

Shefali V. Patil

Assistant Professor of Management
McCombs School of Business, University of Texas at Austin

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Academic Positions

McCombs School of Business, University of Texas at Austin 2014-present
Assistant Professor of Management

Education

Wharton School of Business, University of Pennsylvania 2009-2014
Ph.D., M.S., Management

Stern School of Business, New York University 2004-2008
B.S., *summa cum laude*, Management & Organizations (Beta Gamma Sigma honors)

Research Focus

My research examines how employees cope with various evaluative challenges, including perceived public misunderstandings of their jobs, public scrutiny/criticism, and monitoring—and the ultimate effects it has on their decision making, proactivity, and job effectiveness.

Refereed Publications

8. **Patil, S.V.** (2018). “The public doesn’t understand”: The self-reinforcing interplay of image discrepancies and political ideologies in law enforcement, *Administrative Science Quarterly*.
7. Lebel, R.D. & **Patil, S.V.** (2018). Proactivity despite discouraging supervisors: The powerful role of prosocial motivation, *Journal of Applied Psychology*.
6. **Patil, S.V.** (2018) Public support for the punishment of police use of force errors: Evidence of ideological divergence and convergence, *Police Quarterly*.
5. Blader, S.L., **Patil, S.V.**, & Packer, D. (2017). Organizational identification and workplace behavior: More than meets the eye, *Research in Organizational Behavior*, 37, 19-34.
4. **Patil, S.V.**, Tetlock, P.E., & Mellers, B.A. (2016). Accountability systems and group norms: Balancing the risks of mindless conformity and reckless deviation. *Journal of Behavioral Decision Making*, 30(2), 282-303.
3. **Patil, S.V.** & Tetlock, P.E. (2014). Punctuated incongruity: A new approach to managing trade-offs between conformity and deviation. *Research in Organizational Behavior*, 34, 155-171.

2. Tetlock, P.E., Vieider, F., **Patil, S.V.**, & Grant, A.M. (2013). Accountability and ideology: When left looks right and right looks left. *Organizational Behavior and Human Decision Processes*, 122 (1), 22-35.
1. Grant, A.M. & **Patil, S.V.** (2012). Challenging the norm of self-interest: Minority influence and transitions to helping norms in work units. *Academy of Management Review*, 37 (4), 547-568.

Manuscripts under Review

3. **Patil, S.V.** & Lebel, R.D. When the drive to help is insufficient to boost proactivity: The costs of employees believing the public doesn't understand their job, *Under review at Organizational Behavior and Human Decision Processes (2nd round)*.
2. **Patil, S.V.**, Shardlow, E., & Burris, E. Enabling law enforcement officers to cope with public image discrepancies: The performance benefits of limiting autonomy, *Revise and resubmit at Academy of Management Journal*.
1. **Patil, S.V.** & Bernstein, E. The countervailing psychological effects of bilateral monitoring: A study of body worn cameras, autonomy, and conflict in law enforcement, *Under review at Organization Science*.

Manuscripts in Preparation

Patil, S.V. & Srinivas, S. Gods and demons: Superhumanization and dehumanization as two sides of the same image discrepancies coin, *Target journal: Academy of Management Review*.

Book Chapters

Patil, S.V., Vieider, F., & Tetlock, P.E. (2012). Process and outcome accountability. In M. Bovens, R.E. Goodin, & T. Schillemans (Eds.), *Oxford Handbook of Public Accountability*.

Rothbard, N.P. & **Patil, S.V.** (2010). Being there: Work engagement and positive organizational scholarship. In K. Cameron and G. Spreitzer (Eds.), *Handbook of Positive Organizational Scholarship*. Oxford University Press.

Academic Awards, Grants, and Honors

- McCombs Research Excellence Award (\$15,000 grant) November 2017
How perceived public misunderstandings affect police officer proactivity
- McCombs Research Excellence Award (\$14,700 grant) November 2016
Political scrutiny: Its disempowering and empowering effects on performance in law enforcement
- McCombs Research Excellence Award (\$15,000 grant) October 2015
Afraid to act—or not to act?: Examining how error aversion affects officer behaviors in body camera footage
- University of Texas Research Grant (\$5,965 grant) October 2015
Enhancing decision making and performance in modern day firefighting environments
- McCombs Research Excellence Award (\$15,000 grant) October 2014

- Balancing the risks of conformity and deviation in high-stake and volatile task environments*
- Wharton Center for Leadership and Change Management (\$9,800 grant) March 2014
To protect or liberate? Balancing the risks of conformity and deviation biases in critical decision making environments
 - Wharton Zicklin Center for Business Ethics Research (\$5,000 grant) May 2012
Greasing efforts to ungrease: Designing control systems and navigating tradeoffs in response to the Foreign Corrupt Practices Act
 - Wharton Center for Human Resources (\$8,620 grant) April 2012
Designing accountability systems to enhance employee decision-making: Ambiguity and its potential for unambiguous benefits
 - Wharton Center for Leadership and Change Management (\$10,000 grant) Sept 2011
On the road to freedom or failure? Task unpredictability as a moderator of the pros and cons of process vs. outcome accountability
 - Wharton Doctoral Fellowship 2009-2014
 - William B. Cornell Management Department Award May 2008
 - NYU Stern Honors Program (thesis published in *Michigan Journal of Business*) May 2008
 - NYU Sphinx Senior Award May 2008
 - New York University Founders' Day Award April 2008
 - Beta Gamma Sigma Honor Society for Business Administration May 2007
 - Dean's Honor Key Award April 2006
 - NYU Stern Mildred Hamilton Memorial Merit Scholarship 2004-2008

Refereed Conference Presentations

Patil, S.V. (Sept 2017). Divided we stand: Causes, consequences, and solutions for the law enforcement and public rift. Presentation at Behavioral Science & Policy Association Conference, New York, NY.

Tewfik, B. & **Patil, S.V.** (Aug 2017). Juggling multiple roles: The effect of engagement variability on performance across roles. Presentation at the annual meeting of the Academy of Management, Atlanta, Georgia.

Patil, S.V. (Feb 2017). The costs of believing the public underestimates your job: The paradoxical effects of having "hard" vs "soft" ideologies. Presentation at the Organization Science Winter Conference, Park City, Utah.

Patil, S.V. & Tewfik, B. (Aug 2016). Adapting to change while stuck between a rock and a hard place: An organizational identification perspective. Presentation at the annual meeting of the Academy of Management, Anaheim, California.

Tewfik, B. & **Patil, S.V.** (Aug 2016). Rules of engagement: Effects of engagement variability and its subcomponents on job performance. Presentation at the annual meeting of the Academy of Management, Anaheim, California.

Patil, S.V. & Tussing, D. (Aug 2016). Rejecting help that helps: Social proximity and self-reliance in asymmetric relationships. Presentation at the annual meeting of the Academy of Management, Anaheim, California.

Blader, S.L. & **Patil, S.V.** (Aug 2015). When social identification encourages deviating vs. conforming behaviors: Teasing apart pride and respect. Presentation at the annual meeting of the Academy of Management, Vancouver, Canada.

Patil, S.V. (Aug 2014). Systemic mismatch: Bringing down the risks of conformity and deviation biases. Presentation at the annual meeting of the Academy of Management, Philadelphia, PA.

Lebel, R.D. & **Patil, S.V.** (Aug 2014). Extra credit for proactivity: How granting autonomy shapes reactions to voice and taking charge. Presentation at the annual meeting of the Academy of Management, Philadelphia, PA.

- Symposium awarded AOM OB Division's Best Symposium Award

Patil, S.V. (Aug 2012). Penalized for expertise: Psychological proximity and the devaluation of polymathic experts. Presentation at the annual meeting of the Academy of Management, Boston, MA.

Patil, S.V. & Blader, S.L. (Aug 2011). Crusaders and defenders or deviators and violators?: The effects of group pride and respect. Presentation at the annual meeting of the Academy of Management, San Antonio, TX.

Invited Talks

Stanford Graduate School of Business. Organizational Behavior Seminar (May 2018).
Presentation: The countervailing psychological effects of bilateral monitoring: A study of body worn cameras, autonomy, and conflict in law enforcement. Stanford, CA.

American Board of Internal Medicine. Conference on Physician Accountability (Nov 2016).
Presentation: When beneficiaries underestimate the complexities of professionals' jobs: Insights from law enforcement. Philadelphia, PA.

Teaching

McCombs School of Business, University of Texas at Austin

- Organizational Behavior Honors (undergraduate; Spring 2018-2) 5.0/5.0
- Organizational Behavior Honors (undergraduate; Spring 2018-1) 5.0/5.0
- Organizational Behavior (undergraduate; Spring 2017-3) 4.6/5.0
- Organizational Behavior (undergraduate; Spring 2017-2) 4.5/5.0
- Organizational Behavior (undergraduate; Spring 2017-1) 4.4/5.0
- Organizational Behavior (undergraduate; Spring 2016-3) 4.7/5.0
- Organizational Behavior (undergraduate; Spring 2016-2) 4.7/5.0
- Organizational Behavior (undergraduate; Spring 2016-1) 4.6/5.0
- Organizational Behavior (undergraduate; Spring 2015-2) 4.8/5.0

- Organizational Behavior (undergraduate; Spring 2015-1) 4.7/5.0

Wharton School of Business, University of Pennsylvania

- Introduction to Management Recitation (undergraduate, Spring 2012) 3.8/4.0
- Introduction to Management Recitation (undergraduate, Fall 2011) 3.7/4.0

University Service

PhD Student Recruitment Committee, McCombs Management Department	Spring 2018
Peer Teaching Review Committee, McCombs Management Department	2017-2018
Social Innovation Faculty Steering Committee, UT-Austin	2017-2018
Vice President for Research Internal Grant Review Committee, UT-Austin	2017-2018
Departmental Undergraduate Committee, McCombs Management Department	2017-2018
Full Professor Promotion Subcommittee, McCombs Management Department	Fall 2017
UG Organizational Behavior Coordinator, McCombs Management Department	2016-2017
PhD Research Committee Member, McCombs Management Department	2015-2016
Full Professor Promotion Subcommittee, McCombs Management Department	Fall 2015
Peer Teaching Review Committee, McCombs Management Department	Fall 2015
Executive Committee, McCombs Management Department	2015-2016
Work in Progress (WIP) Seminar Organizer, McCombs Management Department	2015-2016
PhD Student Representative, Wharton Management Department	2010-2011

Doctoral Advising

Dissertation committee member:

Niranjan Srinivasan (managerial identity salience; London School of Economics) May 2018

Professional Service

Ad hoc journal reviewer:

Academy of Management Journal
 Administrative Science Quarterly
 Journal of Organizational Behavior
 Organization Science

Corporate Experience

Millward Brown/Dynamic Logic, New York, NY June 2008-May 2009
Associate Research Analyst

Bloomberg L.P., Princeton, NJ Summer 2006
Global Data Finance Intern

National Financial Partners, New York, NY Summer 2005
Business Technology Analyst Intern