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EDUCATION

1995 Ph.D. Organizational Behavior, Harvard University
1995 A.M. Psychology, Harvard University
1990 M.B.A., Tuck Business School, Dartmouth College, *Tuck Scholar, distinction*
1986 A.B., Policy Studies, Organizational Behavior, Dartmouth College, *summa cum laude*

PROFESSIONAL EXPERIENCE

2007-present **Harvard Graduate School of Education**
Associate Professor

1995-2006 **Harvard Business School**
2001-2006 Associate Professor of Business Administration,
Organizational Behavior Unit
1995-2001 Assistant Professor of Business Administration,
Organizational Behavior Unit

1990-1992 **Harbridge House, Boston MA**
Consultant, Organizational Change and Continuous Improvement

1989 **American Express Inc., Travel Related Services Company, Inc., New York, NY**
Marketing Intern, New Card Member Acquisition

1986-1988 **Bain & Company, Boston MA**
Associate Consultant, Strategic Planning for Fortune 500 Companies

CONSULTANCIES AND APPOINTMENTS

2009 **Consultant, U.S. Secretary of Education**
Lead learning roundtable discussions for the Secretary's senior leadership team

2009 **Advisor to U.S. Chamber of Commerce and Center for American Progress**
Consultant and reviewer for the U.S. Education Report Card on Innovation

PUBLICATIONS

Book

Higgins, M.C. (2005). *Career imprints: Creating leaders across an industry*. In W. Bennis' *Leadership Development Series*. San Francisco: Jossey-Bass/Wiley.

Peer-Reviewed Journal Articles

Higgins, M.C., Young, L.V., Weiner, J., & Wlodarczyk, S. (in press). Leading teams of leaders: What helps team member learning? *Phi Delta Kappan*.

Higgins, M.C., Dobrow, S., & Roloff, K. (in press). Optimism in the new boundaryless career environment: The role of developmental networks. [Special Issue: The New Boundaryless Career]. *Journal of Organizational Behavior*.

Higgins, M.C., & Hess, F. M. (2009). Learning to succeed at scale. *Journal of School Choice*, 3(1), 8-24.

Higgins, M.C., Dobrow, S., & Chandler, D. (2008). Never quite good enough: The paradox of sticky developmental relationships for elite university graduates. [Special Interdisciplinary Issue on Mentoring]. *Journal of Vocational Behavior*, 72, 207-224.

Kim, J., & Higgins, M.C. (2007). Where do alliances come from? The role of upper echelons in alliance formation. *Research Policy*, 3, 499-514.

Higgins, M.C., & Gulati, R. (2006). Stacking the deck: The effects of top management team composition on investor decision-making. *Strategic Management Journal*, 27(1), 1-25.

Cummings, J., & Higgins, M.C. (2006). Relational instability at the core: Support dynamics in developmental networks. *Social Networks*, 28(1), 38-55.

Dobrow, S., & Higgins, M.C. (2005). Developmental networks and professional identity: A longitudinal study. [Special Issue on Mentoring]. *Career Development International*, 10(6/7), 567-587.

Higgins, M.C., & Gulati, R. (2003). Getting off to a good start: The effects of upper echelon affiliations on underwriter prestige. *Organization Science*, 14(3), 244-263.

Gulati, R., & Higgins, M.C. (2003). Which ties matter when? The contingent effects of interorganizational partnerships on IPO Success. *Strategic Management Journal*, 24(2), 127-144.

Higgins, M.C., & Kram, K.E. (2001). Reconceptualizing mentoring at work: A developmental network perspective. *Academy of Management Review*, 26(2), 264-288.

Higgins, M.C. (2001). Changing careers: The effects of social context. *Journal of Organizational Behavior*, 22, 595-618.

Higgins, M.C., & Thomas, D.A. (2001). Constellations and careers: Toward understanding the effects of multiple developmental relationships. *Journal of Organizational Behavior*, 22(3), 223-247.

Higgins, M.C. (2001). When is helping helpful? Effects of evaluation and intervention timing on individual task performance. *Journal of Applied Behavioral Science*, 37(3), 280–298.

Higgins, M.C. (2001). Follow the leader? The effects of social influence on employer choice. [Special Issue on Careers in the 21st Century]. *Group and Organization Management*, 26(3), 255–282.

Higgins, M.C. (2000). The more, the merrier? Multiple developmental relationships and work satisfaction. *Journal of Management Development*, 19(4), 277–296.

Non-Peer-Reviewed Journal Articles

Kram, K.E., & Higgins, M.C. A new mindset on mentoring: Creating developmental networks at work. *Business Insights: a joint publication by the Wall Street Journal* (September, 2008) and the *MIT Sloan Management Review* (February, 2009).

Higgins, M.C., Trotter, L., Ablon, S.L., Pearson, S., & Mohan, M. (2000) “What should C.J. do?” [Comment on *Too old to learn?*]. *Harvard Business Review*, 78(6), 43–52.

Book Chapters

Higgins, M.C., Chandler, D., & Kram, K.E. (2007). Boundary spanning of developmental networks: A social network perspective on mentoring. In B.R. Ragins & K.E Kram (Eds.), *The handbook of mentoring at work: Theory, research, and practice* (pp. 349-372). Thousand Oaks, CA: Sage.

Higgins, M.C., & Dillon, J.R. (2007). Career patterns and organizational performance. In M. Peiperl & H. Gunz (Eds.), *Handbook of career studies* (pp. 422-436). Thousand Oaks, CA: Sage.

Higgins, M.C. (2006). A contingency perspective on developmental networks. In J. Dutton & B.R. Ragins (Eds.), *Exploring positive relationships at work: Building a theoretical and research foundation* (pp. 207-224). Hillsdale, NJ: Lawrence Erlbaum Associates.

Higgins, M.C. (2006). We’re here to help (Not!). In R. Maruca (Ed.), *What managers say, what employees hear: Connecting with your front line (So they’ll connect with customers)* (pp 65-72). Westport, CT: Praeger.

Higgins, M.C. (2004). Career imprinting and leadership development: Theory and practice. In S. Chowdhury (Ed.), *Next generation business handbook* (pp. 91-105). Hoboken, NJ: J.Wiley & Sons.

Higgins, M.C. (2002). Careers creating industries: Some early evidence from the biotechnology industry. In M.B. Peiperl, M.B. Arthur, & N. Anand (Eds.), *Career creativity: Explorations in the remaking of work* (pp. 280-297). Oxford, England: Oxford University Press.

Higgins, M., & Nohria, N. (1999). The side-kick effect: Mentoring relationships and the development of social capital. In R. Leenders & S. Gabbay (Eds.), *Corporate social capital and liability* (pp. 161-179). Boston: Kluwer Academic Publishers.

Higgins, M., & Thomas, D.A. (1996). Mentoring and the boundaryless career: Lessons from the minority experience. In M.B. Arthur & D.M. Rousseau (Eds.), *The boundaryless career: A new employment principle for a new organizational era* (pp. 268-281). New York: Oxford University Press.

Selected Conference Proceedings

Kim, J., & Higgins, M.C. (2005, August). *Where do alliances come from? The role of upper echelons in alliance formation*. Best paper proceedings, Academy of Management Conference, Honolulu, HI.

Higgins, M.C. (1998, August). *Changing careers: The effects of social context*. Best paper proceedings, Academy of Management Conference, San Diego, CA.

WORKING PAPERS AND PROJECTS IN PROCESS

Working Papers

Dobrow, S., & Higgins, M.C. (2009). *The dynamics of developmental networks*.

Higgins, M.C. (2009). *Knowing how to help: A critical skill for school leaders*. Article under review.

Higgins, M.C., & Hess, F. M. (2009). *Learning to succeed at scale*. Working paper, National Association of Charter School Authorities.

Higgins, M.C., Ishimaru, A., & Holcombe, R. (2009). *Building the blocks of learning in schools*. Article under review.

Higgins, M., & McGowan, E. (2009). *Making mentoring work in education*. Article in preparation for submission.

Higgins, M.C., & Nohria, N. (2009). *Interaction and cognition in entrepreneurial encounters: The case of the 128 Venture Group*. Working paper, Harvard Business School.

Lizeo, E., VanMaanan, J., & Higgins, M.C. (2009). *Platinum passports*. Article in preparation for submission.

Willie, C., McGowan, E., Blake-Beard, S., & Higgins, M. (2009). *Mentoring across boundaries in education: Discovering new sources of learning*. Manuscript in preparation for submission.

Projects in Process

Senior Leadership District Teams in Connecticut. With Lissa Young and Jennie Weiner. Examines the effects of team composition, leader behaviors, and organizational supports on team member engagement and learning in 26 districts in Connecticut.

Principal Leadership Project in Chicago Public Schools. With Ann Ishimaru and Rebecca Holcombe. Examines teacher perceptions of principal leadership and organizational climate in 60 schools in Chicago.

Organizational Learning in New York City Public Schools. With Rebecca Holcombe and Ann Ishimaru. Examines perceptions of approximately 33,000 teachers across New York City Public Schools of school leadership, dimensions of organizational learning and accountability, and their relationships to school performance.

Teach for America Alumni Project. With Jennie Wiener and Wendy Robison. Examines the role that Teach For America has played in developing entrepreneurial leaders in K12 education.

HONORS AND AWARDS

- 2009 Morningstar Teaching Award, Harvard Graduate School of Education.
- 2007 Paper presentation in symposium awarded Best Symposium in the Careers Division of the Academy of Management 2007 Conference.
- 2006 Paper presentation in symposium awarded Best Symposium in the Careers Division of the Academy of Management 2006 Conference.
- 2005 Best Paper Proceedings (with J. Kim), Academy of Management 2005 Conference.
- 2004 Paper presentation (with S. Dobrow) in symposium awarded Best Symposium in the Careers Division of the Academy of Management 2004 Conference.
- 2004 Nominated for Everett Mendelsohn Excellence in Mentoring Award by Ph.D. Students in Organizational Behavior at Harvard.
- 2003 Academy of Management Review paper (with K. E. Kram) nominated for the William A. Owens Scholarly Achievement Award for the best refereed article in the field of industrial and organizational psychology for the year 2001.
- 2003 Nominated for Everett Mendelsohn Excellence in Mentoring Award by Ph.D. Students in Organizational Behavior, Business Economics, and the Doctorate of Business Administration at Harvard.
- 1998 Awarded Best Paper in the Careers Division of the Academy of Management 1998 Conference. Best Paper Proceedings.
- 1995 Awarded distinction for General Exams in Social Psychology. Harvard University.
- 1990 Awarded Distinction. Edward Tuck Scholar. Amos Tuck School of Business Administration. Dartmouth College.
- 1986 Elected to Phi Beta Kappa. Awarded summa cum laude. High honors graduate in Policy Studies. Honors thesis on organizational change. Academic citations in Sociology and in Policy Studies. Dartmouth College.

PROFESSIONAL MEMBERSHIPS

- 2008-present Member, *American Education Research Association*
- 2008-present Board Member, *Phi Delta Kappa*, Harvard Chapter
- 1995-present Member, *American Psychological Association*
- 1992-present Member, *Academy of Management*: Careers Division, Organizational Behavior Division, Organization & Management Theory Division
- 2003-2005 Member, *Society for Industrial and Organizational Psychology*
- 2001-2005 Member, *European Groups and Organization Studies*

- Co-Convenor with M. Ebers, M. Gittelman, A. Oliver, and W. Powell, “Unlocking Biotechnology,” Berlin (July 2005).

1999-2005 Member, *International Network of Social Network Analysis*

2000-2004 Board member, Careers Division of the Academy of Management

SERVICE TO PROFESSIONAL PUBLICATIONS

Associate Editor/Editorial Board Member

2008-present M@n@gement

2007-present *Group and Organization Management*

2003-present *Career Development International*

2001-present *Journal of Organizational Behavior*

2000–2004 *Academy of Management Journal*

1999–2001 *Career Division Newsletter* of the Academy of Management

Ad Hoc Reviewer

Academy of Management Review

Administrative Science Quarterly

Journal of Applied Behavioral Science

Journal of Applied Psychology

Journal of Applied Social Psychology

Journal of Occupational and Organizational Psychology

Journal of Research Policy

Management Science

Organization Science

Organization Studies

Strategic Management Journal

TEACHING ASSIGNMENTS

Degree Program Instruction

2007–present Leadership, Entrepreneurship, and Learning (HGSE)

2007, 2010 Teaching and Learning by the Case Method (HGSE)

1999-2005 Self-Assessment and Career Development (HBS)

1995-1998 Leadership and Organizational Behavior (HBS)

Selected Professional Education Programs

2009 Leadership Institute for Superintendents (HGSE)

2009 The Advanced Leadership Institute at Harvard University (Harvard University)

2007-present Redesigning American High Schools for Improved Instruction (HGSE)

2007-present Charter Schools: Charting a Course for the Coming Decade (HGSE)

2006-present Public Education Leadership Program (HGSE and HBS)

2006-present Executive Leadership for Educational Excellence (HGSE, HBS, HKS)

2001-present Charting Your Course/New Path Programs (HBS)

2001-2005 Strategic Human Resources Management Program (HBS)

Selected Non Degree Program Instruction

2007-present Harvard Alumni Association – Leadership in Education

- Boston, Chicago, and Los Angeles
- 2001-present Harvard University – Administrative Fellows Program
2007 Learning Innovations Laboratory – Project Zero

SELECTED INSTRUCTIONAL ACTIVITIES

- 2009 Rice Entrepreneurship in Education Program
2006-2008 Selected Business Executive Leadership Programs
- McKinsey, Senior Leadership Program for Women
 - Morgan Stanley, Senior Leadership Program for Women
 - Ernst & Young, Leadership Forum
 - Royal Bank of Scotland, Senior Leadership Program
- 2005–2007 Instructor, *Broad Foundation Residency Program*, New York and Chicago
2002–2006 Instructor, Harvard Medical School Biotechnology Club
2001–2002 Instructor, *New Leaders for New Schools* Curriculum Design Committee, Boston and Chicago

Instructional Materials

Tiffany Cheng at Dignitas (A, B). With Lissa Young and Bristol Charrow. HGSE case (2009).

Work is Good: Branding the Employability Mission. With Lynda Applegate and Susan Saltrick. HBS case 809-028 (2008).

Marina Lee at Neumona (A, B). With Marcia Russell. HGSE case (2008).

Managing Schools for High Performance: The Area Instruction Officer at Chicago Public Schools. With Allen Grossman and Tiffany Cheng. PELP case PEL-053 (2007).

Irene Rodakis (Multimedia Case). HBS interactive case 403-101 (2004).

Irene Rodakis: Video Case Update, Summer 2002. HBS video case 403-809 (2003).

Irene Rodakis (Teaching Note). HBS teaching note 405-074 (2005).

Jeff Sloane (A) (Multimedia Case). HBS interactive case 403-067 (2003).

Jeff Sloane (B). HBS case 403-021 (2003).

Jeff Sloane (A) (Multimedia Case) and (B) (Teaching Note). HBS teaching note 404-118 (2004).

Orientation for Viewing Kevin Williams. HBS case 498-027 (1997, revised 1999).

Building Career Foundations: Kevin Williams (A). HBS video case 405-702 (1998, revised 2005).

Building Career Foundations: Kevin Williams (B). HBS video case 405-703 (2005).

Kevin Williams Supplement (A). With John M. Galvin. HBS case 498-037 (1997).

Kevin Williams Supplement (B). With John M. Galvin. HBS case 400-045 (1999, revised 2005).

Kevin Williams (Teaching Note). With John M. Galvin. HBS teaching note 400-074 (2000, revised 2005).

Orientation for Viewing Humphrey Chen. HBS case 498-036 (1997).

Building Career Foundations: Humphrey Chen (A). HBS video case 405-704 (1998, revised 2005).

Building Career Foundations: Humphrey Chen (B). HBS video case 405-705 (2005).

- Humphrey Chen (Teaching Note)*. HBS teaching note 400-076 (2000, revised 2005).
- Orientation to Viewing Kim Malone*. With Stacy E. McManus. HBS case 404-148 (2004).
- Kim Malone (Video)*. HBS Video case 404-803 (2004).
- Kim Malone (Teaching Note)*. HBS teaching note 405-075 (2005).
- Amy Kelly's 48-Hour Diary*. HBS case 404-009 (2003).
- Amy Kelly's Career Anchors Interview*. HBS case 403-044 (2002).
- Amy Kelly's Job Search*. With Christine Teebagy. HBS case 404-004 (2004).
- Amy Kelly's Learning Style Inventory*. HBS case 403-030 (2002).
- Amy Kelly's Lifestyle Representation*. HBS case 403-042 (2002).
- Amy Kelly's Survey of Personal Values*. HBS case 403-035 (2002).
- Amy Kelly's Survey of Interpersonal Values*. HBS case 403-037 (2002).
- Amy Kelly's Written Interview*. HBS case 404-051 (2004).
- Vikram Singh's 48-Hour Diary*. HBS case 404-010 (2003).
- Vikram Singh's Career Anchors Interview*. HBS case 403-045 (2002).
- Vikram Singh's Job Search*. With Christine Teebagy. HBS case 404-005 (2003).
- Vikram Singh's Learning Style Inventory*. HBS case 403-031 (2002).
- Vikram Singh's Lifestyle Representation*. HBS case 403-043 (2002).
- Vikram Singh's Survey of Personal Values*. HBS case 403-036 (2002).
- Vikram Singh's Survey of Interpersonal Values*. HBS case 403-038 (2002).
- Vikram Singh's Written Interview*. HBS case 404-052 (2003).
- Elizabeth Fisher (D)*. With Emily D. Heaphy. HBS case 400-013 (1999).
- Elizabeth Fisher (D) (Teaching Note)*. HBS teaching note 400-079 (2000, revised 2005).
- Developmental Network Questionnaire*. HBS case 404-105 (2004).
- Developmental Network Questionnaire (Multimedia)*. HBS multimedia case 405-701 (2004).
- Developmental Network Questionnaire (Teaching Note)*. HBS teaching note 405-039 (2004).
- Career Orientation Instrument*. With Shasa Dobrow. HBS case 405-058 (2004).
- The Written Interview Assignment*. With David A. Thomas and Shoshana Zuboff. HBS case 403-052 (2002). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]
- Drawing Inferences from the Written Interview*. HBS note 404-012 (2003). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]
- The 48-Hour Diary: Assignment and Interpretation*. HBS note 405-018 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]

The Career Choice-Making Case Assignment. With David A. Thomas and Shoshana Zuboff. HBS case 403-054 (2002). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]

Developing Life Theme Labels. With James G. Clawson. HBS note 405-016 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]

Lifestyle Representations: An Exercise. HBS note 405-019 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]

Steps Toward Self-Assessment. HBS note 403-029 (2002). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]

A Note on Drawing Implications from Themes. HBS note 405-015 (2004). [Adaptation of work by Clawson, Kotter, Faux, & McArthur (1992), *Self-Assessment and Career Development* (3rd Ed.).]

SACD Final Paper Assignment. With David A. Thomas and Shoshana Zuboff. HBS case 404-018 (2003).

A Relational Approach to Self Assessment and Career Development (Module Note). HBS note 405-076 (2005).

An Introduction to Work-Life Balance. With Michelle Hicks, Katherine Kaufmann, and Mia Rondinella. HBS note 404-022 (2004).

Work and Job Search Related Stress. With Stacy E. McManus and Zibby Schwarzman. HBS note 405-013 (2004).

Recent Facts About MBA Job Searches. With Christine Teebagy. HBS note 404-013 (2004).

A Note on Interviewing. HBS note 405-014 (2004).

A Note on Analyzing and Choosing a Job Offer. HBS note 405-017 (2004).

RECENT ACADEMIC PRESENTATIONS

2009 “Learning to Succeed at Scale in Education.” Research presentation, Harvard Business School Reunions.

2009 “Building Retention in Education: A Study of Teach for America Alumni.” Presentation at Stanford’s research conference, The Project on Private Initiatives in Public Education, hosted by *The Center on Philanthropy and Civil Society* at Stanford University.

2009 “Learning within Leadership Teams in Education.” Presentation in the Management and Organization Department at the University of Southern California Marshall School of Business.

2009 “Race to the Top – The Promises and Challenges of Charter School Growth.” Presentation at *American Enterprise Institute*. Washington, D.C.

2008 “Learning within Leadership Teams in Education.” Presentation in the Psychology Department’s GroupsGroup at Harvard University and at the *Center for Public Leadership* at the Harvard Kennedy School of Government.

2007 “Sticky Educational Ties: Are they Worth it?” In symposium “People Helping People: New Directions in Careers Research.” Academy of Management Conference, Philadelphia, Pennsylvania

- 2006 “Career Imprints: Creating Leaders Across an Industry.” In symposium “What’s New and How to: Exploring the Terrain of Careers Book Publishing.” Academy of Management Conference, Atlanta, Georgia
- 2006 “Career Histories in a Relational Context.” In symposium “Learning from Career Histories: Knowledge, Action and Research Concerns.” Academy of Management Conference, Atlanta, Georgia
- 2006 “Relational Engagement and Developmental Networks” In symposium “Pushing the Boundaries of Mentoring Theory and Research.” Academy of Management Conference, Atlanta, Georgia
- 2005 “Career Imprints: Creating Leaders Across an Industry.” Invited managerial presentations: The Conference Board, Council of Talent Management Executives; Genzyme Corporation; Harvard Business School Clubs in Los Angeles, CA, Austin, TX, Huston, TX; Babson College
- 2005 “Career Imprints and the Social Context of Careers.” In symposium “Exploring Social Context: Emic and Etic Perspectives,” Academy of Management Conference, Honolulu, Hawaii
- 2005 “Developmental Networks in Action.” In symposium “A New Vision of Faculty: Using Mentor Networks to Enhance Knowledge, Social Capital, and Career,” Academy of Management Conference, Honolulu, Hawaii
- 2005 “Where do Alliances Come From? The Effects of Upper Echelons on Alliance Formation,” (with J. Kim). Paper presentation at the Academy of Management Conference, Honolulu, Hawaii
- 2005 “Unlocking Biotechnology.” Co-Convenor with M. Ebers, M. Gittelman, A. Oliver, and W. Powell at the European Groups and Organization Studies Conference, Berlin, Germany
- 2003, 2004 “Career Imprints: The Case of the Baxter Boys and Biotechnology.” Invited presentations: Harvard Business School’s Life Sciences Seminar, Entrepreneurship Seminar, and Organizational Behavior Seminar. Organizational Behavior seminars at the Sloan School of Management, Boston University School of Management, Wharton Business School, Haas School of Business at Berkeley, New York University’s Stern School of Business, and Darden Business School
- 2004 “Career Imprints: From Biotechnology to Bridgestar.” Invited presentation at Bridgestar, an affiliate of Bain & Company, Boston, MA
- 2004 “The Dynamics of Developmental Networks” (with S. Dobrow), paper/symposium presentation in Pursuing Protean and Boundaryless Careers: Identity, Networks and Career Transitions. Winner of the 2004 Best Symposium Award in the Careers Division, Academy of Management Conference, New Orleans, LA
- 2004 “Transforming Structured Mentoring Programs: Ways of Integrating Research and Field Experience.” Invited presentation at the Academy of Management Conference, New Orleans, LA
- 2004 “Turning Mentoring into Actionable Knowledge: Views from Academia and Industry.” Invited presentation at the Academy of Management Conference, New Orleans, LA
- 2003 “Knowledge Networks in Biotechnology.” Paper presentation at the European Groups and

Organization Studies Conference, Copenhagen, Denmark

2003 “Stacking the Deck: The Effects of Upper Echelon Affiliations for Entrepreneurial Firms” (with R. Gulati). Paper presented at the Academy of Management Conference, Seattle, WA

2003 “What More is There to Career Success?” Invited presentation, symposium discussant, Academy of Management Conference, Seattle, WA

2002 “Relational Stability: Correlates of Dyadic Ties that Stick Through Transition” (with J. Cummings). Paper presented at the Academy of Management Conference, Denver, CO

2002 “Are Many Mentors Better than One? The Research and Practice of Multiple Mentors.” Invited presentation at the Academy of Management Conference, Denver, CO

2002 “Career Consequences of Developmental Networks.” Paper presented at the Academy of Management Conference, Denver, CO

2002 “Career Consequences of Developmental Networks.” Invited paper at The Evolution of Careers Conference. London, England