

DAVID OBSTFELD

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EDUCATION

- 2001 University of Michigan Business School, Ann Arbor, MI
Ph.D. in Management & Organizations.
- 1981 University of Chicago, Chicago, IL, A.B. in Political Science with General Honors.

ACADEMIC EXPERIENCE

- 2011 - 2018 Associate Professor, Management, Mihaylo College of Business & Economics, California State University, Fullerton.
- 2016 - 2018 Affiliated Research Scientist, Center for Effective Organizations, Marshall School of Business, University of Southern California.
- 2009 - 2011 Visiting Professor, Management, Stern School of Business, New York University.
- 2000 - 2009 Assistant Professor, Strategy, The Paul Merage School of Business, University of California, Irvine.

SELECTED AWARDS

- 2014 Academy of Management Best Paper Proceedings.
- 2013 Mihaylo College of Business & Economics Scholar Award (for excellence in scholarly research), California State University, Fullerton.
- 2009 Finalist, United States Association for Small Business and Entrepreneurship (USASBE) Award for Innovative Entrepreneurship Education.
- 2007 W. Richard Scott Award from the American Sociological Association's Organizations, Occupations and Work (OOW) section for outstanding contribution to the discipline in an article published within the last three years.

GRANTS

- 2017 Academy of Finland. "Micro-mechanisms of Brokerage: How Employees' Behavioral Strategies Shape Structures and Work Behaviors in Organizations." Three-year, 480,000 EUR grant. With Olli-Pekka Kauppila (Aalto University, Finland) and Lorenzo Bizzi (CSUF) This grant funds the development of new network measures of brokerage behavior identified in my network theory and implements them in a longitudinal, cross-cultural study of innovation and creativity.
- 2016 CSUF Junior/Senior Intramural Award for pilot research on major five-year, mixed-methods study of social processes by which disadvantaged undergraduates (first-generation and underrepresented minorities) utilize social skill to create social capital, and the consequences these processes have for educational persistence, achievement, and attainment. "Creating Social Capital through the Leveraging of Social Networks, Social Skill, and Brokering: A Study of Disadvantaged College Student Success". Total Funding \$6,408

- 2015 Haynes Foundation Faculty Fellowship for social science research breaking new ground on economic, social and political problems. Total Funding: \$12,000.
- 2014 Instructional Innovation Grant, California State University, Fullerton. Total Funding: \$5,000
- 2011 Milton A. Gordon Fund for Scholarly & Creative Activities Grant, California State University, Fullerton.
- 2007 “Brokerage, Social Networks, and Knowledge-Based Innovation.” Principal Investigator, National Science Foundation. Three-year, \$322,000 grant. Sponsored by the NSF’s Innovation and Organizational Change, Sociology, and Law and Social Science programs. (Study included Susan Leigh Star and Steve Borgatti as research associates.)
- 2005 Research Grants, CRITO (Center for Research on Information Technology and Organizations): (1) “Technologies of Representation and Articulation” with Paul Dourish and John Seeley Brown; and (2) “Knowledge creation, social networks, and innovation.” Total Funding: \$20,000.

RESEARCH INTERESTS

Organizational innovation and knowledge processes; social networks and brokerage; entrepreneurship; firm adaptation and competitiveness; underrepresented minority college student success.

PUBLICATIONS

Grosser, Travis, David Obstfeld, Emily Choi, Meredith Woehler, Virginie Lopez-Kidwell, Joe Labianca, and Steve Borgatti. Forthcoming. “A social perspective on employee innovativeness and job performance: The role of social skill and network structure.” *Organization Science*.

Kauppila, Olli-Pekka, Lorenzo Bizzi, and David Obstfeld. 2017. “Connecting and creating: *Tertius iungens*, individual creativity, and strategic decision processes.” *Strategic Management Journal*.

Obstfeld, David. 2017. *Getting New Things Done: Networks, Brokerage and the Assembly of Innovative Action*. 2017. Stanford University Press.

Teckchandani, Atul and David Obstfeld. 2017. “Storytelling at its best: Using the startup podcast in the classroom.” *Management Teaching Review*, 2(1): 26 –34

Teckchandani, Atul and David Obstfeld. 2016 “Leveraging students as consultants.” *Industrial Management*, 58(3): 22-26.

Kauppila, Olli-Pekka, Kristiina Mäkelä, Lorenzo Bizzi, and David Obstfeld. 2014. “Connecting and creating: *Tertius iungens*, individual creativity, and strategic decision processes.” *Academy of Management Best Paper Proceedings*.

Obstfeld, David, Stephen Borgatti, and Jason Davis. 2014. “Brokerage as a process: Decoupling third party action from social network structure.” In S. P. Borgatti, D. J. Brass, D. S. Halgin, G. Labianca, and A. Mehra (Eds.) *Research in the Sociology of Organizations*. Cambridge, MA: Emerald Group Publishing.

Obstfeld, David. 2012. "Creative projects: A less-routine approach to getting new things done." *Organization Science*, 23: 1571 – 1592.

Browning, Larry D., Greene, Ronald W., Sitkin, Sim B., Sutcliffe, Kathleen D., and Obstfeld, David. 2009. "Constitutive complexity: Military entrepreneurs and the synthetic character of communication flows." In A. Nicotera & L. Putnam (Eds.), *Building Theories of Organization: The Constitutive Role of Communication*. Mahwah, NJ: Lawrence Erlbaum.

Adler, Paul and David Obstfeld. 2007. "The role of affect in creative projects and exploratory search." *Industrial and Corporate Change*, 16:19-50.

Obstfeld, David. 2005. "Social networks, the *tertius iungens* orientation, and involvement in innovation." *Administrative Science Quarterly*, 50: 100-130.

Featured in ASQ's Editor's Choice Collection on Knowledge and Networks

W. Richard Scott Award from the American Sociological Association's Organizations, Occupations and Work (OOW) section for outstanding contribution to the discipline in an article published within the last three years.

Weick, Karl, Kathleen Sutcliffe, and David Obstfeld. 2005. "Organizing and the process of sensemaking." *Organization Science*, 16: 409-421.
Reprinted in P. Nutt & D. Wilson (Eds.) 2010. *Handbook of Decision Making*. West Sussex, England: John Wiley & Sons, LTD.

Obstfeld, David. 2002. "Knowledge creation, social networks, and innovation: An integrative study." *Academy of Management Best Paper Proceedings*.

Browning, Larry D., Sitkin, Sim B., Sutcliffe, Kathleen D., Obstfeld, David, and Greene, Ronald W., 2000. "Keep 'em flying': The constitutive dynamics of an organizational change in the U.S. Air Force." *Electronic Journal of Communication/La Revue Electronique de Communication*, Vol 10 (1).

Browning, Larry D., Sutcliffe, Kathleen D., Sitkin, Sim B., Shetler, Judy C., and Obstfeld, David. 2000. "Task effectiveness and the implementation of process methods: Organizations in the dual pursuit of control and learning." In M. Beyerlein (Ed.), *Advances in the Interdisciplinary Studies of Work Teams*, 203 – 245. Greenwich, CT: JAI Press.

Weick, Karl, Kathleen Sutcliffe, and David Obstfeld. 1999. "Organizing for high reliability: Processes of collective mindfulness." In B. Staw and R. Sutton (Eds.), *Research in Organizational Behavior*, Vol. 21. Stanford: JAI Press.

Reprinted in A. Boin (Ed.) 2008. *Crisis Management: Volume III*. London, England: SAGE.

Baker, Wayne and David Obstfeld. 1999. "Social capital by design: Structures, strategies, and institutional context." In *Corporate Social Capital and Liability*. R. Th. Leenders and S. M. Gabbay (Eds.), Boston: Kluwer Academic Publishers.

Networks. (Published in Brazil; translated into Portuguese.)

SELECTED INVITED TALKS

- 2018 University of Texas, Austin, April 2018
- 2018 Rutgers University, March 2018
- 2018 Cambridge University. January 2018
- 2018 Imperial College. January 2018
- 2018 Oxford University. January 2018
- 2017 University of California, Irvine, Center for Organizational Research. Irvine, California, November, 2017
- 2017 Carnegie Mellon University, Pittsburgh, PA. November, 2017
- 2017 Stanford University, SCANCOR, Palo Alto, CA. October 2017.
- 2017 University of Michigan, ICOS, Ross School of Business, Ann Arbor, MI. October 2017.
- 2017 University of Kentucky, Gatton College of Business and Economics, Lexington, KY. March, 2017.
- 2017 Tulane University, Freeman School of Business, New Orleans, LA. February 2017.
- 2015 SDA Bocconi School of Management, Milan, Italy, July, 2015.
- 2015 Northwestern University, Kellogg School of Management. March, 2014.
- 2014 University of California, Santa Barbara. School of Engineering. October, 2014
- 2014 University of San Diego, School of Business Administration. October, 2014.
- 2013 Field-Configuring Events Conference, Freie Universität Berlin and University of Hamburg, Hamburg, Germany, October, 2013.
- 2013 University of Hamburg, Sociology Department. October, 2013.
- 2013 Oxford University. Said Business School. April, 2013.
- 2011 Simon Fraser University. January, 2011.
- 2010 City College of New York. December, 2010.
- 2010 Peter Drucker Graduate School of Management. November, 2010.
- 2010 Portland State University. October, 2010.
- 2010 Brown University. Brown International Advanced Research Initiative Conference on Technology Entrepreneurship. June, 2010.
- 2010 Columbia University. February, 2010.
- 2010 Case Western University. January, 2010.

- 2010 Georgetown University. January, 2010.
- 2009 Brown University. Brown International Advanced Research Initiative Conference on Technology Entrepreneurship. June, 2009.
- 2008 Columbia University. October, 2008.
- 2008 Oxford University. 2nd Oxford Futures Forum. Said Business School. April, 2008.
- 2008 Ecole Polytechnique. March, 2008.
- 2008 INSEAD. March, 2008.
- 2008 London Business School. March, 2008.
- 2006 Stanford Business School. November, 2006.
- 2006 The Wharton School of the University of Pennsylvania. November, 2006.
- 2006 University of Chicago, Organizations and Markets Group. November, 2006.
- 2006 Harvard University, Harvard Business School. March, 2006.
- 2006 Duke University, Fuqua School of Business. January, 2006.
- 2005 Massachusetts Institute of Technology, Sloan School. December, 2005.
- 2005 University of California, Irvine, Department of Informatics, Donald Bren School of Information and Computer Sciences. April, 2005.
- 2005 Oxford University, Said Business School. February, 2005.
- 2004 Boston College, Carroll School of Management. December, 2004.
- 2004 Stanford University, School of Engineering. October, 2004.
- 2004 Stanford University, SCANCOR Center, School of Education. April, 2004.
- 2003 University of Michigan, Interdisciplinary Center for Organizational Studies. December, 2003.

CONFERENCE PRESENTATIONS

“An assembly perspective of entrepreneurial projects: Social networks in action.” 2017 West Coast Research Symposium on Technology Entrepreneurship, Alberta School of Business, Edmonton, AB. August, 2017.

“An assembly perspective of entrepreneurial projects: Social networks in action.” 2017 American Sociological Association Annual Meeting, Montreal, QC. August, 2017.

“Firm, industry and field change through orchestration of networks, knowledge, and creative projects.” 2017 American Sociological Association Annual Meeting, Montreal, QC. August, 2017.

“Knowledge at the interface: The cutting edge” Organized with Paul Leonardi (UCSB). 2017 Academy of Management Annual Meeting. Atlanta, GA. August, 2017. (Showcase Symposium Award)

Obstfeld Presentation: Knowledge, Networks and the Social Processes of Innovation

“Networks at the interface: The cutting edge” Organized with Joe Labianca (Kentucky). 2017 Academy of Management Annual Meeting. Atlanta, GA. August, 2017. (Showcase Symposium Award)

Obstfeld Presentation: Network Processes that Cross Boundaries to Get New Things Done

“War and peace: How task and interpersonal conflict shapes creative projects and routines.” (with Patrick Julian Oehler, Jutta Stumpf-Wollersheim.) 2017 Academy of Management Annual Meeting. Atlanta, GA. August, 2017.

“Bridging from the micro- to the macro: Brokerage, knowledge articulation and innovation.” 2017 European Group for Organizational Studies Annual Conference: Social Networks Track, Copenhagen, Denmark. July, 2017.

Saying more and less of what we know: Knowledge articulation and the communicative assembly of innovative action.” Organization Science Winter Conference. Park City, UT. February, 2017

“Assembly logic: Pursuing dynamic capability through the variation, selection, and retention of creative projects and routines.” 2015 Academy of Management Annual Meeting, Vancouver, BC. August, 2015.

"Measures of brokerage: Development and validation of the discrete brokerage orientation scale." (with Travis Grosser, Joe Labianca, Steve Borgatti.) 2015 Academy of Management Annual Meeting, Vancouver, BC. August, 2015.

“Assembly logic: Pursuing dynamic capability through the variation, selection, and retention of creative projects and routines.” 2015 European Group for Organizational Studies Colloquium. Athens, Greek. July, 2015.

“New perspectives on creative projects, organizational routines, and organizing.” Invited participant in closing plenary panel. Organization Science Winter Conference. Park City, UT. February, 2015.

“Assembly logic: Pursuing dynamic capability through the variation, selection, and retention of creative projects and routines.” Organization Science Winter Conference. Park City, UT. February, 2015.

“Connecting and creating: *Tertius iungens*, individual creativity, and strategic decision processes.” (with Olli-Pekka Kauppila, Kristiina Mäkelä, and Lorenzo Bizzi.) Selected for *Academy of Management Best Paper Proceedings*. 2014 Academy of Management Annual Meeting, Philadelphia, PA. August, 2014.

“Social skill as knowledge articulation and social network connecting: How words create innovation.” Selected for All Academy Symposium. 2014 Academy of Management Annual Meeting, Philadelphia, PA. August, 2014.

"Leveraging knowledge and networks: A creative projects perspective on entrepreneurial action." 2014 Academy of Management Annual Meeting, Philadelphia, PA. August, 2014.

“The triadic interact: Social skill and brokerage dynamics linking people, resources, and ideas.” 2014 ION Social Network Conference. University of Kentucky. April, 2014.

“Garbage can innovation: Programmed and improvisational paths to dynamic capabilities through creative projects and routines.” (with S. Borgatti.) 2013 Organization Science Winter Conference. Steamboat Springs, Colorado. February, 2014.

“Brokerage as a process: Decoupling third party action from social network structure.” (with S. Borgatti and J. Davis.) Keynote presentation to Advanced Social Networks Personal Development Workshop. 2013 Academy of Management Annual Meeting, Orlando, Florida. August, 2013.

“Using ethnography and case studies to investigate organizational search.” 2013 Academy of Management Annual Meeting. Orlando, Florida. August, 2013.

“Brokerage as a process: Decoupling third party action from social network structure.” (with S. Borgatti and J. Davis.) 2013 European Group for Organizational Studies Colloquium. Montréal, Canada.

“Brokerage as a Change-Inducing Process: Decoupling Action from Social Network Structure.” (with S. Borgatti and J. Davis.) 2012 Academy of Management Annual Meeting.

“Brokerage as a Change-Inducing Process: Decoupling Action from Social Network Structure.” 2012 Sunbelt Social Network Conference.

“Brokerage is a process, not a structure: A clarification of social network language and theory.” (with S. Borgatti and J. Davis.) INSEAD Conference on Network Evolution. October, 2010.

“The future of technology brokerage research: New theoretical and empirical approaches.” 2010 Academy of Management Annual Meeting.

“One person’s routine may be another person’s project: A creative project- routine perspective on innovation.” (with Leigh Star and T. Posner.) 2009 Academy of Management Annual Meeting.

“Brokerage is a process, not a structure: A clarification of social network language and theory.” (with S. Borgatti.) 2008 ION Social Network Conference. University of Kentucky. September, 2008.

“Project entrepreneurship: Toward a general microsocial theory of entrepreneurial action in organizations.” (with R. Lacey and Y. Gong.) West Coast Research Symposium on Technology Entrepreneurship, Stanford University. September, 2008.

“Perspectives on mind-reading and collaborative action: Representation and knowledge articulation in practice.” 2008 Academy of Management Annual Meeting.

“Brokerage is a process, not a structure: A clarification of social network language and theory.” (with S. Borgatti.) 2008 Sunbelt Social Network Conference. January, 2008.

“Coordinative trajectories: How creative projects enable organizational adaptive: Responses to risk, surprise, and uncertainty.” 2007 Academy of Management Annual Meeting.

“Creative projects and combinatorial search: Toward a less-routine theory of organizing.” 2006 Harvard Business School Strategy Conference. October, 2006.

Invited participant. Leadership and Sensemaking Conference. MIT Leadership Center, Sloan School of Management, December, 2005.

“Social networks and the *tertius iungens* orientation. ION Social Networks Conference. Emory

University, Goizueta Business School, October, 2005.

"Getting new things done: The essential nature of entrepreneurial action" with Rodney Lacey. 2005 Academy of Management Annual Meeting. (Part of All Academy Symposium, "Entrepreneurial vision and visions of entrepreneurship." co-hosted with Rodney Lacey.)
"The *tertius iungens* mechanism, projects, and dynamic capability." 2005 Academy of Management Annual Meeting.

"Learning, knowledge, capabilities, and the individual-organization relationship." 2005 Academy of Management Annual Meeting.

"Predicting organizational innovation: Social network brokerage, knowledge, and the *tertius iungens* orientation." Sunbelt XXV Social Network Conference, 2005.

"Projects and routines: Toward a less routine theory of organizing." Second Routines Workshop. Sophia-Antipolis, France, 2005.

"Projects and routines: Toward a less routine theory of organizing." 2004 Academy of Management Annual Meeting. (Part of hosted Showcase Symposium: "Non-routine ways of thinking about routines.")

"Projects and routines: Toward a less routine theory of organizing." Center for Organizational Research. University of California, Irvine, 2004.

"Innovation as knowledge creation and social movement." 2003 Academy of Management Annual Meeting.

"A multi-method approach to studying knowledge." 2003 Academy of Management Annual Meeting.

"Innovation as knowledge creation and social movement." UCI Sociology Department, Social Movement Study Group, 2003.

"Innovation as knowledge creation and social movement." 2003 UC-Davis Conference on Qualitative Research, Davis, CA.

"Knowledge creation, social networks, and innovation: An integrative study." UCI Sociology Department, 2003.

"Knowledge creation, social networks, and innovation: An integrative study." 2002 Academy of Management Annual Meeting.

"Tailoring management tactics to situational requirements" (with Kathleen Sutcliffe, Ingrid Morris, Sim Sitkin & Larry Browning). 2000 Academy of Management Annual Meeting.
"Boundary objects and boundary spanners: Identifying the microsocial processes of knowledge creation in pluralistic organizational environments." 1999 Academy of Management Annual Meeting.

"Balance for competitive advantage: Control, learning, and quality management" (with Sim Sitkin, Kathleen Sutcliffe, & Larry Browning). 1997 Academy of Management Annual Meeting. (Showcase Symposium Award).

"Everyday reliability in traditional organization: Learning from high reliability organizations" (with Kathleen Sutcliffe). 1996 Academy of Management Annual Meeting. (Showcase Symposium Award).

TEACHING EXPERIENCE

California State University, Fullerton, Mihaylo College of Business & Economics

- Entrepreneurial Management and Lean Startup (undergraduate) – responsible for design of new course addressing newly emerging entrepreneurship field
(Featured in Fall 2013 Cal State Fullerton Magazine: “Entrepreneurship students get out of the building and apply ‘lean startup’ techniques.” at <http://issuu.com/csufmihaylo/docs/mihaylomagazinefall2013/21> and in a July 2013 blog post here: <https://bizblogs.fullerton.edu/blog/2013/07/10/entrepreneur-students-ashley-reed-and-mayra-figueroa-suit-up-to-improve-the-firefighting-process/>)
- New Venture Creation and Funding (undergraduate)
- Professional and Career Development (undergraduate) – responsible for co-design of new course on social skill and career success targeting newly arriving first-year and transfer students as a response to improve CSUF retention – now taught in 12 sections of approximately 30 students per class.
- Strategic Management (capstone undergraduate course)

New York University, New York, Stern School of Business

- Patterns of Entrepreneurship (undergraduate – one business school’s five most highly rated undergraduate courses, Fall 2010)
- Leadership in Organizations (core MBA organizational behavior course)

University of California, Irvine, The Paul Merage School of Business

- *edge*: Lead developer, with John Seely Brown, of MBA capstone course on how technology and globalization are transforming business landscape; for all graduating full-time MBAs. Course featured formation of working internet businesses in partnership with Amazon.com.
- MGMT 200: Management of Complex Organizations (MBA Core – Strategy)
- MGMT 200: Management of Complex Organizations (MBA Core – Organization Theory)
- MGMT 210: Business Strategy (MBA Core)
- MGMT 296: Executive Leadership
- Freshman seminar: Social networks and innovation

OTHER PROFESSIONAL ACTIVITIES AND SERVICE

Academy of Management

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| 2015-2017 | Invited participant, Pre-Conference Professional Development Workshop: “Publishing inductive research in prominent academic journals” Academy of Management Annual Meeting, Vancouver, BC. |
| 2015-2017 | Faculty, Organization and Management Theory Doctoral Student Consortium. Academy of Management Annual Meeting, Vancouver, BC. |
| 2006-9,
12-15, 17 | Invited participant, Pre-Conference Professional Development Workshop: “Advanced social networks methods.” Academy of Management Annual Meeting. |
| 2010 | Faculty, Business Policy and Strategy New Faculty Consortium. Academy of Management Annual Meeting, Montreal. |
| 2008 | Invited participant, Pre-Conference Professional Development Workshop: “Studying Complex Interdependent Work: A Methodological Toolkit.” 2008 Academy of Management Annual Meeting. |

- 2005 Invited participant, Pre-Conference Professional Development Workshop: “Learning, knowledge, capabilities, and the individual-organization relationship.” Academy of Management Annual Meeting, Honolulu, HI.
- 2003 Co-organizer of Pre-Conference Professional Development Workshop: “Addressing the challenge of studying knowledge: Learning from different methodological approaches.” Academy of Management Annual Meeting, Seattle, WA.

American Sociological Association

- 2007-2008 Selection Committee, W. Richard Scott Award for Distinguished Scholarship, Organizations, Occupations and Work Section.

California State University, Fullerton

- 2002-2006; Organizer (with Paul Carlile, Boston University), Knowledge and Innovation
2014 Conference sponsored by CSUF, Boston University, UC, Irvine, Massachusetts
 Institute of Technology.
- 2012 Strategic Planning Committee – Center for Entrepreneurship

University of California, Irvine

- 2002-2009 Co-founder (with Martha Feldman and Calvin Morrill), Executive Committee, Center
 for Organizational Research, University of California, Irvine.
- 2008-2009 Undergraduate Curriculum Committee.
- 2004-2007 Curriculum Innovation Committee.

REVIEWER ACTIVITIES AND PROFESSIONAL MEMBERSHIPS

Reviewer

Organization Science; Administrative Science Quarterly; Strategic Management Journal; Strategic Entrepreneurship Journal; Academy of Management Review

Professional Memberships

Academy of Management, American Sociological Association, Institute for Operations Research and the Management Sciences

INDUSTRY EXPERIENCE

- 1982-93 Director of Training and Development (1990-93). Fannie Mae, Washington, D.C.