

CURRICULUM VITAE

Kurt W. Sandholtz

Associate Teaching Professor, Romney Institute of Public Service & Ethics

BYU Marriott School of Business

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EDUCATION

- 2013 Ph.D. in Management Science & Engineering, School of Engineering
Stanford University
Dissertation: *When Legitimacy Becomes a Constraint: Lessons from an ethnographic study
of HR work*
Committee Co-Chairs: Steve Barley and Woody Powell
- 1988 Master's in Organizational Behavior, Marriott School of Management
Brigham Young University
Stephen G. & Louise Richards Covey Scholar
- 1983 B.A., English cum laude, Brigham Young University
Trustees Scholar

RESEARCH INTEREST

I investigate embedded professions, the effects of technology on HR systems, and the emergence and evolution of new industries, occupations, and organizational forms

ACADEMIC POSITIONS

- 2024-present Professor *ad honorem*, Universidad Politécnica de Madrid
(honorary visiting professorship; appointment is for two years)
- 2020-present Associate Teaching Professor, Romney Institute of Public Service & Ethics
Marriott School of Business, Brigham Young University
- 2012-2022 Director, Management Communication Program
Marriott School of Business, Brigham Young University
- 2013-20 Assistant Professor, Organizational Behavior and Human Resources
Marriott School of Business, Brigham Young University
- 2004-05 Visiting Instructor, Marriott School of Business, Brigham Young University

PUBLICATIONS

Refereed Journals

McGann, Susie, Norman W. Evans, Benjamin L. McMurry, and Kurt Sandholtz

2020 “Challenges in BCOM: Student and Faculty Perceptions on English as an Additional Language.” *Business and Professional Communication Quarterly*. OnlineFirst. doi.org/10.1177/2329490620944880

Sandholtz, Kurt W., Daisy Chung, and Isaac Waisberg

2019 “The Double-Edged Sword of Jurisdictional Entrenchment: Explaining HR professionals’ failed strategic repositioning.” *Organization Science* 30(6): 1349-67.

Sandholtz, Kurt W.

2012 “Making Standards Stick: A theory of coupled vs. decoupled compliance.” *Organization Studies* 33 (5-6): 655–679.

Powell, Walter W. and Kurt W. Sandholtz

2012 “Amphibious entrepreneurs and the emergence of organizational forms.” *Strategic Entrepreneurship Journal* 6 (2): 94–115.

* Recognized in **2020** as a **Best Paper** by Strategic Entrepreneurship Journal.

Book Chapters

Sandholtz, Kurt W. and Walter W. Powell

2019 “Amphibious Entrepreneurs and the Origins of Invention,” in Jeff Reuer and Sharon Matusik (eds.) *The Oxford Handbook on Entrepreneurship and Collaboration*. Oxford University Press. pp. 541-566. doi: 10.1093/oxfordhb/9780190633899.013.37.

Sandholtz, Kurt W. and Tyler Burrows

2016 “Compliance Police or Business Partner? Institutional Complexity and Occupational Tensions in Human Resource Management,” in Lisa E. Cohen, M. Diane Burton, Michael Lounsbury (eds.) *The Structuring of Work in Organizations*. Research in the Sociology of Organizations, Vol. 47: 161-91.

* Received the **2017 Outstanding Author Contribution** award from Emerald Publishing.

Sandholtz, Kurt W.

2016 “Standardizing Knowledge Work: How ‘homegrown’ standards overcome resistance among professional employees,” in Kai Jakobs (ed.) *Effective Standardization Management in Corporate Settings*. Hershey, PA: IGI Global.

Powell, Walter W. and Kurt W. Sandholtz

2012 “Chance, Necessite, et Naivete: Ingredients to create a new organizational form,” in J. F. Padgett and W. W. Powell, eds., *The Emergence of Organizations and Markets*, chap. 13 (379 – 433). Princeton University Press.

AWARDS & RECOGNITION

2023 Fulbright Senior Scholar, Universidad Politécnica de Madrid, Spain, January – July.

2019 Alcuin Fellowship in Undergraduate Education, Brigham Young University. Three-year fellowship recognizes excellence in undergraduate teaching and includes the opportunity to design and teach a cross-disciplinary “unexpected connections” course in the BYU Honors program.

CITIZENSHIP

2023 BYU University Academic Unit Review Committee member. Three-year assignment.

PAPERS IN PROGRESS

“When AI occasions normative articulation: How recruiters introduce AI tools by consolidating distributed hiring expertise in organizations.” With Daisy Chung (Bayes Business School, City University of London). Target journal: *Journal of Management Inquiry*.

“The effect of amphibious founders on the success of ‘green’ ventures: The case of TreeNNOVA.” With Carmen Avilés and Camilo Muñoz (Universidad Politécnica de Madrid). Target journal TBD.

RESEARCH PRESENTATIONS

- 2024 “When AI occasions normative articulation: How recruiters introduce AI tools by consolidating distributed hiring expertise in organizations.” With Daisy Chung. European Group for Organization Studies (EGOS) Annual Colloquium, Milan, July 4-6.
- 2023 “Career choices and jurisdictional vacancies: The institutional antecedents and effects of one-way, roundtrip, and open-jaw career paths.” With Ryan Stice-Lusvardi. European Group for Organization Studies Annual Colloquium, Cagliari, Sardinia, July 6-8.
- 2023 “How inter-institutional forces affect career trajectories.” With Ryan Stice-Lusvardi. Madrid Work & Organizations Workshop, May 18.
- 2022 “Legitimacy by Association? HR analytics and the barriers to borrowed legitimacy.” With Ryan-Stice Lusvardi and Rebecca Hinds. *People and Organizations Conference* at Wharton, Oct 13-15.
- 2020 “When embedded professionals must restore fidelity to their organization or profession.” With Jeff Bednar (BYU), Marina Biniari (Sussex) and Gabby Cunningham (Oxford). *Academy of Management Annual Meeting*, online, Aug 7-11.
- 2019 “Using the Lens of Professions to Examine Management Theories of Sector.” With Robert Christensen (BYU) and Jared Olsen (Arizona State). *Academy of Management Annual Meeting*, Boston, Aug 9-13.
- 2018 “Using the Lens of Professions to Examine the Relevance of Sector.” With Robert Christensen (BYU). *International Society for Third-Sector Research (ISTR) Conference*, Amsterdam, Netherlands, July 10-11.
- 2018 “Using the Lens of Professions to Examine the Relevance of Sector.” With Robert Christensen (BYU). *European Group for Organizational Studies (EGOS) Conference*, Tallinn, Estonia, July 5-7.

- 2017 “You Can’t Divorce Your Children: Interdependent clients as a constraint on jurisdictional shifts” (with Isaac Waisberg, Tel Aviv University). *American Sociological Society Annual Meeting*, Montreal, Aug 12-15.
- 2017 “HR Analytics: A New Profession in the Making? Articulating a new link between professional expansion and emergence” (with Ryan Stice-Lusvardi, Stanford University). *European Group for Organizational Studies (EGOS) Conference*, Copenhagen, Denmark, July 6-8.
- 2017 “Putting Identity to Work: How professionals use identity in responding to organizational work demands” (with Marina Biniari, Jeff Bednar, and Gabby Cunningham). *9th Annual International Symposium on Process Organization Studies*, Kos, Greece, June 22 – 24.
- 2017 “Writing and Producing an Open Textbook for Business Communication” (with Andy Spackman and Marianna Richardson). *Association for Business Communication Western Regional Conference*, Orem, UT, Mar 31 – Apr 1.
- 2016 “‘What got you here won’t get you there’: How HR may unintentionally hinder the realization of human-capital-based competitive advantages” (with Gabby Cunningham and David Kryscynski). *People and Organizations Conference* at Wharton, Sep 9-10.
- 2016 “Engineering Resistance: Political Uses of Professional Identity” (with Marina Biniari, Jeff Bednar, and Gabby Cunningham). *Academy of Management Annual Meeting*, Anaheim, Aug 5-9.
- 2016 “The Case for Inefficiency in HR: An organizational learning perspective” (with Isaac Waisberg). *Academy of Management Annual Meeting*, Anaheim, Aug 5-9.
- 2016 “Engineering Resistance: Political Uses of Professional Identity” (with Marina Biniari, Jeff Bednar, and Gabby Cunningham). *European Group for Organizational Studies (EGOS) Conference*, Naples, Italy, July 7-9.
- 2015 “Organizational Learning and Selection Processes: The Case for Inefficiency” (with Isaac Waisberg). *People and Organizations Conference* at Wharton, Oct 16-17.
- 2015 “How HR Professionals Make Sense of the Injunction to ‘Be More Strategic’” (with Gabby Cunningham). *Strategic Management Society Conference* (Strategic Human Capital track), Denver, Oct 3-6.
- 2015 “Legitimacy Traps: Action, Structure, and HR’s Struggle to Establish a Strategic Role.” *Academy of Management Annual Meeting*, Vancouver, Aug 11.
- 2014 “How Organizational Members Cope with Institutional Exigencies: An identity negotiation view” (with Marina Biniari and Jeff Bednar). Presented at the *People and Organizations Conference* at Wharton, October 10 – 11.
- 2014 “Legitimacy Traps.” Presented at the Stanford WTO Workshop, July 23 -24.
- 2014 “Legitimacy Traps.” Presented at the 6th Annual International Symposium on Process Organization Studies, Rhodes, Greece, June 19 – 21.

- 2013 “When Legitimacy Becomes a Constraint: Lessons from an Ethnographic Study of HR Work.” Presented at the *People and Organizations Conference*, University of Pennsylvania’s Wharton School, October 4 – 5.
- 2013 “When Legitimacy Becomes a Constraint: Lessons from an Ethnographic Study of HR Work.” Presented at the *Structure and Structuring of Work within and across Organizations Workshop*, McGill University, July 6 – 7.
- 2011 “Amphibious Entrepreneurs and the Emergence of Organizational Forms.” Presented at the *2011 West Coast Research Symposium*, University of Washington, September 7 – 9. (With Walter W. Powell.)
- 2011 “Compliance Police or Business Partner? Institutional complexity and contested legitimacy in HR.” Presented in a symposium entitled *Expert Work and Organizations: Bridging Organization Theory and the Sociology of Professions*, chaired by Pam Tolbert and John Van Maanen, *Academy of Management Annual Meeting*, San Antonio, TX, August 16.
- 2011 “Transcending Standards: Occupational identity and the origins of tight coupling.” Presented in a session on *Decoupling and Symbolic Compliance* at the *Academy of Management Annual Meeting*, San Antonio, TX, August 15.
- 2011 “Amphibious Entrepreneurs and the Emergence of Organizational Forms.” Presented in a symposium entitled *Agency and Emergence: On the origins of strategy*. Discussant: Sarah Kaplan. *Academy of Management Annual Meeting*, San Antonio, TX, August 15.
- 2011 “Institutional logics and occupational identities: A study of the HR profession.” Paper accepted for track on institutional logics organized by Michael Lounsbury, Patricia Thornton, and William Ocasio. *2011 EGOS Colloquium*, Goteborg, Sweden, July 7-9.
- 2011 “Amphibious entrepreneurs and the emergence of organizational forms.” Presented at the *2011 UC-Davis Conference on Qualitative Research*, March 25-26.
- 2010 “Dare or Duty? The ‘caring’ role and other tensions in contemporary HR.” Co-organizer (with Julia Brandl, University of Innsbruck) of caucus session on macro studies of HR, at the *Academy of Management Annual Meeting*, Montreal, August 7-10.
- 2010 “Chance, Necessite, et Naivete: Ingredients to create a new organizational form” (with Woody Powell). *Academy of Management Annual Meeting*, Montreal, August 7-10.

INVITED TALKS

- 2023 “How Inter-institutional Forces Affect Career Trajectories.” Bayes Business School, City University of London, May 25.
- 2023 “Amphibious Entrepreneurs.” University of Las Palmas – Gran Canaria, February 10.
- 2016 “No Vacancy: Professional-Client Relationships as Barriers to Jurisdictional Shifts.” Cornell University School of Industrial and Labor Relations, April 26.

- 2013 “Compliance Police or Business Partner? Institutional complexity and contested legitimacy in HR.” University of Alberta School of Business, October 22.

TEXTBOOKS

- 2017 *Management Communication* (1st, 2nd, and 3rd editions). Free online textbook created with a team of BYU MCom adjunct instructors. See www.mcom320.net.

COURSES DESIGNED AND/OR TAUGHT

Undergraduate

- HRM 401/391 – Organizational Effectiveness (401 is for HR majors only)
- HRM 421 – HRM Implementation
- Honors 227 – The Comedy of Life: Understanding social structure through humor
- MCom 320 – Management Communication
- OB 321 – Introduction to Organizational Behavior

Graduate

- EIT Digital – Three Perspectives on Innovation (elective – European master’s program)
- UPM Doctoral Seminar - Career Options and Success Factors for Engineers with PhDs
- MPA/EMPA 662 – Communication in Public Administration (core MPA curriculum)
- MBA 540 – Organizational Behavior (core MAcc curriculum)
- MBA 542 – Micro & Macro Organizational Behavior (MBA elective)

RESEARCH GRANTS

- 2022 Kennedy Center International Studies, “Understanding the Innovation Ecosystem at Universidad Politécnica de Madrid.”
Amount: \$2,100. Duration: September 2022 – September 2023.
- 2012 National Science Foundation research grant #1157885, awarded jointly by the Innovation and Organization Sciences Division and the Law and Social Sciences Division.
Project title: “Compliance Police or Business Partner? Institutional Contradictions and Contested Legitimacy in HR.”
Principal Investigator: Stephen R. Barley
Amount funded: \$140,281. Duration of funding: January – December 2012

REVIEW ASSIGNMENTS

Two-time recipient (2017 and 2014) of the *Above and Beyond the Call of Duty (ABCD)* Award from the Organization and Management Theory (OMT) division of the Academy of Management. This award recognizes reviewers who provide timely and high-quality reviews that authors have indicated were particularly helpful in developing their work. In 2014, 17 out of 900+ reviewers received the award.

At-large reviewer for *Administrative Science Quarterly*, *Business & Society*, *Human Resource Management Journal*, *Journal of Professions and Organization*, *Organization Science*, *Organization Studies*, and *Strategic Organization*.

PRACTITIONER EXPERIENCE

2006-07 Senior Consultant, The RBL Group, Provo, UT
2003-04 Managing Director, Zenger Folkman Co., Orem, UT
1990-02 Consultant and Partner, Novations Group, Inc., Provo, UT
1986-90 Staff Writer and Senior Editor, Dow Jones & Co., Princeton, NJ
1983-84 English Teacher, Inlingua Idiomas, Gijón, Spain

PROFESSIONAL WORKSHOPS DESIGNED AND/OR TAUGHT

The Innovator's DNA – Cultivating the habits of the world's most innovative leaders.
Clients: Qualcomm, Coca-Cola, Visa International, IASIS
Targeted Development – A proprietary corporate leadership development experience
Client: Dupont worldwide
The Extraordinary Leader – 360° assessment-based leadership development seminar
Clients: Intel, Dow Chemical R&D, 3M, Fidelity Investments
Managing Your Career – Career development for engineers and other technical experts
Clients: GlaxoSmithKline, Pfizer, LLNL, P&G, GKN Automotive
Beyond Juggling: Rebalancing Your Busy Life – Realistic work-life balance strategies
Clients: Qualcomm, Estee Lauder, ConocoPhillips
HR Excellence – A proprietary corporate professional development course for HR executives
Clients: Nokia, Novartis

PRACTITIONER BOOKS

Ulrich, Dave, Wayne Brockbank, Dani Johnson, Kurt W. Sandholtz, and Jon Younger
2008 *HR Competencies: Mastery at the intersection of people and business.* Alexandria, VA: SHRM Press.

Sandholtz, Kurt W., C. Brooklyn Derr, Kathy Buckner, and Dawn Carlson
2002 *Beyond Juggling: Rebalancing Your Busy Life.* San Francisco: Berrett-Koehler.