

## **Gregory A. Bigley, Ph.D.**

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### EDUCATION

PhD University of California, Irvine  
MBA University of California, Irvine  
BA University of California, Los Angeles

### ACADEMIC EXPERIENCE

2004 to Present Associate Professor; University of Washington Foster School of Business  
2000 to 2004 Assistant Professor; University of Washington Foster School of Business  
1997 to 2000 Assistant Professor; University of Cincinnati College of Business

### RESEARCH

#### **Refereed Articles**

- Bigley, G. A., McAllister, D. J., and Tan, H. H. 2009. Effects of interpersonal trust on employee avoidance and approach self-regulation. Academy of Management Annual Meeting Best Paper Proceedings.
- Hekman, D. R., Steensma, H. K., Bigley, G. A., and Hereford, J. F. 2009. Effects of organizational and professional identification on the relationship between administrators' social influence and professional employees' adoption of new work behavior. Journal of Applied Psychology, 94: 1325-1335.
- Hekman, D. R., Bigley, G. A., Steensma, H. K., and Hereford, J. F. 2009. Combined effects of organizational and professional identification on the reciprocity dynamic for professional employees. Academy of Management Journal, 52: 506-526.
- Jones, T. M., Felps, W., and Bigley, G. A. 2007. Ethical theory and stakeholder-related decisions: The role of stakeholder culture. Academy of Management Review, 32: 137-155.  
Note: Best Paper Award from International Association for Business and Society.
- Ring, P. S., Bigley, G. A., D'Aunno, T., and Khanna, T. 2005. Perspectives on how governments matter. Academy of Management Review, 30: 308-320.  
Note: Introduction to Special Topic Forum.
- Bigley, G. A., and Wiersema, M. F. 2002. New CEOs and corporate refocusing: How experience as heir apparent influences the use of power. Administrative Science Quarterly, 47: 707-727.

- McAllister, D. J., and Bigley, G. A. 2002. Work context and the definition of self: How organizational care influences organization-based self esteem. Academy of Management Journal, 45: 894-904.
- Bigley, G. A., and Roberts, K. H. 2001. The incident command system: Organizing for high reliability in complex and unpredictable environments. Academy of Management Journal, 44: 1281-1299.
- Pearce, J. L., Branyiczki, I., and Bigley, G. A. 2000. Insufficient bureaucracy: Trust and commitment in particularistic organizations. Organization Science, 11: 148-162.
- Bigley, G. A., and Pearce, J. L. 1998. Straining for shared meaning in organization science: Problems of trust and distrust. Academy of Management Review, 23: 405-4521.
- Pearce, J. L., Bigley, G. A., and Branyiczki, I. 1998. Procedural justice as modernism: Placing industrial/organizational psychology in context. Applied Psychology: An International Review, 47: 371-396.
- Pearce, J. L., Bigley, G. A., and Branyiczki, I. 1996. Neo-traditionalism and organizational behavior. In J. Bernard Keys and Lloyd N. Dosier (Eds.), Academy of Management Annual Meeting Best Paper Proceedings: 284-287.
- Klein, R., Bigley, G. A., and Roberts, K. H. 1995. Culture as a mechanism of control in high reliability organizations: An extension. Human Relations, 48: 771-793.

### **Books and Book Chapters**

- Porter, L. W., Bigley, G. A., and Steers, R. M. (Eds.) 2003. Motivation and Work Behavior, 7<sup>th</sup> edition. New York: McGraw-Hill.
- Porter, L. W., and Bigley, G. A. 2001. Motivation and transformational leadership: Some organizational context issues. In Mariam Erez, Uwe Kleinbeck and Henk Thierry (Eds.), Work Motivation in the Context of a Globalizing Economy. Mahwah, NJ: Lawrence Erlbaum Associates.
- Steers, R. M., Porter, L. W., and Bigley, G. A. (Eds.). 1996. Motivation and leadership at work, 6th edition. New York: McGraw-Hill.
- Porter, L. W., and Bigley, G. A. (Eds.). 1995. Human relations: Theory and practices. London: Dartmouth.

### **Working Papers and Projects**

- Dang, C., Bigley, G. A., Reynolds, S. J. Laboro ergo sum (I work therefore I am): The effects of jobs on motivation and well-being. This theory paper was presented at the 2015 Annual Meeting of the Academy of Management in Vancouver, British Columbia. This paper is being revised for the Academy of Management Review. Submission is expected by January 2016.

- Bigley, G. A., McAllister, D. J., Tan, H. H., and Kamdar, D. Trust, distrust, and ambivalence in work relationships: A self-regulation systems perspective.
- McAllister, D. J., Bigley, G.A., Lewicki, R., and Pang, K. Influence of identification-, affect-, and cognition-based trust on knowledge workers' discretionary behavior in teams.
- Bigley, G. A., Steensma, H. K., and Hekman, D. R. Social context effects on employee organizational identification. Presented at Academy of Management Annual Meeting, 2012. Paper being finalized for submission to Academy of Management Journal.
- Bigley, G. A., McAllister, D. J., Dirks, K. T., and Skarlicki, D. P. Employee trust in leaders and organizational citizenship behavior. Data collection is complete. Paper is being finalized for submission to Journal of Applied Psychology.
- Dang, C., Bigley, G. A., and Reynolds, S. J. Laboro Ergo Sum (I work therefore I am): The Determinative Effects of Work on Individuals. Paper under review for the Academy of Management Annual Meeting 2013, Orlando, FL.
- Bigley, G. A., Johnson, H. H., and Robers, K. H. Heedfulness meta-routines for high-reliability organizing. Paper presented at the Academy of Management Annual Meeting 2012, Boston.
- Leavitt, K., Bigley, G. A., and Guarana, C. L. O. Relationship between implicit social self-concept and job performance. Data collection is complete. Data analysis in progress. Target journal is Academy of Management Journal.
- Fisher, G. C., and Bigley, G. A. Nature and function of relational mechanisms and positive illusions in venture decision-making. Target journal is Academy of Management Review. Status of project is ongoing.
- Bigley, G. A., and Roberts, K. H. A review of the organization science research on high-reliability organizations. Article database has been compiled. Target journal is Academy of Management Review.
- Bigley, G. A., McAllister, D. J., and Guarana, C. L. O. Trust-related ambivalence and self-regulation in Organizations. Paper has been preliminarily drafted.
- McAllister, D. J., Kamdar, D., & Bigley, G. A. Multifocal perspectives on justice, support, OBSE, and OCB. Paper presented at Society for Industrial and Organizational Psychology. Target journal is Journal of Applied Psychology.
- Bigley, G. A., and Avolio, B. The nature and function of ethos in organizations. Status is ongoing.

## **Book Reviews**

Bigley, G. A. 1999. Review of Working knowledge: How organizations manage what they know. In Journal of Engineering and Technology Management, 16: 103-106.

## **Refereed Presentations**

Dang, C., Bigley, G. A., Reynolds, S. J. Laboro ergo sum (I work therefore I am): The effects of jobs on motivation and well-being. Paper presented at the 2015 Annual Meeting of the Academy of Management in Vancouver, British Columbia.

Bigley, G. A., Steensma, H. K., & Hekman, D. R. Social context effects on employee organizational identification. Paper presented at the Academy of Management Annual Meeting 2012, Boston.

Bigley, G. A., Johnson, H. H., and Robers, K. H. Heedfulness meta-routines for high-reliability organizing. Paper presented at the Academy of Management Annual Meeting 2012, Boston.

McAllister, D. J., Bigley, G.A., Lewicki, R., and Pang, K. Influence of identification-, affect-, and cognition-based trust on knowledge workers' discretionary behavior in teams. Paper presented at the Society for Personality and Social Psychology conference 2012, San Diego, CA.

Bigley, G. A., McAllister, D. J., & Tan, H. H. Effects of interpersonal trust on employee avoidance and approach self-regulation. Presented at the Academy of Management Annual Meeting 2009, Chicago.

Bigley, G. A. The social substrates of high-reliability organizing. Accepted for presentation at the Annual Meeting of the Academy of Management, Philadelphia, PA, 2007.

Hekman, D. R., Steensma, H. K., & Bigley, G. A. Effects of social identity conflict on ambivalence regarding adoption of new role behavior. Paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA, August 2006.

Harman, W. S., Mitchell, T. R., & Bigley, G. A. Glass Ceiling: Lawsuit Threats Influence Decisions for Top Job. Accepted for poster session at Society for Industrial and Organizational Psychology, Dallas, TX, May 2006.

Heckman, D., Bigley, G. A., & Steensma, H. K. How social identification influences professional employees' performance: An exchange perspective. Paper presented at the Annual Meeting of the Academy of Management, Honolulu, HI, August 2005.

McAllister, D. J., Kamdar, D., & Bigley, G. A. Multifocal perspectives on justice, support, OBSE, and OCB. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA, April, 2005.

- Heckman, D., Steensma, H. K., and Bigley, G. A. The effects of professional and organizational identification on employee acceptance of a role change initiative. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, LA, August, 2004.
- McAllister, D. J., Tan, H. H., Bigley, G. A., and Lewicki, R. J. Understanding cynicism through the lens of distrust. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, LA, August 2004.
- Tyran, K. L., and Bigley, G. A. Values and the self-regulation of work behavior. Paper presented at the Western Academy of Management Meeting, Anchorage, Alaska, 2004.
- Tan, H. H., McAllister, D. J., and Bigley, G. A. Trustworthiness, trust and risk-taking in work relationships: A regulatory focus perspective. Paper presented at the Annual Meeting of the Academy of Management, Seattle, WA, August 2003.
- Bigley, G. A., and McAllister, D. J. Transformations in Relational Logic: How types of supervisory trust interact to predict organizational citizenship behavior. Paper presented at the Annual Meeting of the Academy of Management, Denver, CO, August 2002.
- Bigley, G. A. Sir Ernest Shackleton: Charismatic: Transformational Leader. Presentation made at the Annual Meeting of the Academy of Management, Denver, CO, August 2002.
- McAllister, D. J., and Bigley, G. A. The external control of self-concept. Paper presented at OB sponsored competitive paper session during the Annual Meeting of the Academy of Management, Washington, D. C., August 2001
- Bigley, G. A., and Pearce, J. L. Effects of trust in supervisors on employee fairness perceptions: A replication in two countries. Paper presented at Organization Science/SDA Bocconi sponsored conference on Trust in an Organizational Context, Moltrasio, Como-Italy, June 2001
- Bigley, G. A., and Roberts, K. H. Structuring temporary systems for high reliability. Paper presented at OMT sponsored competitive paper session during the Annual Meeting of the Academy of Management, Toronto, Canada, August 2000.
- Bigley, G. A., and Wiersema, M. F. How new CEOs lead: The interaction of power and job preview experience in predicting corporate strategic refocusing. Paper presented at BPS sponsored competitive paper session during the Annual Meeting of the Academy of Management, Toronto, Canada, August 2000.

- Bigley, G. A. Relational foundations of collective mindfulness and error mitigation in a temporary, high-reliability organization. Paper presented at an OB and OMT jointly sponsored symposium during the Annual Meeting of the Academy of Management, Chicago, IL, August 1999.
- Bigley, G. A., and Brame, K. S. Trust and authority as a basis for bureaucratic flexibility: The case of a fire department incident command system. Presented at an OB, OMT, and SIM jointly sponsored symposium at the Annual Meeting of the Academy of Management, San Diego, CA, August 1998.
- Bigley, G. A., and Pearce, J. L. Is trust a cause or a consequence? Empirical evidence. Presented at a CM and OB jointly sponsored symposium at the Annual Meeting of the Academy of Management, San Diego, CA, August 1998.
- Bigley, G. A., and Pearce, J. L. Straining for shared meaning in organizational science: The state of trust. Presented at the Annual Meeting of the Academy of Management, OMT Division, Boston, MA, August 1997.
- Bigley, G. A., and McAllister, D. J. Re-examining the relationship between interpersonal trust and cooperation in organizations. Paper presented at an OB sponsored symposium at the Annual Meeting of the Academy of Management, Cincinnati, OH, August 1996.
- Klein, R., Bigley, G. A., and Roberts, K. H. Culture as a mechanism of control in high reliability organizations: An extension. Presented at the Annual Meeting of the Academy of Management, OMT Division, Dallas, TX, August 1994.
- Bigley, G. A., and Wiersema, M. F. CEO power, CEO cognitive orientation, organizational inertia and strategic change. Presented at the Annual Meeting of the Academy of Management, OMT Division, Dallas, TX, August 1994.
- Pearce, J. L., Branyiczki, I., and Bigley, G. A. The costs of organizational distrust. Presented at the Third Annual Western Academy of Management International Conference, Brisbane, Australia, July 1994.

### **Invited Presentations and Workshops**

- Bigley, G. A. Presenter in Professional Development Workshop entitled, “Weak Signals? But I Thought They Were Noise!”: Highly Reliable Practices in Action” at the Annual Meeting of the Academy of Management, Anaheim, CA, August 2008.
- Bigley, G. A. Combined Effects of Organizational and Professional Identification on Professional Employee Reciprocity. Presented at the A. Gary Anderson Graduate School of Management, University of California, Riverside, February 29, 2008.

- Bigley, G. A. (Dis)Trust and authority in high reliability organizations: The case of establishing and maintaining control through the incident command system. Workshop given at the National Emergency Training Center, Emmitsburg, Maryland, November 1998.
- Roberts, K. H., and Bigley, G. A. Untying the Gordian Knot: Different perspectives in high reliability organizations research. Presented at the annual MESO meeting, Arizona State University, Phoenix, AR, March 1998. Also presented at the Carnegie Mellon University, March 1998.
- Pearce, J. L., Branyiczki, I., and Bigley, G. A. Clientelism and organizational behavior: The mediating role of organizational trust. Presented at the CIBER-UCLA Cross-Cultural Collegium, Pepperdine University, Malibu, CA, May 1996.
- Porter, L. W., and Bigley, G. A. Motivation and transformational leadership: Some organizational context issues. Presented at the Conference on Work Motivation in Ein-Gedi, Israel, February 1996.
- Roberts, K. H., Bigley, G. A., and Klein, R. Organizational culture two high reliability organizations: An extension . Presented at the First International Conference on HF Nuclear Power Operations, Berlin, Germany, November 1994.

#### SERVICE

- 2012-2013 Academy of Management Journal Editorial Board Member
- 2011-2012 Academy of Management Journal Editorial Board Member, Chair of Foster Business School Faculty Council, Member of M&O Department Recruiting Committee for Assistant Professor Position in Strategy, and Ph.D. Student Recruiting Committee Member.
- 2010-2011 Academy of Management Journal Editorial Board Member, Foster Business School Faculty Council Member, M&O Department Recruiting Committee Chair, and Ph.D. Student Recruiting Committee Member.
- 2009-2010 Academy of Management Journal Editorial Board Member, Chair of PhD Program Committee, Department Ph.D. Program Coordinator, Ph.D. Student Recruiting Committee, Member of Center for Leadership and Strategic Thinking
- 2008-2009 Academy of Management Journal Editorial Board Member, Chair of PhD Program Committee, Department Ph.D. Program Coordinator, Ph.D. Student Recruiting Committee, Faculty Member of Center for Leadership and Strategic Thinking

- 2007-2008 Academy of Management Journal Editorial Board Member, Chair of Department Faculty Recruiting Committee, Department Ph.D. Program Coordinator, Ph.D. Student Recruiting Committee, Conducted MGMT 300 Course Curriculum Review, Helped develop method for creating TMMBA student teams
- 2005-2007 Academy of Management Journal Editorial Board Member, Masters Programs Committee (Chair, 2004-05 and 2006-07), Global Business Center Faculty Steering Committee, Department Ph.D. Program Coordinator, Faculty Recruiting Committee, Ph.D. Student Recruiting Committee, Leader of Winter Quarter KEEP module introducing case competition (2006)
- 2002-2004 MBA Curriculum Review Committee, Masters Programs Committee, Global Business Center Faculty Steering Committee, Faculty Director of the Global Business Center/CIBER Leadership Initiative, Faculty Recruiting Committee, Ph.D. Student Recruiting Committee
- 2001-2002 Management Center Development Committee, Global Business Center Steering Committee, Recruiting Committee, EMBA Curriculum Review Sub-Committee (Management & Organization Department), Faculty Recruiting Committee, Ph.D. Student Recruiting Committee
- 2001-2003 Co-editor Academy of Management Review special issue titled "Do Governments Matter?" EMBA Curriculum Review Sub-Committee, Recruiting Committee
- 2000 Facilitator for paper session "Perceiving justice" at the Annual Meeting of the Academy of Management, Toronto, Canada, August 2000.
- 1999-2000 Reappointment, Promotion, and Tenure Committee, Department of Management, University of Cincinnati
- 1999 Management Department Head Review Committee, College of Business Administration, University of Cincinnati
- 1998-1999 Ph.D. Student Dissertation Committee, Department of Management
- 1998-1999 Staff Recognition Award Committee, College of Business Administration, University of Cincinnati
- 1997-1999 Library Committee, College of Business Administration, University of Cincinnati
- 1997 Faculty Development Grant Sub-Committee, Department of Management, University of Cincinnati



- 1995 Discussant for paper session “What is the role of transforming leaders in organizations?” at the 36th Annual Meeting of the Western Academy of Management, San Diego, CA, April, 1995.
- 1995 Assistant Program Chair, 36<sup>th</sup> Annual Meeting of the Western Academy of Management, San Diego, CA.
- 1995 Program Committee, 36<sup>th</sup> Annual Meeting of the Western Academy of Management, San Diego, CA.

#### HONORS AND AWARDS

- 2016
- TMMBA Autumn Quarter 2016 Teaching Award, Wednesday Section
- 2012
- EMBA Excellence in Teaching Award
  - TMMBA Winter Quarter 2012 Teaching Award
  - Center for Entrepreneurship Summer Research Grant
- 2011
- EMBA Excellence in Teaching Award
  - TMMBA Excellence in Teaching Award
  - Dean’s Award for Graduate Teaching
  - Academy of Management Journal Outstanding Reviewer Award
  - CIBER Summer Research Fellowship Award from Foster Global Business Center
- 2010
- Executive Development Program Excellence in Teaching Award
  - TMMBA Faculty of the Winter Quarter Teaching Award
  - CIBER Summer Research Fellowship Award from Foster Global Business Center
- 2009
- EMBA Excellence in Teaching Award
  - TMMBA Excellence in Teaching Award
  - Outstanding Reviewer Award from Academy of Management Journal
  - Best Paper Award from International Association for Business and Society
  - CIBER Summer Research Fellowship from Foster Business School Global Business Center
- 2008
- TMMBA Excellence in Teaching Award
  - CIBER Summer Research Fellowship, Foster Business School at the University of Washington

- 2007
  - CIBER Summer Research Fellowship, The Business School at the University of Washington
- 2006
  - CIBER Summer Research Fellowship, The Business School at the University of Washington
- 2005
  - CIBER Summer Research Fellowship, The Business School at the University of Washington
- 2004
  - Dean's Service Award, The Business School at the University of Washington
  - CIBER Summer Research Fellowship, The Business School at the University of Washington
- 2003
  - Western Academy of Management Ascendant Scholar
  - Charlene M. & Arthur Buerk Fellowship, The Business School at the University of Washington
  - CIBER Summer Research Fellowship, The Business School at the University of Washington
- 2002
  - Dean's Junior Faculty Research Award, The Business School at the University of Washington
  - Neal and Jan Dempsey Faculty Fellowship, The Business School at the University of Washington
  - CIBER Summer Research Fellowship, The Business School at the University of Washington
  - Election to the Graduate Faculty of the University of Washington
- 1999
  - MBA Award for Teaching Excellence, College of Business Administration at the University of Cincinnati
- 1998
  - Faculty Development Council Grant, University of Cincinnati
- 1997
  - University Research Council Grant, University of Cincinnati