DERRON G. BISHOP

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205 Alfred Lerner Hall | University of Delaware | Newark, DE 19716

ACADEMICS POSITIONS

Assistant Professor, University of Delaware, 2017-present

Graduate Research and Teaching Associate, Pennsylvania State University, 2011-2017

EDUCATION

Doctor of Philosophy, Business Administration, Pennsylvania State University, 2017
> *Concentration:* Management and Organization
> *Thesis:* Fighting for an Organization's Heart: Self-Transcendence Values, Moral Emotions, and Collective Voice (Dissertation Committee: Linda Treviño - chair, Denny Gioia, Glen Kreiner, Meg Meloy)

Master of Business Administration, Brigham Young University, 2008
> *Concentration:* Marketing

Master of Science, Instructional Technology, Utah State University, 1995
> *Concentration:* Instructional Design

Bachelor of Arts, Communications, Brigham Young University, 1993 *Magna Cum Laude*
> *Concentration:* Broadcast Production, *Minors:* Business, Psychology

RESEARCH INTERESTS

My research takes place at the intersection of leadership, organizations, and ethics/moral character. I am interested in the sensemaking processes that surround organizational leaders, their words, and their deeds, which processes are instrumental in the construction of individual and organizational image and identity. I especially emphasize the moral and social aspects of leaders, including their perceived association with specific values and associated emotions. I am particularly interested in leaders as symbols, even personifications, of organizations and their values. I examine processes that are especially apparent when such leaders enter or depart an organization, sometimes in ways that can strain and alter stakeholder relationships with the leader or the organization (e.g., during scandal or an executive ouster). Some of my recent research examines processes of stakeholder voice and action, even revolt (including organizing via social media) at such times. Overall, my qualitative work reveals both boons and burdens of morally distinct individuals and organizations.

PUBLICATIONS

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. (In Press, published online 9 Jun., 2020). Response to Commentaries on "Leveraging a Recessive Narrative to Transform Joe Paterno's Image: Media Sensebreaking, Sensemaking, and Sensegiving During Scandal. *Academy of Management Discoveries*.

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. (In Press, published online 12 Nov., 2019). Leveraging a Recessive Narrative to Transform Joe Paterno's Image: Media Sensebreaking, Sensemaking, and Sensegiving During Scandal. *Academy of Management Discoveries*.

Bishop, D. G., Eury, J., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. (In Press, published online 14 Mar., 2019). In the Heart of the Storm: Leveraging Personal Relevance Through "Inside-Out" Research. *Academy of Management Perspectives.* (Part of the symposium issue titled "Too Close or Optimally Positioned? The Value of Personally Relevant Research.")

Kreiner, G.E., Bishop, D.G., & Joshi, A. (2018). "Seeing the light" or "blinded by the light"? Journeys of positivist scholars into qualitative inquiry. In Mir, R. & Jain, S. (eds.), *The Routledge Handbook of Qualitative Research*, Routledge: New York.

Treviño, L.K., den Nieuwenboer, N., Kreiner, G., & Bishop, D. G. (2014). Legitimating the Legitimate: A Grounded Theory Study of Legitimacy Work among Ethics and Compliance Officers. *Organizational Behavior and Human Decision Processes*, *123*(2), 186-205.

Bingham, J. B., Mitchell, B. W., Bishop, D. G., & Allen N. J. (2013). Working for a Higher Purpose: A Theoretical Framework for Commitment to Organization-Sponsored Causes. *Human Resource Management Review*, *23*(2), 174-189.

PAPERS UNDER REVIEW AND OTHER WORKING PAPERS

Kreiner, G. E., Treviño, L. K., den Nieuwenboer, N., Bishop, D. G., & Murphy, C. Enacting an Ethical Role Identity: Navigating Ethical Expectations for Self and Others. (Revise and resubmit requested at *Organization Science*)

Bishop, D. G., Treviño, L. K., Gioia, D. A., and Kreiner, G. E. Stakeholder Revolt: Awakening Stakeholder Identification and Affirming Identity through Values, Positive Moral Emotions, and Collective Voice. (Working paper targeted for *Academy of Management Journal*).

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. Organizational Icons: Who Are They? Why Do They Matter? (Working paper targeted for *Academy of Management Review*)

OTHER PROJECTS IN PROCESS

Significant Data Gathered

Penn State: Organizational responses to scandal. This grounded theory project looks more closely at the organizational responses to the Sandusky scandal at Penn State. Over a multi-year data collection effort, I have gathered hundreds of pre- and post-scandal data from students, professors, alumni, board members, and community members (e.g., letters to the editor, student papers and blogs, interviews, board meeting transcripts, social media) combined with wide-ranging pre- and post-scandal public data (e.g., media, social-media). Outcomes including organizational unity (or fracture), efficiency (or inefficiency), imprinting effects, and inertia may be addressed.

THON: A grounded theory project of hundreds of student blogs about THON (the largest student-run philanthropy in the world) both before and after the preceding scandal. Preliminary observations from this data suggest that students may have highlighted THON as a way of expressing their identity in response to the taint of scandal. This data could also serve as qualitative data to build theory about the relationship between philanthropic causes, volunteering, and organizations.

Exploratory Data Gathered

NCAA Compliance: A grounded theory examination of monitoring and trust among NCAA compliance officers. Some such officers are able to establish a high degree of trust with coaches despite a high degree of monitoring. This project identifies relevant processes. A handful of initial interviews have been conducted.

Monsanto: The world's "most evil" "corporate savior.". A qualitative grounded theory project currently focused on two question: (1) How do stakeholders make and give sense about the morality of change vs. stability values, and (2) How do world and national events/situation contextualize upper echelon theory, thus influencing change in corporate identity, strategy, and image?

Idea Stage

Values: More than a Generic Concept. An Annals review paper reviewing the managerial and organizational literature that relates to values and revealing the need to be more nuanced in considering the specific motivational content of values.

Navigating the Paradox of Values: A theory paper applying paradox theory to values and their navigation.

Moral Elevation: A review paper that brings the literature up-to-date on research relating to moral elevation. This will likely result in greater clarification about this emotion (perhaps a typology of variants of this emotion) and greater prominence about it and its importance to organizations.

Researching with Facebook Data: A methodology paper that details challenges and tips for working with Facebook data.

Colors in Organizations: A review, discovery, and/or theory paper delineating likely color-oriented causes and effects, including associations between values and colors. This project may also eventually incorporate qualitative research and grounded theorizing about people's experiences with color changes in organization. It may also involve collaboration with micro-oriented colleagues on related laboratory studies.

Values and Emotion: A review, discovery, and/or theory paper highlighting connections between specific values and discrete emotions.

Structuring Voice: A grounded theory project examining how stakeholders view and respond to formally structured voice mechanisms in an organization.

Pageant: A grounded theory project of the Hill Cumorah Pageant (perhaps the world's largest religious-oriented outdoor pageant with an annual cast of between 650-800 people). Initial exploration is looking at the processes by which the pageant replicates itself and changes over time with many new cast members each year and processes by which cast members develop high identification (even multi-generational identification) despite extreme physical and scheduling duress.

SELECTED HONORS AND AWARDS

2019   *Best Paper* recipient (Managerial and Organizational Cognition division). 79th annual meeting of the Academy of Management.

2017   Northrup Grumman Ethics and Compliance Initiative (ECI) conference scholar

2013-2016   Management and Organization Excellence enhancement fund recipient (Management and Organization department, Penn State University)

2015   Rider Graduate Fellowship recipient (Smeal College of Business, Penn State University)

2015   Smeal Small Research Grant recipient (Smeal College of Business, Penn State University)

2012-2014   Frank P. and Mary Jean Smeal Endowment Fund scholarship recipient (Smeal College of Business, Penn State University)

2013   Pre-dissertation scholarship to the Excellence in Ethics conference at Notre Dame, University

SELECTED TEACHING AND RELATED EXPERIENCE

Courses Taught
BUAD 309 Organizational Behavior (Sections 013 and 016) (University of Delaware; Spring 2020; taught online after spring break due to the Covid-19 pandemic)
   Student confidence performing objectives (n=97 pre; 61 post): Pre (3.19 of 7.0) vs. Post (5.87 of 7.0)

Post-course student evaluation (n=16 section 013): Average 4.63 of 5.0
Post-course student evaluation (n=19 section 016): Average 4.61 of 5.0

BUAD 424 Ethics in the Workplace (Section 010) (University of Delaware; Spring 2020; taught online after spring break due to the Covid-19 pandemic)
Student confidence performing objectives (n=32 pre; 4 post): Pre (4.18 of 7.0) vs. Post (6.08 of 7.0)
Post-course student evaluation (n=7): Average 4.70 of 5.0

BUAD 840 Ethics in the Workplace (Section 050) (University of Delaware; Spring 2019)
Student confidence performing objectives (n=11 pre; 4 post): Pre (3.96 of 7.0) vs. Post (6.12 of 7.0)
Post-course student evaluation (n=11): Average 4.71 of 5.0

BUAD 309 Organizational Behavior (Sections 013 and 016) (University of Delaware; Spring 2019)
Student confidence performing objectives (n=91 pre; 80 post): Pre (3.23 of 7.0) vs. Post (5.62 of 7.0)
Post-course student evaluation (n=28 section 013): Average 4.31 of 5.0
Post-course student evaluation (n=22 section 016): Average 4.23 of 5.0

BUAD 309 Organizational Behavior (Sections 014 and 018) (University of Delaware; Spring 2018)
Student confidence performing objectives (n=97 pre; 81 post): Pre (3.21 of 7.0) vs. Post (5.63 of 7.0)
Post-course student evaluation (n=37 section 014): Average 4.13 of 5.0
Post-course student evaluation (n=30 section 018): Average 4.33 of 5.0

BUAD 424 Ethics in the Workplace (Section 010) (University of Delaware; Spring 2018)
Student confidence performing objectives (n=7 pre; 4 post): Pre (3.9 of 7.0) vs. Post (6.25 of 7.0)
Post-course student evaluation (n=3): Average 4.86 of 5.0

MGMT 451W Business, Ethics, & Society (Smeal College of Business, Penn State; Fall 2014)
Student confidence performing objectives (n=23): Pre (4.7 of 7.0) vs. Post (6.2 of 7.0)
Post-course student evaluation (n=10): Average 6.08 of 7.0

MGMT 451W Business, Ethics, & Society (Smeal College of Business, Penn State; Spring 2014)
Student confidence performing objectives (n=11): Pre (5.0 of 7.0) vs. Post (6.6 of 7.0)
Post-course student evaluation (n=5): Average 5.0 of 7.0

MGMT 426 Commercializing Innovations (Smeal College of Business, Penn State; Fall 2012)
Student confidence performing objectives (n=33): Pre (4.1 of 7.0) vs. Post (5.6 of 7.0)
Post-course student evaluation (n=17): Average 5.0 of 7.0

Guest Lecturer
MGMT 445 Global Marketing (Smeal College of Business, Penn State; Fall 2014)

MGMT 426 Commercializing Innovations (Smeal College of Business, Penn State; Spring 2013)

Evaluator
MGMT 531 Strategy Implementation and Organizational Change (MBA and eMBA courses by Don Hambrick; Smeal College of Business, Penn State University; Fall 2013-Fall 2015)

Association of Industry Product Marketing and Management (AIPMM) certifications (contract certification question writing; part-time 2010)

Instructional Design, Research Fundamentals, and Measurement and Evaluation courses
(Western Governors University; part-time 2004-2006)

Courses Designed

Organizational Behavior (an online course with Zoom-based team simulations and activities
designed for University of Delaware; Spring-Fall 2020)

Business Modeling and New Venture Creation (an online course designed for Penn State
University; Summer 2016)

Triangular Coaching (a computer-based course designed and developed for American Express;
Spring 2011)

Primary Children's Leadership Training (computer-based courses designed and developed for
The Church of Jesus Christ of Latter-day Saints; 2004-2006)

Computer Technical Industry Association (COMPTIA) A+ Hardware and Software Certification,
Network+ Certification, and I-Net+ Certification; Microsoft Certified Systems Engineer
Certification; Novell Certified Network Engineer (CNE 5) Certification (computer-based
courses designed and developed for TestOut Corporation; 1996-2003)

C-5 Fire Warning System Maintenance (a computer-based course designed and developed for the
United States Air Force; 1995)

CONFERENCES AND INVITED PRESENTATIONS

Bishop, D. G. and Kreiner, G. E. (co-chairs). (August 2020). "That is So Me/Us (or Not):"
Exploring the Intersection of Values and Identity. *Showcase* symposium sponsored by the
Organizational Behavior, Organization and Management Theory, and Managerial &
Organizational Cognition divisions at the 80th annual meeting of the Academy of
Management (to be presented synchronously online due to Covid-19).

Kreiner GE, den Nieuwenboer, NA, Treviño LK, Bishop D, & Murphy C. (projected 2020, April
9-11). Enacting an Ethical Role Identity: Navigating Ethical Expectations for Self and
Others. Paper presented by co-author at the University of Arkansas Behavioral Ethics
Conference, Fayetteville, AR

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. (2019, November 10). Leveraging a
Recessive Narrative to Transform Joe Paterno's Image: Media Sensebreaking,
Sensemaking, and Sensegiving During Scandal. Presentation by co-author at the Forum
on Case-Based and Qualitative Research in Business Administration in China, Hangzhou,
China.

Bishop, D. G. (2019, August). Fighting for an Organization's Heart: Self-Transcendence Values,
Moral Emotion, and Stakeholder Revolt. Paper presented at the 79th annual meeting of
the Academy of Management, Boston, MA. Selected as a *Best Paper* by the Managerial
and Organizational Cognition division.

Bishop, D. G. (2018, October 12). My Research at a Glance. Research symposium presentation at the 2018 Fall Lerner Faculty Teaching and Research Showcase, Newark, DE.

Bishop, D. G. (2017, April 27). Rapid Media Image Transformation: Media Sensemaking and Sensegiving During Scandal. Poster session at the First Annual Lerner Faculty Teaching and Research Showcase, Newark, DE.

Bishop, D. G., Treviño, L. K., & Gioia, D. A. (2016, August). Fighting for an Organization's Heart: Understanding a Stakeholder Revolt in Defense of Self-Transcendence Values, Leadership, and Identity. Paper presented at the 76th annual meeting of the Academy of Management, Anaheim, CA. Part of: Kreiner, G. E., Rheinhardt, A. & Misangyi, V. F. (co-chairs), Identity and Leadership: Exploring the Intersections between Who We Are and How We Lead. *Showcase* symposium sponsored by the Organization Management & Theory, Organizational Behavior, and Managerial & Organizational Cognition divisions, presented at the 76rd annual meeting of the Academy of Management, Orlando, FL.

Bishop, D. G., Treviño, L. K., Gioia, D. A. & Kreiner, G. (2016, February). Joe Paterno's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented by co-author at the University of Delaware.

Bishop, D. G.., Treviño, L. K., Gioia, D. A. & Kreiner, G. E. (2015, October). Transforming the Media Narrative of Joe Paterno in Five Days: An Iconic Figure's Precipitous Fall from Grace. Paper presented by co-author at the Macro Organizational Behavior Society (MOBS) conference, Harvard Business School.

Bishop, D. G.., Treviño, L. K., Gioia, D. A. & Kreiner, G. E. (2015, September). An Iconic Figure's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented by co-author at the Oxford University Conference, "Making Sense of Scandals," Oxford, UK.

Bishop, D. G. & Gioia, D. A. (2015, August). Organizational Icons: Who Are They? Why Do They Matter? Paper presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.

Kreiner, G.E., Treviño, L. K., den Nieuwenboer, N., Bishop, D. G., & Murphy, C. B. (2015, August). Embodying Ethics: Navigating Tensions of Moral Image. Part of: Kreiner, G.E. & Treviño, L.K. (co-chairs), Identity and Ethics Coming Together: Who We Are, How Others See Us, and How We Behave. *Showcase* symposium sponsored by the Organizational Behavior, Social Issues in Management, and Managerial & Organizational Cognition divisions, presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.

Bishop, D. G. (2015, April). Organizational Icons: Who They Are, Why They Matter. Invited presentation at the inaugural Smeal Annual Student Scholar Symposium, University Park, PA.

Kreiner, G. E., Treviño, L. K., den Nieuwenboer, N., Bishop, D. G., & Murphy, C. (2015, February). Embodying Ethics: Navigating Tensions of Moral Image. Paper presented by co-author at the Organizational Research Group, Penn State University, State College, PA.

Bishop, D. G., Treviño, L. K., & Gioia, D. A. (2014, August). An Iconic Figure's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented at the 74th annual meeting of the Academy of Management, Philadelphia, PA.

Bishop, D. G., Treviño, L. K., Gioia, D. A, & Kreiner, G. E.. (2014, March). An Iconic Figure's Precipitous Fall from Grace: How the Media Transformed the Image of Joe Paterno in 5 Days. Paper presented by co-author at the University of Pittsburgh.

Kreiner, G.E., Treviño, L. K., den Nieuwenboer, N., & Bishop, D. G. (2014, May). Being the Face of Ethics: The Interplay of Moral Identity & Moral Image. Paper presented by co-author at INSEAD, Fontainebleau, France.

Bishop, D. G. (2013, August). Joe Paterno: Penn State Icon. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL. Part of: Treviño, L. K., Kreiner, G. E., & Gioia, D. A. (co-chairs), Penn State and the Sandusky scandal: Autoethnographic accounts, tales, and analyses. *Showcase* symposium sponsored by the Organization Management & Theory, Social Issues in Management, and Managerial & Organizational Cognition divisions, presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

Kreiner, G.E., den Nieuwenboer, N., & Bishop, D. G. (2013, August) Ambiguity of professional identity – boon or burden? The case of ethics & compliance officers. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL. Part of: Kreiner, G. E. & Sheep, M. L. (co-chairs), The identity work of professional identity: Challenges constructing who am I? and who are we? *Showcase* symposium sponsored by the Managerial & Organizational Cognition, Organizational Behavior, and Careers divisions, presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

Bishop, D. G., Treviño, L. K., Gioia, D. A. & Kreiner, G. (2013, December). Joe Paterno's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented at the Organizational Research Group, Penn State University, State College, PA.

Kreiner, G.E., Bishop, D. G., Treviño, L. K., & Gioia, D. A. (2012, October). "We Are Penn State – Aren't We?" An Insider Study of Identity and Image Crisis. Presentation by co-author at Harvard Business School.

UNIVERSITY SERVICE

Member, Faculty Tenure-Track Hiring Committee (2018-2019)

Faculty advisor for the Gamma Sigma Sigma service organization chapter (2018-present)

PROFESSIONAL SERVICE AND AFFILIATIONS

Ad hoc reviewer for *Academy of Management Discoveries* (2019-present)

Ad hoc reviewer for *Human Relations* (2019-present)

Ad hoc reviewer for *Business Ethics Quarterly* (2017-present)

Contributor to the *Administrative Science Quarterly* blog (asqblog.com) (2015)

Reviewer for the Academy of Management annual meetings (2012-present)

Member of the Academy of Management (2012-present)

SELECTED PROFESSIONAL EXPERIENCE

American Express, Salt Lake City, UT
Instructional Designer, 2011

Bennion-Robertson/Stratford Bridge, Provo, UT
Business Consultant/Product Manager/Independent Contractor, 2008-2010
Consulted with organizations on competitive intelligence and strategic influence processes.

Novell, Provo, UT
Business Analyst intern, 2007-2008

The Church of Jesus Christ of Latter-day Saints, Salt Lake City, UT
Standards Facilitator and Instructional Design Lead, 2004-2006

Western Governors University, Salt Lake City, UT
Evaluator, 2004-2006

TestOut, Pleasant Grove, UT
Product Lead and Instructional Designer, 1996-2003

Utah State University, Logan, UT
Instructional Designer and Developer, Learning Resources Program; Multimedia and Distance Learning Services, 1995

INTERNATIONAL EXPERIENCE

Second language: Spanish

Lived abroad in Colombia and Peru, South America (1988-1990).