

ESTELLE E. ARCHIBOLD

Department of Management and Organization, The Pennsylvania State University
452 Business Building, University Park, PA 16802
(919) 995-8068 | eca5349@psu.edu | EstelleArchibold.com

ACADEMIC & RESEARCH APPOINTMENTS

Postdoctoral Scholar, Management & Organization 7/2022 -present
Smeal College of Business, The Pennsylvania State University
Research: Multi-level Conflict, Ethical Voice

Research Affiliate, Leadership Initiative 2022 - present
Gerald R. Ford School of Public Policy, The University of Michigan
Research: Justice; Leadership

Adjunct Professor, Social Ethics in Business 2021 - present
DBA/PhD - Management Program
Weatherhead School of Management, Case Western Reserve University

Research Fellow, National Science Foundation 2020 – 2022
Northern Ohio Alliance for Graduate Education and the Professoriate
Research: Science Culture; Cross-Cultural Conflict in STEM Mentor-Mentee Dyads

Visiting Scholar, Management & Organization 2019 - 2020
The Fuqua School of Business, Duke University
Research: Experimental Studies, Integrative Negotiations

MBA/DBA COACHING (CASE WESTERN RESERVE UNIVERSITY)

Executive/Leadership Coach (Certified) 2017 – 2022
Team Coach, MBA Program 2020 – 2022

RESEARCH INTERESTS

Strand 1: *conflict; cross-cultural management; multistakeholder dynamics*
Strand 2: *business ethics; equity; justice; social sustainability*
Strand 3: *authenticity; calling; ethical voice; leadership*

RESEARCH METHODS

organizational ethnography; field studies; field experiments; archival analysis; gestural analysis

EDUCATION

Doctor of Philosophy, Case Western Reserve University, *Organizational Behavior* Aug. 2022
Dissertation: *The Role of Disruptions and Disruptor Identity in Generative Conflict*

Master of Science in Management, Simmons College, *School of Management*
Areas of Research: Negotiations; Women's Leadership and Mentoring

Master of Divinity, Emory University, *Candler School of Theology*
Areas of Study/Research: Conflict Ethics & Reconciliation

Master of Arts, Georgia State University, *School of Arts & Sciences*
Areas of Study: Philosophy & Ethics (Concentration: Policy & Ethics)

Bachelor of Arts - Philosophy, Spelman College

ACADEMIC AWARDS AND HONORS

Doctoral Mentoring and Teaching Excellence Award, <i>WSOM, CWRU</i>	2023
Graduate Student Appreciation Award, MBA Coaching, <i>Grad Studies, CWRU</i>	2022
NOA-AGEP (NSF) Fellowship Award, <i>CWRU</i> (\$65,000)	2020 - 2022
Graduate Studies Research Fellowship Award, <i>CWRU</i> (\$10,000)	2019
Sherm-Grinell Research Scholarship, <i>CWRU Dept. of Org Behavior</i> (\$3,000)	2019
Deans Leadership Award, <i>Simmons College, School of Management</i>	2013

PUBLICATIONS AND MANUSCRIPTS UNDER REVEIW

Peer-reviewed articles

1. Aguinis, H., Beltran, J., **Archibold, E. E.**, Jean, E. L., Rice, D. (2023). Thought Experiments: Review and Recommendations. *Journal of Organizational Behavior*
2. Aguinis, H., **Archibold, E. E.**, & Rice, D. (2023). Let's Fix Our Own Problem: Quelling the Irresponsible Research Perfect Storm. *Journal of Management Studies*
3. Erskine, S., **Archibold, E. E.**, & Bilimoria, D. (2021). Afro-Diasporic Women Navigating the Black Ceiling: Individual, Relational & Organizational Strategies. *Business Horizons*
4. **Archibold, E. E.** & Parrill, F. [intraindividual conflict; sensemaking; gesture] Under review at *Cognitive Science* †

† Associated with dissertation: The Role of Disruptions and Disruptor Identity in Generative Conflict

*Authors contributing equally

Book chapters

1. Albrecht, K. & **Archibold, E. E.** (2023). "Inductive Survey Research," *SAGE Handbook of Survey Development and Application* (Eds: L. Ford & T. Scandura), Sage, Thousand Oaks, CA.
2. Blake-Beard, S., Halem J., **Archibold, E.**, Boncoeur, D., Burton, A. and Kumar, P. (2017). "Mentoring Relationships of Professional Indian Women: Extending the Borders of our Understanding at the Intersection of Gender and Culture," *Mentoring Diverse Leaders* (Eds: A. Murrell & S. Blake-Beard), Routledge, Abingdon, UK

WORK IN PREPARATION FOR SUBMISSION (IN ORDER OF PROXIMITY)

1. **Archibold, E. E.** [conflict; equity work] Target Journal: *Administrative Science Quarterly* † (Empirical)
2. **Archibold, E. E.** & Liu, L. A. [generative conflict; multistakeholder dynamics; sustainability] Target Journal: *Academy of Management Review* (Theory paper)
3. **Archibold, E. E.** [restorative justice; organizational ethics; equity] Target Journal: *Journal of Business Ethics* (Conceptual/theory paper)
4. **Archibold, E. E.** & Heaphy, E. [calling; emotion work; racial equity leaders] Target Journal: *Academy of Management Journal* † (Empirical)

SELECTED RESEARCH IN PROGRESS

1. **Archibold, E. E.** & Trevino, L. K. [ethical voice; equity leadership] (Data analysis) †
2. **Archibold, E. E.** [equity; intergroup conflict; structuration] (Data collection – 2nd study)
3. Adair, W., Gross, M., **Archibold, E. E.**, & Marshall, J. [workplace conflict, restorative justice; holistic conflict management] (Data analysis)
4. Brown, J. A., **Archibold, E. E.**, Dobson, K. S. H. & Garrett, L. E. [authenticity; cooperation] (Manuscript development)

† Associated with dissertation: The Role of Disruptions and Disruptor Identity in Generative Conflict

*Authors contributing equally

INTERGENERATIONAL DYNAMICS AND SOCIAL SUSTAINABILITY RESEARCH LAB

1. **Archibold, E. E.*** & Galoune, R. B.* [artificial intelligence; business ethics; international business; multistakeholder collaboration] (Data collection - 2nd Field Study)
2. **Archibold, E. E.** [intergenerational justice; legitimacy; organizing] (Data analysis - Manuscript development)

OSE REGISTERED PROJECTS

1. **Archibold, E.** (2021). Situational Antecedents of Generative Conflict Outcomes in the Workplace.
2. **Archibold, E.** (2021). Workplace Relationships & Conflict (Situational Antecedents).

GRANT-FUNDED PROJECTS

Current Research

NSF NOA-AGEP Project Fund

Award Amount: \$25,000

Award Period: 2020- 2022

Acquisition of Cross-Cultural Conflict Competencies for STEM PhD Students and Faculty Mentors

Co-Primary Investigator

Gants Access to Justice Fund

Award Amount: \$14,500

Award Period: 2022 - 2024

Restorative Justice in Court Organizing

Co-Principal Investigator

Partnership with The Center for Restorative Justice, Boston, MA & ELAM Judicial Conference

Coaching Research Lab, Weatherhead School of Management

Award Amount: \$12,500

Award Period: 2021 - 2024

Team Coaching for Positive Conflict Behavior: An MBA Team Intervention Study

Co-Investigator

SELECTED INVITED PRESENTATIONS/TALKS/SEMINARS

1. **Archibold, E. E. (Presenter)** (October 2024). “Grounded Theory in Qualitative Research for Management Studies.” Seminar Presentation, Institute of International Business, Georgia State University.
2. **Archibold, E. E. (Presenter)** (March 2024). “Restorative Justice Leadership and Its Policy Implications.” Leadership Initiative, Gerald R. Ford School of Public Policy, Univ. of Michigan.
3. **Archibold, E. E. (Presenter)** (October 2023). “The Turn Toward Generative Conflict in Racialized Organizations: An Ethnographic Examination of Racial Conflict Frames and Reconciliation in an Organizational Social Movement.” Rising Scholar Symposium, Sloan School of Management, Massachusetts Institute of Technology.
4. **Archibold, E. E. (Presenter)** (2022). “Organizational Change & Conflict: Applying a Restorative Justice Framework for Organizational Conflict Transformation,” Center for Restorative Justice, Suffolk University.
5. **Archibold, E. E. (Presenter)** (2022). “The Role of Disruptions in Generative Conflict,” Emerging Scholars Social Evaluations Symposium, University of Oxford - Centre for Corporate Reputation Annual Symposium.
6. **Archibold, E. (Invited Chair & Discussant)**. (2019). Sustainability and Institutional Change. Discussion Paper Session, Organization Development and Change Division, Academy of Management Annual Meeting.
7. **Archibold, E. (Presenter)**. (2019). “Positive Conflict and Diversity Leadership in Organizations”, POS Research Conference, Center for Positive Organizational Studies, Ross School of Business, Univ. of Michigan, Ann Arbor, MI.

SELECTED CONFERENCE PRESENTATIONS/SYMPOSIA/WORKSHOPS (REFEREED)

1. **Archibold, E. E., Park, S., Yoon, S. O., Mucci-Ferris, M., Tsai, M. H., Ferguson, A., ... & Cronin, M. A.** (2024). Microfoundations of Intragroup Conflicts. In *Academy of Management Annual Meeting Proceedings* (Vol. 2024, No. 1).
2. **Archibold, E. E. (Organizer), TSAI Ming-Hong (Organizer) & Rees, Laura (Organizer)**. (2023). Qualitative Research Methods for the Study of Conflict Management: New Research Approaches. PDW, Academy of Management Annual Meeting, Boston, MA.
3. **Archibold, E. E. (Presenter)**. (2023). The Way to Triumph: Embodied Ethical Voice and Disruptive Race Talk. Annual Behavioral Ethics Pecha Kucha PDW, Academy of Management Annual Meeting, Boston, MA.
4. **Archibold, E. E. (Organizer & Presenter), Pullen, A. (Organizer)**. (2022). “Race, Embodiment and Ethics in Gender Studies.” Professional Development Workshop, Academy of Management Annual Meeting, Seattle, WA.

5. Beltran, J. (Organizer & Presenter), **Archibold, E. E. (Organizer & Presenter)**, Jean, E. (Organizer & Presenter), Aguinis, H. (Organizer) (2022). "Thought Experiments: Best Practices," PDW, Academy of Management Annual Meeting, Seattle, WA.
6. **Archibold, E. E. (Author & Presenter)** & Hernandez, M. (Author) (2021). "Leadership During Times of Suffering," in Bringing The Leading Back In Leadership: Behavioral Approaches To Leadership –Paper Symposium, convened by K. Larsen & E. Cross; Academy of Management Annual Meeting.
7. **Archibold, E. (Panelist)** (2021). "Managers as Restorative Leaders During Times of Uncertainty," in Toward a Restorative Justice Approach for Bringing the Manager Back in Management – Panel Symposium, convened by M. Gross; Conflict Management and Gender & Diversity in Organizations Divisions, Academy of Management Annual Meeting.
8. **Archibold, E. (Author & Presenter)** (2021). "Embodied Conflict in Intergenerational Groups: Applying a Practice Theoretical Framework," Sub-theme 64: Re-theorizing the Study of Inclusion and Exclusion: Aligning Political Organizing Practices and Conceptual Politics, European Group for Organizational Studies Colloquium.
9. **Archibold, E. & Bao, L. (Organizers & Presenters)**. (2019). "Application of Agent-Based Modeling (ABM) in Organizational Research on Teams." Paper Symposium, Research Methods & Organizational Behavior Divisions, Academy of Management Annual Meeting, Boston, MA.
10. **Archibold, E. (Presenter)**. (2019). "Positive Conflict and Diversity Leadership in Organizations", POS Research Conference, Center for Positive Organizational Studies, Ross School of Business, Univ. of Michigan, Ann Arbor, MI.
11. **Archibold, E. (Presenter & Author)** (2018). 17th Biennial Meeting of the International Society for Justice Research, "Deservingness and Agentic Justice Enactment in Organizations (Paper Presentation)", International Society for Justice Research, Atlanta, GA.

TEACHING (MANAGEMENT/ORGANIZATIONAL BEHAVIOR)

Doctoral-Level

- **Adjunct Professor - MGMT/EDMP 640 - Social Ethics in Business** Spring 2023
DBA/PhD - Management Program
(5.0/5.0 Professor Rating)
- **Adjunct Professor - MGMT/EDMP 640 - Social Ethics in Business** Spring 2022
DBA/PhD - Management Program
(4.71/5.0 Professor Rating)
- **Adjunct Professor - MGMT/EDMP 640 - Social Ethics in Business** Spring 2021
DBA/PhD - Management Program
(4.55/5.0 Professor Rating)

MBA/Masters-Level

- **Instructor – MGMT 821 Complex Negotiations** Fall 2023
Full-time MBA Program, Pennsylvania State University (5.0/5.0 Professor Rating)

- **Course Leadership Coach MPOD 416 – Leadership, Development** Spr/Sum 2020
Course Leadership Coach & Teaching Assistant, CWRU
(4.83/5.0 Teaching Assistant/Coach Rating)

Undergraduate

- **Instructor – MGMT 445 Managing a Globally Diverse Workforce** Fall 2022; Spr 2023
Pennsylvania State University
(Fall 2022 Professor Rating: 6.75/7.0; Spring 2023 Professor Rating: 6/7.0)

SERVICE

Service to Academic Community

Conflict Management Division, Academy of Management, <i>Representative at Large</i>	2022 - 2024
Academy of Mgmt. Journal Reviewer, <i>Embodiment, Qual Methods, Conflict</i>	2023 - present
Academy of Mgmt. Review, <i>Bridge Reviewer, Conflict & Relational Practice</i>	2020 - 2022
Journal of Business Ethics, Reviewer, <i>Artificial Intelligence, Race & Justice</i>	2022 - present
MSR Division, <i>Assoc. Editor, Academy of Management Annual Meeting Reviews</i>	2020 - 2021
Academy of Management Conference, <i>Annual Conference Submission Reviewer</i>	2017 – 2019

Service to University

CWRU, Dept. of Organizational Behavior, DEI Task Force, <i>Committee Member.</i>	2020
CWRU, Department of Graduate Studies & STEM Careers, <i>Workshop Facilitator</i>	2019 - 2020
CWRU, Dept. of Organizational Behavior Admissions Committee, <i>Committee Member</i>	2018

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM) – Division Memberships: Conflict Management; Research Methods; Organization Management Theory

Center for Positive Organizations (CPO) - Community of Scholars & Positive Relationships at Work

International Association for Conflict Management (IACM)

The PhD Project - The Tenure Project

WORK EXPERIENCE (2007 – 2019)

Managing Partner, Organizational Change Consultant and Executive Coach	2007 – 2019
<i>Sectors: Healthcare, Public Health, NGOs, Universities, Government, Cross-Sector Partnerships</i>	
<i>Archibold Consulting Group, Atlanta, GA</i>	
Systems-Level Director	2011 - 2016
<i>Prospect Hill Academy Charter District, Cambridge, MA</i>	
Mission Member and Emory Univ. IDN Graduate Fellow, Liberia TRC Project	2007 - 2009
<i>The Carter Center, Atlanta, GA</i>	
Associate Director of Development, Federal Grants & Programs	2007 – 2009
<i>Sickle Cell Foundation of Georgia, Atlanta, GA</i>	