

PAUL GREEN, JR.

CURRICULUM VITAE

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EDUCATION

DBA in Management, Harvard Business School, Cambridge, MA (2014-Present)

MBA, Drexel University, Sacramento, CA (2009-2010)

B.S., Business Administration, Information Systems, California State University, Fresno, CA (1998-2002)

MANUSCRIPTS UNDER REVIEW

Green, Jr., P., Gino, F., and Staats, B. R. *Shopping for Confirmation: How Negative Feedback Shapes Social Networks*. Status: Second round review at *Academy of Management Journal*

Pendem, P., **Green, Jr., P.**, Gino, F., and Staats, B. R. *The Microstructure of Work: How Unexpected Breaks Let You Rest, But Not Lose Focus*. Status: Under review at *Management Science*

Green, Jr., P., Gino, F., and Staats, B. R. *Seeking To Belong: How the Words of Internal and External Beneficiaries Influence Performance*. Status: Under review at *Administrative Science Quarterly*

Gino, F., **Green, Jr., P.**, Ariely, D. *Not That Human: When and Why We De-Humanize Others*. Status: Under review at *Proceedings of the National Academy of Sciences*

MANUSCRIPTS IN PREPARATION FOR SUBMISSION

Green, Jr., P., Finkel, E., Fitzsimmons, G., and Gino, F. *Relational Need Expectations and The Changing Nature of Work Engagement*. Status: in preparation for submission to *Research in Organizational Behavior* (expected April 2017)

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: lab study data collection and manuscript preparation for submission to *Administrative Science Quarterly* (expected March 2017)

OTHER RESEARCH IN PROGRESS

Green, Jr., P. *The Social Facilitation of Effective Feedback: How Feedback Giver Mindset Leads to Feedback that is Listened To.* Status: Data analysis

Green, Jr., P., Gino, F., and Cable, D. *Becoming Just a Number: The Longitudinal Suffocation of Engagement.* Status: Data Collection and data analysis

Green, Jr., P. *Facilitating Belongingness: The Spillover Effects of Listening Leaders.* Status: Study Design

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

Green, Jr., P., Gino, F., Kouchaki, M., Oc, B. *The Longitudinal Impact of Ethical Feedback.* Status: Data Analysis

Casciaro, T., Gino, F., **Green, Jr., P.** *Curiosity and Network Formation.* Status: Data Collection

Lee, J., Gino, F., **Green, Jr., P.** *Expressions of Gratitude and Health Care Employee Engagement.* Status: Data Collection

Green, Jr., P., Gino, F., and Staats, B. R. *Being Good: How Belongingness Activates Organizational Purpose.* Status: Data analysis

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*

ACADEMIC CONFERENCE PRESENTATIONS

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. (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., **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

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

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

TEACHING

Organizational Behavior, Harvard Extension School Masters in Management program

- Fall 2015, 102 students. Average rating: 4.9/5
- Spring 2016, 92 students. Average rating: 4.91/5
- Fall 2016, 86 students. Average rating: 4.91/5

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, MBA program, 2013
1 Session

REFERENCES IN CASES

Gino, F., and Staats, B. "The Morning Star Company: Self-Management at Work" Harvard Business School Case 9-913-059.

CONSULTING

- 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

Senior HR Colleague
The Self-Management Institute Co-Founder

- 2002-2006 Green Valley Development Kerman, CA**
Co-founder and Managing Partner
- 1998-2002 The Morning Star Packing Company Los Banos, CA**
Process Research and Development & Information Technology
- 1997-2000 Green Cars Fresno, CA**
Founder & owner

SELECTED INVITED SPEECHES & WORKSHOPS

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

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, 2009-2017
Society for Industrial and Organizational Psychology, 2010-2011
American Psychological Association, 2009-2010
International Network for Social Network Analysis, 2010
Santa Fe Institute Business Network, 2008-2010

AWARDS & RECOGNITION

Highest Rated Instructor. Harvard Extension School, Management Department. Spring, 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

RELEVANT SKILLS

Stata
SPSS
R (including SNA and igraph packages)
UCINet
Conversational Spanish

RELEVANT TRAINING

A Beginner's Guide to Irrational Behavior, Dan Ariely, Coursera course, 2013

The Relevance and Viability of Subconscious Goals in the Workplace, Gary Latham & Edwin A. Locke, 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, IL, 2011

Modeling Social Networks Using UCINet and NetDraw, Rich DeJordy & Dan Halgin, 30th Annual Sunbelt Social Networks Conference, Riva del Garda, Italy, 2010

The Analysis of Longitudinal Social Network Data Using SIENA, Tom Snijders, 30th Annual Sunbelt Social Networks Conference, Riva del Garda, Italy, 2010

Social Network Approaches for Behavior Change, Thomas Valente, 30th Annual Sunbelt Social Networks Conference, Riva del Garda, Italy, 2010

Self-Regulation in Work: The Why, Where, and How of Motivation, Ruth Kanfer & Gilad Chen, 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA, 2010

SERVICE

Academy of Management Annual Meeting reviewer, OB and OMT divisions. 2015-2017
**2015 Recipient of an OB Division "Best Reviewer Award"*

Great Workplace Cultures Think-Tank, Berkeley, CA. Co-founder and think-tank member (2013)

Sacramento City Unified School District, Board of Education, Sacramento, CA. Pro-bono organizational consulting

Drexel University, Graduate Student Association Board Member (2009-2010)

City of Stockton, CA. Unsuccessful run for City Council (2008)

City Planning Commissioner, City of Kerman, CA (2006-2008)