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| **Andrew von Nordenflycht** |
| Beedie School of Business, Simon Fraser University500 Granville Street | Vancouver, BC V6C 1W6 | Canada778-782-2236 | vonetc@sfu.ca | [http://www.beedie.sfu.ca/profiles/AndrewvonNordenflycht](http://www.sfubusiness.ca/homes/vonetc/) |
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**Education**

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| --- |
| **Massachusetts Institute of Technology, *Sloan School of Management***Ph.D. in Management, June 2004Committee: Tom Kochan, Bob Gibbons, Rebecca Henderson, Simon Johnson Thesis: *Governing the Human Capitalists: Ownership & Authority in Advertising and Airlines*  |
| **Stanford University**B.A. in History (with Distinction), Phi Beta Kappa, June 1991 |

**Academic Positions**

|  |  |
| --- | --- |
| **Simon Fraser University**, ***Beedie School of Business***Associate Professor, September 2010Assistant Professor, August 2004—August 2010  |  Vancouver, British Columbia |
| **Saïd Business School, Univ. of Oxford**, ***Centre for Professional Service Firms***International Research Fellow, February 2011 | Oxford, UK |
| **University of Washington**, ***Management & Organization Dept.***Visiting Scholar, September 2010—July 2011 | Seattle, WA |
| **The Wharton School**, **University of Pennsylvania**, ***Management Dept.***Visiting Assistant Professor, September 2005—December 2005 | Philadelphia, PA |

**Awards and Fellowships**

|  |  |
| --- | --- |
| Best Paper in Organization Theory, Administrative Sciences Association of Canada annual meeting | 2015 |
| Nomination for TD Canada Trust Distinguished Teaching Award (SFU) | 2009 |
| SFU Faculty of Business Teaching Honor Roll (Top 10% of Instructors) | 2006, 09, 13, 15 |
| Outstanding Reviewer Award, BPS Division of the Academy of Mgmt | 2008, 05, 03 |
| Distinguished Student Paper Award, BPS Division, Academy of Mgmt | 2005 |
| William H. Newman Award Nominee for outstanding paper based on a dissertation, BPS Division, Academy of Mgmt | 2005 |
| William H. Newman Award Nominee for outstanding paper based on a dissertation, Management History Division, Academy of Mgmt | 2002 |
| Alfred P. Sloan Foundation / MIT Airline Industry Program Research Fellowship | 1999-2003 |

**Refereed Journal Articles**

|  |
| --- |
| von Nordenflycht, A. (2014). Does the Emergence of Publicly Traded Professional Service Firms Undermine the Theory of the Professional Partnership? A Cross-Industry Historical Analysis. *Journal of Professions and Organizations,* 1(2): 137-160. |
| Briscoe, F. & A. von Nordenflycht. (2014). Which Path to Power? Workplace Networks and the Relative Effectiveness of Inheritance vs. Rainmaking for Professional Partners. *Journal of Professions and Organizations,* 1(1): 33-48.Mentioned in *Fortune* (7 May 2014) and *American Lawyer* (29 May 2014) |
| von Nordenflycht, A. (2011). Let’s Get Testing: Making Progress on Understanding Professional Service Firms, *Academy of Management Review,* 36(1): 180-187. |
| von Nordenflycht, A. (2011). Firm Size and Industry Structure under Human Capital Intensity: Insights from the Evolution of the Global Advertising Industry, *Organization Science*, 22: 141-157.Mentioned in *New York Times* (6 May 2013) |
| von Nordenflycht, A. (2010). What is a Professional Service Firm? Towards a Theory and Taxonomy of Knowledge Intensive Firms, *Academy of Management Review,* 35(1) Jan: 155-174. |
| von Nordenflycht, A. (2007). Is Public Ownership Bad for Professional Service Firms? Ad Agency Ownership, Performance and Creativity, *Academy of Management Journal*, 50(2): 429-445. |
| Bamber, G., J.H. Gittell, T. Kochan, and A. von Nordenflycht. (2009). Contrasting Employment Relations Strategies in European Airlines, *Journal of Industrial Relations*, 51(5): 635-652. |
| von Nordenflycht, A. (2005). The Transformation of Authority at Continental Airlines, *Academy of Management Best Papers Proceedings*, August 2005. |
| Gittell, J.H., A. von Nordenflycht and T.A. Kochan. (2004). Mutual Gains or Zero Sum? Labor Relations and Firm Performance in the Airline Industry, *Industrial and Labor Relations Review*, 57(2): 163-179. |

**Articles under Review**

|  |
| --- |
| von Nordenflycht, A. and P. Assadi. The Public Corporation on Wall Street: Public Ownership and Organizational Misconduct in Securities Brokerage, revise & resubmit at *Management Science* |
| Samila, S. and A. von Nordenflycht. Risk Taking in Status-Signaling Rankings: A Theory and Test on Acquisition Behavior, revise & resubmit at *Academy of Management Journal*“Best Paper” Award from Behavioral Strategy PDW at 2011 Academy of Management |
| McCarthy, I., B. Silvestre, S. Breznitz & A. von Nordenflycht. A Typology of University Research Parks: What do Parks Do and Why Might it Matter? under review at *Journal of Engineering & Technology Management* |

**Working Papers**

|  |
| --- |
| Assadi, P. and A. von Nordenflycht. Bad Apples, Bad Barrels or Bad Matches? Individual and Organizational Influences on Organizational Wrongdoing in the Securities Industry.under preparation for submission to *Management Science* |
| Rogan, M. and A. von Nordenflycht. Individual Status Attainment and Entrepreneurial Entry: Mobility of Award Winning Creative Directors in the Advertising Industryunder preparation for submission to *Administrative Science Quarterly* |
| Assadi, P. and A. von Nordenflycht. Does it Matter if Stock Brokers Get Caught Cheating? Consequences of Misconduct on Careers in the Securities Industry. |
| von Nordenflycht, A., J.H. Gittell, & G. Bamber. Do Low Fares (Finally) Mean Low Quality Jobs? Job Quality at Low Cost Airlines.under preparation for submission to *Industrial & Labor Relations Review* |
| von Nordenflycht, A. Barriers to Adopting High Commitment Cultures: Airline Attempts to Imitate Southwest. |

**Books**

|  |
| --- |
| Baber, G., J. Gittell, T.A. Kochan and A. von Nordenflycht. (2009). *Up in the Air! How Airlines Can Compete by Engaging their Workforce.* Cornell University ILR Press. |
| Chandler, Alfred D., Jr. with assistance from Andrew von Nordenflycht and Takashi Hikino. (2001). *Inventing the Electronic Century: the Epic Story of the Consumer Electronics and Computer Industries*. New York: Free Press. |

**Book Chapters**

|  |
| --- |
| von Nordenflycht, A., N. Malhotra, & T. Morris. (2015). “Sources of Homogeneity and Heterogeneity Across Professional Services,” in L. Empson, D. Muzio, J. Broschak & C.R. Hinings, eds., *Oxford Handbook of Professional Service Firms,* Oxford University Press.  |
| von Nordenflycht, A. & J.H. Gittell. (2013). “Context, Process, and Outcomes of Collective Bargaining in the U.S. Airline Industry,” in H. Stanger & A. Frost, eds., *Collective Bargaining Under Duress: Case Studies of Major US Industries,* Labor and Employment Relations Association.  |
| von Nordenflycht, A. (2010). “The Great Expropriation: Interpreting the Innovation of ‘Permanent Capital’ at the Dutch East India Company,” in J. Koppel, ed., *The Origins of Shareholder Advocacy*, Palgrave Macmillan. |
| Gittell, J.H., A. von Nordenflycht, T.A. Kochan, R. McKersie and G. Bamber. (2009).Labor Relations and Human Resource Management in the Airline Industry (Chapter 10), in P. Belobaba, A. Odoni, & C. Barnhart (Eds.), *The Global Airline Industry.* Wiley. |

**Other Publications**

|  |
| --- |
| von Nordenflycht, A. (2009). “Lawyers, Incorporated?” *Financial Post*, 20 January. <http://www.financialpost.com/story.html?id=1196263>  |
| Kochan, T.A., A. von Nordenflycht, R. McKersie, and J.H. Gittell. (2005). “Airborne Distress: How Can Labor Recover in the Airline Industry?.” *New Labor Forum*, Summer, pp.39-50. |
| von Nordenflycht, A. and T.A. Kochan. (2003). “Labor Contract Negotiations in the Airline Industry: Evidence on Negotiation Duration and Intervention Frequency.” *Monthly Labor Review*, July, pp. 18-28. |
| Kochan, T.A., A. von Nordenflycht, R. McKersie, and J.H. Gittell. (2003). "Options for Rebuilding Airline Labor Relations," *Perspectives on Work*, 7(2). |

**Conference & Invited Seminar Presentations**

INFORMS Annual Meeting, Philadelphia, November 2015

*Individual Status Attainment and Entrepreneurial Entry: Mobility of Award Winning Creative Directors in the Advertising Industry* (w/ M. Rogan)

Wharton People and Organizations Conference, Philadelphia, October 2015

*Individual Status Attainment and Entrepreneurial Entry: Mobility of Award Winning Creative Directors in the Advertising Industry* (w/ M. Rogan)

Academy of Management, Vancouver, August 2015

*Locking in Clients with Breadth of Service: Broad Service Scope, Inter-professional Coordination, and Rarity as Sources of Client Retention and Performance.* (w/ H. Gardner & F. Briscoe)

Heller School for Social Policy and Management, Waltham, MA, February 2015

*Do Outside Investors Corrupt Professional Ethics? Ownership Form and Misconduct in Securities Brokerage*

Wharton People and Organizations Conference, Philadelphia, October 2014

*Does it Matter if Stockbrokers Get Caught Cheating? Consequences of Misconduct on Careers in the Securities Industry* (w/ P. Assadi)

Novak Druce Center for Professional Services Conference, Washington DC, August 2014

*Passage of Power. Who Inherits Clients of Senior Partners?* (w/ H. Gardner & F. Briscoe)

*Trading Status for Autonomy? Mobility of Award Winning Creative Directors in the Advertising Industry* (w/ M. Rogan)

*Bad Apples or Bad Barrels? Individual vs. Organizational Influences on Organizational Wrongdoing in the US Securities Industry* (w/ P. Assadi)

Academy of Management, Philadelphia, August 2014

*Trading Status for Autonomy? Mobility of Award Winning Creative Directors in the Advertising Industry* (w/ M. Rogan)

Industry Studies Association, Portland, OR, May 2014

*Bad Apples, Bad Barrels Redux. Empirically Estimating the Relative Influence of Individuals vs. Organizations on Organizational Misconduct* (w/ P. Assadi)

Wharton People and Organizations Conference, Philadelphia, October 2013

*Bad Apples or Bad Barrels? Individual vs. Organizational Influences on Organizational Wrongdoing in the US Securities Industry* (w/ P. Assadi)

Academy of Management, Orlando, August 2013

*Bad Apples or Bad Barrels? Individual vs. Organizational Influences on Organizational Wrongdoing in the US Securities Industry* (w/ P. Assadi)

University of Victoria, Victoria, BC March 2012

*The Public Corporation—Friend or Foe of Professional Ethics*

Stanford Graduate School of Business, Stanford, CA October 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

Haas School of Business, Berkeley, CA October 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

Academy of Management, San Antonio, TX August 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

University of Arizona, Tucson, AZ April 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

Saïd Business School, Oxford, UK January 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

INSEAD, Fontainebleau, France January 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

University of Washington, Seattle, WA January 2011

*The Public Corporation—Friend or Foe of Professional Ethics*

University of Texas, Austin, TX December 2010

*The Public Corporation—Friend or Foe of Professional Ethics*

University of Washington Bothell, Bothell, WA October 2010

*The Public Corporation—Friend or Foe of Professional Ethics*

Industry Studies Association, Annual Conference, Chicago, IL, May 2010

*The Mobility of Creativity and Client Relationships in the Advertising Industry* (w/ Michelle Rogan)

Georgetown University Law Center, “Law Firm Evolution: Brave New World or Business as Usual” conference, Washington, DC, March 2010

*The Consolidation of the Global Advertising Industry: Lessons for Law Firms?*

Yale School of Management, “Origins of Shareholder Advocacy” conference, New Haven, CT, November 2009

*The Great Expropriation. The Dutch East India Company and the Innovation of ‘Permanent Capital’*

Academy of Management, Chicago, August 2009

*What is a Professional Service Firm? Toward a Theory and Taxonomy of Knowledge Intensive Firms*

Academy of Management, Anaheim, CA, August 2008.

*The Great Expropriation. The Dutch East India Company and the Innovation of ‘Permanent Capital’*

INSEAD, Fontainebleau, France, December 2007

*The Demise of the Professional Partnership? The Emergence and Distribution of Publicly-traded Professional Service Firms*

Olin School of Business, Washington Univ. St. Louis, St. Louis, November 2007

*The Demise of the Professional Partnership? The Emergence and Distribution of Publicly-traded Professional Service Firms*

Academy of Management, Philadelphia, August 2007

*The Demise of the Professional Partnership? The Emergence and Distribution of Publicly-traded Professional Service Firms*

University of British Columbia, Vancouver, October 2006

*The Demise of the Professional Partnership? The Emergence and Distribution of Publicly-traded Professional Service Firms*

European Group for Organization Studies, Vienna, July 2007

*What is a Professional Service Firm? Toward a Theory and Taxonomy of Knowledge Intensive Firms*

Wharton Macro-HR Conference, Philadelphia, June 2007

*Barriers to Adopting High Commitment Cultures: Airlines Attempts to Imitate Southwest*

Clifford Chance Conference on Professional Services, Barcelona, June 2006

*What is a Professional Service Firm? Toward a Theory and Taxonomy of Knowledge Intensive Firms*

Labor and Employment Research Association, Boston, January 2006

*From Command to Involvement: The Transformation of Authority at Continental Airlines*

Rotman School of Management, University of Toronto, January 2006

*Conglomerates without (alienable) Assets? Financial Intermediation and the Evolution of the Advertising Industry*

Wharton School of Business, Philadelphia, November 2005

*Conglomerates without (alienable) Assets? Financial Intermediation and the Evolution of the Advertising Industry*

Academy of Management, Honolulu, August 2005

*From Command to Involvement: The Transformation of Authority at Continental Airlines*

*Conglomerates without (alienable) Assets? Financial Intermediation and the Evolution of the Advertising Industry*

Clifford Chance Conference on Professional Services, Boston College, June 2004.

*Is Public Ownership Bad for Professional Service Firms? Evidence from Advertising Agencies.*

Rotman School of Management, University of Toronto, January 2004.

*Is Public Ownership Bad for Professional Service Firms? Evidence from Advertising Agencies.*

Carlson School, University of Minnesota, January 2004

*Is Public Ownership Bad for Professional Service Firms? Evidence from Advertising Agencies.*

Wharton School, Philadelphia, January 2004

*Is Public Ownership Bad for Professional Service Firms? Evidence from Advertising Agencies.*

Harvard Business School, Boston, January 2004

*Is Public Ownership Bad for Professional Service Firms? Evidence from Advertising Agencies.*

Industrial Relations Research Association, Washington D.C., January 2003

.*Alternative Approaches to Airline Labor Relations: Lessons for the Future.*

Academy of Management, Denver, August 2002.

*The Theory of the Firm Meets the 17th Century: The Case of the Chartered Trading Companies.*

CCC Doctoral Student Consortium, Boston, April 2002.

*Why have Professional Service Firms gone public… and what effect does it have on them?*

**Teaching Experience**

See Appendix I for details on student evaluations and my teaching principles

|  |
| --- |
| at Simon Fraser University |
| Teaching Honor Role, 2006, 2009, 2013, 2015 |
| *Strategy* (Executive MBA and Undergraduate) |
| *Strategic Management of Technology-based Firms* (Management of Technology MBA)  |
| *Managerial Economics* (Executive MBA) |
| *Business, Society & Ethics* (Undergraduate) |
| *Management Theory: Identification & Development* (PhD)Course on how to identify, evaluate, and develop theory for first-semester PhD students |
| *Organizational Simulation* (MBA)Intensive 3-day behavioral simulation, during which cohorts of ~20 students assume the leadership positions (e.g., CEO, CFO, EVP, etc.) of a diversified multinational corporation. Each student is presented with a unique set of memos that define their agenda and provide background information, then collectively they must make a wide-ranging set of decisions and prepare for a press conference and board of directors meeting. |
| *Graduate Student Thesis / Final Project Supervision* |
| PhD Supervisor for Pooria Assadi |
| PhD Supervisor for Prashant Shukla |
| Supervisor for EMBA Projects10-12 EMBA students writing a ~100-page strategic analysis of their organization. |
| Supervisor for MBA Essays10-12 MBA students writing a ~60-page paper. |
|  |
| at The Wharton School |
| *Competitive Strategy* (MBA core) |

**Research Grants**

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| --- | --- |
| SSHRC Insight Grant: $125,596“Beyond Bad Apples & Bad Barrels: The Interaction of Individuals and Organizations in Wrongdoing” | 2015 |
| SSHRC Small Grant: $6,125“Constructing a Densely Sampled Employer-Employee Dataset of Brokers and Brokerage Firms …”  | 2013 |
| SSHRC Insight Development Grant: $40,195“Bad Apples or Bad Trees? Patterns of Professional Misconduct Within and Between Firms” | 2012 |
| Millstein Center for Corporate Governance, Yale School of Mgmt: $2,000“The Great Expropriation:… the Innovation of Permanent Capital in the Dutch and English East India Companies” | 2009 |
| SSHRC Standard Research Grant: $74,449“Owning the Experts: Corporation vs. Partnership in Professional Services" | 2008 |
| CIBC Centre for Corporate Governance and Risk Management Research Fellow: $7,000 | 2006 |

**Academic Service**

**External**

|  |
| --- |
| Editorial Board Member, *Journal of Professions & Organization* |
| Ad hoc reviewer for:*Academy of Management Review**Academy of Management Journal**Management Science**Organization Science**Strategic Management Journal**Organization Studies**Journal of Management Studies**Journal of Organizational Behavior**Journal of Business Ethics**Review of Industrial Organization**Human Relations**Review of Management Science**Australian Accounting Review**British Journal of Management**Academy of Management Annual Meeting:**Business & Policy Division (outstanding reviewer award in 2008, 2005, & 2003)**Organization & Management Theory Division**Social Science & Humanities Research Council of Canada**National Science Foundation* |
| Co-chair, Airline Industry Council of the Labor and Employment Research Association, 2009-2014: With fellow co-chairs from union and management, I organized annual meetings to foster dialogue between labor, management and government around improving labor relations practice and policy in the airline industry. |
| Symposium & Workshop Organizer and Chair, 2014 Academy of Management: Symposium: “Uncovering the Foundations of Social Capital: Client Relationships in Professional Service Firms”, selected as a “Showcase Symposium”2013 Academy of Management: Symposium: “Organizational Wrongdoing: Conceptual and Empirical Advances”2012 Academy of Management: Professional Development Workshop: “Working on the Dark Side: A Manuscript Development Workshop on Organizational Misconduct” 2012 Academy of Management: Professional Development Workshop: “University Research Parks and Incubators” 2011 Academy of Management: Symposium: “Organizational Misconduct: Who Cheats More and How do they Respond When Discovered?”2008 Academy of Management: Symposium: “Sources and Effects of Cross-National Variation in the Institutions of Corporate Governance”, selected as a “Showcase” Symposium, based on its “potential to draw a large audience.” |

**Internal (SFU Faculty of Business)**

|  |  |
| --- | --- |
| Appointments Committee (2009/10), Tenure & Promotion Committee (2008/09 & 2015/16),  |  |

**Professional Experience**

|  |  |
| --- | --- |
| **Decision Architects** (division of The Monitor Company), Cambridge, MAProduct Manager, Strategic Cost Analysis Systems | 1995-1997 |
| **The Monitor Company**, Santa Monica, CAStrategy Consultant | 1991-1995 |

**APPENDIX: Teaching Details**

**Student Evaluation Scores** (out of 4)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Course** | **Term** | **Rating** |
| **at SFU** | EMBA: Strategy | fall ‘11 | 2.81 |
|  |  | fall ‘12 | 3.50 |
|  | EMBA: Managerial Economics | spring ‘15 | 3.67 |
|  | MBA: Organizational Simulation | spring ‘14spring ‘15 | 3.813.67 |
|  |  |  |  |
|  | PhD: Theory in Management and  | fall ‘11 | 3.38 |
|  | Organizations | fall ‘12 | 4.00 |
|  |  | fall ‘13 | 4.00 |
|  |  | fall ‘14fall ‘15 | 4.004.00 |
|  |  |  |  |
|  | Undergrad: Strategy | fall ‘04 | 3.00 |
|  |  | sum ‘05a | 3.30 |
|  |  | sum ‘05b | 3.61 |
|  |  | spr ‘06a | 3.78 |
|  |  | spr ‘06b | 3.88 |
|  |  | sum ‘06 | 3.64 |
|  |  | spr ‘08a | 3.50 |
|  |  | spr ‘08b | 3.60 |
|  |  | sum ‘08 | 3.77 |
|  |  | spr ‘09a | 3.63 |
|  |  | spr ‘09b | 3.78 |
|  |  | sum ‘09 | 3.67 |
|  |  | sum ‘10 | 3.31 |
|  |  | spr ‘13 | 3.59 |
|  |  | fall ‘13 | 3.57 |
|  |  | spr ‘14fall ‘14 | 3.65**3.95** |
|  | Mgmt of Technology MBA: Strategy | spring ‘07 | 3.34 |
|  |  |  |  |
|  | Undergrad: Business, Society & Ethics | spring ‘10 | 3.09 |
|  |  | spring ‘12 | 3.66 |
|  |  |  |  |
| **at Wharton** | MBA: Strategy  | fall ’05 A | 2.85 |
|  | (avg. rating for all instructors of this  | fall ’05 B | 2.66 |
|  | course = 3.04) | fall ’05 C | 3.16 |

**Teaching Principles**

In the course of teaching at various levels – undergraduate, MBA, Executive MBA, PhD – I have developed several principles that guide both my course design and my management of class time.

More discussion & debate, less lecture: I have always used case-based discussion as the core of my courses. I assume that students stay more engaged and learn more when they are participating. So over time, I have steadily increased the percentage of class time spent covering material and generating insights through discussion, rather than me talking to the students. For instance, I try to pause during case discussions to define the week’s key concepts or to introduce a key diagram. I also look for exercises or calculations that the students can do in teams (especially on whiteboards, where possible) during case discussions.

Fewer concepts, practiced repeatedly: I prefer that my students come away from a course remembering and absorbing a few key concepts, rather than being introduced to many concepts. I first offer an overarching framework for analysis and introduce a few key concepts. Then I reiterate them repeatedly through assignments that get students to practice applying them. This is particularly the case for Strategy, where I prefer to practice a few concepts (defining a Strategic Position via “where / what / how”; diagnosing sources of advantage through analysis of cost structures and customer needs; and the idea of tradeoffs) over and over, rather than introduce the explosion of buzzwords in many Strategy textbooks.

Student-led Takeaways: A practice I have found invaluable as a way to help students get closure after case discussions that may meander and feel unstructured is to conclude by asking students what their takeaways from our discussion are. This forces them to think about what we just did AND gives me an opportunity to comment on or extend their ideas in a way that allows us to minimize “lecture” time. Furthermore, I find that students often identify many of the takeaways that I wanted to communicate, so that when I do show them what the planned takeaways were, they can be pleased that they came up with them on their own.

Opportunities to improve: I believe students should be given opportunities to improve over the course of a term. This means giving them early assignments that are very similar to later assignments. For instance, the midterm assignment is a mini-version of the final assignment, both for individuals and for teams. I also apply this principle to peer evaluations of team work: rather than just having a final peer evaluation at the end, I make students do preliminary peer evaluations halfway through the team assignment, so that students whose teammates’ feel they are shirking are given this feedback and have an opportunity to improve – a win-win for both the perceived shirkers and their teammates.