

CURRICULUM VITAE

Kurt W. Sandholtz

Associate Professor

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 INTERESTS

I investigate how occupations influence and are influenced by organizations and institutions.

ACADEMIC POSITIONS

- 2020-present Associate Professor, Romney Institute of Public Service & Ethics
Marriott School of Business, Brigham Young University
- 2012-present 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.

PAPERS IN PROGRESS

“Dual Allegiance: Protecting one’s professional mandate in the face of organizational authority.” With Jeff Bednar (BYU), Marina Biniari (Aalto University), and Gabby Cunningham (Oxford). Revising for submission to *Organization Science*.

“The Space Between: Hybridization and the emergence of an HR analytics profession.” With Ryan Stice-Lusvardi (Stanford). Preparing for submission to *Organization Science*.

“Using the Lens of Professions to Examine Management Theories of Sector.” With Robert Christensen (BYU) and Jared Olsen (Arizona State). Theory paper. Preparing for submission to *Academy of Management Review*.

“How HR Professionals Make Sense of the Injunction to ‘Be More Strategic.’” With Gabby Cunningham (Oxford) and David Kryscynski (BYU). Nominated for Best Paper, Strategic Management Society Conference, Strategic Human Capital track. Preparing for submission to *Strategic Management Journal*.

CONFERENCE PRESENTATIONS

- 2020 “When embedded professionals must restore fidelity to their organization or profession.” With Jeff Bednar (BYU), Marina Biniari (Aalto) 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). This paper was presented as part of a symposium which I co-organized entitled “Advances in Identity Research.” *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.
- 2010 “Between a Rock and a Hard Place: The persistence of contested legitimacy in contemporary HR.” *Academy of Management Annual Meeting*, Montreal, August 7-10.

INVITED TALKS

- 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*. A free online textbook created with a team of BYU MCom adjunct instructors. See www.mcom320.net.

COURSES DESIGNED AND TAUGHT

Undergraduate

- Honors 227 – The Comedy of Life: Understanding social structure through humor
- MCom 320 – Management Communication
- OB 321 – Introduction to Organizational Behavior

Graduate

- MPA 662 – Communication in Public Administration (core MPA curriculum)
- MBA 540 – Organizational Behavior (core MAcc curriculum)
- MBA 542 – Micro & Macro Organizational Behavior

RESEARCH GRANTS

- 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

PRACTITIONER PUBLICATIONS

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.