

JAMES R. DILLON

Harvard Business School
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EDUCATION

- Ph.D.** **Harvard Business School and Harvard Graduate School of Arts & Sciences**
Organizational Behavior. *Expected in 2012.*
- Wyss Fellowship, 2006-2010; Jack B. Wallach scholarship and Harvard graduate fellowship 2010–2011
 - Dissertation Title: “Teams at the Top: Executive-Level Working Groups as a Design Element for an Adaptive Strategy Process.”
- A.M.** **Harvard University, Graduate School of Arts and Sciences**
Social Psychology. 2008.
- Ed.M.** **Harvard University, Graduate School of Education**
Mind, Brain, and Education. 2004.
- B.S.** **Brigham Young University, Marriott School of Management.**
Accounting. 2001.

RESEARCH

INTERESTS

My research program examines how the design of organizations and teams affects adaptive processes in organizations. I investigate *how design fosters adaptation* at multiple levels of analysis, including (a) how the design of small-group work in senior management shapes strategic processes and outcomes, and (b) how adaptation at the micro, meso, and macro levels manifests as an evolutionary process influenced by organizational- and team-design choices.

PUBLICATIONS

Book Chapters and Research Annuals

- Edmondson, A.C., Dillon, J.R., & Roloff, K.S. (2007). Three perspectives on team learning: Outcome improvement, task mastery, and group process. In J. P. Walsh & A. P. Brief (Eds.), *The Academy of Management Annals* (Vol. 1, pp. 269–314). New York: Lawrence Erlbaum Associates.
- Higgins, M.C., & Dillon, J.R. (2007). Career patterns and organizational performance. In M. A. Peiperl & H. P. Gunz (Eds.), *Handbook of Career Studies* (pp. 422–436). Thousand Oaks, CA: Sage Publications.

Published Conference Proceedings

- Dillon, J.R., Sarin, S., & Edmondson, A.C. (2007). “Antecedents of boundary spanning in cross-functional NPD teams,” *Research Forum Proceedings of the Product Development and Management Association, Annual International Conference*, Orlando, Florida.

Course Materials

- Martinez-Jerez, F.A., & Dillon, J.R. (2005). “Kansai Digital Phone: Zutto, Gaining Japanese Loyalty.” Harvard Business School Case No. 106-006.

Martinez-Jerez, F.A., Bellin, J., & Dillon, J.R.. (2005). "MercadoLibre.com." Harvard Business School Case No. 106-057.

Martinez-Jerez, F.A., & Dillon, J.R. (2006). "Musimundo." Harvard Business School Case No. 105-036.

ARTICLES IN PREPARATION

Dillon, J.R. "Picking teams: The design of executive-level working groups and their influence on strategic issues." (Manuscript in preparation. Dissertation chapter.)

Dillon, J.R. "Leading teams: Recursive and second-order effects of leadership and design choices in the multiteam strategy system." (Data collection and analysis in progress.)

Dillon, J.R. "The social ecology of adaptation in organizations: A multilevel evolutionary model of organizational learning." (Manuscript in preparation.)

PRESENTATIONS

Refereed Conference Presentations

Dillon, J.R. (August 15, 2011). "Executive strategy teams: The effects of top management working groups in the strategy process." Paper presentation at the Academy of Management, Annual Meeting, San Antonio, Texas.

Dillon, J.R. (May 14, 2010). "Teams at the top: Revisiting the structure and effects of strategic work in top management." Paper presentation at the Trans-Atlantic Doctoral Conference, London Business School.

Dillon, J.R., Edmondson, A.C., & Sarin, S. (August 12, 2008). "Going to school in the team: Individual learning from team experience." Paper presentation at the Academy of Management, Annual Meeting, Anaheim, California.

Dillon, J.R., Sarin, S., & Edmondson, A.C. (September 30, 2007). "Antecedents of boundary spanning in cross-functional NPD teams." Paper presentation at the Research Forum of the Product Development Management Association's Annual International Conference, September 2007, Orlando, Florida.

Dillon, J.R. (February 27, 2004). "The influence of education on the moral reasoning of young accountants." Paper presentation at Student Research Conference, Harvard Graduate School of Education.

Dillon, J.R. (February 27, 2004). "Developing a taxonomy of support: A framework for distinguishing and measuring contextual support for learning." Presentation at the Student Research Conference, Harvard Graduate School of Education.

Invited Presentations

Dillon, J.R. (May 13, 2009). "The role of top management teams in the strategy process." Presentation at the Research Workshop on Leadership and Group Behavior, Harvard University.

Dillon, J.R. (May 14, 2008). "Picking teams: Patterns of organizing senior executives in multi-functional teams for strategic decision making." Presentation at the Research Workshop on Leadership and Group Behavior, Harvard University.

Dillon, J.R. (April 15, 2008). "Patterns of organizing senior executives for strategic decision making: Preliminary evidence." Presentation at the Research Workshop in Social Psychology, Harvard University.

Dillon, J.R. (May 8, 2007). "Individual learning from team experiences." Presentation to the Department of Psychology, Harvard University.

Dillon, J.R. (May 5, 2006). "The effects of rewards on team learning outcomes." Presentation at the Research Workshop in Social Psychology, Harvard University.

SELECTED TEACHING EXPERIENCE

Harvard Business School, Executive Education, *Facilitator* for eight executive programs:

- The week-long "Leading Change and Organizational Renewal" program during past 5 years, 2008–2012 (received highest rating of all facilitators: 3.95/5.00).
- The leadership portion of the "Program for Leadership Development" during past 2 years, 2010–2012.
- A week-long, custom program for the executive team and senior managers of Unilever Group, 2011.

Harvard College, *Instructor* for "Learning and Adaptation in Organizations," a 3rd year course in the special concentration in Organizational Studies, Fall 2008. I designed the syllabus, taught all sessions, and graded weekly assignments and final paper.

PRIOR WORK EXPERIENCE

Harvard Business School, *Research Associate* for Professors Monica Higgins & Asís Martínez-Jerez, 2004–2005.

Harvard University, *Research Assistant* for Professors Kurt Fischer & Theo Dawson, 2003–2004.

Monitor Group, *Strategy Consultant*, 2000–2002.

Monitor Group, *Strategy Consulting Intern*, 1999.

HONORS, PROFESSIONAL SERVICE

Best Reviewer award, Academy of Management Meeting, 2011.

Selected to the Academy of Management OB Doctoral Consortium, 2010.

Member of the Academy of Management, 2003–2011.

Ad hoc reviewer

- *Journal of Organizational Behavior*.
- Academy of Management Meetings (OB, OMT, and MOC divisions), 2005–2011.
- Student Research Conference, Harvard GSE.

LANGUAGE SKILLS

Spanish (proficient)