Stanford



Pamela Hinds

Rodney H. Adams Professor in the School of Engineering and Professor of Management Science and Engineering

Curriculum Vitae available Online

CONTACT INFORMATION

- **Administrative**

  Jenny Lam - Administrative Associate

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Bio

BIO

Pamela J. Hinds is Rodney H. Adams Professor in the School of Engineering, Professor of Management Science & Engineering, Co-Director of the Center on Work, Technology, and Organization, and on the Director's Council for the Hasso Plattner Institute of Design. She studies the effect of technology on teams, collaboration, and innovation. Pamela has conducted extensive research on the dynamics of cross-boundary work teams, particularly those spanning national borders. She explores issues of culture, language, identity, conflict, and the role of site visits in promoting knowledge sharing and collaboration. She has published extensively on the relationship between national culture and work practices, particularly exploring how work practices or technologies created in one location are understood and employed at distant sites. Pamela also has a body of research on human-robot interaction in the work environment and the dynamics of human-robot teams. Most recently, Pamela has been looking at the changing nature of work in the face of emerging technologies, including the nature of coordination in open innovation, changes in work and organizing resulting from 3D-printing, and the work of data analysts. Her research has appeared in journals such as Organization Science, Research in Organizational Behavior, Academy of Management Journal, Academy of Management Annals, Academy of Management Discoveries, Human-Computer Interaction, Journal of Applied Psychology, Journal of Experimental Psychology: Applied, and Organizational Behavior and Human Decision Processes. Pamela is a Senior Editor of Organization Science. She is also co-editor with Sara Kiesler of the book Distributed Work (MIT Press). Pamela holds a Ph.D. in Organizational Science and Management from Carnegie Mellon University.

ACADEMIC APPOINTMENTS

- Professor, Management Science and Engineering
- Faculty Affiliate, Institute for Human-Centered Artificial Intelligence (HAI)

ADMINISTRATIVE APPOINTMENTS

- Fortinet Founders Chair, Management Science and Engieering, (2020- present)

HONORS AND AWARDS

- Best Paper Award (co-authored with Ryan Stice-Lusvardi & Melissa Valentine), Communication, Digital Technology & Organization (CTO) Division of the Academy of Management (2022)
- Distinguished Scholar, Organizational Communication & Information Systems - Academy of Management (2014)
- Nominee: Carolyn Dexter Best International Paper Award, Academy of Management (2007)

- Undergraduate Teaching Award, Department of Management Science & Engineering (2007)
- Best Paper Runner Up (co-authored with Rosanne Siino), Organizational Communication & Information Systems Division of the Academy of Management (2004)
- William H. Newman Award for best paper from a dissertation, Academy of Management (2004)
- Best Paper Runner Up (co-authored with Mark Mortensen), Organizational Communication & Information Systems Division of the Academy of Management (2001)
- Best Paper (co-authored with Diane Bailey), Organizational Communication & Information Systems Division of the Academy of Management (2000)
- New Investigator Award in Experimental Psychology: Applied, Division of Experimental Psychology of the American Psychological Association (2000)

PROGRAM AFFILIATIONS

- Center for East Asian Studies
- Public Policy
- Science, Technology and Society
- Symbolic Systems Program

PROFESSIONAL EDUCATION

- PhD, Carnegie Mellon (1997)

Research & Scholarship

PROJECTS

- Blending the Virtual & the Physical: Understanding and Designing Crowd-Based Open Innovation Systems for Physical Products - Stanford University
- The Emergence of Data Analytics in South Africa - Stanford University

Teaching

COURSES

2026-27

- Organizations: Theory and Management: MS&E 180 (Win)
- Organizing for Good: OSPCPTWN 81 (Aut)

2024-25

- Navigating an Academic Career: Topics for PhD Students: MS&E 380 (Aut)
- Organizational Behavior: Evidence in Action: MS&E 280 (Spr)

2023-24

- Organizing for Good: MS&E 188 (Win)

STANFORD ADVISEES

Doctoral Dissertation Reader (AC)

Adrienne Baer, Amanda Pratt

Doctoral Dissertation Advisor (AC)

Christopher Flowers

Master's Program Advisor

Kevin Huynh, Shreeja Katama, Nick Okafor, Shinnosuke Okuyama, Anastasia Radchenko

Doctoral (Program)

Martin Blue, Brian Lattimore

Publications

PUBLICATIONS

- **Co-Design at the Boundary: Understanding the Dynamics of Open Innovation Between Companies and Communities** *JOURNAL OF PRODUCT INNOVATION MANAGEMENT*
  Brubaker, E., Bellesia, F., Mattarelli, E., Hinds, P. J.
  2026
- **Objects of Collaboration: Roles and Sequences of Objects in Spanning Knowledge Group Boundaries in Design** *JOURNAL OF MECHANICAL DESIGN*
  Brubaker, E. R., Sheppard, S. D., Hinds, P. J., Yang, M. C.
  2023; 145 (3)
- **Legitimating Illegitimate Practices: How Data Analysts Compromised Their Standards to Promote Quantification** *ORGANIZATION SCIENCE*
  Stice-Lusvardi, R., Hinds, P. J., Valentine, M.
  2023
- **We Are All Theorists of Technology Now: A Relational Perspective on Emerging Technology and Organizing** *ORGANIZATION SCIENCE*
  Bailey, D. E., Faraj, S., Hinds, P. J., Leonardi, P. M., von Krogh, G.
  2022; 33 (1): 1-18
- **Job complexity and learning opportunities: A silver lining in the design of global virtual work** *JOURNAL OF INTERNATIONAL BUSINESS STUDIES*
  Nurmi, N., Hinds, P. J.
  2016; 47 (6): 631-654
- **Embedding intentions in drawings: How architects craft and curate drawings to achieve their goals** *Computer Supported Cooperative Work*
  Retelny, D., Hinds, P.
  2016
- **Using robots to moderate team conflict: The case of repairing violations** *Conference on Human-Computer Interaction (CHI)*
  Jung, M., Martelero, N., Hinds, P.
  2015
- **In the flow, being heard, and having opportunities: Sources of power and power dynamics in global team** *Computer Supported Cooperative Work*
  Hinds, P., Retelny, D., Cramton, C.
  2015
- **An Embedded Model of Cultural Adaptation in Global Teams** *ORGANIZATION SCIENCE*
  Cramton, C. D., Hinds, P. J.
  2014; 25 (4): 1056-1081
- **Language as a lightning rod: Power contests, emotion regulation, and subgroup dynamics in global teams** *JOURNAL OF INTERNATIONAL BUSINESS STUDIES*
  Hinds, P. J., Neeley, T. B., Cramton, C. D.
  2014; 45 (5): 536-561
- **Situated Coworker Familiarity: How Site Visits Transform Relationships Among Distributed Workers** *ORGANIZATION SCIENCE*
  Hinds, P. J., Cramton, C. D.
  2014; 25 (3): 794-814
- **Putting the Global in Global Work: An Intercultural Lens on the Practice of Cross-National Collaboration** *ACADEMY OF MANAGEMENT ANNALS*
  Hinds, P., Liu, L., Lyon, J.
  2011; 5: 135-188

- **Structures that work: Social structure, work structure, and performance in geographically distributed teams.**
  Hinds, P., McGrath, C.
  2006
- **Team diversity and information use** *ACADEMY OF MANAGEMENT JOURNAL*
  Dahlin, K. B., Weingart, L. R., Hinds, P. J.
  2005; 48 (6): 1107-1123
- **Understanding conflict in geographically distributed teams: The moderating effects of shared identity, shared context, and spontaneous communication** *ORGANIZATION SCIENCE*
  Hinds, P. J., Mortensen, M.
  2005; 16 (3): 290-307
- **Out of sight, out of sync: Understanding conflict in distributed teams** *ORGANIZATION SCIENCE*
  Hinds, P. J., Bailey, D. E.
  2003; 14 (6): 615-632
- **Why organizations don't "know what they know": Cognitive and motivational factors affecting the transfer of expertise.** *Beyond Knowledge Management: Sharing Expertise*
  Hinds, P., Pfeffer, J.
  edited by Ackerman, M., Pipek, V., Wulf, V.
  Cambridge, MA: MIT Press..2003: 3–26
- **Extreme work teams: Using SWAT teams as a model for coordinating distributed robots.**
  Jones, H., Hinds, P.
  2002
- **Bothered by abstraction: The effect of expertise on knowledge transfer and subsequent novice performance** *JOURNAL OF APPLIED PSYCHOLOGY*
  Hinds, P. J., Patterson, M., Pfeffer, J.
  2001; 86 (6): 1232-1243
- **Choosing work group members: Balancing similarity, competence, and familiarity** *ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES*
  Hinds, P. J., Carley, K. M., Krackhardt, D., Wholey, D.
  2000; 81 (2): 226-251
- **The curse of expertise: The effects of expertise and debiasing methods on predictions of novice performance** *JOURNAL OF EXPERIMENTAL PSYCHOLOGY-APPLIED*
  Hinds, P. J.
  1999; 5 (2): 205-221
- **COMMUNICATION ACROSS BOUNDARIES - WORK, STRUCTURE, AND USE OF COMMUNICATION TECHNOLOGIES IN A LARGE ORGANIZATION** *ORGANIZATION SCIENCE*
  Hinds, P., Kiesler, S.
  1995; 6 (4): 373-393
- **Secondhand social capital and idea quality in open innovation communities** *RESEARCH POLICY*
  Mattarelli, E., Schecter, A., Hinds, P., Contractor, N.
  2025; 54 (10)
- **Generative AI, Emerging Technology, and Organizing: Towards a theory of progressive encapsulation** *ORGANIZATION THEORY*
  Hinds, P., von Krogh, G.
  2024; 5 (4)
- **Cultivating place identity at work** *ORGANIZATIONAL DYNAMICS*
  Pearce, B., Hinds, P., Thomason, B., Altman, H., Winterstorm, S.
  2023; 52 (3)
- **Objects of Collaboration: Roles of Objects in Spanning Knowledge Boundaries in a Design Company** *International Conference on Design Theory and Methodology (DTM)*

Brubaker, E., Sheppard, S., Hinds, P., Yang, M.
2022

- **Work Design for Global Professionals: Connectivity demands, connectivity behaviors, and their effects on psychological and behavioral outcomes** *ORGANIZATION STUDIES*
  Nurmi, N., Hinds, P. J.
  2020

- **Learning from Team and Group Diversity: Nurturing and Benefiting from our Heterogeneity**
  Muller, M., Oliveira, N., Wulf, V., Fussell, S. R., Reinecke, K., Yuan, C., Gao, G., Robert, L., Hinds, P. J., Siangliulue, K., ACM
  ASSOC COMPUTING MACHINERY.2019: 498–503

- **Robots in the Wild: A Time for More Robust Theories of Human-Robot Interaction** *ACM TRANSACTIONS ON HUMAN-ROBOT INTERACTION*
  Jung, M., Hinds, P.
  2018; 7 (1)

- **Lasting Impact Award: Bonni A. Nardi, Steve Whittaker and Erin Bradner**
  Hinds, P., ACM
  ASSOC COMPUTING MACHINERY.2018: 3–4

- **Engaging robots: Easing complex human-robot teamwork using backchanneling.**
  Jung, M., F., Lee, J., DePalma, N., Hinds, P., J., Breazeal, C.
  2013

- **Closure vs. structural holes: How social network information and culture affect choice of collaborators.**
  Gao, G., Zhao, C., Hinds, P.
  2013

- **The (Un)Hidden Turmoil of Language in Global Collaboration** *ORGANIZATIONAL DYNAMICS*
  Neeley, T. B., Hinds, P. J., Cramton, C. D.
  2012; 41 (3): 236-244

- **The Meeting Genre Across Cultures: Insights From Three German-American Collaborations** *SMALL GROUP RESEARCH*
  Koehler, T., Cramton, C. D., Hinds, P. J.
  2012; 43 (2): 159-185

- **Awareness as an Antidote to Distance: Making Distributed Groups Cooperative and Consistent.**
  Kim, T., Pentland, A., Hinds, P.
  2012

- **Studying global work groups in the field.** *Research methods for studying group and teams: A guide to approaches, tools, and technologies*
  Hinds, P., Cramton, C.
  edited by Hollingshead, A., Poole, M., S.
  New York: Routledge..2012: 105–120

- **When in Rome: The role of culture and context in adherence to robot recommendations.**
  Wang, L., Rau, P., Evers, V., Robinson, B., Hinds, P.
  2010

- **Relational vs. group self-construal: Untangling the role of national culture in HRI.**
  Evers, V., Maldonado, H., Brodecki, T., Hinds, P.
  2008

- **Autonomy and common ground in human-robot interaction: A field study** *IEEE INTELLIGENT SYSTEMS*
  Stubbs, K., Wettergreen, D., Hinds, P. J.
  2007; 22 (2): 42-50

- **Intercultural interaction in distributed teams: Salience of and adaptations to cultural differences.**
  Cramton, C., Hinds, P.

2007

- **Who should I blame? The effects of autonomy and transparency on attributions in human-robot interaction.**
  Kim, T., Hinds, P.
  2006
- **Challenges to grounding in human-robot interaction: Sources of errors and miscommunications in remote exploration robotics.**
  Stubbs, K., Hinds, P., Wettergreen, D.
  2006
- **Robots, gender & sensemaking: Sex segregation's impact on workers making sense of a mobile autonomous robot** *IEEE International Conference on Robotics and Automation (ICRA)*
  Siino, R. M., Hinds, P. J.
  IEEE.2005: 2773–2778
- **Subgroup dynamics in internationally distributed teams: Ethnocentrism or cross-national learning?** *RESEARCH IN ORGANIZATIONAL BEHAVIOR: AN ANNUAL SERIES OF ANALYTICAL ESSAYS AND CRITICAL REVIEWS, VOL 26*
  Cramton, C. D., Hinds, P. J.
  2005; 26: 231-263
- **Whose job is it anyway? A study of human-robot interaction in a collaborative task** *HUMAN-COMPUTER INTERACTION*
  Hinds, P. J., Roberts, T. L., Jones, H.
  2004; 19 (1-2): 151-181
- **Trust in context: The development of interpersonal trust in geographically distributed work.** *Trust and Distrust within Organizational Contexts*
  Hinds, P., Zolin, R.
  edited by Kramer, Roderick, M., Cook, Karen, S.
  New York: Russell Sage Foundation..2004: 214–238
- **Interpersonal trust in cross-functional, geographically distributed work: A longitudinal study.** *Information & Organizations*
  Zolin, R., Hinds, P., Fruchter, R., Levitt, R.
  2004; 14: 1-26
- **Making sense of new technology as a lead-in to structuring: The case of an autonomous mobile robot.**
  Siino, R., Hinds, P.
  2004
- **Introduction to this special issue on human-robot interaction** *HUMAN-COMPUTER INTERACTION*
  Kiesler, S., Hinds, P.
  2004; 19 (1-2): 1-8
- **Shared knowledge and shared understanding in virtual teams.** *Virtual Teams That Work*
  Hinds, P., Weisband, S.
  edited by Gibson, C., B., Cohen, S., G.
  New York, NY: Jossey-Bass..2003: 21–36
- **Understanding antecedents to conflict in geographically distributed research and development teams.**
  Hinds, P., Mortensen, M.
  2002
- **Fuzzy teams: Boundary disagreement in distributed and collocated teams.** *Distributed Work*
  Mortensen, M., Hinds, P.
  edited by Hinds, P., Kiesler, S.
  Cambridge, MA: MIT Press..2002: 283–308
- **Distributed Work.**
  Hinds, P.
  edited by Hinds, P., Kiesler, S.
  MIT Press..2002

- **Conflict and shared identity in geographically distributed teams** *INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT*
  Mortensen, M., Hinds, P. J.
  2001; 12 (3): 212-238
- **Conflict and shared identity in geographically distributed teams.**
  Mortensen, M., Hinds, P.
  2001
- **The hidden costs of intellectual property.**
  Hinds, P.
  2000
- **Virtual team performance: Modeling the impact of temporal and geographic virtuality.**
  Hinds, P., Bailey, D.
  2000
- **Some cognitive costs of video.** *Media Psychology*
  Hinds, P.
  1999; 1: 283-311