



HARVARD | BUSINESS | SCHOOL

JEFFREY T. POLZER

May 2016

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EDUCATION

- | | | |
|--------|------|---|
| Ph.D. | 1994 | Organizational Behavior, J.L. Kellogg Graduate School of Management, Northwestern University. |
| M.B.A. | 1990 | M.J. Neeley School of Business, Texas Christian University. |
| B.S. | 1988 | Business Administration - Finance, University of Wisconsin-Stevens Point.
<i>2012 Distinguished Alumni Award</i> |

ACADEMIC APPOINTMENTS

- | | |
|----------------|--|
| 2008 – present | UPS Foundation Professor of Human Resource Management, Harvard Business School |
| 2006 – 2008 | Professor, Harvard Business School |
| 1999 – 2006 | Associate Professor, Harvard Business School. |
| 1998 - 1999 | Visiting Scholar, Program on Negotiation, Harvard University. |
| 1994 - 1998 | Assistant Professor, Management Department, University of Texas at Austin. |

PUBLICATIONS

- Fernandes, C. & Polzer, J. (2015). Diversity in Groups. In *Emerging Trends in the Social and Behavioral Sciences: An Interdisciplinary, Searchable, and Linkable Resource*, edited by Robert A. Scott and Stephen M. Kosslyn. Hoboken, NJ: John Wiley & Sons. Electronic.
- Satterstrom, P., Polzer, J., & Wei, R. (2014). Reframing Hierarchical Interactions as Negotiations to Promote Change in Health Care Systems. In O. B. Ayoko, N. M. Ashkanasy, & K. A. Jehn (Eds.), *Handbook of Conflict Management Research* (pp. 291–307). Northampton, MA: Edward Elgar Publishing.
- Tadmor, C., Chao, M., Hong, Y., & Polzer, J. (2013). Not Just for Stereotyping Anymore: Racial Essentialism Reduces Domain-General Creativity. *Psychological Science*, 24, 99-105.
- Tadmor, C., Satterstrom, P., Jang, S., & Polzer, J. (2012). Beyond individual creativity: The superadditive benefits of multicultural experience for collective creativity in culturally diverse teams. *Journal of Cross-Cultural Psychology*, 43, 384-392.
- Polzer, J. & Kwan, L. (2012). When Identities, Interests, and Information Collide: How Subgroups Create Hidden Profiles in Teams. In Neale, M. & Mannix, E. (Eds.) *Research on Managing Groups and Teams*, Vol. 15, 359-381. Bingley, UK: Emerald Group Publishing.
- Groysberg, B., Polzer, J., & Elfenbein, H. (2011). Too many cooks spoil the broth: How high-status individuals decrease group effectiveness. *Organization Science*, 22, 722-737.

- McGinn, K. & Polzer, J. (2011). Changing identity, changing language. In Thye, S. & Lawler, E. (Eds.), *Advances in Group Processes*, Vol. 28, 125-145. Bingley, UK: Emerald Publishing.
- Polzer, J., Gulati, R., Khurana, R., & Tushman, M. (2009). Crossing boundaries to increase relevance in organizational research. *Journal of Management Inquiry*, 18, 280-286.
- Polzer, J. (2008). Making Diverse Teams Click. HBS Centennial Issue. *Harvard Business Review*, 86, 20-21.
- Polzer, J. & Caruso, H. (2008). Identity negotiation processes amidst diversity. In Brief, A.P. (Ed.), *Diversity at Work*, Cambridge: Cambridge University Press.
- Elfenbein, H., Polzer, J., & Ambady, N. (2007). Team emotion recognition accuracy and team performance. In Ashkanasy, N.M., Zerbe, W.J., and Hartel, C.E.J. (Eds.) *Research on Emotions in Organizations*. Amsterdam: Elsevier.
- Polzer, J., Crisp, C.B., Jarvenpaa, S., & Kim, W. (2006). Extending the faultline model to geographically dispersed teams: How colocated subgroups can impair group functioning. *Academy of Management Journal*, 49, 679-692.
- London, M., Polzer, J., & Omoregie, H. (2005). Group learning: a multi-level model integrating interpersonal congruence, transactive memory, and feedback processes. *Human Resource Development Review*, 4, 114-136.
- Swann, W., Polzer, J., Seyle, D., & Ko, S. (2004). Finding value in diversity: Verification of personal and social self-views in diverse groups. *Academy of Management Review*, 29, 9-27.
- Polzer, J. (2004). How subgroup interests and reputations moderate the effect of organizational identification on cooperation. *Journal of Management*, 30, 71-96.
- Swann, W., Kwan, V., Polzer, J., Milton, L. (2003). Waning of stereotypic perceptions in small groups: Identity negotiation and erosion of gender expectations of women. *Social Cognition*, 21, 194-212.
- Swann, W., Kwan, V., Polzer, J., Milton, L. (2003). Fostering group identification and creativity in diverse groups: The role of individuation and self-verification. *Personality and Social Psychology Bulletin*, 29, 1396-1406.
- Neale, M., Mannix, E., & Polzer, J. (Eds.) (2003). *Research on Managing Groups and Teams: Identity Issues in Groups*, Vol. 5. Stamford, CT: JAI Press.
- Polzer, J., Swann, W., & Milton, L. (2003). The benefits of verifying diverse identities for group performance. In Neale, M., Mannix, E., & Polzer, J. (Eds.), *Research on Managing Groups and Teams: Identity Issues in Groups*, Vol. 5. Stamford, CT: JAI Press.
- Polzer, J., Milton, L., & Swann, W. (2002). Capitalizing on diversity: Interpersonal congruence in small work groups. *Administrative Science Quarterly*, 47, 296-324.
- Awarded the Outstanding Publication in Organizational Behavior for 2002 by the *Academy of Management* Organizational Behavior Division.

Seidel, M.D., Polzer, J., & Stewart, K. (2000). Friends in high places: The effects of social networks on discrimination in salary negotiations. *Administrative Science Quarterly*, 45, 1-24. (Reprinted in Koput, K.W. & Broschak, J.P. (Eds.) *Social Capital in Business*. Edward Elgar Publishing, 2010.)

Swann, W., Milton, L., & Polzer, J. (2000). Should we create a niche or fall in line? Identity negotiation and small group effectiveness. *Journal of Personality and Social Psychology*, 79, 238-250.

Polzer, J. (2000). Book review of "Identity in Organizations: Building Theory Through Conversations," D. Whetten and P. Godfrey (Eds.). *Administrative Science Quarterly*, 45, 625-628.

Polzer, J., Stewart, K., & Simmons, J. (1999). A social categorization explanation for framing effects in nested social dilemmas. *Organizational Behavior and Human Decision Processes*, 79, 154-178.

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, 749-780.

- Awarded the Most Influential Paper from 1997-2000 by the *Academy of Management Conflict Management Division*.
- Selected as an "Essential Reading about Work" for a forthcoming collection by Sage Publications.

Polzer, J., Mannix, E., & Neale, M. (1998). Interest alignment and coalitions in multi-party negotiation. *Academy of Management Journal*, 41, 42-54.

Polzer, J., Kramer, R., & Neale, M. (1997). Positive illusions about oneself and one's group: Antecedents and consequences. *Small Group Research*, 28, 243-266.

Polzer, J. (1997). Entry for *Negotiation tactics*. In L. Peters, S. Youngblood, & C. Greer (Eds.), *Dictionary of Human Resource Management*. Oxford, UK: Blackwell Publishers.

Polzer, J. (1996). Entries for *Role, Role theory, Role ambiguity, Role set, and Role distancing*. In N. Nicholson (Ed.), *Dictionary of Organizational Behavior*. Oxford, UK: Blackwell Publishers.

Polzer, J. (1996). Intergroup negotiations: The effects of negotiating teams. *Journal of Conflict Resolution*, 40, 679-699.

Polzer, J. & Neale, M. (1995). Constraints or catalysts? Reexamining goal setting within the context of negotiation. *Human Performance*, 8, 3-26.

Northcraft, G., Polzer, J., Neale, M. & Kramer, R. (1995). Diversity, social identity, and performance: Emergent social dynamics in cross-functional teams. In Susan E. Jackson and Marian N. Ruderman (Eds.), *Diversity in Work Teams: Research Paradigms for a Changing Workplace*. Washington, D.C.: American Psychological Association.

Polzer, J., Mannix, E. & Neale, M. (1995). Multiparty negotiation in its social context. In R. Kramer and D. Messick (Eds.) *Negotiation as a Social Process*. Thousand Oaks, CA: Sage Publications.

Polzer, J. & Neale, M. (1994). Conflict management and negotiation. In S. Shortell and A. Kaluzny (Eds.) *Health Care Management: Organization Design and Behavior*. Albany, NY: Delmar Publishing.

Rutte, C., Diekmann, T., Polzer, J., Crosby, F., & Messick, D. (1994). Organization of information and the detection of gender discrimination. *Psychological Science*, 5, 226-231.

Polzer, J., Neale, M., & Glenn, P. (1993). The effects of relationships and justification in an interdependent allocation task. *Group Decision and Negotiation*, 2, 135-148.

Polzer, J., Diekmann, K., & Neale, M. (1992). Book review of "Intuition in Organizations: Leading and Managing Productively," Weston H. Agor (Ed.). *Journal of Organizational Behavior*, 13, 531-536.

WORK IN PROGRESS

Polzer, J., Satterstrom, P., Kwan, L., Wiruchnipawan, W., & Burke, M. Thin slices of groups.

Satterstrom, P. & Polzer, J. Toward a more dynamic social hierarchy in teams.

Polzer, J. & Tutterow, C. From ties to teams: How network properties relate to team functioning.

Stopczynski, A., Tutterow, C. & Polzer, J. Core communities reveal latent team structures in organizations.

COURSE MATERIALS

Polzer, J. & Gardner, K. "Bridgewater Associates." Harvard Business School Multimedia Case 413-702.

Polzer, J. & Gardner, K. "Bridgewater Associates (TP)." Harvard Business School Teaching Plan 413-115.

Khurana, R., Polzer, J., Shih, W. & Baldwin, E. "Teaming at GE Aviation." Harvard Business School Case 413-074.

Polzer, J. "Leading Teams Note." Harvard Business School Module Note 410-051.

Polzer, J., Elfenbein, H., & Vargas, I. "Henry Tam and the MGI Team." Harvard Business School Case 404-068.

Polzer, J. & Elfenbein, H. "Henry Tam and the MGI Team." Harvard Business School Teaching Note 404-079.

Polzer, J. & Kind, E. "National Semiconductor's India Design Center." Harvard Business School Case 404-102.

Polzer, J. "National Semiconductor's India Design Center." Harvard Business School Teaching Note 405-006.

Polzer, J. & Wagonfeld, A. "Flextronics: Deciding on a Shop Floor System for Producing the Microsoft Xbox." Harvard Business School Case 403-090.

Polzer, J. "Flextronics: Deciding on a Shop Floor System for Producing the Microsoft Xbox." Harvard Business School Teaching Note 405-007.

Polzer, J. & Snook, S. "The Army Crew Team." Harvard Business School Case 403-131.

Polzer, J. & Snook, S. "The Army Crew Team." Harvard Business School Teaching Note 404-117.

Polzer, J. & Woolley, A. "Chapter Enrichment Program Teams at the American Red Cross (A)." Harvard Business School Case 402-042.

Polzer, J. & Woolley, A. "Chapter Enrichment Program Teams at the American Red Cross (B)." Harvard Business School Case 403-091.

Polzer, J. & Woolley, A. "Chapter Enrichment Program Teams at the American Red Cross (A) and (B)." Harvard Business School Teaching Note 404-120.

Polzer, J. "Team Processes: Instructor's Overview." Harvard Business School Module Note 405-008.

Polzer, J. & Elfenbein, H. "Identity Issues in Teams." Harvard Business School Note 403-095.

Polzer, J. "Leading Teams." Harvard Business School Note 403-094.

SAMPLE OF REFEREED CONFERENCE PAPERS

Tadmor, C., Hernandez, P., Jang, S., & Polzer, J. (2009). The influence of multiculturalism and self-verification on creativity in culturally diverse dyads. Annual Meeting of the Academy of Management, Chicago.

Groysberg, B., Polzer, J., & Elfenbein, H. (2004). Too many cooks spoil the broth: How high status individuals decrease group effectiveness. Annual Meeting of the Academy of Management, New Orleans.

Polzer, J., Milton, L., & Swann, W. (2001). Capitalizing on diversity: Interpersonal congruence in small work groups. Annual Meeting of the Academy of Management, Washington, D.C.

- Selected for the *Academy of Management Conference Proceedings* (2001).

Polzer, J., Chatman, J., Neale, M., & Rubineau, B. (2001). The influence of social networks on the transmission of organizational culture. Annual Meeting of the Academy of Management, Washington, D.C.

Polzer, J., Stewart, K., & Simmons, J. (1998). Framing and social categorization in nested social dilemmas. Annual Meeting of the Academy of Management, San Diego, CA.

Seidel, M.D. L., Polzer, J., & Stewart, K. (1998). Friends in high places: Structural discrimination in salary negotiations. Annual Meeting of the Academy of Management, San Diego, CA.

- Selected for the *Academy of Management Conference Proceedings* (1998).

Polzer, J., Milton, L., & Gruenfeld, D. (1997). Communication effects in nested social dilemmas. Annual Meeting of the Academy of Management, Boston, MA.

Milton, L., Polzer, J., & Swann, W. (1996). Negotiating identities in diverse work groups. Annual Meeting of the Academy of Management, Cincinnati, OH.

Polzer, J. (1995). Group identification in nested social dilemmas. Annual Meeting of the Academy of Management, Vancouver, BC, Canada.

Polzer, J. & Kramer, R. (1995). Individual and group illusions: Antecedents and consequences. Annual Meeting of the Academy of Management, Vancouver, BC, Canada.

Polzer, J., Valley, K., & Bazerman, M. (1993). The winner's curse in an intergroup context. Annual Meeting of the Academy of Management, Atlanta, GA.

Chatman, J., Barsade, S., Polzer, J., & Neale, M. (1993). The influence of team diversity and organizational culture on decision making processes and outcomes. Annual Meeting of the Academy of Management, Atlanta, GA.

Polzer, J., Buck, M., Diekmann, T., Messick, D., & Rutte, K. (1993). Stimulus features that promote or inhibit the detection of discrimination. Conference of the Society for the Advancement of Socio-Economics, New York, NY.

Polzer, J. (1992) Intergroup negotiations: The effect of party composition. Behavioral Decision Research in Management Conference, Berkeley, CA.

Polzer, J. & Neale, M. (1992). The dark side of goal setting: Goal revision and goal scope in negotiations. Annual Meeting of the Academy of Management, Las Vegas, NV.

Polzer, J., Glenn, P., & Neale, M. (1992). The effects of relationships and justification in an interdependent allocation task. International Association of Conflict Management, Minneapolis, MN. Recognized with Best Paper Award, Decision Making and Conflict Track.

TEACHING

Field Immersion Experiences for Leadership Development – Harvard Business School MBA Required Curriculum.

Leadership and Organizational Behavior – Harvard Business School MBA Required Curriculum.

Leading Teams – Harvard Business School MBA Elective Curriculum.

Applied Personal Skills – Harvard Business School MBA Orientation Program.

The Art and Science of Negotiations - University of Texas MBA Program.

Managing People and Organizations - University of Texas MBA Program.

Negotiations - Northwestern University MBA program. (Received the Kellogg Graduate School of Management's *Doctoral Teaching Award*.)

Chair of the Ph.D. Program in Organizational Behavior at Harvard University.

Co-chair (with Mike Tushman) of Doctorate of Business Administration in Management program.

Finalist, 2009, 2010, Wyss Award for Excellence in Mentoring (HBS Doctoral Programs).

Doctoral Dissertation Committees:

Patricia Satterstrom (HBS, chair)

Sujin Jang (HBS, chair)

Sofia Lorencio (HBS)

John Almondoz (HBS)

Heather Caruso (HBS, chair)

Shelley Brickson (HBS)

Laurie Milton (Univ. of Texas)

Prithviraj Chattopadhyay (U.T.)

Wannawiruch Wiruchnipawan (HBS, chair)

Brian Mekdeci (MIT)

Katherina Pick (HBS)

Andrew Hill (HBS)

Ben Shenoy (HBS, chair)

Anita Williams Woolley (HBS)

Katherine Stewart (U.T., co-chair)

David Hannah (U.T.)

EDITORIAL BOARDS

Administrative Science Quarterly 2004 - 2015
Academy of Management Journal 2004 - 2010
Organizational Behavior and Human Decision Processes 2004 – 2007
Administrative Science Quarterly, Guest Co-Editor for Special Issue on “Social Psychological Perspectives on Power and Hierarchy” 2010-11

AD HOC REVIEWER (sample)

Academy of Management Review
Industrial and Labor Relations Review
International Journal of Conflict Management
Journal of Experimental Social Psychology
Organization Science
John Wiley & Sons, Inc. Publishers
Group Decision and Negotiation
Information Systems Research
Journal of Conflict Resolution
National Science Foundation
Personality and Social Psychology Review
MIS Quarterly

EXECUTIVE TRAINING (sample)

Seagate
Novartis
Royal Bank of Scotland
IBM Client Services Program
Massachusetts General Hospital
Medical Group Management Association
CIGNA Medical Directors
Leadership Evanston
Covenant Healthcare, Inc.
Evanston Small Business Development Center
Young President’s Organization
Ernst & Young
Thomson
Citizens Bank
HBS Changing the Game Program
HBS High Potentials Leadership Program
Merrill Lynch
University of Texas Executive MBA Program
Illinois Association of Nurse Anesthetists
Residential Construction Employers Council
Jabil Circuits
Australian Harvard Alumni Association

PROFESSIONAL MEMBERSHIPS

Academy of Management
Association for Psychological Science

SERVICE

MBA Section Chair, HBS, 2009-2010.
Administrative Science Quarterly Award Committee, 2009; 2010 (chair).
Organizational Behavior Doctoral Program Action Committee, HBS, 2006-current.
Faculty Chair of MBA Learning Team Initiative, HBS, 2005-current.
Organizational Behavior Recruiting Committee, HBS, 2000-2005; Chair 2006-2009.
Coordinator of Organizational Behavior Seminar Series, HBS, 1999-2005.
Organizational Behavior Doctoral Admissions Committee, HBS, 2000-2003; 2006-current.
Management Department Executive Committee, University of Texas, 1996-1997.
Peer Review Committee - Management Department, University of Texas, Fall 1994.
MBA Orientation Team Training - University of Texas, Fall 1995.

GRANTS AND AWARDS

National Science Foundation; Social, Behavioral, and Economic Sciences, \$100,000; SES-1560916.
Project Title: Territory management in organizations (with Lisa Kwan); June 2016 – May 2017.

Finalist, 2015 Mentorship Award, Academy of Management OB Division.
Finalist, HBS Wyss Doctoral Mentor Award, multiple years.
University of Texas Faculty Development Program Summer Research Assignment: 1998
Russell Sage Foundation, \$3,900: 1996
University of Texas Special Grant Program: 1995, 1996.
Dispute Resolution Research Center - Northwestern University: 1990 - 1994.