

ANEIL K. MISHRA

Babcock Graduate School of Management
Wake Forest University
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Winston-Salem, NC 27109

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402 Harkness Circle
Durham, NC 27705

EDUCATION¹

The University of Michigan, School of Business Administration.

Ph.D. in Business Administration, 1992.

Concentration: Organizational Behavior and Human Resource Management.

Princeton University

A.B., *Cum Laude*, Economics, 1984. National Merit Scholar.

ACADEMIC POSITIONS

Babcock Graduate School of Management, Wake Forest University

2001 – Present: Associate Professor of Management (with tenure)

1998 – 2001: Associate Professor of Management

2002 – 2003: Faculty Director, Full-Time MBA Program

Recognized as one of the “Outstanding Faculty at Wake Forest,” Business Week Guide to the Best Business Schools, 2001

The Ross School of Business, Executive Education, The University of Michigan

2007- Present. Faculty Member.

September – October, 2007: Taught the leadership, change management, and creating enterprise value sessions for the month-long flagship *Executive Program* using both the ROCC of Trust and Competing Values frameworks, and participated in all program-wide events (several days).

December 2007 and several sessions in 2008: Management of Managers Program.

January, 2007; January 2008: Taught the Health Care Leadership and Change program (2 days).

The Fuqua School of Business, Duke University

2005 – Present: Executive Coach.

Provide leadership and interpersonal coaching to both individuals and teams involved in the Leadership Development Program (LDP), for both on-site and remote, and custom and open enrollment programs in the U.S. and U.K. Clients include Deutsche Bank, Omgeo, and others.

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The Eli Broad Graduate School of Management, Michigan State University

1997 – 1998: Visiting Assistant Professor of Organizational Behavior

The Smeal College of Business Administration, The Pennsylvania State University

1992 – 1997: Assistant Professor of Management and Member of the Graduate Faculty
Selected as Department Faculty Marshal (for undergraduate teaching excellence) (1997)

The University of Michigan School of Business Administration

1987 – 1992: Research Assistant, OBHRM Department

Gerald and Lillian Dykstra Teaching Fellowship for teaching excellence (1990-1991)

PROFESSIONAL POSITIONS

2007 – Present: Board Member, [The Sunrock Group](#)

2002-2005: Board Member, [Cancer Services, Inc.](#) (Not-for-Profit)

1984 – 1987: Manufacturing Engineer; Human Resource Specialist. General Motors Corporation, Buick-Oldsmobile-Cadillac Group, Lansing, MI

RESEARCH INTERESTS

Trust within and between organizations; employee commitment and loyalty, organizational downsizing; organizational culture and effectiveness.

PUBLICATIONS (Cited over **700** times by other scholars in refereed journals.)

REFEREED ARTICLES

Brockner, Joel, Spreitzer, Gretchen M., Mishra, Aneil, K., Hochwarter, Wayne, Pepper, Lewis, & Weinberg, Janice. (2004) Perceived Control as an Antidote to the Negative Effects of Layoffs on Survivors' Organizational Commitment and Job Performance, Administrative Science Quarterly, 49 (1/March): 76-100. (One of Five Finalists for the Scholarly Achievement Award of Human Resources Division of the Academy of Management for the best HR paper published in 2004.)

Spreitzer, Gretchen M. and Mishra, Aneil K. (2002) To stay or to go: Voluntary survivor turnover following a downsizing, Journal of Organizational Behavior, 23, (September): 707-729.

Hall Mark A, Zheng, Beiyao, Dugan Elizabeth, Camacho, Fabian, Kidd Kristin E., Mishra Aneil, & Balkrishnan, Rajesh. (2002) Measuring patients' trust in their primary care providers. Medical Care Research and Review, 59 (3/September): 293-318.

Hall, Mark A., Dugan, Elizabeth, Zheng, Beiyao, and Mishra, Aneil K. (2001) Trust in physicians and medical institutions: What is it, can it be measured, and does it matter? Milbank Quarterly, 79 (4): 613-639.

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Spreitzer, Gretchen. M. and Mishra, Anil K. (1999) Giving Up Control Without Losing Control: Trust and Its Substitutes' Effects on Managers' Involving Employees in Decision Making. Group and Organization Management, 14 (2): 155-187.

Mishra, Anil K and Spreitzer, Gretchen M. (1998) Explaining How Survivors Respond to Downsizing: The Roles of Trust, Empowerment, Justice and Work Redesign. Academy of Management Review, 23 (3): 567-588.

Mishra, Karen E., Spreitzer, Gretchen M., and Mishra, Anil K. (1998) Preserving employee morale during downsizing, Sloan Management Review, 39 (2): 83-95.

Denison, Daniel R. and Mishra, Anil K. (1995) Toward a theory of organizational culture and effectiveness, Organization Science, 6 (2), 204-223.

Cooke, William N., Mishra, Anil K., Spreitzer, Gretchen M., and Tschirhart, Mary (1995) The determinants of NLRB decision-making revisited, Industrial and Labor Relations Review, 48 (2), 237-257.

Mishra, Anil K. and Mishra, Karen E. (1994) The role of mutual trust in effective downsizing strategies, Human Resource Management, 33 (2), 261-279.

Cameron, Kim S., Freeman, Sarah J., and Mishra, Anil K. (1991) Best practices in white-collar downsizing: Managing contradictions, Academy of Management Executive, 5 (3), 57-73.

BOOKS IN PREPARATION

Mishra, Anil K. and Mishra, Karen E. *The ROCC of Trust: Leadership Lessons in Courage and Authenticity.*

TEACHING AREAS AND PERFORMANCE (Average teaching ratings in parentheses)

Courses: Leading Change, Organizational Behavior, Contemporary Issues in Management, Organizational Design, Leadership and Motivation.

Babcock Graduate School of Management, Wake Forest University :

Executive MBA: (4.4/5.0)

Evening MBA (Charlotte & Winston-Salem): (4.4/5.0)

Full-Time MBA Core: (4.2/5.0)

The Eli Broad Graduate School of Management, Michigan State University:

Full-Time MBA Core: (6.3/7.0)

The Smeal College of Business Administration, The Pennsylvania State University

Full-Time MBA Core: (5.3/7.0)

Undergraduate: (6.3/7.0)

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The University of Michigan School of Business Administration

Undergraduate: (4.8/5.0)

Teaching assistant, Independent Study and Internship in Org. Development, Winter 1989.

EXECUTIVE EDUCATION TEACHING

Faculty Member, Ross School of Business, Executive Education, The University of Michigan
(Average participant ratings are in parentheses; for all professors are typically in the 7's.)
Executive Program, September 10 – October 5, 2007 (6.21/10)
Health Care Leadership and Change, March 13-14, 2007 (9.0/10)

Executive Coach. The Fuqua School of Business, Executive Education, Duke University

GTO VP Talent Program for Deutsche Bank. Coach a global banking team charged with developing best practices for remote management of captive offshored businesses, April 2006 to September 2006.

Innovative Leadership. Coach several executives on their leadership styles, behaviors and change management initiatives during week-long program. November 13-18, 2005; April 2-7, 2006; November 12-17, 2006, April 22-27, 2007.

Faculty Member, executive education programs of The Babcock Graduate School of Management, Wake Forest University; The University of Michigan Business School; and the United States Navy Supply School. Conduct a variety of custom and open-enrollment programs on leadership and change management as part of a cross-functional faculty teams.

Advanced Management Program, U.S. Navy Supply School, May and November, 2002
Management of Managers, U-M Business School, June 2000, June 2001
Church Leadership Program, Wake Forest University, February 2000
Mission St. Joseph Leadership Development Program, September 1999 - January 2000

Faculty Presenter, Organizational Strategies for Downsizing, University of Southern California, May 1, 1996

Faculty Leader, Workshop on Conflict Management, The Pennsylvania State University, May 6, 1993

PUBLICATIONS – TEACHING CASE STUDIES

Mishra, Aniel K., Mishra, Karen, E., & Cameron, Kim S. (2005) Power or empowerment at General Motors? In Schermerhorn, J. R. Jr., Hunt, J. G., & Osborn, R. N., Managing Organizational Behavior, Ninth Edition, (W58-W60). New York: John Wiley & Sons. (Previously published in the Eighth (2003), Seventh (2000), and Sixth (1997) editions.)

Mishra, Aniel K. and Mishra, Karen E. Two Men and a Truck International. (2004) S. McShane

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& M. V. Glinow. Organizational Behavior, Third Edition.

MANUSCRIPTS UNDER REVIEW AND WORKING PAPERS

Rubin, Bruce K., Mishra, Aneil K., and Mishra, Karen E. Change, adaptation, and empowerment in executive MBA students. Under review at Journal of Management Education.

Mishra, Aneil K., Long, Chris, and Mishra, Karen E. The influence of trust, empowerment and organizational justice on employee turnover in franchise-based organizations. Working paper.

Mishra, Karen E. & Mishra, Aneil. The Influence of Feelings-as-Information on Trust Judgments over Time. Manuscript in preparation.

PUBLICATIONS – REFEREED PROCEEDINGS

Denison, Daniel R. and Mishra, Aneil K. (1989) Organizational culture and organizational effectiveness: A theory and some preliminary evidence. Proceedings of the Academy of Management, pp. 168-172.

PUBLICATIONS – BOOK CHAPTERS

Mollica, Kelly, Mishra, Aneil, and Barbara Flynn. (2001) Human resource management practices. In R. Schroeder and Barbara Flynn (Eds.) High performance manufacturing, 73-92. New York: John Wiley & Sons.

Spreitzer, Gretchen M. and Mishra, Aneil K. (2000) An empirical examination of a stress-based framework of survivor responses to downsizing. In Ronald J. Burke and Cary L. Cooper (Eds.). The organization in crisis: Downsizing, restructuring, and privatization, 97-118. London: Blackwell.

Spreitzer, Gretchen M., Noble, Deborah S., Mishra, Aneil K., & Cooke, William N. (1999) Predicting process improvement team performance in an automotive firm: Explicating the roles of trust and empowerment. In Beta Mannix, Ruth Wageman, and Margaret Neale (Eds.), Research on Managing in Groups and Teams, 2, 71-92. Stamford, CT: JAI Press

Mishra, Aneil K. (1996) Organizational responses to crisis: The centrality of trust. In Roderick Kramer & Thomas Tyler (Eds.). Trust in Organizations: Frontiers of theory and research, 261-287. Thousand Oaks, CA: Sage.

Cameron, Kim S., Freeman, Sarah J., and Mishra, Aneil K. (1993) Organizational downsizing. In George Huber and William Glick (Eds.) Organizational change and redesign: Ideas and insights for improving performance, 19-65. New York: Oxford University Press.

Denison, D. R., Mishra, A. K., Hart, S. L., and Henderson, D. A. (1990) Organizational

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effectiveness in turbulent environments. In Louis R. Gomez-Mejia and Michael W. Lawless (eds.), Managing the high technology firm. Boulder, CO: University of CO.

HONORS AND AWARDS

Editorial Board Member, Journal of Organizational Behavior, 2007-
Editorial Board Member, Journal of Applied Behavioral Science, 2007-
Organization Science Winter Conference V.I.P. (Very Interesting Presentation) Award, 11th
Annual Conference (2005)
Joseph Bryan Faculty in Residence Fellow, Babcock Graduate School of Management, Wake
Forest University, (2001-2002)
Joseph Bryan Faculty in Residence Fellow, Babcock Graduate School of Management, Wake
Forest University, (1999-2000)
Academy of Management's Organizational Behavior Division Award for Most Innovative
Session (1997)

HONORS AND AWARDS PRIOR TO EARNING PH.D.

Beta Gamma Sigma (Inducted 1993)
Richard D. Irwin Foundation Doctoral Dissertation Fellowship (1991-1992)
Horace H. Rackham Graduate School Predoctoral Fellowship, The University of Michigan
(1991-1992; <http://www.rackham.umich.edu/Fellowships/guideln/2110.html>)
OB-OD-OMT Doctoral Consortium participant (1990)
University of Michigan Business School Graduate research assistantship (1987 - 1992)
OBHRM departmental fellowship (1987 - 1990)
Unysis Corporation fellowship nominee (1988)

REFEREED PAPER PRESENTATIONS (details provided in document endnotes)

Mishra, Aneil K. & Mishra, Karen E. 2005. Academy of Management, August 6-10. ²

Mishra, Aneil K. 2005. Annual Organization Science Winter Conference, February 3-6. ³

Mishra, Aneil K. & Mollica, Kelly A. 2001. Academy of Management, August 5-9. ⁴

Mishra, Aneil K. 1999. Academy of Management, August 8-11. ⁵

Spreitzer, Gretchen M. & Mishra, Aneil. 1999. Academy of Management, August 8-11. ⁶

Mishra, Aneil K., Spreitzer, Gretchen M., Cooke, William N., and Noble, Deborah S. 1998.
Academy of Management, August 11-13. ⁷

Denison, Daniel R. & Mishra, Aneil K. 1998. Academy of Management, August 11-13. ⁸

Spreitzer, Gretchen M. and Mishra, Aneil K. 1997. Academy of Management, August 10-13. ⁹

Mishra, Karen E., Spreitzer, Gretchen M., & Mishra, Aneil K. 1997. Western Academy of

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Management, April 3-5.¹⁰

Mishra, Aneil K. 1996. Academy of Management, August 11-14.¹¹

Mishra, Aneil K. & Spreitzer, Gretchen M. 1996. Academy of Management, August 11-14.¹²

Mishra, Aneil K. & Spreitzer, Gretchen M. 1996. Society for Industrial and Organizational Psychology, April 26-28.¹³

Mishra, Aneil K. & Spreitzer, Gretchen M. 1994. Academy of Management, August 14-17.¹⁴

Denison, Daniel R. & Mishra, Aneil K. 1994. ORSA-TIMS. Boston, May.¹⁵

Mishra, Aneil K. 1993. Academy of Management, August 8-11.¹⁶

Mishra, Aneil K., Mishra, Karen E., & Cameron, Kim S. 1993. Academy of Management, Aug. 8-11.¹⁷

Mishra, Aneil K. and Cameron, Kim S. 1991. Academy of Management, August 9-11.¹⁸

Cameron, Kim S., Freeman, Sarah J., and Mishra, Aneil K. 1990. Academy of Management, August 12-15.¹⁹

Denison, Daniel R., Hart, Stuart L., Henderson, Douglas A., and Mishra, Aneil K. 1990. Second International Conference on Managing the High Technology Firm, January 10-12.²⁰

Denison, Daniel R. and Mishra, Aneil K. 1989. Academy of Management, August 12-15.²¹

Denison, Daniel R., Hart, Stuart L., Henderson, Douglas A., Chambers, Brian R., and Mishra, Aneil K. 1988. Association of Collegiate Schools of Planning, Buffalo, NY: October.²²

INVITED PAPER PRESENTATIONS AND COLLOQUIA (details at end of document)

Mishra, Aneil K. Trust and Control: "Points Converging, Diverging, and Ponderable." Caucus on trust and control, Academy of Management, August 13, 2006.

Spreitzer, Gretchen, M., Noble, Deborah, Mishra, Aneil K., and Cooke, William. 1998. Second Annual Conference on Research on Groups and Teams, Stanford Graduate School of Business and Columbia Business School, Palo Alto, May 15-17.²³

Mishra, A. K. 1994. Stanford Graduate School of Business Conference on Trust, May 14-15.²⁴

Mishra, Aneil K. 1993. Carlson School of Management, The University of Minnesota. Minneapolis, MN, November 18.²⁵

Mishra, Aneil K. 1992. Conference on "The Role of Trust in Organizational Life." University

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of Michigan, Ann Arbor, MI, May 15-16, 1992.²⁶

Mishra, Aneil K. 1991. Interdisciplinary Organizational Studies Seminar (ICOS), The University of Michigan, Ann Arbor, MI, November 15.²⁷

BOOK REVIEWS

Becoming a master manager: A competency framework, 2nd edition by R. E. Quinn, S. R. Faerman, M. P. Thompson, & M. R. McGrath. 2000. Reviewed in Leadership Quarterly, 11 (3/Autumn): 423-424.

Trust in the balance by Robert Bruce Shaw. 1998. Reviewed in Human Resource Planning, 21 (2): 57.

RESEARCH GRANTS

Total of \$77,000 in research grants received since 1992.²⁸

COMMUNITY SERVICE

Board Member, [Cancer Services, Incorporated](#) (Not-for-Profit). Winston-Salem, NC, 2002-2005. *Sponsorships Chairperson* for the Wrapped Up In Ribbons Annual Auction, Raised \$20,000 in sponsorships in first year as chairperson.

PROFESSIONAL SERVICE

Editorial Board Member, Journal of Organizational Behavior, 2007-

Editorial Board Member, Journal of Applied Behavioral Science, 2007-

Editorial Board Member, Decision Sciences Journal of Innovative Education, 2001 - 2005

Ad-hoc Reviewer for the Academy of Management Journal, Academy of Management Review, Academy of Management Executive, Administrative Science Quarterly, Sloan Management Review, and Journal of Applied Behavioral Science.

Academy of Management Meetings Reviewer:

Organizational Behavior Division (8 years)

Organization and Management Theory Division (7 years)

Organizational Development Division (2 years)

Faculty Associate, Center for Research on Conflict and Negotiation, The Penn State University. 1992-1997.

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Symposium Co-Chairperson, "Beyond Downsizing: A Call to Action for Revitalizing Organizations," 1997 Academy of Management Annual Meetings, Boston, MA, August 10-13. Selected by the Academy as a **SHOWCASE** symposium.

Facilitator, "Shared Interest Track on Intra-Organizational Trust," 1997 Academy of Management Annual Meetings, Boston, MA, August 10-13.

Discussant, "Research in Organizational Change and Development Roundtable Paper Session," 1994 Academy of Management Annual Meetings, Dallas, TX, August 14-17.

Symposium Co-Chairperson, "The Challenge of Building Trust and Empowerment in Contemporary Organizations," 1994 Academy of Management Annual Meetings, Dallas, TX, August 14-17.

Symposium Chairperson, "Charting the Boundaries of Organizations: The Role of Trust and Distrust," 1993 Academy of Management Annual Meetings, Atlanta, GA, August 8-11. Selected by the Academy as a **SHOWCASE** symposium.

Participant, OB-OMT New Faculty Consortium participant, 1993.

Conference Co-Chairperson, "The Role of Trust in Organizational Life." The University of Michigan, Ann Arbor, MI, May 15-16, 1992.

Symposium Co-Chairperson, "Entrenched Enforcers to Responsible Revolutionaries: Overcoming the Double Bind as Middle Managers Transform their Role in Organizations." 1991 Academy of Management Annual Meetings, Miami, FL, August 9-12.

Session Chairperson, "Reconceptualizations in Organizational Development." 1990 Academy of Management Annual Meetings, San Francisco, CA, August 12-15.

UNIVERSITY SERVICE

Representative, University Grievance Committee, Wake Forest University, 2004-present

Member, Curriculum Committee, Babcock Graduate School of Management, Wake Forest University, 2005- 2007; 1999-2000

Alternate Representative, University Grievance Committee, Wake Forest University, 2001-2004

Chairperson, Organizational Behavior Candidate Search Committee, Babcock Graduate School of Management, Wake Forest University, 2004-2005 and 1999-2000

Member, Academic Coordination Council, Babcock Graduate School of Management, Wake Forest University 2002 – 2003

Member, Community and Survey Research Center Task Force, Wake Forest University, 2001-

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2003

Chairperson, Task Force on the Full-Time Core MBA Program, Babcock Graduate School of Management, Wake Forest University, 2001- 2002; member 2000-2001

Advisor, Professional Management Association, Penn State University, 1994-1997

Member, Undergraduate Curriculum Committee, Department of Management and Organization, Penn State University, 1994-1997

Coordinator, Distinguished Researcher Award, Department of Management and Organization, Penn State University, 1993-1996 (Hosted Jane Dutton, Keith Murnighan, Karl Weick)

Member, Faculty Advisory Committee, Department of Management and Organization, Penn State University, 1994-1995

Member, MBA Core Curriculum Coordination Committee, The Smeal College of Business Administration, Penn State University, 1993-1995

Member, MBA Curriculum Committee, Department of Management and Organization, The Smeal College of Business Administration, Penn State University, 1992-1993

President, Ph.D. Forum. Represented doctoral students on the University of Michigan School of Business Administration's Doctoral Studies Committee, 1988-1989

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PROFESSIONAL AFFILIATIONS

Academy of Management

BUSINESS EXPERIENCE

Selected Consulting Engagements:

Oshkosh Truck (2006 – present)
The Sunrock Group (2004 - present)
Piedmont Triad Council of Governments (2003)
Respiratory Trials (2002–2003)
PointDx (2001)
Two Men and a Truck, International (2000)
SC Johnson Company (2000 - 2001)
Fairchild Industrial Products Company (1999 - 2000)
AlliedSignal (1994 - 1998)
General Motors (1992 - 1998)
Leap Partnership (1997)
BDM International (1995)
Kodak (1992)
TRW (1990)

Full-Time Business Work Experience:

GENERAL MOTORS. BUICK-OLDSMOBILE-CADILLAC GROUP, Lansing, MI 1984-1987.

Manufacturing Engineer, Manufacturing Engineering, Powertrain Product Team, January, 1986-September, 1987.

Personnel Specialist, Human Resources Management, Lansing Product Team, May, 1985-January, 1986.

Salaried-Employee-In-Training, Human Resources Management, Lansing Product Team, June, 1984-May, 1985.

Princeton University Service

Member, Class of 1984 Memorial Fund Committee, 2005 - Present

Member, Class of 1984 Annual Giving Participation Committee, 2003 – Present

Class Agent, Annual Giving, 1999-2003

Young Alumni Chairman, Princeton Club of Michigan 1986-1989

Volunteer, Alumni Schools Committee, occasionally.

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Recent Media

- **March 29, 2007:** "Circuit City Layoffs For Cheaper Workers May Break Ground" *Dow Jones News Service*. Companies may constantly look to prune higher-paid workers, but Circuit City Stores Inc.'s (CC) replacement of 3,400 store-level employees with lower paid ones may break new ground, according to several academic experts. Reprinted:

<http://www.smartmoney.com/news/on/index.cfm?story=ON-20070328-000844-1605>

http://news.morningstar.com/news/ViewNews.asp?article=/DJ/200703281605DOWJONESDJONLINE000844_univ.xml&Cat=Retail
- **August 9, 2006.** "Are There Men in Your Office?" *Blogophile, CBS News.Com*. "Others issued a call to action. 'Somehow we must find ways to bring back these men into society's fold, so that they can become productive citizens again,' a blogger at [Total Trust](#) writes."
- **Dec 1, 2005**—"Dow Jones in the Money: Biggest brand battle for GM is internal," *Dow Jones News Service*. "I don't think they can justify in the marketplace how a Buick, a Cadillac and a Saab are different," says Anil Mishra, associate professor of management. "... They are spreading their investment capital across too many brands. It's showing up in their slow product cycle that isn't turning fast enough to meet market demand." GM "should have invested more in Saturn a decade ago and shut down Buick and Oldsmobile and portions of Pontiac. ... What we have found in 20 years of research of downsizing in autos, steel, aerospace and tobacco is that without changing relationships with customers and suppliers, workforce reductions alone won't do it. ... It's definitely too late to keep all these brands going."
- **Nov 4, 2004**-- "A Prize: Woman clocks 60 years with Merrill," *Winston-Salem Journal*. "This employee's loyalty and tenure at Merrill Lynch are unheard of in this day and age, in that industry given the current downsizing era when most companies do not demonstrate such loyalty," Mishra said.
- **Oct 3, 2004**-- "Changing NASA's culture: Space agency looks to business world for organizational overhaul," *The Calgary Herald*. Anil Mishra, an associate management professor at Wake Forest University who has studied both large and small organizations and their need for cultural change, said leaders must exhibit four traits to make a transformation work, which he calls the "ROCC of trust" -- Reliability, Openness, Competence and Concern for the future of the organization as a whole, not personal gain.
- **Sep 8, 2004**-- "Creative perks improve company loyalty," *Ottawa Citizen*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases. Originally published in the *Baltimore Sun*.
- **Aug 25, 2004**-- "Perks with the works," *Orlando Sentinel*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases. Originally published in the *Baltimore Sun*.
- **Aug 8, 2004**-- "Making the Marriage Work: Brown & Williamson, Reynolds Have Put Small Army to Work on Integration," *Winston-Salem Journal*. "Employees do have to have some credible vision of the future that is communicated effectively to them," said Mishra.

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- **Aug 6, 2004**-- "[Steps to Improving Morale](#)," *JupiterWeb (IT Management)*. Morale in the IT department has been in the weeds for several years now. A bad economy, tight budgets and widespread layoffs have lead to stressed out and overworked techies. Analysts, however, say corporate executives can go a long way to improve morale -- and business -- by following a few steps. Aneil Mishra, offers advice
- **Aug 5, 2004**-- "Unique perks keep retention high," *Finger Lakes Times*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases.
- **Jul 19, 2004**-- "Employers swear by unusual worker perks; Vacation money, bonuses help keep employees content," *The Houston Chronicle*. Generous perks can even become "golden handcuffs," in some cases, keeping a worker from leaving naturally when the job has become a drag, said Mishra. Originally published in the Baltimore Sun. This article was also published in the Press & Sun-Bulletin and Sunday Kenosha News.
- **Jul 11, 2004**-- "Perks help keep workers happy," *Baltimore Sun*. Indeed, several companies have found that cash or extrinsic rewards, such as vacations, typically have short-term gains, said Mishra. Generous perks can even become "golden handcuffs," in some cases, keeping a worker from leaving naturally when the job has become a drag.

EDUCATION:

¹ University of Michigan Dissertation: *Organizational responses to crisis: The role of mutual trust and top management teams*. Chair: Kim S. Cameron. Committee: Richard P. Bagozzi, Daniel R. Denison, Jane E. Dutton, Marvin W. Peterson.

Princeton University Thesis: *Promotional Structure in the Internal Labor Market: A case study*. Thesis Advisor: Rebecca M. Blank; Research Assistant, Economics Department; National Merit Scholar

REFEREED PAPER PRESENTATIONS:

² Mishra, Aneil K. & Mishra, Karen E. 2005. Trust from near and far. *Organizational Commitment and Turnover in Franchise-Based Organizations*. Presented at the 65th annual meeting of the Academy of Management, Honolulu, Hawaii, August 6-10.

³ Mishra, Aneil K. Integrating multiple forms of control. 2005. Presented at the 11th Annual Organization Science Winter Conference, Steamboat Springs, CO, February 3-6.

⁴ Mishra, Aneil K. & Mollica, Kelly A. 2001. Examining the Relationship Between Justice and Organizational Commitment in Franchise Organizations: The Mediating Role of Trust. Presented at the 61st annual meeting of the Academy of Management, Washington, D.C., August 5-9.

⁵ Mishra, Aneil K. 1999. The influence of trust and empowerment on emotional, cognitive, and behavioral responses to downsizing. Presented at the 59th annual meeting of the Academy of Management, Chicago, August 8-11.

⁶ Spreitzer, Gretchen M. & Mishra, Aneil. 1999. An empirical examination of a stress-based framework of survivor responses to downsizing. Presented at the 59th annual meeting of the Academy of Management, Chicago, August 8-11.

⁷ Mishra, Aneil K., Spreitzer, Gretchen M., Cooke, William N., and Noble, Deborah S. 1998. Follow the leader: The role of multiple leaders in shaping team success. Presented at the 58th annual meeting of the Academy of

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Management, San Diego, CA, August 11-13.

- ⁸ Denison, Daniel R. & Mishra, Aneil K. 1998. Does organizational culture have an impact on quality? A study of culture and quality in 92 manufacturing organizations. Presented at the 58th annual meeting of the Academy of Management, San Diego, CA, August 11-13.
- ⁹ Spreitzer, Gretchen M. and Mishra, Aneil K. (1997) Survivor responses to downsizing: Exploring the neglected roles of trust and empowerment. Presented at the 57th annual meeting of the Academy of Management, Boston, MA, August 10-13.
- ¹⁰ Mishra, Karen E., Spreitzer, Gretchen M., and Mishra, Aneil K. (1997) Making a difference during downsizing: Mitigating the damage to trust and empowerment. Presented at the Western Academy of Management, Squaw Creek, Nevada, April 3-5.
- ¹¹ Mishra, Aneil K. (1996) Collaboration within and between organizations: The role of multi-level trust. Presented at the 56th annual meeting of the Academy of Management, Cincinnati, OH, August 11-14.
- ¹² Mishra, Aneil K. and Spreitzer, Gretchen M. 1996. Collision course: Building trust and empowerment amidst organizational downsizing. Paper presented at the 56th annual meeting of the Academy of Management, Cincinnati, OH, August 11-14.
- ¹³ Mishra, Aneil K. and Spreitzer, Gretchen M. (1996) Aligning individual and organizational interests. Paper presented at 11th annual conference of the Society for Industrial and Organizational Psychology. San Diego, CA, April 26-28.
- ¹⁴ Mishra, Aneil K. and Spreitzer, Gretchen M. (1994) Building trust and empowerment during industry upheaval. Paper presented at the 54th annual meeting of the Academy of Management, Dallas, TX, August 14-17.
- ¹⁵ Denison, Daniel R. and Mishra, Aneil K. (1994) Toward a theory of organizational culture and effectiveness. Paper presented at the ORSA-TIMS conference. Boston, May.
- ¹⁶ Mishra, Aneil K. (1993) Breaking down organizational boundaries during crisis: The role of mutual trust. Paper presented at the 53rd annual meeting of the Academy of Management, Atlanta, GA, August 8-11.
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