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## Gerardo Andrés Okhuysen

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### Academic Work Experience

- 2012- *Professor*, Organizational Behavior, Paul Merage School of Business, University of California, Irvine. Program teaching include: MBA Organizational Behavior (introductory core course on organizations); MBA Managing Innovation in Organizations (opening intensive course); MBA Managing Collaborations, Groups, and Teams (elective course); Ph.D. seminars on Writing for Publication.
- 2014- *Associate Dean for Masters Programs*, Paul Merage School of Business, University of California, Irvine. Academic supervision of EMBA, HCEMBA, FEMBA, FTMBA, MPac, MFin, and MSBA graduate degree programs.
- 2011- 2012 *Professor and David Eccles Faculty Fellow*, Organizational Behavior, David Eccles School of Business, University of Utah. Program teaching includes: Executive MBA core course on Leadership and Organizations; MBA (full-time) and Professional MBA (part-time) Managing and Leading in Organizations (introductory core course on organizations); Executive MBA and MBA Managing Groups and Teams (core course); MBA Advanced Groups and Teams (elective course); Undergraduate course in Human Behavior in Organizations (introductory core course on Organizational Behavior); Undergraduate Advanced Groups and Teams (elective course); Ph.D. seminars on Writing for Publication, Time and Organizations, Groups and Group Behavior.
- 2005-2011 *Associate Professor and David Eccles Faculty Fellow*, Organizational Behavior, David Eccles School of Business, University of Utah.
- 2001-2005 *Assistant Professor*, Organizational Behavior, David Eccles School of Business, University of Utah.
- 1997-2001 *Assistant Professor*, Organizational Behavior, The University of Texas at Dallas School of Management. Courses include: Introduction to Organizational Behavior, an MBA core course; Organizational Decision Making, an MBA elective course; and Seminar in Organizational Behavior, a Ph.D. core course.
- 1996-1997 *Lecturer*, Department of Industrial Engineering and Engineering Management, Stanford University. Courses include: Organizations: Theory and Management, an undergraduate required course.
- 1991-1997 *Teaching and Research Assistant*, Department of Industrial Engineering and Engineering Management, Stanford University. Courses included Introduction to

Organizational Behavior, The Theory of Organizations, Manufacturing Systems Design, Quality Control, Cost Accounting. Classes included both undergraduate and graduate level courses. Developed business cases and other materials for Manufacturing Systems Design, focusing on the role of supplier-client relationships.

1993-1995 *Student Assistant/Director*, American Electronics Association/Stanford University Executive Education Program. Coordinated support staff. Provided logistical support for the faculty before and during the program. Organized academic and extra-curricular events for 140 senior level executives from high technology firms, and coordinated with all relevant departments within the University.

1990-1991 *Lecturer*, Department of Industrial and Manufacturing Engineering, California Polytechnic State University, San Luis Obispo, CA. Courses included Introduction to Operations Research, Development of Computer Applications, and Metal Casting Technology.

## **Education**

*Stanford University*

Ph.D. in Industrial Engineering in Organizational Behavior, June 1997.

Master of Science in Industrial Engineering, June 1994.

*California Polytechnic State University, San Luis Obispo*

Master of Science in Engineering, June 1991.

Bachelor of Science in Industrial Engineering, with honors, June 1990.

## **Journal Publications**

Waller, Mary J., Okhuysen, Gerardo A. and Saghafian, Marzieh, 2016, "Conceptualizing Emergent States: A Strategy to Advance the Study of Group Dynamics." *The Annals of the Academy of Management*, Vol. 10, Issue 1. DOI: 10.1080/19416520.2016.1120958

Hudson, Bryant A., Okhuysen, Gerardo A., and Creed, W. E. Douglas, 2015, "Power and institutions: Stones in the road and some yellow bricks." *Journal of Management Inquiry*, 1-6. DOI: 10.1177/1056492614565240

Creed, Douglas, Bryant A. Hudson, Gerardo A. Okhuysen, & Kristin Smith-Crowe. 2014. Swimming in a Sea of Shame: Incorporating Emotion into Explanations of Institutional Reproduction and Change. *Academy of Management Review*, 39 (3), 275-301. DOI:amr.2012.0074.

Hudson, Bryant A., & Gerardo A. Okhuysen. 2014. Taboo Topics: Structural Barriers to the Study of Organizational Stigma. *Journal of Management Inquiry*, 23, 242-253. DOI:10.1177/1056492613517510

- Okhuysen, Gerardo A., David Lepak, Karen L. Ashcraft, Giuseppe (Joe) Labianca, Vicki Smith & Kevin H. Steensma. (2013). Theories of Work and Working Today. Academy of Management Review, 38(4), 491–502. DOI:10.5465/amr.2013.0169
- Kouchaki, Maryam, Gerardo A. Okhuysen, Golnaz Tajeddin, and Mary Waller. 2012. “The treatment of the relationship between groups and their environment: A critical examination of common assumptions in research.” Group and Organization Management, 37, 171-203. DOI: 10.1177/1059601112443850
- Bonner, Bryan L., Gerardo A. Okhuysen, and Harris Sondak. 2011. “Intra-group Decision-making in Inter-group Negotiation: Majority/Minority Effects and Hawkishness of Member Preferences.” Group Dynamics, 15, 246-257. DOI: [10.1037/a0023757](https://doi.org/10.1037/a0023757)
- Bechky, Beth A. and Gerardo A. Okhuysen. 2011. “Expecting the unexpected?: How SWAT officers and film crews handle surprises.” Academy of Management Journal. 54, 239-261.
- Bonardi, Jean-Philippe and Gerardo A. Okhuysen. 2011. “From the Editor: The challenges of theory building through the combination of lenses.” Academy of Management Review, Vol. 1, 6-12.
- Okhuysen, Gerardo A. and Beth A. Bechky, 2009. “Coordination in organizations: An integrative perspective.” In The Academy of Management Annals, Vol. 3, pp. 463-502.
- Hudson, Bryant A. and Gerardo A. Okhuysen. 2009. “Not with a ten foot pole: Core-stigma, stigma transfer, and improbable persistence of men’s bathhouses.” Organization Science, Vol. 20, No. 1, 134-153.
- Bolinger, Alexander R., Bryan L. Bonner, and Gerardo A. Okhuysen, 2009. “Sticking together: The glue role and group creativity.” In Research on Managing Groups and Teams. Margaret A. Neale, Elizabeth A. Mannix, and Jack Goncalo, (Eds.), pp. 265-287.
- Okhuysen, Gerardo A. and Beth A. Bechky, 2009. “Making group process work: Harnessing collective intuition, task conflict, and pacing.” In the Handbook of Principles of Organizational Behavior: Indispensable Knowledge for Evidence-Based Management. Edwin A. Locke (Ed.), pp. 309-326.
- Okhuysen, Gerardo A. and Hettie A. Richardson, 2007. “Group conflict as an emergent state: Temporal issues in the conceptualization and measurement of disagreement.” In Conflict in organizational groups: New directions in theory and practice, Kristin J. Behfar and Leigh L. Thompson, (Eds.), pp. 145-179.
- Armagan, Sungu, Manuel P. Ferreira, Bryan L. Bonner, and Gerardo Okhuysen, 2006. “Temporality in negotiations: A cultural perspective.” In Research on Groups and Teams, Margaret A. Neale, Elizabeth A. Mannix, and Ya-Ru Chen (Eds.)

- Galinsky, Adam D., Geoffrey J. Leonardelli, Gerardo A. Okhuysen, and Thomas Mussweiler. 2005. "The role of regulatory focus in negotiation: Promoting distributive and integrative success." Personality and Social Psychology Bulletin, Vol. 31, 1-12.
- Okhuysen, Gerardo A., 2005. Understanding group behavior: How a police SWAT team creates, changes, and manages group routines. In Qualitative Organizational Research, Kimberly D. Elsbach (Ed.), pp. 139-168.
- Okhuysen, Gerardo A. and Bryan L. Bonner. 2005. "Future thinking in disadvantaged situations: The role of outcome delays and competitive issues in negotiation." Motivation and Emotion, Vol. 29, No. 4, 465- 479.
- Kirton, Byron, Gerardo A. Okhuysen, and Mary J. Waller, 2004. "Glossary of temporal terms." In Research on Groups and Teams, Margaret A. Neale, Elizabeth A. Mannix, and Sally Blount (Eds.)
- Okhuysen, Gerardo A., Adam D. Galinsky, and Tamara A. Uptigrove. 2003. "Saving the worst for last: The effect of time horizon on the efficiency of negotiating benefits and burdens." Organizational Behavior and Human Decision Processes, Vol. 91, 269-279.
- Okhuysen, Gerardo A. and Mary J. Waller. 2002. "Focusing on midpoint transitions: An analysis of boundary conditions." Academy of Management Journal, Vol. 45, 1056-1065.
- Perlow, Leslie A., Gerardo A. Okhuysen, and Nelson Repenning. 2002. "The speed trap: Exploring the relationship between decision making and the temporal context." Academy of Management Journal, Vol. 45, 931-955.
- Okhuysen, Gerardo A. and Kathleen M. Eisenhardt. 2002. "Integrating knowledge in groups: How simple formal interventions enable flexibility." Organization Science, Vol. 13, 370-386.
- Rockett, Tracey L. and Gerardo A. Okhuysen, 2002. "Familiarity in groups." In Research on Managing Groups and Teams, Margaret A. Neale, Elizabeth A. Mannix, and Harris Sondak (Eds.)
- Ancona, Deborah, Gerardo A. Okhuysen, and Leslie Perlow. 2001. "Taking time to integrate temporal research." Academy of Management Review, Vol. 26, 512-529.
- Okhuysen, Gerardo A. 2001. "Structuring change: Familiarity and formal interventions in problem solving groups." Academy of Management Journal, Vol. 44, 794-808.
- Okhuysen, Gerardo A. and Kathleen M. Eisenhardt, 2000, "Excel through group process", in Handbook of Principles of Organizational Behavior, Edwin A. Locke (Ed.)

Okhuysen, Gerardo A. and Kathleen M. Eisenhardt, 1998, "How teams make smart decisions in technology-based firms", in the Handbook of Technology Management, Richard Dorf (Ed.)

Mason, Anthony K. and Gerardo A. Okhuysen, 1995. "Computer aided process planning using natural language part descriptions." Journal of Systems Engineering, Vol. 5, pp. 27-35.

### **Other Publications**

Smith, Isaac H., Netchaeva, Ekaterina, Soderberg, Andrew, and Gerardo A. Okhuysen, 2015, "The behavioral ethics of deontology and utilitarianism: Are they as separable as they seem?" In the Best Paper Proceedings, Academy of Management in Vancouver, B.C., August.

Hudson, Bryant A. and Gerardo A. Okhuysen, 2003, "They're doing what in there? The prevention of social stigma and illegitimacy in the bathhouse." Selected for the Best Paper Proceedings, Academy of Management in Seattle, August 2003.

Armagan, Sungu, Tamara Uptigrove, and Gerardo A. Okhuysen, 2002, "The later the better: Issue delays and outcome delays in dyadic negotiations." In the Best Paper Proceedings, Academy of Management Meeting in Denver, August 2002.

Okhuysen, Gerardo A. and Kathleen M. Eisenhardt, 1998, "Creating opportunities for change: How formal problem solving interventions work." In the Best Paper Proceedings, Academy of Management Meeting in San Diego, August 1998.

### **Refereed Conference Presentations**

Gerardo A. Okhuysen, 2016, "Making Time for Time: Extending Theories of Temporality in and across Organizations," Discussant, Symposium presented at the Academy of Management in Anaheim, CA, August.

Creed, W.E.D., B.A. Hudson, G. Okhuysen, and K. Smith-Crowe. 2016. "A World of Concern," Stream: Institutions and Emotions. European Group for Organization Studies, Naples, Italy, July.

Smith, Isaac H., Netchaeva, Ekaterina, Soderberg, Andrew, and Gerardo A. Okhuysen, 2015, "The behavioral ethics of deontology and utilitarianism: Are they as separable as they seem?" presented at the Academy of Management in Vancouver, B.C., August.

Behfar, Kristin and Gerardo A. Okhuysen, 2015, "The use of abduction for generating explanation and theory" presented at the Academy of Management in Vancouver, B.C., August.

- Waller, Mary J., Gerardo A. Okhuysen, and Marzieh Saghafian, 2014, "Conceptualizing emergent states: A strategy to advance the study of group dynamics" presented at the Academy of Management in Philadelphia, August.
- Bechky, Beth A. and Gerardo A. Okhuysen, 2012, "The Flexibility of Routines in Crisis Situations" presented at the Academy of Management Meeting in Boston, August.
- Creed, W.E.D., B.A. Hudson, G. Okhuysen, and K. Smith-Crowe. 2012. "Shameless Theorizing: Emotion in Institutional Maintenance and Disruption." Stream: Institutions and Emotions. European Group for Organization Studies, Helsinki, Finland, July. Presented at the Emotions and Institutions Conference at York University, December 2013.
- Hudson, Bryant A. and Gerardo A. Okhuysen, 2009, "Pay no attention to the organization behind the curtain: The enactment of image at the bathhouse" presented at the Academy of Management Meeting in Chicago, August.
- Kouchaki-Nejiad, Maryam and Gerardo A. Okhuysen, 2009, "Groups and their Environments" presented at INGRoup in Colorado Springs, July.
- Hudson, Bryant A., Gerardo A. Okhuysen, and Dara Szyliowicz, 2009, "Pay no attention to the organization behind the curtain: The enactment and dance of organizational images of men's bathhouses" presented at EGOS Colloquium, Barcelona, July.
- Bechky, Beth and Gerardo A. Okhuysen, 2007, "Expecting the unexpected: Surprise and organizational bricolage" presented at the Academy of Management in Philadelphia, August.
- Bolinger, Alexander, Gerardo A. Okhuysen, and Bryan Bonner, 2007, "Inducing group success: A multi-dimensional perspective" presented at the Academy of Management in Philadelphia, August.
- Armagan, Sungu, Gerardo A. Okhuysen and Harris Sondak, 2005, "The impact of membership change on task and social knowledge in research groups" presented at the Academy of Management in Honolulu, August.
- Hudson, Bryant A. and Gerardo A. Okhuysen, 2004, "Elusive legitimacy: An expanded view of strategic responses to institutional processes" presented at the Academy of Management in New Orleans, August.
- Hudson, Bryant A. and Gerardo A. Okhuysen, 2004, "Intimate relations with the bathhouse: Investigating core-stigmatized organizations" presented at the Academy of Management in New Orleans, August.
- Armagan, Sungu, and Gerardo A. Okhuysen, 2004, "Is later better? Issue delays in dyadic negotiations" presented at the Academy of Management in New Orleans, August.

- Hudson, Bryant A. and Gerardo A. Okhuysen, 2003, "They're doing what in there? The prevention of social stigma and illegitimacy in the bathhouse" presented at the Academy of Management in Seattle, August.
- Galvin, Tiffany L., Bryant A. Hudson, and Gerardo A. Okhuysen, 2003, "Contested appropriateness: Examining the intertwining dynamics of legitimacy and illegitimacy" presented at the 19<sup>th</sup> conference of the European Group for Organizational Studies (EGOS), Copenhagen, Denmark, July.
- Armagan, Sungu, Tamara Uptigrove, and Gerardo A. Okhuysen, 2002, "The Later the Better: Issue Delays and Outcome Delays in Dyadic Negotiations" presented at the Academy of Management Meeting in Denver, August.
- Okhuysen, Gerardo A., Tiffany L. Galvin, and David Berg, 2002, "The Many Faces of Time: Temporal Considerations in the Study of Decision Making" presented at the Academy of Management Meeting in Denver, August.
- Uptigrove, Tamara A. and Gerardo A. Okhuysen, 2001, "The Effect of Outcome Delays on Negotiation Efficiencies for Benefit and Burden Allocation" presented at the Academy of Management Meeting in Washington, D.C., August.
- Okhuysen, Gerardo A., 2000, "Conflict Over Time: Antecedents and Consequences of Performance in Groups" presented at the Academy of Management Meeting in Toronto, Ontario, Canada, August.
- Okhuysen, Gerardo A., 1999, "The Many Faces of Time: Temporal Considerations in the Study of Decision Making" presented at the Academy of Management Meeting in Chicago, August.
- Okhuysen, Gerardo A. and Kathleen M. Eisenhardt, 1998, "Creating Opportunities for Change: How Formal Problem Solving Interventions Work" presented at the Academy of Management Meeting in San Diego, August.
- Okhuysen, Gerardo A., 1998, "Facilitating Group Processes: The Role of Social Interaction in Problem Solving Groups" presented at the Academy of Management Meeting in San Diego, August.
- Okhuysen, Gerardo A., 1996, "Discrepancy Seeking Behavior and Performance in Problem Solving Groups" presented at the Academy of Management Meeting in Cincinnati, August.
- Mason, Anthony K. and Gerardo A. Okhuysen, 1991, "Inferring Manufacturing Costs from Vague Circuit Board Design Specifications" presented at the ORSA/TIMS Joint National Meeting, Anaheim, CA, November.

#### **Other Conference Research Presentations**

Creed, W. E. D., Hudson, B. A., Okhuysen, G. A., & Smith-Crowe, K. 2014. A place in the world: Interaction orders in institutions. Presented at the 2nd Emotions and Institutions Workshop, Toronto.

Okhuysen, Gerardo A., "Time in negotiation", presented at the Wharton New Faculty Conference on Organizational Behavior, November 2004, Philadelphia, PA.

Okhuysen, Gerardo A., "Creating flexibility through routines: How a SWAT team faces uncertainty in action", presented at the Davis Conference on Qualitative Research, March 2003, Davis, CA.

Rockett, Tracey L. and Gerardo A. Okhuysen, "Familiarity in Groups", presented at the Research on Groups and Teams Conference, May 2000, Palo Alto, CA.

Okhuysen, Gerardo A. and Karen A. Jehn, "Antecedents to Group Conflict", presented at the Wharton New Faculty Conference on Organizational Behavior, November 1999, Philadelphia, PA.

Mason, Anthony K. and Gerardo A. Okhuysen, "Estimating Component Costs from Vague Part Descriptions - An Application to Concurrent Engineering", Presented at The 2nd Annual Artificial Intelligence Symposium, May 1991, San Luis Obispo, CA.

### **Invited Presentations**

Behfar, Kristin and Gerardo A. Okhuysen "Generating explanation: The use of abduction for theorizing in organizations and management." Presented at the Richard Ivey School of Business, University of Western Ontario, November 11, 2016. (Also presented at the C.T. Bauer College of Business at the University of Houston, April 11, 2014.)

Bolinger, Alexander, Gerardo A. Okhuysen, and Bryan L. Bonner. "Understanding individuals' subjective evaluation of successful and unsuccessful groups: An inductive approach." Presented at Bocconi University, Milan, October 18, 2016. (Also presented at Center for Organizational Research at the University of California, Irvine, April 12, 2013; Desautels Faculty of Management, McGill University, May 8, 2013; University of California, Riverside, January 16, 2014.)

Hudson, Bryant A. and Gerardo A. Okhuysen "Pay no attention to the organization behind the curtain: The enactment of organizational images of men's bathhouses. Presented at Arizona State University, November 14, 2014. (Also presented at the Schulich Business School at York University, November 11, 2014.)

Hudson, Bryant A. and Gerardo A. Okhuysen. "Taboo topics: Structural barriers to the study of organizational stigma." Presented at the Reputation Symposium, Said Business School, Oxford University, September 4-6, 2013.



- Creed, W.E.D., B.A. Hudson, G. Okhuysen, and K. Smith-Crowe. Swimming in a sea of shame: Incorporating emotion into explanations of institutional reproduction and change. Rotman School of Management, University of Toronto, December 6, 2012.
- Kouchaki, Maryam, Gerardo A. Okhuysen, and Mary J. Waller. "Boundary crafting: A cross-level examination." Presented at the University of Texas at Austin, February 24, 2012. Also presented at Boston University, February 17, 2012.
- Bolinger, Alexander, Gerardo A. Okhuysen, and Bryan L. Bonner "Understanding individuals' subjective evaluation of successful and unsuccessful groups: An inductive approach." Presented at University of North Carolina, Chapel Hill, March 23, 2011.
- Bechky, Beth A. and Gerardo A. Okhuysen. "The element of surprise: Responding to the unexpected through organizational Bricolage", presented at Weatherhead School of Management, Case Western Reserve University, February 26, 2010.
- Okhuysen, Gerardo A. "Publishing in The Academy of Management Review", discussion roundtable at Weatherhead School of Management, Case Western Reserve University, February 25, 2010.
- Okhuysen, Gerardo A. "The uncertain, unpredictable, and unknown: Managing the external environment in a police SWAT team", presented at the Center for Work, Technology, and Organizations, Department of Management Science and Engineering, Stanford University, February 2, 2009. (Also presented at the Organizational Behavior Seminar at the Graduate School of Business, Stanford University, February 18, 2009.)
- Bechky, Beth A. and Gerardo A. Okhuysen. "The element of surprise: Responding to the unexpected through organizational Bricolage", presented at the Carlson School of Management, University of Minnesota, March 7, 2008.
- Okhuysen, Gerardo A. "The uncertain, the unpredictable, and the unknown: Group approaches in a police SWAT team", presented at Carnegie Mellon University, November 2006, Pittsburgh, PA.
- Okhuysen, Gerardo A. "Creating flexibility through routines: How a SWAT team responds to uncertainty in action", presented at the Management and Organizations Department, Stern School of Management, New York University, April 2004, New York, NY.
- Armagan, Sungu, Gerardo A. Okhuysen, and Adam D. Galinsky. "Is Later Better? Issue Delays in Dyadic Negotiations", presented at the Department of Management, E.J. Ourso College of Business, Louisiana State University, December 2003, Baton Rouge, LA.
- Okhuysen, Gerardo A. "Creating a Common Mind: How a SWAT Team Develops Flexibility in Action", presented at the Management, Organizations, and Human Resources Department at the Kellogg Graduate School of Management, November 2002, Evanston, IL.

## **Other Presentations and Workshops at Academic Conferences**

- “Building Academic Relationships,” Diamonds in the Rough Professional Development Workshop panelist at the Academy of Management Meeting, Anaheim, CA, August 2016.
- “Crafting the Right Academic Job,” Organizational Behavior Doctoral Consortium roundtable discussant at the Academy of Management Meeting, Anaheim, CA, August 2016.
- “AMR Writing Theoretical Papers – A workshop from the editors,” Professional Development Workshop roundtable discussant at the Academy of Management Meeting, Anaheim, CA, August 2016.
- “Mixed Methods and New Trends: Overview of the Fundamentals,” presentation at MDSA meeting, Anaheim, CA, August 2016.
- “Following Your Passion and Making an Impact: Think Long Term,” presentation at MDSA meeting, Anaheim, CA, August 2016.
- “AMR Writing Theoretical Papers – A workshop from the editors,” Professional Development Workshop roundtable discussant at the Academy of Management Meeting, Vancouver, BC, August 2015.
- “Being there/being them: The intersection of organizational and occupational ethnography,” Professional development workshop, Academy of Management Meeting, Vancouver, B.C., August 2015.
- “Navigating the job market,” Organizational Behavior Division Doctoral Consortium, Academy of Management Meeting, Vancouver, B.C., August 2015.
- “Finding your audience,” presentation at MDSA meeting, Vancouver, B.C., August 2015.
- “Publishing in top tier journals,” panel presentation at MDSA meeting, Vancouver, B.C., August 2015.
- “AMR Writing Theoretical Papers – A workshop from the editors,” Professional Development Workshop roundtable discussant at the Academy of Management Meeting, August 2013.
- “Publishing in AMR,” Professional Development Workshop roundtable discussant at the Academy of Management Meeting, August 2012.
- “Navigating the job market,” presentation at MDSA meeting, August 2008.

## **Teaching Materials Development**

- Okhuysen, Gerardo A. 2015. “Reflecting on the group: Green cards and red cards”, an experiential exercise to develop group-level feedback through collective reflection.
- Okhuysen, Gerardo A. 2010. “Running focus groups”, an interactive session for MBA students interested in becoming group facilitators.
- Okhuysen, Gerardo A., 2006. “Digital Images”, an experiential exercise on interpersonal influence and power, The University of Utah.
- Okhuysen, Gerardo A., 2006. “Lincoln and his cabinet”, a case on managing a team based on Doris Kearns Goodwin’s biography entitled “Team of Rivals: The Political Genius of Abraham Lincoln”, The University of Utah.
- Okhuysen, Gerardo A., 2006. “The School Board”, an experiential exercise on conflicts of interest and the external perspective in group decision making, The University of Utah.
- Okhuysen, Gerardo A., 2006. “Deneqco”, an experiential exercise on group conflict in organizations, The University of Utah.
- Okhuysen, Gerardo A., 2005. “Feedback Sessions”, an experiential exercise on the delivery of feedback in organizations, The University of Utah.
- Okhuysen, Gerardo A., Abe Bakhsheshy, 2004. “Joseph and the company party”, a multi-step case on diversity in organizations, The University of Utah.
- Brittain, Jack and Gerardo A. Okhuysen, 2004. “The Social Information Processing Model”, a framework to understand the role of social interpretations in organizations, The University of Utah.
- Okhuysen, Gerardo A. and James V. Jucker, 1993. “Pemco Die Casting Corporation and Northern Telecom, Inc.: A Case of Supplier Relations”, Stanford University.

### **Executive Education**

- Molina Healthcare, High Impact Team Leadership, 2017.
- Hyundai Motors America, Organizational Structure, 2016, 2017.
- Executive MBA Advanced Leadership, David Eccles School of Business, 2010 with Prof. Lyda Bigelow. 2011 sole instructor.
- Parker-Hannifin, EPS Division, Group Effectiveness, 2009-2013.
- Executive MBA Team Essentials, David Eccles School of Business, 2008-2015.
- MBA Essentials, David Eccles School of Business, 2008.
- Executive MBA Leadership in Organizations, David Eccles School of Business, 2004, 2005.
- Medical Management, 2002, 2003. Individuals, socialization, and organizations.
- ZS Associates, 2002. Individual differences and teamwork.

### **Service Activities**

- 2015 – Adjunct member to the Graduate Program in Administration, York University (through 2020).
- 2013 – Graduate Dean’s Advisory Council on Diversity.
- 2005 – Editorial Board, Academy of Management Review.
- 2004 – Editorial Board, Organization Science.
- 2014 Hiring committee, Assistant Dean, Full Time MBA Program, Paul Merage School of Business, University of California, Irvine.
- 2013 – 2014 Advisory Council on Campus Climate and Inclusion, University of California, Irvine.
- 2013 – 2014 Leadership development for PRIME-LC Program, School of Medicine, University of California, Irvine.
- 2013 – 2014 Equity advisor, Paul Merage School of Business, University of California, Irvine.
- 2013 – 2014 Graduate Council, University of California, Irvine.
- 2012 – 2014 Online course committee (2013-2014, chair), Paul Merage School of Business, University of California, Irvine.
- 2011 – 2013 Editorial Board, Small Group Research.
- 2011 – 2013 Special Topic Forum Co-Editor, “Theories of work and working today,” Academy of Management Review.
- 2003 – 2012 Co-organizer of the “Friends and Family” Annual Reception at the Academy of Management Annual Meeting (for Lesbian, Gay, Bisexual, Transgender and Queer Members of the Academy of Management and their Allies and Friends).
- 2011 – 2012 Chair, Retention, Promotions, Tenure Committee for the David Eccles School of Business, University of Utah.
- 2011 – 2012 Chair, Retention, Promotions, Tenure Committee for the Department of Management, David Eccles School of Business, University of Utah.
- 2005 – 2012 Co-adviser (with Prof. Karin Fladmoe-Lindquist), Hispanic Business Student Association (HBSA), David Eccles School of Business.
- 2008 – 2011 Associate Editor, Academy of Management Review.
- 2009 – 2010 Strategic Planning Process Committee, the David Eccles School of Business, University of Utah.
- 2008 – 2009 Advance Initiative Proposal for the National Science Foundation, Social Science component, University of Utah.
- 2007 – 2009 Incoming program chair, program chair, board member, Interdisciplinary Network of Group Researchers (INGRoup).
- 2007 – 2009 Liaison to Guadalajara, Jalisco, Mexico, for the David Eccles School of Business, University of Utah (including contacts with Universities, Chamber of Commerce, and local government).
- 2007 – 2008 Member, Master’s Committee, David Eccles School of Business.
- 2007 – 2008 Chair, Committee on International Student Fee and Scholarships, University of Utah.
- 2006 – 2008 Faculty Senate, University of Utah.
- 2007 – 2008 Member, selection committee for Director of Admissions, University of Utah.
- 2006 – 2007 Chair, selection committee for the Director of the LGBT Center, University of Utah.
- 2006 – 2007 Member, selection committee for the Dean of Students, University of Utah.

- 2002 – 2007 Ph.D. Coordinator for the Management Department, David Eccles School of Business, University of Utah.
- 2002 – 2007 Member, Ph.D. Committee, David Eccles School of Business, University of Utah.
- 2005 – 2006 Co-Chair (with Debra Daniels, Director of the Women’s Resource Center), Center for Ethnic Student Affairs (CESA) Review Committee, University of Utah.
- 2003 – 2004 Teaching Technology Task Force, David Eccles School of Business, University of Utah.
- 2000 – 2001 Core Committee on Women and Minorities, University of Texas at Dallas, University Appointment.
- 2000 – 2001 Teaching Committee, University of Texas at Dallas, School of Management Appointment.
- 1997 – 2001 Ph.D. Committee, Organizations, Strategy, and International Management (Coordinator, 1997-1999).
- 1998 – 2000 Human Subjects Committee, University of Texas at Dallas, University Appointment.
- 1997 – 2000 Library and Facilities Committee, School of Management Appointment, University of Texas at Dallas (Chair, 1998-1999).

**Dissertation Committees**

- 2016 Alexander Romney, Organizational Behavior, David Eccles School of Business, University of Utah. Chair.
- 2016 Andrew Soderberg, Organizational Behavior, David Eccles School of Business, University of Utah.
- 2015 Scott Mitchell, Strategy, University of California, Irvine.
- 2014 Golnaz Tajjedin, York University.
- 2010 Alexander Bolinger, Management Department, University of Utah.
- 2010 Celeste Jorgensen, Communications Department, University of Utah.
- 2007 Joong-Won Lee, Parks, Recreation, and Tourism, University of Utah.
- 2006 Sungu Armagan, “Membership change in groups,” David Eccles School of Business, University of Utah. Chair.
- 2002 Tracey Rockett-Hanft, “Familiarity in organizations,” The University of Texas at Dallas.

**Industry Work Experience**

- 1995 *Quality Systems Engineer*, Northern Telecom, Inc., Santa Clara, CA.  
Coordinated the expansion of the Total Quality Management initiative throughout the facility by adapting concepts from organizational theory. Implemented a director level steering committee for the initiative, as well as support systems for Continuous Improvement Team leaders and facilitators.
- 1992–1993 *Software Engineer and Developer*, Northern Telecom, Inc., Santa Clara, CA.  
Designed and implemented systems for tracking effectiveness of different ISO 9000 programs, including supplier certification, corrective actions, and engineering change notices.

1991–1992 *Consultant and Software Developer*, The Furon Company, Sunnyvale, CA. Assisted in the development of new mixing parameters for the preparation of elastomer compounds. Implemented an automated system for the identification of raw materials.

### **Research Interests**

Group interactions that predict effectiveness. Contribution of individuals to groups. Decision making. Change and adaptation in groups. Temporal phenomena in organizations. Managerial activity and legitimacy in organizations.

### **Teaching Interests**

Organizational Behavior. Conflict Management and Negotiation. Decision Making. Group and Group Dynamics. Teamwork and Team Design. Managerial Skills.

### **Community Service Activities**

Panel member, panel discussion, “The chicken or the egg: Examining and celebrating queer identity and minority status within the larger paradigm of privilege”, University of Utah, October 16, 2007.

Moderator, panel discussion “Immigration: Costs and Benefits”, sponsored by the University of Utah International Center Advisory Board, University of Utah, October 15, 2007.

Led session and discussion “Performance evaluations”, for the Ambulatory Leadership Group, University Hospital, May 9, 2007, Salt Lake City, UT.

Led session and discussion “Aprendiendo con la cultura”, at INVENIO, October 7, 2006, Salt Lake City, UT (session conducted in Spanish for the Latino community).

Co-led session and discussion (with Prof. Kristina Diekmann) “Women Negotiating Well: Gender Differences in Negotiation”, at The American Express Women & Business Conference, November 2, 2005, Salt Lake City, UT.

Organized session and discussion (with Jeff Kant and Librado Nuñez) “Health at the Bathhouse”, at INVENIO, October 18, 2003, Salt Lake City, UT.

### **Additional Academic Activities and Qualifications**

The Ph.D. Project.

Ad hoc reviewer: *Organizational Behavior and Human Decision Processes*, *Academy of Management Journal*, *Administrative Science Quarterly*, *Time and Society*, *Journal of Management Studies*, *Journal of Management Inquiry*, *Group and Organization Management*, *Small Group Research*, *Information Systems Review*, *Human Relations*.

Engineer in Training (EIT) certification.

American Production and Inventory Control Society (APICS) certification in Materials Requirements Planning, Just in Time, Production Planning, and Master Scheduling.

Fluent in Spanish.

## **Honors and Awards**

- 2017 Outstanding Reviewer Award, Academy of Management Review.
- 2017 Teaching Award for Core Class, Organizational Behavior, Full-Time MBA Program, Paul Merage School of Business, University of California, Irvine.
- 2016 Teaching Award for Core Class, Organizational Behavior, Full-Time MBA Program, Paul Merage School of Business, University of California, Irvine.
- 2015 Organization Science Extraordinary Service to the Editorial Board Award.
- 2015 Service Award, Paul Merage School of Business, University of California, Irvine.
- 2012 Organization Science Extraordinary Service to the Editorial Board Award.
- 2011 Organization Science Extraordinary Service to the Editorial Board Award.
- 2010 Outstanding Faculty Award, NASPA Student Affairs Administrators in Higher Education.
- 2009 Professional Service Award, David Eccles School of Business, University of Utah.
- 2006-2007 Outstanding Reviewer Award, Academy of Management Review.
- 2005-2007 David Eccles Faculty Fellow, David Eccles School of Business, University of Utah.
- 2004 Brady Superior Teaching Award, David Eccles School of Business, University of Utah.
- 2003-2005 George Eccles Fellow, David Eccles School of Business, University of Utah.
- 2003 David Eccles Emerging Scholar, David Eccles School of Business, University of Utah.
- 2003 The Academy of Management Organization Theory and Management Division, West Publishing Best Paper Award.
- 2003 Western Academy of Management Ascendant Scholar.
- 2003 Best paper. Qualitative Research Conference, Graduate School of Management, University of California at Davis.
- 1999-2000 Recognized for Outstanding Teaching in the School of Management at The University of Texas at Dallas.
- 1999 Outstanding Recent Alum, Department of Industrial and Manufacturing Engineering, California Polytechnic State University.
- Teaching Assistant of the Year, 1995-1996, by vote of the students. Department of Industrial Engineering and Engineering Management, Stanford University.
- Cal Poly Distinguished Alumni Fellowship Award, 1991-1992.
- Raytheon Graduate Fellowship Award, California Polytechnic State University, 1990-1991.
- Dean's List, California Polytechnic State University, 1988-1990.
- President's List, California Polytechnic State University, 1988-1990.
- Tau Beta Pi, National Engineering Honor Society.
- Alpha Pi Mu, National Industrial Engineering Honor Society.
- Omega Rho, Operations Research Honor Society.

## **Grants**

- 2002-2003 Grant for the development of case study on teamwork and effectiveness. David Eccles School of Business, University of Utah. With Markus Vodosek

2001-2002 Grant for the development of international research. Center for  
International Business Research, Eccles School of Business, University of Utah.  
With Sungu Armagan and Manuel Ferreira.

**Dissertation**

**“Discrepancy Based Transitions and Performance in Problem Solving Groups”**  
*Advisors:* Kathleen M. Eisenhardt, James V. Jucker, and Robert I. Sutton, 1997.