

Brandeis University
International Business School
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ANDREW MOLINSKY

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EDUCATION

HARVARD UNIVERSITY

Ph.D., Organizational Behavior (1999), M.A., Psychology (1997)

COLUMBIA UNIVERSITY

M.A., International Affairs (1993)

BROWN UNIVERSITY

B.A., International Relations (1990): Phi Beta Kappa, Magna Cum Laude, Rosenberger Prize for Excellence in International Affairs

ACADEMIC POSITIONS

BRANDEIS UNIVERSITY

Associate Professor of Organizational Behavior, International Business School – with tenure (2010-present)

Assistant Professor of Organizational Behavior, International Business School (2001-2010)

UNIVERSITY OF SOUTHERN CALIFORNIA

Assistant Professor of Organizational Behavior, Marshall School of Business (1999-2001)

PUBLICATIONS

REFEREED ARTICLES

10. Molinsky, A.L. 2010. A situational approach for assessing and teaching acculturation. *Journal of Management Education*, 34: 723-745.
9. Grant, A.M., Molinsky, A.L., Margolis, J.D., Schiano, W. & Kamin, M. 2009. The performer's reactions to procedural injustice: When prosocial identity reduces prosocial behavior. *Journal of Applied Social Psychology*, 39: 319-349.
8. Molinsky, A.L. & Perunovic, W.Q.E. 2008. Training wheels for cultural learning: Poor language fluency and its shielding effect on the evaluation of culturally inappropriate behavior. *Journal of Language and Social Psychology*, 27: 284-289.
7. Margolis, J.D. & Molinsky*, A.L. 2008. Navigating the bind of necessary evils: Psychological engagement and the production of interpersonally sensitive behavior. *Academy of Management Journal*, 51: 847-872 (lead article).
Outstanding Publication in Organizational Behavior Award (2008), *Academy of Management*
* Shared first authorship
6. Molinsky, A.L. 2007. Cross-cultural code-switching: The psychological challenges of adapting behavior in foreign cultural interactions. *Academy of Management Review*, 32: 622-640.

5. Molinsky, A.L. & Margolis, J.D.* 2006. The emotional tightrope of downsizing: Hidden challenges for leaders and their organizations. *Organizational Dynamics*, 35: 145-159.
* Shared first authorship
4. Molinsky, A.L. 2005. Language fluency and the evaluation of cultural faux pas: The case of Russians interviewing for jobs in the United States. *Social Psychology Quarterly*, 68: 103-120 (lead article).
3. Molinsky, A.L., Krabbenhoft, M., Ambady, N. & Choi, Y.S. 2005. Cracking the nonverbal code: Intercultural competence and the diagnosis of gestures across cultures. *Journal of Cross-Cultural Psychology*, 36: 380-395.
2. Molinsky, A.L., & Margolis, J.D.* 2005. Necessary evils and interpersonal sensitivity in organizations. *Academy of Management Review*, 30: 245-268 (lead article).
Runner-up for the 2005 *Academy of Management Review* Best Paper Award
* Shared first authorship
1. Molinsky, A.L. 1999. Sanding down the edges: Paradoxical impediments to organizational change. *Journal of Applied Behavioral Science*, 35: 8-24.
Paper published in *Academy of Management Best Paper Proceedings*, Cincinnati, August 1997.

BOOK CHAPTERS

2. Grant, A.M., Margolis, J.D. & Molinsky, A.L. 2005. Expanding ethical standards of human resource management: Necessary evils and the multiple dimensions of impact. In T. Campbell, R. Macklin & A. Pinnington (Eds.), *Human Resource Management: Ethics and Employment*. Oxford: Oxford University Press.
1. Margolis, J.D. & Molinsky, A.L. 2005. Three practical challenges of moral leadership. In D. Rhode (Ed.) *Moral Leadership*. San Francisco, CA: Jossey-Bass.

TEACHING MATERIALS

4. Molinsky, A.L. 2009. Switching cultural codes. *BizEd*, March/April: 32-37.
3. Molinsky, A.L. & Margolis, J.D. 2004. Confronting a necessary evil, Video. *Harvard Business School Press*.
2. Margolis, J.D. & Molinsky, A.L. 2004. Necessary evils: A diagnostic exercise. Boston, MA: *Harvard Business School Press* 9-404-027.
1. Margolis, J.D. & Molinsky, A.L. 2004. Necessary evils: A diagnostic exercise – Teaching note. Boston, MA: *Harvard Business School Teaching Note* 5-404-107.

AWARDS

- 2009 Winner, Outstanding Publication in Organizational Behavior Award, *Academy of Management* (“Navigating the bind of necessary evils: Psychological engagement and the production of interpersonally sensitive behavior”)
- 2006 Runner-up, Best Paper Award for *Academy of Management Review* (“Necessary evils and interpersonal sensitivity in organizations”)

TEACHING

BRANDEIS UNIVERSITY

- Organizational Behavior (BUS 220A, IEF 237b)
Teach average of 30 students per year in MBA core (2002 - present).
- Organizational Psychology (PSYC 150b)
Teach average of 23 students per year in undergraduate elective (2002 - present).
- Managing Across Cultures (IEF 230a, BUS 221A)
Teach 30 students per year in MBA elective (2003 to present).
- Leadership Experience (IEF 231a, BUS 222a)
Taught 17 students per year in MBA elective (2003-2004).

PRESENTATIONS

ANNUAL MEETINGS OF THE ACADEMY OF MANAGEMENT (REFEREED)

2008: *Anaheim, CA*

- Molinsky, A.L. & Margolis, J.M. Necessary evils: Resourceful responses to self and other.

2007: *Philadelphia, PA*

- Molinsky, A.L. & Margolis, J.M. From learning settings to performance settings: The psychological challenges of training transfer (*Showcase Symposium on the Dark Side of Doing Good*).
- Margolis, J.M. & Molinsky, A.L. Optimal satisficing: Ways to get better at doing good.

2006: *Atlanta, GA*

- Decelles, K., Margolis, J.M. & Molinsky, A.L. The ethical orientation of managers.
- Margolis, J.M. & Molinsky, A.L. Necessary evils and the demands of professionalism.
- Margolis, J.M. & Molinsky, A.L. Managing the managed heart: How performers of necessary evils manage their feelings.

2004: *New Orleans, LA*

- Molinsky, A.L. & Margolis, J.M. Licensed deviance: Doing harm to do good.

2002: *Denver, CO*

- Molinsky, A.L. & Margolis, J.M. Necessary evils and interpersonal sensitivity in organizations.

2001: *Washington, DC*

- Molinsky, A.L. Cross-cultural code-switching.

1998: *San Diego, CA*

- Molinsky, A.L. & Margolis, J.M. In search of ambivalence: Recapturing the tension between connecting and distancing.

INVITED PRESENTATIONS

2010 Boston College (Organizational Studies Group)

2009 San Jose State University (Workshop on Developing Global Competencies)

- 2006 University of Illinois (May Meaning Meeting)
- 2005 Washington University at St. Louis (May Meaning Meeting)
- 2004 Cornell University (Johnson School of Management and ILR)
- 2001 University of Pennsylvania/Wharton (Micro OB conference)
Brandeis University (Graduate School of International Economics and Finance)
- 1999 John F. Kennedy School of Government, Harvard University (Leadership & Management)
London Business School (Management)
University of Illinois (Management)
University of Southern California (Management and Strategy)
Washington University at St. Louis (Management)

PROFESSIONAL SERVICE

EDITORIAL BOARD MEMBER

- *Academy of Management Review*

AD-HOC REVIEWER

- *Academy of Management Journal*
- *Organizational Behavior and Human Decision Processes*
- *Organization Science*

UNIVERSITY SERVICE

| | |
|--|--------------|
| Community Engaged Learning Committee (University) | 2009 |
| Committee to Develop Business Major (University) | 2009 |
| Office of Global Affairs Advisory Committee (University) | 2007-present |
| Curriculum and Learning Committee (Int'l Bus School) | 2005-present |
| Advisory Board for Undergraduate Business Minor (University) | 2004-present |
| Faculty Recruiting Committee (Int'l Bus School) | 2003-present |
| Committee on Undergraduate Internships (University) | 2003-present |
| Ethics Center Event Advisory Committee (University) | 2003 |
| Provost's Ad-Hoc Ethics Committee (University) | 2002-2003 |

ADVISING

| | |
|---|------|
| Ph.D. Dissertation Committee, Masako Kikuchi (Psychology) | 2007 |
| M.A. Thesis Chair, Tania Casteneda (Psychology) | 2003 |
| M.A. Thesis Chair, Danielle Mogolesko (Business) | 2002 |

MEDIA COVERAGE

- For Immigrants, Making Small Talk is Big Deal (*Voice of America*, 5.27.09)
- Overcoming Cultural Barriers to Jobs (*NPR, All Things Considered*, 5.9.2009)
- Under New Management Podcast on Necessary Evils (*Academy of Management*, 4.28.2009)
- Have Heart (*Washington Post*, 11.18.2008)

- Tough Times, Tough Messages (*Toronto Globe and Mail*, 10.24.2008)
- Interactions Speak Louder than Words (*Financial Times*, 7.1.2007)
- Managers Who Dispense Bad News Also Feel the Pain (*Boston Globe*, 6.12.2005)
- The Art of the Interview, US Style (*Boston Globe*, 5.15. 2005)

PROFESSIONAL MEMBERSHIPS

- Academy of Management

WORK EXPERIENCE

| | | |
|-------------|---|----------------------|
| 2003 – 2006 | Board Member, Jewish Vocational Services | Boston, MA |
| 1995 – 1999 | Cross-Cultural Trainer, Jewish Vocational Services | Boston, MA |
| 1990 – 1992 | Consultant, Industrial Decision Support International | Paris & New York, NY |

FOREIGN LANGUAGES

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|----------|---|
| French: | Highly proficient (lived and worked in Paris) |
| Spanish: | Proficient (studied in Madrid) |
| German: | Fair (studied in Vienna) |
| Russian: | Fair (studied four years in college) |