

Zachariah J. Rodgers

Organizations, Technology, & Entrepreneurship:
Center for Work, Technology, & Organization
Stanford University, Department of Management Science & Engineering
m 781.866.0099 | zrodgers@stanford.edu
<http://zachariahrodgers.com>

EDUCATION

STANFORD UNIVERSITY

Management Science & Engineering: Organizations, Technology,
& Entrepreneurship: Center for Work, Technology, & Organization

Expected 2017

Doctor of Philosophy

Dissertation: *The Overriding Power of Ought Nots: Evidence from Microfinance for why some Hybrid Organizations Fail to Integrate and Perform Completely*

Abstract: Using both quantitative (archival) and qualitative (interview) methods to compare the social and financial performance of financially focused “hybrid” organizations to socially-focused hybrids. I find that financially-focused hybrid organizations perform relatively well, because they incorporate both social and financial performance into coherent means-end sequences, unencumbered by fear of mission drift that the socially-focused hybrids experience.

- Dissertation committee: Steve Barley, Melissa Valentine, Bob Sutton, Riitta Katila

University of Pennsylvania

School of Social Policy and Practice

From 2013

Social Impact Doctoral Fellow

- Supervised by Peter Frumkin

BRIGHAM YOUNG UNIVERSITY

Marriott School of Management

April 2012
Masters of Business Administration: Organizations & Strategy

- Hawes Scholar (*highest honor in MBA program; for academic, leadership, and ethical accomplishment*)
- 99th percentile GMAT

UNIVERSITY OF MICHIGAN

College of Literature, Science, and the Arts

December 2005
*Bachelor of Arts with Distinction: dual major Asian Studies
& Economics*

- Highest Honors
- Honors thesis: *Letters & Memoirs of Thomas C. Dudley* (advisor: Jonathan Zwicker)

JOURNAL ARTICLES

- Madsen, P.M. & Rodgers, Z. J. 2015. [*Looking Good by Doing Good: The Antecedents and Consequences of Stakeholder Attention to Corporate Social Performance.*](#) **Strategic Management Journal** 36(5): 776-794.
- Weitzel, P. & Rodgers, Z.J. 2015. [*Broad Shareholder Value and the Inevitable Role of Conscience.*](#) **NYU Journal of Law & Business** 12(1): 35-97. [Mentioned in *Bloomberg*]

EDITOR-REVIEWED PUBLICATIONS

- Rodgers, Z. J. 2016. [*Looking Good by Doing Good: Four Ways Corporate Philanthropists can do Better by Their Beneficiaries—and Themselves.*](#) **Stanford Social Innovation Review** online article, April 2016.
- Miller, J.A., Rodgers, Z.J., & Bingham, J.B. 2014. [*Moral Awareness.*](#) In B.R. Agle, J.A. Thompson, D.W. Hart, & H.M. Hendricks (Eds.), **Research Companion to Ethical Behavior in Organizations**. New York: Edward-Elgar.
- Whetten, D.A. & Rodgers, Z.J. 2013. [*Theory Development.*](#) In E.H. Kessler (Ed.), **Encyclopedia of Management Theory**. Vol. 2: 849-855. London: Sage Publications.
- Whetten, D.A. & Rodgers, Z.J. 2012. [*Susan Albers Mohrman, Edward E. Lawler, III, and Associates: Useful Research: Advancing Theory and Practice.*](#) Book Review. **Administrative Science Quarterly** 57(4): 700-703.

WORKING PAPERS

- Rodgers, Z.J. *The overriding power of ought nots: Evidence from microfinance for why some hybrid organizations fail to integrate and perform completely.* (presented at various university workshops and conferences, including **Academy of Management** and **Association for Research on Nonprofit Organizations and Voluntary Action** annual conferences; job market paper) available at SSRN: <http://ssrn.com/abstract=2825388>
- Whetten, D.A., Rodgers, Z.J., Green, C.D., & Coles, R. *Applied or Disciplined: What Constitutes our Contributions? An Analysis of the Theory-practice Nexus in Published Management Articles.* (presented at **Academy of Management** annual conference and poster at **Wharton Emerging Scholars** workshop; finalizing for submission)
- Baer*, M., Dyer*, J.H., & Rodgers*, Z.J. (*all authors contributed equally). *Going Against the Grain but Rising to the top: Career Returns to Engaging Creative Behaviors at Work.* (presented at **Academy of Management** annual conference and poster at **Organization Science** winter conference; finalizing for submission)
- Killebrew, C., Howe, D., & Rodgers, Z.J. *Problem Solving Theory: Goal Misalignment as an Impediment to Effectively Setting Goals in Organizations.* (presented by co-author at **Academy of Management** annual conference; finalizing for submission)
- Godfrey, P.C., Rodgers, Z. J., London, T., & Shulze, B. *Poverty Alleviation and Entrepreneurship at the Base of the Pyramid: A Critique and Agenda for Research.* (reject and resubmit at **Strategic Entrepreneurship Journal**)
- Rodgers, Z.J., Godfrey, P.C., Santos, F., & Acquah, M. *Leveraging a Boost from the Shoulders of Giants: What Base of the Pyramid Research can Learn from Poverty Studies in the Disciplines.* (presented at **Academy of Management** annual conference; target: **Academy of Management Annals**)

WORK IN PROGRESS

- Rodgers, Z.J. *Cui Bono? When do Organizations Obtain Favorable Legal Environments Despite Contradictory Stakeholder Interests? A Study of U.S. Merger & Acquisition Antitrust Regulation* (presented at **International Association for Business and Society** annual conference; data analysis, drafting phase)
- Rodgers, Z.J., Hinds, P., & Barley, S.R. *Understanding Technology Appropriation in Intercultural Global Work*. (2 years of qualitative field data collection complete; data analysis, drafting phase) [research mentioned by Pam Hinds in **Harvard Business Review** online article]
- Rodgers, Z.J. *Construals and Cultural Effects of Profit Status*. (data collection and research design phase)
- Rodgers, Z.J. *Doing Good to do Good, and Eventually to do Well: Equifinality of Short-term Financial Success Versus Moral And Long-Term Financial Success Through Enlightened Business*. (data collection and research design phase; ideas presented at **Stanford Work, Technology, and Organization Conclave** research workshop off-site)

PRESENTATIONS, INVITED TALKS, AND PRESENTED CONFERENCE PAPERS

- Rodgers, Z.J. 2016. *The Overriding Power of Ought Nots: Evidence from Microfinance for why some Hybrid Organizations fail to Integrate and Perform Completely*. Presented at **Organizations with Purpose**, London Business School.
- *Baer, M., Dyer, J.H., & Rodgers, Z.J. (presenter) (*all authors contributed equally) 2016. *Going Against the Grain but Rising to the Top: Career Returns to Engaging Creative Behaviors at Work*. Presented at **OB Division, Academy of Management** annual conference.
- Rodgers, Z.J. 2016. *Cui Bono: When do Organizations Obtain Favorable Legal Environments Despite Contradictory Stakeholder Interests? A Study of U.S. Merger & Acquisition Antitrust Regulation*. Presented at **International Association of Business & Society**, Park City, Utah.
- Rodgers, Z.J. 2016. *Oughts and Ought Nots: Evidence from the Microfinance Industry for Asymmetrically Integration-Resistant Hybrid Combinations and the Consequences for Social and Financial Performance*. Presented at **Trans-Atlantic Doctoral Conference**, London Business School.
- *Dyer, J.H., Rodgers, Z.J. (presenter), & Baer, M. (*all authors contributed equally) 2016. *Going Against the Grain but Rising to the top: Career Returns to Engaging Creative Behaviors at Work*. Poster at **Organization Science Winter Conference**.
- Rodgers, Z.J. & Garff, P.F. 2015. *When A+B does not Equal B+A: Asymmetrical Organizational Combinations, Integration, and Performance*. Presented at **OMT division, Academy of Management** annual conference, Vancouver, Canada.
- Rodgers, Z.J., Godfrey, P.C., Santos, F., & Acquah, M. 2015. *Leveraging a Boost from the Shoulders of Giants: What Base of the Pyramid Research can Learn from Poverty Studies in the*

Disciplines. Presented at **SIM division, Academy of Management** annual conference, Vancouver, Canada.

- Rodgers, Z.J. 2015. *Cui bono? Congressional Oversight Hearings and their Effects on Firm, Social, and Competitive Outcomes*. Also *Hybrids as Non-commutative Social and Financial Combinations: When $A+B$ does not Equal $B+A$* . Presented at **Organizational Leadership and Strategy faculty seminar series**, Brigham Young University.
- Rodgers, Z.J. 2015. *Hybrids as Non-commutative Social and Financial Combinations: When $A+B$ does not Equal $B+A$* . Presented at **Stanford-Berkeley Organizational Behavior Conference**, Haas School of Business, University of Berkeley.
- Rodgers, Z.J. 2014. *Best of both Worlds or Master of none? Nonprofit and For-profit Organizations Attempting both Social and Financial Performance*. Presented at **Association for Research on Nonprofit Organizations and Voluntary Action** annual conference, Denver.
- Rodgers, Z.J. 2014. *Best of both Worlds or Master of none? Organizational Performance in an Environment with Multiple Demands*. Presented at **Networks & Organizations workshop**, Stanford University.
- Rodgers, Z.J. 2014. *Two-dimensional Performance and Moral High Ground's Dark Side: Social and Financial Performance of Hybrid Forms*. Presented at **University of Utah Doctoral Research Management Roundtable**.
- Whetten, D.A., Rodgers, Z.J. (presenter), Green, C.D., & Coles, R. 2014. *Applied or Disciplined: What Constitutes our Contributions? An Analysis of the Theory-practice Nexus in Published Academy of Management Journal Articles*. Presented at **OMT division, Academy of Management** annual conference, Philadelphia.
- Whetten, D.A., Rodgers, Z.J. (presenter), Green, C.D., & Coles, R. 2014. *Applied or Disciplined: What Constitutes our Contributions? An Analysis of the Theory-practice Nexus in Published Academy of Management Journal Articles*. Poster at **Wharton Business School Mack Emerging Scholars Workshop**.
- Rodgers, Z. J. 2013. *Good Form? Organizational Form, Social and Financial Performance*. Presented at the **NYU Stern 10th Annual Social Entrepreneurship Conference**, Stern School at New York University.
- Rodgers, Z. J. 2013. *Benevolent Bankers? An Empirical Comparison of Nonprofit and For-profit Microfinance Organizations*. Presented at the **Ascending Scholars Workshop**, Brigham Young University.
- Rodgers, Z. J. 2013. *Benevolent Bankers? An Empirical Comparison of Nonprofit and For-profit Microfinance Organizations*. Presented as part of a month-long workshop on improving the paper through the **Penn Summer Social Impact Fellows**, Social Policy and Practice School at the University of Pennsylvania.
- Madsen, P.M. & Rodgers, Z. J. (presenter) 2011. *Looking Good by Doing Good: The Antecedents of Media Coverage of Corporate Philanthropy*. Presented at **SIM division, Academy of Management** annual conference, San Antonio.

TEACHING-RELATED EXPERIENCE

- *Organizations: Theory and Management* MS&E 180 at **Stanford University, Management Science & Engineering Undergraduate** - Course Assistant for Pamela Hinds, 2016
- *Global Strategy* MGMT 871 at **Wharton Business School, San Francisco Executive MBA** - Grading Assistant for Jeffrey H. Dyer, 2014
- *Strategy* WEMBA 654/655 at **Wharton Business School, San Francisco Executive MBA** - Grading Assistant for Jeffrey H. Dyer & David J. Bryce, 2012; 2013
- *Creative Strategic Thinking* MBA 683 at **Brigham Young University, MBA** - Teaching Assistant for Jeffrey H. Dyer, 2011
- *Explaining Organizational Behavior* MBA549R at **Brigham Young University, research track MBA / MS / MA** - Teaching Assistant for David A. Whetten, 2012
- *Strategy* EMBA 683 at **Brigham Young University, Executive MBA** - Grading Assistant for Jeffrey H. Dyer & David J. Bryce, 2011
- Volunteer religious instructor, **Church of Jesus Christ of Latter-day Saints** - 2005-2016 (various age groups)
- Japanese Pedagogy Training - Certificate Recipient from **University of Michigan** - 2004
- Volunteer English instructor at **Church of Jesus Christ of Latter-day Saints Tokyo Japan Mission** and professional individual tutor at client: **Yazaki, International** - 2000-2005

SERVICE EXPERIENCE

- Session Chair, Academy of Management annual conference, BPS session: “Executive Power and Overconfidence”, 2016
- Ad-hoc reviewer, Academy of Management annual conference, 2012; 2013; 2014; 2015
- Co-organizer, Stanford Organizations, Technology, & Entrepreneurship idea share session, 2016
- Co-organizer, Stanford Organizations, Technology, & Entrepreneurship qualification exam prep session, 2016
- Co-organizer, Stanford / Berkeley Organizational Behavior PhD student conference, 2015-2016
- Co-organizer, Stanford Center for Work, Technology, & Organization Colloquium speaker series, 2014-2016
- Graduate student representative for Stanford University Committee on Libraries; created and successfully passed digital delivery initiative, 2013-2014
- Organizer, Stanford Center for Work, Technology, & Organization lab meetings, 2013-2014
- Organizer, Stanford Center for Work, Technology, & Organization “Conclave” (research day), 2013
- Strategy Discipline Chair, BYU Pre-Doctoral Student Association, 2010-2012

- MBA Student Association General Leadership Council: Director of Spiritual Affairs, 2011-2012
- Section (cohort) President, 1st year MBA, 2010-2011
- Volunteer missionary (religious & English as a Second Language [ESL] work, community service), alternating principal of local ESL programs, Japan Tokyo South Mission, Church of Jesus Christ of LDS, 2000-2002

INDUSTRY EXPERIENCE

Ikey Blue LLC 2005 - 2010
 Founder & President *Charlestown, Massachusetts*

- E-commerce focused on strategic purchasing of second market goods, warehousing and search engine-optimized sales and advertising to consumer and small retail market segments

Previous Work *thru 2005*
 Various Construction, Administrative, and Technical jobs *Baltimore, DC, and Detroit urban and metropolitan areas*
 while Community College, later University student

HONORS & AWARDS

Grant for practitioner-oriented write-up of published academic article by The Satell Institute Think Tank for Corporate Social Responsibility 2016

Research fellowship, Designing Organizational Change Project initiative, affiliated with Stanford “D-school” Hasso Plattner Institute of Design / Stanford Technology Ventures Program (STVP) 2016

Stanford Center for Work, Technology, & Organization research fellowship; research assistant for National Science Foundation grant #1219869 – data collection in San Francisco and San Jose, California; Mexico City, Mexico; Tokyo and Osaka, Japan 2013 - 2015

Emerging Scholar at the Mack Institute for Innovation Management at the Wharton School of the University of Pennsylvania 2015

Stanford Management Science & Engineering full fellowship 2012 - 2013

Hawes Scholar, with scholarship 2012

Phi Kappa Phi Honors Society (MBA) 2011 - 2012

Lee S. Bickmore scholarship; Stephen Mack Covey scholarship; Outstanding OB/HR Graduate Scholar Award, with scholarship 2011

Top 4% worldwide *Business Strategy Game*, all weekly categories 2011

Marriott School scholarship 2010

Graduated with Distinction & Highest Honors (B.A.); University of Michigan Honors Society and Golden Key Honors Society 2004 - 2005

National Radio Institute Computer Programming diploma, Highest Honors Eagle Scout Pre-2005