# DERRON G. BISHOP
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## SUMMARY

I am a doctoral candidate in organizational behavior, emphasizing meso and macro OB. I anticipate completing my Ph.D. degree in business administration no later than spring of 2017; I have successfully defended my dissertation proposal and am currently analyzing data and theorizing about my findings. My dissertation (chair: Linda Treviño; members: Denny Gioia, Glen Kreiner, Meg Meloy) asks how stakeholders make sense and respond when a leader grounded in self-transcendence values (e.g., caring) is threatened, and how other (including external) stakeholders become engaged in such processes. It takes a grounded theory approach to build theory from a stakeholder revolt aiming to reinstate Arthur T. Demoulas as CEO of Market Basket, a regional grocery store chain in New England, in the summer of 2014.

## EDUCATION

**The Pennsylvania State University**, Smeal College of Business, University Park, PA
Ph.D., Business Administration, Spring 2017 (expected)
  *Concentration:* Management and Organization

**Brigham Young University**, Marriott School of Management, Provo, UT
M.B.A., April 2008
  *Concentration:* Marketing

**Utah State University**, Emma Eccles Jones College of Education, Logan, UT
M.S., Instructional Technology, June 1995
  *Concentration:* Instructional Design

**Brigham Young University**, College of Fine Arts and Communications, Provo, UT
B.A., Communications, August 1993, *Magna Cum Laude*
  *Major:* Broadcast
  *Minor:* Business
  *Minor:* Psychology

## RESEARCH INTERESTS

My research takes place at the intersection of leadership, organizations, and ethics. Broadly, I am interested in the sensemaking processes that surround organizational leaders, their words, and their deeds. I especially emphasize the moral and social aspects of leaders, including their perceived association with specific values content and associated emotions. I'm particularly interested in leaders as symbols, even personifications, of organizations and their values. My qualitative work on the boons and burdens of morally distinct individuals is informed by many

subject matter domains, but I especially look at such people's impact on individual and organizational identity and image. Lately, my attention has also included stakeholder voice and issue selling. I examine processes that are especially apparent when such leaders enter or depart an organization, sometimes in ways that can strain and alter stakeholder relationships with the leader or the organization (e.g., during scandal or an executive ouster).

## TEACHING INTERESTS

Over the long-term, my instructional design experience, combined MBA and Ph.D. training, and practical business management/consulting background motivates and enables me to develop instruction and teach across broad subject matter areas and levels (undergraduate, MBA, executive MBA, or Ph.D.), particularly when partnering with other subject matter experts to develop the instruction. In the short-term, however, I feel it would be wise to limit my teaching mostly to areas in which I have already developed instruction, acquired significant expertise, or taught courses. Such subject matter areas include general business, organizational behavior, leadership, business ethics, commercializing innovations, business modelling and new venture creation, organizational change/strategy implementation, and qualitative research methods.

## PUBLICATIONS

Kreiner, G.E., Joshi, A., & Bishop, D.G. Forthcoming. "Seeing the light" or "blinded by the light"? Journeys of positivist scholars into qualitative inquiry. To appear in Mir, R. & Jain, S. (eds.), *The Routledge Handbook of Qualitative Research*, Routledge.

Treviño, L.K., den Nieuwenboer, N., Kreiner, G., & Bishop, D. G. (2014). Legitimating the Legitimate: A Grounded Theory Study of Legitimacy Work among Ethics and Compliance Officers. *Organizational Behavior and Human Decision Processes*, *123*(2), 186-205.

Bingham, J. B., Mitchell, B. W., Bishop, D. G., Allen N. J. (2013). Working for a Higher Purpose: A Theoretical Framework for Commitment to Organization-Sponsored Causes. *Human Resource Management Review*, *23*(2), 174-189.

## WORKING PAPERS

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. Media Transformation of Image during Scandal: Sensebreaking, Sensemaking, and Sensegiving. (Working paper to be submitted in early October 2016 to *Organization Science*)

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. Organizational Icons: Who Are They? Why Do They Matter? (Working paper targeted for submission in 2016 to *Academy of Management Review*)

Kreiner, G. E., Treviño, L. K., den Nieuwenboer, N., Bishop, D. G., & Murphy, C. Embodying Ethics: Navigating an Ethical Role Identity. (Working paper targeted for submission in 2016 to *Academy of Management Journal*)

## OTHER PAPERS IN PROGRESS

Bishop, D. G., Fighting for an Organization's Heart: Understanding a Stakeholder Revolt in Defense of Self-Transcendence Values, Leadership, and Identity. Essay based on dissertation research targeted for submission to the 2017 Academy of Management annual meeting and to *Academy of Management Journal* soon thereafter. (Dissertation chair: Treviño, L. K., Committee members: Gioia, D. A., Kreiner, G. E., & Meloy, M. G.)

## DATA SETS AND EXPLORATORY ANALYSES

**Market Basket:** Over a multi-year data collection effort, I have gathered thousands of public stakeholder interactions from the summer of 2013 to 2015, supplemented by hundreds of news articles, videos, photos, books, legal data, and interviews. This data serves as the basis for my dissertation examining how stakeholders respond when a self-transcendent leader is threatened, even ousted, from an organization. Additional papers beyond my dissertation will likely be possible from this data set. One possibility is a more detailed examination of the role of social media in this broad stakeholder movement. Another possibility is a more detailed examination of the many stories that employees told during these events as a way of communicating organizational culture to newly appointed organizational leaders (opposite of the typical leader-driven process this literature typically talks about).

**The Sandusky Scandal at Penn State:** Over a multi-year data collection effort, I have gathered hundreds of pre- and post-scandal data from students, professors, alumni, board members, and community members (e.g., letters to the editor, student papers and blogs, interviews, board meeting transcripts, social media) combined with wide-ranging pre- and post-scandal public data (e.g., media, social-media).

Besides two working papers that have been inspired from this data, exploratory analyses suggest other potential publications regarding an organization's response to scandal, including differentiated insider vs. outsider sensemaking about scandal, especially when it taints or threatens to taint iconic figures. Outcomes including organizational unity (or fracture), efficiency (or inefficiency), imprinting effects, and inertia may be addressed.

**THON:** I have gathered hundreds of student blogs about THON (the largest student-run philanthropy in the world) both before and after the preceding scandal. Preliminary observations from this data suggest that students may have highlighted THON as a way of expressing their identity in response to the taint of scandal. This data could also serve as qualitative data to build theory about the relationship between philanthropic causes, volunteering, and organizations.

**Organizational Icons:** I have begun developing data to identify individuals across organizations such as the Fortune 500 compared with large public universities who are (or are becoming)

organizational icons and quantitatively linking the presence of such individuals to organizational outcomes (e.g., culture, strategy, financial performance, reputation).

Drawing upon data already collected supplemented with data under development, I also anticipate a theory-building project in which I synthesize and create broader theoretical models about stakeholder response to various types of loss of symbolic organizational figures (e.g., death, scandal, firing, retirement, movement to another organization).

If not adequately addressed in other papers, I also anticipate theoretical and/or empirical papers addressing the process by which symbolic figures come about (especially organizational icons who strongly personify an organization and its values), and the social network implications (both at an individual and organizational level of analysis) of the presence of an organizational icon.

**NCAA Compliance Officers and Coaches:** I have conducted some preliminary interviews with NCAA compliance officers (I am considering expanding data collection efforts to also include coaches) to uncover theory regarding how relationships involving high monitoring and high trust come about and how such relationships destabilize.

## SELECTED HONORS AND AWARDS

2013-present   Management and Organization Excellence enhancement fund recipient (Management and Organization department, Penn State University)

2015   Rider Graduate Fellowship recipient (Smeal College of Business, Penn State University)

2015   Smeal Small Research Grant recipient (Smeal College of Business, Penn State University)

2012-2014   Frank P. and Mary Jean Smeal Endowment Fund scholarship recipient (Smeal College of Business, Penn State University)

2013   Pre-dissertation scholarship to the Excellence in Ethics conference at Notre Dame, University

## SELECTED TEACHING AND RELATED EXPERIENCE

**Courses Taught**
MGMT 451W Business, Ethics, & Society (Smeal College of Business, Penn State; Fall 2014)
   *Student confidence performing objectives (n=23):* Pre (4.7 of 7.0) vs. Post (6.2 of 7.0)
   *Post-course student evaluation (n=10):* Average 6.08 of 7.0

MGMT 451W Business, Ethics, & Society (Smeal College of Business, Penn State; Spring 2014)
   *Student confidence performing objectives (n=11):* Pre (5.0 of 7.0) vs. Post (6.6 of 7.0)
   *Post-course student evaluation (n=5):* Average 5.0 of 7.0

MGMT 426 Commercializing Innovations (Smeal College of Business, Penn State; Fall 2012)
*Student confidence performing objectives (n=33):* Pre (4.1 of 7.0) vs. Post (5.6 of 7.0)
*Post-course student evaluation (n=17):* Average 5.0 of 7.0

**Guest Lecturer**
MGMT 445 Global Marketing (Smeal College of Business, Penn State; Fall 2014)

MGMT 426 Commercializing Innovations (Smeal College of Business, Penn State; Spring 2013)

**Evaluator**
MGMT 531 Strategy Implementation and Organizational Change (MBA and eMBA courses by
Don Hambrick; Smeal College of Business, Penn State University; Fall 2013-Fall 2015)

Association of Industry Product Marketing and Management (AIPMM) certifications (contract
certification question writing; part-time 2010)

Instructional Design, Research Fundamentals, and Measurement and Evaluation courses
(Western Governors University; part-time 2004-2006)

**Courses Designed**
Business Modeling and New Venture Creation (an online course currently being designed for
Penn State University; Summer 2016)

Triangular Coaching (a computer-based course designed and developed for American Express;
Spring 2011)

Primary Children's Leadership Training (computer-based courses designed and developed for
The Church of Jesus Christ of Latter-day Saints; 2004-2006)

Computer Technical Industry Association (COMPTIA) A+ Hardware and Software Certification,
Network+ Certification, and I-Net+ Certification; Microsoft Certified Systems Engineer
Certification; Novell Certified Network Engineer (CNE 5) Certification (computer-based
courses designed and developed for TestOut Corporation; 1996-2003)

C-5 Fire Warning System Maintenance (a computer-based course designed and developed for the
United States Air Force; 1995)

## CONFERENCES AND INVITED PRESENTATIONS

Bishop, D. G., Treviño, L. K., & Gioia, D. A. (2016, August). Fighting for an Organization's Heart:
Understanding a Stakeholder Revolt in Defense of Self-Transcendence Values,
Leadership, and Identity. Paper presented at the 76th annual meeting of the Academy of
Management, Anaheim, CA. Part of: Kreiner, G. E., Rheinhardt, A. & Misangyi, V. F.
(co-chairs), Identity and Leadership: Exploring the Intersections between Who We Are
and How We Lead. Showcase symposium sponsored by the Organization Management &
Theory, Organizational Behavior, and Managerial & Organizational Cognition divisions,
presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

Bishop, D. G., Treviño, L. K., Gioia, D. A. & Kreiner, G. (2016, February). Joe Paterno's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented by co-author at the University of Delaware.

Bishop, D. G.., Treviño, L. K., Gioia, D. A. & Kreiner, G. E. (2015, October). Transforming the Media Narrative of Joe Paterno in Five Days: An Iconic Figure's Precipitous Fall from Grace. Paper presented by co-author at the Macro Organizational Behavior Society (MOBS) conference, Harvard Business School.

Bishop, D. G.., Treviño, L. K., Gioia, D. A. & Kreiner, G. E. (2015, September). An Iconic Figure's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented by co-author at the Oxford University Conference, "Making Sense of Scandals," Oxford, UK.

Bishop, D. G. & Gioia, D. A. (2015, August). Organizational Icons: Who Are They? Why Do They Matter? Paper presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.

Kreiner, G.E., Treviño, L. K., den Nieuwenboer, N., Bishop, D. G., & Murphy, C. B. (2015, August). Embodying Ethics: Navigating Tensions of Moral Image. Part of: Kreiner, G.E. & Treviño, L.K. (co-chairs), Identity and Ethics Coming Together: Who We Are, How Others See Us, and How We Behave. Showcase symposium sponsored by the Organizational Behavior, Social Issues in Management, and Managerial & Organizational Cognition divisions, presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.

Bishop, D. G. (2015, April). Organizational Icons: Who They Are, Why They Matter. Invited presentation at the inaugural Smeal Annual Student Scholar Symposium, University Park, PA.

Bishop, D. G., Treviño, L. K., & Gioia, D. A. (2014, August). An Iconic Figure's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented at the 74th annual meeting of the Academy of Management, Philadelphia, PA.

Bishop, D. G. (2013, August). Joe Paterno: Penn State Icon. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL. Part of: Treviño, L. K., Kreiner, G. E., & Gioia, D. A. (co-chairs), Penn State and the Sandusky scandal: Autoethnographic accounts, tales, and analyses. Showcase symposium sponsored by the Organization Management & Theory, Social Issues in Management, and Managerial & Organizational Cognition divisions, presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

Kreiner, G.E., den Nieuwenboer, N., & Bishop, D. G. (2013, August) Ambiguity of professional identity – boon or burden? The case of ethics & compliance officers. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL. Part of: Kreiner, G. E. & Sheep, M. L. (co-chairs), The identity work of professional identity: Challenges

constructing who am I? and who are we? Showcase symposium sponsored by the Managerial & Organizational Cognition, Organizational Behavior, and Careers divisions, presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

## PROFESSIONAL SERVICE AND AFFILIATIONS

Ad hoc reviewer for the Academy of Management annual meetings (2012-present)

Member of the Academy of Management (2012-present)

Contributor to the Administrative Science Quarterly blog (asqblog.com) (2015)

## SELECTED PROFESSIONAL EXPERIENCE

**American Express,** Salt Lake City, UT
*Contract Instructional Designer,* 2011

**Bennion-Robertson/Stratford Bridge**, Provo, UT
*Business Consultant/Product Manager (some time as a contractor)*, 2008-2010
Consulted with organizations including American Airlines and Areva Nuclear Power on competitive intelligence and strategic influence processes.

**Novell**, Provo, UT
*Business Analyst (MBA intern)*, 2007-2008

**The Church of Jesus Christ of Latter-day Saints**, Salt Lake City, UT
*Standards Facilitator and Instructional Design Lead*, 2004-2006

**Western Governors University**, Salt Lake City, UT
*Evaluator* (part-time), 2004-2006

**TestOut**, Pleasant Grove, UT
*Product Lead and Instructional Designer*, 1996-2003

**Utah State University**, Logan, UT
*Instructional Designer and Developer* (part-time), Learning Resources Program; Multimedia and Distance Learning Services, 1991-1995

## INTERNATIONAL EXPERIENCE

**Second language:** Spanish

Lived abroad in Colombia and Peru, South America (1988-1990).

# REFERENCES

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