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Education

- Ph.D. Northwestern University (2007)
 Major Area: Management and Organizations
- M.B.A. Marriott School of Management, Brigham Young University (2001)
 Major Area: Organizational Behavior and Strategy
- B.A. Brigham Young University (1997)
 Major: History

Dissertation

In my dissertation, I explore two important domains of organizational knowledge. In the first chapter of my dissertation, I pose a question: How do individuals effectively transfer knowledge when tasks are routine and information is standard? Using competing theoretical models, I test whether personal and impersonal sources of information are substitutes or complements in highly standardized task environments. The title of this chapter is, "Ambidextrous Information Search: Personal and Impersonal Search Routines and Individual Performance." My results indicate that individuals who utilize information from personal and impersonal sources of knowledge in a complementary fashion have superior performance. This study sheds light on the origins of knowledge capabilities and indicates that in stable environments individuals must develop an ambidextrous capability to leverage both personal and impersonal sources of knowledge.

In my second chapter, I examine what factors drive information flow to and from individuals and explore the performance effects of information flow. In this chapter titled, "The Burden of Information: The Antecedents and Consequences of Information Flow within Organizations," I analyze nearly two million e-mails sent or received over a ten-month period to determine information flow. I then couple this data with survey data assessing each employee's social network, degree of task and outcome interdependence within the organization. Finally, I ask each employee's manager to rate the employee's performance. I find that while centrality and brokerage predict information flow, increased information flow decreases performance.

Research Interests

- Innovation
 - Organizational structure
 - Knowledge capabilities in organizations
 - Intra-firm networks
 - Performance consequences of using informal versus formal organizational knowledge
 - The role of brokers in highly-interdependent contexts
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Honors and Awards

Research Grant: Heizer Center for Entrepreneurship, Kellogg School of Management, Northwestern University (2006-2007). This \$2,000 grant was awarded to fund my dissertation research.

Research Grant: National Science Foundation, Center for Technology and Innovation Management (CTIM) Grant, Kellogg School of Management, Northwestern University. (Summer 2006). This \$7,000 research grant was awarded by the CTIM to fund my dissertation research.

Research Grant: Dispute Resolution Research Center, Kellogg School of Management, Northwestern University (\$3,000 research grant for 2005-2006). This grant was awarded to help fund my ongoing research on brokers of negative affect.

Teaching Experience

Northwestern University, Kellogg School of Management: Leadership in Organizations

MBA Classes

Spring 2006

Fall 2006

(Evaluation 9/10 average)

Northwestern University, Kellogg School of Management: Negotiations

MBA Classes

Summer 2005, Summer 2006

(Evaluation 9/10 average)

Brigham Young University, Marriott School of Management: Business Strategy

Senior Capstone Class

Summer 2002

(Evaluation 6.5/7 average)

Service

- Ph. D. Student Representative, 2006-2007
Kellogg School of Management, Northwestern University
- Organizer Management and Organization Department Alumni Gathering, August 2006
- *Ad Hoc Reviewing:*
Strategic Management Journal (Since 2006)
Academy of Management (BPS & OMT, Since 2001)

Employment History

- (2001-2002) Research Fellow: Center for Research on Technology, Innovation and E-Commerce, Kellogg School of Management, Northwestern University
 - (1999-2001) Graduate Research Associate: Brigham Young University
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Professional Publications

Gulati, Ranjay and J. Oldroyd. (April 2005) "The Quest for Customer Focus" *Harvard Business Review*.

Working Papers and Current Projects

Oldroyd, James and R. Gulati. (*in preparation*) "Coordinating Centralized Information and Decentralized Decision-making"

Gulati, Ranjay, J. Oldroyd and P. Puranam. (*in preparation*) "Don't Just Use Information – Reuse It: Building Competitive Advantage Through Information Leverage" *California Management Review*

Gulati, Ranjay, J. Oldroyd and P. Puranam. (*collecting data*) "Information Coordination: Preserving Knowledge about Information Across Organizational Boundaries."

Oldroyd, James and E. Zajac. (*analyzing data*) "Stock Market Reaction to Organization's Announcements of Reorganization: A Longitudinal Study."

Oldroyd, James (*collecting data*) "Interdependence, Coordination and Liking: The Role of Information Brokers within the Organization."

Conference/Symposium/Invited Talks

Oldroyd, J. B., & Gulati, R. (August, 2006). *Coordinating Centralized Information and Decentralized Decision-making*. Academy of Management, Atlanta, Georgia.

Oldroyd, J. B., & Gulati, R. (August, 2005) *Learning from Samples of Millions or More: Overcoming Organizational Barriers to Inferential Learning*. Academy of Management, Honolulu, Hawaii.

Oldroyd, J. B., (April, 2005) *The Impact of Social Networks on Information Technology Adoption and Use*. CCC Ph.D. Consortium, Berkeley, California.

Gulati, R. & Oldroyd, J. B., (March 2005) *Knowledge and Organizations*. Utah/BYU Winter Strategy Research Conference, Park City, Utah

Gulati, R. & Oldroyd, J. B., (August 2003) *Learning in Alliances: New Methodologies, New Directions (Symposium)*. Academy of Management, Seattle, Washington.

Ocasio, W., Pozner, J. & Oldroyd, J. B., (August 2003) *Power and Political Capital in Organizations: An Integrative Perspective*. Academy of Management, Seattle, Washington.

Hansen, M. H. & Oldroyd, J. B. (August 2001) *Alliance Management: Offensive or Defensive Strategy?* Academy of Management, Washington, D.C.

Consulting Experience

NewsCom, Inc.
Tenent Information Services, Inc.

References

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