

## **ESTELLE E. ARCHIBOLD**

Department of Management and Organization, The Pennsylvania State University  
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### **EDUCATION**

**Doctor of Philosophy**, Case Western Reserve University, *Organizational Behavior* Aug. 2022

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

**Master of Sacred Theology**, Boston University, *School of Theology*  
Areas of Research: Ethics; Religion & Conflict Transformation

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

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

**Bachelor of Arts - Philosophy**, Spelman College

### **RESEARCH INTERESTS**

*conflict in organizations and fields, embodiment, equity work, social ethics, social innovations, and social sustainability*

### **RESEARCH METHODS**

*organizational ethnography; field studies; field experiments; digital methods; gestural analysis*

### **ACADEMIC & RESEARCH APPOINTMENTS**

**Postdoctoral Scholar**, Management & Organization 7/2022 -present  
*Smeal College of Business, The Pennsylvania State University*  
Research Foci: Conflict, Ethical Voice, Bridge Work in Social Movements

**Leadership Research Fellow**, Leadership Initiative 9/2022 -present  
*Gerald R. Ford School of Public Policy, The University of Michigan*  
Research Foci: Leadership, Justice & Ethics

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

**Senior Research Fellow**, Center for Restorative Justice 2020 - 2022  
*Suffolk University*  
Research Foci: Restorative Justice, Conflict, Racial Justice

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

## **RESEARCH PUBLICATIONS**

### ***Peer-reviewed articles***

1. Aguinis, H., **Archibold, E. E.**, & Rice, D. (2022). Let's Fix Our Own Problem: Quelling the Irresponsible Research Perfect Storm. *Journal of Management Studies*
2. Aguinis, H., Beltran, J., **Archibold, E. E.**, Jean, E. L., Rice, D. (2022). Thought Experiments: Review and Recommendations. *Journal of Organizational Behavior*
3. Erskine, S., **Archibold, E. E.**, & Bilimoria, D. (2021). Afro-Diasporic Women Navigating the Black Ceiling: Individual, Relational & Organizational Strategies. *Business Horizons*

### ***Book chapters***

4. 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.
5. 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.

## **MANUSCRIPT(S) UNDER REVIEW**

1. Adair, W., Gross, M., **Archibold, E. E.**, Marshall, J., Agawa, S., Okwu, E. & Addie, C. [workplace conflict, restorative justice; holistic conflict management] Under review with *Academy of Management Discovery*

## **OTHER REFEREED PUBLICATIONS**

1. Suzanne, P., **Archibold, E.**, & Bilimoria, D. (2020). Relational Confidence: Theorizing the Process and Mechanisms of Validation in the Workplace. In *Best Paper Proceedings of the Eightieth Annual Meeting of the Academy of Management* (Vol. 2020, No. 1, p. 21483). Briarcliff Manor, NY 10510: Academy of Management.

## **MANUSCRIPTS IN PREPARATION FOR SUBMISSION**

1. **Archibold, E. E.** [authenticity; equity work; generative conflict] Target Journal: *Academy of Management Journal* †
2. **Archibold, E. E.** [equity leaders; emotion work; social innovations] Target Journal: *Administrative Science Quarterly* †
3. **Archibold, E. E.** & Zietsma, C. [generative conflict; legitimation processes; relational systems] Target Journal: *Academy of Management Review*
4. **Archibold, E. E.** & Parrill, F. [conflict; embodied sensemaking; gesture] Target Journal: *Organization Science* †
5. **Archibold, E. E.**, Contu, A. & Hernandez, M. [collective sensemaking; compassion; restorative justice] Target Journal: *Academy of Management Review*

## **RESEARCH IN PROGRESS**

1. **Archibold, E. E.** & Trevino, L. K. [ethical voice; equity work] (Data analysis) †
2. **Archibold, E. E.** [conflict frames; race in organizations; social movements] (Data analysis)
3. Simms, I., **Archibold, E. E.** & Coen, C. [ethics of food access; social sustainability; stakeholder bridging] (Data collection - 3<sup>rd</sup> study)
4. **Archibold, E. E.** & Zietsma, C. [cross-stakeholder partnerships; conflict; social innovations] (Data collection – 2<sup>nd</sup> study)
5. **Archibold, E. E.** [authenticity; conflict reflexivity; ritual] (Data collection – 3<sup>rd</sup> experimental study)
6. Rocheville, K.\* & **Archibold, E. E.\*** [bridge work; social justice; social movements] (Data collection – 1<sup>st</sup> study)
7. Brown, J., **Archibold, E. E.**, Garrett, L., & Dobson, K. [authenticity; cooperation] (Theory development)
8. **Archibold, E. E.** [artificial intelligence; ethics; future of work; Gen Z] (Data collection - 1<sup>st</sup> study)

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

\* Authors contributing equally

## **GRANT-FUNDED PROJECTS**

Gants Access to Justice Fund

Award Amount: \$14,500

Award Period: 2022 - 2024

*Restorative Justice and Judge's Equity Values*

Co-Principal Investigator

Partnership with The Center for Restorative Justice, Boston, Massachusetts

## **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 - 2021
Graduate Studies Research Fellowship Award, <i>CWRU</i> (\$10,000)	2019
Sherm-Grinnell Research Scholarship, <i>CWRU Dept. of Org Behavior</i> (\$3,000)	2019
Deans Leadership Award, <i>Simmons College, School of Management</i>	2013

## **SELECTED INVITED PRESENTATIONS/TALKS/SEMINARS**

1. **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.
2. **Archibold, E. E. (Presenter)** (October 2023). “Incubating the Germ that Gets Under Our Skin: The Emotion Work of Equity Leaders in a Conflicted Organization.” Adderley Positive Research Incubator, Center for Positive Organizations, University of Michigan.
3. **Archibold, E. E. (Organizer & Presenter)** (2023). “Environmental and Social Sustainability: Ethical Insights into Positive Institutional Change,” Organizer of Discussion Panel, Research Symposium, Weatherhead School of Management, Case Western Reserve University.
4. **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.
5. **Archibold, E. E. (Presenter)** (2022). “(Inter)Subjective Experiences of Generative Conflict in Teams,” Questrom Emerging Scholars Symposium. Boston University – Questrom School of Business.
6. **Archibold, E. E. (Presenter)** (2022). “Organizational Change & Conflict: Applying a Restorative Justice Framework for Organizational Conflict Transformation,” Seminar Presentation, Center for Restorative Justice, Suffolk University.
7. **Archibold, E. (Invited Chair & Discussant)**. (2019). Sustainability and Institutional Change. Discussion Paper Session, Organization Development and Change Division, Academy of Management Annual Meeting.

## **SELECTED CONFERENCE PRESENTATIONS/SYMPOSIA/WORKSHOPS (REFEREED)**

1. **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.
2. **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.
3. **Archibold, E. E. (Organizer & Presenter)**, Stephens, J. P. (Organizer), Thomas, N. (Organizer), Block, A., Gardner, J., Garrett, L. E., Heaphy, E. D., Jalan, R., Lawrence, T. B., Michel, A., Pullen, A. & Schlindwein, E. K. (2022). Remembering the Body: Surfacing Critical Insights into the Body’s Role in Organizations. Paper Symposium, Academy of Management Annual Meeting, Seattle, WA.
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; Organizational Behavior, Conflict Management & Management and Organizational Cognition Divisions, Academy of Management Annual Meeting (Virtual).
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 (Virtual).
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 (Virtual).
9. He, J., Kang, S., **Archibold, E. (Author & Presenter)**, Townsend, C., & Zlatev, J. J., Dannals, J., Halevy, N., Kray, L., Lacetera, N., Ma, A., & Neale, M. (2020). New Insights on the Gender Gap in Negotiation, Competition, and Career Choices. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 17068). Briarcliff Manor, NY 10510: Academy of Management.
10. **Archibold, E. (Organizer & Panelist)**, Thomas, N. (Organizer), Stephens, J.P., Michel, A., Heaphy, E., & Johnson, E. (2020). "Embodied Insights: Broadening the Scope of Management Research with a Bodily Lens," All Academy Theme - Synchronous Live Panel Symposium, Management & Organizational Cognition Division., Academy of Management Annual Meeting (Virtual).
11. **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.
12. **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.
13. **Archibold, E. (Presenter & Author)** (2018). 17th Biennial Meeting of the International Society for Justice Research, "Deservingness and Agentic Justice Enactment in Health Organizations (Paper Presentation)", International Society for Justice Research, Atlanta, GA.
14. **Archibold, E. (Presenter & Organizer)** & Boncoeur, O. D. (2018). Navigating Social Hierarchies through Power Currency Attainment, Professional Development Workshop, Academy of Management Annual Meeting, Chicago, IL.

## **TEACHING (MANAGEMENT/ORGANIZATIONAL BEHAVIOR)**

### *Doctoral-Level*

- **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)
- **Graduate Teaching Assistant - DBAP 641 Qualitative Inquiry II** Fall 2020  
DBA/DM - Management Program

### *MBA/Masters-Level*

- **Instructor – MGMT 821 Complex Negotiations** Fall 2023  
*Full-time MBA Program, Pennsylvania State University*
- **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 Diverse Workforce** Fall 2022; Spr 2023  
*Pennsylvania State University*  
(Fall 2022 Professor Rating: 6.75/7.0; Spring 2023 Professor Rating: 6/7.0)
- **Instructor – ORBH 370 Women & Men as Colleagues in Organization** Spr 2020  
*Case Western Reserve University*

## **COACHING (CASE WESTERN RESERVE UNIVERSITY)**

- Executive/Leadership Coach 2017 – 2022
- Team Coach, MBA Program 2020 – 2022

## **SERVICE**

### ***Service to Academic Community***

- Conflict Management Division, AOM, *Representative at Large* 2022 - present
- Gender, Work & Organization, *Network Organizer - Race, Embodiment & Ethics* 2021 - present
- Journal of Business Ethics, *Ad Hoc Reviewer, Artificial Intelligence, Race & Justice* 2022 - present
- Academy of Mgmt. Review, *Bridge Reviewer, Conflict & Relational Practice* 2020 - present
- Human Relations Journal (SAGE), *Ad Hoc Reviewer, Conflict, Power & Leadership* 2020
- MSR Division, *Assoc. Editor, Academy of Management Annual Meeting Reviews* 2020 - 2021
- Academy of Management Conference, *Annual Conference Submission Reviewer* 2017 - 2019

### ***Service to University***

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

### **PROFESSIONAL AFFILIATIONS**

*Academy of Management (AOM)* – Division Memberships: Conflict Management; Research Methods; Organizational Behavior; Healthcare Management  
*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 – 2023)**

**Academic Coach (Doctoral-Level)** 2023 - present

**Managing Partner, Organizational Change Consultant and Executive Coach** 2007 – 2019  
Sectors: Healthcare, Public Health, NGOs, Universities, Government, Cross-Sector Partnerships  
*Archibold Consulting Group, Atlanta, GA*

**Systems-Level Director** 2011 - 2016  
*Prospect Hill Academy Charter District, Cambridge, MA*

**Mission Member and Emory Univ. IDN Graduate Fellow, Liberia TRC Project** 2007 - 2009  
*The Carter Center, Atlanta, GA*

**Associate Director of Development, Federal Grants & Programs** 2007 – 2009  
*Sickle Cell Foundation of Georgia, Atlanta, GA*