

Eli Awtrey

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EDUCATION

University of Washington – Foster School of Business, Seattle, Washington

Ph.D., Organizational Behavior / Human Resource Management (expected: Spring 2018)

M.S.B.A., Organizational Behavior / Human Resource Management (2013)

University of Oregon – Eugene, OR

M.B.A., Lundquist College of Business (2010)

B.S., School of Journalism and Communication (1998)

DISSERTATION

The microdynamics of team diversity and collaboration networks

Committee: Michael Johnson (Chair), Bruce Avolio, Warren Boeker, Peter Hoff (Statistics)

ABSTRACT: Team diversity is usually described as the distribution of differences in a team (ethnicity, gender, functional roles, etc.), but research regarding its effect on team performance is mixed. In my dissertation, I argue that differences between individual teammates are more salient than the team-level distribution of those differences, and thus a relational or dyadic approach to diversity will yield better insights into its effects on teams. Further, while dyadic differences create a diverse skill set in the team, it is collaboration across these differences—between heterogeneous dyads rather than between homogeneous dyads—that drives increased performance in diverse teams. Paper one makes the theoretical case for viewing team diversity as "networks of relationships" rather than "distributions of team members", with propositions regarding member perceptions, collaboration behavior, emergent network structures, and performance. Paper two tests how heterogeneous or homogeneous collaboration choices made by individual team members affect team performance. Paper three uses a network evolution model to examine the reinforcing mechanisms of individual collaboration preferences and emergent collaboration patterns in the team.

RESEARCH INTERESTS

Teams (including diversity, teamwork, emotions, and leadership), social networks, research methods

PEER-REVIEWED PUBLICATIONS

Fehr, R., Fulmer, A., **Awtrey, E.**, and Miller, J. (2017). The grateful workplace: A multilevel model of gratitude in organizations. *Academy of Management Review*. doi: 10.5465/amr.2014.0374

Schweinsberg, M., Madan, N., Vianello, M., Sommer, A., Jordan, J., Tierney, W., **Awtrey, E.** et al. (2015). The Pipeline Project: Pre-publication independent replications of a single laboratory's research pipeline. *Journal of Experimental Social Psychology*. doi: 10.1016/j.jesp.2015.10.001

- Data: Tierney, W. et al (2016). Data from a pre-publication independent replication initiative examining ten moral judgement effects. *Scientific Data*. doi: 10.1038/sdata.2016.82

WORK IN PROGRESS

Manuscripts under review

Data analysis choices and results (authors and title redacted to protect blind review).

- Under second-round review at *Perspectives on Psychological Science*

Team diversity and collaboration networks (authors and title redacted to protect blind review).

- Revise-and-resubmit at *Academy of Management Review*

Leader influence on subordinate sleep (authors and title redacted to protect blind review).

- Revise-and-resubmit at *Organizational Behavior and Human Decision Processes*

Writing stage

Awtrey, E. and Johnson, M.D. (drafting paper). High risk, high reward: Diverse teams, dyadic collaboration and team performance. Target: *Organization Science*.

Awtrey, E. and Fehr, R. (drafting paper). What about me? An event system theory approach to differentiated gratitude expressions. Target: *Journal of Applied Psychology*.

Awtrey, E., Krishnan, S., Barnes, C. and Lanaj, K. (drafting paper). Impression management and abusive supervision. Target: *Academy of Management Journal*.

Johnson, M.D. and **Awtrey, E.** (drafting paper). Arrested development: The long-term effects of early workload on team coordination and performance. Target: *Journal of Applied Psychology*.

Data analysis stage

Johnson, M.D. and **Awtrey, E.** (data analysis) Social choice theory and partial allocation voting: How should groups aggregate member preferences? Target: *Journal of Applied Psychology*.

Johnson, M.D. and **Awtrey, E.** (data analysis). Identifying with the team: Implications for task and contextual performance. Target: *Journal of Applied Psychology*.

Early stage

Awtrey, E. and Johnson, M.D. (data collection). Scale adaptation in management research: Prevalence and impact. Target: *Organizational Research Methods*.

Fehr, R. and **Awtrey, E.** (data collection). Apology effectiveness and personal gain. Target: *Organizational Behavior and Human Decision Processes*.

Awtrey, E. and Lahiri, A. (theory development). The impact of founding team member departure on new venture success. Target: *Academy of Management Journal*.

CONFERENCE PRESENTATIONS

Awtrey, E. (2016). A network theory of team diversity. MOC division paper presentation at the 75th Annual Meeting of the Academy of Management, Anaheim, CA.

Barnes, C., **Awtrey, E.**, Lucianetti, L., Spreitzer, G. (2015). Sleep depriving leader behavior, subordinate sleep, and unethical behavior. Symposium presentation at 74th Annual Meeting of the Academy of Management, Vancouver, BC.

Fehr, R., Fulmer, A., **Awtrey, E.** & Miller, J. (2015). The grateful workplace: A tripartite model of gratitude in organizations. Paper presented at the 7th Positive Organizational Scholarship Research Conference, Orlando, FL.

Awtrey, E. & Johnson, M.D. (2014). Tough times ahead: The persistent effects of process loss on teamwork. Paper presented at the 2014 INGRoup Conference, Raleigh NC.

Johnson, M.D. & **Awtrey, E.** (2013). Pedagogical insights for teaching teamwork. Professional development workshop presentation at the 72nd Annual Meeting of the Academy of Management, Orlando, FL.

Awtrey, E. (2012). Getting the best out of diverse teams: Leadership moderators of information elaboration. Paper presented at 1st Annual Doctoral Symposium in Leadership, University of Houston, Houston TX.

INVITED RESEARCH PRESENTATIONS

- Harvard Business School, OB Unit (Nov. 2016)
- Jake Jobs College of Business and Entrepreneurship, Montana State University (Nov. 2016)

HONORS AND AWARDS

Excellence in Teaching Award—Management and Organization (2017)

PhD Program Teaching Award (2017)

Boeing Fund for Excellence Fellowship (2015, 2016)

Michael G. Foster Students First Scholarship (2015, 2016)

Terence Mitchell PhD Fellowship (2011, 2012, 2013, 2014)

METHODOLOGICAL COMPETENCIES AND PREFERENCES

- Designs: Survey (including experience sampling), experimental design, archival
- Analyses: Regression (OLS, logistic, survival, Poisson), factor analysis, cluster analysis, network analysis (including ERGMs and SAOMs), structural equation modeling (including latent growth models), multilevel (mixed effect) modeling
- Software: R (preferred), MPlus, SPSS

TEACHING

MGMT 500: Leading Teams and Organizations (**core Evening MBA course**)

- Fall 2016 (x2), Fall 2017 (x2) (Average rating: 4.95 / 5.00)

MGMT 300: Leadership and Organizational Behavior (**core undergraduate course**)

- Spring 2014 (x1), Spring 2016 (x1) (Average rating: 4.55 / 5.00)

Business Certificate Program (**certificate course** via Foster's Consulting and Business Development Center)

- Fall 2015 (x1), Spring 2016 (x2), Spring 2017 (x4) (Average rating: 9.50 / 10.00)

Business for International Professionals (**certificate course** via UW Professional and Continuing Education)

- Fall 2015 (x2), Spring 2016 (x2) and Spring 2017 (x1) (Average rating: 4.60 / 5.00)

Teaching assistant (grading, course design, in-class exercises, occasional teaching)

- BA 501: Leading Teams and Organizations (core MBA OB course)
 - Evening MBA Fall 2012, Full-time MBA Winter 2013, Technology Management MBA Spring 2013, Full-time MBA Winter 2014, Technology Management MBA Spring 2017
- EMBA 521: Leading Teams and Organizations (core Executive MBA OB course)
 - Global Executive MBA Winter 2015, Executive MBA Winter 2015, Executive MBA Winter 2017
- EMBA 551:
 - International Management (cross-cultural management course for Executive MBA): Spring 2012 and Spring 2013

SERVICE

Ad hoc reviewer, Academy of Management Annual Meeting, OB and RM Divisions (2012-2016)

Ad hoc reviewer, Organizational Behavior and Human Decision Processes

Ad hoc reviewer, Scientific Data

Mentor and advisor, Undergraduate Research Program (UW)

PROFESSIONAL AFFILIATIONS

Academy of Management (Divisions: MOC, OB, RM)

Interdisciplinary Network for Group Research (INGroup)

Association for Psychological Science

INDUSTRY EXPERIENCE

2010–2011 **Quantitative Analyst**, Market Strategies International

- Survey research, data analysis, research-based market recommendations

1998–2008 **Director**, InterVarsity at the University of Idaho / Eastern Washington University

- Team training, leadership development

1995–2004 **Independent IT Consultant**

REFERENCES

Michael Johnson (dissertation chair)

Associate Professor of Management
The Boeing Company Professor of Business
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Foster School of Business, University of
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