

GERARD BEENEN

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EDUCATION

Carnegie Mellon University, Tepper School of Business, Pittsburgh, PA

- Post Doctoral Fellow in Organizational Behavior, 2008-09
- Ph.D., Organizational Behavior and Theory, August 2008
- M.S., May 2005, Concentrations in Social Psychology and Social Networks

Northwestern University, Kellogg School of Management, Evanston, IL

- M.B.A., Concentrations in Finance, Marketing, Organizational Behavior, June 1992

Fuller Theological Seminary, Pasadena, CA

- M.A., Theology (with graduate courses in Psychology and Ethics), August 1986

Southern California College, Costa Mesa, CA

- B.A., Religion, with highest honors (with courses in Psychology), May 1984

RESEARCH INTERESTS

A tension between learning and performance emerges when people need to do both in a short amount of time. I am interested in what managers and organizations can do to resolve this tension. My research examines how individual, supervisory and organizational factors influence learning and performance in short-term, high impact work assignments.

RESEARCH ACTIVITIES

Dissertation

Title: An achievement goal framework for understanding the learning-performance tension for people in short-term jobs.

Summary: I investigate how people can both learn and perform in short-term jobs when they lack prior experience yet have substantial responsibilities. In a longitudinal field study of 733 participants, worker and supervisor goal orientations, and organizational socialization practices explain unique variance in worker self-regulation, learning and performance.

Committee: Paul Goodman (co-chair), Denise Rousseau (co-chair), Mark Fichman, Carrie Leana (outside reader).

Defense completed: August, 2008

Published papers

Goodman, P.S., & Beenen, G. (In press). Organizational learning contracts and management education. Forthcoming in [Academy of Management Learning & Education \(AMLE\)](#).

Beenen, G., & Pinto, J. (In press). Resisting an epidemic of organizational-level corruption: An interview with Sherron Watkins. Forthcoming in [AMLE](#).

Beenen, G. 2007. Learning fast: Understanding MBA internship effectiveness. [Academy of Management, Best Paper Proceedings](#), Philadelphia, PA August 2007. Barry Armandi Award for Best Student Paper, Management Education Division.

Ling, K., Beenen, G., Kraut, R., Resnick, P. et al., 2005. Using social psychology to motivate contributions in online community, [Journal of Computer Mediated Communication](#).

Beenen, G., Ling, K., Wang, X., Chang, K., Frankowski, D., Resnick, P., Kraut, R., 2004. Using social psychology to motivate contributions in online community, [CSCW 2004 Proceedings](#), ACM Press.

Other projects

Beenen G. A goal orientation framework for proactive learning and socialization. Presented at Academy of Management, August 2008. Longitudinal study of the combined effects of learning and performance goal orientations and socialization tactics on newcomer learning and socialization. Journal Targeted: Journal of Applied Psychology (JAP).

Beenen G. Learning and performing in the short-run: Independent and interdependent effects of subordinate and supervisor goal orientations. Longitudinal study of the interactive effects of subordinate and supervisor goal orientations on subordinate competency improvement and job performance. Journal Targeted: JAP.

Beenen G. Do I really want to work here?: Pre-entry perceived P-O fit, career learning, and job acceptance intentions for MBA job seekers. Longitudinal study of how pre-entry P-O fit motivates post-entry proactive learning and job acceptance intentions for MBA interns. Journal Targeted: JAP.

Beenen, G. Learning fast: The interdependence of task goal clarity, task autonomy and prior experience. Longitudinal study of 140 MBA interns investigating antecedents of newcomer learning. Journal Targeted: Personnel Psychology.

Beenen, G. From we to me: Perceived competence, egocentrism and group identity in work groups. Exploratory study of self-centered and group-centered biased perceptions of competence within and between 37 natural work groups. Journal Targeted: TBD.

Beenen, G., & Miller, D. Leadership matters: The evidence on leadership effectiveness. Practitioner-focused review of meta-analytic findings on characteristics of effective leader traits and behaviors. Journal Targeted: TBD.

Other projects (Continued)

Organizational learning contracts (with Paul Goodman). NSF-funded study comparing psychological contracts for two innovative start-up universities with a traditional one. Investigating antecedents and consequences of shared beliefs about learning outcomes, environments, and evaluation systems for over 150 students and their schools.

Learning and performance in short-term work (with Denise Rousseau and Paul Goodman). Developing a theoretical framework to explain accelerated learning and performance.

Receiving and seeking feedback: The role of autonomy support. Field investigation of how autonomy supportive managers both provide informal feedback, and encourage subordinates to proactively seek informal feedback.

PROFESSIONAL PRESENTATIONS

Beenen G. A goal orientation framework for proactive learning and socialization. Academy of Management, August 2008.

Beenen G. Do I really want to work here?: Pre-entry perceived P-O fit, career learning, and job acceptance intentions for MBA job seekers. Paper accepted for Western Academy of Management, March, 2008. Best Student Paper nominee (unable to attend).

Leadership matters: A review of the evidence. Seattle Pacific University, October 2007.

Learning fast: Understanding MBA internship effectiveness. Academy of Management, August 2007. Barry Armandi Best Student Paper Award; Best Paper Proceedings.

Scientist & educator: Integrating our divided roles. Co-organizer and presenter (with Denise Rousseau), Academy of Management, August 2006.

From we to me: Egocentrism and group identity in work teams. Interdisciplinary Network on Group Research (INGRoup) Conference, Carnegie Mellon, July 2006.

From we to me: Egocentrism and group identity in work teams. Center for Interdisciplinary Research on Teams (CIRT) Conference, Carnegie Mellon, September 2005.

Using social psychology to motivate online community contributions. Association for Computing Machinery, Computer Supported Cooperative Work, November 2004.

Using social psychology to motivate contributions in an online community. Invited presentation, University of Pittsburgh, September 2004.

TEACHING EXPERIENCE

Instructor (2006-Present)

- Organizational Change (45-966) (MBA) (Spring 2008)
- Intro to Organizational Behavior (47-344) (BS) (Summer 2006)

Teaching Assistant (2004-2007)

| <u>Course</u> | <u>Title</u> | <u>Pgm.</u> | <u>Professor</u> | <u>Yr. Offered</u> | <u># of Courses</u> |
|---------------|----------------------------------|-------------|------------------|--------------------|---------------------|
| 70-344 | Intro to Organizational Behavior | BS | Mark Fichman | 2005-07 | 4 |
| 45-895 | Interpersonal Negotiation | MBA | Laurie Weingart | 2006 | 1 |
| 45-962 | Advanced Negotiation | MBA | Laurie Weingart | 2006 | 1 |
| 45-897 | Managing Groups and Teams | MBA | Laurie Weingart | 2006 | 1 |
| 45-966 | Organizational Change | MBA | Paul Goodman | 2004-07 | 5 |
| 95-722 | Digital Transformation | MISM | Michael Smith | 2006 | 2 |
| 95-732 | Electronic Commerce | MISM | Michael Smith | 2007 | 1 |
| 70-488 | Interactive Marketing | BS | Michael Smith | 2007 | 1 |
| 45-785 | Ethics Module | MBA | John Hooker | 2007 | 1 |
| 90-729 | Org. Design & Implementation | MPPM | D. Krackhardt | 2007 | 1 |
| 45-894 | Strategic Human Resources | MBA | Denise Rousseau | 2007 | 1 |

Other Teaching Activities

- Business ethics seminar speaker for MBA students (Wharton School).
- E-commerce panelist (MIT/Sloan School; Brookings Institution).
- MBA class e-commerce guest lecturer (Kellogg School; Dr. Sunil Chopra).
- Accounting and marketing module trainer (Bain & Company).
- Taught two college courses as visiting Instructor (Bethel College, Kerala, India).

FELLOWSHIPS AND AWARDS

- Western Academy of Management, Best Student Paper nominee (March, 2008).
- Academy of Management (August, 2007) Best Paper Proceedings, Best Student Paper Award, and Nominee for Best Paper Award, Management Education and Development Division.
- Graduate Management Admissions Council Doctoral Fellowship Award (\$20,000), (December, 2006) (1 of 2 awards granted out of 23 applications).
- Salancik Doctoral Dissertation Fellowship Award, Carnegie Mellon (April 2007).
- William Larimer Mellon Fellowship, Carnegie Mellon (2003-2006).
- Outstanding MBA Graduate in Organizational Behavior Award (June, 1992), Northwestern University, Kellogg School of Management.
- *Summa cum laude* graduate, *Delta Kappa* Honor Society and Grable Award for academic and leadership excellence; outstanding achievement award for Greek language studies, Vanguard University of Southern California.

SERVICE

Reviewer, Academy of Management 2008.

Reviewer, Western Academy of Management 2008.

InReview editor (2003 to present). [Ethix](#), edit book and film review column.

Member, Evidence Based Management Collaborative (2007 to present), Carnegie Mellon University.

Steering Committee Member, Center for Interdisciplinary Research on Teams (2005-06), Carnegie Mellon, Laurie Weingart, Director.

Reviewer, Computer Supported Cooperative Work (Association for Computing Machinery).

Ad hoc reviewer, Journal of Organizational Behavior.

Facilitator for interactive session on groups & teams, Academy of Management, August, 2004.

PROFESSIONAL MEMBERSHIPS

- Academy of Management
- Society for Industrial Organizational Psychology

PROFESSIONAL EXPERIENCE

Block Center for Integrative Cancer Care (Healthcare services), Evanston, IL

- CEO (2001-2003)

AmeriQuest Transportation & Logistics (Transportation services), Cherry Hill, NJ

- VP and General Manager of FleetXchange.com (2001)

Neodesic Corporation and FleetXchange.com (Software technology), Evanston, IL

- VP and Co-founder (1997-2000)

Bain & Company (Management consulting), Chicago, IL and Dallas, TX

- Consultant and Case Team Leader (1994-1997)

Ernst & Young (Management consulting), Chicago, IL

- Consultant and Senior Consultant (1992-1993)

Sibson & Company (Human resources consulting), Chicago, IL

- Research Associate (during full-time MBA studies) (1991-1992)

Orange County Environmental Management Agency (County government), Santa Ana, CA

- Management Analyst (1987-1990)

MANAGEMENT CONSULTING EXPERIENCE

Industry

- Consumer products/services
- Financial services
- Healthcare
- Manufacturing/Technology

Representative clients

AAA Michigan, Continental Airlines, Kraft Foods
AIG, Allstate Insurance, Zurich-Kemper Mutual Funds
Baxter, BC/BS Iowa, Northwestern University Hospitals
GE, Johnson Controls, Navistar, Xerox

INTERNATIONAL EXPERIENCE

- Travelled in 25 countries throughout North America, South America, Europe and Asia.
- Management consulting assignments in Latin America.
- Spanish language studies in Costa Rica.
- Conversational Spanish and French.
- Taught two college level courses in Kerala, India.

OTHER SERVICE

Board of Directors, Bellefield Presbyterian Church, Pittsburgh, PA, 2005-08.

Board of Directors, Reba Place Development Corporation (Non-profit focused on Economic and Community Development), Evanston, IL, 2000-03.

REFERENCES

1. Denise Rousseau (Dissertation Committee Co-chair)

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2. Paul Goodman (Dissertation Committee Co-chair)

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4. Laurie Weingart

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