

Employment

- 2022- present **Pitt Business, University of Pittsburgh**
Distinguished Service Professor
Professor of Organizations and Entrepreneurship 2011-
Associate Professor (tenured 2004) 2004-2011; Assistant Professor, 1996-2004.
- 1996 - present **Learning Research and Development Center, University of Pittsburgh**
Research Scientist
- 2008 - present **Judge Business School, University of Cambridge**
Research Fellow (honorary); Senior Research Associate (honorary) 2006-2008.

Administrative Appointments

- 2019 - Dec '20 **Office of the Provost, University of Pittsburgh**
Provost Fellow
Key contributions to **implementing the University's operational response to COVID-19**, ensuring continuity and adaptability during the crisis. **Managed the research side** of the decennial **Middle States Accreditation process**, building collective engagement with review process and assurance of standards. Policy development for **promotion and tenure process** and provost-level review of promotion and tenure cases. Coordinated university-wide **Inclusion and Belonging initiatives**, fostering a stronger, more inclusive campus community. Designed and delivered **training programs for department chairs, faculty, and staff**, to enhance leadership and organizational effectiveness.
- 2018 – 2022 **Pitt Business, University of Pittsburgh**
Director of Instructional Innovation and Faculty Development
Designed and led the **Faculty Mentorship Program** to foster professional development and peer collaboration. Led school-wide initiatives for **belonging, inclusion, and mental health training**. Spearheaded **instructional innovations and assessment strategies** to enrich our instructional practice and enhance student outcomes. Coordinated redesign of key elements of the **promotion and tenure process**, ensuring transparent and equitable evaluation standards. Developed and implemented **new faculty onboarding**.
- 2009 – 2012 **Pitt Business, University of Pittsburgh**
Chair (Area Director), Organizations and Entrepreneurship Group
Successfully **led the integration of two distinct departments within the school**, fostering collaboration and operational alignment. Coordinated the group's **strategic contributions** to address school-wide priorities and needs. Directed **faculty recruitment efforts**, ensuring the selection of high-caliber educators to meet institutional goals. **Managed staffing for 200+ courses annually**, delivering one-third of all student credit hours in Pitt Business. Shepherded **broad-ranging new programmatic initiatives**, driving innovation and enhancing academic offerings.

I have extensive involvement with university accreditation, strategic planning, and initiatives to promote interdisciplinary research and instruction. I am also a core member and leader in a broad range of committees, initiatives, and networks in the University of Pittsburgh and beyond. These focus on strengthening our diverse collective, enriching instruction, strengthening research, and developing the next generation of faculty and faculty leaders.

University Service

2024-	University of Pittsburgh Institutional Conflict of Interest Committee
2024-	Year of Discourse and Dialogue, Steering committee; Curriculum and Faculty Development subcommittee
2024-	University of Pittsburgh Distinguished Faculty Committee
2023-	Campus Event Response Team
2023-	Pitt Business Executive Committee, elected member
2023-	Pitt Business Planning and Budget Committee, elected member
2023-2024	Frederik Honors College at Pitt Greensburg Steering Committee
2023-2024	University of Pittsburgh Distinguished Faculty Committee, Chair (1 year rotation)
2023-2024	Provost Search Committee, elected member
2022-	Transcript Distinction in Learning Sciences Committee, Co-Chair
2020-2024	University of Pittsburgh Momentum Funds, Teaming Grants, Co-Chair
2019-	Campus Crisis Support Team
2017-2024	Pitt Business Doctoral Committee
2012-2024	University of Pittsburgh Research Council
2020-2023	Pitt Business Diversity Committee
2018-2022	Director of Instructional Innovation and Faculty Development, Pitt Business
2020-2022	University of Pittsburgh Middle States Re-accreditation - Research and Innovation, Deputy Chair
2021-2022	University of Pittsburgh Middle States Re-accreditation - Steering Committee,
2020-2022	University of Pittsburgh Middle States Re-accreditation - Evidence Inventory Working Group,
2020-2021	Race & Social Determinants of Equity and Well-Being/Health Cluster Hire Design Committee
2020	Research Restart Working Group – Remote Research
2020	Pitt Community Engagement Channel; Sub-committee Chair, Program Review Group
2019-2020	University of Pittsburgh Momentum Funds, Social Sciences Seeding Grants, Co-Chair
2019-Dec 2020	Provost Fellow for Faculty
2019-2020	Large Course Redesign Grant Evaluation Ad-hoc Committee
2019-2020	Plan for Pitt Research Goals Committee
2018-2022	Pitt Business Promotion and Tenure Committee, elected member

2018-2021	Pitt Business Executive Committee, elected member
2018-2021	Pitt Business Planning and Budget Committee, elected member
2018-2021	University of Pittsburgh Personalized Education Committee
2018-2019	Pitt Business Planning and Development Team (Strategic Plan), Co-Chair
2017- 2019	Pitt Business Sustainability Committee
2017-2018	Recruitment Committee Pitt Business (Org. & Entrepreneurship)
2016-2019	Social Sciences Research Initiative Review Committee, U. of Pittsburgh
2016-2017	Pitt Business Promotion and Tenure Committee
2016-2017	Recruitment Committee Chair, Pitt Business (Org. & Entrepreneurship)
2013-2019	Social Sciences and Humanities, University of Pittsburgh Central Research Development Fund Grant Competition Chair; Co-chair
2012-2013	Pitt Business Affirmative Action Committee, Chair
2009-2012	Area Director (Department Chair), Pitt Business Organizations and Entrepreneurship Area
2010-2012	Recruitment Committee Chair, Pitt Business (Org & Entrepreneurship)
2010- 2011	Recruitment Committee Pitt Business (Supply Chain)
2008-2010	LRDC Communications Committee, Chair
2009-2010	Recruitment Committee, Psychology/LRDC
2009-2010	Recruitment Committee, Pitt Business
2008-2009	Pitt Business MBA Task Force
2007-2009	Pitt Business Supply Chain Task Force
2006-2009	Pitt Business International Business Center, Advisory Committee Chair
2006-2008	Pitt Business Admissions Committee
2001-2008	LRDC Computer Services Committee
2004-2006	Pitt Business International Business Center, Advisory Committee
2001-2006	Pitt Business Undergraduate Committee
1998-2001	Pitt Business International Business Center, Advisory Committee
1998-1999	Recruitment Committee, LRDC/Education School
1996-1998	Recruitment Committee, Pitt Business/LRDC (Co-chair in 1997-1998)
1996-1998	Pitt Business MBA Policy Committee
1996-1998	Pitt Business Admissions Sub-committee for MBA Programs.

Campus Community Efforts

Inclusion network

Allies

Sexual violence prevention task force

Survivor support network

Mental health champion

Certifications and training include: Assisting Individuals in Crisis; Group Crisis Intervention; Mental Health First Aid; Racial Equity Consciousness Institute Facilitator; Wilderness First Responder

Education

- 1996 **The Wharton School, University of Pennsylvania**
Ph.D. in Human Resource Management & Corporate Strategy; Wharton Dean's Fellow.
- 1992 **The Wharton School, University of Pennsylvania**
M.A. in Managerial Science and Applied Economics - Dean's Fellowship.
- 1990 **Harvard University**
B.A. Magna Cum Laude in Economics - John Harvard Scholarship for Academic Achievement of the Highest Distinction.

Journal Articles

- Pil, Frits K., Stephen Disney, Jan Holmstrom, Benn Lawson, Christopher Tang. 2024, 'Possibility theory: A foundation for theoretical and empirical explorations of uncertainty.' *Journal of Operations Management*.
- Cao, Yinyin, Benn Lawson, and Frits K. Pil, 2024, 'Social sustainability and human rights in global supply chains.' *International Journal of Operations and Production Management* 44(1): 370-390.
- Cao, Yinyin, Frits K. Pil, and Benn Lawson, 2021, 'Signaling and social influence: The impact of corporate volunteer programs.' *Journal of Managerial Psychology* 36: 183-196.
- Holmström, Jan, Matthias Holweg, Benn Lawson, Frits K. Pil*, and Stephan M. Wagner, 2019, 'The digitalization of operations and supply chain management: Theoretical and methodological implications.' *Journal of Operations Management* 65(8): 728-734.
- Lawson, Benn, Antony Potter, Frits K. Pil, and Matthias Holweg, 2019, 'Supply chain disruptions: the influence of industry and geography on firm reaction speed.' *International Journal of Operations & Production Management* 39 (9/10): 1076-1098. – Runner up best paper of 2019.
- Lawson, Benn, Frits K. Pil*, and Matthias Holweg, 2018, 'Multi-Modal Order Fulfillment: Concept and Application.' *Production and Operations Management* 27(2): 269-284.
- Caner, Turanay, Susan Cohen, and Frits K. Pil*, 2017, 'The Moderating Effect of Partner Knowledge Distance on the Inventive Benefits of Firm Knowledge Variety.' *Strategic Management Journal* 38(9): 1791-1811.
- Holweg, Matthias, and Frits K. Pil, 2012, 'Outsourcing complex business processes: Lessons from the Enterprise Partnership between BAE Systems and Xchanging.' *California Management Review* 54(3): 98-115.
- Cruz, Kevin, and Frits K. Pil, 2011, 'Team Characteristics and Individual Stress.' *Human Relations* 64(10): 1265-1289.
- Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil, 2010, 'Employee voice and organizational performance.' *Human Relations* 63(3): 371-394.
- Pil, Frits K. and Carrie Leana, 2009, 'Applying organizational research to public school reform: The effects of teacher human and social capital on student performance.' *Academy of Management Journal* 52(6): 1101-1124.
- Pinto, Jonathan, Carrie Leana, and Frits K. Pil, 2008, 'Corrupt organizations or organizations of corrupt individuals? Two organizational-level corruption phenomena.' *Academy of Management Review* 33(3): 685-709.
- Holweg, Matthias and Frits K. Pil, 2008, 'Theoretical perspectives on the coordination of supply

- chains.' *Journal of Operations Management* 26(3): 389-406.
- Pil, Frits K. and Takahiro Fujimoto, 2007, 'Lean and reflective production: The dynamic nature of production models.' *International Journal of Production Research* 45(16), 3741-3761.
- Pil, Frits K. and Susan Cohen, 2006, 'Modularity and complexity: Implications for imitation, innovation, and sustained competitive advantage.' *Academy of Management Review* 31(4), 995-1011.
- Pil, Frits K., and Matthias Holweg, 2006, 'From value chain to value grid.' *MIT Sloan Management Review* Summer, 47(4), 72-80.
- Leana, Carrie, and Frits K. Pil, 2006, 'Social capital and organizational performance: Evidence from urban public schools.' *Organization Science* 17(3): 353-366.
- Pil, Frits K., and Matthias Holweg, 2004, 'Linking product variety to order-fulfillment strategies.' *Interfaces* 34(5): 394-403.
- Pil, Frits K. and Sandra Rothenberg, 2003, 'Environmental performance as a driver of superior organizational performance.' *Production and Operations Management* 12(3): 404-415.
- Pil, Frits K., and Matthias Holweg, 2003, 'Exploring scale: the hidden advantages of thinking small.' *MIT Sloan Management Review* 44(2): 33-40.
- Holweg, Matthias, and Frits K. Pil, 2001, 'Successful build-to-order strategies start with the customer.' *MIT Sloan Management Review* 43(1): 74-83.
- , (translated into Dutch), 'Begin bij de klant voor een succesvolle BTO strategie.' *Marketing Wise* 2002: 41-55.
- , (translated into Spanish), 'Fabricación sobre pedido: partir del cliente.' *Harvard Deusto*, 2003, No. 115 (July-August): 38-44.
- Rothenberg, Sandra, Frits K. Pil, and Jim Maxwell, 2001, 'Lean, green, and the quest for superior performance.' *Production and Operations Management* 10(2): 228-243.
- Pil, Frits K. and John Paul MacDuffie, 1999, 'What makes transplants thrive: managing the transfer of 'best practices' at Japanese auto plants in North America.' *Journal of World Business* 34(4): 372-391.
- Pil, Frits, K. and John Paul MacDuffie, 1996, 'The adoption of high-involvement work practices.' *Industrial Relations* 35(3): 423-455.
- , reprinted in: Casey Ichniowski, David Levine, Craig Olson, and George Strauss (eds.) *The American Work Place – Skills, Compensation, and Employee Involvement*. Cambridge University Press, 2000.

Book

- Holweg, Matthias, and Frits K. Pil, 2004, *The Second Century*. Cambridge: MIT Press.
- _____, 2005, paperback edition, Cambridge: MIT Press.
- _____, 2006, 2007, Chinese translation (China Machine Press); Korean translation (Gasan Books); Japanese translation (Bushido).

Other Publications

- Holweg, Matthias, Benn Lawson, and Frits K. Pil, 2019, 'How digital fulfillment is changing manufacturing.' *Harvard Business Review* on-line, March.
- Leana, Carrie, and Frits K. Pil, 2017, 'Social Capital: An untapped resource for educational improvement.' in Esther Quintero (ed.), *Teaching in Context: How Social Aspects of School and School*

- Systems Shape Teachers' Development and Effectiveness*, Harvard Education Press, Cambridge, MA.
- Holweg, Matthias, Kai Hoberg, Jakob Heinen, and Frits K. Pil, 2016, 'Making 3-D printing work for you.' *The European Business Review*, July/August.
- Katz, Harry, John Paul MacDuffie, and Frits K. Pil, 2014, 'Crisis and recovery in the U.S. auto industry: Tumultuous times for a collective bargaining pacesetter.' in Howard R Stanger, Paul F Clark, Ann C Frost (eds.), *Collective Bargaining Under Duress: Case Studies of Major North American Industries*, Cornell University Press.
- Holweg, Matthias, and Frits K. Pil, 2009, 'A break from the past: Volvo and its malcontents.' in Michel Freyssenet (ed.), *The Second Automobile Revolution*. Palgrave MacMillan.
- Cutcher-Gershenfeld, Joel, Steven Sleigh, and Frits K. Pil, 2006, 'Collective bargaining: Keeping score on a great American institution.' in David Lewin (ed.), *Contemporary Issues in Employment Relations*, Cornell University Press.
- Katz, Harry, John Paul MacDuffie, and Frits K. Pil, 2003, 'Autos: Continuity and change in collective bargaining.' in P. Clark, J. Delaney, and A. Frost (eds.), *Contemporary Collective Bargaining in the Private Sector*. Madison, WI: Industrial Relations Research Association.
- Pil, Frits K., and Carrie Leana, 2000, 'Free agent vs. High-involvement approaches to skill development: Using public policy to enhance relational wealth.' in C. Leana and D. Rousseau (eds.), *Relational Wealth: Managing Employment for Competitive Advantage*, Oxford University Press.
- Pil, Frits K. and John Paul MacDuffie, 1999, 'Organizational and environmental factors influencing the use of high-involvement work practices.' in Peter Cappelli (ed.), *Employment Strategies – Understanding Differences in Employment Practices*, Oxford University Press.
- Pil, Frits K. and John Paul MacDuffie, 1999, 'Transferring competitive advantage across borders: A study of Japanese transplants in North America.' in Jeffrey Liker, Mark Fruin, and Paul Adler (eds.), *Remade in America: Transplanting and Transforming Japanese Production Systems*, Oxford University Press.
- Pil, Frits K. and Saul Rubinstein, 1998, 'Saturn: A different kind of company?' in M. Boyer, S. Tolliday, U. Jürgens, and E. Charron (eds.), *Between Imitation and Innovation*, Oxford University Press.
- MacDuffie, John Paul and Frits K. Pil, 1997, 'Flexible technologies, flexible workers.' in Takahiro Fujimoto and Ulrich Jürgens (eds.), *Transforming Auto Assembly -- International Experiences with Automation and Work Organization*, Frankfurt: Springer Verlag.
- MacDuffie, John Paul and Frits K. Pil, 1997, 'High-involvement work practices and human resource policies: An international perspective.' in Thomas Kochan, Russell Lansbury, and John Paul MacDuffie (eds.), *Evolving Employment Practices in the World Auto Industry*, Ithaca, NY: Cornell University Press.
- Adler, Paul, Thomas Kochan, John Paul MacDuffie, Frits K. Pil, and Saul Rubinstein, 1997, 'United States, Variations on a theme.' in Thomas Kochan, Russell Lansbury, and John Paul MacDuffie (eds.), *Evolving Employment Practices in the World Auto Industry*, Ithaca, NY: Cornell University Press.
- MacDuffie, John Paul, and Frits K. Pil, 1995, 'The International Assembly Plant Study: Philosophical and methodological issues.' in Steve Babson (ed.), *Lean Work: Empowerment and Exploitation in the Global Auto Industry*. Detroit, MI: Wayne State University Press.

Honors and Awards

Distinguished Service Professor, 2022-

Excellence in Teaching Award, Katz Graduate School of Business, 2003/2004, 2005/2006, 2006/2007, 2007/2008, 2008/2009, 2009/2010 (undergrad & MBA), 2010/2011, 2011/2012, 2012/2013, 2013/2014, 2014/2015, 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020, 2020/2021 (MBA & EMBA), 2021/2022, 2022/2023, 2023/2024.

Managerial and Organizational Cognition Division Distinguished Service Award, Academy of Management, 2024.

Emerald Publishing Literati Award, 2020.

Henry E. Haller, Jr. Faculty Fellowship for Distinguished Service, 2020-

Professional MBA Student Choice Award, Katz Graduate School of Business, 2017/2018, 2018/2019, 2022/2023.

Poets & Quants Favorite Professors of the MBA Class of 2022.

Excellence in Service Award, Katz Graduate School of Business, 2018-2019, 2021-2022.

Finalist, Chancellor's Distinguished Teaching Award, University of Pittsburgh, 2017/2018.

Doris & Douglas Bernstein Award for Faculty Teaching Excellence, 2015; 2020.

Chris Voss Best Paper Award, European Operations Management Association (EurOMA), 2014.

Best Book Award, Alfred P. Sloan Foundation, New York, USA, 2007.

Best Paper Award, Alfred P. Sloan Foundation, New York, USA, 2006.

International Fellow, Advanced Institute of Management, Economic and Social Science Research Council (ESRC), Hosted by Oxford University, UK, 2005

Visiting Professor, Judge Business School, University of Cambridge, UK, Sponsored by Centre for Competitiveness and Innovation, Cambridge-MIT Institute. 2005

Outstanding Young Scholar Award, Industrial Relations Research Association (LERA), 2003.

Teaching

Teaching ratings over last five years average 4.8 on 1-5 scale.

Undergraduate:	PY /BUS 1145 Human Resource Management (2-credit course) BUSHRM 1050, Human Resource Management (Core)
E/MBA:	BOAH 2410. Human Resources for Competitive Advantage (Core) BOAH 2532 Negotiations, Teamwork, and Change (elective) BOAH 2537 Conflict (elective) BQOM 2017 Creativity (elective)
PhD:	Work and Organizations International Management Social Capital Wicked Problems (graduate offering across-university - joint with Law School) Advanced Topics in Human Resource Management
Exec. Education:	Managing People; Human Resource Management; Negotiations; Value Chain Management.

Dissertation Committees:

Melvin Smith (2002), Darlene Gambill (2003), Miguel Olivas (2003), Naim Kapuco (2003), Claire Gong (2006); Brenda Ghitulescu (2006 -- chair), Raymond Gibney (2006), Kevin Cruz (2010), Anushri Rawat (2010), Emily Stiehl (2010), Jane Woroniecki (2013), Rich Herko (2014), Yinyin Cao (2019 - chair), Evan Gilbertson (in process).

Grants

2012-2017	Principal Investigator	Sloan Foundation – “Enhancing School Performance”	\$117,185
2007-2008	Principal investigator	International Motor Vehicle Program – “Process Excellence -Automotive Research”	\$45,000
2006-2007	Principal investigator	International Motor Vehicle Program – ‘Responsiveness and Change’	\$43,862
2005-2006	Principal investigator	International Motor Vehicle Program – ‘Responsiveness and Change’	\$30,000
2004-2005	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$43,260
2003-2004	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$56,000
2003-2005	Co-principal investigator (w/M.K. Stein, C. Leana, and C. Coburn).	National Science Foundation – ‘Scaling Up Mathematics: The Interface of Curricula with Human and Social Capital’	\$3,580,000
2002-2003	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$60,000
2001-2003	Principal investigator	Alfred P. Sloan Foundation -- ‘Volvo's Uddevalla Factory’	\$35,796
2001-2002	Principal investigator	International Motor Vehicle Program -- ‘Management of the Extended Enterprise’	\$58,697
2000-2003	Responsible for research component (w/ C. Leana).	Wallace Reader’s Digest Grant – ‘Nested Learning Communities.’	\$130,000 per annum
1999-2001	Principal investigator	International Motor Vehicle Program -- ‘International Assembly Plant Study’	\$134,000
1997-1999	Principal Investigator	International Motor Vehicle Program – ‘Learning and Change in Auto Assembly’	\$133,000
1996-1997	Principal Investigator	International Motor Vehicle Program – ‘Evolution in Auto Assembly Plants’	\$25,000

Editorial Board:

Organization Science, 2006-2016

Co-Editor, 2017-2019, Special Issue Journal of Operations Management, The Digitalization of Manufacturing

Co-Editor, in process Special Issue Journal of Operations Management, Uncertainty in Operations and Supply Chain Management

Ad-Hoc Reviewer

Academy of Management Journal

Industrial Labor Relations Review

Academy of Management Review
British Journal of Industrial Relations
IEEE Trans. on Engineering Mgt.
Industrial Relations
Interfaces
National Science Foundation
Pitt Grants –Personalized Education,
Large Course Redesign, Seed grants,
CRDF grants, Momentum Funds, etc.

Journal of Organization Behavior
Management Science
Human Relations
Journal of Managerial Psychology
Strategic Management Journal
Production and Operations Management
Journal of Operations Management
WT Grant Foundation

Selected Presentations

Audrey Murrell, Frits K. Pil, and Sam Allen ‘Aligning Organizational DE&I and Mentoring Efforts to Enhance Effectiveness, Impact and Innovation.’ *International Mentoring Association Annual Conference*, Charlotte, NC, February 2024. (winner, Fran Kochan Best Session Award).

Cao, Yinyin, and Frits K. Pil. ‘Benefits of engaging in work and school; The dual roles of resilience and detachment’ *Academy of Management Meetings*, Seattle WA, August 2022.

Pil, Frits K. ‘Assessment of teaching’ *Assessment and Teaching Conference*, University of Pittsburgh, Pittsburgh PA, February 2022.

Cao, Yinyin, Frits K. Pil, and Benn Lawson. ‘The effect of coworker exchanges on employee perceptions: A social influence perspective of work-life initiatives’ *Industry Studies Association*, virtual, June 2021.

Gilbertson, Evan, and Frits K. Pil. ‘Fostering relational exchange for employee learning and development.’ *Academy of Management Meetings*, Vancouver BC, August 2020.

Gilbertson, Evan, and Frits K. Pil. ‘Teacher learning and exchange outside of school contexts: The role of communities of practice.’ Accepted for presentation. *American Educational Research Association*, April 2020.

Pil, Frits K. ‘Developing tools and processes to support and assess teaching.’ *Assessment and Teaching Conference*, University of Pittsburgh, Pittsburgh PA, January 2020.

Pil, Frits K. ‘Uncertainty and organizational learning.’ Conference on *Uncertainty for Management and Organization Theories* (Academy of Management Review), Pittsburgh PA, May 2018

Cao, Yinyin, Frits K. Pil, Benn Lawson. ‘Signaling matters: The influence of work-life practices on non-users.’ *Academy of Management Meetings*, Atlanta GA, August 2017.

Pil, Frits K. ‘The impact of human capital, social capital, and epistemic paradigms on standardized work tasks.’ *Academy of Management Meetings*, Atlanta GA, August 2017.

Cao, Yinyin, Frits K. Pil, Jerrold May. ‘Disability and wages: The effect of occupational demands.’ *Academy of Management Meetings*, Atlanta GA, August 2017.

Pil, Frits K., Benn Lawson, Yinyin Cao. ‘Control over labor conditions in the supply chain: Different pathways to corporate social responsibility.’ *Academy of Management Meetings*, Anaheim CA, August 2016.

Pil, Frits K. ‘Teacher instructional practice: A lens on the role of social capital in schools’ *Radcliffe Institute for Advance Study*, Workshop on “Implications, Interventions and Impact: Putting Organizational Research to Work in Real World School Contexts” Cambridge MA, August 12-13, 2015.

Pil, Frits K, and Carrie Leana. ‘Standardization of instruction: The drivers of individual versus collective deviation from the script’ *American Educational Research Association*, Chicago IL, April 2015.

Lawson, Benn, Antony Potter, Frits K. Pil, and Matthias Holweg. 'Organizational responsiveness to supplier disruptions: Empirical evidence from agri-food product recalls' *European Operations Management Association* (EurOMA) Conference, Italy, June 2014.

Davies, Jane, Frits K. Pil, and Matthias Holweg. 'Unpacking the Red Queen dynamic: The case of the submarine spitfire during WWII', *Industry Studies Association Conference*, Portland OR. May 2014.

Pil, Frits K., and Carrie Leana. 'School reform policy'. *Labor and Employment Research Association*. Portland OR. June 2014.

Leana, Carrie and Frits K. Pil. 'Human and social capital in urban public schools.' *American Educational Research Association*, Philadelphia PA, April 2014.

Cruz, Kevin, Frits K. Pil, and John Hulland. 'Expanding the social capital ledger: The "dark side" of social capital symmetry in teams.' *Academy of Management Meetings*, Boston MA, August 2012.

Liang Zhu and Frits K. Pil. 'Organizational voice practices, Employee ownership-related attitudes, and employee perceptions.' *Academy of Management Meetings*, Boston MA, August 2012

Pil, Frits K. 'Evolution in production systems; Process and product design for strategic advantage.' International Conference for the Smart Automotive Industry, Catholic University of Korea, Seoul, Korea, November 2011.

Merieke Stevens, Frits K. Pil, and Matthias Holweg. 'High performance supplier relations: The role of trust.' *Academy of Management Meetings*, Montreal Canada, August 2010.

Cruz, Kevin, and Frits K. Pil. 'Team characteristics and individual stress.' *Academy of Management Meetings*, Chicago IL, August 2009.

Yorio, Patrick, and Frits K. Pil. 'Social exchange and safe work rules: The mediating role of self-regulation and command and control.' *Academy of Management Meetings*, Chicago IL, August 2009.

Frits K. Pil and Carrie Leana. 'The effects of teacher human and social capital on student performance.' *Academy of Management Meetings*, Anaheim CA, August 2008.

Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil. 'Employee voice across levels of analysis: Contrasting direct and union influence.' *Academy of Management Meetings*, Anaheim CA, August 2008.

Kogut, Bruce, John Paul MacDuffie, Frits K. Pil, and Charles Ragin. 'Configurations in best practice: A longitudinal multi-method approach.' *Academy of Management Meetings*, Philadelphia PA, August 2007.

Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil. 'Employee voice and performance.' *Academy of Management Meetings*, Philadelphia PA, August 2007.

Pil, Frits K. 'New thinking on value creation.' *International Conference for Large & Small Business Cooperation*, Federation of Korean Industries, Seoul, Korea, October 2006.

MacDuffie, John Paul, Frits K. Pil, and Jaewon Kim. 'Opportunities and challenges in the International Assembly Plant Study.' *Academy of Management Meetings*, Atlanta GA, August 2006.

Ghitulescu, Brenda, Frits K. Pil and Carrie Leana, 'Exploring the idiosyncratic natures of work: Antecedents and consequences of employee job crafting.' *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Boston MA, January 2006.

MacDuffie, John Paul, Jaewon Kim, and Frits K. Pil. 'High involvement work systems and worker representation: The combined effects on manufacturing in the world auto industry.' *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Boston MA, January 2006.

Leana, Carrie, Brenda Ghitulescu, and Frits K. Pil, 'Predictors of teacher turnover in urban public

schools: Social and human capital effects.' *Academy of Management Meetings*, Honolulu HI, August 2005.

Kogut, Bruce, John Paul MacDuffie, Frits K. Pil, and Charles Ragin. 'Is there convergence towards high performing practices: A logical analysis of organization dynamics.' *Academy of Management Meetings*, Honolulu HI, August 2005.

Pil, Frits K., and Carrie Leana, 'Building social capital in the work place: Multi-level theory development and testing' *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Philadelphia PA, January 2005.

Pil, Frits K. 'Performance in the global automotive Industry' *MIT Automotive Industries Conference: The intersection of Innovation and Design*. 13 October 2004.

Leana, Carrie and Frits K. Pil. 'Social capital and organizational performance in urban public schools.' *Academy of Management Meetings*, Seattle WA, August 2003.

Pil, Frits K., Carrie Leana, and Brenda Ghitulescu. 'A quasi-experimental study of production systems. Relational, learning, and performance implications.' *Academy of Management Meetings*, Seattle WA, August 2003.

Leana, Carrie, and Frits K. Pil, 'Social capital – An integrated analysis' *Industrial Relations Research Association Annual Meeting*, Washington DC, January 2003.

Kim, Dong-Bae, Kyungmook Lee, and Frits K. Pil, 'Understanding the use of high-involvement work systems: Institutional and strategic influences.' *Academy of Management Meetings*, Denver CO, August 2002.

Pil, Frits K. 'Perceptions of the employment relationship -- implications for individual outcomes' Annual Meeting of the *Industrial Relations Research Association*, Atlanta GA, January 2002.

Katz, Harry, Frits K. Pil, and John Paul MacDuffie, 'Current developments and future challenges -- Unionization in the auto sector' Annual Meeting of the *Industrial Relations Research Association*, Atlanta GA, January 2002.

McEvily, Susan, and Frits K. Pil, 'The effect of modular product design on speed of imitation and innovation.' *Academy of Management Meetings*, Washington DC, August 2001.

Pil, Frits K., Melvin Smith, and Carrie Leana, 'The effect of linking and communal forms of social capital on individual outcomes.' *Annual Meeting of the Industrial Relations Research Association*, New Orleans LA, January 2001.

Pil, Frits K., and John Paul MacDuffie, 'High performance work in a dynamic context.' *Annual Meeting of the Industrial Relations Research Association*, New Orleans LA, January 2001.

Pil, Frits K., and Susan McEvily, 'Modularity and complexity: Implications for innovation, imitation, and sustained competitive advantage.' *Academy of Management Meetings*, Toronto, August 2000.

Pil, Frits K., Melvin Smith, and Carrie Leana, 'Social Capital: A network analysis of the private and public goods perspective.' *Academy of Management Meetings*, Toronto, August 2000.

Pil, Frits K. and John Paul MacDuffie, 'Diffusion of high involvement work – Reduction in high involvement workers.' *Annual Meeting of the Industrial Relations Research Association*, New York NY, January 2000.

Pil, Frits K., and Takahiro Fujimoto, 'Understanding evolution in best practice.' *Academy of Management Meetings*, Chicago IL, August 1999.

Pil, Frits K. and Takahiro Fujimoto 'Toyota and Volvo -- The dynamic nature of organizational models.' *Annual Meeting of the Industrial Relations Research Association*, New York NY, January 1999.

Pil, Frits K. 'Japanese production methods revisited -- Exploring the adoption, diffusion, and evolution of superior manufacturing systems.' Inaugural Conference of the Center for International Research on the Japanese Economy, Tokyo University, Tokyo. Paper also presented at the Institute for International Economic Studies, Tokyo Japan, September 1998.

Pil, Frits K, and Carrie Leana, 'Human capital development through employer certification.' U. of Pittsburgh, and Carnegie Mellon Conference on '21st Century Employment Practices', Pittsburgh PA, October 1997.

Pil, Frits K. 'Country and company influences on subsidiary work practices.' *Academy of Management Meetings*, Boston MA, August 1997.

Pil, Frits K. 'National influences on the nature of work' Presented at Carnegie Mellon University, 'Groups and Organizations' Seminar Series, April 1997.

MacDuffie, John Paul and Frits K. Pil, 'Quality and organizational performance', U.C. Berkeley, workshop on 'Integrating Social Science Theory and Research in Quality Improvement.' May 1997.

MacDuffie, John Paul and Frits K. Pil, 'Training in the world auto industry: New evidence from the International Assembly Plant Study.' ILR-Cornell Institute for Labor Market Policies conference, 'New Empirical Research on Employer Training: Who Pays? Who Benefits?' Cornell University, November 1996.

Pil, Frits K. and John Paul MacDuffie, 'Japanese and local influences: Human resource practices of Japanese transplants in North America.' *Annual Meeting of the Industrial Relations Research Association*, San Francisco CA, January 1996.

Pil, Frits K. and John Paul MacDuffie, 'A theoretical approach to understanding the slow diffusion of high-performance human resource practices and bundles,' *Annual Meeting of the Industrial Relations Research Association*, San Francisco CA, January 1996.

Pil, Frits K. and John Paul MacDuffie, 'Canada at the cross-roads: A comparative analysis of the Canadian auto industry.' Canadian Workplace Research Network Conference (Human Resource Development Canada), Vancouver, October 1996.

Hunter, Larry, and Frits K. Pil, 'How do you survey firms?' *Annual Meeting of the Industrial Relations Research Association*, Washington DC, January 1995.

In addition to the presentations listed above, I frequently present my research findings to management teams, as well as unions and other worker representation groups associated with the organizations participating in my research, industry forums, and others as part of an effort to share my learning with those who help make my research possible. Corporate presentations include among others, Honda, Mitsubishi, Nissan, Toyota, Chrysler, Ford, GM, Mercedes, Renault, Volkswagen, Volvo, Hyundai, Kia, Microsoft, Nokia, UPS, AAMC. I have also presented my research at various seminars and workshops hosted by other universities including MIT, Univ. of Oxford, The Wharton School, Univ. of Illinois, Cornell Univ., Univ. of Cambridge, Penn State Univ., Harvard, Carnegie Mellon Univ.

Affiliations

Academy of Management

Industry Studies Association

Labor and Employment Relations Association

Languages

English, Portuguese, French, Dutch, German