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EDUCATION

Ph.D., Organization Science & Management, Carnegie Mellon University, 1997
M. Phil., Carnegie Mellon University; Public Policy & Management, 1993
M. A., University of San Francisco; Human Resources & Organizational Development, 1989
B. A., Claremont McKenna College Claremont; Political Science/Foreign Affairs, 1982

EMPLOYMENT

2015 - current Professor. Department of Management Science & Engineering, Stanford University
Co-Director, Center for Work, Technology & Organization
Faculty Director, School of Engineering Global Programs
Member, Director's Council, Stanford d.school
Member, Science, Technology & Society, Executive Board
Member, Faculty Steering Committee, Hass Center for Public Service
Faculty Affiliate, Human Centered AI Institute
Faculty Affiliate, Center on Global Poverty and Development
Faculty-in-Residence, Beijing, (2007), Santiago (2014), Cape Town (2019)

2005 - 2015 Associate Professor. Department of Management Science & Engineering, Stanford University

1998 – 2005 Assistant Professor. Department of Management Science & Engineering, Stanford University

1997-1998 Hewlett Packard Laboratories. Member of Technical Staff. Conducting research on the social impact of technologies.

1984-1991 Pacific Bell. Staff Manager & Technical Director.

HONORS & AWARDS

Distinguished Scholar Award – Academy of Management, Organizational Communication & Information System Division, 2014

Honorable Mention, 2015 Best of CSCW Committee for the paper “In the Flow, Being Heard, and Having Opportunities: Sources of Power and Power Dynamics in Global Teams.” *Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW)*. (~ top 14% of accepted papers, 4% of submitted papers)

HONORS & AWARDS (continued)

Nominee – Carolyn Dexter Best International Paper Award, Academy of Management, 2007 (awarded to less than 2% of submissions)

Ph.D. Student – Mark Mortensen: William H. Newman Award for best paper from a dissertation, Academy of Management, 2004

Best Paper 2004 – Runner up (co-authored with Rosanne Siino). Awarded by the Organizational Communication & Information Systems Division of the Academy of Management.

Best Paper 2001- Runner up (co-authored with Mark Mortensen). Awarded by the Organizational Communication & Information Systems Division of the Academy of Management.

2000 New Investigator Award in Experimental Psychology: Applied. Awarded by the Division of Experimental Psychology of the American Psychological Association.

Best Paper 2000 (co-authored with Diane Bailey). Awarded by the Organizational Communication & Information Systems Division of the Academy of Management.

JOURNAL PUBLICATIONS

Nurmi, N. & Hinds, P. (2020). Work design for global professionals: Connectivity demands, connectivity behaviors, and their effects on psychological and behavioral outcomes, *Organization Studies*.

Jung, M. & Hinds, P. (2018). Robots in the wild: A time for more robust theories of human-robot interaction. *ACM Transactions on Human Robot Interaction*, 7, 1. <https://doi.org/0000001.0000001>

Nurmi, N. & Hinds, P. (2016). Job complexity and learning opportunities: A silver lining in the design of global virtual work. *Journal of International Business Studies*.

Vaerlander, S. Hinds, P. Thomason, B., Pearce, B., & Altman, H. (2016). Enacting a constellation of logics: How transferred practices are recontextualized in a global organization. *Academy of Management Discoveries*.

Hinds, P., Neeley, T., Cramton, C. (2014). Language as a lightning rod: Power contests, emotion regulation, and subgroup dynamics in global teams. *Journal of International Business Studies*, 45, 536-561.

Hinds, P. & Cramton, C. (2014). Situated coworker familiarity: How site visits transform relationships among distributed workers. *Organization Science*, 25, 794-814.

Cramton, C. & Hinds, P. (2014). An embedded model of cultural adaptation in global teams. *Organization Science*, 25, 1056-1081

Neeley, T., Hinds, P., & Cramton, C. (2012). The (Un)Hidden Turmoil of Language in Global Collaboration. *Organizational Dynamics*.

Koehler, T., Cramton, C., & Hinds, P. (2012). The meeting genre across cultures: Insights from three German-American collaborations. *Small Group Research*.

Hinds, P., Liu, L. & Lyon, J. (2011). Putting the global in global work: An intercultural lens on the process of cross-national collaboration. *Academy of Management Annals*, 5(1), 1-54.

Stubbs, K., Hinds, P., & Wettergreen, D. (2007). Autonomy and common ground in human-robot interaction: A field study with a remote autonomous explorer. *IEEE Intelligent Systems*. Special Issue on Interacting with Autonomy, 22(2):42-50

JOURNAL PUBLICATIONS (continued)

Dahlin, K., Weingart, L., & Hinds, P. (2006). Team diversity and information use. *Academy of Management Journal*, 48, 1107-1123.

Hinds, P. & Mortensen, M. (2005). Understanding conflict in geographically distributed teams: An empirical investigation. *Organization Science*, 16, 290-307. (Named in 2014 by *Academy of Management Discoveries* as one of nine exemplar empirical papers.)

Cramton, C. & Hinds, P. (2005). Subgroup dynamics in internationally distributed teams: Ethnocentrism or cross-national learning? *Research in Organizational Behavior*, 26, 231-263.

Hinds, P., Roberts, T., & Jones, H. (2004). Whose job is it anyway? A study of human-robot interaction on a collaborative task. *Human Computer Interaction*, 19, 151-181.

Zolin, R., Hinds, P., Fruchter, R. & Levitt, R. (2004). Interpersonal trust in cross-functional, geographically distributed work: A longitudinal study. *Information & Organizations*, 14, 1-26.

Hinds, P. & Bailey, D. (2003). Out of sight, Out of sync: Understanding conflict in distributed teams. *Organization Science*, 14, 615-632.

Mortensen, M. & Hinds, P. (2001). Conflict and shared identity in geographically distributed teams. *International Journal of Conflict Management*, 212-238.

Hinds, P., Patterson, M., & Pfeffer, J. (2001). Bothered by abstraction: The effect of expertise on knowledge transfer and subsequent novice performance. *Journal of Applied Psychology*, 86, 1232-1243.

Hinds, P., Carley, K., Krackhardt, D., & Wholey, D. (2000). Balancing similarity, competence, and familiarity: A study of how people choose workgroup members. *Organizational Behavior and Human Decision Processes*, 81, 226-251.

Hinds, P. (1999). The curse of expertise: The effects of expertise and debiasing methods on predictions of novice performance. *Journal of Experimental Psychology: Applied*, 5, 205-221.

Hinds, P. (1999). The cognitive and interpersonal costs of video. *Media Psychology*, 1, 283-311.

Hinds, P. & Kiesler, S. (1995). Communication across boundaries: Work, structure, and use of communication technologies in a large organization. *Organization Science*, 6, 373-393

BOOKS

Hinds, P. & Kiesler, S. (Eds.). (2002). *Distributed Work*. Cambridge, MA: MIT Press.

REVIEWED CONFERENCE PROCEEDINGS

Mattarelli, E., Schechter, A., Hinds, P., Contractor, N., Lu, C., & Topac, B. (2018). How Co-creation Processes Unfold and Predict Submission Quality in Crowd-based Open Innovation. Proceedings of the Thirty Ninth International Conference on Information Systems, San Francisco.

Martelaro, N., Ju, W., Nneji, V., & Hinds, P. (2016). Tell me more: more trust, disclosure, and companionship. Proceedings of the IEEE/ACM Conference on Human Robot Interaction.

Retelny, D. & Hinds, P. (2016). Embedding intentions in drawings: How architects craft and curate drawings to achieve their goals. Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW).

REVIEWED CONFERENCE PROCEEDINGS (continued)

Hinds, P., Retelny, D., & Cramton, C. (2015). In the flow, being heard, and having opportunities: Sources of power and power dynamics in global teams. Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW), Honorable Mention, Best of CSCW Committee (~14% of accepted papers, ~4% of submitted papers)

Jung, M., Martelero, N., & Hinds, P. (2015). Using robots to moderate team conflict: The case of repairing violations. Proceedings of the ACM Conference on Human-Computer Interaction (CHI).

Gao, G., Hinds, P. & Zhao, C. (2013). Closure vs. structural holes: How social network information and culture affect choice of collaborators. Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW), p. 5-18.

Jung, M. F., Lee, J., DePalma, N., Hinds, P. J., & Breazeal, C. (2013). Engaging robots: Easing complex human-robot teamwork using backchanneling. Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW), p. 1555-1566.

Zhao, C., Hinds, P. & Gao, G. (2012). How and to whom people share: The role of culture in self disclosure in online communities. Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW). p. 67-76.

Kim, T., Hinds, P. & Pentland, A. (2012). Awareness as an Antidote to Distance: Making Distributed Groups Cooperative and Consistent. Proceedings of the ACM Conference on Computer Supported Cooperative Work (CSCW). p. 1237-1246.

Wang, L., Rau, P., Evers, V., Robinson, B. & Hinds, P. (2010). When in Rome: The role of culture and context in adherence to robot recommendations. Proceedings of the ACM International Conference on Human Robot Interaction. Osaka, Japan, p. 359-366.

Evers, V. & Hinds, P. (2010). The truth about universal design. How knowledge on basic human functioning, used to inform design, differs across cultures. Proceedings of Product & Systems Internationalisation Conference, 37-47.

Cramton, C. & Hinds, P. (2009). The dialectical dynamics of nested structuration in globally distributed teams. Academy of Management Best Paper Proceedings, Chicago, p. 1-6.

Evers, V, Maldonado, H, Brodecki, T., & Hinds, P. (2008). Relational vs. group self-construal: Untangling the role of national culture in HRI. Proceedings of the ACM International Conference on Human-Robot Interaction, Amsterdam, Holland, p. 255-262.

Siino, R., Chung, J. & Hinds, P. (2008). Colleague vs. Tool: Effects of Disclosure in Human-Robot Collaboration, Proceedings of the IEEE International Symposium on Robot and Human Interactive Communication, p. 558-562.

Cramton, C. & Hinds, P. (2007). Intercultural interaction in distributed teams: Salience of and adaptations to cultural differences. Academy of Management Best Paper Proceedings, Philadelphia, OCIS, p.1-6

Hinds, P. & McGrath, C. (2006). Structures that work: Social structure, work structure, and performance in geographically distributed teams. Proceedings of the Conference on Computer Supported Cooperative Work (CSCW), Banff, Canada, p. 343-352.

Kim, T. & Hinds, P. (2006). Who should I blame? The effects of autonomy and transparency on attributions in human-robot interaction. Proceedings of the IEEE International Symposium on Robot and Human Interactive Communication, Hertfordshire, England, 80-85.

Siino, R. & Hinds, P. (2005). Robots, gender & sensemaking: Sex segregation's impact on workers making sense of a mobile autonomous robot. Proceedings of the IEEE International Conference on Robotics and Automation (ICRA), Barcelona, Spain, p. 2773-2778.

REVIEWED CONFERENCE PROCEEDINGS (continued)

Siino, R. & Hinds, P. (2004). Making sense of new technology as a lead-in to structuring: The case of an autonomous mobile robot. Academy of Management Best Paper Proceedings, New Orleans, OCIS E1-E6.

Jones, H. & Hinds, P. (2002). Extreme work groups: Using SWAT teams as a model for coordinating distributed robots. Proceedings of the Conference on Computer Supported Cooperative Work (CSCW). New York: ACM Press, 372-381.

Hinds, P. & Mortensen, M. (2002). Understanding antecedents to conflict in geographically distributed research and development teams. Proceedings of the International Conference on Information Systems (ICIS). Atlanta, GA: Association for Information Systems.

Mortensen, M. & Hinds, P. (2001). Conflict and shared identity in geographically distributed teams. Academy of Management Best Paper Proceedings, Washington, D.C., OCIS B1-B6.

Hinds, P. & Bailey, D. (2000). Virtual team performance: Modeling the impact of temporal and geographic virtuality. Academy of Management Best Paper Proceedings, Toronto, Canada, OCIS C1-C6.

Hinds, P. (2000). The hidden costs of intellectual property. Proceedings of the Hawaii International Conference on the Systems Sciences. Maui, HI.

BOOK CHAPTERS

Hinds, P. & Cramton, C. (2012). Studying global work groups in the field. In A. Hollingshead & M. S. Poole (Eds.). (2012). *Research Methods for Studying Group and Teams: A Guide to Approaches, Tools, and Technologies* (pp. 105-120). New York: Routledge. (Winner: Ernest Bormann Award for an outstanding scholarly book on group communication.)

Hinds, P. & Lyon, J. (2011). Innovation & culture: Exploring the work of designers across the globe. In H. Plattner, C. Meinel, & L. Liefer (Eds.), *Design Thinking: Understand-Improve-Apply*. Springer.

Hinds, P. & Zolin, R. (2004). Trust in context: The development of interpersonal trust in geographically distributed work. In Roderick M. Kramer and Karen S. Cook (Eds.), *Trust and Distrust within Organizational Contexts* (pp. 214-238). New York: Russell Sage Foundation.

Hinds, P. & Pfeffer, J. (2003). Why organizations don't 'know what they know': Cognitive and motivational factors affecting the transfer of expertise. In M. Ackerman, V. Pipek, and V. Wulf (Eds.). *Beyond Knowledge Management: Sharing Expertise* (pp. 3-26). Cambridge, MA: MIT Press.

Hinds, P. & Weisband, S. (2003). Shared knowledge and shared understanding in virtual teams. In C.B. Gibson and S. G. Cohen (Eds.), *Virtual Teams That Work* (pp. 21-36). New York, NY: Jossey-Bass.

Mortensen, M. & Hinds, P. (2002). Fuzzy teams: Boundary disagreement in distributed and collocated teams. In P. Hinds & S. Kiesler (Eds.). *Distributed Work* (pp. 283-308). Cambridge, MA: MIT Press.

POPULAR PRESS & INTERVIEWS(selected)

Interview: Slack Blog (August 2018). How distributed teams can optimize collaboration and connection. <https://slackhq.com/distributed-teams-collaboration-connection>

Pearce, B. & Hinds, P. <https://hbr.org/2018/01/sgc-research-when-moving-to-an-open-office-plan-pay-attention-to-how-your-employees-feel>

Interview: The Future of Everything with Russ Altman, June 2017. <https://soundcloud.com/user-458541487/our-evolving-workplace-with-guest-pamela-hinds?in=user-458541487/sets/the-future-of-everything-with>

Hinds, P. (June 2016). Why best practices don't translate across cultures. <https://hbr.org/2016/06/research-why-best-practices-dont-translate-across-cultures>

Hinds, P. (March, 2016). Global teams should have office visits, not offsites. <https://hbr.org/2016/03/global-teams-should-have-office-visits-not-offsites>

Interview: Published in Harvard Business Review, November 2015, <https://hbr.org/2015/11/resolve-a-fight-with-a-remote-colleague>

Interview: The Takeaway (NPR), January 2014, <http://www.thetakeaway.org/story/eight-hour-workday-past-present-and-future/>

Hinds, P. (June 2014). 4 ways to decrease conflict within global teams. Harvard Business Review. <https://hbr.org/2014/06/4-ways-to-decrease-conflict-within-global-teams>

BOOK REVIEWS

Hinds, P. (2003). Review of the book Workplace Studies: Recovering Work Practice and Informing System Design by Paul Luff, Jon Hindmarsh and Christian C. Heath (Eds.). Computer Supported Cooperative Work, 12, 123-125.

INVITED TALKS

PARC, Dealer Talk. (2017)

Keynote Address, Academy of Management, Organizational Communication & Information Systems Division, (2014)

McGill University, Desautels/IS Speaker Series (2014)

University of Pennsylvania, Wharton (2012)

Cornell University, Department of Communication's Colloquium Series (2012)

UC Irvine, Informatics, Co-sponsored by the Center for Organizational Research (2011)

University of Minnesota, MIS Seminar (2011)

Northwestern University, Technology and Social Behavior Speaker Series, joint with Computer Science and Communication (2010)

KAIST Catch the Future Seminar, Department of Industrial Design, Korea (2010)

American University of Beirut, Mediterranean-Middle Eastern Research Workshop (2010)

INVITED TALKS (continued)

University of Southern California, Charles Annenberg Weingarten Program on Online Communities (APOC) Speaker Series (2009)

Nokia Research Center (2008)

IBM Research, Almaden Research Center (2008)
Keynote Address - International Symposium on Collaborative Technologies and Systems (2008)

PARC, Intelligent Systems Laboratory Futures Workshop (2008)

Symbolic Systems Program Forum, Stanford University (2008)

Sino European Usability Center, School of Computer Science & Technology, Dalian Maritime Univ.(2007)

Department of Industrial Engineering, Tsinghua University (2007)

Guanghua School of Management, Peking University (2007)

Nanyang Business School, Nanyang Technological University (Singapore), Information Management Research Center (2007)

Kellogg School of Management, Northwestern University, Dispute Resolution Research Center (2006)

New York University, Information, Operations & Management Science, Stern School of Business (2006)

Keynote Address – IBM HCI Symposium (2005)

Carnegie Mellon University, Human Computer Interaction Institute (2005)

INSEAD – Seminar in Organizational Behavior (2004), Fontainebleau, France

IBM Faculty Summit – T.J. Watson Research Center (2004)

Dagstuhl Research Center for Computer Science – Perspectives Seminar: Empirical Theory and the Science of Software Engineering (2004)

University of Michigan, School of Information – Collaboratory for Research on Electronic Work (CREW) Seminar (2003)

Nokia, Research & Development Professionals Management Development Session (2001)

Massachusetts Institute of Technology; Sloan School of Management (2001)

Australian Graduate School of Business (2000)

UC Irvine; Information & Computer Science (2000)

PROFESSIONAL SERVICE (recent)

Member - SIGCHI Conferences Board

Founding Board Member: Psychology of Technology Institute

Steering Committee Chair – Computer Supported Cooperative Work (2012-2016)

Founding Steering Committee Chair – International Conference on Intercultural Collaboration (IWIC), now Collaboration Across Boundaries (CABS), (2010-2017)

Senior Editor - Organization Science (2012-current)

Editorial Advisory Board – Journal of Computer Supported Cooperative Work (JCSCW), (2015-current)

Editorial Board – Journal of International Business Studies (JIBS), (2012-2015)

Section Editor, Journal of Human-Robot Interaction (founding section editor for this new journal, 2010-2012)

Conference Co-Chair – Computer Supported Cooperative Work, 2011 (Hangzhou, China)

Conference Co-Chair – International Conference on Intercultural Collaboration 2010 (Copenhagen, Denmark)

Steering Committee Member – IEEE/ACM Human Robot Interaction Conference (2007-2012)

Academic Advisory Group (Member): University of California Santa Cruz School of Management

General Conference Co-Chair – Human Robot Interaction Conference, 2010

Program Co-Chair – Human Robot Interaction Conference, 2009

Conference Co-Chair – Second International Workshop on Intercultural Collaboration, 2009

Co-Chair: CSCW 2008 Doctoral Consortium

Editorial Review Board – Organization Science (2002-2012)

Editorial Review Board – Organizational Behavior and Human Decision Processes (2007-2013)

Division Chair: Organizational Communication & Information Systems, Academy of Management. (A 5-year progression which placed me as Program Chair in 2005 and Division Chair in 2006-2007.)

Conference Co-Chair – ACM Conference on Computer Supported Cooperative Work (CSCW 2006)

SCHOOL & DEPARTMENT SERVICE (recent)

Co-Lead, Long Range Planning Discovery Team on Global Engagement (2018-2019)
Chair, Faculty Search Committee, Management Science & Engineering (2018-2019)
Member, Bing Overseas Studies Program (BOSP) CUHK Faculty Advisory Committee (2018 - present)
Member, Stanford Center at Peking University (SCPKU) Advisory Committee (2013 – 2020)
Member, Faculty Search Committee, Management Science & Engineering (2017-2018)
Chair, Senior Faculty Search in Digital Work, Management Science & Engineering (2016-2017)
Chair, Senior Faculty Search Committee, Management Science & Engineering (2013-2014)
Faculty Search Committee, Management Science & Engineering (2012-2013)
Faculty Director – School of Engineering Global Programs (2006 – present)
Department Liaison – National University of Singapore (2005 – present)
Affiliated Faculty – Hasso Plattner Institute of Design (2005 – present)

TEACHING EXPERIENCE

Rapid Experimentation (graduate/undergraduate, d.school)
Global Work (undergraduate)
Understanding Design within a Cultural Context (graduate/undergraduate, d.school)
Organizational Behavior: Theory & Management (undergraduate)
Contextual & Organizational Issues in Human Computer Interaction (graduate)
Tools for Experience Design (graduate)
Cross-cultural Design (graduate)
Groups and Teams in Organizations (Ph.D.)

Executive Education – Teaming across Boundaries, Leading Teams with Emotional Intelligence, Observing Team Dynamics, etc.

PH.D. STUDENT ADVISEES

Mark Mortensen, Associate Professor, INSEAD, Graduated 2003 (currently up for tenure)
Winner: William H. Newman Award for best paper from a dissertation, Academy of Management, 2004

Cheng-Suang Heng, Associate Professor, National University of Singapore, Graduated 2004

Tsedal Beyene (now Neeley), Professor, Harvard Business School, Graduated 2007

Aditya Johri, Professor, George Mason University, Graduated 2007

Rosanne Siino, Adjunct Faculty, Stanford University, Graduated 2007

Niina Nurmi, Helsinki University, Graduated 2010, Professor of Practice, Department of Management Studies, Aalto University, Finland

Malte Jung (Co-Advisor, Mechanical Engineering), Associate Professor, Cornell University, Graduated 2012

Carol (Jia) Xu, 2006 – Graduated 2014

Lei Liu, Disney, Graduated 2014

PH.D. STUDENT ADVISEES (continued)

Brandi Pearce (Co-Chair, with Laurie Weingart), Carnegie Mellon, Heinz School of Public Policy & Management), Graduated 2015, UC Berkeley, Haas School of Business, Team Performance Coordinator

Bobbi Thomason, Graduated 2015, Assistant Professor, Pepperdine University

Joachim Lyon, Graduated 2016, Intuit

Heather Altman, 2015 – current

Prachee Jain, 2015 – current

Ryan Lusvardi, 2017 – current

Ayinwi Muma, 2017 – current

Laura Taylor-Kale, 2018 – current

Nick Russell, 2018-current

POST-DOCTORAL ADVISEES

Malte Jung, 2012-2014, currently Associate Professor, Information Science, Cornell University

Niina Nurmi, 2014-2015, currently Professor of Practice, Department of Management Studies, Aalto University, Finland

Timothy Weiss, 2016-2019, Post-Doctoral Researcher, Assistant Professor, Imperial College London

GRANTS (selected)

2017-2020, National Science Foundation, Cyber-Human Systems Grant, \$500K

2017-2018, Media-X Award (PI), \$48,588

2012-2018, National Science Foundation, Collaborative Research: Socially Assistive Robots, \$1,340K

2012-2017, National Science Foundation, VOSS Grant (PI, with Steve Barley), \$400K

2008 – 2011. Hasso Plattner Design Thinking Research Program (PI), \$383, 649

2010-2011, SAP Grant (PI), \$72,000

2007 – 2012. Office of Naval Research, MURI (PI), \$235,000

2006-2009. National Science Foundation (HDS) Grant, \$247,595

2003-2006. Boeing Research Grant (PI), \$250,000.

2001-2006. National Science Foundation (ITR) Grant (co-PI), \$3,200,000. (\$833K for my subcontract)

2002-2005. National Science Foundation (ITR) Grant (PI). \$205,000.

2002-2005. Bechtel Initiative on Global Growth and Change. \$250,000

1999-2002. National Science Foundation (KDI) Grant (co-PI), \$1,300,000 (\$433K for my subcontract)