer Chen, Fall 2009 – Spring 2011 & Spring 2012
 Melissa Zhang, Spring 2012
 Robert English, Fall 2011 – Spring 2012
 Vikram Kondragunta, Fall 2011 – Spring 2012
 Albert Wu, Fall 2011
 Sharon Holmes, Spring 2010 – Fall 2010 & Fall 2011
 Joseph Quan, Spring 2010 & Spring 2011
 Seong Yang, Spring 2011
 Dane Johnston, Fall 2010 – Spring 2012
 Maxine Rodenhuis, Fall 2010
 Aditya Gaur, Spring 2010 – Spring 2012
 Michael Kneier, (Senior Thesis Advisor) Spring 2010 – Spring 2012
 Sunil Pai, Spring 2010 – Spring 2011
 Aaron Berger, Fall 2007 – Spring 2009 & Spring 2010
 Bonnie Ho, Spring 2010
 Linda Li, Spring 2009 & Spring 2010

John Freier, Fall 2009
 Maxwell Schorer, Fall 2009
 Caitlin Cuan, Spring 2009 – Spring 2010
 Irene Chen, Spring 2009 – Spring 2010
 Arianna Benedetti, Spring 2009 – Fall 2009
 Jason Harakh, Spring 2009 – Fall 2009
 Donovan Rose, Fall 2008 – Fall 2009
 Holly Singer, Spring 2008 – Spring 2010
 Jason Heath, Spring 2008 – Spring 2010
 Parsa Saljoughian, Fall 2007 – Fall 2009
 Kevin Haas, Fall 2007 – Spring 2009
 Jennifer Kao, Fall 2007
 Melissa Wong, Fall 2007

Editorial Boards:

Academy of Management Annual Reviews Editorial Committee (2005 – present)
Academy of Management Journal (1989 – 1993)
Academy of Management Review (1997 – 1999; 2002 – 2009)
Administrative Science Quarterly (1992 – 2002)
Annual Review of Organizational Psychology and Organizational Behavior (2013-2018)
California Management Review (1994 – present)
Journal of Applied Psychology (1998 – 1999)
Journal of Personality and Social Psychology (occasional reviewer)
Organizational Behavior and Human Decision Processes (occasional reviewer)
Personality and Social Psychology Bulletin (occasional reviewer)

Expert Witness Work:

Race discrimination, for the plaintiff, manufacturing and service company, settled out of court (2011)
 Gender discrimination, for the defense, class action, Walmart, court ruled for defendant (2013)
 Gender discrimination, for the defense, class action, Goldman Sachs (2013-14)

Professional Activities:

Judge, INFORMS Dissertation Competition (2014)
 Chair, Academy of Management Fellows Membership Committee (2014)
 Academy of Management Fellows Membership Committee, member (2011 – 2014)
 External Assessor, London Business School (2013)
 Academy of Management Lifetime Achievement Award Committee Member (2010 – 2011)
 BATDE (Bay Area Teacher Resources Session) pro bono speaker (January 2011)
 Judge, Best CEO in the Bay Area, sponsored by *The Business Times* (2007)
 Fellow, Academy of Management (inducted in 2006)
 Selection Committee, Conflict Management Division Impact Award Committee (2006)

Long-Term/Career All-Academy Awards Committee, Academy of Management (2004 – 2005)

External Quintennial Review Committee: The Wharton School's Management Department, University of Pennsylvania (2004)

External Reviewer: School of Management, Yale University (2002)

Judge, Administrative Science Quarterly Scholarly Impact Award Committee (2000)

Faculty Presenter, OB Doctoral Consortium, Academy of Management Mtgs. (1998)

Judge, TIMS College on Organization Best Dissertation Proposal Award (1995)

Coordinator, Junior Faculty Workshop, Academy of Management Mtgs. (1994, 1995)

Representative-At-Large, Academy of Management, OB Division (elected 1993)

Selection Committee Member, Academy of Management Best Paper Award (1992)

Participant, Junior Faculty Workshop, Academy of Management (1988)

Association Memberships:

Academy of Management

American Psychological Association

American Psychological Society

Society for Organizational Behavior

Board Memberships and Consulting Affiliations:

Greater Good Science Center, University of California, Faculty Board Member (2011 – present)

Healthcare Business Women's Association, Advisory Board Member (2011 – present)

Simpson Manufacturing (NYSE: SSD) Board of Directors Outside Director (2004 – present), and Chair of the Compensation and Leadership Committee (2009 – present)

The Trium Group, Academic Affiliate (2004 – present)

Prospect Sierra School Board of Trustees Member (2006 – 2012; 2013 to present)

BrassRing Systems Inc. Advisory Board Member (1998 – 2006)

Thinkshed Advisory Board Member (2001 – 2004)

Unicru Advisory Board Member, formerly Guru Worldwide (2002 – 2006)

Ashesi University, Ghana, Africa Advisory Board Member (1999 – 2005)

UC Berkeley Center for Health Research Advisory Board Member (2003 – 2006)

Center for Executive Development at Haas Advisory Board Member (1996 – 1998)

East Bay Outreach Program, University of California Faculty Advisor (1995 – 1999)

Institute for Management Studies Advisory Board Member (1998 – 1999)

School and University Service:

University of California:

Personnel and Tenure Committee (2014 to present)

Advisor on Vice Chancellor Wilton's campus Culture Initiative (2011 – 2013)

Undergraduate Research Apprentice Program (URAP), Research Mentor/Advisor to over 50 undergraduate students (2007 – present)

Center for the Development of Peace and Well Being Advisory Board Member (2002 – 2006 & 2011 – 2012)

Committee for the Protection of Human Subjects, IRB (2009 – 2011 – alternate in 2010-11)
 Facilitator for Provost Zedeck Council of Deans Leadership Development Session (Fall 2010)
 Facilitator for UC Administrative Officers' Leadership Session (2010)
 Advisor on leadership development for Executive Vice Chancellor and Provost Breslauer's Council of Dean's meeting (Fall 2009)
 Facilitator for Athletic Director Barbour's Athletics Coaches Leadership Session (Fall 2009)
 Executive development work for Vice Chancellor of Business and Administration Brostrom's Top Leader Organization (Fall 2008)
 Haas School of Business Dean Search Committee (2007-08 and 1997 – 1998)
 Committee on Committees (elected member, 2005 – 2006 & 2007 – 2008)
 Divisional Council (elected member, 2002 – 2003)
 Executive Vice Chancellor and Provost Search Committee (1999 – 2000)
 Committee on Research (elected member 1998 – 2000)
 Co-Coordinator, IPSR Colloquium Series (Fall 1999)
 Cal Day Speaker (1999)
 UCB Human Resources Director Search Committee (Spring 1999)
 Faculty recruiter for minority students (1998 – 2002)
 Chancellor's Forum speaker (1997)
 Vice-Chancellor's Advisory Committee on Interactive University Project (1996 – 2000)
 Faculty Advisor, East Bay Outreach Project (1996 – 2000)

Haas School of Business:

MORS faculty recruiting committee (2014-15)
 Old Blues Host and Speaker (2014)
 Haas New York Alumni Chapter speaker (April 2014)
 Women in Leadership Dinner Host and Panel Moderator (2013)
 Organizer, Festschrift for Professor Barry M. Staw (November 2012)
 Self-Supporting Degree Program committee (2000-2002, Chair 2005-2009, 2011 – present)
 Behavioral Lab Grant Committee member (2010 – 2013)
 Group Chair and Executive Committee member, Management of Organizations Group (2000 – 2001, and 2009 – 2013)
 MORS Group Ph.D. student/Post-doc selection and recruiting (2000 – present)
 California Management Review board member (1998 – present)
 Haas Portland Alumni Association Speaker (January 2012)
 Mentor teacher (one adjunct and one ladder faculty member) (2011 – 2012)
 Wrote Haas alumni donation solicitation letter (Fall 2011)
 Haas Staff/Students Session on Dean's Culture Initiative Speaker (Spring 2011)
 Presenter at the Haas Staff Boot Camp (Spring 2011)
 Days at Haas, speaker (Spring 2011)
 Haas Hiring Committee (2000-01, 2008-2009, July 2010 – June 2011)
 Policy and Planning Committee (P2) elected member (1996-98, July 2009 – June 2011)
 Equity and Inclusion Committee, P2 representative (2010-11)
 Haas Los Angeles Alumni Association Speaker (May 2011)

Haas Women in Leadership Dinner panel moderator (Spring 2011)
 Old Blues Luncheon speaker (December 2010)
 Staff Development Session speaker (November 2010)
 MBA Leadership Club speaker (November 2010)
 Haas Women in Leadership Conference speaker (Fall 2010)
 Days at Haas, speaker (Spring 2010)
 Haas Alumni Reunion Weekend speaker (2009, 2010)
 Haas Alumni Leaders speaker (February 2010)
 Haas Staff Inaugural Speaker (February 2010)
 Management of Organizations Group Faculty Recruiting Chair (July 2008 – June 2010)
 Haas Research Video Series (one of the video series subjects) (Spring 2009)
 OBIR Recruiting Committee Chair (1996-1998, 2000, 2002 – 2003, 2006 – 2008;
 committee member 1993 – 1996, 2003 – 2004)
 Haas BCEMBA Director Search Committee (2008 – 2009)
 Days at Haas – faculty panelist (1994 – 1997, 2007 – 2009)
 Lead faculty – Core Leadership Course (2006 – 2008)
 Haas Strategy Implementation Task Force (2006 – 2007)
 Haas Women in Leadership Dinner speaker (2006)
 Faculty Director, Center for Executive Development (2005 – 2006)
 Haas Alumni Reunion Weekend speaker (2005)
 Faculty Director, Haas School of Business Ph.D. Program (2002 – 2004)
 Center for Executive Development Faculty Oversight Committee (2001 – 2004)
 OBIR Ph.D. Program Field Advisor (1999 – 2000)
 Admissions Committee (1999 – 2000)
 Pilot Program Committee (1998)
 Performance Assessment Committee (1997 – 1998)
 Sea-Change Symposium Speaker (1997)
 Chair, the Miles Organizational Behavior Award Competition (1993 – 1998)
 MBA Committee (1994 – 1997)
 Speaker: Alumni Colloquium, Employer Advisory Council (1994)
 Junior Faculty Representative (1994)
 Judge, Haas Competition (1994)
 Core Redesign Committee (1993 – 1994)

Kellogg Graduate School of Management:

Mentor Teacher, 1990; 1992.
 Doctoral Student Recruiting and Advisory Committee, 1987-1990.
 Faculty Recruiting Committee, 1988-1991.
 Invited Panelist, National Graduate Business Conference, 1989.

Media Coverage:

Interviewed on NPR's Marketplace (2012, 2009)
 Interviewed on NPR's Forum (2011, 2009)
 CNBC Invited Blog September (2011)
 Interviewed Jack Welch for the Commonwealth Club – broadcast on NPR
The Economist Innovation Summit (keynote address),

Quoted or Research cited in: *Business Week, Business 2.0, The Economist, The Financial Times, Fortune, Inc., Forbes, Forbes India, Greater Good Magazine, International Business Times, The Jungle, The Los Angeles Times, The New York Times, The San Francisco Chronicle, The San Francisco Examiner, The Times-Mirror, The Wall Street Journal, Working Mother and others...*

Television appearances on CNN, Comcast, CSPAN, CBS and ABC news, KTVU news, and radio “appearances” on National Public Radio