

Martin Kilduff

Deputy Director (Research), Head of Organizations and Innovation group, and Professor
UCL School of Management
University College London
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EDUCATION: Ph.D., M.S., Cornell University
B.A., Washington State University
M.A., University of Cambridge

JOURNAL ARTICLES

1. Richter, A., Clarke, R., & Kilduff, M. 2022. One tie to capture advice and friendship: Leader multiplex centrality effects on team performance change. *Journal of Applied Psychology*, forthcoming <https://doi.org/10.1037/apl0000979>
2. Tasselli, S., & Kilduff, M. 2021. Network agency. *Academy of Management Annals*, 15: 68-110.
3. Kilduff, M., & Lee, J.W. 2020. The integration of people and networks. *Annual Review of Organizational Psychology and Organizational Behavior*, 7: 155-179.
4. Cuypers, I. R., Ertug, G., Cantwell, J., Zaheer, A., & Kilduff, M. 2020. Making connections: Social networks in international business. *Journal of International Business Studies*, 51: 714-736.
5. Tasselli, S., Kilduff, M., & Landis, B. 2018. Personality change: Implications for organizational behavior. *Academy of Management Annals*, 12: 467-493.
6. Landis, B., Kilduff, M., Menges, J., & Kilduff, G. J. 2018. The paradox of agency: Feeling powerful reduces brokerage opportunity recognition yet increases willingness to broker. *Journal of Applied Psychology*, 103: 929-938.
7. Tasselli, S., & Kilduff, M. 2018. When brokerage between friendship cliques endangers trust: A personality -- network fit perspective. *Academy of Management Journal*, 61: 802-825.
8. Kilduff, M., Crossland, C., Tsai, W., Bowers, M.T. 2016. Magnification and correction of the acolyte effect: Initial benefits and ex post settling up in NFL coaching careers. *Academy of Management Journal*, 59: 352-375.
9. Fang, R., Landis, B., Zhang, Z., Anderson, M.H., Shaw, J. D., & Kilduff, M. 2015. Integrating personality and social networks: A meta-analysis of personality, network position, and work outcomes in organizations. *Organization Science*, 26: 1243-1260. <http://pubsonline.informs.org.libproxy.ucl.ac.uk/doi/pdf/10.1287/orsc.2015.0972>
10. Brands, R. A., Menges, J., & Kilduff, M. 2015. The Leader-In-Social-Network Schema: Perceptions of network structure affect gendered attributions of charisma. *Organization Science*, 26: 1210-1225. <http://pubsonline.informs.org.libproxy.ucl.ac.uk/doi/pdf/10.1287/orsc.2015.0965>

Best leadership-related article award 2018 from Ihnatowycz Institute for Leadership, Western University, Canada, for article published three years previously.

11. Menges, J., & Kilduff, M. 2015. Group emotions: Cutting the Gordian knots concerning terms, levels-of-analysis, and processes. *Academy of Management Annals*, 9: 849-932. *Winner of the inaugural Best Paper Award for the 2015 volume.*
12. Menges, J. I., Kilduff, M., Kern, S., & Bruch, H. 2015. The awe-struck effect: Followers suppress emotion expression in response to charismatic but not individually considerate leadership. *The Leadership Quarterly*, 26: 627-641.
13. Tasselli, S., Kilduff, M., & Menges, J. 2015. The micro foundations of organizational social networks: A review and an agenda for future research. *Journal of Management*, 41: 1361-1387.
<http://jom.sagepub.com.libproxy.ucl.ac.uk/content/41/5/1361.full.pdf+html>
14. Brands, R. A., & Kilduff, M. 2014. Just like a woman? Effects of gender-biased perceptions of friendship network brokerage on attributions and performance. *Organization Science*, 25: 1530-1548.
<http://pubsonline.informs.org/doi/pdf/10.1287/orsc.2013.0880>
15. Burt, R. S., Kilduff, M., Tasselli, S. 2013. Social network analysis: Foundations and frontiers on advantage. *Annual Review of Psychology*, 64: 527-547.
16. Toegel, G., Kilduff, M., & Anand, N. 2013. Emotion helping by managers: An emergent understanding of discrepant role expectations and outcomes. *Academy of Management Journal*, 56: 334-357.
17. Balkundi, P., Kilduff, M., & Harrison, D. A. 2011. Centrality and charisma: Comparing how leader networks and attributions affect team performance. *Journal of Applied Psychology*, 96: 1209-1222.
18. Kilduff, M., Mehra, A., & Dunn, M. 2011. From blue sky research to problem solving: A philosophy of science theory of new knowledge production. *Academy of Management Review*, 36: 297-317.
19. Kilduff, M., & Chiaburu, D.S., & Menges, J.I. 2010. Strategic use of emotional intelligence in organizational settings: Exploring the dark side. *Research in Organizational Behavior*, 30: 129-152.
20. Kilduff, M., & Brass, D. J. 2010. Organizational social network research: Core ideas and key debates. *Academy of Management Annals*, 4: 317-357.
21. Kilduff, M., & Brass, D. J. 2010. Job design: a social network perspective. *Journal of Organizational Behavior*, 31: 309–318.
22. Oh, H., & Kilduff, M. 2008. The ripple effect of personality on social structure: Self-monitoring origins of network brokerage. *Journal of Applied Psychology*, 93: 1155-1164.

23. Kilduff, M., Crossland, C., Tsai, W., & Krackhardt, D. 2008. Organizational network perceptions versus reality: A small world after all? *Organizational Behavior and Human Decision Processes*, 107: 15-28.
24. Toegel, G., Anand, N., & Kilduff, M. 2007. Emotion helpers: The role of high positive affectivity and high self-monitoring managers. *Personnel Psychology*, 60: 337-365.
25. Balkundi, P., Kilduff, M., Michael, J., & Barsness, Z. 2007. Demographic antecedents and performance consequences of structural holes in work teams. *Journal of Organizational Behavior*, 28: 241-260.
26. Kilduff, M., Tsai, W., & Hanke, R. 2006. A paradigm too far? A dynamic stability reconsideration of the social network research program. *Academy of Management Review*, 31: 1031-1048.
27. Kilduff, M., & Oh, H. 2006. Deconstructing diffusion: An ethnostatistical examination of Medical Innovation network data reanalyses. *Organizational Research Methods*, 9: 432-455.
28. Balkundi, P., & Kilduff, M. 2005. The ties that lead: A social network approach to leadership. *Leadership Quarterly*, 16: 941-961.
29. Ibarra, H., Kilduff, M., & Tsai, W. 2005. Zooming in and out: Connecting individuals and collectivities at the frontiers of organizational network research. *Organization Science*, 16: 359-371.
30. Krackhardt, D., & Kilduff, M. 2002. Structure, culture and Simmelian ties in entrepreneurial firms. *Social Networks*, 24: 279-290.
31. Kilduff, M., & Kelemen, M. 2001. The consolations of organization theory. *British Journal of Management*, 12: S55-S59.
32. Mehra, A., Kilduff, M., & Brass, D. 2001. The social networks of high and low self-monitors: Implications for workplace performance. *Administrative Science Quarterly*, 46: 121-146.
33. Kilduff, M., Angelmar, R., & Mehra, A. 2000. Top management team diversity and firm performance: Examining the role of cognitions. *Organization Science*, 11: 21-34.
34. Welcomer, S.A., Gioia, D.A., & Kilduff, M. 2000. Resisting the discourse of modernity: Rationality and emotion in hazardous waste siting. *Human Relations*, 53: 1175-1205.
35. Krackhardt, D., & Kilduff, M. 1999. Whether close or far: Social distance effects on perceived balance in friendship networks. *Journal of Personality and Social Psychology*, 76: 770-782.
36. Mehra, A., Kilduff, M., & Brass, D.J. 1998. At the margins: A distinctiveness approach to the social identity and social networks of underrepresented groups. *Academy of Management Journal*, 41: 441-452.

37. Kilduff, M., Funk, J., & Mehra, A. 1997. Engineering identity in a Japanese factory. *Organization Science*, 8: 579-592.
38. Kilduff, M., & Mehra, A. 1997. Postmodernism and organizational research. *Academy of Management Review*, 22: 453-481.
39. Kilduff, M., & Day, D. 1994. Do chameleons get ahead? The effects of self-monitoring on managerial careers. *Academy of Management Journal*, 37: 1047-1060 (summary of this article published in *Academy of Management Executive* (1995), 9: 89-90).
40. Kilduff, M., & Krackhardt, D. 1994. Bringing the individual back in: A structural analysis of the internal market for reputation in organizations. *Academy of Management Journal*, 37: 87-108.
41. Kilduff, M. 1993. Deconstructing *Organizations*. *Academy of Management Review*, 18: 13-31.
42. Kilduff, M. 1992. The friendship network as a decision-making resource: Dispositional moderators of social influences on organizational choice. *Journal of Personality and Social Psychology*, 62: 168-80.
43. Kilduff, M. 1992. Performance and interaction routines in multinational corporations. *Journal of International Business Studies*, 23: 133-145.
44. Kilduff, M. 1990. The interpersonal structure of decision-making: A social comparison approach to organizational choice. *Organizational Behavior and Human Decision Processes*, 47: 270-288.
45. Krackhardt, D., & Kilduff, M. 1990. Friendship patterns and culture: The control of organizational diversity. *American Anthropologist*, 92: 142-154.
46. Kilduff, M., & Regan, D. 1988. What people say and what they do: The differential effects of informational cues and task design. *Organizational Behavior and Human Decision Processes*, 41: 83-97.
47. Abolafia, M., & Kilduff, M. 1988. Enacting market crisis: The social construction of a speculative bubble. *Administrative Science Quarterly*, 33: 177-193.
48. Regan, D., & Kilduff, M. 1988. Optimism about elections: Dissonance reduction at the ballot box. *Political Psychology*, 9: 101-107.

Non-Refereed Articles (editor's comments, introductions to special issues, etc.):

1. Boer, H., Holweg, M., Kilduff, M., Pagell, M., Schmenner, R., & Voss, C. 2015. Making a meaningful contribution to theory. *International Journal of Operations & Production Management*, 35: 1231-1252.
2. Shipilov, A., Gulati, R., Kilduff, M., Li, S., & Tsai, W. 2014. Relational pluralism within and between organizations. *Academy of Management Journal*, 57: 449-459.
3. Kilduff, M. 2007. The top ten reasons why your paper might not be sent out for

review. *Academy of Management Review*, 32: 700-702.

4. Kilduff, M. 2006. Publishing theory, *Academy of Management Review*, 31: 252-255.
5. Kilduff, M. 2006. Change, development, and challenge at AMR. *Academy of Management Review*, 31: 8-9.
6. Kilduff, M. & Dougherty, D. 2000. Change and development in a pluralistic world: The view from the classics. *Academy of Management Review*, 25: 777-782.
7. Bouchikhi, H., Kilduff, M., & Whittington, R. 1997. Introduction. *Organization Studies*, 18: v-vii (introduction to special issue of this journal by the editors).

Practitioner articles:

8. Kilduff, M. 2022. The pitfalls of performance plateau – and how to overcome it. *People Management*. <https://www.peoplemanagement.co.uk/voices/comment/the-pitfalls-performance-plateau-and-how-overcome-it>
9. Tasselli, S., Kilduff, M., & Landis, B. 2018. Becoming more conscientious. *Harvard Business Review*. <https://hbr.org/2018/03/becoming-more-conscientious>
10. Cross, R., Kase, R., Kilduff, M., & King, Z. 2013. Bridging the gap between research and practice in organizational network analysis: A conversation between Rob Cross and Martin Kilduff. *Human Resource Management*, 52: 627-644.
11. Trevor, J. & Kilduff, M. 2012. Leadership fit for the information age. *Strategic HR Review*, 11: 150-155.
12. Kilduff, M. 2011. The secret of charismatic leadership. *Financial Director*, online September 14. <http://www.financialdirector.co.uk/financial-director/feature/2109078/secret-charismatic-leadership>
13. Kilduff, M. & Baker, D. 1984. Getting down to the brass tacks of employee motivation. *Management Review*, September: 56-61.

Refereed proceedings:

14. Vernet, A., Kilduff, M., & Salter, A. 2013. Binoculars and blinders: Anticipating trends and breakthroughs in communities. *Academy of Management Proceedings*, 17165.
15. Oh, H. & Kilduff, M. 1996. Physicians' adoption of new technology: The effects of deskilling and competition. *Electronic Proceedings of the Academy of Management*, Cincinnati, Ohio.
16. Mehra, A. & Kilduff, M. 1995. The effects of demography and personality on friendship centrality. *Proceedings of the International Conference on Social Networks*, 3: 131-137.

17. Kilduff, M. 1988. Decision making in context: Social and personality correlates of choices of organizations. *Best Papers Proceedings of the Forty Eighth Annual Meeting of the Academy of Management*: 211-215.
18. Kilduff, M. 1986 Interorganizational relations as dramatistical enactments. *Proceedings of the Twenty-Third Annual Meeting of the Eastern Academy of Management*: 211-215.

BOOK CHAPTERS

19. Kilduff, M. & Buengeler, C. 2020. Self-monitoring – a personality theory for network research. In D. J. Brass & S. P. Borgatti (Eds.), *Social networks at work*. New York: Routledge.
20. Vernet, A., Kilduff, M., & Salter, A. 2014. The two-pipe problem: Analyzing and theorizing about 2-mode networks. *Research in the Sociology of Organizations*, 40: 337-354.
21. Kilduff, M., & Balkundi, P. 2011. A network approach to leader cognition and effectiveness. In A. Bryman, K. Grint, B. Jackson, & M. Uhl-Bien (Eds.), *Sage Handbook of Leadership*: 118-135. London: Sage.
22. Kilduff, M. 2008. Using technology to improve the editorial process. In Y. Baruch, A. Konrad, H. Aguinis, & W. H. Starbuck (Eds.), *Opening the black box of editorship*: 97-103. London: Palgrave Macmillan.
23. Kilduff, M., Crossland, C., & Tsai, W. 2008. Pathways of opportunity in dynamic organizational networks. In M. Uhl-Bien & R. Marion (Eds.), *Complexity leadership: Part 1: conceptual foundations*: 83- 99. Charlotte, NC: Information Age Publishing.
24. Kilduff, M., & Mehra, A. 2008. Philosophy as core competence. In D. Barry & H. Hansen (Eds.), *The Sage Handbook of new approaches in management and organization*: 79-81. London: Sage.
25. Kilduff, M., & Kelemen, M. 2004. Deconstructing discourse. In, D. Grant, C. Hardy, C. Oswick & L. Putnam (Eds.), *The Sage Handbook of organizational discourse*: 259-272. London: Sage.
26. Day, D.V., & Kilduff, M. 2003. Self-monitoring personality and work relationships: Individual differences in social networks. In A.M. Ryan & M.R. Barrick (Eds.), *Personality and work*: 205-228. San Francisco: Jossey-Bass.
27. Kilduff, M., & Kelemen, M. 2003. Bringing ideas back in: Eclecticism and discovery in organizational studies. *Research in the Sociology of Organizations*, 21: 89-109.
28. Kilduff, M., & Corley, K. 2000. Organizational culture from a social network perspective. In N. Ashkanasy, C. Wilderom & M. Peterson (Eds.), *Handbook of organizational culture and climate*: 211-221. Thousand Oaks, CA: Sage.

29. Kilduff, M. 2000. Hegemonic masculinity and organizational behavior. In R.T. Golembiewski (Ed.), *Handbook of organizational behavior*, 2nd. ed.: 599-609. New York: Marcel Dekker.
30. Kilduff, M., & Mehra, A. 1996. Hegemonic masculinity among the elite: Power, identity, and homophily in social networks. In C. Cheng (Ed.), *Masculinities in organizations*: 115-129. Newbury Park, CA: Sage.
31. Kilduff, M. 1993. The reproduction of inertia in multinational corporations. In S. Ghoshal & E. Westney (Eds.), *Organization theory and the multinational corporation*: 259-274. New York: St. Martin's Press.

BOOKS

32. Kilduff, M., & Shipilov, A. (Eds.). 2011. *Organizational network research*. 4 vols. London: Sage.
33. Kilduff, M., & Krackhardt, D. 2008. *Interpersonal networks in organizations: Cognition, personality, dynamics and culture*. New York: Cambridge University Press.
34. Kilduff, M. & Tsai, W. 2003. *Social networks and organizations*. London: Sage. (Chinese translation published by Renmin University Press, Beijing, 2006.)
35. Bouchikhi, H., Kilduff, M. & Whittington, R. (Eds.). 1995. *Action, structure, and organizations*. Coventry, England: Warwick Business School Press (papers from workshop held in Paris, 1995).

BOOK REVIEWS

36. Kilduff, M. Review of *Alive at work: The neuroscience of helping your people love what they do* (by Daniel M Cable). *Administrative Science Quarterly*, 64 (1): NP1-NP3.
37. Kilduff, M., & Lee, J.W. 2018. Review of *Getting new things done: Networks, brokerage, and the assembly of innovative action* (by D. Obstfeld). *Administrative Science Quarterly*, 63 (2): NP26-NP29.
38. Kilduff, M., & Landis, B. 2011. Review of *Neighbor networks: Competitive advantage local and personal* (by R. S. Burt). *Administrative Science Quarterly*, 55: 677-679.
39. Kilduff, M., & Brands, R. A. 2010. Review of *Exploring positive identities and organizations: Building a theoretical and research foundation* (Eds. L. M. Roberts & J. E. Dutton). *Administrative Science Quarterly*, 55: 347-349.
40. Kilduff, M. 2007. Review of *Networks* (Vols. I & II) (Eds. G. Grabher & W. W. Powell). *Academy of Management Review*, 32: 993-994.
41. Kilduff, M. 2001. Review of *The European corporation* (by R. Whittington & M. Mayer). *Administrative Science Quarterly*, 46: 338-340.
42. Kilduff, M. 2000. Review of *Corporate social capital and liability*, (Eds. Leenders & Gabbay). *British Academy of Management News*, July: 17.

43. Kilduff, M. 1997. Review of *Networks and Organizations*, (Eds. Nohria & Eccles). *Journal of Organizational and Occupational Psychology*, 70: 109-111.
44. Kilduff, M. 1996. Making sense of sensemaking: Into the jungle with Karl Weick. Review essay on K.E. Weick's *Sensemaking in organizations*. *Journal of Management Inquiry*, 5: 246-249.
45. Kilduff, M. 1996. Review of *Fit, failure and the hall of fame* (by R.E. Miles & C.C. Snow). *Academy of Management Review*, 21: 302-303.
46. Kilduff, M. 1986. Review of *Organizational symbolism*, (Eds. Pondy et al.). *Administrative Science Quarterly*, 31: 159-162.

PRIOR AND VISITING ACADEMIC APPOINTMENTS

2018 – 2020	Tommie Goh Visiting Professor, Singapore Management University
2008 – 2012	Diageo Professor of Management Studies, University of Cambridge Head of Organizational Behavior Group
2006 – 2008	Kleberg/King Ranch Centennial Professor of Management, University of Texas at Austin
Spring 2007	Visiting Fellow, Sidney Sussex College, University of Cambridge
1990 – 2006	Assistant, Associate and Professor of Management, Penn State Associate Dean for Research and Director of PhD. Programs, 2001-02
Summer 2004	Visiting Professor, HKUST, Hong Kong
May 2003	Visiting Professor, Keele University, England
April – July 2000	Visiting Professor of Organizational Behavior, London Business School
1988 – 1990	Assistant Professor of Organizational Behavior European Institute of Business Administration (INSEAD), France

SELECTED SERVICE TO THE FIELD

Academy of Management:

- OMT Division, Division Chair, 2021-22.
- OMT Division, Division Chair Elect, 2020-2021.
- OMT Division, Program Chair, 2020.
- OMT Division, PDW Chair, Division Program Chair-Elect, 2019 Boston Meeting.
- OMT Division, Best Published Paper Chair 2018.
- Member of *Academy of Management Annals* Best Paper Selection Committee, 2018.

Member of *Academy of Management Discoveries* Best Paper Selection Committee, 2018.
Chair of *Academy of Management Review* Best Paper Selection Committee, 2017.
Chair Academy of Management's 2016 OB Division Lifetime Achievement Award Committee.
Member Academy of Management's 2009 OB Division Lifetime Achievement Award Committee.

Member of the LSE 2014 Review Committee for the Department of Management.
External examiner, OB programs, London Business School, 2013-2018.
External examiner, MRes programs, Cass Business School, 2012-2014.

RECENT KEYNOTE SPEECHES

"Targeting your paper: The audience expects..." ERIM Nano-conference on Organizational Research, Rotterdam School of Management, 8 May, 2019.

"Targeting your paper: The audience expects..." 7th International OFEL Conference, Dubrovnik, Croatia, 5-6 April, 2019.

"Tie Strength and Individual Effectiveness: The Importance of Environmental Fit." 1st INTERACT Interdisciplinary SNA Symposium, University de Los Andes, Columbia, June 19, 2018.

"Making a Conceptual Contribution." University College Dublin, Smurfit Business School Annual Research Conference, 15 December, 2017.

"Theory and Empirics: Should a Paper Contribute to Both?" University of Bath, Annual PhD Colloquium, 11 May, 2017.

"Tie Strength and Individual Effectiveness: The Importance of Environmental Fit." Insead Network Evolution Conference, 29 October, 2016.

"Brokering across cliques: How personality affects trust." 1st Innovation, Organization, and Strategy Conference, Università Ca'Foscari di Venezia, 17-18 December, 2015.

"Examining the Micro-Foundations of Social Networks: Do the People Make the Network?" Micro-Foundations of Social Networks workshop, Copenhagen Business School, June 12, 2014.

REVIEWING AND EDITING

Editor: *Academy of Management Review*, 2006-2008

Associate Editor: *Academy of Management Review*, 2002-2005

Associate Editor: *Administrative Science Quarterly*, 2003-2005, 2010-2016

Associate Editor: *British Journal of Management*, 2000-2002

Editorial Board Member: *Academy of Management Review*, 1993-1999, 2018-
Administrative Science Quarterly, 1994-2003
Journal of Management Inquiry, 1994-1999
Human Relations, 2001-2003

Leadership Quarterly, 2016-

Editorial Advisory Board: *Academy of Management Discoveries*, 2017-

Co-editor, special issue of *Academy of Management Review*, 2000, on change and development;

Co-editor, special issue of *Organization Studies* (1997, vol. 18) on Action, structure, and organization.

Special Topic Forum Co-Editor, *Academy of Management Journal*, 2014, on relational pluralism.

Co-editor, special issue of *Journal of International Business Studies*, 2020, on social networks in international business.

RECENT HONORS

Best Paper Award for: Menges, J., & Kilduff, M. 2015. Group emotions: Cutting the Gordian knots concerning terms, levels-of-analysis, and processes. *Academy of Management Annals*, 9: 849-932.

Best Article Award 2018 from Ihnatowycz Institute for Leadership, Western University for article published three years previously: Brands, R. A., Menges, J., & Kilduff, M. 2015. The Leader-In-Social-Network Schema: Perceptions of network structure affect gendered attributions of charisma. *Organization Science*, 26: 1210-1225.

2018 – 2020 Tommie Goh Visiting Professor, Singapore Management University.

Best Symposium Award, OMT Division, Academy of Management, 2019 (with Ronald S. Burt), Brokers Behaving Badly.

Outstanding Reviewer Award, *Academy of Management Review*, 2019.

Eminent Research Scholar, visiting appointment, University of Melbourne, 2019-20.

RESEARCH GRANTS

2010-13 "Dynamics of distributed innovation" project with Prof. Ammon Salter, Imperial College, London: funds for a three year postdoc position funded by Economic and Social Research Council (as part of joint Cambridge University and Imperial College, London, establishment of Innovation Research Center).

2010-11 "The Effects of Network Perceptions on Leadership Effectiveness": \$40,000 one-year grant funded by European Office of Aerospace Research and Development (EOARD).

2011-12 " The Effect of Enmity on Social Network Perceptions": \$40,000 one-year grant funded by European Office of Aerospace Research and Development (EOARD).

PROFESSIONAL MEMBERSHIPS

Academy of Management; Society of Organizational Behavior (SOB); Macro-Organizational Behavior Society (MOBS).