

PAUL GREEN, JR.

CURRICULUM VITAE

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ACADEMIC POSITIONS

McCombs School of Business, University of Texas at Austin July 2018 - Present
Assistant Professor of Management

EDUCATION

Harvard Business School 2018
DBA, Management

Drexel University 2010
MBA

California State University, Fresno 2003
BS, Business Administration, Information Systems,

PUBLICATIONS

Green, Jr., P., Finkel, E., Fitzsimmons, G., and Gino, F. *The energizing nature of work engagement: Toward a new need-based theory of work motivation. Research in Organizational Behavior* 37 (2017): 1-18

MANUSCRIPTS UNDER REVIEW OR WITH INVITED REVISION

Green, Jr., P., Gino, F., and Staats, B. R. *Operational Transparency and Internal Beneficiaries: An Empirical Examination of Worker Performance in Tomato Harvesting*. Status: Rejection with Invited Resubmission to *Management Science*

Pendem, P., **Green, Jr., P.**, Gino, F., and Staats, B. R. *The Microstructure of Work: Understanding Breaks and the Productivity Benefits of Pauses*. Status: Invited Revise & Resubmit at *Manufacturing Service Operations Management*

Frey, E.*, **Green, Jr., P.***, Kouchaki, M., Margolis, J., and Gino, F. *Speaking With Different Voices: Feedback Changes Based on Perceptions of Recipients' Morality*. Status: under review at *Organization Science*

*shared first authorship

Green, Jr., P. and Harvey, J.F. *Feedback, Reflexivity, and Team Potency: When Agreeableness Gets in the Way*. Status: under review at *Academy of Management Journal*

Do, B., Huang, C., Lee, J. L., **Green, Jr., P.**, Gino, F. *What Gratitude Brings to Organizations: The Effect of Gratitude Expressions on Employees' Psychological Contracts*. Status: under review at *Administrative Science Quarterly*

WORKING PAPERS

Blunden, H.¹, **Green, Jr., P.** and Gino, F. *Distance and Detail: Psychological Distance Promotes Specific Feedback Delivery*. Status: in preparation for submission to *Academy of Management Journal*

Green, Jr., P. and Lee, M.¹. *When My Mentor Becomes My Manager: The Persistent Performance Effects of Strategic Advice Alignment*. Status: In preparation for submission to *Administrative Science Quarterly*

Lee, M. Y., and **Green, Jr., P.** *Is Self-Management for Everyone? Exploring the Factors that Predict who Thrives in Less-Hierarchical Authority Structures: Evidence from a Field Experiment*. Status: In preparation for submission to *Administrative Science Quarterly*

Green, Jr., P., Blunden, H.¹, and Gino, F. *The Social Facilitation of Effective Feedback: Feedback Giver Mindset and The Developmental Nature of Feedback Messages*. Status: in preparation for submission to *Academy of Management Journal*

Stern, I., and **Green, Jr., P.** *Fish or Cut Bait: An Archival and Experimental Investigation into the ways Feedback Influences Internal Retention Decisions*. Status: Additional data collection and manuscript revision for submission to *Organization Science*

Green, Jr., P., Gino, F., and Staats, B. R. *Shopping for Affirmation: How Disaffirming Feedback Shapes Social Networks*. Status: in preparation for submission to *Management Science*

Brodsky, A., **Green, Jr., P.**, Margolis, J., and Brockner, J. *Speaking Up Without Going Down: Toward a Theory of Responsivity to Challenging Voice*.

Cormier, G.¹, **Green, Jr., P.**, and Gino, F. *A Relational Path to Personal Development: Formal Mentors and the Experience of Protégé Self-expansion at Work*. Status: manuscript preparation for submission to *Administrative Science Quarterly*

¹ *doctoral student*

OTHER RESEARCH IN PROGRESS

Cormier, G.¹, **Green, Jr., P.**, Srivastava, S., and Gino, F. Self-expansion at work and the facilitation of diversity: a network-based field exploration. Status: Data collection

Green, Jr., P., Zhang, T., Staats, B. and Gino, F. *The Paradoxical Benefit of Unseasoned Mentors*. Status: Additional data collection

Steiner, J.¹, **Green, Jr., P.**, Gino, F. *Difficult Conversations: Why and How Employees Engage in Peer-regulatory Behavior*. Status: Data analysis

¹ *doctoral student*

ACADEMIC CONFERENCE PRESENTATIONS

Cormier, G., **Green, Jr., P.**, and Gino, F. (August 2020). *Closeness in Mentoring Relationships: Improving Protégé Performance through Self-Expansion*. Paper presented at the Academy of Management annual meeting.

Do, B., Huang, C., Cunningham, J. L., and **Green, Jr., P.** *What Gratitude Brings to Organizations: Receiving Gratitude and Psychological Contracts*. Paper presented at the Academy of Management annual meeting.

DuHadway, S., Abbey, J., Carter, C., Green, Jr., P., Kaufmann, L., Ribbink, D., and Tate, W. Broadening our Understanding of Behavioral Experiments for OSCM. Panel Symposium at the Academy of Management annual meeting. *Panelist*.

Miller, A., Feldman, E., **Green, Jr., P.**, Grimes, M., and Rouse, B. (August 2019). How Do Innovators Learn from Others? Examining Help, Feedback, and Advice in Creating Novelty. Panel Symposium at the Academy of Management annual meeting, Boston, MA. *Panelist*.

*inclusion in Academy of Management Annual Proceedings 2019

Green, Jr., P., Zhang, T., Staats, B. and Gino, F. (August 2019). The Paradoxical Benefit of Unseasoned Mentor. Paper presented at the Academy of Management annual meeting, Boston, MA.

*inclusion in Academy of Management Annual Proceedings 2019

Blunden, H., **Green, Jr., P.** and Gino, F. (November 2018). The Impersonal Touch: Improving Feedback-giving with Psychological Distance. Poster presented at the Society for Judgment and Decision Making annual conference in New Orleans, LA.

*runner up for "Best Student Poster" award

Green, Jr., P. and Gino, F. (August 2018). *The Social Facilitation of Effective Feedback: Feedback Giver Mindset and the Developmental Nature of Feedback Messages*. Paper presented at the Academy of Management annual meeting, Chicago, IL. *Presenter*
*selected as a "Showcase Symposium"

Blunden, H., **Green, Jr., P.** and Gino, F. (August 2018). *The Impersonal Touch: Improving Feedback-Giving with Subtle Depersonalization*. Paper presented at the Academy of Management annual meeting, Chicago, IL.
*selected as a "Showcase Symposium"

Green, Jr., P., Gino, F., and Staats, B. R. (October 2017) Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance. Paper presented at Teaming Inside and Out: Avant-Garde Research on Teams meeting, HEC Montreal. *Presenter*

Green, Jr., P., Gino, F., and Staats, B. R. (August 2017) Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance. Paper presented at Academy of Management annual meeting, Atlanta, GA. *Presenter*

Frey, E., **Green, Jr., P.**, Kouchaki, M., Margolis, J., and Gino, F. (August 2017) *Speaking With Different Voices: Feedback Changes Based on Perceptions of Recipients' Morality*. Paper presented at Academy of Management annual meeting, Atlanta, GA. *Presenter*

Green, Jr., P., Gino, F., and Staats, B. R. (July 2017) Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance. Paper presented at the INGroup annual meeting, St. Louis, MO. *Presenter*

Green, Jr., P., Gino, F., and Staats, B. R. (May 2017) Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance. Paper presented at the Positive Organizational Scholarship Research Conference, Ann Arbor, MI. *Presenter*

Green, Jr., P., Gino, F., and Staats, B. R. (May 2017) Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance. Paper presented at the East Coast Doctoral Conference, New York, NY. *Presenter*

Green, Jr., P., Gino, F., and Staats, B. R. (November 2016) *Shopping for Confirmation: How Negative Feedback Shapes Social Networks*. Poster presented at the Society for Judgment and Decision Making annual conference, Boston, MA.

Green, Jr., P., Gino, F., and Staats, B. R. (August 2016) *Shopping for Confirmation: How Negative Feedback Shapes Social Networks*. Paper presented at the Academy of Management annual meeting, Anaheim, CA. *Presenter*.
*Selected as a "Showcase Symposium"

Green, Jr., P., Gino, F., and Staats, B. R. (April 2016) *Shopping for Confirmation: How Negative Feedback Shapes Social Networks*. Paper presented at the NYU-Columbia Doctoral Student Conference, New York, NY. *Presenter*.

Green, Jr., P., Gino, F., and Staats, B. R. (August 2015) *Finding Meaning in Seemingly Meaningless Work: How the Words of Internal and External Beneficiaries Influence Performance*. Paper presented at the Academy of Management annual meeting, Vancouver, B.C., Canada. *Presenter*.
**Careers division "Best Symposium" award finalist*

Agarwal, R., Allison, J., Brook, Y., **Green, Jr., P.**, Barney, J., Kirkpatrick, D., Klein, P., Locke, E., Sullivan, J., Teegen, H., and Tesluk, P. (August 2013). *Myths and Realities of Capitalism: Micro and Macro Perspectives*. Professional Development Workshop at Academy of Management annual meeting, Orlando, FL. *Speaker*.

Tesluk, P., **Green, Jr., P.**, Saavestra, J., Cohen, D., Latham, G., Echambadi, R., Lawler, E., Boswell, W. and Ancona, D. (August 2011). *Bridging the Divide: Doing Research that Impacts Practice and Building Effective Partnerships*. Professional Development Workshop at Academy of Management annual meeting, San Antonio, TX. *Co-chair (with Paul Tesluk) and Presenter*

Campbell-Bush, E., Farh, C., Chen, G., Tesluk, P., and **Green, Jr., P.**, (April 2011). *Holding Peers Accountable: Antecedents of Peer Regulation Behaviors in Self-Managed Collectives*. Paper presented at Society for Industrial and Organizational Psychology annual meeting, Chicago, IL.

Green, Jr., P., Ziegert, J., Resick, C.J., and Ma, D., (April 2011). *Social Capital and Performance Ratings: Examining Rater and Ratee Effects*. Poster presented at Society for Industrial and Organizational Psychology annual meeting, Chicago, IL.

Resick, C.J., Ziegert, J., Ma, D., and **Green, Jr., P.** (April 2010). *Person-Organization Congruence and Network Position: A Social Capital Perspective*. Paper presented at Society for Industrial and Organizational Psychology annual conference, Atlanta, GA.

Resick, C.J., Ziegert, J., Ma, D., and **Green, Jr., P.** (July 2010). *Person-Organization Fit and Social Network Centrality*. Paper presented at International Network for Social Network Analysis annual Sunbelt Social Networks Conference, Riva del Garda, TN, Italy.

CASES AND TEACHING MATERIALS

Gino, F., Steiner, J., Camacho, A. and **Green, Jr., P.** *Simón Cohen at Henco: Sustaining "High Performance, Happy People"*. Harvard Business School Case 920-005, August 2019

Gino, F., **Green, Jr., P.** and Staats, B. R. *Reinventing Performance Management at Deloitte (A)*. Harvard Business School Case 918-020, May 2018

Gino, F., **Green, Jr., P.** and Staats, B. R. *Reinventing Performance Management at Deloitte (B)*.
Harvard Business School Case 918-021, May 2018

Gino, F. and **Green, Jr., P.** *Webasto Roof Systems Americas: Leadership Through Change (A)*.
Harvard Business School Case 917-015, March 2017

Gino, F. and **Green, Jr., P.** *Webasto Roof Systems Americas: Leadership Through Change (B)*.
Harvard Business School Case 917-016, March 2017

Gino, F., **Green, Jr., P.**, and Staats, B. R. *Scaling Well by Doing Good: Motivating Talent at b.good*.
Harvard Business School Case 916-031, February 2016

TEACHING

- MAN 336H: Honors Organizational Behavior, Canfield Business Honors Program
 - Fall, 2019. Average rating: 4.80/5
- MAN 336: Organizational Behavior, McCombs BBA Program
 - Fall, 2019
 - Section 1. Average rating: 4.70/5
 - Section 2. Average rating: 4.90/5
 - Fall, 2018
 - Section 1 (54 students). Average rating: 4.90/5
 - Section 2 (55 students). Average rating: 5.00/5
- *Organizational Behavior*, Harvard Extension School Masters in Management program
 - Fall 2015, 102 students. Average rating: 4.90/5
 - Spring 2016, 92 students. Average rating: 4.91/5
 - Fall 2016, 86 students. Average rating: 4.91/5
 - Spring 2017, 98 students. Average rating: 4.80/5
 - Summer 2017, 33 students. Average rating: 5.00/5
- *Leader: Influencer & Architect*, Luxembourg School of Business Executive Education Program, 2017
- *Leading Without Force*, Luxembourg School of Business Weekend MBA program, 2017
- *Foundations of Strategy*, Morning Star Self-Management Institute Mini-MBA course, 2014
- *Introduction to Self-Management*, The Morning Star Self-Management Institute, 2009-2013
 - 28 Sessions, Average Rating: 8.3/9.0
- *Strategic Organization Design: Enduring Competitive Advantage*, The University of Tartu, Estonia, Guest Lecturer MBA program, 2013

AWARDS & RECOGNITION

- *McCombs BBA Faculty Honor Roll, Fall 2019*
- *Joanne Fussa Distinguished Teaching Award*. Harvard Extension School, 2018

- *Wyss Award for Outstanding Doctoral Research*. Harvard Business School, 2017
- *Above and Beyond the Call of Duty (ABCD) Reviewer Award*. Academy of Management OMT Division, 2017
- *Highest Rated Instructor Award*. Harvard Extension School, Management Department. Spring, 2018; Spring, 2017; Fall, 2016; Spring, 2015
- *Above and Beyond the Call of Duty Reviewer Award*. Academy of Management Annual Meeting, OMT Division. 2017
- *Best Reviewer Award*. Academy of Management Annual Meeting, OB Division. 2015
- *HBR/McKinsey M-Prize*. Award for Management Innovation, June 2012.
- *Management Innovation Exchange: Management Innovator of the Year*, 2012
- *Association of Corporate Growth (ACG) Philadelphia Cup Case Competition*, Member of Drexel First Place Team; Tied for Third in Inter-school finals, 2010
- *Beta Gamma Sigma Honor Society*, Drexel University, 2010
- *LeBow Leadership Fellowship (\$25,500)*, Drexel University, 2009-10

MANAGERIAL ARTICLES

Green, Jr., P. (2011). "Feedback on the Road." *Synaptein*, pg. 2-7

Green, Jr., P. (2011). "Self-Management and the Holy Grail." *Synaptein*, pg. 5-6

Green, Jr., P. (2011). "The Colleague Letter of Understanding: Replacing Jobs With Commitments." *The Management Innovation Exchange Online (www.managementexchange.com)*

Green, Jr., P. (2010). "The Organizational Model of the Future." *Synaptein*

CONSULTING

- Deloitte (2017-2018)
- B.GOOD (2017)
- The Morning Star Company (2015-2017)
- Tegu, Inc., Tegucigalpa, Honduras (2013)
- Shore Consulting Group, Mexico City, Mexico (2012)
- Steuben Foods, Buffalo, NY (2012)
- WhiteWave Foods, Dallas, TX (2012)
- Sacramento City Unified School District, Board of Education (2010)

PROFESSIONAL EXPERIENCE

2006-2014 The Morning Star Company

Woodland, CA

2002-2006 Green Valley Development

Kerman, CA

1998-2002	The Morning Star Packing Company	Los Banos, CA
1997-2000	Green Cars	Fresno, CA

SELECTED INVITED SPEECHES & WORKSHOPS

- *Leading Without Force*. Luxembourg School of Business HR Roundtable. Luxembourg, LX. May, 2017
- *Organizations as a Social Technology*. Meaning 2016. Brighton, UK. November, 2016
- *Employee Self-Management: Redefining How We Work and Lead*. SMU Cox HR Roundtable Conference. Santa Fe, NM. April, 2016
- *The Philosophy of a Superior Structure*, IMPACT 2014. University of California, Merced. Merced, CA. April, 2014.
- *Neuroscience of High-Performing Organizations (guest lecture in Paul Zak's course)*, Claremont Graduate University. Claremont, CA. April, 2014
- *The Morning Star Company: Self-Management at Work*, Solutions for Self-Organization Workshop. Las Vegas, NV. April, 2014
- *Replacing Jobs with Commitments: The Future of Hierarchy and Leadership*, Munich, Germany. February, 2014.
- *The Innovative Organization*, Praxis: Break the Mold Conference. Charleston, SC. February, 2014
- *Self-Management: Philosophy and Systems*. Keynote at University of Tartu Management Theory & Practice Conference. Tartu, Estonia. April, 2013.
- *Strategic Organization*, Tallinn, Estonia. April, 2013.
- *Self-Management for Government*, City of Rotterdam, The Netherlands. April, 2013.
- *Building Organizations to Better Society*. Morning keynote at Libertarian Party of California, Annual Convention. April, 2013.
- *Going Bossless*. Voice & Exit, Austin, TX. March, 2013.
- *Applied Self-Management*. Tegu, Inc., Darien, CT. March, 2013.
- *Self-Management Theory & Practice*. Keynote at Smart Process, Smart Design. Helsinki, Finland. October, 2012.
- *Innovative Organizations*. The Institute for Workplace Innovation, Employer Roundtable. University of Kentucky. October, 2012.
- *Freedom in the Workplace*. CultureCon. Boston, MA. September, 2012.
- *The End of Bureaucracy: When Everybody (and Nobody) is Boss*. MiX Mashup. San Francisco, CA. June 2012.
- *Applied Self-Management*. Carrefour Young Executives Program, Palo Alto, CA. May, 2012.

*Links to video footage of selected talks available at www.paulgreenjr.com

IN THE MEDIA

- *Companies like Netflix say harsh feedback improves their employees' work, but experts suggest bosses aren't always the best judge of performance*, Business Insider, March, 2019
- *An expert says there's only one time to give your employees feedback, and it's not during a performance review*, Business Insider, February, 2019
- *The Right Way to Respond to Negative Feedback*, Harvard Business Review, May, 2018
- *This is why negative feedback so often backfires—and how to do better*, The Ladders, January, 2018
- *How to Give Feedback that Gets Results*, The Globe and Mail, October, 2017
- *Feedback: You Need to Lead It*, Forbes, July, 2017
- *Taking the Right Kind of Break Makes You a Better Worker*, Wall Street Journal, May 2017
- *How Being Wrong Can Help Us Get it Right*, Financial Times, March, 2017
- *How We Process Negative Reviews at Work*, Yorokobu, November 2, 2016
- *The Dangers of Dishing Out Negative Feedback*, Fast Company, October 13, 2016
- *Research: We Drop People Who Give Us Critical Feedback*, Harvard Business Review, September 16, 2016
- *Who's in Charge Here?*, The Conference Board Review, Vadim Liberman, Fall, 2013.
- *The Legal-Political Environment is More Powerful in Shaping Society than Personal Character*, The Freeman, Max Borders, October, 2013.
- *The Boss Stops Here*, New York Magazine, Matthew Shaer, June 16, 2013.
- *Enterprise Without Bosses: An Interview with Paul Green, Jr.*, The Freeman Magazine, April, 2013.
- *One Company's Audacious Org Chart: 400 Leaders, 0 Bosses*, Inc. Magazine, Leigh Buchanan, May, 2013.
- *I, Tomato: Morning Star's Radical Approach to Management*, Reason TV, by Paul Feine & Alex Manning, December, 2012.
- *What Matters Now: How to Win in a World of Relentless Change, Ferocious Competition, and Unstoppable Innovation*, by Gary Hamel, February, 2012.
- *First, Let's Fire All the Managers*, The Harvard Business Review, by Gary Hamel, December, 2011.

*Links to select publications available at www.paulgreenjr.com

PROFESSIONAL AFFILIATIONS

- Academy of Management
- INGROUP
- Society for Industrial and Organizational Psychology
- Society for Judgment and Decision Making

REFERENCES

Francesca Gino

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Kathleen L. McGinn

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