

## Terri L. Griffith

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*Technology and Organizations*

### Education

Carnegie Mellon University  
Graduate School of Industrial Administration (now the Tepper School of Business)  
PhD Organizational Psychology and Theory (Minor: Technology), 1988  
MS Organizational Psychology and Theory, 1986

University of California, Berkeley  
BA Psychology, 1983

### Professional Employment

Santa Clara University – Leavey School of Business  
Professor of Management (7/01 to present)  
Program Director for Innovation and Organizational Change (4/03 to 6/05)  
Center for Science, Technology, and Society

Washington University - John M. Olin School of Business  
Associate Professor of Organizational Behavior and Technology Management (7/98 – 6/00)  
Assistant Professor of Organizational Behavior and Technology Management (8/96 - 7/98)

University of Arizona - College of Business and Public Administration  
Assistant Professor of Management and Policy (8/89 - 8/96)

Hughes Aircraft Company, El Segundo, CA  
Systems Support Engineer – System Analyst (8/83 - 8/84)

### Professional Employment -- Visiting

University of California, Berkeley – Haas School of Business  
Visiting Associate Professor of Organizational Behavior (7/00-6/01)

Purdue University - Krannert School of Management  
Visiting Assistant Professor of Organizational Behavior and Human Resources (8/95 - 8/96)

University of Melbourne - Melbourne Business School, Australia  
Visiting Senior Associate – Organizations and Change (6/95, 5/96, 5/97, 5/98, 5/99)

Chulalongkorn University - Sasin Graduate Institute of Business Administration, Thailand  
Visiting Assistant Professor of Organization Behavior (8/92 - 9/92)

Northwestern University - J.L. Kellogg Graduate School of Management  
Visiting Assistant Professor of Organization Behavior (1/92 - 6/92)

Torrance Unified School District, Torrance, CA (9/83 - 7/84)  
Adult Education Instructor for Computer Programming and Applications

### **Grants, Fellowships & Awards**

Breetwor Fellow (2002-2004, 2006-2008).

Leavey School of Business Service Award (2002-2009).

Leavey School of Business Research Award (2003-2004, 2005-2006, 2008-2009).

Leavey Research Grant. Griffith, T.L. Systems Savvy: Leading with People, Technology, and Practice (7/09-6/10).

Leavey Research Grant. Griffith, T.L. Leaving Nothing to Chance: Modeling the Proactive Structuration of a New Technology (7/08-6/09).

Leavey Research Grant. Griffith, T.L. Tools for Teaching Evidence Based Management (7/07-6/08).

Leavey Research Grant. Griffith, T.L. Neither Here Nor There: Knowledge Sharing and Transfer with Proactive Structuration. (7/06-6/07).

Leavey Research Grant. Griffith, T.L. Innovation Knowledge Transfer in Virtual Environments. (7/05-6/06).

National Science Foundation. Griffith, T.L. Collaborative Research: Knowledge, Innovation, and Virtual Work in Science and Engineering Organizations. Collaboration with John Sawyer, University of Delaware (under separate award number). Social and Economic Sciences -- Innovation and Organizational Change Program #SES-0422845. (7/04-12/07).

University Research Grant. Griffith, T.L. Knowledge, Innovation, and Virtual Work in Engineering Organizations: Multilevel Analysis of Virtual Teams. (2004-2005).

SIM-APC. Chellappa, R. Griffith, T.L., & El Sawy, O. Inclusionary and Exclusionary Approaches to Identity Management: Creating Value from Security Initiatives. (2003-2004).

Leavey Research Grant. Griffith, T.L. Knowledge Transfer in More or Less Virtual Teams. (7/02-6/03).

University Research Grant. Griffith, T.L., & Sarin, A. Selling Tools versus Minding for Gold: Type of Innovation and Start-Up Performance. (5/02-4/03).

National Science Foundation. Olk, P.M., & Griffith, T.L. (Consultant) Organization Science Winter Conference: Exploring the Frontiers of Strategic Decision Making and Management in Chaotic Environments. NSF (Decision, Risk and Management Science Program & Innovation and Organizational Change #35333) (7/99-3/00).

University of Arizona Foundation and Office of the Vice President for Research. Negotiating successful technology implementation: Perspectives from the field (6/94-5/96).

United States Information Agency. Program to develop an MBA program at the University of National and World Economics, Sofia, Bulgaria. Participant and contributor. William Welsh, Project Director (5/93-10/93)

United States Information Agency. Program to develop business management capabilities at the Janus Pannonius University in Pécs, Hungary. Participant and contributor. William Welsh, Project Director (1/93-8/93)

United States Information Agency. Program to develop business management capabilities at the University of National and World Economics, Sofia, Bulgaria. Participant and contributor. William Welsh, Project Director (7/91-9/92)

Center for the Management of Technology, Carnegie Mellon University. Research Fellowship (8/87 - 9/89)

Center for Technology and Society, Carnegie Mellon University. Basic research in telecommuting, with Paul Goodman. (1/86 - 12/86)

Corning Glass Works Foundation Fellowship (8/85 - 7/86)

William Larimer Mellon Fellowship (8/84 - 7/85, 8/86 - 7/87)

### **Courses Taught**

- Technology & Innovation Management<sup>2</sup>
- Management.com<sup>2</sup>
- Organizational Behavior<sup>1, 2, 3, 4</sup>
- Groups in Organizations<sup>2</sup>
- Negotiation and Conflict Management<sup>3</sup>
- Organizational Change<sup>2, 3</sup>
- Managing Innovation and Change<sup>3</sup>
- Managing Technology Professionals<sup>3</sup>
- Organizational Design<sup>2, 3</sup>
- Power and Politics in Organizations<sup>2</sup>
- Human Resource Management<sup>1, 3</sup>
- Honors Organizational Behavior<sup>1</sup>

<sup>1</sup>Undergraduate, <sup>2</sup>MBA, <sup>3</sup>Executive-MBA, <sup>4</sup>Ph.D.

### **Teaching Recognition**

UC Berkeley 6pt Recognition – 2001, 2002

EMBA-Health Services Management Faculty of the Year Recipient - 1999

MBA Faculty of the Year Nomination - 1995

University of Arizona Five Star Teaching Award Nomination - 1991

Teaching Distinction List - 1990, 1991, 1993

## Publications

Griffith, T.L., & Sawyer, J.E. (forthcoming). Multilevel knowledge and team performance. *Journal of Organizational Behavior*.

Griffith, T.L., & Sawyer, J.E. (forthcoming). Research team design and management for centralized R&D. *IEEE – Transactions on Engineering Management*.

Delbecq, A.L., Griffith, T.L., Madsen, T., & Wooley, J.L. (2010). A decision process model to support timely organizational innovation. In P. Nutt & David C. Wilson (Ed.) *Handbook of decision making*. John Wiley & Sons, pp. 197-230.

Cadiz, D., Griffith, T. L., & Sawyer, J.E. (2009). Developing and validating field measurement scales for absorptive capacity and experienced community of practice. *Educational and Psychological Measurement*, 69, 1035-1058.

Allan, M.B., Korolis, T.A., & Griffith, T.L. (2009). Reaching for the Moon: Expanding transactive memory's reach with wikis and tagging. *International Journal of Knowledge Management*. 5(2), 51-63.

Griffith, T.L., & Sawyer, J.E. (2008). Changing perceptions – and triggering innovation. *Ivey Business Journal*, November/December, [http://www.iveybusinessjournal.com/article.asp?intArticle\\_ID=792](http://www.iveybusinessjournal.com/article.asp?intArticle_ID=792)

Griffith, T.L., Northcraft, G.B., & Fuller, M.A. (2008). Borgs in the org? Organizational decision making and technology. In G. Hodgkinson & W. Starbuck (Eds.) *Handbook of Organizational Decision Making*. Oxford: Oxford University Press.

Zammuto, R.F., Griffith, T.L., Majchrzak, A., Dougherty, D.J., & Faraj, S. (2007). Information technology and the fabric of organization. *Organization Science*, 18(5), 749-762.

Griffith, T.L., Fuller, M.A., & Northcraft, G.B. (2007). Neither here nor there: Knowledge sharing and transfer with proactive structuration. *Proceedings of the 40th Annual Hawaii International Conference on System Sciences (HICSS'07)*, 8 pages.

Griffith, T.L., Yam, P.J., & Subramaniam, S. (2007). Silicon Valley's "One-Hour" distance rule and managing return on location. *Venture Capital: An International Journal of Entrepreneurial Finance*, 9(2), 85-106.

Griffith, T.L., & Sawyer, J.E. (2006). Supporting technologies and organizational practices for the transfer of knowledge in virtual environments. *Group Decision and Negotiation*, 15, 407-423.

Cadiz, D, Griffith, T.L., Sawyer, J.E., (2006). Experienced community of practice and knowledge transfer in a science/technology company. *Proceedings of the 39th Annual Hawaii International Conference on System Sciences (HICSS'06)*, 9 pages.

- Northcraft, G.B., Griffith, T.L., & Fuller, M.A. (2006). Virtual study groups: A challenging centerpiece for “working adult” management education. In S.P. Ferris (Ed.), *Teaching and learning with virtual teams*. Hershey, PA: Idea Group. 131-157.
- Jelinek, M., & Griffith, T.L. (2005). Organizational Science and the NSF: Funding for Mutual Benefit. *Organization Science*, 16(5), 537-549.
- Olk, P., & Griffith, T.L. (2004). Creating and disseminating knowledge among organizational scholars: The role of special issues. *Organization Science*, 15(1), 120-129.
- Griffith, T. L., & Meader, D. (2004). Prelude to virtual groups: Leadership and technology in semi-virtual groups. In D. Pauleen (Ed.), *Virtual teams: Projects, protocols and processes*. Hershey, PA: Idea Group. 231-254.
- Griffith, T. L. (2004). Social and Technical Aspects of Electronic Monitoring: to Protect and to Serve. In J. F. George (Ed.), *Computers in Society: Privacy, Ethics & the Internet*. Upper Saddle River, NJ: Prentice Hall. 121-130.
- Griffith, T.L., Sawyer, J.E., & Neale, M.A. (2003). Virtualness and knowledge: Managing the love triangle of organizations, individuals, and information technology. *MIS Quarterly*, 27, 265-287.
- Griffith, T.L., Mannix, E.A., & Neale, M.A. (2003). Conflict and virtual teams. In C.B. Gibson and S.G. Cohen (Eds.), *Virtual teams that work*. San Francisco: Jossey-Bass. 335-352.
- Liao-Troth, M.A., & Griffith, T.L. (2002). Software, shareware and freeware: Multiplex commitment to an electronic social exchange system. *Journal of Organizational Behavior*, 23, 635-653.
- Griffith, T.L., Tansik, D.A., & Benson, L. III (2002). Negotiating successful technology implementation: An empirical investigation of World Wide Web use. *Group Decision and Negotiation*, 11, 1-22.
- Mannix, E.A., Griffith, T.L., & Neale, M.A. (2002). The phenomenology of conflict in virtual work teams. In P. Hinds and S. Kiesler (Eds.), *Distributed work*. Cambridge, MA: MIT Press. 213-233.
- Griffith, T.L., & Dougherty, D.J. (2002). Beyond Socio-technical systems: Introduction to the special issue. *Journal of Engineering and Technology Management*, 19, 205-216.
- Griffith, T.L., & Neale, M.A. (2001). Information processing in traditional, hybrid, and virtual teams: From nascent knowledge to transactive memory. In B. Staw and R. Sutton (Eds.) *Research in organizational behavior*, Vol. 23. JAI Press: Stamford, CT. 379-421.
- Griffith, T.L., & Sobol, M.G. (2000). Negotiating medical technology implementation: Overcoming power and stakeholder diversity. *International Journal of Healthcare Technology and Management*, 2, 375-392.

Neale, M.A., Mannix, E.A., & Griffith, T.L. (Eds.) (2000). *Research on managing groups and teams: Technology*, Vol. 3. JAI Press: Stamford, CT.

Griffith, T.L. (1999). Technology features as triggers for sensemaking. *Academy of Management Review*, 24, 472-488.

Griffith, T.L., Zammuto, R.F., & Aiman-Smith, L. (1999). Why new technologies fail: Overcoming the invisibility of implementation. *Industrial Management*, 41, 29-34.

Griffith, T.L., Northcraft, G.B., & Fuller, M.A. (1998). Software and hard choices: Ethical considerations in the facilitation of a sociotechnical system. In M. Schiminke (Ed.), *Organizations and ethics: Morally managing people and processes*. Mahwah, NJ: Lawrence Earlbaum. 177-195.

Griffith, T.L. (1998). Cross-cultural and cognitive issues in the implementation of new technology: Focus on group support systems and Bulgaria. *Interacting with Computers*, 9, 431-447.

Griffith, T.L., Fuller, M.A., & Northcraft, G.B. (1998). Facilitator influence in group support systems: Intended and unintended effects. *Information Systems Research*, 9, 20-36.

Bhappu, A.D., Griffith, T.L., & Northcraft, G.B. (1997). Media effects and communication bias in diverse groups. *Organizational Behavior and Human Decision Processes*, 70, 199-205.

Griffith, T.L., & Northcraft, G.B. (1996). Cognitive elements in the implementation of new technology: Can less information provide more benefits? *MIS Quarterly*, 20, 99-110.

Griffith, T.L. (1996). Negotiating successful technology implementation: A motivational perspective. *Journal of Engineering and Technology Management*, 13, 29-53.

Pinkley, R.L., Griffith, T.L., & Northcraft, G.B. (1995). "Fixed pie" a la mode: Information availability, information processing, and the negotiation of sub-optimal agreements. *Organizational Behavior and Human Decision Processes*, 62, 101-112.

Griffith, T.L., & Northcraft, G.B. (1994). Distinguishing between the forest and the trees: Media, features, and methodology in electronic communication research. *Organization Science*, 5, 272-285.

Griffith, T.L., & Northcraft, G.B. (1993). Promises, pitfalls, and paradox: Cognitive elements in the implementation of new technology. *Journal of Managerial Issues*, 5, 465-482

Griffith, T.L. (1993). Monitoring and performance: A comparison of computer and supervisor monitoring. *Journal of Applied Social Psychology*, 23, 549-572.

Griffith, T.L. (1993). Teaching Big Brother to be a team player: Computer monitoring and quality. *Academy of Management Executive*, 7, 73-80.

Northcraft, G.B., Griffith, T.L., & Shalley, C.E. (1992). Building top management muscle in a slow growth environment: How different is better at Greyhound Financial Corporation. *Academy of Management Executive*, 6, 32-41.

Goodman, P.S., & Griffith, T.L. (1991). A process approach to the implementation of new technology. *Journal of Engineering and Technology Management*, 8, 261-285.

Cantekin, E.I., McGuire, T.W., & Griffith, T.L. (1991). Antimicrobial therapy for otitis media with effusion ("secretory" otitis media). *Journal of the American Medical Association*, 266, 3309-3317.

Shapira, Z., & Griffith, T.L. (1990). Comparing the work values of engineers with managers, production, and clerical workers: A multivariate analysis. *Journal of Organizational Behavior*, 11, 281-292.

Goodman, P.S., Griffith, T.L., & Fenner, D.B. (1990). Understanding technology and the individual in an organizational context. In P. S. Goodman & L. Sproull (Eds.), *Technology and organizations*. San Francisco: Jossey-Bass.

Griffith, T.L., Fichman, M., & Moreland, R.M. (1989). Social loafing and social facilitation: An empirical test of the cognitive-motivational model of performance. *Basic and Applied Social Psychology*, 10, 253-271.

Goodman, P.S., Devadas, R., & Griffith (Hughson), T.L. (1988). Groups and productivity: Analyzing the effectiveness of self-managing teams. In J. P. Campbell & R. J. Campbell (Eds.), *Productivity in organizations: New perspectives from industrial and organizational psychology*. San Francisco: Jossey-Bass.

Griffith (Hughson), T.L. & Goodman, P.S. (1986). Telecommuting: Corporate practices and benefits. *National Productivity Review*, 5, 315-324.

### **Working Papers**

Camardo, D, Yee, N., & Griffith, T.L. (2009). Technology in teaching: Business school faculty as accidental system designers.

Northcraft, G.B., Griffith, T.L., & Fuller, M.A. (2008). Leaving nothing to chance: Modeling the proactive structuration of a new technology.

### **Commentaries, Reviews, & Workshops**

Invited Participant: Beyond Virtual: A Multidisciplinary Agenda for Designing, Building, and Evaluating Virtual Organizations (NSF: 2008)

Invited Participant: Workshop To Discuss Future Directions For The National Science Foundation's Innovation And Organization Change Program (2006)

Griffith, T.L. (1999). [Review of *Research in organizational change and development*, Volume 10. W.A. Pasmore & R.W. Woodman (eds)]. *Administrative Science Quarterly*, 44(1), 187-188.

Griffith, T.L. (1995). [Review of *Computing myths, class realities*]. *Contemporary Sociology*, 24(2) 228-229.

Griffith, T.L. (1995). Using a sociotechnical approach as a matter of course: Comments on “‘Read me what it says on your screen...’: The interpretive problem in technical service work,” (B.T. Pentland), *Technology Studies*, 2(1), 80-82.

Griffith, T.L. (1992). [Review of *Revolution in real time: Managing information technology in the 1990s*]. *Journal of Engineering and Technology Management*, 9, 355-362.

Griffith, T. L. (1990). [Review of *The human side of factory automation*]. *The Journal of Technology Transfer*, 15, 77-78.

### **Academic Presentations**

Griffith, T.L., & Sawyer, J.E. (2008). Research Team Design and Management in a Post "Golden Era" World. Presented at the Academy of Management National Meetings, Anaheim, CA.

Northcraft, G.B., & Griffith, T.L. (2008). Leaving Nothing to Chance: Modeling the Proactive Structuration of a New Technology. Presented at the Academy of Management National Meetings, Anaheim, CA.

Cooper, L.P., Croasdell, D., & Griffith, T.L. (Workshop Chairs) (2008). Doing Knowledge Management Research in Organizations: Establishing and Maintaining Relationships. Presented at the Hawaii International Conference on System Science, Waikoloa, Big Island, Hawaii.

Sawyer, J.E., & Griffith, T.L. (2007). The Knowledge Ecosystem: A Multilevel Model of Team Performance in a Fortune 100 Tech Company. Presented at the Academy of Management National Meetings, Philadelphia, PA.

Griffith, T.L. (2007). Panelist for Multi-level Issues for the Study of Organizational Creativity and Innovation Professional Development Workshop (C. Shalley & J. Zhou, Chairs). Presented at the Academy of Management National Meetings, Philadelphia, PA.

Griffith, T.L., Sawyer, J.E., & Shapira, Z. (2007). Identification and measurement of innovation. Presented at the *Organization Science* Winter Conference, Steamboat Springs, CO.

Griffith, T.L., Fuller, M.A., & Northcraft, G.B. (2007). Neither here nor there: Knowledge sharing and transfer with proactive structuration. Presented at the Hawaii International Conference on System Science, Waikoloa, Big Island, Hawaii.

Sawyer, J.E., & Griffith, T.L. (2006) Transactive memory systems and innovation in new product development teams. Presented at the *Organization Science* Winter Conference, Steamboat Springs, CO.

Cadiz, D., Griffith, T.L., & Sawyer, J.E. (2006). Experienced community of practice and knowledge transfer in a science/technology company. Presented at the Hawaii International Conference on System Sciences, Poipu, Kauai Hawaii, 2006.

Sawyer, J.E., & Griffith, T.L. (2005). Location and impact of learning in global innovation companies: Individuals, teams, and communities. Presented at the Genentech Conference on Innovating Strategic Frameworks for Learning Processes, South San Francisco, CA, 2006.

Griffith, T.L., & Sawyer, J.E. (2005). Supporting technologies for the transfer of knowledge in virtual environments. Presented at Group Decision and Negotiation 2005, Vienna, Austria.

Griffith, T.L., Sawyer, J.E., Cadiz, D. (2004). Knowledge sharing through sociotechnical systems: Mingling and measuring the impacts of more and less virtual work. Presented as a Symposium at the Academy of Management National Meetings, New Orleans, LA.

Delbecq, A., Griffith, T.L., Kalyanam, K., Madsen, T. (2004). Deepening the spiritual foundation of the scholar-teacher calling in Jesuit business education. Presented at the 7<sup>th</sup> Annual Colleagues in Jesuit Business Education Conference, Fairfield, CT.

Zammuto, R.F., & Griffith, T.L. (2004). Has technology left the organization sciences? Implications for OS in an IT-intensive world. Presented at the *Organization Science* Winter Conference, Steamboat Springs, CO.

Griffith, T.L., & Mittleman, D. (2003). Using collaboration technology to mitigate negative subgrouping. Presented at Collaboration2003, Annapolis, MD.

Young, J., Duda, A., Griffith, T.L., Holmlund, B., & Heale, D. (2003). Is distributed meeting technology ready for prime time? Panel discussion presented at Collaboration2003, Annapolis, MD.

Chellappa, R. Griffith, T.L., & El Sawy, O. (2003). IDM [Identity Management] initiatives for business value. Presented at the SIM/APC Fall Meetings, Philadelphia, PA.

Griffith, T.L. (2002). Who? Where? The Situation of Saliency: Core/Tangential and Concrete/Abstract participation in virtual teams. Presented at the INFORMS National Meetings, San Jose, CA.

Griffith, T.L. (2001). Triggers for sensemaking in virtual teams: The dynamics of subgroups. Presented at the Academy of Management National Meetings, Washington, D.C.

Griffith, T.L., Neale, M.A., Mannix, E.A. (2001). Conflict in the design and management of virtual teams. Invited presentation hosted by the Center for Effective Organizations, University of Southern California, Los Angeles, CA.

Mannix, E.A., Griffith, T.L., & Neale, M.A. (2000). The Phenomenology of conflict in virtual work teams. NSF/Stanford sponsored conference on Distributed Work, Carmel, CA.

Griffith, T.L., Sawyer, J.E., & Neale, M.A. (2000). Information technology as a jealous mistress: Competition for knowledge between individuals and organizations. *MIS Quarterly* Invited Conference.

Griffith, T.L., & Sobol, M.G. (1997). Negotiating medical technology implementation: Overcoming power and stakeholder diversity. Presented at INFORMS, Dallas, TX.

Griffith, T.L. (1997). Healthcare technology and information systems. Presented at Decision Sciences Institute Meetings, San Diego, CA.

Griffith, T.L., & Meader, D. (1997). Managing technology for internationally distributed groups: Roles in groups that work together, apart. Presented at the Academy of Management National Meetings, Boston, MA.

Griffith, T.L. (1997). Blurred lines: an extended theory of role ascription to include technological agents. Presented at INFORMS, San Diego, CA.

Bhappu, A., Griffith, T.L., & Northcraft, G.B. (1996). Media effects in the reduction of intergroup communication bias. Presented at the Conference of the Organization for the Study of Communication, Language and Gender, Monterey, CA.

Bhappu, A., & Griffith, T.L. (1996). Media effects in the reduction of intergroup communication bias. Presented at the Academy of Management Meetings, Cincinnati, OH.

Griffith, T.L. (1995). Negotiating change processes. Presented at INFORMS, New Orleans, LA.

Griffith, T.L., & Tansik, D. (1995). Negotiation as a technique for the implementation of new technology. Presented at TIMS XXXIII, Singapore.

Griffith, T.L., & Zammuto, R.F. (1995). Perceptions and realities of technology implementation. Presented at TIMS/ORSA, Los Angeles, CA.

Troth, M.A., & Griffith, T.L. (1995). Three-way altruism and institutional commitment: A voluntary association example. Presented at the Academy of Management Meetings, Vancouver, British Columbia.

Griffith, T.L. (1994). Duality, sensemaking, and features: The complex nature of new technology. Presented at the Academy of Management Meetings, Dallas, TX.

Griffith, T.L. (1993). Cross-cultural and cognitive issues in the implementation of new technology. Presented at ORSA/TIMS, Phoenix, AZ.

Griffith, T.L., & Northcraft, G.B. (1993). Distinguishing between the forest and the trees: Media, features, and methodology in electronic communication research. Invited paper presented at ORSA/TIMS, Phoenix, AZ.

Griffith, T.L., & Northcraft, G.B. (1993). Cognitive elements in the implementation of new technology: Testing whether less is more. Presented at the Academy of Management Meetings, Atlanta, GE.

Griffith, T.L., & Zammuto, R.F. (1993). Overconfident and misguided: The lot of technology implementers. Presented at the Third Biennial High Technology Management Conference, Boulder, CO.

Griffith, T.L. (1992). The transfer of group decision techniques to Bulgaria. Presented as part of a panel, "The transfer of science and technology to post-communist Eastern Europe: The Bulgarian case," at the American Association for the Advancement of Slavic Studies National Convention, Phoenix, AZ.

Griffith, T.L., & Northcraft, G.B. (1992). Promises, pitfalls and paradox: Cognitive elements in the implementation of new technology. Presented at the Academy of Management Meetings, Las Vegas, NV.

Griffith, T.L., Northcraft, G.B., & Fuller, M.A. (1992). The introduction of GDSS in Bulgaria. Presented at CHI '92, Monterey, CA.

Fuller, M.A., Griffith, T.L., & Northcraft, G.B. (1992). The basic facilitator role: A beginning for research on the design of the "Group" in Group Decision support Systems. Presented at the 12th International Conference on Decision Support Systems, Chicago, IL.

Griffith, T.L., & Northcraft, G.B. (1991). Effects of communication features and media in electronic communication system research. Presented at the Academy of Management Meetings, Miami, FL.

Griffith, T.L., & Northcraft, G.B. (1991). Cognitive elements of the implementation of a new technology: Testing the paradox of value. Presented as part of a symposium, "Technology in organizations," at the Western Decision Sciences Institute, Kauai, Hawaii.

Griffith, T.L. (1990). The implementation of new technology: A three site, longitudinal study. Presented as part of a symposium, "New research on implementing technology," at the Academy of Management meetings, San Francisco, CA.

Griffith, T.L., Northcraft, G.B., & Tansik, D. (1990). A dogged approach to teaching learning and motivation. Presented at the Organizational Behavior Teaching Conference, Richmond, VA.

Goodman, P.S., Griffith, T.L., & Shah, S. (1989). Teams and technology: Critical issues for research and practice. Presented as part of a symposium, "Putting teams in their places," at the Society of Industrial and Organizational Psychology meetings, Boston, MA.

Griffith (Hughson), T.L. (1988). The effects of electronic monitoring on social presence and subsequent individual performance. Presented as part of a symposium, "Impacts of electronic monitoring," at the Academy of Management meetings, Anaheim, CA

Griffith (Hughson), T.L., Fichman, M., & Moreland, R.M. (1986). Social loafing and social facilitation: An empirical test of Paulus' cognitive-motivational model of performance. Presented at the American Psychological Association Convention, Washington, DC.

### **Recent Professional Presentations**

- Origins of innovation. Santa Clara University Grand Reunion (Oct 2009).
- Using TOP management and design thinking to work within generation gaps. Yahoo! (Oct 2009).
- Shifting from "Change Management" to systems sensemaking and design. Keynote: New Ways of Working Network (June 2009).
- Panel: Best practices for inclusion of virtual team members. Rockwell Collins (July 2008).
- Leading virtual teams. Leavey Briefing Series (April 2007).
- Proactive structuration. Future of Work Workshop (March 2007).

### **Editorial Positions**

Senior Editor: *Organization Science* (1997-2006)

Associate Editor: *Group Decision & Negotiation* (1996 to present)  
*ICIS* (2000)  
*MIS Quarterly* (2000-2002)  
*ICIS 2010*

Guest Editor: *Academy of Management Journal* (2000)

Panel Member: *National Science Foundation*

Special Issue Ed.: *Organization Science: Information Technology and Organizational Form and Function* (2007, with Ray Zammuto, Ann Majchrzak, Deborah Dougherty, and Samer Faraj)  
*Journal of Engineering and Technology Management: Beyond Sociotechnical Systems* (2001, with Deborah Dougherty)

Editorial Boards: *Journal of Engineering and Technology Management*  
*Journal of Managerial Issues* (Past Board Member)

Guest Dept Ed.: *Group Decision and Negotiation*

Ad hoc (recent): *Academy of Management Journal*  
*Academy of Management Review*  
*Asia Pacific Management Review*  
*Information Systems Research*  
*Management Science*

*MIT Sloan Management Review*  
*Organization Studies*  
Social Sciences and Humanities Research Council of Canada  
University Grant Committee, Hong Kong  
National Science Foundation  
Academy of Management Annual Meetings  
International Conference on Information Systems

### **Advisory Boards**

Future of Work <http://www.thefutureofwork.net/>

### **Professional Activities**

Member: Academy of Management  
INFORMS  
Association for Information Systems

Elected Offices: Organizational Communication and Information Systems Division,  
Academy of Management -- Representative-at-Large (1996-1997)  
Technology and Innovation Management Division, Academy of  
Management -- Representative-at-Large (1996-1998)  
INFORMS College on Organization Science -- Information Director  
(1995-1997)

Chair/Convenor: *Organization Science* Winter Conference 1997 to 2000

Panel Member: Program Committee, *Organization Science* Winter Conference 2007

Panel Member, Junior Faculty Consortium, Organizational  
Communication and Information Systems Division, Academy of  
Management (1997)

Panel Member, Doctoral Consortium, Technology and Innovation  
Management and Organizational Communication and Information  
Systems Divisions, Academy of Management (1996, 1999)

### **Executive Education Instruction**

Leavey School of Business Executive Programs  
Graduate School of Business, Stanford University  
Recanati Graduate School of Business, Tel Aviv University  
High Tech Management School, Tel Aviv University  
Olin School of Business Executive Programs  
Melbourne Business School Executive Programs  
University of Arizona Executive Programs  
Krannert Graduate School of Management Executive Programs  
Purdue Center for Agricultural Business Programs  
Other customized sessions in both the public and private sector.

Topics: Origins of Innovation

Collaboration  
Virtual Teams  
Management of Teams  
Negotiation & Conflict Management  
Effective Change Processes  
Motivation  
Organizational Learning  
Knowledge Management