

KARREN KNOWLTON

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ACADEMIC POSITIONS

2021-present
Tuck School of Business, Dartmouth College
Guarini Post-Doctoral Fellow
Strategy and Management

EDUCATION

2021
The Wharton School, University of Pennsylvania
PhD and MS Management: Organizational Behavior
Dissertation: Trailblazer motivation and marginalized group members: Defying expectations to pave the way for others
▪ *Finalist, 2020 Organization Science/INFORMS Dissertation Proposal Competition*

2013-2009
Washington University in St. Louis
MBA, *Beta Gamma Sigma*
BS Mechanical Engineering

RESEARCH INTERESTS

Intergroup relations | Equity and inclusion | Change catalysts | Identity | Communication

RESEARCH AND PUBLISHED WRITING

MANUSCRIPTS IN PRESS AND UNDER REVISION – CORE RESEARCH

Carton A, **Knowlton K**, Coutifaris C,* Kundro T,* Boysen A. 2022. Painting a clear picture while seeing the big picture: When and why leaders overcome the tradeoff between concreteness and scale. *Academy of Management Journal*, forthcoming. *Denotes equal authorship

Knowlton K. Trailblazing Motivation and Marginalized Group Members: Changing Expectations to Pave the Way for Others. *Under 2nd review, Organization Science*.

- Selected as a finalist of the 2020 Organization Science/INFORMS Dissertation Proposal Competition based on this work.

Knowlton K, Carton A, Grant A. Partners wanted, saviors need not apply: When and why allyship efforts backfire in organizations. *Research in Organizational Behavior*, invited for submission.

RESEARCH IN PROGRESS

Knowlton K, Arnett R. The road to getting it right: When and why allyship backfires facilitate more effective allyship. *Under review, Organizational Behavior and Human Decision Processes*.

Knowlton K, Özkazanç-Pan B, Clark Muntean S. The agentic roles of support organizations in shaping the boundaries of entrepreneurial identity. Preparing for submission to *Administrative Science Quarterly*.

Knowlton K, Fragale AR, Grant A. Empathy and out-group helping. *Data collection, Study 3*.

Knowlton K, Shenkan, M. Role models and marginalized group members. *Data collection, Study 3*.

Knowlton K, McDonnell MH, Snellman K. Gender and reputational spillover from scandals. *Design, Study 2*.

ADDITIONAL PUBLICATIONS

Motoyama Y, Clark Muntean S, **Knowlton K**, Özkazanç-Pan B. 2022. Causes of the gender divide within entrepreneurship ecosystems. *Local Economy*, forthcoming.

Motoyama Y, **Knowlton K**. 2016. From resource munificence to ecosystem integration: The case of government sponsorship in St. Louis. *Entrepreneurship & Regional Development*, 28(5-6), 448-470.

Motoyama Y, **Knowlton K**. 2016. Examining the connections within the startup ecosystem: A case study of St. Louis. *Entrepreneurship Research Journal*, 7(1).

PRACTITIONER-ORIENTED WRITING AND WHITE PAPERS

Knowlton K., Huang J, Luckman E. 2018. Navigating a Ph.D.: 2018 Student and Faculty Survey Report. Available at: <http://karrenknowlton.com/navigating-a-phd-2018-survey-report.pdf>

Knowlton K. 2016. Empathic failure and a call to unity. The University of Michigan, Ross School of Business - Center for Positive Organizations. Available at: <https://positiveorgs.bus.umich.edu/essays/empathic-failure-and-a-call-to-unity/>

Watkins (Knowlton) K, Knight A, King R. 2014. Tools of the Trade: Olin School Experiments with Wearable Technology. *BizEd Magazine*, March/April, 72-74.

TEACHING AND MENTORSHIP

TEACHING EXPERIENCE

Scheduled 2023	Tuck School of Business, Dartmouth College Instructor, Leading Teams (MBA)
2017	The Wharton School, University of Pennsylvania Seminar Instructor, Introduction to Management (Undergraduate) ▪ Rating across two sections: 4.5 on a 1-5 scale
2018	Guest Lecturer, Evaluating Evidence (Undergraduate)
2019	Franklin & Marshall College Guest Lecturer, Designing Your Life (Undergraduate)

TEACHING FELLOWSHIP

- 2019-2020 **Center for Teaching and Learning, University of Pennsylvania**
 Graduate Fellow for Teaching Excellence
- Led university-wide teaching workshops for graduate students, organized Wharton-wide teaching workshops with faculty guests, and performed university-wide peer teaching observations

TEACHING ASSISTANTSHIPS

- 2021 **The Wharton School, University of Pennsylvania**
 Overcoming Racial and Gender Inequality Around the World (MBA, EMBA)
- Taught by Nancy Rothbard and Mauro Guillen
 - Weekly guest speakers were based around the globe, such as Nada Al-Nashif, *Deputy High Commissioner for Human Rights at the United Nations*; Melanie Hawken, *Founder and CEO, Lionesses of Africa Public Benefit Corporation*; and Janet Foutty, *Executive Chair of the Board, Deloitte*
- 2018-2020 Decision Making in the Leadership Chair (MBA)
- Taught by William P. Lauder, Executive Chairman of Estée Lauder
 - Examples of weekly guest speakers: Judith Rodin, Alex Gorsky, Joe Biden
- 2017 Introduction to Management (Undergraduate)
- Taught by Andrew Carton
 - Head TA (managed 7 other TAs) for 3-section course
- 2016-2019 Foundations of Teamwork & Leadership (MBA)
- Taught by Sigal Barsade, Nancy Rothbard, Adam Grant, and Samir Nurmohamed

MENTORSHIP

- University of Pennsylvania**
- 2019-2021 [Medha Bankhwal](#), MBA Independent Study Supervisor (2020)
- 2020 [Madeline Schonberger](#), Undergraduate Independent Study Supervisor
- 2018 [Brook Jiang](#), Undergraduate
- 2017-2019 [Brandon Nguyen](#), Undergraduate Research Assistant

GRANTS, HONORS, AND AWARDS

- 2022 Outstanding Reviewer Award, Academy of Management Annual Meeting: Managerial and Organizational Cognition (MOC) Division
- 2020 Finalist, 2020 Organization Science/INFORMS Dissertation Proposal Competition
- 2019-2020 Graduate Fellow for Teaching Excellence, Center for Teaching and Learning, University of Pennsylvania; \$6,000
- 2019 Research Grant, Wharton Center for Leadership and Change Management; \$7,850
- 2019 Doctoral Student Nominee, Harvard Business School Gender & Work Symposium
- 2018 Doctoral Student Nominee, Harvard Business School Gender & Work Symposium

- 2017 Best Paper Proceedings of the 77th Meeting of the Academy of Management for Carton A, Knowlton K. Unexpected Backlash: When and Why Oppressed Group Members Resist Help from Outside Activists.
- 2017 Best Paper in Ethics and Entrepreneurship Award at the USASBE Conference for Özkazanç-Pan B, Knowlton K, Clark Muntean S. Institutional pressures and social action: A comparison of entrepreneur support organizations in St. Louis and Boston.
- 2015 The Wharton Doctoral Programs Fellowship, \$5,000
- 2014 Research Grant, Analyzing gender and entrepreneurship in St. Louis. Ewing Marion Kauffman Foundation, \$27,000
- 2011-2013 Forté Foundation Fellow, MBA
- 2011-2013 Joyce & Howard Wood Leadership Fellow, MBA
- 2013 Beta Gamma Sigma Honor Society, MBA
- 2005-2009 Henry B. Huddle Scholarship, BS-ME

SERVICE

- Ad Hoc Reviewer
 Academy of Management Journal
 Academy of Management Review
 Academy of Management annual meeting
 INGRoup annual conference
 IACM annual conference
- 2018-2021 IMPACT Lab, Ph.D. mentor in Adam Grant's undergraduate research lab
- 2020 Academy of Management Meeting, MOC Connecting Event Co-organizer
- 2017-2019 Wharton Society for the Advancement of Women in Business Academia (WSAWBA), Board Member & Annual Conference Co-organizer
- 2017 Wharton-INSEAD Doctoral Consortium, Co-organizer
- 2016-2017 Wharton Management Department, Ph.D. Student Events Chair

PRESENTATIONS AND WORKSHOPS

INVITED PRESENTATIONS

- 2022 Harvard Business School. Organizational Behavior PhD Student Lab.
 Public Speaker's Association – Afghanistan. Women Global Leadership Summit 2022.
 DiversityInc Top 50 Annual Event. *The Potential of Trailblazing Motivation*.
 United States Department of Housing and Urban Development. *Leading Across Differences: Aiming for Equity in Hybrid Work*.
- 2021 Dartmouth College, Tuck School of Business – Strategy & Management
 Wharton Women in Business Summit (MBA). Panel Discussion on Male Allyship.
- 2020 Stanford University, Stanford Graduate School of Business – Organizational Behavior
 UCLA, Anderson School of Management – Management & Organizations
 London School of Economics. MUSE Lab.
 Wharton Women in Business MBA Club. *Dynamics of Effective Allyship*.

CHAired SESSIONS AND PROFESSIONAL DEVELOPMENT WORKSHOPS

- 2021 Richards K, Knowlton K, Arnett R. (Co-Chairs). Leveraging Identities for Social Change. Symposium at the Academy of Management Annual Meeting (virtual).
 ■ Selected for feature in the “Diversity and Inclusion” OB research round table
- 2020 Knowlton K, Beetz A. (Co-Chairs). The Social Dynamics of Social Identity Transitions. Symposium at the Academy of Management Annual Meeting (virtual).
- 2018 Knowlton K, Huang J, Luckman E. (Co-Chairs). Round 2 - Peer Mentorship and Professional Development for Organizational Behavior Ph.D. Students. Professional Development Workshop at the Academy of Management Annual Meeting. Chicago, IL.
- 2017 Luckman E, Knowlton K, Huang J. (Co-Chairs). Developing Each Other: Peer Mentorship for OB PhD Students and PhD Candidates. Professional Development Workshop at the Academy of Management Annual Meeting. Atlanta, GA.
- 2016 Huang J, Knowlton K, Luckman E. (Co-Chairs). Moral Drivers of Interpersonal Relationships at Work. Symposium at the Academy of Management Annual Meeting. Anaheim, CA.
- 2014 Knight AP, Bunderson JS, Watkins (Knowlton) K. New unobtrusive measures: Leveraging technology to advance research. Research Methods Professional Development Workshop, Academy of Management Annual Meeting. Philadelphia, PA.

REFEREED CONFERENCE PRESENTATIONS AND WORKSHOPS (LAST 5 YEARS)

- 2022 **ASQ-Cornell Paper Development Workshop** *New York City, NY, USA*
 Knowlton K, Özkazanç-Pan B, Clark Muntean S. Paper on autonomous worker identity.
- Dismantling Bias Conference at Purdue University** *West Lafayette, IN, USA*
 Knowlton K, Arnett R. Bursting the Bubble of Performative Allyship: What Happens When Allyship Backfires.
- Society for Personality and Social Psychology (SPSP) Annual Convention** *San Francisco, CA, USA*
/Virtual
 Knowlton K, Arnett R. It’s a Process: How Backfires in Allyship Can Lead to Progress. In Birnbaum H, McClanahan K. (Organizers), The Promises and Pitfalls of Allyship.
- Knowlton K. Trailblazing Motivation and the Persistence of Marginalized Group Members. Poster presentation in Carpenter SM, Wu S, Levy Paluck, B. (Organizers), Intervention Science Preconference: Harnessing Psychology to Address Real-World Social Problems.

- 2021 **Society for Industrial and Organizational Psychologists (SIOP) Annual Conference** *Virtual*
 Knowlton K. Trailblazer Mindsets: When being underrepresented helps you help others. In Arena D, Sodiya O. (Chairs), *Climbing the Ladder: New Strategies for Overcoming Barriers Faced by Women in STEM*.
- Academy of Management Annual Meeting** *Virtual*
 Knowlton K. You Can't Be What You Can't See: Unpacking Role Models of Marginalized Group Members. In Richards K, Knowlton K, Arnett R. (Co-Chairs), *Leveraging Identities for Social Change*.
- Knowlton K. Trailblazing Motivation and Marginalized Groups: When Being Underrepresented Helps You Help Others. In Lopiano G. (Organizer), *Strengths from Disadvantage: Toward a Broader Understanding of the Consequences of Social Inequality*.
- Knowlton K. Invited round table leader for seven sessions: Productivity on the job market. In Arena D, Landay K. (Organizers), *We Got By with a Little Help: Recent Perspectives on the Academic Job Market. Professional Development Workshop*.
- 2020 **Stanford GSB Rising Scholars Conference** *Virtual*
 Knowlton K. Trailblazer Mindsets: When being underrepresented helps you help others.
- International Association for Conflict Management (IACM) Conference** *Virtual*
 Knowlton K. From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity.
- Interdisciplinary Network of Groups Researchers (INGROUP) Conference** *Virtual*
 Knowlton K. From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity.
- Academy of Management Annual Meeting** *Virtual*
 Knowlton K. From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity.
- Arnett R, Knowlton K, Preston M, Schaumberg RL. Overcoming Identity Differences in Negotiations: The Power of Rich Cultural Identity Expression. In Bryan C, Lyons BJ. (Chairs), *Under Threat: Dominant Group Members' Experiences of Identity Threat*.
- Knowlton K, Özkazanç-Pan B, Clark Muntean S. Who Can Be an Entrepreneur? Entrepreneurial Support Organizations & Entrepreneur Identity. In Knowlton K, Beetz M. (Chairs), *The Social Dynamics of Social Identity Transitions*.
- 2019 **International Association for Conflict Management (IACM) Conference** *Dublin, Ireland*
 Knowlton K, Carton AM. When and Why Allyship Backfires in the Pursuit of Workplace Equality.

European Group for Organizational Studies (EGOS) Colloquium *Edinburgh, Scotland*

Knowlton K, Carton AM. When and Why Allyship Backfires in the Pursuit of Workplace Equality. In Politics of Equality, Diversity, & Inclusion at Work.

Trans-Atlantic Doctoral Conference (TADC) at London Business School *London, England*

Knowlton K, McDonnell MH, Snellman K. The Risks of Representation: Spillovers from Scandalized Clients.

2018 **Academy of Management Annual Meeting** *Chicago, IL, USA*

Knowlton K, Huang J, Luckman E. (Co-Presenters). Round 2 - Peer Mentorship and Professional Development for Organizational Behavior Ph.D. Students. Professional Development Workshop.

Trans-Atlantic Doctoral Conference (TADC) at London Business School *London, England*

Fragale AR, Knowlton K, Grant AM. Feeling for your Foes: Empathy Is More Important for Motivating Out-Group Than In-Group Helping.

PROFESSIONAL POSITIONS

2018-present **The Wharton School, University of Pennsylvania**
Triage Lead for Adam Grant

2018, 2019 **Non-disclosed LLC**
Contract Consulting Analyst, People Analytics

2014-2015 **John M. Olin Business School, Washington University in St. Louis**
Research Associate, Skandalaris Center for Entrepreneurship
2013-2014 Research Associate, Center for Experiential Learning
2013 Research Assistant to Andrew Knight, Organizational Behavior

2012 **Express Scripts, Inc.**
MBA Internship, Medicare Product Management

2009-2011 **Nike, Inc.**
Mechanical Design Engineer