

Zachariah J. Rodgers

Center for Work, Technology, and Organization
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ACADEMIC EMPLOYMENT

HEC PARIS

Center for Society & Organizations; working in collaboration
with Rodolphe Durand

From August 2017
Postdoctoral Research Fellow

EDUCATION

STANFORD UNIVERSITY

Management Science & Engineering: Work, Technology, & Organization June 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.

- Committee: Steve Barley (advisor), Melissa Valentine (co-advisor), Bob Sutton, Riitta Katila

University of Pennsylvania

School of Social Policy and Practice

From 2013
Social Impact Doctoral
Fellow

BRIGHAM YOUNG UNIVERSITY

Marriott School of Management

April 2012
Masters of Business Administration:
Organizational Behavior & 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-Alger.
- 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.

PRESENTATIONS, INVITED TALKS, AND PRESENTED CONFERENCE PAPERS

- Godfrey, P.C., Rodgers, Z. J. (presenter), London, T., & Shulze, B. 2017. *Poverty Alleviation and Entrepreneurship at the Base of the Pyramid: A Critique and Agenda for Research*. Presented at **Social Issues in Management Division, Academy of Management** annual conference, Atlanta Georgia.
- *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.

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 resubmission)
- 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; under review at **Administrative Science Quarterly**)
- 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**)
- 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 phase)
- Rodgers, Z.J., Hinds, P., & Barley, S.R. *Understanding Technology Appropriation in Intercultural Global Work*. (2 years of qualitative field data collection complete; working paper) [research mentioned by Pam Hinds in **Harvard Business Review** online article]

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; 2017
- 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 Technical, Administrative, and Construction *Baltimore, DC, and Detroit urban*
 jobs while Community College, later University *and metropolitan areas*
 student

HONORS & AWARDS

55 Google Scholar citations, H-index 3	As of Sept 2017
Grant for practitioner-oriented write-up of finished research project by The Satell Institute Think Tank for Corporate Social Responsibility	2016
Designing Organizational Change Project research fellowship; 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 & scholarship	2011

Lee S. Bickmore scholarship; Stephen Mack Covey scholarship	2011
Outstanding OB/HR Graduate Scholar Award & scholarship	2011
Phi Kappa Phi Honors Society (MBA)	2011
Top 4% worldwide <i>Business Strategy Game</i> , all weekly categories	2011
Marriott School scholarship	2010
Graduated with Distinction & Highest Honors (B.A.)	2005
University of Michigan Honors Society and Golden Key Honors Society	2004-2005
National Radio Institute Computer Programming diploma, Highest Honors	Pre-2005
Eagle Scout	