

ELIZABETH WOLFE MORRISON

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ACADEMIC POSITIONS

- 2006-present ITT Harold Geneen Professor in Creative Management, Stern School of Business, New York University
- 2001-2006 Professor of Management and Organizations, Stern School of Business, New York University
- 1995-2001 Associate Professor of Management and Organizational Behavior, Stern School of Business, New York University (tenured in 1998)
- 1990-1995 Assistant Professor of Management and Organizational Behavior, Stern School of Business, New York University

EDUCATION

- Ph.D. Organization Behavior, Northwestern University, 1991
- M.S. Organization Behavior, Northwestern University, 1988
- B.A. Psychology (*magna cum laude* and honors), Brown University, 1984

AWARDS, HONORS AND GRANTS

- 2006 ITT Harold Geneen Chair in Creative Management, Stern School of Business
- 2006 Outstanding Reviewer Reward, *Academy of Management Journal*
- 2002 Research Professorship in Management, Stern School of Business
- 1999 Peter Drucker Faculty Fellowship, Stern School of Business
- 1999 Cummings Scholarly Achievement Award, OB Division of the Academy of Management
- 1999 Research Grant, Citigroup Behavioral Sciences Research Council
- 1998 Research Grant, Tenneco Research Fund
- 1992 S. Rains Wallace Dissertation Award, Society for Industrial & Organizational Psychology
- 1991 Award for the Outstanding Competitive Paper Based on a Dissertation, OB Division of the Academy of Management

1990 National Science Foundation Dissertation Grant
1989 Borg-Warner Research Award, Northwestern University
1987 Unisys Doctoral Fellowship, Northwestern University
1984 Murial Fain Sher Award in Psychology, Brown University
1984 Phi Beta Kappa and Sigma Xi National Scientific Research Society

PUBLICATIONS

Journal Articles:

Weiss, M. & Morrison, E.W. (2019). Speaking Up and Moving Up: How Voice Can Enhance Employees' Social Status. *Journal of Organizational Behavior*, 40: 5-19.

Aguinis, H., Davis, G.F., Detert, J.R., Glynn, M., Jackson, S.E., Kochan, T., Kossek, E.E., Leana, C., Lee, T.W., Morrison, E.W., Pearce, J., Pfeffer, J., Rousseau, D. & Sutcliffe, K.M. (2016). Using organizational science research to address U.S. federal agencies' management and labor needs. *Behavioral Science and Policy*, 2: 67-76.

Morrison, E.W. & See, K.E. (2015). An Approach-Inhibition Model of Employee Silence: The Joint Effects of Personal Sense of Power and Target Openness. *Personnel Psychology*, 68: 547-580.

Morrison, E.W. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1: 173-197.

Walumbwa, F., Morrison, E.W. & Christensen, A. (2012). Ethical leadership and group performance: The mediating role of group conscientiousness and voice. *Leadership Quarterly*, 23: 953-964.

See, K.E., Morrison, E.W., Rothman, N.B., & Soll, J.B. (2011). The detrimental effects of power on confidence, advice taking and accuracy. *Organizational Behavior and Human Decision Processes*, 116: 272-285.

* Winner of the 2010 Best Paper Award, the Conflict Management Division of the Academy of Management

Morrison, E.W. (2011) Employee voice behavior: Integration and directions for future research. *Academy of Management Annals*, 5: 373-412.

Morrison, E.W., Wheeler-Smith, S., & Kamdar, D. (2011). Speaking up in groups: A cross-level study of group voice climate. *Journal of Applied Psychology*. 96: 183-191.

McAllister, D., Kamdar, D., Morrison, E.W., & Turban, D. (2007). Disentangling Role Perceptions: How Perceived Role Breadth, Discretion, Instrumentality and Efficacy Relate to Helping and Taking Charge. *Journal of Applied Psychology*, 92: 1200-1211.

Morrison, E.W. (2006). Doing the job well: An investigation of prosocial rule breaking. *Journal of Management*, 32: 5-28.

Morrison, E.W., Chen, Y., & Salgado, S.R. (2004). Cultural differences in newcomer information seeking: A comparison of the US and Hong Kong. *Applied Psychology: An International Review*, 53: 1-22.

Milliken, F.J., Morrison, E.W., & Hewlin, P.F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of Management Studies*, 40: 1453-1476.

Morrison, E.W. (2002). Newcomers' relationships: The role of social networks during socialization. *Academy of Management Journal*, 45: 1149-1160.

* Nomination for the 2003 William A. Owens Scholarly Achievement Award

Morrison, E.W. (2002). Information seeking in organizations. *Human Communication Research*, 28, 229-242.

Morrison, E.W., & Milliken, F. (2000) Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management Review*, 25, 706-725.

* Finalist for the 2001 *Academy of Management Review* Best Paper Award

Robinson, S.R., & Morrison, E.W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21, 525-546.

Morrison, E.W., & Vancouver, J.B. (2000). Within-person analysis of information seeking: The effects of perceived costs and benefits. *Journal of Management*, 26, 119-138.

Morrison, E.W., & Phelps, C. (1999). Taking charge: Extra-role efforts to initiate workplace change. *Academy of Management Journal*, 42, 403-419.

Morrison, E.W., & Robinson, S.L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22, 226-256.

* Winner of the 1999 Outstanding Publication Award, International Association for Conflict Management

Morrison, E.W. (1996). Organizational citizenship behavior as a critical link between HRM practices and service quality. *Human Resource Management Journal*, 35, 493-512.

Vancouver, J.B., & Morrison, E.W. (1995). Feedback inquiry: The effects of source attributes and individual differences. *Organizational Behavior and Human Decision Processes*, 62, 276-285.

Robinson, S.R., & Morrison, E.W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16, 289-298.

Morrison, E.W. (1995). Information usefulness and acquisition during organizational encounter. *Management Communication Quarterly*, 9, 131-155.

Morrison, E.W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, 37, 1543-1567.

Morrison, R.S., Morrison, E.W., & Glickman, D. (1994). Physician reluctance to discuss advance directives: An investigation of potential barriers. *Archives of Internal Medicine*, 154, 2311-2318.

Morrison, E.W. (1993). Newcomer information seeking: Exploring types, modes, sources, and outcomes. *Academy of Management Journal*. 36, 557-589.

Morrison, E.W. (1993). Longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*. 78, 173-183.

Morrison, E.W., & Cummings, L.L. (1992). The impact of diagnosticity and performance expectations on feedback seeking behavior. *Human Performance*, 5, 251-264.

Morrison, E.W., & Bies, R.J. (1991). Impression management in the feedback seeking process: A literature review and research agenda. *Academy of Management Review*, 16, 522-541.

* Winner of the 1992 Outstanding Published Paper Award, Human Resources Division of Academy of Management

Morrison, E.W., & Weldon, E. (1990). The impact of an assigned performance goal on feedback seeking behavior. *Human Performance*, 3, 37-50.

Other Publications:

Wilkinson, A., Barry M., Morrison, E. (forthcoming). Toward an integration of research on employee voice. *Human Resource Management Review*.

Podsakoff, N.P., Morrison, E.W. & Martinez, T. M. (2018). The role of a good soldier: A review of research on OCB role perceptions and recommendations for the future. In Podsakoff, P.M., Mackenzie, S.B., & Podsakoff, N.P (Eds.), *Oxford Handbook of Organizational Citizenship Behavior*. Oxford: Oxford University Press.

Morrison, E.W. (2010). OB in AMJ: What is hot and what is not. *Academy of Management Journal*, 53: 932-936.

Morrison, E. & Rothman, N. (2009). Silence and the dynamics of power. In Greenberg, J., Edwards, M. & Brinsfield, C. (Eds.), *Voice and Silence in Organizations*. San Diego: Elsevier.

Morrison, E.W. (2009) Review of "Whistle-blowing in Organizations" by Near, Miceli & Morehead. *Administrative Science Quarterly*, 54: 344-346.

Morrison, E. & Robinson, S. (2004). The employment relationship from two sides: Incongruence in employees' and employers' perceptions of obligations. In Coyle-Shapiro, J., Shore, L. Taylor, S. & Tetrick, L (Eds.), *The employment relationship: examining psychological and contextual perspectives*. Oxford: Oxford University Press.

Morrison, E.W., & Milliken, F.J. (2003). Editor's Introduction: Speaking up, remaining silent: The dynamics of voice and silence in organizations. *Journal of Management Studies*, 40: 1353-1358.

Morrison, E. (2002). The school-to-work transition. In Feldman, D. (Ed.), *Work careers: A Developmental Perspective*. San Francisco, CA: Jossey-Bass.

Bauer, T.N., Morrison, E.W., & Callister, R.R. (1998). Organizational socialization: A review and directions for future research. *Research in Personnel and Human Resource Management*, 16, 149-214.

Morrison, E.W., & Phelps, C. (1998). Taking charge at work: A model of voluntary change initiative. *1998 Academy of Management Best Paper Proceedings*.

Morrison, E.W. (1997). Service quality: An organizational citizenship behavior framework. *Advances in the Management of Organizational Quality*, 2, 211-249.

Anderson, C.G., Glassman, M., & Morrison, E.W. (1997). The differential effects of workplace experience on information production and use – A comparison of new and established U.S. aerospace engineers and scientists. In T.E. Pinelli, R.O. Barclay, J.M. Kennedy, & A.P. Bishop (Eds.), *Knowledge Diffusion in the U.S. Aerospace Industry*. Greenwich, CT: Ablex.

Morrison, E.W. (1995). Comments on "Feedback seeking behavior: A review of the literature and implications for HRD practitioners." *Human Resource Development Quarterly*, 6, 351-353.

Morrison, E.W. (1993). Toward an understanding of employee role definitions and their implications for organizational citizenship behavior. *1993 Academy of Management Best Paper Proceedings*.

Morrison, E.W., & Herlihy, J.M. (1992). Becoming the Best Place to Work: Managing diversity at American Express. In S. E. Jackson and associates (Eds.), *Diversity in the Workplace: Human Resource Initiatives*. New York: Guilford.

Morrison, E.W. (1991). An investigation of mode and source usage in the newcomer information seeking process. *1991 Academy of Management Best Paper Proceedings*.

WORK IN PROGRESS

I Do Not Need Feedback, Or Do I? Self-Efficacy, Perspective Taking, and Downward Feedback Seeking. Revise and resubmit at *Journal of Applied Psychology*. (with Elad Sherf)

Soliciting Resources from Others: An Integrative Review. Conditional acceptance at *Academy of Management Annals*. (with Peter Bamberger, Jia Hui Lim, & Kenneth Tai)

Voice Guardians: A Field Experiment. Data collection to begin in January, 2019. (with Celia Moore)

The Effect of Team Voice Climate on Leadership Style. Revision in progress. (with Ricki Li and Ronit Kark)

Individualism, Collectivism and Employee Voice. Working paper. (with Ricki Li)

When to Speak Up and When to Remain Silent: A Process Model of Voice Behavior. Working paper. (with Hannes Guenter)

How Leaders' Expression of Emotional Complexity affects Employee Proactivity (with Naomi Rothman). Data collection and analysis in progress.

RECENT INVITED TALKS

Achieving Effective Compliance, October 2018, NYU Law School.

European Academy of Management Conference, June 2018, Reykjavik.

Compliance: New Risks, Challenges, Opportunities, October 2016, NYU Law School.

Beyond Carrots and Sticks: Encouraging a Speak Up Culture. Ethics by Design Conference, June 2016, NYU Stern School of Business.

Employee Silence: Internal and External Barriers to Upward Communication. London Business School, December 2014.

Understanding and Combating Employee Silence: How to Get Honest Communication about Important Issues at Work. Council for Advancement and Support of Education (CASE) Conference, June 2014, New York City.

CONFERENCE PRESENTATIONS

When to Speak up and When to Remain Silent. 2018 Annual Meeting of the Academy of Management, Chicago, Illinois.

Why Leaders Often Fail to Seek Feedback. New Directions in Leadership Research Conference, June 2018, Rotterdam School of Management.

Voicing Up: How Team Voice Shapes Leaders' Regulatory Focus and Behaviors. 2017 Annual Meeting of the Academy of Management, Atlanta, Georgia.

Self-Efficacy and Downward Feedback Seeking: The Role of Perspective Taking. 2017 Annual Meeting of the Academy of Management, Atlanta, Georgia.

Why Employees Remain Silent About Unethical Behavior and How Leaders Can Encourage Speaking Up. 2017 General Meeting of the European Association of Social Psychology, Grenada, Spain.

The Effects of Individualism and Collectivism on Employee Voice. 2017 European Association of Work and Organizational Psychology Small Group Meeting, Paris, France.

Speaking Up and Moving Up: How Voice Can Enhance Social Status. 2017 European Association of Work and Organizational Psychology, Dublin, Ireland.

Losses Loom Larger than Voice Pains: Effects of Gain and Loss Framing on Willingness to Speak Up. 2016 Annual Meeting of the Academy of Management, Anaheim, California.

How to Open the Door. Investigating the Relationship between Leadership and Employee Voice, 2016 Annual Meeting of the Academy of Management, Anaheim, California.

Promotive and Prohibitive Voice: Antecedents, Consequences and Individual Differences, 2016 Annual Meeting of the Academy of Management, Anaheim, California.

Speaking Up and Moving Up: A Status Enhancement Model of Employee Voice. Proactive Behavior Conference, Hong Kong, July 2016.

Changing Conversations in Management Research. 2014 Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.

Thirty Years of Feedback-Seeking Research: Celebrating the Past, Inspiring the Future. 2013 Annual Meeting of the Academy of Management, Orlando, Florida.

Developments in Voice Behavior Research: Dimensions, Antecedents, and Outcomes. 2013 Annual Meeting of the Academy of Management, Orlando, Florida.

The Role of Power in the Decision to Voice or Remain Silent. 2012 Annual Meeting of the Academy of Management, Boston, Massachusetts.

Beyond Performance Evaluations: Organizational Citizenship Behavior and Outcomes. 2012 Annual Meeting of the Academy of Management, Boston, Massachusetts.

Employee voice: development and validation of a multi-dimensional measure. 2011 Annual Meeting of the Academy of Management, San Antonio, Texas.

Developments in Voice Behavior Research: Mediators, Moderators, and Outcomes. 2011 Annual Meeting of the Academy of Management, San Antonio, Texas.

Powerful yet not persuaded: The implications of power for confidence and advice taking. 2010 Annual Meeting of the Academy of Management, Montreal, Quebec.

The effects of group voice climate on voice. 2009 Annual Meeting of the Academy of Management, Chicago, Illinois.

Followers as leaders: The effects of identity orientation and autonomy on proactive idea implementation. 2008 Annual Meeting of the Academy of Management, Anaheim, California.

OCB: New Developments. 2008 Annual Meeting of the Academy of Management, Anaheim, California.

The good voice manager: Understanding why leaders are open (or not) to input from below. 2007 Annual Meeting of the Society for Industrial and Organizational Psychology, New York, New York.

The effect of social network structure on taking charge. 2006 Annual Meeting of the Academy of Management, Atlanta, Georgia.

Pressures of position: Leadership and the problem of openness to voice from below. 2006 Annual Meeting of the Academy of Management, Atlanta, Georgia.

Debating constructive and destructive workplace deviance. Showcase symposium at the 2005 Annual Meeting of the Academy of Management, Honolulu, Hawaii.

Proactivity: Enhancing understanding of self-starting and dynamic action within organizations. 2004 Annual Meeting of the Academy of Management, New Orleans, Louisiana.

Breaking new ground in the study of organizational deviance. 2004 Annual Meeting of the Academy of Management, New Orleans, Louisiana.

Rule Breaking as a form of positive deviance. 2003 Annual Meeting of the Academy of Management, Seattle, Washington.

Sometimes you've got to break the rules: A re-conceptualization of employee rule breaking. 2002 Annual Meeting of the Academy of Management, Denver, Colorado.

Choosing to stay silent at work: What employees don't speak about and why. 2002 Annual Meeting of the Academy of Management, Denver, Colorado.

The role and development of social networks during socialization. 2000 Annual Meeting of the Academy of Management, Toronto, Canada.

The choice to be silent: Determinants and consequences. 2000 Annual Meeting of the Academy of Management, Toronto, Canada.

Taking charge at work: A model of voluntary change initiative. 1998 Annual Meeting of the Academy of Management, San Diego, California.

Cultural differences in newcomer information seeking: A comparison of the US and Hong Kong. 1998 Annual Meeting of the Academy of Management, San Diego, California.

Organizational socialization: Cross cultural propositions. 1998 International Meeting of the Western Academy of Management, Istanbul, Turkey.

Within-person analysis of newcomer information seeking. 1997 Annual Meeting of the Academy of Management, Boston, Mass.

The development of psychological contract breach and violation: A longitudinal study. 1997 Annual Meeting of the Academy of Management, Boston, Mass.

Developing ties in a new organization: Two studies of newcomer network integration. 1996 Annual Meeting of the Academy of Management, Cincinnati, Ohio.

Developing a standardized measure of the psychological contract. 1995 Annual Meeting of the Academy of Management, Vancouver, British Columbia.

Current issues in socialization research: Where are we and where are we going? 1994 Annual Meeting of the Academy of Management, Dallas, Texas.

How newcomers develop power: Implications for the study of socialization. 1994 Annual Meeting of the Academy of Management, Dallas, Texas.

Organizational practices and psychological contract violation. 1994 Annual Meeting of the Academy of Management, Dallas, Texas.

Toward an understanding of employee role definitions and their implications for organizational citizenship behavior. 1993 Annual Meeting of the Academy of Management, Atlanta, Georgia.

The effects of source attributes on feedback seeking: A policy capturing study. 1993 Annual Meeting of the Academy of Management, Atlanta, Georgia.

Organizational citizenship behavior: Is it always extra-role? 1992 Annual Meeting of the Society for Industrial and Organizational Psychology, Montreal, Quebec.

An exploratory study of information acquisition during socialization. 1992 Annual Meeting of the Society for Industrial and Organizational Psychology, Montreal, Quebec.

The impact of information seeking behavior on newcomer socialization. 1991 Annual Meeting of the Academy of Management, Miami Beach, Florida.

An investigation of mode and source usage in the newcomer information seeking process. 1991 Annual Meeting of the Academy of Management, Miami Beach, Florida.

The politics of feedback seeking behavior. 1990 Annual Meeting of the Society for Industrial and Organizational Psychology, Miami Beach, Florida.

Feedback seeking behavior and the presentation of self. 1989 Annual Meeting of the Academy of Management, Washington, D.C.

The effects of utility and sign of feedback on feedback seeking behavior. 1988 Annual Meeting of the Academy of Management, Anaheim, California.

*I have also presented my research at a number of business schools, including Kellogg, Wharton, London Business School, Washington University, University of Toronto, University of North Carolina, University of Texas at Austin, University of Maryland

SERVICE CONTRIBUTIONS

School:

Vice Dean of Faculty, 2012-2018

Endowed Chairs Committee, 2011-2012

Promotion and Tenure Committee, 2007-2011

Stern NYU Abu Dhabi Proposal Committee, 2009

Dean's Advisory Committee, 2000-2002 & 2006-2010

Chair, Advisory Board to the Center for Innovation in Teaching & Learning, 2006-2007

Classroom Design and Standards Committee, 2006-2007

Stern Technology Advisory Committee, 2006-2007

Faculty Campaign Committee, 2006-2007

Undergraduate Grading Task Force, 2007

Faculty Council, 2005-2009

Strategic Planning Committee, 2000-2001

PhD Admissions Oversight Committee, 1999-2001

International Study Project Committee, 1997-1999

Faculty Leader in the MBA core, 1994 -1996

Affirmative Action Committee, 1995-1999

Student Discipline Committee, 1994-1995

Department:

Department Chair, 2001-2005, 2011-2012

Chair of Curriculum Committee, 2010-2012

Departmental Advisory Committee, 2009 - 2012

Recruiting Committee, 1997- 2001 (chair); 2006- 2012

Departmental Promotion and Tenure Committee, 1998-present

Annual Merit Review Committee, 2008-2009
Core Course Committee, 1992-2003 (chair from 2000-2002)
Doctoral Program Committee, 1993-2000
Undergraduate Curriculum Design Committee, 1991-1997

University:

Faculty Advisory Committee on Academic Priorities, 2007 - 2010

Professional Community:

Guest Editor, *Human Resource Management Review*, Special Issue on Employee Voice. 2015-2018.
OB Division Mentoring Award Committee, 2015-2018
Executive Committee, OB Division of the Academy of Management, 2008-2013 (division chair in 2011-12)
Advisory Board, *Academy of Management Discoveries*, 2017-present
Associate Editor, *Behavioral Science & Policy*, 2013-present
Associate Editor, *Academy of Management Journal*, 2007-2010
Editorial Boards: *Journal of Applied Psychology* (2011-present), *Personnel Psychology* (2016-present), *Administrative Science Quarterly* (2006-2016), *Academy of Management Journal* (2005-2013), *Journal of Management* (1993-2007), *Journal of Organizational Behavior* (1996-2002)
Ad Hoc Reviewer: *Academy of Management Review*, *Organizational Science*, *Organizational Behavior and Human Decision Processes*, *Journal of Management*, *Journal of Management Studies*, *Journal of Management Inquiry*, *Journal of Organizational Behavior*, *Journal of Organizational and Occupational Psychology*, *Journal of Vocational Behavior*, *Human Relations*; *Human Resource Management Review*.
Best Paper Committee, *Administrative Science Quarterly*, 2011
Panelist, OB Junior Faculty Consortium, Academy of Management, 2000 and 2005
S. Rains Wallace Dissertation Award Committee, 2000-2002

TEACHING

MBA and Executive MBA Courses:

Leadership in Organizations
Collaboration, Conflict & Negotiation

Undergraduate Courses:

Managing People and Teams

Doctoral Teaching:

Introductory and Advanced Seminars in Organizational Behavior
PhD students: Pat Hewlin (chair), Naomi Rothman, Tina Opie (chair), Sara-Wheeler Smith, Caitlin Pan, Xi Chen, Jeffrey Thomas

Executive Education Courses:

Leadership Training for High Potentials

Negotiation Strategies

Custom Workshops:

Negotiation Skills

Performance Management

Managing High Performing Teams

Performance-Based Incentives

Leadership

Power and Politics