

JOEL GEHMAN

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EDUCATION

Pennsylvania State University

Ph.D., Business Administration, 2012 (expected)

Cornell University

B.S., Hotel Administration, 1994

RESEARCH

Research Interests

My research takes a processual and relational approach to understanding organizational strategies for responding to emergent cultural concerns, especially sustainability and values concerns, and how such concerns impact organizational practices, technological trajectories and institutional arrangements.

Publications

Copies of my published manuscripts and selected working papers are available for download through the Social Sciences Research Network: <http://www.ssrn.com/author=940790>

Garud, R. & Gehman, J. Metatheoretical Perspectives on Sustainability Journeys: Evolutionary, Relational and Durational. Forthcoming at *Research Policy*.

Garud, R., Gehman, J. & Kumaraswamy, A. 2011. Complexity Arrangements for Sustained Innovation: Lessons from 3M Corporation. *Organization Studies*. 32: 737-767.

Garud, R., Gehman, J. & Karnøe, P. 2010. Categorization by Association: Nuclear Technology and Emission-Free Electricity. 2010. In W. Sine & R. David (eds), *Research in the Sociology of Work*, Vol. 21: Institutions and Entrepreneurship, 51-93.

Garud, R. & Gehman, J. 2010. Procrustean Transformations: Climategate, Scientific Controversies, and Hope. In M. Akrich, Y. Barthe, F. Muniesa, and P. Mustar (eds), *Débordements (Overflows)*, 153-167.

Articles under Review

Gehman, J., Treviño, L. & Garud, R. Values Work: The Emergence and Performance of Organizational Values Practices. Under third review at *Academy of Management Journal*.

Garud, R. & Gehman, J. Procrustean Transformations and Pandoran Hope in the Case of Climategate. First revision requested at *Social Studies of Science*.

Work in Progress

Hydraulic Fracturing Patents and the Making of the Barnett Shale, 1980-2010. With D. Cahoy and Z. Lei.

Category Dynamics: How Nuclear Technology Became Sustainable. With R. Garud and P. Karnøe.

Entanglements, Spillovers and Contention in the Case of Hydraulic Fracturing. With R. Garud.

DISSERTATION

SUSTAINABILITY BY DISSOCIATION: CATEGORIZATION, DIVESTITURES AND ORGANIZATIONAL BOUNDARIES

Dissertation Committee

Raghu Garud (Chair), Forrest Briscoe, Linda Treviño, Rebecca Henn (Outside Member)

Organizations are constantly being evaluated by diverse stakeholders ranging from securities analysts and credit rating agencies to social activists and the media, not to mention employees, customers, suppliers and investors. Recently, sustainability has emerged as a growing category of concern, one with the potential to transform the significance of practices and associations that were previously irrelevant and perhaps even invisible into salient issues. For firms, one of the challenges is how to respond to shifts in evaluative criteria such as these. My dissertation explores these issues by asking: How do emergent sustainability concerns affect organizational boundaries? In particular, I theorize that divestitures are a mechanism for dissociation. When confronted with sustainability concerns, one way firms might respond is through divestitures. Rather than decoupling their unsustainable practices symbolically or displacing them substantively, firms might instead choose to dissociate themselves from their unsustainable businesses altogether. Using a panel of multinational firms over a nearly 20-year period, I test whether negative sustainability ratings are related to divestiture events, and whether the strength of this relationship is moderated by a firm's sustainability accounting practices, sustainability activism by the firm's stakeholders, and changes in the legitimacy of sustainability ratings over time. My dissertation has the potential to contribute a cultural perspective on firm boundaries, with implications for several attendant literatures, including divestitures research, categorization theory, and sustainability research.

Nominee: 2012 Alumni Association Dissertation Award. "This award is considered to be among the most prestigious available to Penn State graduate students." Only one nominee per program.

Related Projects

Cleaning Up Or Cleaning Out? Corporate Divestitures as a Strategic Response to Sustainability Ratings.

Sustainability for Sale? Privatizing and Offshoring the Ownership of Unsustainable Businesses.

Values Work and the Heterogeneous Diffusion of Sustainability Reporting, 2000-2010.

Boundaries of Concern: A Cultural Perspective on Organizational Boundaries.

PRESENTATIONS

Metatheoretical Perspectives on Sustainability Journeys: Evolutionary, Relational and Intertemporal.

- Academy of Management Annual Meeting; San Antonio, August 2011.
- European Group for Organization Studies Colloquium; Gothenburg, July 2011.
- Industry Studies Association Annual Conference; Pittsburgh, June 2011.

Revealing the Cultural in Entrepreneurship and Innovation.

- Academy of Management Annual Meeting; San Antonio, August 2011.

Procrustean Transformations: Climategate, Scientific Controversies, and Hope.

- Débordements; Mines ParisTech, December 2010.

PRESENTATIONS (CONTINUED)

Values Work: Translating Values into Practices.

- Academy of Management Annual Meeting; Montreal, August 2010.

Categorization by Association: Nuclear Technology and Emission-Free Electricity.

- West Coast Research Symposium; University of Oregon, August 2010.
- Academy of Management Annual Meeting; Montreal, August 2010.
- Cultural Entrepreneurship Workshop; University of Leeds, June 2010.
- Society for the Advancement of Socio-Economics; Philadelphia, June 2010.
- Wharton Technology Conference; University of Pennsylvania, April 2010.
- Medici Summer School in Management Studies; Florence, July 2009.
- European Group for Organization Studies Colloquium; Barcelona, July 2009.

Complexity Arrangements for Sustained Innovation: Lessons from 3M Corporation.

- Academy of Management Annual Meeting; Chicago, August 2009.
- Organization Studies Summer Workshop; Cyprus, June 2008.

Explaining Institutional Perception: The Role of Ego Development in Institutional Entrepreneurship.

- Academy of Management Annual Meeting; Anaheim, August 2008.

WORKSHOPS

OMT/MOC Doctoral Student Consortium. Academy of Management; San Antonio, August 2011.

West Coast Research Symposium Doctoral Consortium. University of Oregon, August 2010.

Process Research PDW. Academy of Management; Montreal, August 2010.

ONE Doctoral Student Consortium. Academy of Management; Chicago, August 2009.

Medici Summer School in Management Studies. Florence, July 2009.

New Doctoral Student Consortium. Academy of Management; Anaheim, August 2008.

AWARDS, FELLOWSHIPS AND GRANTS

Academy of Management OMT Division Reviewing Award	2011
Harold F. Martin Graduate Assistant Outstanding Teaching Award	2011
Strategic Issues Around Sustainability Journeys (with R. Garud), \$10,000	2011-12
Dean's Office Special Dissertation Research Grant, \$2,000	2011-12
John M. and Kara H. Arnold Endowment Fund Scholarship, \$3,000	2011-12
Smeal Competitive Dissertation Summer Stipend Award, \$2,800	2011
Gerald P. and Joyce Kessler Graduate Scholarship, \$2,000	2010-11
Frank P. and Mary Jean Smeal Endowment Fund Scholarship, \$6,000	2009-10; 2010-11
Summer Stipend Supplementation Award, \$2,500	2010
Graham Endowed Fellowship, \$8,000	2007-08; 2008-09
Smeal Doctoral Research Grants, \$6,100	Spring 2009, 2010, 2011; Fall 2009, 2010, 2011

TEACHING

Teaching Interests

I am a versatile instructor, capable of teaching undergraduate, MBA or Ph.D. courses in organization and management, strategy, innovation and entrepreneurship, ethics, and sustainability. At Penn State I taught an introductory-level organization and management theory course and an upper-level business, ethics and society course. For each class, I was responsible for all course content, instruction, and grading.

Course Title	Semester	Section Size	Instructor Rating
MGMT 100 Organization & Management	Fall 2010	173	6.5 / 7.0
MGMT 451W Business, Ethics & Society	Fall 2009	25	6.4 / 7.0
MGMT 451W Business, Ethics & Society	Spring 2009	25	6.7 / 7.0

Winner: 2011 Harold F. Martin Graduate Assistant Outstanding Teaching Award
A university-wide award recognizing excellence in teaching.

MEMBERSHIPS, REVIEWING AND SERVICE

Memberships

Academy of Management
American Sociological Association
European Group for Organization Studies
Industry Studies Association
Society for the Advancement of Socio-Economics

Reviewing

<i>Academy of Management Journal</i>	2011-present
<i>Academy of Management Organization and Management Theory Division</i>	2011-present
<i>Journal of Applied Behavioral Science</i>	2011-present
<i>Journal of Business Venturing</i>	2010-present
<i>Organization Studies</i>	2010-present
<i>Organizational Psychology Review</i>	2010-present

Winner: 2011 Above and Beyond the Call of Duty Reviewing Award
Academy of Management Organization and Management Theory (OMT) Division

Academy of Management

OMT Division Webmaster (ex officio member of executive committee)	2010-present
Member, OMT Division Blogging Committee	2010-present
Facilitator, Climates for Innovation Paper Session; Annual Meeting, Chicago	2009

DuPont

Member, Sustainable Growth Excellence Awards Selection Committee	2009
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Pennsylvania State University

Observer, Smeal Sustainability Council Advisory Board	2009-present
Member, University Sustainability Council Business Case Working Group	2011-present

PROFESSIONAL EMPLOYMENT

IMC2 , Managing Director & Vice President of Sustainability	2006-2007
EASTWOOD COMPANY , Advisory Board Member	2004-2007
REFINERY , Senior Vice President of Client Services	2001-2005
ECHOFACTOR , Cofounder & Chief Marketer	1999-2001
RELIANCE DIRECT , Ecommerce Manager	1998-1999
CREATIVE LABS , Internet Marketing Analyst	1996-1998
HVS INTERNATIONAL , Management Consultant	1994-1995

Before returning for my Ph.D., I worked for 13 years in marketing strategy and management consulting, most recently as managing director and vice president of sustainability for a strategic marketing agency. My past clients have included: Aramark, Campbell Soup Co., Chubb Insurance, Comcast, Commerce Bank, GlaxoSmithKline, Johnson & Johnson, Lenox, Merck & Co., Merrill Lynch, Motorola, Rohm & Haas, Schering-Plough, Shire PLC, Subaru of America, Unisys, Wyeth, and many others.

REFERENCES (ALPHABETICAL ORDER)

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