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Professor
Management and Global Business Dept.
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EDUCATION

J. L. Kellogg Graduate School of Management
Northwestern University, Evanston, IL
Ph.D., Organization Behavior (Dec. 1999)
M.S., Organizational Science (Jun. 1996)

University of Pennsylvania, Philadelphia, PA
B.A., American History (May 1990)
Summa Cum Laude
Member, Phi Beta Kappa
Benjamin Franklin Scholar – Honors Program

ACADEMIC POSITIONS

Professor, Rutgers University (2014-present)

Associate Professor, Rutgers University (2005-2014)

Assistant Professor, Rutgers University (1999-2005)

Adjunct Lecturer, Rutgers University (1998-1999)

RESEARCH INTERESTS

Knowledge sharing and advice seeking, especially the role of social networks, relationships, dormant ties, emotion, and trust.

RESEARCH AWARDS, FELLOWSHIPS, AND GRANTS

Co-Principal Investigator, National Science Foundation's Innovation Corps (I-Corps), Northeast Hub Research Grant (2022).

Dean's Award for Meritorious Research, Rutgers Business School – Newark and New Brunswick (2021).

Best Symposium Award (of 259 submissions), Academy of Management, Organizational Behavior (OB) Division, for “The Role of Memory and Cognition (vs. Activity and Behavior) in Social Networks” (2019).

Selected by OB Division's Making Connections Committee as one of two OB Experts in Networks for “Making Connections with OB Experts: A Networking Social” session at Academy of Management conference (2019).

Outstanding *Group & Organization Management (GOM)* Paper in 2016, for “Relational Enhancement: How the Relational Dimension of Social Capital Can Unlock the Value of Network-Bridging Ties” (2017).

Dean's Award for Meritorious Research, Rutgers Business School – Newark and New Brunswick (2016).

Selected to present research (“Dormant Ties: The Value of Reconnecting”) at Chancellor/Provost Research Day, Rutgers University-Newark (2016).

Lead Article, *MIT Sloan Management Review* homepage (2/26/2016), for “How to Reconnect for Maximum Impact” (2016).

Bright Idea Award (2014), sponsored by Stillman School of Business at Seton Hall University and the NJPRO Foundation, for “Connections to Distant Knowledge: Interpersonal Ties Between More- and Less-Developed Countries” in *Journal of International Business Studies*.

Chesed Faculty Award for Innovative Research (one awarded per year), Rutgers Business School – Newark and New Brunswick (2014).

Best Student Paper Award (Senior Co-Author), Academy of Management, MOC Division, for “Network Shadows: The Perceptual and Performance Implications of Intra-Organizational Dormant Ties” (2014).

Summer Award for Research Excellence (one of two awarded), Rutgers Business School – Newark and New Brunswick (2014).

Editor's Picks: Top Ten Articles from 2011, *MIT Sloan Management Review*, for “The Power of Reconnection — How Dormant Ties Can Surprise You” (2011).

Faculty Research Support Award, Technology Management Research Center, Rutgers Business School – Newark and New Brunswick (2008-09; 2009-10).

Bright Idea Award (2007), sponsored by Stillman School of Business at Seton Hall University and the NJPRO Foundation, for “Perceived Trustworthiness of Knowledge Sources: The Moderating Impact of Relationship Length” in *Journal of Applied Psychology*.

Featured Article, *Management Science* homepage for Nov. 2004 issue (chosen by the Editor-in-Chief), for “The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in Effective Knowledge Transfer” (2004).

Finalist, Best Paper Award, *Academy of Management Executive*, for “Nurturing Interpersonal Trust in Knowledge-Sharing Networks” (2003).

Summer Fellowship Awards, Research Resources Committee, Rutgers Business School – Newark and New Brunswick (2003; 2004; 2005).

Senior Researcher, Alfred P. Sloan Foundation Research Grant for the Study of Learning by Engineering Professionals in Corporate Settings (2003-2005).

Best Paper Award, Academy of Management, MOC Division, for “The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in Effective Knowledge Transfer” (2002).

Junior Faculty Research Award, Rutgers Business School – Newark and New Brunswick (2002).

Finalist, Junior Faculty Research Award, Rutgers Business School – Newark and New Brunswick (2001).

Finalist, INFORMS/Organization Science Dissertation Proposal Competition (1997).

Best Student Paper Award, Academy of Management, TIM Division, for “Organizational Learning and the Transfer of Knowledge: An Investigation of Quality Improvement” (1997).

REFEREED JOURNALS

Rondi, E., Levin, D. Z., & De Massis, A. (2024).
“The Reconnection Process: Mobilizing the Social Capital of Dormant Ties.”
Organization Science, 35(2), 573-600.

Rondi, E., Levin, D. Z., & De Massis, A. (2023).
“Reconnecting When Network Ties Go Dormant.” *MIT Sloan Management Review*.
Reprint #65203.

- Kwon, S.-W., Rondi, E., Levin, D. Z., De Massis, A., & Brass, D. (2020). "Network Brokerage: An Integrative Review and Future Research Agenda." *Journal of Management*, 46(6), 1092-1120.
- Levin, D. Z. & Kurtzberg, T. R. (2020). "Sustaining Employee Networks in the Virtual Workplace." *MIT Sloan Management Review*, 61(4), 13-15.
- McCarthy, J. & Levin, D. Z. (2019). "Network Residues: The Enduring Impact of Intra-Organizational Dormant Ties." *Journal of Applied Psychology*, 104(11), 1434-1445.
- Levin, D. Z. & Walter, J. (2019). "Before They Were Ties: Predicting the Value of Brand-New Connections." *Journal of Management*, 45(7), 2861-2890.
- Levin, D. Z. & Walter, J. (2018). "Is Tie Maintenance Necessary?" *Academy of Management Discoveries*, 4(4), 497-500.
- Shah, N. P., Levin, D. Z., & Cross, R. (2018). "Secondhand Social Capital: Boundary Spanning, Secondhand Closure, and Individual Performance." *Social Networks*, 52, 18-27.
- Shah, N. P., Cross, R., & Levin, D. Z. (2018). "Performance Benefits from Providing Assistance In Networks: Relationships That Generate Learning." *Journal of Management*, 44(2), 412-444.
- Levin, D. Z., Walter, J., Appleyard, M. M., & Cross, R. (2016). "Relational Enhancement: How the Relational Dimension of Social Capital Can Unlock the Value of Network-Bridging Ties." *Group & Organization Management*, 41(4), 415-457.
- Walter, J., Levin, D. Z., & Murnighan, J. K. (2016). "How to Reconnect for Maximum Impact." *MIT Sloan Management Review*, 57(3), 18-20.
- Walter, J., Levin, D. Z., & Murnighan, J. K. (2015). "Reconnection Choices: Selecting the Most Valuable (vs. Most Preferred) Dormant Ties." *Organization Science*, 26(5), 1447-1465.
- Levin, D. Z. & Barnard, H. (2013). "Connections to Distant Knowledge: Interpersonal Ties Between More- and Less-Developed Countries." *Journal of International Business Studies*, 44(7), 676-698.
- Levin, D. Z., Walter, J., & Murnighan, J. K. (2011a). "Dormant Ties: The Value of Reconnecting." *Organization Science*, 22(4), 923-939.

- Levin, D. Z., Walter, J., & Murnighan, J. K. (2011b).
“The Power of Reconnection — How Dormant Ties Can Surprise You.” *MIT Sloan Management Review*, 52(3), 45-50.
- Levin, D. Z., Kurtzberg, T., Phillips, K. W., & Lount, R. B., Jr. (2010).
“The Role of Affect in Knowledge Transfer.” *Group Dynamics*, 14(2), 123-142.
- Levin, D. Z. & Barnard, H. (2008).
“Technology Management Routines That Matter to Technology Managers.” *International Journal of Technology Management*, 41(1/2), 22-37.
- Levin, D. Z., Whitener, E. M., & Cross, R. (2006).
“Perceived Trustworthiness of Knowledge Sources: The Moderating Impact of Relationship Length.” *Journal of Applied Psychology*, 91(5), 1163-1171.
- Levin, D. Z. & Cross, R. (2004).
“The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in Effective Knowledge Transfer.” *Management Science*, 50(11), 1477-1490.
- Abrams, L. C., Cross, R., Lesser, E., & Levin, D. Z. (2003).
“Nurturing Interpersonal Trust in Knowledge-Sharing Networks.” *Academy of Management Executive*, 17(4), 64-77.
- Levin, D. Z. (2002).
“Which Way Is Jerusalem? Which Way Is Mecca? The Direction-Facing Problem in Religion and Geography.” *Journal of Geography*, 101(1), 27-37. [for fun]
- Thouati, M. G., Radnor, M., & Levin, D. Z. (2001).
“Corporate Growth Engines: Driving to Sustainable Strategic Advantage.” *International Journal of Manufacturing Technology and Management*, 3(1/2), 49-74.
- Levin, D. Z. (2000).
“Organizational Learning and the Transfer of Knowledge: An Investigation of Quality Improvement.” *Organization Science*, 11(6), 630-647.
- Hirsch, P. M. & Levin, D. Z. (1999).
“Umbrella Advocates Versus Validity Police: A Life-Cycle Model.” *Organization Science*, 10(2), 199-212.
- Shortell, S., Levin, D. Z., O’Brien, J., & Hughes, E. F. X. (1995).
“Assessing the Evidence on CQI: Is the Glass Half Empty or Half Full?” *Journal of Hospital and Health Services Administration*, 40(1), 4-24.

BOOK CHAPTERS

Levin, D. Z., Cross, R., Abrams, L. C., & Lesser, E. L. (2004).
“Trust and Knowledge Sharing: A Critical Combination.” In E. L. Lesser & L. Prusak
(Eds.), *Creating Value with Knowledge*, pp.36-41. Oxford: Oxford University Press.

PUBLISHED CONFERENCE PROCEEDINGS

Burmeister, A. & Levin, D. Z. (2024).
“Reframing Networking as Benefiting the Other Person (vs. Oneself) Encourages Advice
Seeking.” *Best Papers Proceedings of the Academy of Management*.

Levin, D. Z., Walter, J., & Murnighan, J. K. (2016).
“Before They Were Ties: Predicting the Value of Brand-New Connections.” *Best Papers
Proceedings of the Academy of Management*.

McCarthy, J. & Levin, D. Z. (2014).
“Network Shadows: The Perceptual and Performance Implications of Intra-
Organizational Dormant Ties.” *Best Papers Proceedings of the Academy of Management*.

Levin, D. Z., Walter, J., & Murnighan, J. K. (2008).
“Dormant Ties: The Value of Reconnecting.” *Best Papers Proceedings of the Academy of
Management*.

Levin, D. Z., Whitener, E. M., & Cross, R. (2004).
“Perceived Trustworthiness of Knowledge Sources: The Moderating Impact of
Relationship Length.” *Best Papers Proceedings of the Academy of Management*.

Levin, D. Z., Cross, R., & Abrams, L. C. (2002).
“The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in Effective
Knowledge Transfer.” *Best Papers Proceedings of the Academy of Management*.

Levin, D. Z. (1997).
“Organizational Learning and the Transfer of Knowledge: An Investigation of Quality
Improvement.” *Best Papers Proceedings of the Academy of Management*.

OTHER PUBLICATIONS

Levin, D. Z. (2010).
“Social Networks Even Better in Person.” *CJ Magazine*, 4(2), 27-28+.

Blank, J. D. & Levin, D. Z. (2010).
“When Is Tax Enforcement Publicized?” *Virginia Tax Review*, 30(1), 1-37 [top-tier law
review; article on flow of knowledge from government]. Cited by N.Y. Times.com,
March 31, 2010; Forbes.com, April 4, 2012.

Levin, D. Z. (2009).
“Ridgecrest School Dispute.” In R. J. Lewicki, D. M. Saunders, & B. Barry (Eds.),
Negotiation: Readings, Exercises and Cases, 6th ed. (pp. 521-527). New York: McGraw-
Hill.

Levin, D. Z. (2008).
“Trust.” Entry in S. R. Clegg & J. R. Bailey (Eds.), *International Encyclopedia of
Organization Studies* (pp. 1573-1579). Thousand Oaks, CA: Sage.

Levin, D. Z. (1988).
“Measuring a Gerrymander.” *Michigan Journal of Political Science*, 9 (Winter), 63-69.

UNPUBLISHED MANUSCRIPTS

Barnard, H. & Levin, D. Z. (2013).
“Intermediate Learning and the (Re)creation of Knowledge: How Firms Use Imitation to
Introduce New Organizational Routines.”

Levin, D. Z. (2006).
“Effect of Monitoring and Learning on the Decoupling of TQM Practices: The Role of
Adoption Timing.”

Levin, D. Z. & Shortell, S. M. (2006).
“Does Large Size Always Slow Down Learning and Implementation? The Role of
Motivation and Culture.”

WORKS IN PROGRESS

Levin, D. Z. & Sheldon, O. (revise and resubmit).
“Face Memory and Networks.” *Academy of Management Journal*.

Burmeister, A. & Levin, D. Z. (soon to be under review).
“ ‘I Don’t Want to be a Burden on Them’: Reframing Networking as Benefiting the
Other Person (vs. Oneself) Encourages Advice Seeking.” Targeted for *Academy of
Management Journal*.

Ross, J. R., Mehra, A., Levin, D. Z., Walter, J., & Borgatti, S. (write-up phase).
“The Tie Over Time: Meaning, Memory, and Temporal Form.” Targeted for
Organization Science.

Lee, J. W. & Levin, D. Z. (write-up phase).
“Pseudo-Ties: The Value of Connections to Strangers Who Don’t Feel Like Strangers.”

Sheinfeld, E. & Levin, D. Z. (write-up phase).
“Mobility Ties: Which Ties to Former Coworkers Become Dormant and Which Get
Maintained?”

Sheinfeld, E., Levin, D. Z., & Grosser, T. (data-analysis phase).
“The Value of Maintaining Mobility Ties.”

Piplani, R. S., Grosser, T. J., Levin, D. Z., & Quintane, E. (data-analysis phase).
“Emotional and Relational Consequences of Network Brokering Behaviors in the Workplace.”

Kang, H., Levin, D. Z., & Villanueva, J. (data-collection phase).
“Writing About Reconnection Disasters: A Novel Technique to Increase Seeking Feedback From Strangers, Dormant, and Existing Network Ties.” Targeted for *Academy of Management Journal*.

Bailey, A. & Levin, D. Z. (data-collection phase).
“Tell Me Something New: The Impact of Novelty Surfacing, a Knowledge Search Behavior, on Entrepreneurial Performance.” Targeted for *Organization Science*.

Levin, D. Z., Methot, J. R., Shim, H., & Shin, J. (data-collection phase).
“The Effects of Network Brokerage on Workplace Loneliness.”

Park, Y. & Levin, D. Z. (data-collection phase).
“Walking on Eggshells: The Impact of Ostracism Anxiety on Social Networks.”

Sheinfeld, E., Kleinbaum, A. M., & Levin, D. Z. (data-collection phase).
“Regulatory Focus, Homophily, and Networks.”

CONFERENCE PRESENTATIONS

Academy of Management annual meetings (refereed papers):

Burmeister, A. & Levin, D. Z. (2024).
“Reframing Networking as Benefiting the Other Person (vs. Oneself) Encourages Advice Seeking.” Chicago.

Piplani, R. S., Grosser, T. J., Levin, D. Z., & Quintane, E. (2024).
“Emotional and Relational Consequences of Network Brokering Behaviors in the Workplace.” Chicago.

Bailey, A. & Levin, D. Z. (2023).
“Tell Me Something New: The Impact of Novelty Surfacing, a Networking Behavior, on Entrepreneurial Performance.” Boston.

Ross, J. R., Mehra, A., Levin, D. Z., Walter, J., & Borgatti, S. (2023).
“The Tie Over Time: Meaning, Memory, and Temporal Form.” Boston.

- Sheinfeld, E. & Levin, D. Z. (2022).
“Mobility Ties: Which Ties to Former Coworkers Are Maintained Versus Become Dormant?” Seattle.
- Levin, D. Z. (2021).
“Face Memory and Networks.” Online.
- Levin, D. Z. & Walter, J. (2019).
“Is Tie Maintenance *Really* Necessary?” Boston.
- Ross, J., Mehra, A., Levin, D. Z., & Walter, J. (2019).
“Dormant Ties: A Review and Agenda for Research.” Boston.
- Methot, J. R., Levin, D. Z., & Shim, H. (2019).
“The Effects of Network Brokerage on Workplace Loneliness.” Boston.
- Levin, D. Z., Walter, J., & Murnighan, J. K. (2016).
“Before They Were Ties: Predicting the Value of Brand-New Connections.”
Anaheim, CA.
- Shah, N. P., Levin, D. Z., & Cross, R. (2016).
“Secondhand Closure and Individual Performance.” Anaheim, CA.
- Methot, J. R., Rosado-Solomon, E., & Levin, D. Z. (2016).
“Friend and Foe: The Psychological and Social Network Effects of Ambivalent Relationships.” Nominated and accepted for presentation in the All-Academy Theme “Making Organizations Meaningful” program. Anaheim, CA.
- Methot, J. R., Downes, P. E., & Levin, D. Z., & Sharma, P. N. (2015).
“Peer Ties and Voice: The Effects of Constructive Voice on Liking and Competence Perceptions.” Vancouver.
- McCarthy, J. & Levin, D. Z. (2014).
“Network Shadows: The Perceptual and Performance Implications of Intra-Organizational Dormant Ties.” Philadelphia.
- Cross, R., Levin, D. Z., & Shah, N. P. (2012).
“A Multidimensional View of Providing Assistance through Workplace Ties: Performance Implications.” Boston.
- Levin, D. Z., Walter, J., & Murnighan, J. K. (2011).
“Reconnection Choices and the Dominance of the Irrelevant Past.” San Antonio.
- Levin, D. Z. & Barnard, H. (2011).
“Connections to Distant Knowledge: Expatriate Ties and the Developing World.”
San Antonio.

Levin, D. Z., Walter, J., Appleyard, M. M. (2010).
“Trusted Bridging Ties: A Dyadic Solution to the Brokerage-Closure Dilemma.”
Montreal.

McNamee, R. C. & Levin, D. Z. (2010).
“Understanding Unsolicited Knowledge: A Problem-Solving Process Framework
for Knowledge Exchanges.” Montreal.

Levin, D. Z., Walter, J., & Murnighan, J. K. (2009).
“Dormant Ties: Reconnection Choices and the Value of Reconnecting.” Chicago.

McNamee, R. C. & Levin, D. Z. (2009).
“Knowledge Exchange in Organizations: Integrating Knowledge, Creativity, and
Innovation Perspectives.” Chicago.

Levin, D. Z., Walter, J., & Murnighan, J. K. (2008).
“Dormant Ties: The Value of Reconnecting.” Anaheim, CA.

Levin, D. Z., Walter, J., Appleyard, M. M. (2007).
“What’s in a Tie? Knowledge Transfer and the Dimensions of Dyadic Social
Capital.” Philadelphia.

Levin, D. Z., Kurtzberg, T., & Phillips, K. W. (2005).
“The Role of Mood in Knowledge Transfer and Learning.” Honolulu.

Levin, D. Z., Whitener, E. M., & Cross, R. (2004).
“Perceived Trustworthiness of Knowledge Sources: The Moderating Impact of
Relationship Length.” New Orleans.

Levin, D. Z., Cross, R., & Abrams, L. C. (2002).
“The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in
Effective Knowledge Transfer.” Denver.

Levin, D. Z., Cross, R., & Abrams, L. C. (2002).
“Why Should I Trust You? Antecedents of Trust in a Knowledge Transfer
Context.” Denver.

Levin, D. Z. (2001).
“Institutionalism, Learning, and Patterns of Decoupling: The Case of Total
Quality Management.” Washington, D.C.

Levin, D. Z. (1999).
“What’s in an Organizational Routine? ‘Unpacking’ Knowledge Management.”
Chicago.

Levin, D. Z. (1997).

“Organizational Learning and the Transfer of Knowledge: An Investigation of Quality Improvement.” Boston.

Levin, D. Z., Radnor, M., & Thouati, M. G. (1997).

“Using a Process View of Organizations to Understand the Management of Technology.” Boston.

Levin, D. Z. & Shortell, S. (1996).

“Desire to Implement and Ability to Implement: The Case of Total Quality Management.” Cincinnati.

Hirsch, P. M. & Levin, D. Z. (1995).

“The Rise and Fall of Organizational Effectiveness: A Cautionary Tale.” Vancouver.

INFORMS (Institute for Operations Research and the Management Sciences) meetings:

Levin, D. Z. (Nov. 1999).

“The Underlying Elements of Two Critical Organizational Routines: ‘Unpacking’ Knowledge Management.” Philadelphia.

Levin, D. Z., Radnor, M., & Thouati, M. G. (Nov. 1996).

“Root Causes of Technology Transfer Failure.” Atlanta.

Radnor, M., Levin, D. Z., Strauss, J. D., & Thouati, M. G. (Nov. 1996).

“Coupling of Technology Management and Strategic Planning Processes: The State of the Art.” Atlanta.

PICMET (Portland International Conference on Management of Engineering and Technology) meeting:

Levin, D. Z. & Radnor, M. (1997).

“Transferring Knowledge within the Company in the R&D Arena.” Portland.

SMS (Strategy Management Society) meeting (refereed papers):

Levin, D. Z., Walter, J., Appleyard, M. M., & Cross, R. (2012).

“Relational Enhancement: How to Unlock the Value of Network Bridges.” Prague.

CONFERENCE PARTICIPATION

Academy of Management annual meetings:

Paper Symposium Organizer (2023): “Overlooked Ties: An Examination of Neglected, Rare, or Special Relationships in Organizational Networks.” Boston.

Paper Symposium Organizer (2022): “Relationship and Network Shocks.” Seattle.

Paper Symposium Organizer (2019): “The Role of Memory and Cognition (vs. Activity and Behavior) in Networks.” Boston.

Session Chair (2018): “Developing Better Theoretical Constructs.” Chicago.

Session Chair (2017): “Strategic Alliances and Coopetition: Costs and Benefits.” Atlanta.

Paper Symposium Discussant (2014): “Connections to Local and Distant Communities: Geography, Cross-Border Resource Flows, and Entrepreneurial Activities.” Philadelphia.

Session Chair (2013): “Entrepreneurs, Networks and Markets.” Orlando.

Paper Symposium Organizer (2009): “Decay, Death, and Rebirth of Networks and Network Ties.” Chicago.

Program Chair, All-Academy Caucuses (2003). Seattle.

Session Facilitator (2001): “Social Capital.” Washington, D.C.

Session Chair (2000): “Make, Buy, or Partner: Managing Innovation Webs.” Toronto.

INVITED UNIVERSITY TALKS

Baruch, Berkeley, Cambridge, Carnegie Mellon, Chicago, Columbia, Connecticut, CUHK, Georgetown, INSEAD, Johns Hopkins, Kellogg, Kentucky, London Business School, Maryland, Michigan, Purdue, Wharton

PROFESSIONAL MEMBERSHIP

Member, Academy of Management

REVIEWING

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly

European Management Journal

IEEE Transactions on Engineering Management

Journal of Applied Psychology

Journal of Management Studies

Journal of Trust Research

Management Science

MIT Sloan Management Review

Organization Science

Production and Operations Management

Strategic Management Journal

Academy of Management annual meetings

TEACHING AWARDS

Dean's Award for Meritorious Teaching, Rutgers Business School – Newark and New Brunswick (2016).

Professor of the Year, Newark Flex MBA Program, Rutgers Business School – Newark and New Brunswick (2014).

Most Promising Professor in the Management Department, Dean's Advisory Council's Annual Professor Polls Awards, Undergraduate-Newark Program, Rutgers Business School – Newark and New Brunswick (2014).

Dean's Award for Meritorious Teaching, Rutgers Business School – Newark and New Brunswick (2011).

Junior Faculty Teaching Award, Rutgers Business School – Newark and New Brunswick (2002).

TEACHING EXPERIENCE

Instructor, Executive MBA, MBA, and undergraduate-level courses, Management and Global Business Dept., Rutgers Business School – Newark and New Brunswick, Rutgers University (spring 1999 - present)

Management Skills

Negotiations

Networking & Influence in Business / Managing Social and Political Capital

Organizational Design and Change

Organizational Behavior

MBA-level courses, Management & Organizations Department, J. L. Kellogg Graduate School of Management, Northwestern University

Instructor, Negotiations (summer, fall 1996; fall 1997)

Assistant Teacher, International Technology Strategy (winter 1997; winter 1998)

RELEVANT BUSINESS EXPERIENCE, 1984-1993

Oliver Wyman (formerly Mercer Management Consulting), Lexington, MA
Research Analyst, Organization Planning and Development practice (1990-1993).

Insync Corporation, a Developer of Management Software, Washington, D.C.
Researcher, Study of literature on total quality management (summer 1989).

U.S. Department of Labor, Washington, D.C.
Interviewer, National Database of Labor-Management Cooperation and Employee Involvement Programs (summers 1987, 1988).

U.S. Government Accountability Office, Washington, D.C.
Analyst, National Productivity Group (summers 1984, 1985, 1986).

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