

## **PINO G. AUDIA**

Tuck School of Business  
Dartmouth College  
100 Tuck Hall  
Hanover, NH 03755

Tel.: (603) 646-0527  
Email: pino.audia@dartmouth.edu

### **CURRENT ACADEMIC POSITIONS**

Professor of Management and Organizations, Tuck School of Business at Dartmouth

### **PAST ACADEMIC POSITIONS**

Visiting Professor, Bocconi University  
Visiting Scholar, MIT Sloan School of Management  
Faculty Director Center for Leadership, Tuck School of Business at Dartmouth  
Associate Professor of Business Administration, Tuck School of Business at Dartmouth  
Assistant Professor, Haas School of Business at University of California, Berkeley  
Assistant and Associate Professor of Organizational Behavior, London Business School

### **RESEARCH INTERESTS**

Organization theory, decision making, organizational learning, behavioral strategy

### **TEACHING AREAS**

**M.B.A.** Leadership, power and influence, decision making, organizational change  
**Ph.D.** Organizational theory, economic sociology, entrepreneurship, research design and methods

### **PUBLICATIONS**

[10,862 Google Scholar citations]

1. Heewon Chae, Giovanni Battista Dagnino, and Pino G. Audia. 2024. Disadvantaged communities, sudden threats, and the founding of social movement organizations: The case of anti-mafia organizations. *Journal of Management*, published online December 27 2024.
2. Pino G. Audia, Daniella Laureiro-Martinez, and Daniel A. Newark, eds. 2024. Decision making and problem solving in organizations: Assessing and expanding the Carnegie perspective. Lausanne: Frontiers Media SA. Doi: 10.3389/978-2-8325-5402-9.
3. Pino G. Audia, Daniella Laureiro-Martinez, and Daniel A. Newark. 2024. Editorial: Decision making and problem solving in organizations: Assessing and expanding the Carnegie perspective. *Frontiers in Psychology*, 15:1455794.
4. Pino G. Audia and Sebastien Brion. 2023. A Carnegie plus self-enhancement model of organizational decision making under ambiguity. *Research in Organizational Behavior*, vol. 43, 1-13.
5. Thomas Keil, Evangelos Kyrgios, Konstantinos Kostopoulous, Felix Meissner, and Pino G. Audia. 2023. (In)Consistent performance feedback and the locus of search. *Journal of Management*, vol. 50, no 7, 2927-2954.

6. Pino G. Audia, Horacio Rousseau, and Mary Kate Stimmer. 2003. Public opinion and impression management in the communication of performance during the second Iraq War. *Organization Science*, 34, 2, 777-800.
7. Pino G. Audia, Horacio Rousseau, and Sebastien Brion. 2022. CEO power and nonconforming reference group selection. *Organization Science*, 33, 2, 831-853.
8. Pino G. Audia and Henrich R. Greve. 2021. *Organizational Learning from Performance Feedback: A Behavioral Perspective on Multiple Goals*. Cambridge University Press.
9. Elizabeth Lim and Pino G. Audia. 2020. Problem-solving or self-enhancing? Influence of diversification and bright spot on corporate resource allocation responses to performance shortfalls. *Strategy Science*, vol. 5, 293-368.
10. Pino G. Audia and Fiona K. Yao. 2017. The spatial diffusion of an invisible corporate practice: Revisiting stock back-dating, 1981-2005. *Advances in Strategic Management*, vol. 36, 309-339.
11. Pino G. Audia, Henrich Greve, and Sebastien Brion. 2015. Self-assessment, self-enhancement, and the choice of comparison organizations for evaluating organizational performance. *Advances in Strategic Management*, vol. 32, 89-118.
12. Adam Kleinbaum, Alex H. Jordan, and Pino G. Audia. 2015. An altercentric perspective on the origins of brokerage in social networks: How perceived empathy moderates the self-monitoring effect. *Organization Science*, vol. 26, 4:1226-1242.
13. Pino G. Audia and Jennifer Kurkoski. 2012. An ecological analysis of competition among U.S. communities. *Industrial and Corporate Change*, 21:187-215.
14. Alex H. Jordan and Pino G. Audia. 2012. Self-enhancement and learning from performance feedback. *Academy of Management Review*, vol. 37, 211-231.
15. John H. Freeman and Pino G. Audia. 2011. Community context and founding processes of banking organizations. *Research in the Sociology of Organizations*, vol. 33: 253-282.
16. Pino G. Audia and Atul Teckchandani. 2010. The effect of connected and isolated voluntary associations on economic activity in the United States: 1984 to 2000. *Social Science Research*, 39:1153-1163
17. Pino G. Audia and Chris I. Rider. 2010. Close, but not the same: Locally-headquartered organizations and agglomeration economies. *Research Policy*, 39: 360-374
18. Jack A. Goncalo, Lynne C. Vincent, and Pino G. Audia. 2010. Creativity as a constraint on future achievement. In D. Cropley, J. Kauffman, A. Cropley, and M. Runco (Eds.) *The Dark Side of Creativity*. Cambridge University Press.
19. Pino G. Audia and Sebastien Brion. 2007. "Reluctant to Change: Self-Enhancing Responses to Diverging Performance Measures. *Organizational Behavior and Human Decision Processes*, vol. 102, 255-269.
20. Pino G. Audia and Jack A. Goncalo. 2007. "Success and Creativity over Time: A Study of Inventors in the Hard Disk Drive Industry." *Management Science*, vol. 53, 1-15.  
**Reprinted in Hubert Gatignon (Ed.), New Product and Services Development. Sage Publications, November 2010.**
21. Pino G. Audia, John H. Freeman, and Paul Reynolds. 2006. "Organizational Foundings in Community Context: Instruments Manufacturers and their Interrelationship with Other Organizations." *Administrative Science Quarterly*, vol. 51, 381-419
22. John H. Freeman and Pino G. Audia. 2006. "Community Ecology and the Sociology of Organizations." *Annual Review of Sociology*, vol. 32, 145-169.
23. Pino G. Audia and Henrich Greve. 2006. "Less Likely to Fail: Performance, Firm size, and

- Factory Expansion in the Shipbuilding Industry." Management Science, vol. 52, 83-94.
24. Pino G. Audia and Chris I. Rider. 2006. "Entrepreneurs as Organizational Products Revisited." In R. Baum, M. Frese, & R. Baron (Eds.), *The Psychology of Entrepreneurship*. Lawrence Erlbaum Associates, p. 113-130.
  25. Martin J. Gannon, Edwin A. Locke, Amit Gupta, Pino Audia, and Amy L. Kristof-Brown. 2005. "Cultural Metaphors as Frames of Reference for Nations." International Studies of Management and Organization, vol. 35, 37-47.
  26. Nigel Nicholson, Pino Audia, and Madan Pillutla. 2005. *The Blackwell Encyclopedia of Management. Organizational Behavior* (2nd edition), Blackwell.
  27. Pino G. Audia and Chris I. Rider. 2005. "A Garage and an Idea: What More does an Entrepreneur Need?" California Management Review, vol. 48, 6-28. **Finalist for the California Management Review's Accenture Award. Reprinted in Spanish: "La leyenda del garaje." Gestion, Vol. 11, No. 3, May-June 2006. Featured in: The Wilson Quarterly, Spring 2006, Fast Company, March 2007, Featured in NPR's This American Life, 2009, 2015, and 2025.**
  28. Pino G. Audia and Edwin A. Locke. 2003. "Benefiting from Negative Feedback." Human Resource Management Review, vol. 13, 631-646.
  29. Pino G. Audia and Svenja Tams. 2002. "Goals, Feedback, and Performance Appraisal Across Cultures," in M. Gannon & K. Newman (Eds.), Handbook of Cross-Cultural Management, Blackwell Publishers, 2002
  30. Pino G. Audia, Olav Sorenson, and Jerald Hage. 2001. "Tradeoffs in the Organization of Production: Multi-unit firms, Geographic Dispersion and Organizational Learning." Advances in Strategic Management, vol. 18, 75-105.
  31. Pino G. Audia, Edwin A. Locke, and Ken G. Smith. 2000. "The Paradox of Success: An archival and a laboratory study of strategic persistence following radical environmental change." Academy of Management Journal, vol. 43, 837-853. **Winner of the Academy of Management's award for most significant publication in the field of Organizational Behavior. Runner up for best paper published in the Academy of Management Journal. Selected for inclusion in the 2022 Academy of Management Collection on Paradox research.**
  32. Olav Sorenson and Pino G. Audia. 2000. "The Social Structure of Entrepreneurial Activity: Geographic Concentration of Footwear Production in the U.S., 1940-1989." American Journal of Sociology, vol. 106, 324-362. **Reprinted in D.B. Audretsch, S. Heblich, and O. Falck (eds.), Innovation and Entrepreneurship, Edward Elgar. Spring 2009.**
  33. Brodbeck, F.C., Frese M., Akerblom S. et al. 2000. "Cultural variations of leadership prototypes across 22 European countries." Journal of Occupational and Organizational Psychology, vol. 73, 1-29.
  34. Martin Gannon and Pino Audia. 2000. "The Cultural Metaphor: A Grounded Method for Analyzing National Cultures," in P. C. Earley & H. Singh (Eds.), Innovations in International and Cross-Cultural Management, Sage Publications.
  35. G. Audia, Amy L. Kristof, Kenneth G. Brown, and Edwin A. Locke. 1996. "The Relationship of Goals and Micro-level Work Processes to Performance on a Multi-path, Manual Task." Journal of Applied Psychology, vol. 81, 483-497.
  36. Susan M. Taylor, G. Audia, and Anil Gupta. 1996. "The Impact of Longer Job Tenure on Managers' Organizational Commitment and Turnover." Organization Science, vol. 7, 632-648.

## OTHER PUBLICATIONS

1. Subigya Nepal, Gonzalo J Martinez, Shayan Mirjafari, Koustuv Saha, Vedant Das Swain, Xuhai Xu, Pino G Audia, Munmun De Choudhury, Anind K Dey, Aaron Striegel, Andrew T Campbell. 2022. A survey of passive sensing in the workplace.
2. Subigya Nepal, Marti Gonzalo, Shayan Mirjafari, Stephen Mattingly, Vedant Swain, Aaron Striegel, Pino G. Audia, and Andrew Campbell. 2021. Assessing the impact of commuting on workplace performance using mobile sensing. *IEEE Pervasive Computing*, Special Issue – Future of Work, 20(4), 52-60.
3. Shayan Mirjafari, Hessam Bagherinezhad, Subigya Nepal, Gonzalo J Martinez, Koustuv Saha, Mikio Obuchi, Pino G Audia, Nitesh V Chawla, Anind K Dey, Aaron Striegel, Andrew T Campbell. 2021. Predicting job performance using mobile sensing. *IEEE Pervasive Computing*, Special Issue – Future of Work, 20(4), 43-51
4. Subigya Nepal, Shayan Mirjafari, Gonzalo J. Martinez, Pino Audia, Aaron Striegel, and Andrew T. Campbell 2020. Detecting job promotion in information workers using mobile sensing. *Proceedings of the ACM on Interactive, Mobile, Wearable and Ubiquitous Technologies*, vol. 4, article 113, September.
5. Stephen M. Mattingly, Julie M Gregg, Pino Audia [...] Aaron Striegel. 2019. The Tesseract Project: Longitudinal, In Situ, Multimodal Sensing of Information Workers. *CHI Extended Abstracts*, May 4-9, Glasgow, Scotland, UK.
6. Shayan Mirjafari, Kizito Masaba, Ted Grover, Weichen Wang, Pino Audia [...] Aaron Striegel. 2019. Differentiating Higher and Lower Job Performers in the Workplace using Mobile Sensing. *Proceedings of the ACM on Interactive, Mobile, Wearable and Ubiquitous Technologies*, vol. 2, article 1, June.
7. Pino G. Audia. 2015. When public opinion shifts, how should your company respond? *Harvard Business Review*, September 29.
8. Pino G. Audia. 2012. Train your people to take others' perspectives. *Harvard Business Review*, November.
9. Pino G. Audia and Jack A. Goncalo. 2007. Does success spoil inventors? *IEEE Spectrum*, May 2007.
10. Pino G. Audia. 2005. "Regression toward the Mean." In N. Nicholson, P. G. Audia, & M. M. Pillutla (Eds.), *The Blackwell Encyclopedia of Management. Organizational Behavior* (2nd edition), 2005.
11. Pino G. Audia. 2005. "Organizational Geography." In N. Nicholson, P. G. Audia, & M. M. Pillutla (Eds.), *The Blackwell Encyclopedia of Management. Organizational Behavior* (2nd edition), 2005.
12. Pino G. Audia. 2005. "Persistence." In N. Nicholson, P. G. Audia, & M. M. Pillutla (Eds.), *The Blackwell Encyclopedia of Management. Organizational Behavior* (2nd edition).

## RESEARCH IN PROGRESS

- Carnegie decision making and self-enhancement. Multiple projects.
- Exploration and exploitation.
- Team stability.
- Relational temporality.
- Wearable technology.
- Founding of social movement organizations.

- Community logic.

## **CURRENT AND RECENTLY HELD POSITIONS IN EDITORIAL BOARDS**

Organization Science, Strategic Organization, Administrative Science Quarterly, Frontiers in Psychology

## **AWARDS, GRANTS, AND RECOGNITIONS**

- Several published papers reprinted in foundational collections on a range of topics spanning creativity, entrepreneurship, and decision making (see details in Publications section).
- California Management Review's Accenture Award, 2007, finalist
- Academy of Management's award for most significant publication in the field of Organizational Behavior, 2001, winner
- Best paper published in the Academy of Management Journal, 2001, finalist
- Excellence in teaching award, Haas School of Business, 2002, 2003, 2004, 2005, and 2006.
- California Management Review's Accenture Award, 2007, finalist
- UC Berkeley XLAB (Experimental Social Science Laboratory) grant for research on "Decision makers' search behavior under conditions of performance ambiguity." Spring 2006.
- Kauffman Foundation grant for research on "Industrial Agglomerations and Entrepreneurship." Spring 2006.
- UC Berkeley research grants. 2002-03, 2003-04, 2004-05, 2005-06, 2006-07.

## **INVITED TALKS**

- Carey Business School at Johns Hopkins University, Rutgers School of Business, Carnegie Mellon University, Columbia Business School, Cornell Johnson School of Business, MIT Sloan, Haas School of Business, Harvard University, INSEAD, Stanford Graduate School of Business, Stanford Industrial Engineering, University of Maryland Smith School of Business, London Business School, Bocconi University, University of Zurich, Dartmouth Thayer Engineering School, University of Michigan

## **COURSES TAUGHT**

- Leadership Development: Self-Awareness, Skills, and Strategies (Elective, Full time MBA)
- Power and Influence (Elective, Full time MBA)
- Personal Leadership (Core Course, Full time MBA)
- Personal Leadership (Master Health Care Delivery Science)
- Becoming a Leader (Elective, Full time MBA)
- Leading Organizations (Core Course, Full Time MBA)
- Macro Organizational Behavior (Ph.D. Seminar)
- Leadership in Technology Organizations (Elective Course, Full Time MBA and Executive MBA)
- Foundation of Business Research (Ph.D. Seminar)
- Modules for Executives on Leadership, Power and Influence, Strategic Decision Making, and Organizational Change (Senior Executive Programs, Advanced Development Programs, and Custom Programs)

## **SERVICE**

- Chair of Tuck Organizational Behavior group, 2023-present
- Tuck Strategy Committee, 2024-present
- Faculty director, Advanced Management Program, Tuck School of Business, 2023-present
- Tuck MBA Curriculum Committee, 2023-present
- Member of the Master of Health Care Delivery Science Curriculum Committee, 2015-2021
- Member of Dartmouth Council of Graduate Studies, 2020-present
- Member of the Tuck Curriculum Implementation Committee, 2018-19
- Member of Dartmouth Council on the Libraries, 2018-19
- Member of the Tuck Executive Education Committee, 2015-17
- Member of Tuck Strategy & Management recruiting committee, 2016-17
- Founder and Faculty Director Center for Leadership, Tuck School of Business at Dartmouth, 2009-2014
- Talks in Tuck student-run activities (most recent: Diversity Conference, October 2021; Woman Symposium, April 2022; Succeeding in Summer Internships, 2022 and 2023; McGowan Conference, 2024)
- Talks to Tuck (2007 & 2011) and Dartmouth Alumni (June and September 2014, October 2021), Tuck Board of Overseers (2009), Tuck MBA Advisory Board (2009), Dartmouth Leads Program (2015), Master of Health Care Delivery Science Alumni (February 2018), Dartmouth Future of Work Conference (October 2019)
- Member of the Strategic Planning Committee, Tuck School of Business at Dartmouth, 2010-2011, 2011-2012
- Co-organizer and keynote speaker Council on Business and Society – Tuck’s alliance with ESSEC in France, Fudan in China, Keio in Japan, and Mannheim in Germany – hosted on November 16-17 2012, Paris
- Hiring committee member, UC Berkeley and Dartmouth, 2004-05, 2005-06, 2007-08, 2011-2012
- Member of Tuck MBA task force, 2012-2013
- Member of Tuck Executive Committee, Tuck School of Business at Dartmouth, 2008-09
- Chair and co-chair of the OB Search Committee, Tuck School of Business at Dartmouth, 2008-09 and 2010-2011
- Ph.D. Faculty Advisor and teaching mentor, UC Berkeley, 2003-2006
- School-wide appointment committees, UC Berkeley, 2004-05 and 2005-06