

Keith Rollag
Associate Professor of Management
Chair, Management Division
126 Tomasso Hall
Babson College
Babson Park, MA 02457
ph. 781-239-5310
fax: 781-239-5272
krollag@babson.edu
<http://faculty.babson.edu/krollag>

Research Interests:

Rapid on-boarding and socialization of new employees, social networks, knowledge management, organizational design and human resource strategies for small, fast-growing high-tech startups. Management simulations and web-based instruction.

Education

9/95 - 6/00 **Stanford University**
Ph.D. in Industrial Engineering
Concentration: Organizational Studies
Future Professor of Manufacturing Fellowship Program

8/83 - 5/87 **Washington University in St. Louis**
B.S. & M.S. in Chemical Engineering (completed both in four years)

Research Experience:

10/98- Present **Rapid On-Boarding of New Employees**

- Conducted surveys and interviews among four Silicon Valley startups. Results show that perceptions of socialization and learning rate are strongly shaped by the organization's job tenure distribution.
- Extended research to more organizations, and exploring the impact of knowledge management systems on rapid on-boarding. In 2004 conducted over 40 interviews with managers and newcomers.

10/03-Present **Knowledge Management and Social Networks**

- Through Babson's Working Knowledge Consortium, working with Sal Parise and Rob Cross to conduct social network studies in several organizations. Research involves both surveys and interviews and focuses on the correlation between network position, network tie development, and individual and group performance.

3/99-4/01 **Strategies for Fast Organizational Growth in Startups**

- Interviewed CEO's, founders, and HR Managers in several fast-growing Silicon Valley startups

- Developed set of "best practices" for balancing rapid growth, flexibility, and structure as startups attempt to quickly exploit emergent technical opportunities.

6/96 – 8/01 **Startup Journaling Project**

- Over 65 engineers journaled their summer internship experiences in Silicon Valley startups. Participants produced over 2600 pages of rich description of work life in startups. Using data to develop and refine theories about newcomer socialization and rapid on-boarding in entrepreneurial organizations.
- Research was featured in IEEE Spectrum, Wired News, New Venture Development, and Stanford Report

Professional Awards and Honors

2005 New Educator Award, given by the *Organizational Behavior Teaching Society* to a new management professor. The award recognizes a person who has shown early promise to make a difference in the field of management education, bringing new ways of thinking about leadership, teamwork, and employee motivation. Received at the OBTC Conference, Scranton, PA, June 2005.

European Executive Board Term Chair, given by Babson College in May 2007 (a three-year award).

Published/Accepted Papers:

Rollag, Keith (2007) “**Defining the Term “New” in New Employee Research,**” *Journal of Occupational and Organizational Psychology*, Volume 80, Number 1, March 2007 , pp. 63-75(13)

Cross, Rob; Parise, Sal, and Rollag, Keith (2006), “**Rapid On-boarding and the “New” Newcomer,**” in Gandossy, Robert, et.al. editor “*Workforce Wakeup Call: Your Workforce is Changing, Are You?*,” John Wiley & Sons.

Rollag, Keith (2006), “**Theories of Work, Technology, and Organization in Sociotechnical Systems Theory and Business Process Re-engineering,**” forthcoming in Evans, James and Barley, Stephen eds. “*Work, Technology, and Organization.*”

Rollag, Keith (2005), “**Just the Same but Five Times as Fast: Reflections on a Visit to Chinese Manufacturing and Management Education,**” Babson Insight, November Issue. www.babsoninsight.com/contentmgr/showdetails.php/id/850

Rollag, Keith; Parise, Sal, and Rob Cross (2005), "**Rapid Readiness Required**," Contingent Workforce Strategies, July/August Issue, p. 30-32.

Rollag, Keith; Parise, Sal, and Rob Cross (2005), "**Getting New Hires Up to Speed Quickly**," MIT/Sloan Management Review, Winter Issue, p. 35-44.

Greenberg, Danna and Rollag, Keith (2005), "**Chris Pierce and the Yankee Donut Company: An Email Based Simulation that Introduces Students to the Complexities of Management and Organizational Behavior**" Journal of Management Education, Vol. 29, No. 4; p. 564-58.

Rollag, Keith and Parise, Sal (2005), "**The BikeStuff Simulation: Experiencing the Challenge of Organizational Change**," Journal of Management Education, Vol. 29, No. 5; p. 769 - 787

Rollag, Keith (2004), "**The Impact of Relative Tenure on Newcomer Socialization Dynamics**" Journal of Organizational Behavior. Volume 25, Issue 7. Pages 853-872.

Rollag, Keith; Parise, Sal, and Rob Cross (2004), "**A Relational View of Rapid On-boarding: Getting Newcomers Connected and Productive Quickly**," Research Paper, Working Knowledge Research Consortium, Babson College.

Rollag, Keith (2002), "**Fast Growth – Successful Managers Offer a Peek**," Boston Business Journal, June 28 – July 4.

Rollag, Keith (2002), "**Fast Organizational Growth: Ten Insights From Successful Managers**." Babson Insight, April 2002.

Rollag, Keith (2001), "**How Fast Growth Promotes Rapid Socialization in Entrepreneurial Firms**" Frontiers in Entrepreneurship Research 2001.

Rollag, Keith (1997), "**How Startups Motivate New Engineers**", IEEE Spectrum, New York, November p. 58-59

Under Review:

Parise, Salvatore and Rollag, Keith (2008), "**Emergent Network Structure and Initial Group Performance: The Moderating Role of Pre-Existing Relationships**." Under second review by the Journal of Organizational Behavior.

Articles about My Research

Snibbe, Alana Conner (2005), "**Turning Over Without Going Belly-Up**," Stanford Social Innovation Review, Summer 2005; Volume 3, Issue 3 pp. 9-11.

This article reviews and discusses my rapid on-boarding research described in the 2005 Sloan Management Review article.

Johnson, Lauren Keller (2005), “**Get Your New Managers Moving**,” Harvard Management Update, June 2005, p. 3-5. This article also reviews the findings from the 2005 Sloan Management review article on rapid on-boarding.

Perry, Tekla S. (1997), “**The Stanford Diaries**,” IEEE Spectrum, Vol. 24, No. 11, pp. 49-61

Brown, Janelle (1997), “**Intern Diaries: Bottom-Up Look at Start-Ups**,” Wired News, November 7.

Business Cases, Simulations, and Interactive Materials

Rollag, Keith (2006), “**Managing Conflict on Project Teams**,” Web-based interactive “toolkit” that focuses on the different conflict-handling styles students use to resolve conflict and gives advice on how to resolve conflict and tension on teams. Part of the Group Project Survival Guide. Funded by the Alden grant.

Rollag, Keith (2006), “**Dealing with Problematic Behavior on Project Teams**.” Web-based interactive advice on how to deal with Free-Riders, Dictators, Procrastinators, and other problem types commonly seen on project teams. Part of the Group Project Survival Guide. Funded by the Alden grant.

Rollag, Keith (2006), “**Effective Teamwork in Student Project Groups**.” Web-based interactive “toolkit” that gives eight secrets for highly effective teams, including discussion of Tuckman’s “Forming, Storming, Norming” as well as social network analysis. Part of the Group Project Survival Guide. Funded by the Alden grant.

Parise, Sal; Rollag, Keith, and Vic Gulas (2004) “**Montgomery Watson Harza and Knowledge Management**” Babson Business Case #BAB102. The case is currently used in the Babson MBA elective on Knowledge Management and has received good reviews. We also have developed a teaching note for the case, as well as an “afterward” video interview with the chief protagonist.

Rollag, Keith (2004) – **A Note on Group Analysis and Action Planning**. Defines and explains a group effectiveness model (based on Hackman’s original framework) and offers advice for good action plans. Used in Babson’s integrated management core (IME3)

Rao, Ash and Rollag, Keith (2004). **The Baldrige Framework for Organizational Effectiveness**. Used in Babson’s integrated management core (IME3)

Rollag, Keith and Greenberg, Danna (2004). **Managing the Team at Healthee Foods**. Mini-case on a challenging group situation at a fictional grocery store. Used in Babson's integrated management core (IME3)

Rollag, Keith (2004) – **Mylex Technologies**. Mini-case on social networks. Students have to examine a set of social network diagrams to diagnose problems and offer solutions at a struggling high-tech firm. Used in Babson's integrated management core (IME3)

Rollag, Keith (2004) – **Hiring at Penguin Funds**. Students develop a competency list, screen three resumes, and prepare behavioral interviewing questions for a fund accounting analyst job. The job description and resumes are disguised but originally obtained (with permission) from a major financial services company. Used in Babson's integrated management core (IME3).

Greenberg, D. and Keith Rollag (2002), "**Chris Pierce and the Yankee Donut Company**" E-mail based management simulation currently being used in Babson's integrated management program (IME2).

Rollag, Keith (2002) "**The BikeStuff Management Simulation**." A management simulation currently being used in MBA8500, the evening MBA cluster class integrating information technology and organizational behavior. The simulation is also used in Babson's integrated management course for freshman undergraduates (FME).

Conference Presentations/Invited Talks

Rolla, Keith, Garstka, S. and O'Leary-Kelly, S. (2008): "**Integrating Business Curriculum**", invited panelist at the AACSB Faculty Conference on Learning and Research, St. Petersburg, FL. June 29-July1.

Rollag, Keith (2007), "**Facilitating and Assessing On-Line Case Discussions: Strategies and Best Practices from the Front Lines**," Organizational Behavior Teaching Conference, Pepperdine University, Malibu, CA. June 2007.

Rollag, Keith (2006), "**Getting it Right from the Beginning – Successful On-Boarding**," invited talk at the American Electronics Association HR Forum, Portland, OR, October 26, 2006.

Parise, Sal and Rollag, Keith (2006), "**The Effect of Network Structure and Role-Sharing on Group Performance in a New Task Environment**," presented at the Academy of Management Conference, August 15, 2006.

Rollag, Keith and Parise, Sal (2006), “**Technologies & Metrics to Implement On-Boarding**,” expert panelists and presenters on an on-line webinar hosted by the Human Capital Institute. May 16, 2006.

Parise, Sal and Rollag, Keith (2006), “**The Effect of Network Structure, Role-Sharing, and Leveraged Ties on Group Performance in a New Role-Task Environment**,” Babson Faculty Research Seminar. March 6, 2006

Rollag, Keith and Parise, Sal (2006), “**Traction to Engagement in 90 Days**,” expert panelists on an on-line webinar hosted by the Human Capital Institute. February 16, 2006.

Rollag, Keith (2006), “**Getting New Hires Up to Speed Quickly**,” invited talk at the Wellesley Chamber of Commerce. April 21, 2006.

Rollag, Keith and Greenberg, Danna (2005) “**Teaching OB in an Integrated Curriculum: Challenges and Opportunities**.” Plenary session at the Organizational Behavior Teaching Conference, Scranton, PA.

Rollag, Keith (2004) “**The Impact of Relative Tenure in Newcomer Socialization Dynamics**,” invited presentation at Boston University, September 23, 2004.

Rollag, Keith (2004) “**Defining the Term “New” in New Employee Research**,” presented at the 2004 Academy of Management Conference, New Orleans, LA, August 6-11.

Rollag, Keith (2004) “**The BikeStuff Simulation: Experiencing the Challenge of IT-Based Organizational Change**,” presented at the Organizational Behavior Teaching Conference, Redlands, CA. June 23-25.

Rollag, Keith, Sal Parise, and Rob Cross (2004) “**Rapid On-Boarding: Knowledge Management and the Newcomer**.” Presented at the Working Knowledge Research Consortium, Babson College, April 24, 2004.

Rollag, Keith and Cardon, Melissa (2003), “**How Much Is Enough? Comparing Socialization Tactics And Newcomer Experiences In Start-Up Versus Large Organizations**.” Presented at the 2003 Babson Kauffman Entrepreneurship Conference, Babson College.

Greenberg, Danna and Rollag, Keith (2003), “**Electronic In-Box Exercises: Using Technology to Support Student’s Intellectual and Aesthetic Learning about the World of Managers**,” Presented at the 2003 Organizational Behavior Teaching Conference, Springfield, MA.

Rollag, Keith (2002). "**First-Week Experiences: A Journal Study Of Newcomers In High-Tech Startups,**" Presented at the Babson-Kauffman Entrepreneurship Conference in Boulder, CO. June 5-8.

Rollag, Keith (2001), "**How Fast Growth Promotes Rapid Socialization in Entrepreneurial Firms**" Presented at the 2001 Babson - Kaufmann Entrepreneurship Conference in Jonkoping, Sweden.

Rollag, Keith (1999), "**Collaborative Management of Emergent Constraints: Participant Observation of a Software Development Team**" - presented at the 1999 Academy of Management Conference in Chicago.

Working Papers:

Rollag, Keith (2008), "**Facilitating and Assessing On-line, Asynchronous Case Discussions: Strategies and Best Practices from the Virtual Front Line.**"

Rollag, Keith and Cardon, Melissa (2003), "**How Much Is Enough? Comparing Socialization Tactics and Newcomer Experiences In Start-Up Versus Large Organizations.**"

Rollag, Keith (2002), "**The Impact of Newcomer-Oldtimer Status on Socialization Dynamics: Extending Current Theory**"

Rollag, Keith (2002), "**Getting the First Week Right – Newcomer Experiences in High-Tech Startups.**"

Rollag, Keith (2001), "**Designing a Socialization Process for New Engineers: Applied Reflections from Organizational Literature**"

Rollag, Keith (2000), "**Newcomers, Oldtimers, and Relative Tenure: Organizational Assimilation as an Outcome of Social Comparison,**" Ph.D. Unpublished dissertation at Stanford University.

Rollag, Keith (1999), "**Collaborative Management of Emergent Constraints: Participant Observation of a Software Development Team**"

Media Citations

Getting New Hires Up to Speed in a Volatile Economy (July 23, 2008). 30-minute television interview on Business Insight (Cable TV show) hosted by Peter Marx.

Zimmerman, Eilene (October 7, 2007) – **How Wise Newcomers Find Their Way**. New York Times.

Kitchen, Patricia (June 2, 2006) – **Who Can You Trust?** Newsday.com

Grensing-Pophal (May 2006) – **Building Strong Client Relationships**, SHRM Consultants Focus Area.

Alexander, Amy (Sept. 12, 2005) – **Excel at the Entry Level**, Investor's Business Daily (Leaders & Success Section). P. 4

Douglas, Craig M. (March 3, 2003) – **Mission Possible? Public-provide group forms to focus on MetroWest growth**. Metrowest Daily News.

Hilton, Margaret (June 2001) – **Information Technology Workers in the New Economy**, Monthly Labor Review. P. 41-45.

Brown, Janelle (Nov. 7, 1997) – **Intern Diaries: Bottom-Up Look at Startups**. Wired News.

Teaching Experience

- 8/01 - **Babson College**
Assistant/Associate Professor of Management (teach organizational behavior to undergraduates and MBA students)
- MOB7010 – Organizational Behavior
 - MBA8500 – Leading Dynamic Organizations in the Information Age
 - IMC2231 and IME2332 – Intermediate Management Core (Organizational Behavior)
 - OEM2313 Organizing for Effective Management (Organizational Behavior)
 - Lucent Technology Financial Leadership Development Program (Human Behavior and Leadership Module)
 - MBA 7302 – Leadership and Human Behavior (Fast Track MBA)
 - MBA 7303 - Managerial Assessment and Development (Fast Track MBA)
- 6/05 - **Babson College Executive Education**
- 2-day custom program on HR practices for InterContinental Group Department Stores (with Jay Rao) in May 2005
 - 1-day custom program with Infineon (Bill Lawler and others) in June 2006
 - 1-day custom program on Leading Change for Blue Cross Blue Shield of Massachusetts (taught 5 times since November 2006)

- 1-day custom program on Leadership and Teamwork for Drager (German technology company) in February 2007
- 2-day custom program on Leadership for Boathouse Group (advertising agency) in May 2007

1/98- 6/01

Stanford University

Consulting Assistant Professor

- In Fall 2000 taught core undergraduate course on organizational behavior

Teaching Assistant

- IE223 Technology and Work (taught lecture on Reengineering)
- IE100 Introduction to Organizational Theory (taught lecture on Leadership)
- IE180 Senior Project Competition (2 of the 3 teams I coached received special honors)

3/92 - 7/94

Procter & Gamble, Far East, Inc.

Developed and taught over 75 seminars in eight countries on various topics including:

- R&D Development Process
- Project/Risk Management
- Consumer research (interviews, focus groups, etc.)
- Survey design, analysis, & statistics
- Ethics

1987

Washington University in St. Louis

Inventive Reasoning (Chem Eng #143)

- For master's project, developed and taught semester-long course on creative problem solving to 16 undergraduates

Academic Community Service at Babson

8/08-present **Chair, Management Division**

- Manage 25 full-time and 15 part-time faculty

6/07-5/08 **Faculty Coordinator for OEM**

- Coordinate 8 faculty members to roll-out and deliver a new integrated business curriculum for all sophomores at Babson.

10/06 – 3/08 **Strategic Plan Advisory Committee**

- Elected as faculty representative to university-wide committee.

6/07 - present **New Faculty Orientation Committee**

- Helped design and execute 1-day faculty orientation in 2007 and 2008

- 6/06 – 8/07 **Design Team for Organizing for Effective Management**
- Creating sophomore integrated module replacing IME
- 4/05 – present **Olin/Babson Curriculum Committee.**
- Charged with coordinating curriculum activities on both campuses
- 12/05 – 5/06 **UGDMB Curriculum Implementation Committee**
- Six person committee charged with implementing all the undergraduate management core changes approved by the UGDMB in October 2005..
- 6/04 – 5/08 **IME3 Faculty Coordinator**
- Coordinate 12 faculty members to roll-out and deliver a new integrated business curriculum for all 1st semester juniors at Babson.
- 10/04 – 10/05 **UGDMB Curriculum Re-Design Committee**
- Six-person committed charged with re-designing the undergraduate management core. Met bi-weekly since November 2004 until UGDMB approval of the proposed changes in October 2005..
- 6/04 – 2/06 **Alden Trust Design Team**
- Helped develop technology-based course materials for Babson's undergraduate integrated management curriculum.
- 9/03 – 5/06 **Undergraduate Decision Making Board**
- Part of five-person faculty group that approves all curriculum changes at Babson.
- 6/03 – 9/04 **Intermediate Management Experience Design Team**
- Helped lead the re-design of the sophomore/junior integrated curriculum
- 6/02 – present **Captain/Co-Captain Faculty Softball Team**
- 8/01 – 12/02 **PRT2700 Faculty Advisor (undergraduate advising)**
- 9/02 – 12/02 **Faculty Experience Task Force**
- Helped developed a report making recommendations for faculty development and teaching loads for Babson 2008
- 7/01 – 12/02 **Evening MBA Curriculum Redesign**
- Designed and taught a new course combining OB with IT
- 11/01 – 11/02 **Technology Advisory Board/ Advisory Board to CIT**

- elected to a three-year term in November, 2001 to help integrate technology into teaching at Babson. Board was disbanded in November 2002.

National Academic Service Activities:

2/07 – 7/08 co-Site Coordinator, Organizational Behavior Teaching Conference

- Co-hosted a national teaching conference at Babson College on June 11-14, 2008. Broke records for attendance and garnered praise for a highly organized and effective conference.

11/05 – 7/08 Board Member, Organizational Behavior Teaching Society

- appointed to a three- year position as Chair of the Website and Electronic Outreach Committee. Leading the re-design and expansion of the Society's website.

11/03 – present Reviewer Activities

- Ad hoc reviewer for Human Relations (2007).
- Ad hoc reviewer for the Journal of Management Education and the International Journal of Human Resource Development and Management (in 2005).
- Reviewer for Academy of Management Conference, Organizational and Management Theory, Careers, and Organizational Behavior divisions. Awarded the Best Reviewer Award for the Careers Division at the 2004 Academy of Management Conference.
- Reviewer for Organizational Behavior Teaching Conference

Professional Affiliations

- Academy of Management
- Organizational Behavior Teaching Society

Work Experience

11/89 - 7/94 Procter & Gamble, Far East, Kobe, Japan Technical Brand Manager - Paper Products Technical Training Manager- R&D Far East

- Managed a Japanese product development team designing baby diapers for the Pacific Rim.
- Developed & taught several courses in project/risk management, consumer research, and statistics to R&D engineering and scientists throughout the Far East
- Assisted R&D top management in organizational development activities

8/87 - 1/90 **Procter & Gamble Company**, Cincinnati, OH
Product Design Engineer - Paper Products

Patents:

U.S. Patent # 5,591,155 Disposable training pant having improved stretchable side panels, issued January 7, 1997

U.S. Patent # 5,575,783 Absorbent article with dynamic elastic feature comprising elasticized hip panels issued November 19, 1996

Community Service:

6/02 – present **Boston Bluegrass Union**

Newsletter Editor of Bi-Monthly Newsletter “Bluegrass Breakdown” (6/02-7/07)

Webmaster for organization website at <http://www.bbu.org> (6/02 – present)

- Help promote bluegrass in the New England area
- Newsletter sent to over 1500 members, bluegrass fans, and promoters
- Website receives over 200 visitors a day.

2/99- 6/01 **Northern California Bluegrass Society**

President and Editor of Monthly Magazine "Bluegrass By the Bay"

- Help promote bluegrass and old-time music in the Bay Area
- Magazine read by over 1000 members, radio DJ's, bands, and promoters

Computer:

Desktop Publishing (Quark, Photoshop), Web Design (Dreamweaver, HTML), Statistical Analysis (SPSS)

Hobbies:

Play guitar, banjo, fiddle, and mandolin. Songwriting. Golf, bicycling, canoeing, kayaking.

Rev: 10/14/08