

PAUL GREEN, JR.

CURRICULUM VITAE

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EDUCATION

DBA in Management, Harvard Business School, Cambridge, MA (2014-2018 expected)

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

BS, Business Administration, Information Systems, California State University, Fresno, CA (1998-2002)

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

Pendem, P., **Green, Jr., P.**, Gino, F., and Staats, B. R. *The Microstructure of Work: Understanding Breaks and the Productivity Benefits of Pauses*. Status: second round review at *Management Science*

Green, Jr., P., Gino, F., and Staats, B. R. *Shopping for Confirmation: How Disconfirming Feedback Shapes Social Networks*. Status: under review at *Administrative Science Quarterly*

Ma, D., Zeigert, J., Resick, C., Dust, S., and **Green, Jr., P.** *Person-Workgroup Fit and the Accumulation of Social Capital: Psychological Origins of Network Position*. Status: under review at *Social Networks*

WORKING PAPERS

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: in preparation for submission to *Administrative Science Quarterly*

*shared first authorship

Green, Jr., P., Gino, F., and Staats, B. R. *Seeking To Belong: How the Words of Internal and External Beneficiaries Influence Performance*. Status: In preparation for submission to *Academy of Management Journal*

Green, Jr., P. and Gino, F. *The Social Facilitation of Effective Feedback: Feedback Giver Mindset and The Development Nature of Feedback Messages*. Status: In preparation for submission to *Administrative Science Quarterly*

Gino, F., **Green, Jr., P.**, and Ariely, D. *Not That Human: When and Why We De-Humanize Others*. Status: In preparation for submission to *Psychological Science*

Blunden, H., **Green, Jr., P.** and Gino, F. *Beneficial Dehumanization: Feedback Effectiveness as a Function of Recipient Dehumanization*. Status: manuscript preparation for submission to *Academy of Management Journal*

OTHER RESEARCH IN PROGRESS

Green, Jr., P. *The Divergent Motives of a Close Developmental Partner*. Status: manuscript preparation

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: Data collection

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

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

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. (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 INGGroup 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. 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

- *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

- *Wyss Award for Outstanding Doctoral Research.* Harvard Business School, 2017
- *Highest Rated Instructor Award.* Harvard Extension School, Management Department. 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

REFERENCES IN CASES

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

CONSULTING

- 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

Member of senior leadership team of vertically integrated agribusiness & food manufacturing company with revenues of over \$700 million annually. Developed & implemented company-wide compensation process. Served on enterprise compensation committee. Co-founded and set strategy for The Self-Management Institute—an organizational R&D group with annual budget of approximately \$1.5 million. Cultivated Community of Practice of over 1,000 organizations, worldwide. Developed curriculum for Mini-MBA program for working professionals.

2002-2006 Green Valley Development

Kerman, CA

Co-founder and Managing Partner. Responsible for Strategy, Finance and Operations for land development and commercial/residential construction company. Built this start-up enterprise from nothing to nearly \$9 million in annual revenues

1998-2002 The Morning Star Packing Company

Los Banos, CA

Performed process research and analysis at tomato processing facility. Developed process design & operating strategies for 2 tomato processing plants. Maintained all IT infrastructure systems for 3 sites

1997-2000 Green Cars

Fresno, CA

Founder & owner

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

- *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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