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# Jorge Walter

Professor

The George Washington University, School of Business

2201 G Street, NW, Fonger Hall 615

Washington, DC 20052

Tel: (202) 994-7908, Fax: (202) 994-8113

Email: [jorgew@gwu.edu](mailto:jorgew@gwu.edu)

Web: <https://business.gwu.edu/jorge-walter>

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## ACADEMIC POSITIONS

### Tenure-Track & Tenured Positions

- 2018–present      **The George Washington University, School of Business**, Washington, DC  
Professor of Business Administration, Dept. of Strategic Mgmt. & Public Policy
- 2014–2018        **The George Washington University, School of Business**, Washington, DC  
Associate Professor of Business Administration, Dept. of Strategic Mgmt. & Public Policy
- 2010–2014        **The George Washington University, School of Business**, Washington, DC  
Assistant Professor of Business Administration, Dept. of Strategic Mgmt. & Public Policy
- 2006–2010        **Portland State University, School of Business Administration**, Portland, OR  
Assistant Professor of Business Administration

### Non-Tenure-Track & Visiting Positions

- 2015                **University of St. Gallen**, St. Gallen, Switzerland  
Visiting Professor, Institute of Management
- 2015                **Ludwig-Maximilians-University Munich**, Munich, Germany  
Visiting Professor, Institute of Strategic Management
- 2005–2006        **University of Connecticut, School of Business**, Storrs, CT  
Assistant Professor in Residence, Management Department
- 2004–2005        **New York University, Leonard N. Stern School of Business**, New York, NY  
Postdoctoral Researcher, Department of Management and Organizations
- 2001–2003        **University of St. Gallen**, St. Gallen, Switzerland  
Research Associate, Institute of Management
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## EDUCATION

- 2005                **University of St. Gallen**, St. Gallen, Switzerland  
Doctor of Business Administration (*magna cum laude*)  
Dissertation: “Collaboration within and between firms: Network structures, decision processes, and their impact on alliance performance” (Advisors: G. Müller-Stewens & G. F. von Krogh)

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## EDUCATION—*CONT'D*

- 2003–2004      **University of Pennsylvania, Wharton School**, Philadelphia, PA  
Visiting Doctoral Student, Management Department
- 2001            **University of St. Gallen**, St. Gallen, Switzerland  
Master of Science in business administration (*cum laude*). Major: International management
- 1999            **Copenhagen Business School**, Copenhagen, Denmark  
CEMS exchange semester. Majors: Innovation management, international business strategy
- 1999            **University of St. Gallen**, St. Gallen, Switzerland  
Bachelor of Science in business administration
- 1996            **Ludwig–Maximilians–University Munich**, Munich, Germany  
Undergraduate studies in business administration
- 

## RESEARCH & PUBLICATIONS

### Publications in Refereed Journals

- [23] Walter, J., Kreutzer, M., & Kreutzer, K. (2021). Setting the tone for the team: A multi-level analysis of managerial control, peer control, and their consequences for job satisfaction and team performance. **Journal of Management Studies**, 58(3): 849–878.
- [22] Levin, D. Z. & Walter, J. (2019). Before they were ties: Predicting the value of brand–new connections; **Journal of Management**, 45(7): 2861–2890.
- [21] Khoury, T. A., Pleggenkuhle–Miles, E. G., & Walter, J. (2019). Experiential learning, bargaining power, and exclusivity in technology licensing. **Journal of Management**, 45(3): 1193–1224.
- [20] Levin, D. Z. & Walter, J. (2018). Commentary: Is tie maintenance necessary? **Academy of Management Discoveries**, 4(4): 497–500.
- [19] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2016). Formal and informal controls as complements or substitutes? The role of the task environment. **Strategy Science**, 1(4): 235–255.
- [18] Walter, J., Lechner, C., & Kellermanns, F. W. (2016). Learning activities, exploration, and the performance of strategic initiatives. **Journal of Management**, 42(3): 769–802.
- [17] Walter, J., Levin, D. Z., & Murnighan, J. K. (2016). How to reconnect for maximum impact. **MIT Sloan Management Review**, 57(3): 18–20.
- [16] Levin, D. Z., Walter, J., Appleyard, M. M., & Cross, R. (2016). Relational enhancement: How the relational dimension of social capital unlocks the value of network–bridging ties. **Group & Organization Management**, 41(4): 415–457.
- Recognized as a “2016 Outstanding Group & Organization Management (GOM) Paper and nominated for a ‘Best GOM Paper’ Award by the GOM Editorial Team.”
- [15] Kellermanns, F. W., Walter, J., Crook, T. R., Kemmerer, B., & Narayanan, V. K. (2016). The resource–based view in entrepreneurship: A content–analytical comparison of researchers’ and entrepreneurs’ views. **Journal of Small Business Management**, 54(1): 26–48.

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## Publications in Refereed Journals—*cont'd*

- [14] Walter, J., Levin, D. Z., & Murnighan, J. K. (2015). Reconnection choices: Selecting the most valuable (versus most preferred) dormant ties. **Organization Science**, 26(5): 1447–1465.
- [13] Kreutzer, M., Walter, J., & Cardinal, L. B. (2015). Organizational control as antidote to politics in the pursuit of strategic initiatives. **Strategic Management Journal**, 36: 1317–1337.
- [12] Erdogan, B., Bauer, T. N., & Walter, J. (2015). Deeds that help and words that hurt: Helping and gossip as moderators of the relationship between leader–member exchange and advice network centrality. **Personnel Psychology**, 68(1): 185–214.
- [11] Kownatzki, M., Walter, J., Floyd, S. W., & Lechner, C. (2013). Corporate control and the speed of strategic business unit decision making. **Academy of Management Journal**, 56(5): 1295–1324.  
*[The first two authors contributed equally and are listed alphabetically]*
- [10] Walter, J., Kellermanns, F. W., Floyd, S. W., Veiga, J. F., & Matherne, C. (2013). Strategic alignment: A missing link in the relationship between strategic consensus and organizational performance. **Strategic Organization**, 11(3): 304–328.  
  
Reproduced in: Heath, R. L. & Gregory, A. (eds.) (2014). *Strategic Communication, Volume I: Defining Strategic Communication—Groundings, Forewarnings, and Calls to Action*, London, UK: SAGE Publications: 301–328.
- [9] Walter, J., Kellermanns, F. W., & Lechner, C. (2012). Decision making within and between organizations: Rationality, politics, and alliance performance. **Journal of Management**, 38(5): 1582–1610.
- [8] Walter, J. (2012). The influence of firm and industry characteristics on returns from technology licensing deals: Evidence from the U.S. computer and pharmaceutical sectors. **R&D Management**, 42(5): 435–454.
- [7] Kemmerer, B., Walter, J., Kellermanns, F. W., & Narayanan, V. K. (2012). A judgment–analysis perspective on entrepreneurs’ resource evaluations. **Journal of Business Research**, 65(8): 1102–1108.
- [6] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Dormant ties: The value of reconnecting. **Organization Science**, 22(4): 923–939.
- [5] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). The power of reconnection—How dormant ties can surprise you. **MIT Sloan Management Review**, 52(3): 45–50.  
  
Recognized by MIT Sloan Management Review in “*Editor’s Picks: Top 10 Articles from 2011*.”
- [4] Kellermanns, F. W., Walter, J., Floyd, S. W., Lechner, C., & Shaw, J. C. (2011). To agree or not to agree? A meta–analytical review of strategic consensus and organizational performance. **Journal of Business Research**, 64(2): 126–133.
- [3] Walter, J., Lechner, C., & Kellermanns, F. W. (2008). Disentangling alliance management processes: Decision making, politicality, and alliance performance. **Journal of Management Studies**, 45(3): 530–560.
- [2] Walter, J., Lechner, C., & Kellermanns, F. W. (2007). Knowledge transfer between and within alliance partners: Private versus collective benefits of social capital. **Journal of Business Research**, 60(7): 698–710.
- [1] Kellermanns, F. W., Walter, J., Lechner, C., & Floyd, S. W. (2005). The lack of consensus about strategic consensus: Advancing theory and research. **Journal of Management**, 31(5): 719–737.

## Refereed Best Conference Paper Proceedings

- [5] Levin, D. Z., Walter, J., & Murnighan, J. K. (2016). Before they were ties: Predicting the value of brand–new connections. **MOC Best Paper Proceedings of the 2016 Academy of Management Meeting**, Anaheim, CA.
- [4] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2014). Formal and informal controls as complements or substitutes? The role of the task environment. **BPS Best Paper Proceedings of the 2014 Academy of Management Annual Meeting**, Philadelphia, PA.
- [3] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. G. (2012). Exclusivity in biotech licensing deals: What makes licensors restrict their options? **TIM Best Paper Proceedings of the 2012 Academy of Management Annual Meeting**, Boston, MA.
- [2] Kownatzki, M., Walter, J., & Lechner, C. (2009). The corporate context and the speed of SBU–level decision making. **BPS Best Paper Proceedings of the 2009 Academy of Management Meeting**, Chicago, IL.
- [1] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. **OMT Best Paper Proceedings of the 2008 Academy of Management Meeting**, Anaheim, CA.

## Non–Refereed Publications

- [4] Walter, J., Kellermanns, F. W., Floyd, S. W., Veiga, J. F., & Matherne, C. (2014). Strategic alignment: A missing link in the relationship between strategic consensus and organizational performance. In: Heath, R. L. & Gregory, A. (eds.) (2014). *Strategic Communication, Volume I: Defining Strategic Communication–Groundings, Forewarnings, and Calls to Action*, London, UK: SAGE Publications: 301–328.
- [3] Walter, J. (2011). Strategic decision processes in the realm of strategic alliances. In: Mazolla, P. & Kellermanns, F. W. (eds.) *Handbook of research on strategy process*, Cheltenham, UK: Edward Elgar Publishing: 371–411.
- [2] Lechner, C. & Walter, J. (2006). Geschäftsmodelle in der Beratungsindustrie. In: Sommerlatte, T., Mirow, M., Niedereichholz, C., & von Winda, P. G. (eds.). *Handbuch der Unternehmensberatung, 7230 (II/06)*, Berlin, Germany: Erich Schmidt Verlag: 1–17 (in German).
- [1] Farina, A., Lemmer, M., & Walter, J. (2000). Wissensmanagement. In: Füglistaller, U. & Wiedmann, T. (eds.). *Neue Trends in der Managementlehre–Konsequenzen für KMU*, St. Gallen, Switzerland: KMU Verlag HSG (in German).

## Refereed Presentations at Professional Meetings

- [42] Ross, J. R., Mehra, A., Levin, D. Z., Walter, J. (2023). The tie over time: Meaning, memory, and temporal form. *Academy of Management Annual Meeting*, Boston, MA.
- [41] Walter, J., Kreutzer, M., Cardinal, L. B., & Miller, C. C. (2021). Moving with the times: A new perspective on organizational control. *Academy of Management Annual Meeting*.
- [40] Walter, J., Kreutzer, M., Cardinal, L. B., & Miller, C. C. (2020). Moving with the times: A new perspective on organizational control. *Strategic Management Society Conference*.
- [39] Levin, D. Z. & Walter, J. (2019). Is tie maintenance *really* necessary? *Academy of Management Annual Meeting*, Boston, MA.

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## Refereed Presentations at Professional Meetings—*cont'd*

- [38] Ross, J. R., Mehra, A., Levin, D. Z., Walter, J. (2019). Dormant ties: A review and agenda for research. *Academy of Management Annual Meeting*, Boston, MA.
- [37] Kreutzer, M., Kreutzer, K., & Walter, J. (2016). Antecedents and outcomes of peer control: A multi-level analysis. *Strategic Management Society Conference*, Berlin, Germany.
- [36] Levin, D. Z., Walter, J., & Murnighan, J. K. (2016). Before they were ties: Predicting the value of brand-new connections. *Academy of Management Annual Meeting*, Anaheim, CA.  
**\* Included in MOC Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [35] Kreutzer, M., Kreutzer, K., & Walter, J. (2015). Antecedents and outcomes of peer control: A multi-level analysis. *Academy of Management Annual Meeting*, Vancouver, Canada.
- [34] Kreutzer, M. & Walter, J. (2014). Formal and informal controls as complements or substitutes? The role of the task environment. *Strategic Management Society Conference*, Madrid, Spain.  
**\* Finalist for the Strategic Management Society Best Conference Paper of the Strategy Process Interest Group.**  
**\* Nominated for the Strategic Management Society Best Conference Paper Prize Award.**  
**\* Nominated for the Strategic Management Society Best Conference Paper for Practice Implications Award.**
- [33] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2014). Formal and informal controls as complements or substitutes? The role of the task environment. *Academy of Management Annual Meeting*, Philadelphia, PA.  
**\* Included in BPS Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [32] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2013). Experience, negotiation leverage, and their effects on exclusivity in technology licensing agreements. *Strategic Management Society Conference*, Atlanta, GA.  
**\* Nominated for the Strategic Management Society Best Conference Paper Prize Award.**
- [31] Woroniecki, J. L., Cohen S. K., & Walter, J. (2013). The effects of knowledge versus production boundaries on firm survival through disruptive technological change. Accepted for presentation at the *Strategic Management Society Conference*, Atlanta, GA.
- [30] Kreutzer, M., Walter, J., & Cardinal, L. B. (2013). Organizational control as an antidote to politics in the pursuit of strategic initiative performance? *Academy of Management Annual Meeting*, Lake Buena Vista, FL.
- [29] Levin, D. Z., Walter, J., Appleyard, M. M., & Cross, R. (2012). Relational enhancement: How to unlock the value of network bridges. *Strategic Management Society Conference*, Prague, Czech Republic.
- [28] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2012). Exclusivity in biotech licensing deals: What makes licensors restrict their options? *Academy of Management Annual Meeting*, Boston, MA.  
**\* Included in TIM Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [27] Erdogan, B., Bauer, T. N., & Walter, J. (2012). Deeds that help and words that hurt: Helping and gossip as moderators of LMX to advice network centrality. *Academy of Management Annual Meeting*, Boston, MA.
- [26] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2011). Exclusivity in biotech licensing deals: What makes licensors restrict their options? *Strategic Management Society Conference*, Miami, FL.
- [25] Levin, D. Z. & Walter, J. (2011). Reconnection choices and the dominance of the irrelevant past. *Academy of Management Annual Meeting*, San Antonio, TX.

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## Refereed Presentations at Professional Meetings—*cont'd*

- [24] Lechner, C., Walter, J., Kellermanns, F. W., & Floyd, S. W. (2010). Learning activities and the performance of exploratory versus exploitative strategic initiatives. Accepted for presentation at the *Strategic Management Society Conference*, Rome, Italy.
- [23] Kellermanns, F. W., Walter, J., Matherne, C., Floyd, S. W., & Veiga, J. F. (2010). Decision alignment: A missing link in the relationship between strategic consensus and organizational performance. *Fifth Annual Mid-Atlantic Strategy Colloquium*, University of Maryland, College Park, MD.
- [22] Levin, D. Z., Walter, J., & Appleyard, M. M. (2010). Trusted bridging ties: A dyadic solution to the brokerage-closure dilemma. *Academy of Management Annual Meeting*, Montreal, Canada.
- [21] Walter, J. (2009). Value creation in technology licensing deals: An empirical comparison of the pharmaceutical and computer industries. *Strategic Management Society Conference*, Washington, DC.
- [20] Levin, D. Z., Walter, J., & Murnighan, J. K. (2009). Dormant ties: Reconnection choices and the value of reconnecting. *Academy of Management Annual Meeting*, Chicago, IL.
- [19] Kownatzki, M., Walter, J., & Lechner, C. (2009). The corporate context and the speed of SBU-level decision making. *Academy of Management Annual Meeting*, Chicago, IL.  
**\* Included in BPS Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [18] Walter, J., Kellermanns, F. W., & Kemmerer, B. (2008). Not just “anything that leads to performance”: The operational validity of resource definitions. *Strategic Management Society Conference*, Cologne, Germany.
- [17] Kellermanns, F. W., Walter, J., Kemmerer, B., & Narayanan, V. K. (2008). Judgment-theoretical assessments of value and inimitability within the realm of the resource-based view. *Strategic Management Society Conference*, Cologne, Germany.
- [16] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. *Academy of Management Annual Meeting*, Anaheim, CA.  
**\* Included in OMT Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [15] Kownatzki, M., Lechner, C., & Walter, J. (2007). Friend or foe? Corporate control and strategic decision-making speed at the SBU level. *Strategic Management Society Conference*, San Diego, CA.
- [14] Kemmerer, B., Kellermanns, F. W., Walter, J., & Narayanan, V. K. (2007). Empirical validation of resource-evaluation frameworks: A judgment analysis perspective. *Society of Entrepreneurship Scholars Conference & Manuscript Boot-Camp*, Ohio State University, Columbus, OH.
- [13] Levin, D. Z., Walter, J., & Appleyard, M. M. (2007). What’s in a tie? Knowledge transfer and the dimensions of dyadic social capital. *Academy of Management Annual Meeting*, Philadelphia, PA.
- [12] Walter, J., Martignoni, D., & Kellermanns, F. W. (2006). Organizational structure and corporate entrepreneurship: A simulation model. *Strategic Management Society Conference*, Vienna, Austria.
- [11] Kellermanns, F. W., Walter, J., Shaw, J. C., Lechner, C., & Floyd, S. W. (2006). To agree or not to agree? A meta-analytical review of strategic consensus and performance. *Academy of Management Annual Meeting*, Atlanta, GA.
- [10] Walter, J. & Schilling, M. A. (2005). Motives and outcomes of technology licensing: An exploratory study of the pharmaceutical and computer industries. *Strategic Management Society Conference*, Orlando, FL.
- [9] Walter, J. & Kellermanns, F. W. (2005). Strategic decision making at the firm and alliance level: An empirical study. *Strategic Management Society Conference*, Orlando, FL.

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## Refereed Presentations at Professional Meetings—*cont'd*

- [8] Walter, J. & Schilling, M. A. (2005). Resource-based and network-based motives for technology licensing: An exploratory study. *Academy of Management Annual Meeting*, Honolulu, Hawaii.
- [7] Walter, J. & Lechner, C. (2005). Together or apart? An empirical investigation of decision making within and between alliance partners. *Academy of Management Annual Meeting*, Honolulu, Hawaii.
- [6] Walter, J., Lechner, C., & Kellermanns, F. W. (2005). Disentangling alliance capability: Managerial decision making in strategic alliances. *Eastern Academy of Management Annual Meeting*, Springfield, MA.
- [5] Walter, J., Lechner, C., & Kellermanns, F. W. (2005). Disentangling alliance capability: Managerial decision making in strategic alliances. *Organization Science Winter Conference*, Steamboat Springs, CO.
- [4] Walter, J., Lechner, C., & Kellermanns, F. W. (2004). Strategic decision making in an uncertain environment: The case of learning alliances in high-tech industries. *Strategic Management Society Conference*, San Juan, Puerto Rico.  
**\* Nominated for the Strategic Management Society Best Conference Paper Prize Award.**
- [3] Kellermanns, F. W., Lechner, C., Walter, J., & Floyd, S. W. (2004). The “lack” of consensus in strategic consensus research: A future research agenda. *Eastern Academy of Management Annual Meeting*, Providence, RI.
- [2] Walter, J. & Lechner, C. (2003). Configurations of inter- and intrafirm networks and their impact on alliance performance. *Academy of Management Annual Meeting*, Seattle, WA.
- [1] Lechner, C. & Walter, J. (2003). Configurations of inter- and intrafirm networks and their impact on alliance performance. *65. Pfingsttagung des Verbandes der Hochschullehrer für Betriebswirtschaft*, Zurich, Switzerland.

## Refereed Symposia & Professional Development Workshops at Professional Meetings

- [15] Namada, J. M., Wilden, R., Lan, S., Leatherbee, M., Jelenc, L., & Rodriguez, C. (2020). Fostering publications from around the world in leading organization and strategy journals. Professional Development Workshop at the *Academy of Management Annual Meeting*, Vancouver, Canada. Panelist.
- [14] Deeds, D., Eckhardt, J., & Forbes, D. (2019). Integrating business research and business practice through business-scientists. *Extensions of the Strategic Management Society Annual Conference*, Minneapolis, MN. Co-sponsor.
- [13] Kreutzer, M. & Walter, J. (2019). Organizational field research—Lessons learned and recommendations. Special Panel Session at the *Strategic Management Society Conference*, Minneapolis, MN. Co-organizer.
- [12] Parmigiani, A., Allen, D., & King, E. (2019). Writing reviews for the Journal of Management: A PDI for potential authors. Professional Development Workshop at the *Southern Management Association 2019 Conference*, Norfolk, VA. Panelist.
- [11] Levin, D. Z. & Walter, J. (2019). The role of memory and cognition (vs. activity and behavior) in social networks. Symposium at the *Academy of Management Annual Meeting*, Boston, MA. Co-organizer and panelist.  
**\* Winner of the Organizational Behavior Division Best Symposium Award.**  
**\* Selected as Showcase Symposium by the Organizational Behavior Division.**
- [10] Pandza, K. & Walter, J. (2017). New frontiers in strategy process & practice research. Professional Development Workshop at the *Strategic Management Society Conference*, Houston, TX. Co-organizer.

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## **Refereed Symposia & Professional Development Workshops at Professional Meetings—*cont'd***

- [9] Joseph, J. & Walter, J. (2017). The process of publishing process research: Journeying along the (sometimes bumpy but ultimately successful) paths to publication. Professional Development Workshop at the *Strategic Management Society Conference*, Houston, TX. Co-organizer.
- [8] Faems, D. & Walter, J. (2016). The process of publishing process research: Journeying along the (sometimes bumpy but ultimately successful) paths to publication. Professional Development Workshop at the *Strategic Management Society Conference*, Berlin, Germany. Co-organizer.
- [7] Gavetti, G. & Markides, C. (2016). BPS Junior Faculty Consortium at the *Academy of Management Annual Meeting*, Anaheim, CA. Panelist.
- [6] Ergeme, E. & Floyd, S. W. (2016). What do we know about strategy formation? Symposium at the *Academy of Management Annual Meeting*, Anaheim, CA. Panelist.
- [5] Haefliger, S. & Walter, J. (2015). Innovation & network strategy junior faculty and paper development workshop. Professional Development Workshop at the *Strategic Management Society Conference*, Denver, CO. Co-organizer.
- [4] Brauer, M. & Ambos, T. C. (2015). Doctoral/junior faculty workshop. Professional Development Workshop at the *Strategic Management Society Special Conference*, St. Gallen, Switzerland. Panelist.
- [3] DeCarolis, D. & Eddleston, K. (2013). Entrepreneurship Division Early Career Development Consortium at the *Academy of Management Annual Meeting*, Lake Buena Vista, FL. Panelist.
- [2] Post, C. & Cerdin, J.-L. (2012). Publish or perish goes global: International scholars' strategies for publishing in top journals. Professional Development Workshop at the *Academy of Management Annual Meeting*, Boston, MA. Panelist.
- [1] Levin, D. Z. & Walter, J. (2009). Decay, death, and rebirth of networks and network ties. Symposium at the *Academy of Management Annual Meeting*, Chicago, IL. Co-organizer and panelist.

## **Invited Presentations**

- [19] Walter, J. & Kreutzer, M. (2021). Moving with the times: A new perspective on organizational control. Presented by the second author at a research seminar at Freie Universität Berlin, May 11.
- [18] Levin, D. Z., Walter, J., & Murnighan, J. K. (2016). Before they were ties: Predicting the value of brand-new connections. Presented by the first author at a research seminar at Columbia University, February 16.
- [17] Levin, D. Z., Walter, J., & Murnighan, J. K. (2015). Before they were ties: Predicting the value of brand-new connections. Presented by the first author at a research seminar at Johns Hopkins University, November 12.
- [16] Kreutzer, M., Kreutzer, K., & Walter, J. (2015). Antecedents and outcomes of peer control: A multi-level analysis. Presented at a research seminar at City University London, United Kingdom, June 4.
- [15] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2015). Prior experience, bargaining power, and exclusivity in technology licensing agreements. Presented at a research seminar at Tilburg University, Netherlands, April 17.
- [14] Kreutzer, M., Kreutzer, K., & Walter, J. (2015). Antecedents and outcomes of peer control: A multi-level analysis. Presented at a research seminar at Erasmus University Rotterdam, Netherlands, April 16.
- [13] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2015). Prior experience, bargaining power, and exclusivity in technology licensing agreements. Presented at a research seminar at the Faculty of Business and Economics (HEC), University of Lausanne, Switzerland, March 4.

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## Invited Presentations—*cont'd*

- [12] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2013). Formal and informal controls as complements or substitutes? The role of the task environment. Presented by the first author at a research brownbag lunch of the Entrepreneurship & Strategy Institute at IESE Business School in Barcelona, Spain, June 5.
- [11] Walter, J. (2013). Weak ties and innovation. Presentation as Subject Matter Expert at the *Industrial Research Institute's Diamond Jubilee Meeting* in Washington, DC, May 21.
- [10] Walter, J., Levin, D. Z., & Murnighan, J. K. (2012). Dormant ties: The value of reconnecting. Presented at the *Faculty Research Luncheon Series* at The George Washington University, December 6.
- [9] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. G. (2012). Exclusivity in biotech licensing deals: What makes licensors restrict their options? Presented by the first author at the *Second Annual LCB Research Workshop on Innovation, Sustainability, and Entrepreneurship* at the University of Oregon, June 1.
- [8] Levin, D. Z., Walter, J., & Murnighan, J. K. (2012). Reconnection choices and the dominance of the irrelevant past. Presented by the first author at a research seminar series at London Business School, United Kingdom, February 29.
- [7] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Reconnection choices and the dominance of the irrelevant past. Presented at a research seminar series at The George Washington University, December 1.
- [6] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Dormant ties: Reconnection choices and the value of reconnecting. Presented by the first author at the *Department of Management's Delta Forum* at Baruch College, December 1.
- [5] Walter, J. (2009). Rent appropriation in technology licensing deals. Presented at the *Austin Entrepreneurship Scholars Research Seminar Series* at Oregon State University, May 29.
- [4] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at a research seminar series at Rutgers University, September 24.
- [3] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at a research seminar series at the University of Kentucky, March 18.
- [2] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at a research seminar series at Purdue University, February 19.
- [1] Levin, D. Z., Walter, J., & Appleyard, M. M. (2007). What's in a tie? Knowledge transfer and the dimensions of dyadic social capital. Presented at a research seminar series at Portland State University, March 2.

## Select Media Coverage

- Walter, J., Levin, D. Z., & Murnighan, J. K. (2016). How to reconnect for maximum impact. *MIT Sloan Management Review*, 57(3): 18–20 quoted in:
- Lipman, J. (2023). Want to make a change? Conjure your ‘possible selves.’ *New York Times*. April 19.
- Donner, S. (2021). Wieder in Kontakt. *Psychologie Heute*. June 4 [in German].
- Grant, A. M. (2020). We don’t just need to connect—we need to reconnect. *New York Times*. April 24.
- De Vita, E. (2016). Small habits create a big impression about your leadership skills, *Financial Times*, March 13.
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- Grant, A. M. (2020). We don’t just need to connect—we need to reconnect. *New York Times*. April 24.
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- Grant, A. M. (2013). *Give and take: A revolutionary approach to success*, New York: Viking.
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- (2011). Build your strategic networks, even if you hate it! *Business Digest*, 218 (July–August).
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- Stock, K. (2011). Networking’s biggest secret; Want a job? Call someone you barely know; and Old friends: ‘the Holy Grail’ of networking. All in *The Wall Street Journal Digital Network*.
- (2011). Losing touch: The power of reconnecting with long-lost colleagues. *Economist Intelligence Unit, Executive Briefing*, The Economist.
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## HONORS, GRANTS, & FELLOWSHIPS

- 2021 Outstanding Reviewer Award for the Strategy Division of the Academy of Management for the 2021 Annual Meeting
- 2021 Outstanding Undergraduate Faculty Award, School of Business, The George Washington University
- 2019 “Top peer reviewer 2019” awarded to the top 1% of peer reviewers by Publons, determined by the number of peer review reports performed during the 2018-19 award year
- 2019 Symposium on “The role of memory and cognition (vs. activity and behavior) in social networks” designated Showcase Symposium and winner of Organizational Behavior Division Best Symposium Award, Academy of Management Annual Meeting, Boston, MA (\$500)
- 2019 Outstanding Reviewer Award for the Strategy Division of the Academy of Management for the 2019 Annual Meeting
- 2018–2020 Ave Tucker Fellowship at the George Washington University’s School of Business (competitive fellowship)
- 2018 Nomination for the Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
- 2017 Outstanding World Executive MBA Faculty Award, School of Business, The George Washington University
- 2017 Group & Organization Management article recognized as “a 2016 Outstanding Group & Organization Management (GOM) Paper and nominated for a ‘Best GOM Paper’ Award by the GOM Editorial Team.” According to the editors, this paper “exemplifies high quality research that is both informative and engaging and hence makes important contributions to the study and practice of management.”
- 2017 GWSB Small Grants Program Award, The George Washington University (competitive conference travel awards): 2017 (\$1,327)
- 2016–2018 Ave Tucker Fellowship at the George Washington University’s School of Business (competitive fellowship)
- 2016 Above and Beyond the Call of Duty (ABCD) Reviewing Award for the Organization and Management Theory Division of the Academy of Management for the 2016 Annual Meeting
- 2016 Nomination for the Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
- 2015 Recognition for being among the Top 10% of George Washington University’s School of Business full-time faculty based on course and instructor ratings
- 2015 Outstanding Reviewer Award for the Business Policy and Strategy Division of the Academy of Management for the 2015 Annual Meeting
- 2015 Nomination for the Oscar and Shoshana Trachtenberg Prize for Faculty Scholarship (Research), The George Washington University
- 2014 Finalist for the Strategic Management Society Best Conference Paper of the Strategy Process Interest Group

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## HONORS, GRANTS, & FELLOWSHIPS—*CONT'D*

2014	Nomination for the 2014 Strategic Management Society Best Conference Paper Prize Award and for the Best Conference Paper for Practice Implications Award
2014	Outstanding Reviewer Award for the Business Policy and Strategy Division of the Academy of Management for the 2014 Annual Meeting
2014	Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
2013	Nomination for the 2013 Strategic Management Society Best Conference Paper Prize Award
2013	Nomination for the Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
2012	Recognition as one of the Top 10 George Washington University's School of Business faculty members with the highest course and instructor ratings
2011	MIT Sloane Management Review article on dormant ties recognized as "Editor's Picks: Top 10 Articles from 2011: The top 10 articles of 2011 came from some of the most exciting thinkers around the world. They were the articles that subscribers, followers and bloggers were most keen to engage on."
2011	Nomination for the Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
2009–2010	Faculty Enhancement Grant, Portland State University (competitive research grant, \$6,000)
2009	Exceptional Performance Recognition Award (competitive award and salary increase granted to the top 10% of faculty of the School of Business Administration, Portland State University)
2006–2009	Professional Faculty Travel Grant Awards, Portland State University (competitive conference travel awards): 2006 (\$750); 2007 (\$1,000); 2008 (\$1,250); 2009 (\$1,300)
2005	UCRF/AAUP Faculty Travel Award, University of Connecticut (competitive conference travel award, \$1,354)
2005	Academy of Management Board of Governors Small Scholarship Award (competitive conference travel award, \$150)
2005	Outstanding Reviewer Award, Eastern Academy of Management Annual Meeting
2005	Fellowship from the German Research Foundation (competitive fellowship, \$43,300)
2004	Nomination for the 2004 Strategic Management Society Best Conference Paper Prize Award
2003–2004	Fellowship from the Swiss National Science Foundation (competitive fellowship, \$35,100)
2000	Nomination for the Rehau Prize for an outstanding master thesis
1999	Fellowship from ERASMUS (competitive academic scholarship, \$1,275)

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# PROFESSIONAL SERVICE & MEMBERSHIPS

## Editorships

- Associate Editor at *Journal of Management* (2017–2020)

## Memberships in Editorial Boards

- *Journal of Management* (2009–present)
- *Journal of Management Studies* (2017–2020)

## Elected Positions in Professional Societies

- Chair of the Strategy Process Interest Group of the *Strategic Management Society* (2019)
- Program Chair of the Strategy Process Interest Group of the *Strategic Management Society* (2018)
- Associate Program Chair of the Strategy Process Interest Group of the *Strategic Management Society* (2017)
- Representative–at–Large of the Strategy Process Interest Group of the *Strategic Management Society* (2014–2016)

## Appointed Positions in Professional Societies

- Member of the Advisory Board, Strategy Process Interest Group of the *Strategic Management Society* (2021–present)
- Member of the Research Committee, Business Policy and Strategy Division, *Academy of Management* (2017–2019)
- Member of the *Journal of Management* Scholarly Impact Award Committee (2019)
- Co–chair of the Executive Discoveries Series of the *Strategic Management Society Annual International Conference* (2016–2019)

## Memberships in Professional Societies

- *Academy of Management* (2003–present)
- *Strategic Management Society* (2003–present)
- *Southern Management Association* (2006–2007)
- *Eastern Academy of Management* (2004–2005)

## Journal Review Activities

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| • <i>Academy of Management Journal</i>               | • <i>Journal of Management Studies</i> |
| • <i>Academy of Management Discoveries</i>           | • <i>Management Science</i>            |
| • <i>Entrepreneurship Theory and Practice</i>        | • <i>Organization Science</i>          |
| • <i>European Management Journal</i>                 | • <i>Organization Studies</i>          |
| • <i>International Journal of Management Reviews</i> | • <i>Research Policy</i>               |
| • <i>Journal of Business Research</i>                | • <i>R&amp;D Management</i>            |
| • <i>Journal of Management</i>                       | • <i>Strategic Management Journal</i>  |
| • <i>Journal of Management Inquiry</i>               | • <i>Strategic Organization</i>        |

## Conference Review Activities

- *Academy of Management Annual Meeting*, BPS Division, OMT Division, & OB Division
- *Eastern Academy of Management Conference*
- *Southern Management Association Meeting*, Best Paper Committee, Business Policy & OT
- *Strategic Management Society Conference*, Cooperative Strategies Track, Strategy Process Track, Conference Best PhD Paper Prize, & Best Paper Prize

## Other Review Activities

Rothaermel, F. (2012). *Strategic Management*, 1<sup>st</sup> edition, New York: McGraw–Hill: Reviewer.

Dess, G. G., Lumpkin, G. T., & Eisner, A. B. (2008). *Strategic Management: Creating Competitive Advantages*, 4<sup>th</sup> edition, New York: McGraw–Hill: Reviewer.

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2007). *Strategic Management, Competitiveness and Globalization*, 7<sup>th</sup> edition, Mason, OH, Thomson: Verification of the Test Bank and Online Quizzes.

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## SERVICE TO THE UNIVERSITY

### Governance Activities

2013–present	Doctoral lead professor for the Department of Strategic Management & Public Policy and member of the doctoral committee of the School of Business, The George Washington University
2020–present	Chair of the promotion and tenure committee for the Department of Strategic Management & Public Policy, School of Business, The George Washington University
2019	Co–interim director of the school–wide doctoral program, School of Business, The George Washington University
2014–2015	Member of the search committee for the Avram S. Tucker Endowed Chair in Strategy and Leadership at the School of Business, The George Washington University
2013–2014	Member of the senior awards committee of the School of Business, The George Washington University
2013–2014	Member of the task force developing the joint Management & Strategy Doctoral Program proposal for the School of Business, The George Washington University
2006–2010	Member of the research committee of the School of Business Administration, Portland State University

## Other Service Activities

- 2015–present Faculty mentor and session leader for the Mentoring & Immersion Program for Consulting (MIPC), F. David Fowler Career Center, School of Business, The George Washington University
- 2015 Faculty judge for “Battle of the Beltway” undergraduate case competition sponsored by Deloitte, School of Business, The George Washington University
- 2014 Faculty member accompanying undergraduate students on New York Career Trek (for consulting firms), School of Business, The George Washington University
- 2009 Faculty member accompanying Master of International Management students to Tokyo, Japan, as part of their Asia Study Tour, School of Business Administration, Portland State University
- 2008 Faculty chair for School of Business Administration Honor Students Book Club, Portland State University
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## TEACHING EXPERIENCE

- 2010–present **The George Washington University**, Washington, DC  
*BADM 4801—Strategy Formulation & Implementation* (undergraduate–level course);  
*MBAD 6286—Strategy Formulation & Implementation* (MBA–level course);  
*MBAD 6286WE—Strategy Formulation & Implementation* (executive MBA course)  
*MBAD 6287—Strategy Fundamentals* (MBA–level course);  
*MBAD 6288—Strategic Management* (MBA–level course);  
*SMPP 4900 & SMPP 6290—Strategic Networking* (undergraduate and MBA elective);  
*SMPP 321—Seminar in Strategic Management* (doctoral seminar);  
*SMPP 6290—Social Network Theory & Applications* (doctoral seminar);  
Workshop Speaker: *Introduction to Case Analysis* (MBA–level workshop)  
Seminar Speaker: *Women in Bio, Boardroom Ready Program* (executive education seminar)
- 2020 **University of North Carolina Charlotte**, Charlotte, NC  
Seminar speaker: *BDBA 8140—Advanced Business Theory* (executive DBA seminar)
- 2015 **European Business School**, Wiesbaden, Germany  
Workshop Speaker: *Doctoral Off–Site Research Workshop* (doctoral–level workshop)
- 2015 **University of St. Gallen**, St. Gallen, Switzerland  
Seminar Speaker: *Knowledge Strategy* (undergraduate–level course);  
Seminar Speaker: *Strategic Management* (executive MBA seminar)
- 2013 **Kennesaw State University**, Kennesaw, GA  
Seminar Speaker: *DBA 9001—Seminar in Business Research I* (executive DBA seminar)
- 2013 **University of Tennessee**, Knoxville, TN  
Seminar Speaker: *MGMT 616—Designing Effective Organizations* (doctoral seminar)
- 2011 **University of St. Gallen**, St. Gallen, Switzerland  
Web–Based Seminar Speaker: *Certified Strategy Professional* (executive–level online course)
- 2006–2010 **Portland State University**, Portland, OR  
*BA 495—Business Strategy* (undergraduate–level course);  
*MIM 588/589—Global Business Strategy* (graduate–level course);  
*MGMT 562—Business Policy & Strategy* (MBA–level course)

## TEACHING EXPERIENCE—*CONT'D*

- 2005–2006      **University of Connecticut**, Storrs, CT  
*MGMT 290—Strategy, Policy, & Planning* (undergraduate-level course);  
*MGMT 390—Strategy, Policy, & Planning* (MBA-level course)
- 2001–2005      **University of St. Gallen**, St. Gallen, Switzerland  
Teaching Assistant: *Introduction to Management; Perspectives on Management; Training in Strategy & Organization; Mergers & Acquisitions; Alliance & Network Strategy* (all graduate-level courses); *Research Issues in Strategic Management* (doctoral seminar)
- 2002            **Swiss Virtual Business School**, St. Gallen, Switzerland  
Tutor: *General management e-learning course* (executive-level online course)
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## PH.D. TRAINING

### Dissertation Committee Memberships

- Kerrigan Unter (The George Washington University, 2022)
- Ravi Ramani (The George Washington University, 2018)
- Viviane Clement (The George Washington University, 2017)
- Anthony Cannizzaro (The George Washington University, 2015)
- Juan Roeschmann Gillmore (The George Washington University, 2015)
- Jean Woroniecki (University of Pittsburgh, 2013)

### Comprehensive Exams

- Soolim Park (The George Washington University, 2022)
- Rui Wang (The George Washington University, 2022)
- Kelly Gabriel (The George Washington University, 2021)
- Kerrigan Unter (The George Washington University, 2019)
- Hannah Kremer (The George Washington University, 2019)
- Joo Won Lee (The George Washington University, 2019)
- Isabel Villamor Martin (The George Washington University, 2019)
- Josiah Drewry (The George Washington University, 2018)
- Viviane Clement (The George Washington University, 2014)
- Lili Yan (The George Washington University, 2013)
- Yoona Youm (The George Washington University, 2013)
- Smita Trivedi (The George Washington University, 2011)

### Presiding at Dissertation Defense

- Ami Ji (The George Washington University, 2014)
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## NON-ACADEMIC AND VOLUNTEER POSITIONS

2021–present	<b>Loudoun County Medical Reserve Corps</b> , Volunteer (FEMA IS-00100.c and IS-00700.b certified)
2019–2020	<b>Southwestern Youth Association</b> , Treasurer for U9 Travel Soccer Program
2016–2019	<b>Loudoun Soccer</b> , Coach (F License)
2016–2019	<b>Colonial Swimming League</b> , Certified Stroke & Turn Official
2013–2016	<b>Odyssey of the Mind</b> , Coach
2013–2015	<b>Loudoun Soccer</b> , Assistant Coach
2001–2003	Member of the pre-jury for the 32 <sup>nd</sup> and 33 <sup>rd</sup> <b>ISC Wings of Excellence Award</b> , St. Gallen, Switzerland
2000	<b>L.E.K. Consulting</b> , Munich, Germany Summer Intern; strategic management consulting, private equity
2000	<b>Dresdner Kleinwort Benson</b> , London, United Kingdom Summer Intern; mergers and acquisitions, corporate finance
1999–2000	Project with <b>Gemini Consulting</b> , St. Gallen, Switzerland Development of a teaching tool for value-based management
1997–1999	<b>Institute for Media and Communications Management, University of St. Gallen</b> , St. Gallen, Switzerland Research Assistant for the research and consulting project “Logistics & Electronic Commerce”
1998	<b>Siemens Electromechanical Components</b> , Munich, Germany Summer Intern; development of the international financial planning system for distribution centers
1997	<b>Siemens Business Services</b> , Munich, Germany Summer Intern; automation of the reporting system on the basis of MS Excel macros
1996	Member of the student initiative “Marketing zwischen Theorie und Praxis,” Munich, Germany Organization of the “Münchener Marktimpulse 1996,” promoting links between students and industry
1995–1996	Full-time community service ( <i>Zivildienst</i> ) at the District Hospital, Haar, Germany

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