



Pamela Hinds

Professor of Management Science and Engineering

CONTACT INFORMATION

- **Administrative**

Jim Fabry - Administrative Associate

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Bio

BIO

Pamela J. Hinds is Professor and Director of the Center on Work, Technology, and Organization in the Department of Management Science and Engineering, Stanford University. She studies the effect of technology on teams and collaboration. Pamela has conducted extensive research on the dynamics of geographically distributed work teams, particularly those spanning national boundaries. 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 appropriated 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 begun to explore the changing nature of work in the advent of technology shifts such as increasing cyber-physical systems, intelligence and autonomy (e.g. autonomous robots, 3-D printing, open innovation, etc.). 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

HONORS AND AWARDS

- 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
- Science, Technology and Society

PROFESSIONAL EDUCATION

- PhD, Carnegie Mellon (1997)

Research & Scholarship

PROJECTS

- Understanding Technology Appropriation in Intercultural Global Work - Stanford University
- Innovation Centers Around the Globe
- 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

2017-18

- Global Work: MS&E 185 (Spr)
- Groups and Teams: MS&E 384 (Win)
- Organizing for Good: MS&E 188 (Spr)

2016-17

- Global Work: MS&E 185 (Spr)
- Organizations: Theory and Management: MS&E 180 (Spr)

2015-16

- Global Work: MS&E 185 (Spr)
- Groups and Teams: MS&E 384 (Win)
- Organizations: Theory and Management: MS&E 180 (Spr)

2014-15

- Global Work: MS&E 185 (Spr)
- Global Work: OSPSANTG 32 (Aut)
- Prototyping and Rapid Experiment Lab: MS&E 488 (Spr)

STANFORD ADVISEES

Postdoctoral Faculty Sponsor

Gonzalo Valdes Ulloa, Tim Weiss

Master's Program Advisor

Silviana Ciurea Ilcus, Zhaoxin Fu, Chuen Pan

Doctoral (Program)

Heather Altman, Prachee Jain, Ryan Lusvardi, Ayinwi Muma

Publications

PUBLICATIONS

- **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
- **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