

Eli Awtrey

Doctoral Candidate, Management and Organization | Foster School of Business | University of Washington
Mackenzie 359 | Box 353200, Seattle, WA 98195 | (208) 596-0545 (mobile) | (206) 616-6470 (office)
eawtrey@uw.edu | <http://staff.washington.edu/eawtrey> | ORCID: 0000-0002-6712-0256

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

Silberzahn R., Uhlmann E. L., Martin D. P., Anselmi P., Aust F., **Awtrey E.** et al. (in press). Many analysts, one dataset: Making transparent how variations in analytical choices affect results. *Advances in Methods and Practices in Psychological Science*.

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

Awtrey, E. and Johnson, M. (revise-and-resubmit). The microdynamic patterns of collaboration: Toward an emergent network theory of team diversity and performance.

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

Barnes, C., **Awtrey, E.**, Lucianetti, L., and Spreitzer, G. (revise-and-resubmit). Do leaders affect their subordinates' sleep? Development of the new construct of leader sleep devaluation.

- 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

- Lindner College of Business, University of Cincinnati (Oct. 2017)
- Lundquist College of Business, University of Oregon (Oct. 2017)
- Hankamer School of Business, Baylor University (Oct. 2017)
- Harvard Business School, OB Unit (Nov. 2016)
- Jake Jabs College of Business and Entrepreneurship, Montana State University (Nov. 2016)

HONORS AND AWARDS

Excellence in Teaching Award—Management and Organization, Foster School of Business (2017)

PhD Program Teaching Award, Foster School of Business (2017)

Boeing Fund for Excellence Fellowship, Foster School of Business (2015, 2016)

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

Terence Mitchell PhD Fellowship, Foster School of Business (2011, 2012, 2013, 2014)

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
Management
Foster School of Business, University of
Washington
544 Paccar Hall, Box 353226
Seattle, WA 98195-3226
(206) 616-2756
mdj3@uw.edu

Bruce Avolio

Professor of Management
Mark Pigott Chair in Business Strategic
Leadership
Executive Director, Center for Leadership
and Strategic Thinking
Foster School of Business, University of
Washington
487 Paccar Hall, Box 353226
Seattle, WA 98195-3226
(206) 543-7908
bavolio@uw.edu

Christopher Barnes

Associate Professor of Management
Foster School of Business, University of
Washington
585 Paccar Hall, Box 353226
Seattle, WA 98195-3226
(206) 221-4719
chris24b@uw.edu

Ryan Fehr

Associate Professor of Management
Foster School of Business, University of
Washington
565 Paccar Hall, Box 353226
Seattle, WA 98195-3226
(206) 543-4935
rfehr@uw.edu