

ANEIL K. MISHRA

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EDUCATION

The University of Michigan, School of Business Administration

Ph.D. in Business Administration 1992

Concentration: Organizational Behavior and Human Resource Management

Dissertation Committee: Kim Cameron (Chair), Richard Bagozzi, Daniel Denison, Jane Dutton, Marvin Peterson

Dissertation: *Organizational responses to crisis: The role of mutual trust and top management teams*

Princeton University

A.B., *cum laude*, Economics 1984

National Merit Scholar; Economics Department research assistant.

EXPERIENCE

Thomas D. Arthur Distinguished Professor of Leadership

July 2014 to present

East Carolina University, College of Business

Inaugural chair in leadership, working across disciplinary boundaries and academic units to build the *Leadership University* at ECU, while also developing new research and teaching initiatives within the College of Business.

- Invited and hosted Dan Neil, ECU alumnus and Pulitzer Prize-winning columnist for The Wall Street Journal as the 2016 *Cunanan Speaker Series* honoree. This was Mr. Neil's first formal visit back since graduating from ECU in 1982.
- Inaugurated the Tom Arthur Distinguished Scholar. Richard Bagozzi of the Ross School of Business will be the first such person in March, 2107.
- Created inaugural *Tom Arthur Fellows* in 2016 for three recent former students, all female, who returned to campus to share their career insights and job search strategies.
- In 2015, Developed and launched inaugural *Leadership Summit* in partnership with the Greenville/Pitt County Chamber of Commerce. Leaders from across the country, representing business, nonprofit, and government sectors served as speakers. 130 individuals from across North Carolina attended, 30% above goal. Several thousand dollars in net revenue generated from sponsorships and registration fees.
- Strengthened relationship with ECU alumni Steve and Ellen Cunanan, resulting in their resuming and increasing financial support by 50% over prior years for the Cunanan Family

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Leadership Speaker Series.

- Conducted leadership development sessions for Board of Trustees for Vidant Health/Vidant Medical Center Foundation (2015) and Harnett Health Foundation (2016).
- Invited and hosted keynote speaker for the 2014 *Cunanan Leadership Speaker Series*, Bob Lintz, Trustee of The Cleveland Clinic. Visit included sessions with ECU's College of Business and Brody School of Medicine, as well as Vidant Healthcare's interim CEO, President, and Clinical Governance Committee.
- Awarded contract by Praeger/ABC-CLIO to edit new book, *Restoring Trust in Higher Education: Making the Investment Worthwhile Again*, to be published January, 2017.
- Co-moderated panel discussion, including benefactor Tom Arthur, for 2016 College of Business annual *Leadership Conference*.
- Recruited by Dean and Department Chair to assist in developing donor prospects for both the College of Business and ECU.
- Developed *Leadership Advisor Board*, comprised of national and local executives.
- [USA National Finals Judge, Entrepreneurs' Organization Global Student Entrepreneur Awards, 2016, Miami.](#)
- [Global Finals Judge, Entrepreneurs' Organization Global Student Entrepreneur Awards, 2015, Washington, D.C.](#)
- Served as keynote speaker for ECU's 2014 *Eastern NC Entrepreneurship Summit*.
- Collaborated with Department of Management junior and mid-level faculty on research projects, resulting in one journal article acceptance.
- Developed and taught brand-new online undergraduate course in leadership.
- Delivered leadership development sessions for over 100 undergraduate presidents and leaders of ECU student organizations and student AMA chapter.
- Contributor to *Entrepreneur.com* and *IvyExec.com*
- *Chair*, Graduate Committee, College of Business, 2016 – present.
- *Member*, Research/Creative Activity Committee, College of Business, Management Dept., 2014-2016.

Associate Dean for Academic Affairs and Professor

North Carolina Central University, School of Business

March 2013 to July 2014

- Developed and implemented completely new, collaborative faculty governance model in partnership with lead faculty.
- Revised School's strategic plan in partnership with faculty and staff.
- Led comprehensive review of undergraduate curriculum for 2013-2014.
- Responsible for refining and integrating Assurance of Learning objectives to maintain AACSB and SACS accreditations.
- Recruited five new faculty members in 2013 in operations management, business communications, marketing, and hospitality/tourism management, including four women, one African-American, and two Asian-Americans.
- Worked with Dean to streamline \$6 million budget, to preserve faculty lines and discretionary spending.

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- Started building comprehensive articulation agreements with local community colleges to expand undergraduate enrollment.
- Developed partnerships with local firms for student internships and full-time employment, including IBM, Ipreo, Cisco, and AICPA.
- Began developing new promotion, tenure, and annual performance criteria based on new AACSB standards in collaboration with and based on approval by the faculty.
- Wrote faculty annual performance assessments and conducted in-person annual performance discussions for AY 2012-2013 and 2013-2014.
- Reviewed and resolved all student registration, course add-drop, grade appeals, professor complaint issues in a timely manner - with appropriate documentation and reviews with affected students and/or faculty.
- Led monthly faculty/staff meetings.
- Attended AACSB Curriculum Development Conference, March, 2013.
- Attended AACSB Annual Accreditation Conference, September, 2013.
- Contributed Business School and leadership components of report for Carnegie Task Force on community engagement
- Member, University Undergraduate Admissions Standards Committee, 2014.
- *Member*, Graduate Studies Council, 2013 – 2014.
- Faculty Advisor for Phi Beta Lambda, business service organization, April 2013 – April 2014.

CEO

Total Trust Coaching & Consulting

September 2011 to April 2013 (full-time)
(Part-time since April 2013)

Develop and conduct leadership development and executive education programs for global companies such as Abbott Labs, the American Institute for CPAs (AICPA), Lenovo, and Sanofi. Provide executive coaching to top management teams and physician-leaders.

Vice President of Curriculum and Faculty Relations

2tor, Incorporated (Now 2U)

March 2011 to September 2011

For-profit executive who led the academic partnership with UNC-Chapel Hill's Kenan-Flagler School of Business in its development of its online MBA program, MBA@UNC.

- Chief liaison with Associate Dean for Kenan-Flagler in developing and implementing brand-new MBA program.
- Recruited and developed production and curriculum development team resulting in successful launch of first set of courses and program on July 1, 2011.
- Collaborated with business school faculty and 2tor staff to develop several new online courses in operations management, economics and quantitative methods.
- Led competitive analysis and benchmarking study of leading online MBA and EMBA programs.

Director of Executive Education and Associate Director of the School

2009-2011

Professor (with tenure)

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School of Human Resources and Labor Relations, Michigan State University
Led the Human Resources and Executive Education unit of the School with P&L responsibility for over \$1.1 million in annual revenues.

- Served as the equivalent of associate dean who assisted School Director (Dean) in administrative duties, faculty oversight and annual evaluations, and strategic planning.
- Developed an innovative senior executive level program in collaboration with the School's Advisory Board and School Director.
- Crafted and implemented a strategic and financial turnaround in the first year that increased net revenue by more than \$300,000, enhanced the market position, and preserved key positions during a university-wide cost reduction program.
- Developed the unit's first strategic plan and marketing plan.
- Managed open enrollment executive programs in Human Resources and Labor Relations.
- Taught master's degree course in organizational development.

Visiting Associate Professor of Management

The Fuqua School of Business, Duke University 2008-2009

- Taught *Organizational Change and Implementation* in the Weekend Executive program (WEMBA)
- Taught three sections of the *Leadership* course in the Daytime MBA program.
- Worked with the Center on Leadership and Ethics (COLE) to develop health care leadership non-degree programs.

Babcock Graduate School of Management, Wake Forest University

Associate Professor of Management (tenured in 2001, on leave 2008-2009) 1998–2009

Faculty Director, Full-Time MBA Program 2002–2003

Voted *Babcock Educator of the Year* twice

1. Awarded by the Charlotte Saturday MBA Class of 2008.
2. Awarded by the Charlotte Saturday MBA Class of 2007.

Recognized as one of the *Outstanding Faculty at Wake Forest*, *Business Week Guide to the Best Business Schools*, 2001

The Eli Broad Graduate School of Management, Michigan State University

Visiting Assistant Professor of Organizational Behavior 1997–1998

Voted *Best Professor in the First Year Core*

The Smeal College of Business Administration, The Pennsylvania State University

Assistant Professor of Management and Member of the Graduate Faculty 1992–1997

Selected as *Department Faculty Marshal* for undergraduate teaching excellence 1997

The University of Michigan School of Business Administration

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Research Assistant, OBHRM Department	1987–1992
Gerald and Lillian Dykstra Teaching Fellowship for teaching excellence	1990-1991
General Motors Corporation, Buick-Oldsmobile-Cadillac Group, Manufacturing Engineer; Human Resource Specialist	Lansing, MI 1984–1987

CURRENT RESEARCH INTERESTS

- The role of leaders in developing and implement lasting organizational change
- Building trust within and across teams
- Leadership and teamwork in healthcare
- Fostering employee engagement and loyalty
- Effective and fair organizational downsizing

SCHOLARLY HONORS AND AWARDS AFTER EARNING PH.D.

Founding Associate Editor, <i>Journal of Trust Research</i>	Since 2009
Editorial Board Member, <i>Journal of Organizational Behavior</i>	2007-2011
Editorial Board Member, <i>Journal of Applied Behavioral Science</i>	2007-2011
Organization Science Winter Conference V.I.P. (Very Interesting Presentation) Award 11 th Annual Conference	2005
Joseph Bryan Faculty in Residence Fellow, Babcock Graduate School of Management Wake Forest University	2001-2002
Joseph Bryan Faculty in Residence Fellow, Babcock Graduate School of Management Wake Forest University	1999-2000
Academy of Management’s Organizational Behavior Division Award for Most Innovative Session	1997

BOOKS

Mishra, Anil K. (Editor) (2016) *Restoring Trust in Higher Education: Making the Investment Worthwhile Again*. Santa Barbara, CA: Praeger.

Mishra, Anil K. and Mishra, Karen E. 2013. [*Becoming a Trustworthy Leader: Psychology and Practice*](#). New York: Routledge.

Mishra, Anil K. and Mishra, Karen E. 2008. [*Trust is Everything: Become the Leader Others Will Follow*](#). 2008. Durham, NC: Total Trust Press.

REFEREED PUBLICATIONS AND SCHOLARLY CHAPTERS (Cited over **2500** times by other scholars in refereed journals; not including self-citations or citations by co-authors. Google Scholar citations: **8000+**.)

REFEREED JOURNAL ARTICLES

Mishra, Karen E. & Mishra, Anil K. (In press.) Building Brand Engagement Through Twitter

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Marketing Strategies. *Journal of Digital and Social Media Marketing*.

Mishra, Aneil K. Mishra, Karen E., & Grubb, Lee (2015). Reducing Turnover in Franchise-Based Small Business Organizations: The Role of Trust, Justice and Commitment. *Small Business Institute Journal*, 11 (1), 6-23. (Acceptance rate for 2015: 30%).

Mishra, Karen E., Boynton, Lois & Mishra, Aneil K. (2014). Driving employee engagement: The expanded role of internal communications, *International Journal of Business Communication*, 51 (2/April), 183-202. (Acceptance rate for 2014: 4%). Nominated for the 2015 "Outstanding article in the *International Journal of Business Communication*"

Mishra, Aneil K. & Mishra, Karen E. (2013). The research on trust in leadership: The need for context. *Journal of Trust Research*, 3 (1): 61-71.

Mishra, Aneil K., Mishra, Karen E., & Spreitzer, Gretchen M. (2009). How to Downsize Your Company without Downsizing Morale. *MIT Sloan Management Review*, 50 (3): 39-44. (ABDC rating: A.)

K Lobdell, S Camp, S Stamou, R Swanson, M Reames, J Madjarov, R Stiegel, E Skipper, R Geller, B Velardo, A Mishra, and F Robicsek. (2009). Quality Improvement in Cardiac Critical Care. *HSR Proceedings in Intensive Care and Cardiovascular Anaesthesia*, 1 (1): 22-26.

Brockner, Joel, Spreitzer, Gretchen M., Mishra, Aneil, K., Hochwarter, Wayne, Pepper, Lewis, & Weinberg, Janice. (2004) Perceived Control as an Antidote to the Negative Effects of Layoffs on Survivors' Organizational Commitment and Job Performance, *Administrative Science Quarterly*, 49 (1/March): 76-100. (ABDC rating: A*.)
(One of five finalists for the Scholarly Achievement Award of the Human Resources Division of the Academy of Management for the best HR paper published in 2004.)

Spreitzer, Gretchen M. and Mishra, Aneil K. (2002) To stay or to go: Voluntary survivor turnover following a downsizing, *Journal of Organizational Behavior*, 23, (September): 707-729. (ABDC rating: A*.)

Hall Mark A, Zheng, Beiyao, Dugan Elizabeth, Camacho, Fabian, Kidd Kristin E., Mishra Aneil, & Balkrishnan, Rajesh. (2002) Measuring patients' trust in their primary care providers. *Medical Care Research and Review*, 59 (3/September): 293-318.

Hall, Mark A., Dugan, Elizabeth, Zheng, Beiyao, and Mishra, Aneil K. (2001) Trust in physicians and medical institutions: What is it, can it be measured, and does it matter? *Milbank Quarterly*, 79 (4): 613-639.

Spreitzer, Gretchen. M. and Mishra, Aneil K. (1999) Giving Up Control Without Losing Control: Trust and Its Substitutes' Effects on Managers' Involving Employees in Decision Making. *Group and Organization Management*, 14 (2): 155-187. (ABDC rating: A.)

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Mishra, Aneil K and Spreitzer, Gretchen M. (1998) Explaining How Survivors Respond to Downsizing: The Roles of Trust, Empowerment, Justice and Work Redesign. *Academy of Management Review*, 23 (3): 567-588. (ABDC rating: A*.)

Mishra, Karen E., Spreitzer, Gretchen M., and Mishra, Aneil K. (1998) Preserving employee morale during downsizing, *MIT Sloan Management Review*, 39 (2): 83-95. (ABDC rating: A.)

Denison, Daniel R. and Mishra, Aneil K. (1995) Toward a theory of organizational culture and effectiveness, *Organization Science*, 6 (2), 204-223. (ABDC rating: A*.)

Cooke, William N., Mishra, Aneil K., Spreitzer, Gretchen M., and Tschirhart, Mary (1995) The determinants of NLRB decision-making revisited, *Industrial and Labor Relations Review*, 48 (2), 237-257. (ABDC rating: A*.)

Mishra, Aneil K. and Mishra, Karen E. (1994) The role of mutual trust in effective downsizing strategies, *Human Resource Management*, 33 (2), 261-279. (ABDC rating: A*.)

Cameron, Kim S., Freeman, Sarah J., and Mishra, Aneil K. (1991) Best practices in white-collar downsizing: Managing contradictions, *Academy of Management Executive*, 5 (3), 57-73.

MANUSCRIPTS UNDER REVIEW

Mishra, Karen E., Wilder, Kelly, & Mishra Aneil K. Are “digital native” students ready for marketing careers? Digital literacy in the marketing curriculum, *Industry and Higher Education*. (Conditional acceptance.)

REFEREED PROCEEDINGS

Mishra, Karen E., Wilder, Kelly, and Mishra, Aneil K. (2015). Updating the marketing curriculum: blending student, professor and market demands. *Proceedings of the Marketing Management Association Fall Educators’ Conference Program*.

Denison, Daniel R. and Mishra, Aneil K. (1989) Organizational culture and organizational effectiveness: A theory and some preliminary evidence. *Proceedings of the Academy of Management*, pp. 168-172.

SCHOLARLY BOOK CHAPTERS

Mishra, Karen E., Mishra, Aneil K., & Walker, Khaner (2016) Leadership communication, internal marketing and employee engagement: A recipe to create brand ambassadors, 311-329. In Anthony Nomore, Larry Long, & Mitch Javidi (Eds.) *Handbook of Effective Communication, Leadership and Conflict Resolution*, Hershey, PA: IGI Global.

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- Mishra, Karen E., Walker, Khaner & Mishra, Aneil K. (2014) Chapter 8: Employee Use of Social Media in the Workplace: How “*Lenovo Central*” brings employees together. In I. Lee (Ed.) *Integrating Social Media into Business Practice, Applications, Management, and Models*, 146-161. Hershey, PA: IGI Global.
- Mishra, Aneil K. & Mishra, Karen E. (2012) Positive organizational scholarship and trust in leaders. In Kim S. Cameron and Gretchen M. Spreitzer (Eds). *Handbook of Positive Organizational Scholarship*, 449-461. New York: Oxford University Press.
- Mishra, Karen E., Schwarz, Gavin, M. and Mishra, Aneil K. (2011) The evolution of trust and control as evidenced through an organization’s human resources practices. In Rosalind H. Searle and Denise Skinner (Eds). *Trust and Human Resource Management*, 42-64. Cheltenham, UK: Edward Elgar.
- Mollica, Kelly, Mishra, Aneil, and Barbara Flynn. (2001) Human resource management practices. In R. Schroeder and Barbara Flynn (Eds.) *High performance manufacturing*, 73-92. New York: John Wiley & Sons.
- Spreitzer, Gretchen M. and Mishra, Aneil K. (2000) An empirical examination of a stress-based framework of survivor responses to downsizing. In Ronald J. Burke and Cary L. Cooper (Eds.). *The Organization in Crisis: Downsizing, Restructuring, and Privatization*, 97-118. London: Blackwell.
- Spreitzer, Gretchen M., Noble, Deborah S., Mishra, Aneil K., & Cooke, William N. (1999) Predicting process improvement team performance in an automotive firm: Explicating the roles of trust and empowerment. In Beta Mannix, Ruth Wageman, and Margaret Neale (Eds.), *Research on Managing in Groups and Teams*, 2, 71-92. Stamford, CT: JAI Press
- Mishra, Aneil K. (1996) Organizational responses to crisis: The centrality of trust. In Roderick Kramer & Thomas Tyler (Eds.) *Trust in Organizations: Frontiers of Theory and Research*, 261-287. Thousand Oaks, CA: Sage.
- Cameron, Kim S., Freeman, Sarah J., and Mishra, Aneil K. (1993) Organizational downsizing. In George Huber and William Glick (Eds.) *Organizational Change and Redesign: Ideas and Insights for Improving Performance*, 19-65. New York: Oxford University Press.
- Denison, D. R., Mishra, A. K., Hart, S. L., and Henderson, D. A. (1990) Organizational effectiveness in turbulent environments. In Louis R. Gomez-Mejia and Michael W. Lawless (Eds.) *Managing the High Technology Firm*. Boulder, CO: University of CO.

OTHER PUBLICATIONS

[Contributor, IvyExec \(2015 – present\)](#)

ANEIL K. MISHRA

Contribute original articles on leadership, career development, and higher education.

[Contributor, Entrepreneur.com \(2014 – present\).](#)

Contribute original articles on entrepreneurship, leadership, and diverse teamwork.

Pundit, [PolicyMic.Com](#) (2012 – 2014).

Contribute original articles on Business, Jobs, and Culture to this online magazine for Millennials.

Mishra, Karen E. and Mishra, Anil K. (2010) Effects of downsizing. *The Workstyle Magazine*, 3: 24-25.

Kevin W. Lobdell, Sotiris C. Stamou, Anil K. Mishra, Lisa Lilley, Dawn Safrit, Robert M. Stiegel, and Eric R. Skipper. (2010) Multidisciplinary Rounds: The work, not more work. *Annals of Thoracic Surgery*, 89: 1010.

PUBLISHED TEACHING CASE STUDIES

Mishra, Anil K. and Mishra, Karen E. 2008. [Outsourced](#). Seattle, WA: ShadowCatcher Entertainment. Discusses a manager's efforts to outsource successfully a Seattle call center to India.

Mishra, Anil K., Mishra, Karen, E., & Cameron, Kim S. (2005) Power or empowerment at General Motors? In Schermerhorn, J. R. Jr., Hunt, J. G., & Osborn, R. N., [Managing Organizational Behavior, Ninth Edition](#), (W58-W60). New York: John Wiley & Sons. (Previously published in the Eighth (2003), Seventh (2000), and Sixth (1997) editions.)

Mishra, Anil K. and Mishra, Karen E. Two Men and a Truck International. (2004) S. McShane & M. V. Glinow. [Organizational Behavior](#), Third Edition.

TEACHING EXPERIENCE

Courses: Leading Change, Organizational Behavior, Contemporary Issues in Management, Organizational Design, Leadership and Motivation, Human Resource Management.

College of Business, East Carolina University 2014-Present
Undergraduate courses in leadership, both face-to-face and online.

School of Human Resources and Labor Relations, Michigan State University 2011
Master's in HR and Labor Relations: Organizational Development

Fuqua School of Business, Duke University 2008-2009
Weekend Executive MBA: Organizational Change
Daytime MBA: Leadership (three sections)

Babcock Graduate School of Management, Wake Forest University 1998-2008

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Executive MBA: Leading Change

Evening MBA (Charlotte & Winston-Salem): Organizational Behavior; Leadership

Full-Time MBA Core: Organizational Behavior

The Eli Broad Graduate School of Management, Michigan State University 1997-1998

Full-Time MBA Core: Organizational Behavior

The Smeal College of Business Adm. The Pennsylvania State University 1992-1997

Full-Time MBA Core: Organizational Behavior

Undergraduate: Leadership (writing intensive required course)

The University of Michigan School of Business Administration

Undergraduate: Human Resource Management

Teaching assistant, Independent Study and Internship in Org. Development 1989

EXECUTIVE EDUCATION TEACHING

Custom executive education programs and presentations for organizations include Abbott Labs, American Institute for CPAs, Cisco, Daimler, DC Bar Association, Dow Corning, Fordham University, Lenovo, General Mills, Microsoft, Nissan, and Sanofi.

Certified in both Korn/Ferry International's Leadership Architect® 101 competency modeling and VOICES® 360° feedback facilitation and coaching (2010).

Faculty Leader and Co-Developer, Leading and Architecting the Trustworthy Organization: Maximizing Sustainable Performance, Fordham University Graduate School of Business, October 22-24, 2013: New York Westchester Campus.

Executive Education, The University of Michigan's Ross School of Business

Faculty Member 2007-2011

Taught in both custom and open enrollment programs for Ross.

- Taught innovation, change management, and leadership for the month-long flagship *Executive Program*.
- Taught multiple times for the *Management of Managers Program*.
- Custom clients include Lexmark, Nissan, and Boehringer-Ingelheim.

William Davidson Institute, The University of Michigan's Ross School of Business

Developed and taught the *Transformational Leadership through Trust and Empowerment* program to Coca-Cola İçecek executives in Istanbul, Turkey, June 12-14, 2008, and again in November of 2008. This program was conducted in partnership with Sabanci University.

In partnership with Seminarium, taught one day as part of a three-day leadership program for

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57 top human resources executives from Latin and South American in Punta Del Este Uruguay in October, 2008.

Duke Corporate Education and the Fuqua School of Business, Duke University

Executive coach.

2005-2009

Provided leadership and interpersonal coaching to managers and executives using the Multiple Domain Leadership Instrument (MDLI) for Duke Corporate Education custom executive education's clients, including:

- Pharmaceutical company, bioMérieux (spring 2008 and spring 2009)
- The French energy company, AREVA (summer 2008)
- Open enrollment programs (various dates in 2005, 2006, and 2007)
- I coached a Deutsche Bank global banking team charged with developing best practices for remote management of captive offshored businesses from April 2006 to September 2006.

Other Executive Education Programs

- Advanced Management Program, U.S. Navy Supply School, May 2002; November, 2002
- Church Leadership Program, Wake Forest University, February 2000
- Mission St. Joseph Leadership Development Program, September 1999 - January 2000
- Organizational Strategies for Downsizing, USC, May 1, 1996
- Workshop on Conflict Management, Penn State, May 6, 1993

HONORS AND AWARDS PRIOR TO EARNING PH.D.

Beta Gamma Sigma (Inducted 1993)

Richard D. Irwin Foundation Doctoral Dissertation Fellowship (1991-1992)

Horace H. Rackham Graduate School Predoctoral Fellowship, The University of Michigan (1991-1992; <http://www.rackham.umich.edu/Fellowships/guideln/2110.html>)

OB-OD-OMT Doctoral Consortium participant (1990)

University of Michigan Business School Graduate research assistantship (1987 - 1992)

OBHRM departmental fellowship (1987 - 1990)

Unysis Corporation fellowship nominee (1988)

PRESENTATIONS. (details provided in document endnotes)

Mishra, Anil K. 2014. "The role of trust in entrepreneurial leadership." Keynote speech for Eastern NC Entrepreneurship Summit. Greenville, NC, November 17.

Mishra, Anil K. 2013. "Frameworks for Understanding Trustworthiness & Reputation in Organizations." Consortium for Trustworthy Organizations, Fordham University: New York, October 25.

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- Mishra, Aneil K. 2013. "The role of physician-patient trust in healthcare and patient outcomes." Grand Rounds, UNC Chapel-Hill Department of Otolaryngology/Head and Neck Surgery: Chapel Hill, NC.
- Mishra, Aneil K. 2012 "Moving from compliance to deep embedding of ethical cultures: The ROCC of Trust." Summit on Restoring Trust in Business, Fordham University: New York, NY, October 2nd.
- Mishra, Aneil K. 2011. "Trust-based leadership in health care. Virginia Commonwealth University School of Medicine, Richmond, VA, October 20th.
- Mishra, Aneil K. 2011. Leading change through the ROCC of Trust. Virginia Commonwealth University School of Business, Richmond, VA, October 20th.
- Mishra, Karen E. and Mishra, Aneil K. 2010. "Building teams with trust." Three-University Positive Workplace Seminar on "How to Thrive at Work in Trying Times: Making It Happen," (University of Michigan, Wayne State University, Michigan State University), U-M Ross School of Business, Ann Arbor, Michigan. December 3rd.
- Mishra, Aneil K., Schwartz, Gavin, & Mishra, Karen E. 2009. Academy of Management.¹ (Refereed.)
- Mishra, Karen E. & Mishra, Aneil K. (2009). Academy of Management.² (Refereed.)
- Mishra, Aneil K., Schwarz, Gavin M., & Mishra, Karen E. 2008. Academy of Management, August 9-12.³ (Refereed.)
- Mishra, Aneil K. 2008. "Building high-quality connections between faculty and staff through the ROCC of Trust." Voices of the Staff, The University of Michigan, July.
- Mishra, Aneil K. 2008. "Trust is Everything – Become the Leader Others Will Follow." Multi-Sector Forum. Tobias Center for Leadership at Indiana University. Indianapolis, May 9th.
- Mishra, Aneil K. 2006. "Trust and Control: Points Converging, Diverging, and Ponderable." Caucus on trust and control, Academy of Management, August 13.
- Mishra, Aneil K. & Mishra, Karen E. 2005. Academy of Management, August 6-10.⁴ (Refereed.)
- Mishra, Aneil K. 2005. Annual Organization Science Winter Conference, February 3-6.⁵ (Refereed.)
- Mishra, Aneil K. & Mollica, Kelly A. 2001. Academy of Management, August 5-9.⁶ (Refereed.)
- Mishra, Aneil K. 1999. Academy of Management, August 8-11.⁷ (Refereed.)

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- Spreitzer, Gretchen M. & Mishra, Aneil. 1999. Academy of Management, August 8-11.⁸ (Refereed.)
- Mishra, Aneil K., Spreitzer, Gretchen M., Cooke, William N., and Noble, Deborah S. 1998. Academy of Management, August 11-13. ⁹ (Refereed.)
- Denison, Daniel R. & Mishra, Aneil K. 1998. Academy of Management, August 11-13.¹⁰ (Refereed.)
- Spreitzer, Gretchen, M., Noble, Deborah, Mishra, Aneil K., and Cooke, William. 1998. Second Annual Conference on Research on Groups and Teams, Stanford Graduate School of Business and Columbia Business School, Palo Alto, May 15-17.¹¹
- Spreitzer, Gretchen M. and Mishra, Aneil K. 1997. Academy of Management, August 10-13. ¹² (Refereed.)
- Mishra, Karen E., Spreitzer, Gretchen M., & Mishra, Aneil K. 1997. Western Academy of Management, April 3-5.¹³ (Refereed.)
- Mishra, Aneil K. 1996. Academy of Management, August 11-14. ¹⁴ (Refereed.)
- Mishra, Aneil K. & Spreitzer, Gretchen M. 1996. Academy of Management, August 11-14. ¹⁵ (Refereed.)
- Mishra, Aneil K. & Spreitzer, Gretchen M. 1996. Society for Industrial and Organizational Psychology, April 26-28.¹⁶ (Refereed.)
- Mishra, Aneil K. & Spreitzer, Gretchen M. 1994. Academy of Management, August 14-17.¹⁷ (Refereed.)
- Denison, Daniel R. & Mishra, Aneil K. 1994. ORSA-TIMS. Boston, May.¹⁸ (Refereed.)
- Mishra, A. K. 1994. Stanford Graduate School of Business Conference on Trust, May 14-15.¹⁹
- Mishra, Aneil K. 1993. Academy of Management, August 8-11.²⁰ (Refereed.)
- Mishra, Aneil K., Mishra, Karen E., & Cameron, Kim S. 1993. Academy of Management, Aug. 8-11.²¹ (Refereed.)
- Mishra, Aneil K. 1993. Carlson School of Management, The University of Minnesota. Minneapolis, MN, November 18.²²
- Mishra, Aneil K. 1992. "Organizational responses to crisis: The role of mutual trust and top

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management teams.” Conference on “The Role of Trust in Organizational Life.” University of Michigan, Ann Arbor, MI, May 15-16, 1992.²³

Mishra, Aneil K. and Cameron, Kim S. 1991. Academy of Management, August 9-11.²⁴
(Refereed.)

Mishra, Aneil K. 1991. Interdisciplinary Organizational Studies Seminar (ICOS), The University of Michigan, Ann Arbor, MI, November 15.²⁵

Cameron, Kim S., Freeman, Sarah J., and Mishra, Aneil K. 1990. Academy of Management, August 12-15.²⁶ (Refereed.)

Denison, Daniel R., Hart, Stuart L., Henderson, Douglas A., and Mishra, Aneil K. 1990. Second International Conference on Managing the High Technology Firm, January 10-12.²⁷
(Refereed.)

Denison, Daniel R. and Mishra, Aneil K. 1989. Academy of Management, August 12-15.²⁸
(Refereed.)

Denison, Daniel R., Hart, Stuart L., Henderson, Douglas A., Chambers, Brian R., and Mishra, Aneil K. 1988. Association of Collegiate Schools of Planning, Buffalo, NY: October.²⁹
(Refereed.)

BOOK REVIEWS

Becoming a master manager: A competency framework, 2nd edition by R. E. Quinn, S. R. Faerman, M. P. Thompson, & M. R. McGrath. 2000. Reviewed in Leadership Quarterly, 11 (3/Autumn): 423-424.

Trust in the balance by Robert Bruce Shaw. 1998. Reviewed in Human Resource Planning, 21 (2): 57.

RESEARCH GRANTS

Total of \$77,000 in research grants received since 1992.³⁰

COMMUNITY SERVICE

Member, Good Neighbor Team, All Saints Church, Durham, North Carolina, 2015-
Through World Relief Durham, create loving, lasting, life-long, mutually beneficial relationships with refugee families through [integral mission](#), weekly visits to the family, and assisting with the resettlement process.

Board Member, [Carolina Headache Foundation](#), Durham, North Carolina, 2014-.

ANEIL K. MISHRA

Parent Volunteer, Durham Academy, Durham, NC, 2004-2009; 2011– Present.

Board Member, Cancer Services, Incorporated (Not-for-Profit). Winston-Salem, NC, 2002- 2005.
Sponsorships Chairperson for the “Wrapped Up In Ribbons”s Annual Auction, Raised \$20,000 in sponsorships in first year as chairperson.

PROFESSIONAL SERVICE

Founding Associate Editor, *Journal of Trust Research* 2009-Present

Founding Editorial Board Member, *Int. Journal of Human Potential Development* 2011-Present

Editorial Board Member, *Journal of Organizational Behavior* 2007-2011

Editorial Board Member, *Journal of Applied Behavioral Science* 2007-2011

Editorial Board Member, *Decision Sciences Journal of Innovative Education* 2001-2005

Ad-hoc Reviewer for the *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Business Ethics*, *Journal of Managerial Psychology*, *Management Science*, Oxford University Press, *Sloan Management Review*, and Stanford University Press.

Academy of Management Meetings Reviewer:

Organizational Behavior Division (8 years)

Organization and Management Theory Division (7 years)

Organizational Development Division (2 years)

Faculty Associate, Center for Research on Conflict and Negotiation
The Pennsylvania State University

1992-1997

Track Chair, (2010). The European Institute for Advanced Studies in Management, Trust within and between Organizations.

Discussant, “Governing Knowledge Production – The Motivational Underpinnings of Knowledge Work,” 2008 Academy of Management Annual Meetings, Anaheim, CA, August 9-12.

Symposium Co-Chairperson, “Beyond Downsizing: A Call to Action for Revitalizing Organizations,” 1997 Academy of Management Annual Meetings, Boston, MA, August 10-13. Selected by the Academy as a **SHOWCASE** symposium.

Facilitator, “Shared Interest Track on Intra-Organizational Trust,” 1997 Academy of Management Annual Meetings, Boston, MA, August 10-13.

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Discussant, "Research in Organizational Change and Development Roundtable Paper Session," 1994 Academy of Management Annual Meetings, Dallas, TX, August 14-17.

Symposium Co-Chairperson, "The Challenge of Building Trust and Empowerment in Contemporary Organizations," 1994 Academy of Management Annual Meetings, Dallas, TX, August 14-17.

Symposium Chairperson, "Charting the Boundaries of Organizations: The Role of Trust and Distrust," 1993 Academy of Management Annual Meetings, Atlanta, GA, August 8-11. Selected by the Academy as a **SHOWCASE** symposium.

Participant, OB-OMT New Faculty Consortium participant, 1993.

Conference Co-Chairperson, "The Role of Trust in Organizational Life." The University of Michigan, Ann Arbor, MI, May 15-16, 1992.

Symposium Co-Chairperson, "Entrenched Enforcers to Responsible Revolutionaries: Overcoming the Double Bind as Middle Managers Transform their Role in Organizations." 1991 Academy of Management Annual Meetings, Miami, FL, August 9-12.

Session Chairperson, "Reconceptualizations in Organizational Development." 1990 Academy of Management Annual Meetings, San Francisco, CA, August 12-15.

UNIVERSITY SERVICE

Member, Research/Creative Activity Committee, East Carolina University College of Business, 2014-2016.

Member, University Undergraduate Admissions Standards Committee, North Carolina Central University, 2014.

Member, Instructional Observation Committee, School of Business, North Carolina Central University, 2013-2014.

Member, Graduate Studies Council, North Carolina Central University, 2013-2014.

Faculty Advisor, Phi Beta Lambda, business service organization, School of Business, North Carolina Central University, April 2013 – April 2014.

Member, Faculty Promotion and Tenure Committee, School of Human Resources and Labor Relations, Michigan State University, 2009-2011.

Member, Faculty Annual Review Committee, School of Human Resources and Labor Relations, Michigan State University, 2009-2011.

ANEIL K. MISHRA

Faculty Chair, Advisory Board Committee on Executive Education, School of Human Resources and Labor Relations, Michigan State University, 2009-2011.

Member, Website and IT Committee, School of Labor and Industrial Relations, Michigan State University, 2009-2010.

Member, President's Committee on Conferences and Speakers, Wake Forest University, 2007-2008.

Member, President's Committee on Gleaning for the World, Wake Forest University, 2007-2008.

Member, Certification Committee, Babcock Graduate School of Management, Wake Forest University, 2007-2008.

Member, Curriculum Committee, Babcock Graduate School of Management, Wake Forest University, 2005- present; 1999-2000

Representative (2004-2007) and Chairperson (2006-2007), University Grievance Committee, Wake Forest University.

Member, Dean's Taskforce to Improve Teaching Evaluation and Development, 2007.

Alternate Representative, University Grievance Committee, Wake Forest University, 2001-2004

Chairperson, Organizational Behavior Candidate Search Committee, Babcock Graduate School of Management, Wake Forest University, 2004-2005 and 1999-2000

Member, Academic Coordination Council, Babcock Graduate School of Management, Wake Forest University 2002 – 2003

Member, Community and Survey Research Center Task Force, Wake Forest University, 2001-2003

Chairperson, Task Force on the Full-Time Core MBA Program, Babcock Graduate School of Management, Wake Forest University, 2001- 2002; member 2000-2001

Advisor, Professional Management Association, Penn State University, 1994-1997

Member, Undergraduate Curriculum Committee, Department of Management and Organization, Penn State University, 1994-1997

Coordinator, Distinguished Researcher Award, Department of Management and Organization, Penn State University, 1993-1996 (Hosted Jane Dutton, Keith Murnighan, Karl Weick)

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Member, Faculty Advisory Committee, Department of Management and Organization, Penn State University, 1994-1995

Member, MBA Core Curriculum Coordination Committee, The Smeal College of Business Administration, Penn State University, 1993-1995

Member, MBA Curriculum Committee, Department of Management and Organization, The Smeal College of Business Administration, Penn State University, 1992-1993

President, Ph.D. Forum. Represented doctoral students on the University of Michigan School of Business Administration's Doctoral Studies Committee, 1988-1989

PROFESSIONAL AFFILIATIONS

Academy of Management

Previous Work Experience:

GENERAL MOTORS. BUICK-OLDSMOBILE-CADILLAC GROUP, Lansing, MI 1984-1987

Manufacturing Engineer

Manufacturing Engineering, Powertrain Product Team, January, 1986-September, 1987.

Personnel Specialist

Human Resources Management, Lansing Product Team, May, 1985-January, 1986.

Salaried-Employee-In-Training

Human Resources Management, Lansing Product Team, June, 1984-May, 1985.

Princeton University Service

Helped raise over \$18 million to date for Annual Giving

Member, Class of 1984 Memorial Fund Committee, 2005 – Present

Member, Class of 1984 Annual Giving Participation Committee, 2003 – Present

Member, Class of 1984 Special Gifts Committee, 2008-Present.

Class Agent, Annual Giving, 1999-2003

Volunteer, Alumni Schools Committee, 1981 - present.

Young Alumni Chairman, Princeton Club of Michigan 1986-1989

Selected Recent Media

September 24, 2014 [The Trust Imperative: Part II, *S/law*, Canada's online legal magazine](#). The interview concludes this week with a discussion of how law firm leaders can build trust within their organizations and how this can create competitive advantage in an era when [trust in leadership seems to be at an all time low](#).

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September 17, 2014 [The Trust Imperative: Part I, *Slaw*, Canada's online legal magazine](#). "I turned to internationally renowned leadership consultant, Aneil Mishra, Ph.D. to share some advice about how leaders can build trust."

September 6, 2012 [Degrees You Can Earn Anytime You Want, *Yahoo Education*](#), online, interviewed by Jillian Blume. "It's an area where the knowledge base is rapidly evolving, and there's a technological component that will be incredibly important in the future," says Aneil Mishra, managing partner of Total Trust Coaching and Consulting.

August 27, 2012, [3 Teambuilding Exercises Tailored to Unique Business Challenges, online, *Entrepreneur.com*](#), online, interviewed by Alina Dizik. "A creative approach works well when trying to teach company and industry knowledge. Games and creative exercises such as this are more likely to be retained by employees than rote memorization."

August 13, 2012, [Online MBA Students May Face Challenges Finding Effective Mentors, *US News & World Report*](#) online, interviewed by Menachem Wecker. Digital communication tools, particularly LinkedIn, help Mishra stay in touch with the many students from overseas that he coaches, he says, but he recommends a hybrid approach, where there is some face-to-face interaction for trust building amid the communication via social media and digital tools. Sometimes, that may mean making more of an effort to go to events or to network in person in other ways.

September 19, 2011, ["Even Hints of Layoffs Decay Morale," *The Wall Street Journal*](#). Still, multiple announcements of layoffs tend to compound employee stress levels, said Aneil Mishra, managing partner of Total Trust Coaching & Consulting, a human resources consultant. "The more often you do it, the more brittle employees become," he said..

October 7, 2010, [The five critical mistakes hospitals make when downsizing.](#)

March, 2010, ["The Four Dimensions of Trustworthy Leadership," *Chief Learning Officer Magazine*](#).

November/December 2009, "Outsourcing the curriculum", *BizEd Magazine*. Interview about the creation of the case study to accompany the film *Outsourced*.

September, 2009. "Downsizing: Not Just About Doing More With Less," *Business Digest*.

March 25th, 2009, ["Team Building Exercises for Tough Times," *Harvard Management Update*](#).

March 20, 2009, ["New job, Same Company: By redeploying workers, employers can avoid morale-sapping staff cuts" *The Boston Globe*](#).

January 17, 2009, ["Tapping Out A Gentle Layoff Strategy," *Investor's Business Daily*](#).

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June 24, 2008, [“In Order to Get Ahead, Get Out of Comfort Zone.” *Wall Street Journal*](#). You like your company and your co-workers, but you’re bored of your job.

November 20, 2007; [“Performance Reviews Need Some Work, Don't Meet Potential,” *Wall Street Journal*, Page B1](#). Let's put it diplomatically and take the emotion out of it: The whole performance-review process, now in season, doesn't exactly exceed expectations. Reprinted in: [Charlotte Observer, November 25, 2007](#).

[Deseret Morning News, November 25, 2007](#)

<http://www.spokesmanreview.com/business/story.asp?ID=220807>

[CapeCodWorks.Com 11/22/07](#)

<http://www.seacoastcareers.com/apps/pbcs.dll/article?AID=/20071122/EMPLOYMENT/71122003>

[Winston-Salem Journal, January 6, 2008 \(online 1/3/08\)](#).

March 29, 2007: “Circuit City Layoffs For Cheaper Workers May Break Ground” *Dow Jones News Service*. Companies may constantly look to prune higher-paid workers, but Circuit City Stores Inc.'s (CC) replacement of 3,400 store-level employees with lower paid ones may break new ground, according to several academic experts. Reprinted:

<http://www.smartmoney.com/news/on/index.cfm?story=ON-20070328-000844-1605>

http://news.morningstar.com/news/ViewNews.asp?article=/DJ/200703281605DOWJONESDJO_NLINE000844_univ.xml&Cat=Retail

August 9, 2006. “Are There Men in Your Office?” [Blogophile, CBS News.Com](#). “Others issued a call to action. ‘Somehow we must find ways to bring back these men into society’s fold, so that they can become productive citizens again,’ a blogger at [Total Trust](#) writes.”

Dec 1, 2005—“Dow Jones in the Money: Biggest brand battle for GM is internal,” *Dow Jones News Service*. “I don't think they can justify in the marketplace how a Buick, a Cadillac and a Saab are different,” says Anil Mishra, associate professor of management. “... They are spreading their investment capital across too many brands. It's showing up in their slow product cycle that isn't turning fast enough to meet market demand.” GM “should have invested more in Saturn a decade ago and shut down Buick and Oldsmobile and portions of Pontiac. ... What we have found in 20 years of research of downsizing in autos, steel, aerospace

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and tobacco is that without changing relationships with customers and suppliers, workforce reductions alone won't do it. ... It's definitely too late to keep all these brands going."

Nov 4, 2004-- "A Prize: Woman clocks 60 years with Merrill," *Winston-Salem Journal*. "This employee's loyalty and tenure at Merrill Lynch are unheard of in this day and age, in that industry given the current downsizing era when most companies do not demonstrate such loyalty," Mishra said.

Oct 3, 2004-- "Changing NASA's culture: Space agency looks to business world for organizational overhaul," *The Calgary Herald*. Anil Mishra, an associate management professor at Wake Forest University who has studied both large and small organizations and their need for cultural change, said leaders must exhibit four traits to make a transformation work, which he calls the "ROCC of trust" -- Reliability, Openness, Competence and Concern for the future of the organization as a whole, not personal gain.

Sep 8, 2004-- "Creative perks improve company loyalty," *Ottawa Citizen*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases. Originally published in the Baltimore Sun.

Aug 25, 2004-- "Perks with the works," *Orlando Sentinel*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases. Originally published in the Baltimore Sun.

Aug 8, 2004-- "Making the Marriage Work: Brown & Williamson, Reynolds Have Put Small Army to Work on Integration," *Winston-Salem Journal*. "Employees do have to have some credible vision of the future that is communicated effectively to them," said Mishra.

Aug 6, 2004-- "[Steps to Improving Morale](#)," *JupiterWeb (IT Management)*. Morale in the IT department has been in the weeds for several years now. A bad economy, tight budgets and widespread layoffs have lead to stressed out and overworked techies. Analysts, however, say corporate executives can go a long way to improve morale -- and business -- by following a few steps. Anil Mishra, offers advice

Aug 5, 2004-- "Unique perks keep retention high," *Finger Lakes Times*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases.

Jul 19, 2004-- "Employers swear by unusual worker perks; Vacation money, bonuses help keep employees content," *The Houston Chronicle*. Generous perks can even become "golden handcuffs," in some cases, keeping a worker from leaving naturally when the job has become a drag, said Mishra. Originally published in the Baltimore Sun. This article was also published in the Press & Sun-Bulletin and Sunday Kenosha News.

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Jul 11, 2004-- "Perks help keep workers happy," *Baltimore Sun*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases, keeping a worker from leaving naturally when the job has become a drag.

¹ Human Resource Practices as Indicators of Trust and Control When Organizations Grow. Part of the Professional Development Workshop on Organizational Trust at the Academy of Management Conference, Chicago, IL, August 7, 2009.

² Blogging Basics and Blogging Ethics. Part of the Professional Development Workshop on Blogging for Management Scholars at the Academy of Management Conference, Chicago, IL, August 7, 2009.

³ Mishra, Anil K., Schwarz, Gavin M., & Mishra, Karen E. The Co-Evolution of Trust and Control When Organizations Grow. Presented at the 68th annual meeting of the Academy of Management, Anaheim, CA, August 9-12, 2008.

⁴ Mishra, Anil K. & Mishra, Karen E. 2005. Trust from near and far. Organizational Commitment and Turnover in Franchise-Based Organizations. Presented at the 65th annual meeting of the Academy of Management, Honolulu, Hawaii, August 6-10.

⁵ Mishra, Anil K. Integrating multiple forms of control. 2005. Presented at the 11th Annual Organization Science Winter Conference, Steamboat Springs, CO, February 3-6.

⁶ Mishra, Anil K. & Mollica, Kelly A. 2001. Examining the Relationship Between Justice and Organizational Commitment in Franchise Organizations: The Mediating Role of Trust. Presented at the 61st annual meeting of the Academy of Management, Washington, D.C., August 5-9.

⁷ Mishra, Anil K. 1999. The influence of trust and empowerment on emotional, cognitive, and behavioral responses to downsizing. Presented at the 59th annual meeting of the Academy of Management, Chicago, August 8-11.

⁸ Spreitzer, Gretchen M. & Mishra, Anil. 1999. An empirical examination of a stress-based framework of survivor responses to downsizing. Presented at the 59th annual meeting of the Academy of Management, Chicago, August 8-11.

⁹ Mishra, Anil K., Spreitzer, Gretchen M., Cooke, William N., and Noble, Deborah S. 1998. Follow the leader: The role of multiple leaders in shaping team success. Presented at the 58th annual meeting of the Academy of Management, San Diego, CA, August 11-13.

¹⁰ Denison, Daniel R. & Mishra, Anil K. 1998. Does organizational culture have an impact on quality? A study of culture and quality in 92 manufacturing organizations. Presented at the 58th annual meeting of the Academy of Management, San Diego, CA, August 11-13.

¹¹ Spreitzer, Gretchen M., Noble, Deborah, Mishra, Anil K., and Cooke, William. (1998) Creating a context for building trust in teams. Presented at the 2nd Annual Conference on Research on Groups and Teams, Stanford Graduate School of Business and Columbia Business School, Palo Alto, CA, May 15-17.

¹² Spreitzer, Gretchen M. and Mishra, Anil K. (1997) Survivor responses to downsizing: Exploring the neglected roles of trust and empowerment. Presented at the 57th annual meeting of the Academy of Management, Boston, MA, August 10-13.

¹³ Mishra, Karen E., Spreitzer, Gretchen M., and Mishra, Anil K. (1997) Making a difference during downsizing: Mitigating the damage to trust and empowerment. Presented at the Western Academy of Management, Squaw Creek, Nevada, April 3-5.

ANEIL K. MISHRA

- ¹⁴ Mishra, Aneil K. (1996) Collaboration within and between organizations: The role of multi-level trust. Presented at the 56th annual meeting of the Academy of Management, Cincinnati, OH, August 11-14.
- ¹⁵ Mishra, Aneil K. and Spreitzer, Gretchen M. 1996. Collision course: Building trust and empowerment amidst organizational downsizing. Paper presented at the 56th annual meeting of the Academy of Management, Cincinnati, OH, August 11-14.
- ¹⁶ Mishra, Aneil K. and Spreitzer, Gretchen M. (1996) Aligning individual and organizational interests. Paper presented at 11th annual conference of the Society for Industrial and Organizational Psychology. San Diego, CA, April 26-28.
- ¹⁷ Mishra, Aneil K. and Spreitzer, Gretchen M. (1994) Building trust and empowerment during industry upheaval. Paper presented at the 54th annual meeting of the Academy of Management, Dallas, TX, August 14-17.
- ¹⁸ Denison, Daniel R. and Mishra, Aneil K. (1994) Toward a theory of organizational culture and effectiveness. Paper presented at the ORSA-TIMS conference. Boston, May.
- ¹⁹ Mishra, Aneil K. 1994. Organizational responses to crisis: The centrality of trust. Paper presented at the Stanford Graduate School of Business Conference on Trust, Palo Alto, CA, May 14-15.
- ²⁰ Mishra, Aneil K. (1993) Breaking down organizational boundaries during crisis: The role of mutual trust. Paper presented at the 53rd annual meeting of the Academy of Management, Atlanta, GA, August 8-11.
- ²¹ Mishra, Aneil K., Mishra, Karen E., and Cameron, Kim S. 1993. Developing mutual trust in creating the boundaryless organization: An exemplar from the U.S. auto industry. Presented at 53rd annual meeting of the Academy of Management, Atlanta, GA, Aug. 8-11.
- ²² Mishra, Aneil K. (1993) Current research on trust. Paper presented at the Seminar in Organizational Behavior, Carlson School of Management, The University of Minnesota. Minneapolis, MN, November 18.
- ²³ Mishra, Aneil K. (1992) An empirical study of trust in the auto industry. Paper presented at the conference "The Role of Trust in Organizational Life." The University of Michigan, Ann Arbor, MI, May 15-16, 1992.
- ²⁴ Mishra, Aneil K. and Cameron, Kim S. (1991) Middle managers and top management mandates: Moving from implementers to formulators. Paper presented at the 51st annual meeting of the Academy of Management, Miami, FL, August 9-11.
- ²⁵ Mishra, Aneil K. (1991) Organizational responses to crisis: The role of top management teams and mutual trust. Paper presented at the Interdisciplinary Organizational Studies Seminar (ICOS), The University of Michigan, Ann Arbor, MI, November 15.
- ²⁶ Cameron, Kim S., Freeman, Sarah J., and Mishra, Aneil K. (1990) Organizational downsizing and redesign. Paper presented at the 50th annual meeting of the Academy of Management, San Francisco, CA, August 12-15.
- ²⁷ Denison, Daniel R., Hart, Stuart L., Henderson, Douglas A., and Mishra, Aneil K. (1990) Adaptability and effectiveness among high technology firms in hyperturbulent environments. Paper presented at the Second International Conference on Managing the High Technology Firm, Boulder, CO, January 10-12.
- ²⁸ Denison, Daniel R. and Mishra, Aneil K. (1989) Organizational culture and organizational effectiveness: A theory and some preliminary evidence. Paper presented at the 49th annual meeting of the Academy of Management, Washington, D.C., August 12-15.

ANEIL K. MISHRA

²⁹ Denison, Daniel R., Hart, Stuart L., Henderson, Douglas A., Chambers, Brian R., and Mishra, Aneil K. (1988) The evolution of corporate non-pecuniary priorities in industrial location: Forty years of evidence from Detroit. Paper presented at the 30th annual conference of the Association of Collegiate Schools of Planning, Buffalo, NY: October.

RESEARCH GRANTS RECEIVED:

³⁰ *Project Director*, Understanding the role of trust during organizational change, Babcock Graduate School of Management, Wake Forest University, 1998-1999 (\$4000) and 1999-2000 (\$4000).

Project Director, Developing Effective Approaches to Organizational Downsizing: Phase II. Sponsored by the Smeal College of Business Administration, Penn State University. \$4000; 1997-1998.

Project Director, Developing Effective Approaches to Organizational Downsizing. Sponsored by the Smeal College of Business Administration, Penn State University. \$5000; 1996-1997.

Project Director, Customer-Supplier Relations in the North American Automotive Industry. Sponsored by the Smeal College of Business Administration and the Center for Research on Conflict and Negotiation, Penn State University. \$3300; 1994-1995.

Project Co-Director (with Kim S. Cameron), Organizational Change and Effectiveness in the U.S. Automotive Industry. Sponsored by the University of Michigan's Executive Education Program. \$57,000; 1991-1993.