

# Curriculum Vita

## Raymond T. Sparrowe, Ph.D.

### Education

Ph.D. Business Administration (Organizational Behavior)  
University of Illinois at Chicago  
Chicago, IL

M.B.A. Hotel, Restaurant, and Institutional Administration  
Michigan State University  
East Lansing, MI

B.A. Psychology  
University of California at Santa Barbara  
Santa Barbara, CA

### Academic Experience

#### *Washington University in St. Louis*

2019 - Senior Lecturer in Organizational Behavior  
2007 - 2019 Associate Professor of Organizational Behavior  
2001 - 2007 Assistant Professor of Organizational Behavior

#### *Cleveland State University*

1998 - 2001 Assistant Professor of Management and Labor Relations

#### *University of Illinois at Chicago*

1997 - 1998 Visiting Lecturer, Department of Managerial Studies

#### *Roosevelt University (Chicago)*

1996 - 1997 Associate Dean, University College  
1989 - 1997 Faculty of Hospitality Management

### Publications

- In Press Sparrowe, R.T. LMX and welfare trade-off ratios: An evolutionary perspective on leader-member relations. Forthcoming in the *Leadership Quarterly*.
- 2016 Sparrowe, R.T. & Emery, C. Tracing Structure, Tie Strength, and Cognitive Networks in LMX Theory and Research. In Bauer, T.N & Erdogan, B., (Eds.) *The Oxford Handbook of Leader-Member Exchange*. Oxford University Press (non-refereed).
- 2014 Bunderson, J.S., Van der Vegt, G., & Sparrowe, R.T. Status Inertia and Member Replacement in Role-Differentiated Teams. *Organization Science* 25, 1: 57-72.
- 2013 Sparrowe, R.T. Leadership and Social Networks: Initiating a Different Dialog. In Day, D. (Ed.), *Oxford Handbook of Leadership*. Oxford University Press (non-refereed).

## Publications (Continued)

- 2013 Meyer, K.J. & Sparrowe, R.T. Publishing in AMJ: Integrating Theories in AMJ Articles. *Academy of Management Journal* 56, 4: 917-9222. (non-refereed)
- 2011 Sparrowe, R.T. & Meyer, K.J. Publishing in AMJ - Part 4: Grounding Hypotheses. *Academy of Management Journal* 54, 6: 1098-1102. (non-refereed)
- 2006 Sparrowe, R.T., Soetjijto B., & Kraimer, M.L. Do leaders' influence tactics relate to members' helping behaviors? It depends on the quality of the relationship. *Academy of Management Journal*, 49, 1194-1208.
- 2006 Liden, R.C., Erdogan, B., Wayne, S.J., & Sparrowe, R.T. Leader-member exchange differentiation and group and individual performance. *Journal of Organizational Behavior*, 27, 723-746.
- 2005 Sparrowe, R.T. & Liden, R.C. Two routes to influence: Integrating leader-member exchange and social network perspectives. *Administrative Science Quarterly*, 50, 505-535. (Named the Best Article in 2005 by the Organizational Behavior Division of the Academy of Management).
- 2005 Sparrowe, R. T. Authentic leadership and the narrative self. *The Leadership Quarterly*, 16, 419-439.
- 2005 Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. The role of job security in understanding the relationship between employees' perceptions of temporary workers and employees' performance. *Journal of Applied Psychology*, 90, 389-398.
- 2004 Erdogan, B., Sparrowe, R.T., Liden, R.C., & Dunegan, K.J. Implications of organizational exchanges for accountability. *Human Resource Management Review*, 14, 19-45.
- 2003 Wayne, S.J., Liden, R.C., Kraimer, M.L., and Sparrowe, R.T. The dual commitments of contingent workers. *Journal of Organizational Behavior*, 24, 609-625.
- 2003 Seibert, S., Sparrowe, R.T., & Liden, R.C. A group exchange structure approach to leadership in groups. In Pearce, C & Conger, J. (Eds); *Shared Leadership: Reframing the 'Hows' and 'Whys' of Leadership*. Newbury Park, CA: Sage. 173-192.
- 2001 Sparrowe, R.T., Liden, R.C., Wayne, S.J., & Kraimer, M.L. Social networks and the performance of individuals and groups. *Academy of Management Journal*, 44, 316-325.
- 2000 Liden, R.T., Wayne, S.J., & Sparrowe, R.T. An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85, 407-416.
- 1999 Liden, R.C., Wayne, S.J., Judge, T.A., Sparrowe, R.T., Kraimer, M.L., & Franz, T. Management of poor performance: A comparison of manager, group member, and group disciplinary decisions. *Journal of Applied Psychology* 84, 835-850.

## **Publications (Continued)**

- 1999 Sparrowe, R.T. & Iverson, K. Cracks in the glass ceiling? An empirical study of gender differences in income in the hospitality and tourism industry. *Journal of Hospitality and Tourism Research*, 23 (1), 4-20.
- 1997 Sparrowe, R.T. & Liden, R.C. Process and structure in leader-member exchange. *Academy of Management Review* 22, 522-552.
- 1997 Liden, R.C., Sparrowe, R.T., & Wayne, S.J. Leader-member exchange and human resource management: The past and potential for the future. *Research in Personnel & Human Resources Management* 15, 47-119.
- 1995 Sparrowe, R.T. & Popielarz, P.A. Getting ahead in the hospitality industry: An event history analysis of promotions among hotel and restaurant employees. *Hospitality Research Journal* 19(4), 99-117. (Winner of the 1996 Von Nostrand Reinhold Research Award).
- 1995 Sparrowe, R.T. The effects of organizational culture and leader-member exchange on employee empowerment in the hospitality industry. *Hospitality Research Journal* 19(1), 95-109.
- 1994 Wayne, S.J., Liden, R.C. & Sparrowe, R.T. The influence of gender and ingratiation on the development of leader-member exchange. *American Behavioral Scientist* 37, 697-714.
- 1994 Sparrowe, R.T. Empowerment in the hospitality industry: An exploration of antecedents and outcomes. *Hospitality Research Journal* 17(3), 51-73.

## **Book Reviews**

- 2009 Sparrowe, R. T. Review of *Interpersonal Networks in Organizations: Cognition, Personality, Dynamics, and Culture* by Martin Kilduff and David Krackardt. *Administrative Science Quarterly*.
- 2004 Sparrowe, R.T. Review of *Social Networks and Organizations* by Martin Kilduff and Wenpin Tsai. Thousand Oaks, CA: Sage. 2003. *Academy of Management Review*.
- 2003 Sparrowe, R.T. Review of *Crossing the Great Divide: Worker Risk and Opportunity in the New Economy*. Vicki Smith. Ithaca, NY: Cornell University Press/ILR Press, 2001. *Administrative Science Quarterly*.

## **Manuscripts in Preparation/Projects in Process**

Vecchi, P. & Sparrowe, R. T. An Evolutionary Theory of Social Network Perceptions.

Vecchi, P., Knight A.P. & Sparrowe, R.T. Vecchi, P., Knight, A.P. & Sparrowe, R.T. How Does a Bad Apple Spoil the Bunch?: The Effect of a Single Difficult Team Member on the Development of Social Integration in New Work Teams.

Sparrowe, R.T. Towards a theory of situated leadership.

## **Presentations**

- 2018 Gerbasi, A & Sparrowe, R. T., "Provoking Novel Ideas and Approaches in Leadership Research: An Incubator." Presented in August at the Academy of Management, Chicago, IL.
- 2018 Sparrowe, R. T., "Using Social Network Theory and Methods in a Leading Change Course," Presented in the "Teaching Social Networks' PDW in August at the Academy of Management, Chicago, IL.
- 2018 Knight, A.P. Vecchi, P. & Sparrowe, R.T. "The effect of a bad apple on the emergence of social integration in new work teams" Presented in August at the Academy of Management, Chicago, IL.
- 2017 Vecchi, P., Knight, A.P. & Sparrowe, R.T. "How Does a Bad Apple Spoil the Bunch?: The Effect of a Single Difficult Team Member on the Development of Social Integration in New Work Teams" Presented in July at the In-Group Conference, St. Louis, MO.
- 2017 Sparrowe, R. T., "Current Developments in Leader Member Exchange (LMX): A Research Incubator," Presented in August at the Academy of Management, Atlanta, GA.
- 2016 Vecchi, P. & Sparrowe, R.T. Cognitive Biases that Make Us Smart. Presented in August, 2016 at the Academy of Management Conference in Anaheim, CA.
- 2016 Vecchi, P. & Sparrowe, R.T. Micro-Transitions in Friendship Networks. Presented in April, 2016 at the Inter-Organizational Networks Conference sponsored by the Links Center at the University of Kentucky.
- 2016 Sparrowe, R.T. Revisiting Individual Differences and Leadership Emergence in Teams. Presented March, 2016 at the Chinese University of Hong Kong.
- 2015 Gray, S. M. & Sparrowe, R.T. A Cognitive Model of Team Resource Acquisition. Presented in July, 2015 at the IN-Group Conference in Philadelphia, PA.
- 2015 Sparrowe, R.T. Revisiting Individual Differences and Leadership Emergence in Teams. Presented February, 2015 at the University of Illinois at Chicago.
- 2013 Sparrowe, R.T. Leadership and Social Networks: Initiating a Different Dialog. Presented in April, 2013 at the University of Illinois Champaign - Urbana.
- 2012 Sparrowe, R.T. Leadership and Social Networks: Initiating a Different Dialog. Presented at a Workshop at Cambridge University (Cambridge, UK).
- 2012 Sparrowe, R.T. Leadership and Social Networks: Initiating a Different Dialog. Presented the Academy of Management Meetings in Boston, MA.
- 2011 Bunderson, J.S., Van der Vegt, G., & Sparrowe, R.T. Status Inertia and Member Replacement in Role Differentiated Teams. Presented at a Workshop at the University of Maryland.

## **Presentations (Continued)**

- 2010 Bunderson, J.S., Van der Vegt, G., & Sparrowe, R.T. Status Inertia and Member Replacement in Role Differentiated Teams. Presented at the Interorganizational Networks Conference at the University of Kentucky.
- 2010 Sparrowe, R. T. Research that Leads to Publication. Sparrowe, R.T. Presented at Shanghai Jaio Tong University.
- 2008 Sparrowe, RT. “When Do Cheaters Prosper?” Invited presentation at Rice University.
- 2006 Liden, R.C., Sparrowe, R.T., Gavino, M., Erdogan, B., & Maslyn, J.M. The role of proactive characteristics and behaviors on exchange relationships and outcomes. Presented at the Academy of Management meeting in Atlanta, GA.
- 2005 Sparrowe, R.T., Soetjijto B., & Kraimer, M.L. Do leaders’ influence tactics relate to members’ helping behaviors? It depends on the quality of the relationship. Presented at the Academy of Management meeting in Honolulu, HI.
- 2004 Sparrowe, R.T. & Liden, R.C. Integrating transformational and LMX perspectives using relational models theory. Presented at the Academy of Management meeting in New Orleans, LA.
- 2004 Sparrowe, R.T. Authenticity and the narrative self. Presented at the University of Nebraska/Gallup Leadership Conference in Omaha, NB.
- 2003 Sparrowe, R.T. & Liden, R.C. LMX, social network structure, and outcomes: A structural model. Presented at the Academy of Management in Seattle, WA.
- 2002 Sparrowe, R.T. Stigma, Legitimacy, and Mobility: A Contextual Perspective on Social Capital and Career Progress. Presented at the Academy of Management in Denver, CO.
- 2002 Seibert, S., & Sparrowe, R.T. A group exchange structure approach to leadership in groups. Presented at the Academy of Management in Denver, CO.
- 2002 Liden, R.C., Sparrowe, R.T., Gavino, M., Erdogan, B., & Maslyn, J.M. The role of proactive characteristics and behaviors on exchange relationships and outcomes. Presented at the Academy of Management in Denver, CO.
- 2001 Sparrowe, R.T. & Popielarz, P. A. Should I stay or should I go? Social capital and promotions within and across firms. Presented at the Academy of Management in Washington, DC.
- 2001 Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. Understanding full-time employees’ reactions to the use of temporary workers: The role of job security. Presented at the Academy of Management in Washington, DC.
- 2000 Sparrowe, R.T. & Liden, R.C. Negative relationships in social networks: A theoretical model. Presented as part of a Symposium at the Academy of Management in Toronto.

## **Presentations (Continued)**

- 2000 Liden, R.C., Wayne, S.J., Erdogan, B., & Sparrowe, R.T. Leader-member exchange differentiation and work group effectiveness. Presented at the Academy of Management in Toronto.
- 1999 Sparrowe, R.T. & Liden, R.C. Sponsorship: A blessing and a curse. Presented at the Academy of Management in Chicago, IL.
- 1998 Liden, R.C., Wayne, S.J., Judge, T.A., Sparrowe, R.T., Kraimer, M., & Franz, T. Management of poor performance: A group perspective. Presented at the Academy of Management in San Diego, CA.
- 1998 Sparrowe, R.T. & Liden, R. C. Exchange processes within social networks. Presented at the Southern Management Association in New Orleans, LA.
- 1997 Sparrowe, R.T. & Iverson, K.A. Cracks in the glass ceiling? An empirical study of differences in income in the hospitality industry. Presented at the Council on Hotel, Restaurant, and Institutional Management in Providence, RI
- 1995 Sparrowe, R.T. & Liden, R.C. Process and structure in leader-member exchange. Presented as part of a symposium at the Academy of Management Meetings in Vancouver, B.C.
- 1995 Sparrowe, R.T. & Popielarz, P.A. Structural holes and weak ties: The effects of network structure on careers. Paper presented at the Academy of Management Meetings in Vancouver, BC.
- 1994 Liden, R.C., Wayne, S.J., Bradway, L., & Sparrowe, R.T. Leading empowered work groups. Presented at the Society for Industrial and Organizational Psychology in Nashville, TN.

## **Publications – Technical Reports**

- 2001 Liden, R.C., Sparrowe, R.T., Gavino, M., Erdogan, B., & Maslyn, J.M. Achieving integration in a diverse workforce. Center for Human Resources Management, University of Illinois.
- 1999 Liden, R.C. & Sparrowe, R.T. Feedback report: The effects of leader sponsorship and informal networks on managers' influence, control of resources, turnover intentions, and job performance. Center for Human Resources Management, University of Illinois.
- 1998 Sparrowe, R.T. Gambling: Is the deck stacked against sound public policy? *The Faverman Group Letter*. East Lansing, Michigan: The Faverman Group.
- 1996 Liden, R.C., Wayne, S.J., Sparrowe, R.T., Kraimer, M., Franz, T., & Pinko, N. Feedback report on team performance management. Center for Human Resources Management, University of Illinois.

## **Publications – Technical Reports (Cont'd)**

- 1995 Liden, R.C., Wayne, S.J., Sparrowe, R.T. & Bradway, L. Feedback report on empowerment & effectiveness. Center for Human Resource Management, University of Illinois.

## **Work with Doctoral Students (names and initial placements)**

- Washington University Doctoral Students  
Patrizia Vecchi (Committee Chair), Cambridge Judge Business School  
Steven Gray (Committee Member), UT-Austin  
Bret Sanner (Committee Member), Shenandoah University  
Alicia Bunger (Committee Member), Ohio State University  
Peter Boumgarden (Committee Member), Hope College  
Sammy Showail (Committee Member), King Fahd University
- Vanderbilt University Doctoral Student  
Ying Chen (Vanderbilt, Committee Member), University of Illinois
- University of Illinois - Chicago Doctoral Students  
Lisa Bradway (Committee Member), Texas A & M  
Berrin Erdogan (Committee Member), Portland State University
- Cleveland State University Doctoral Student  
Budi Soetjiptoo (Chair), University of Indonesia

## **Teaching**

- Olin Business School, Washington University in St. Louis*  
Leadership (Undergraduate, MBA, Professional MBA, Executive MBA, noncredit)  
Leading Change (MBA, MSSCM, Professional MBA, Executive MBA)  
Foundations for Effective Leadership (MBA Core Course)  
Organizational Design (EMBA, Professional MBA)  
Awarded the Reid Chair in Teaching Excellence, 2005-2006

- Brookings Executive Education*  
Organizational Learning and Agility (MSL)  
Leading the Learning Organization (MSL)  
Executive Pathways (NIH Senior Leaders)  
Executive Leadership Lab (Open Enrollment)

- Cleveland State University*  
Organizational Behavior (Undergraduate, MBA, DBA)  
Organization Theory (Undergraduate, MBA)  
Managerial Skills (Undergraduate, MBA)  
Research Methods (DBA)

- University of Illinois at Chicago*  
Organizational Behavior (Undergraduate)  
Organizational Theory (Undergraduate, MBA)  
Human Resources Management (MBA)

## **Teaching (Cont'd)**

### *Roosevelt University*

Organizational Behavior (for Hospitality Management)  
Managerial Skills (for Hospitality Management)  
Food Service Facilities Design and Engineering

## **University Service**

### *Washington University in St. Louis*

Distinguished Faculty Awards Committee (University level)  
Ferguson Grants Award Committee (University level)  
Faculty Director; Brookings/NIH Leadership Development Workshop  
Faculty Director; Consulting & General Management Platform  
Chair, Olin Academic Integrity Committee  
Chair, MBA Committee  
MBA Core Faculty Committee Chair  
PMBA Committee  
Center for Experiential Learning Committee  
Corporate Relations Committee  
Coordinated OB Workshops and Ph.D. Seminar

### *Cleveland State University*

DBA Program Committee  
Departmental Faculty Search Committees

### *Roosevelt University*

Chair, University College Council  
Dean's Search Committees  
Departmental Faculty Search Committees

## **Sponsored Research Experience**

Achieving Integration in a Diverse Workplace (Co-Director)  
Center for Human Resources Management (University of Illinois)

Social Networks, Leader-Member Relations, and Managerial Performance (Co-Director)  
(dissertation - \$20,000 competitive grant)  
Center for Human Resources Management (University of Illinois)

The Effectiveness of Contingent Workers (Research Associate)  
Center for Human Resources Management (University of Illinois)

Performance Management in Self-Directed Work Teams (Research Associate)  
Center for Human Resources Management (University of Illinois)

Leadership and Empowerment (Research Associate)  
Center for Human Resources Management (University of Illinois)



## **Previous Consultancy (Representative Clients)**

National Gallery of Art (with Manask & Associates)  
The Field Museum of Natural History (with Manask & Associates)  
The Brookfield Zoo (with Manask & Associates)  
The Milwaukee Zoo (with Manask & Associates)  
The Chicago Botanical Garden (with Manask & Associates)  
Cincinnati Museum of Art (with Manask & Associates)  
Miami University  
Moody Bible Institute  
Chemical Abstracts Service  
United States Department of Agriculture

## **Professional Activities**

Associate Editor

*Academy of Management Journal* 2010-2013

Membership on Editorial Boards

*Academy of Management Journal* 2006-2016

*Academy of Management Discoveries* 2013-2016

*Administrative Science Quarterly* 2007 – 2013

*Journal of Applied Psychology* 2008 – 2010; 2013-2016

*Journal of Organizational Behavior* 2005 – 2009

*Negotiation and Conflict Management Research* 2006-2009

*International Journal of Conflict Management* 2003-2005

*Leadership Quarterly*, 2005-2008

*Journal of Management*, 2002

Ad-Hoc Reviewing

*Academy of Management Journal*

*Administrative Science Quarterly*

Professional Memberships

Academy of Management