

LAKSHMI RAMARAJAN
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ACADEMIC APPOINTMENTS

Harvard Business School, Organizational Behavior Unit

Anna Spangler Nelson and Thomas C. Nelson Associate Professor of Business Administration (untenured)	<i>2017-present</i>
Assistant Professor	<i>2010-2016</i>
Post-doctoral Fellow	<i>2008-2010</i>

EDUCATION

Ph.D. in Management, The Wharton School, University of Pennsylvania	<i>2009</i>
<ul style="list-style-type: none">• Dissertation: Who am I? The influence of multiple intrapersonal identities on interpersonal problem solving• State Farm Foundation Doctoral Dissertation Award in Business (\$10,000)	<i>2008</i>
M.Sc. in International Relations, London School of Economics and Political Science	<i>1999</i>
<ul style="list-style-type: none">• Distinction for Master's Research Thesis• American Friends of the LSE Graduate Scholarship Award (\$10,000)	<i>1998</i>
B.A. (Honors) in International Relations, Wellesley College, <i>Magna cum Laude</i>	<i>1998</i>

RESEARCH INTERESTS

Multiple identities; gender and diversity in organizations; interpersonal and intergroup relationships

PUBLICATIONS

Articles

Ramarajan, L., Berger, I. & Greenspan, I. (2017). Multiple Identity Configurations: The Benefits of Focused Enhancement for Prosocial Behavior. *Organization Science*.

Ramarajan, L., Rothbard, N. and Wilk, S. (2017). Discordant vs. Harmonious Selves: The Effects of Identity Conflict and Enhancement on Sales Performance in Employee-Customer Interactions. *Academy of Management Journal*.

Dimitriadis, S. Lee, M., Ramarajan, L. and Battilana, J. (2017). Blurring the boundaries between the social and commercial sectors: The interplay of gender and local communities in the commercialization of social ventures. *Organization Science*.

Ramarajan, L. (2014) Past, Present and Future Research on Multiple Identities: Toward an Intrapersonal Network Approach. *Academy of Management Annals*. 8 (1): 1-71.

Ramarajan, L. and Reid, E. (2013). Shattering the Myth of Separate Worlds: Negotiating Non-Work Identities at Work. *Academy of Management Review*. 38 (4): 621-644.

Ramarajan, L., Bezrukova, K., Jehn, K. and Euwema, M. (2011). From the Outside In: The Negative Spillover Effects of Boundary Spanners' Relations with Members of Other Organizations. *Journal of Organizational Behavior*. 32, 886-905.

- Published in Academy of Management Best Paper Proceedings

Barsade, S., Ramarajan, L. and Westen, D. (2009) Implicit Affect in Organizations in B. Staw and A. Brief (Ed.) *Research in Organizational Behavior*, 29, 135-162.

Ramarajan, L. Barsade, S. and Burack. (2008) The Influence of Organizational Respect on Emotional Exhaustion in the Human Services. *Journal of Positive Psychology*, 3 (1): 4-18.

- Media coverage in *Toronto Globe and Mail*; *Atlanta Journal Constitution*

Ramarajan, L. Bezrukova, K. Jehn, K., Euwema, M. and Kop, N. (2004). The Relationship between Peacekeepers and NGO Workers: The Role of Training and Conflict Management Styles in International Peacekeeping. *International Journal of Conflict Management*, 15 (2): 167-191.

Book Chapters

Ramarajan, L. and LeRoux-Rutledge, E. "How Identities and Discrimination Catalyze Global Entrepreneurship." In Roberts, L. Wooten, L. and Davidson, M. (Eds.) *Positive Organizing in a Global Society: Understanding and engaging differences for capacity-building and inclusion*, Routledge. (2016)

Ramarajan, L. and Thomas, D. A. (2011). A Positive Approach to Studying Diversity in Organizations. In Cameron, K. and Spreitzer, G. (Eds.). *Handbook of Positive Organizational Scholarship*. Oxford University Press.

Rothbard, N. and Ramarajan, L. (2009). Checking Your Identities at the Door? Positive Relationships Between Work and Non-work Identities. In L. M. Roberts and J. Dutton (Eds.). *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*. Psychology Press.

UNDER REVIEW

Ramarajan, L. and Reid, E. Identity reconciliation among socialization agents (Revise and Resubmit, Academy of Management Journal).

RESEARCH IN PROGRESS

Ramarajan, L. McGinn, K. & Kolb, D. Shifting Gender Logics in Professional Work (Reject and Resubmit, *Administrative Science Quarterly*)

DeSantola, A., Ramarajan, L. and Battilana, J. First (and Only)? The Role of New Venture Milestones in Adding the First Female Board Member

Rothbard, N. Ollier-Malaterre, A. and Ramarajan, L. OMG, My Boss Just Friendened Me:” Hierarchy, Self-Disclosure, and Gender in Online Social Networks (Data Analysis)

Ramarajan, L. “We Are Not the Department of Good! Architecting Professional Identity and the Public Good” (Manuscript in progress).

Ely, R. Baily Wolf, L. Ramarajan, L. and Mozgai, S. Intention Matters: Purpose vs. Image goals in Women’s Leadership Effectiveness (data collection)

PRACTITIONER-ORIENTED ARTICLES

Reid, E. and Ramarajan, L. "Managing the High-Intensity Workplace." *Harvard Business Review* (June 2016)

Ramarajan, L. and Reid, E. (2013). Changes in Work, Changes in Self? Managing Our Work and Non-Work Identities in an Integrated World." *European Business Review*. 61–64.

TEACHING INTERESTS

Leadership & Organizational Behavior, Power and Influence, Diversity, Negotiation

TEACHING EXPERIENCE

Authentic Leadership Development

- MBA – HBS 2nd year Elective Course

Leadership and Organizational Behavior

- MBA – HBS 1st year Required Course
- Executive Education – HBS (Driving Performance Through Talent Management; Global Strategic Management; Leading Professional Service Firms); Leading Change and Organizational Renewal; Harvard Graduate School of Design (Public Interest Design)
- Undergraduate – Wharton capstone course for business majors (2003-2004)

Negotiation - Undergraduate and MBA sessions - Wharton (2006-2007)

COURSE MATERIALS

Ramarajan, L. Building Effective Interpersonal Relationships at Work. Harvard Business School Conceptual note. 415-030

Ramarajan, L. and Radu, A. Carla Ann Harris at Morgan Stanley, Harvard Business School Case 415-029 and Teaching note 416-040

- 1st Annual AASU Case Award for case taught in the Elective Curriculum (2nd year)

Battilana, J., Ramarajan, L. and Weber, J. Claude Grunitzky, Harvard Business School Case 412-065 and Teaching note 415-059

Ramarajan, L. Marquis, C. and Thomason, B. Public Architecture, Harvard Business School Case 411-030

DOCTORAL STUDENT ADVISING

Dissertation Committees: Sujin Jang, Lisa Kwan, Rachel Arnett, Pamela Park
Qualifying Paper Committees: Catarina Fernandes, Lumumba Seegars

- Finalist for the Wyss Award for Excellence in Mentoring Doctoral Students (Harvard Business School)

PROFESSIONAL SERVICE

Organizational Behavior Lab (co-organizer 2012-current): Biweekly research workshop for doctoral students

OB Unit Speaker Series (co-organizer 2014)

OB Unit Brown Bag Series (co-organizer 2013)

Editorial Board: Organization Science

Ad hoc Reviewing: AMJ, ASQ, OBHDP, AMR, Management Science, JAP

Professional Affiliations:

Academy of Management

Research Affiliate, Center for Gender and Organizations, Simmons College, Boston, MA

INVITED TALKS

HARVARD KENNEDY SCHOOL (Women and Public Policy Program), Harvard University (2016) - Blurring the Boundaries Between the Social and Commercial Sectors: The Interplay of Gender and Local Communities in the Commercialization of Social Ventures.

ROTMAN SCHOOL, University of Toronto (2016) - Focused Enhancement: Multiple Identity Configurations and Prosocial Behavior.

INSEAD, Fontainebleau, France (2015) - Focused Enhancement: Multiple Identity Configurations and Prosocial Behavior.

LONDON SCHOOL OF ECONOMICS, UK (2015) – Focused Enhancement: Multiple Identity Configurations and Prosocial Behavior.

LONDON BUSINESS SCHOOL, London, UK (2015) – Focused Enhancement: Multiple Identity Configurations and Prosocial Behavior.

UNIVERSITY OF BRITISH COLUMBIA, Vancouver, Canada (2015) – Focused Enhancement: Multiple Identity Configurations and Prosocial Behavior.

BOSTON COLLEGE, Boston, MA (2013) - When the Whole Self Gives Less Than the Parts: Multiple Identity Configurations and Prosocial Task Performance.

WHARTON OB CONFERENCE, Philadelphia, PA (2013) - When the Whole Self Gives Less Than the Parts: Multiple Identity Configurations and Prosocial Task Performance.

OHIO STATE UNIVERSITY, Columbus, OH (2012) - The Evolution of Gender and Work in a Professional Services Firm

HARVARD BUSINESS SCHOOL, Boston, MA (2010) - Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities

UNIVERSITY OF CALIFORNIA –BERKELEY, Berkeley, CA (2010) - Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities.

HEC, Paris, France (2010) - Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities.

MCGILL UNIVERSITY, Montreal, Canada (2010) - Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities.

BRANDEIS UNIVERSITY, Boston, MA (2010) - Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities

CONFERENCE PRESENTATIONS

2017

DeSantola, A., Ramarajan, L. and Battilana, J. First (and Only)? The Role of New Venture Milestones in Adding the First Female Board Member. Wharton People and Organizations Conference, Philadelphia, PA

Seegars, L. and Ramarajan, L. "Whose Fight is it Anyway? A multiple identities view of how dominant group members can challenge inequality." *Academy of Management*, Atlanta, GA

DeSantola, A., Ramarajan, L. and Battilana, J. First (and Only)? The Role of New Venture Milestones in Adding the First Female Board Member. *Academy of Management*, Atlanta, GA

2016

Ramarajan, L. Brown, D. and Battilana, J. "Do You Value My Values? The Benefits of Integrating Corporate Social Responsibility into the Performance Appraisal Process." *Academy of Management*, Anaheim, CA.

Ramarajan, L., Reid, E. and Ramsdell, K. "Teaching You Who To Be: Socializing Agents' Experiences of Identity Harmonizing". *Academy of Management*, Anaheim, CA.

Ramarajan, L. Rothbard, N. and Wilk, S. Identity co-occurrence and the status of multiple group memberships. *Academy of Management*, Anaheim, CA.

2015

Ramarajan, L., Berger, I. & Greenspan, I. When the Whole Self is Less Than the Parts: Multiple Identity Enhancement and Prosocial Task Performance. *Academy of Management*, Vancouver, BC.

Ramarajan, L., Rothbard, N. and Wilk, S. Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities. *Academy of Management*, Vancouver, BC.

Ramarajan, L., Reid, E. and Ramsdell, K. Teaching you who to be: Controlling marginalized social identities, *Academy of Management*, Vancouver, BC.

2014

Dimitriadis, S., Battilana, J., Lee, M and Ramarajan, L. Who blurs the boundaries? The interplay of gender, race and local communities in the commercialization of social ventures. *People and work conference*, Philadelphia, PA

Dimitriadis, S., Battilana, J., Lee, M and Ramarajan, L. Who blurs the boundaries? The interplay of gender, race and local communities in the commercialization of social ventures. *Academy of Management*, Philadelphia, PA

Catarina Fernandes, N. Andrew Cohen and Ramarajan, L. Women and minorities' leadership identity claims: the role of identity granting and status beliefs. In Symposium New Directions in Professional Identity Work: Exploring social influence. *Academy of Management*, Philadelphia, PA

Manning, R., Battilana, J. & Ramarajan, L. Communicating Change: When Identity Becomes a Source of Vulnerability for Institutional Challengers. *Academy of Management*, Philadelphia, PA

- *Nominated for Best Paper Award (OMT)*

Dimitriadis, S., Battilana, J., Lee, M and Ramarajan, L. Who blurs the boundaries? The interplay of gender, race and local communities in the commercialization of social ventures. *EGOS*, Rotterdam

Ramarajan, L. & Berdahl, J. Do Women Suffer at Work when Men Coworkers Suffer at Home? The Spillover of Marital Structure and Ideology onto Gender Relations at Work in Symposium Dual Earner Couples. *Work-Family Research Network*, New York, NY

2013

Ramarajan, L., McGinn, K. and Kolb, D. The Evolution of Gender and Work in a Professional Services Firm. *Academy of Management*, Orlando, FL,

Ramarajan, L., McGinn, K. and Kolb, D. The Evolution of Gender and Work in a Professional Services Firm. *Inequality, Institutions and Organizations*, Vancouver, Canada

Ramarajan, L., McGinn, K. and Kolb, D. The Evolution of Gender and Work in a Professional Services Firm. *Rigor and Relevance in Institutional Theory*, Boston, MA

Ramarajan, L. & Berdahl, J. Do Women Suffer at Work when Men Coworkers Suffer at Home? The Spillover of Marital Structure and Ideology onto Gender Relations at Work in Symposium Crossing paths: The Nexus of Gender, Spousal Employment, and Professional Identity Creation (Co-organizers Ramarajan and Berdahl) at *Academy of Management*, Orlando, FL, USA

Ramarajan, L. & Merryman, A. We Are Not the Department of Good!: Architecting Professional Identity for the Public Good. *International Association of Conflict Management*, Tacoma, WA

Ramarajan, L. & Merryman, A. We Are Not the Department of Good!: Architecting Professional Identity for the Public Good. *NYU Social Enterprise Conference*, New York, USA

2012

Ramarajan, L., Berger, I. & Greenspan, I. When the Whole Self is Less Than the Parts: Multiple Identity Enhancement and Prosocial Task Performance. *Academy of Management*, Boston, MA.

Ramarajan, L. Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities. Self and Identity. *Society for Personality and Social Psychology*. San Diego, CA.

Ramarajan, L., McGinn, K. and Kolb, D. The Evolution of Gender and Work in a Professional Services Firm. *Wharton People and Organizations Conference*. Philadelphia, PA

Ramarajan, L. & Reid, E. Shattering the Myth of Separate Worlds. *Wharton People and Organizations Conference*. Philadelphia, PA

Ramarajan, L. & Reid, E. Shattering the Myth of Separate Worlds. *Academy of Management*, Boston, MA.

2010

Ramarajan, L., McGinn, K. and Kolb, D. The Evolution of Gender and Work in a Professional Services Firm. *Gender, Work and Organizations*, Keele, UK

Ramarajan, L., Berger, I. & Greenspan, I. When the Whole Self is Less Than the Parts: Multiple Identity Enhancement and Prosocial Task Performance. *International Society for Third Sector Research*. Istanbul, Turkey.

Ramarajan, L. Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities. *Academy of Management*, Montreal, Canada.

Ramarajan, L. An Organizing Framework and Network Approach to Understanding Multiple Identities. Presented in "Identity and Work-Life" Panel Symposium. *Academy of Management*, Montreal, Canada.

Ramarajan, L.. Discordant vs. Harmonious Selves: The Interpersonal Consequences of Multiple Intrapersonal Identities. Presented in "The Diversity in Your Head: Implications for Intergroup Conflict and Inclusiveness" (Co-organizers Ramarajan and Mor). *International Association of Conflict Management*. Boston, MA, USA.

Before 2010

Ramarajan, L. 2009. Bicultural Identification and Identity Compatibility in Negotiations. *Academy of Management*, Chicago, IL, USA.

Ramarajan, L. 2008. Living in Harmony: The Influence of Compatibility among Multiple Identities on Cooperative Behavior. *Magnetic Forces of Positive Organizational Scholarship*, Ross School of Business, Ann Arbor, MI, USA.

Ramarajan, L. 2007. Who am I? The Influence of Multiple Identities on Problem Solving. *Organizational Behavior Summer Camp*, Yale School of Management, New Haven, CT, USA.

Ramarajan, L., Barsade, S. and Burack, O. 2006. What Makes a Job Tough?: The Influence of Organizational Respect on Burnout in the Human Services. *Academy of Management*, Atlanta, GA, USA.

Jandhyala, S. and Ramarajan, L. 2006. For Better or for Worse? : The Influence of Global and Local Identities in MNCs on Employee Performance and Family Conflict. *International Association of Conflict Management*, Montreal, Canada.

Barsade, S. Ramarajan, L. and Allred, K. 2005. Cynicism or Benevolence?: The role of positive and negative acts on our work place attributions. *Academy of Management*, Honolulu, HI, USA.

Ramarajan, L. and Garcia del Soto, A. 2005. From Practice to Theory: Identifying the “Theories of Practice” and the Role of the Firm in a Sexual Violence Program in Sierra Leone. *International Association of Conflict Management*, Seville, Spain.

Ramarajan, L. 2004. Exit, Voice and Loyalty: Training International and Organizational Change. *Eastern Sociological Association*, New York, NY, USA.

Bezrukova, K. Ramarajan, L. Jehn, K and Euwema, M. 2003. The Role of Conflict Management Styles and Content-Specific Training across Organizational Boundaries in Uncertain Contexts. *Academy of Management*, Seattle, WA, USA.

- *Nominated for Conflict Management Division Best Paper Award.*

Ramarajan, L. Bezrukova, K. Jehn, K., Euwema, M. and Kop, N. 2002. The Relationship between Peacekeepers and NGO Workers: The Role of Training and Conflict Management Styles in International Peacekeeping. *International Association of Conflict Management*, Park City, UT, USA.

OTHER WORK EXPERIENCE

Consultant, Post-conflict Development 2004-2006

- Designed projects and wrote grant proposals for post-conflict development and workforce capacity-building programs in Sierra Leone, Liberia and Nigeria

Program Officer (West Africa), OIC International, Inc., *Philadelphia, PA* 2001-2003

- Designed and implemented employment training program in Sierra Leone for survivors of gender-based violence

- Wrote grants and received \$180,000 funding from the United States Institute of Peace and US State Department, Bureau for Population, Refugees and Migration for the program
- Presented “Capacity Building Workshop for Trauma Counselors in Sierra Leone.” for conference on Trauma and Recovery in Conflict Areas: The Role of Training, United States Institute of Peace, Washington, DC, USA.
- Delivered organizational development, strategic planning and management training and evaluation for locally affiliated non-profit organizations

Fellow, Susan Rappaport Knafel 1952 Traveling Fellowship from Wellesley College *1999-2000*

- Awarded fellowship for one year of travel to study classical Asian dance in Indonesia, China, Japan, Cambodia and Thailand.