

## Education

- University of Michigan, Ross School of Business** Ph.D., Management and Organizations  
Ann Arbor, MI (Organizational Behavior), 1998–2005.
- University of Michigan** M.A., Organizational Psychology, 2001.  
Ann Arbor, MI
- Harvard Graduate School of Education** Ed.M., Concentration in Technology in  
Cambridge, MA Education, 1996.
- Yale University** B.A., cum laude, distinction in the major  
New Haven, CT (Literature), 1990.

## Current Work

### *Scholar at Large*

Ann Arbor, MI, July 2006–Present

Collaborating as a researcher, writer, facilitator, and educator with various units at the University of Michigan, the Competing Values consultancy, and beyond. Focal areas of expertise include creativity and innovation, distributed and collocated collaboration, improvisation, and the Competing Values Framework. Areas of application have included leadership, information technology development, organizational culture, and learning.

## Academic Work Experience

### *Post-Doctoral Research Fellow*

**University of Michigan School of Information**, Ann Arbor, January 2005–September 2006

Conducted field research at the Collaboratory for Research on Electronic Work focused on collaboration within scientific and engineering research communities. Identified the cyber-infrastructure and technology requirements of research communities sharing information and resources across geographic and institutional boundaries. Goal was to guide technology deployment and develop improved systems for determining community needs while providing support for the development process. Supported by NSF Grant No. SCI-0525308.

### *Doctoral Candidate—Dissertation Field Research*

**University of Michigan Ross School of Business**, Ann Arbor, January 2001–December 2004

Conducted field research about interpersonal collaboration in software development. Gathered extensive observations of and interviews with paired programmers using Extreme Programming development method. Goal was to develop a relational theory of interpersonal collaboration.

*Dissertation title:* “Putting It Together... Bit by Bit: A Relational Theory of Interpersonal Collaboration in Software Development”

*Committee:* Jane Dutton (co-chair), Gretchen Spreitzer (co-chair), Karl Weick, Mary Ann Glynn, Karen Staller.

*Graduate Student Research Assistant*

**University of Michigan Business School**, Ann Arbor, July 1998–August 2002

Conducted literature reviews, surveys, qualitative data analyses, and statistical analyses. Co-authored scholarly papers, a book, and conference presentations.

*Co-Instructor for “Creativity at Work,” Executive Education Rapid Intelligence Workshop*

**University of Michigan Business School**, Ann Arbor, June 2002

Based on the book co-authored with Jeff DeGraff. Course evaluation: 4.76 out of 5.

*Workshop Facilitator*

**University of Michigan School of Nursing**, Ann Arbor, May & October 2001

Designed and conducted the Division I Faculty Retreat on Brainstorming and the Faculty/Staff Workshop on Work Climate.

*Instructor for BBA Core Organizational Behavior course*

**University of Michigan Business School**, Ann Arbor, Fall 2000

Taught “OB300: Behavioral Theory in Management” (enrollment: 57 students), Teacher rating: 4.65 out of 5.

*Research Associate*

**Harvard Business School**, Boston, MA, July 1997–June 1998

Supported academic research, development of cases and course materials, course design for “Power & Influence” MBA course, and teaching notes for MBA-level negotiations courses.

*Teaching Fellow*

**Harvard Graduate School of Education**, Cambridge, MA, Fall 1995 & Fall 1996

Supported “Educational Software Project Design” graduate-level course. Redesigned course materials and web site; taught computer lab sections.

## **Selected Industry Experience**

*Custom education and workshop development, 2002–present*

Developed presentations and workshops on creativity and improvisation for executive education, corporations, professional organizations, and workgroup retreats.

*Educational software research, design, and development, 1994–1997*

Freelance work for Tom Snyder Productions (Watertown, MA), WGBH Boston, George Brackett & Associates, and Brigham & Women’s Hospital (Boston, MA).

*Production management for wildlife documentaries, 1991–1993*

Managed documentaries produced by Oxford Scientific Films and Whalco for WNET’s *Nature* series and the Discovery Channel.

*Graphic design and theatrical design*, since 1985

Designed logos, promotional materials, artwork, t-shirts, and packaging for small businesses, documentaries, and community groups. Designed costumes, sets, and properties for equity-waiver, community, and student theatrical productions.

## Research Interests

- Management of multidisciplinary, geographically-dispersed projects
- The role of relationships and context in collaboration
- Creativity and the relational practices of improvisation
- Communities of practice and learning
- Qualitative research methods, narratives, and storytelling
- Positive organizational scholarship and the meaning of work
- Behavioral complexity in leadership

## Publications

Lawrence, K. A., Lenk, P., and Quinn, R. E. Forthcoming. Behavioral Complexity in Leadership: The Psychometric Properties of a New Instrument to Measure Behavioral Repertoire. *The Leadership Quarterly*.

Lawrence, K. A., Finholt, T. A., and Kim, I. 2007. Warm Fronts and High Pressure Systems: Overcoming Geographic Dispersion in a Meteorological Cyberinfrastructure Project. *Proceedings of the 40th Hawaii International Conference on System Sciences (HICSS-40)*, IEEE Computer Society (Xplore Digital Library).

Lawrence, K. A. 2006. Walking the Tightrope: The Balancing Acts of a Large e-Research Project. *Computer Supported Cooperative Work (CSCW): The Journal of Collaborative Computing*, 15(4): 385-411.

Lawrence, K. A. 2004. Why Be Creative? Motivation and Copyright Law in a Digital Era. *IP Central Review*, 1(2): <http://www.ipcentral.info/review/>.

Dutton, J. E., Ashford, S. J., Lawrence, K. A., and Miner-Rubino, K. 2002. Red Light, Green Light: Making Sense of the Organizational Context for Issue Selling. *Organization Science*, 13(4): 355-369.

DeGraff, J. and Lawrence, K. A. 2002. *Creativity at Work: Developing the Right Practices to Make Innovation Happen* (San Francisco: Jossey-Bass). Part of the University of Michigan Management Series.

Dutton, J. E., Ashford, S. J., O'Neill, R. M., and Lawrence, K. A. 2001. Moves that Matter: Issue Selling and Organizational Change, *Academy of Management Journal*, 44(4): 716-736.

Burton, M. D., and Lawrence, K. A. 1998. *Jerry Sanders*. Harvard Business School Case Number 9-498-021.

Valley, K., Lawrence, K. A., and Morgan, J. 1998. *Starlite Corporation Teaching Note*. Harvard Business School Case Number 5-898-191.

Valley, K., Lawrence, K. A., and Offenhauer, P. 1998. *Adam Baxter Company/Local 190 Teaching Note*. Harvard Business School Case Number 5-898-192.

## **Work in Progress**

Lawrence, K. A. What's Love Got to Do with It? Patterns of Collaboration in Pair Programming.

Lawrence, K. A. Playing by the Rules: A Role for Improvisation in Groups.

## **Presentations**

Lawrence, K. A. February 2007. "Fluid Leadership: Improvisation in Dentistry and Life." Scholars Program in Dental Leadership, School of Dentistry, University of Michigan, Ann Arbor, MI.

Lawrence, K. A., Finholt, T. A., and Kim, I. January 2007. "Warm Fronts and High Pressure Systems: Overcoming Geographic Dispersion in a Meteorological Cyberinfrastructure Project." Paper presented at HICSS-40 (Hawaii International Conference on System Sciences), IEEE.

Lawrence, K. A. November 2006. "To Infinity and Beyond! The Craft of Collaboration—Near and Far." Design Science Colloquium, University of Michigan, Ann Arbor, MI.

Lawrence, K. A. October 2006. "Learning to LEAD: Best Practices for Distance Collaboration and Cyberinfrastructure Development." Invited Presentation at the National Science Foundation-sponsored workshop "Cyberinfrastructure for Ocean Observations," Arlington, VA.

Lawrence, K. A. and Kim, I. April 2006. "A Tight Squeeze: Finding Room for HCI in the Space between Research and Development." Paper presented at the CHI 2006 conference workshop "Usability Research Challenges for Cyberinfrastructure and Tools," Montreal, Quebec, Canada.

Lawrence, K. A. April 2005. "Putting It Together...Bit by Bit: Interpersonal Collaboration in Software Development." Michigan Extreme Programming Enthusiasts, Ann Arbor, MI.

Lawrence, K. A. August 2004. "Putting It Together...Bit by Bit: The Dynamic Process of Helping in Collaborative Work." Paper presentation and co-chair for OB symposium "Helping Behavior and Knowledge Work: Turning Research into Action," National Academy of Management Meeting, New Orleans, LA.

Lawrence, K. A., Quinn, R. E., and Lenk, P. August 2004. "Behavioral Complexity and the Measurement of Positive Leadership." Paper presented in ODC/SIM symposium "A Positive Focus on Organizational Leadership," National Academy of Management Meeting, New Orleans, LA.

Lawrence, K. A. February 2004. "Creativity at Work: What Project Managers Need to Know." Project Management Institute, Huron Valley Chapter, Ann Arbor, MI.

Lawrence, K. A. August 2003. "The Complexity of Knowledge Distribution across Real and Imagined Boundaries." Chair and organizer of OMT/MOC symposium, and co-author of symposium paper by Porac, J. F., Rao, H., Weick, K. E., and Lawrence, K. A. "Distributed Sensemaking across Interorganizational Networks: The Diagnosis of the West Nile Virus," National Academy of Management Meeting, Seattle, WA.

Lawrence, K. A. June 2003. "Why Be Creative?" Paper presentation at "Promoting Markets in Creativity: Copyright in the Internet Age," conference sponsored by the Progress & Freedom Foundation and the National Center for Technology and Law at George Mason University Law School, Washington, DC.

DeGraff, J. and Lawrence, K. A. April 2003. "Creativity at Work." Leaders Connect (in association with the University of Michigan Business School Pressing Problems Series), Ann Arbor, MI.

Lawrence, K. A. (panelist). October 2002. "The Currency of Creativity." MichBio (regional chapter of the BIO life sciences industry association), Ann Arbor, MI.

DeGraff, J. and Lawrence, K. A. September 2002. "Creativity in Action: Strategies for Better Product Development Innovation." New Product Development Forum (Product Development and Management Association), Ann Arbor, MI.

Lawrence, K. A. August 2002. "Qualitatively Different: Creating Networked Communities of Practice for Qualitative Research." Organizer and Panelist for OMT/OB Professional Development Workshop, National Academy of Management Meeting, Denver, CO.

Lawrence, K. A. August 2001. "Contradictions in the Performance of Improvisation: Lessons from the Theater." Paper presentation and organizer for OB/OMT/BPS symposium "The Challenges of Improvisation," National Academy of Management Meeting, Washington, DC.

Lawrence, K. A. June 2001. "Playing by the Rules: A Role for Improvisation in Groups." Paper Presentation at First International Symposium on Organizational Improvisation, Lisbon, Portugal.

Lawrence, K. A. March 2001. "Fluid Leadership: Using Improvisational Theater Techniques for Managing Change." Leaders Connect, Ann Arbor, MI.

Lawrence, K. A., Miner-Rubino, K., Dutton, J. E., and Ashford, S. J. August 2000. "Yellow Lights: How Female Managers Respond to Multiple Contextual Cues as Cautionary Signals for Raising Pay-Equity Issues." Paper presentation in OB/OMT symposium "Fear of Being Honest: Silence and Self-Censorship in Organizational Settings," National Academy of Management Meeting, Toronto.

Lawrence, K. A., Quinn, R. W., and Weber, K. February 25, 2000. "Using Video Data for Organizational Research." Interdisciplinary Committee on Organization Studies (ICOS), Ann Arbor, MI.

Dutton, J. E., Ashford, S. J., Lawrence, K. A., and Miner-Rubino, K. August 1999. "Red Light, Green Light: How Female Managers Read the Context for Selling Gender-Equity Issues in their Work Organizations." Interactive Paper Presentation, National Academy of Management Meeting, Chicago.

## **Awards and Grants**

Doctoral Student Research Grant, University of Michigan Business School, 1999, 2003.

ABCD (Above and Beyond the Call of Duty) Award from the Organization and Management Theory (OMT) Division, Academy of Management Meeting, 2002. Recognizes the top five contributors to the review process (out of 253 reviewers in 2002).

Rackham Travel Grants, University of Michigan, Horace H. Rackham School of Graduate Studies, 2001, 2002, 2003.

Interdisciplinary Committee on Organization Studies Doctoral Student/Faculty Small Grant, University of Michigan, 2000.

## **Service**

Qualitative Research Forum, University of Michigan, co-coordinator, 2001-2004

Summit for Improvisation in Business, academic track advisor/reviewer, 2003

Interdisciplinary Committee on Organization Studies (ICOS) Dissertation Poster Session, co-coordinator, 2003

Conference on Qualitative Research at Michigan, web site development, 2001-2003

Doctoral Grants Committee, University of Michigan Business School, member, 2000-2003

Ph.D. Forum, University of Michigan Business School, president, 2000-2001

Ph.D. Forum, University of Michigan Business School, co-social chair, 1999-2000

UMBS Honors Committee (nominations for the Business Leadership Award), member, 1999-2000

Doctoral Student Recruiting Committee (Organizational Behavior Department), University of Michigan Business School, member, 1999

## **Ad-hoc Reviewer**

*Journal of Management Information Systems*, 2006

*Organization Studies*, 2006

Association of Computing Machinery Special Interest Group in Computer-Human Interaction conference, CHI 2006

MIT Press, 2005

*Academy of Management Journal*, 2004, 2005

*American Behavioral Scientist*, 2003

*Journal of Management Studies*, 2002

*Organization Science*, 2002

*International Studies of Management and Organization*, 2002

Academy of Management Meetings: OMT division, 2002; OMT, OB, MOC and ODC divisions, 2003; OB and ODC divisions, 2004

*Journal of Management Education*, 1999

## **Professional Memberships**

ACM SIGCHI (Association of Computing Machinery Special Interest Group)

MOCHI (Southern Michigan Northern Ohio Local Special Interest Group in Computer Human Interaction)

Academy of Management

Institute for Operations Research and the Management Sciences (INFORMS)

Applied Improvisation Network

Michigan eXtreme Programming Enthusiasts (MXPE)