

## **LINDA ARGOTE**

Thomas Lord Professor of Organizational Behavior and Theory  
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### **DEGREES**

Ph.D.	Organizational Psychology, The University of Michigan	1979
B.S.	Psychology, magna cum laude with departmental honors, Tulane University	1975

### **EXPERIENCE**

Carnegie Mellon University, Tepper School of Business	
- Thomas Lord Professor of Organizational Behavior and Theory and by courtesy Department of Social and Decision Sciences (2000-) and Heinz College (2017-)	2020-
- Senior Associate Dean, Faculty and Research	2020-2022
- David M. Kirr and Barbara A. Kirr Professor of Organizational Behavior and Theory	1997-2020
- Carnegie Bosch Professor	2008-2010
- Professor	1993-1997
- Associate Professor	1986-1993
- Assistant Professor	1979-1986
Montezemolo Visiting Professor, Judge Business School, University of Cambridge	April-June 2011
Visiting Fellow, Sidney Sussex College	
Visiting Professor, Aarhus School of Business, Aarhus University	June 2010
Professor of Organizational Behavior, Kellogg Graduate School of Management, Northwestern University	1994-1995
Visiting Scholar, Learning Research and Development Center, University of Pittsburgh	Fall 1992
Associate Head and Head, Department of Industrial Management, Carnegie Mellon University	1986-1987; 1985-1986
Visiting Assistant Professor, Department of Industrial Engineering and Engineering Management, Stanford University	1984-1985
Assistant Study Director, Institute for Social Research, The University of Michigan	1976-1979

## RESEARCH INTERESTS

Organizational learning, learning curves, transactive memory, knowledge transfer, productivity, social identity, group processes and performance, health care organizations

## HONORS

Organization Science Winter Conference Honoree	2025
Fellow, American Association for the Advancement of Science	2024
Honorary Doctorate in Economics (Dottori Honoris Causa), Università della Svizzera Italiana	2020
Honorary Doctorate (Doctor Mercaturae Honoris Causa), Aarhus University	2019
Recipient of Joseph E. McGrath Award for Lifetime Achievement in the Study of Groups from INGRoup (International Network for Group Research)	2018
Article with Paul Ingram, “Knowledge Transfer in Organizations: A Basis for Competitive Advantage in Firms” identified as one of most influential articles published in <i>Organizational Behavior and Human Decision Processes</i> during its first 50 years	2016
Distinguished Scholar, Knowledge and Innovation Interest Group, Strategic Management Society	2013
Fellow, Academy of Management	2013
Distinguished Scholar, Organization and Management Theory (OMT) Division of the Academy of Management	2012
Fellow, Sydney Sussex College, University of Cambridge	2011
Distinguished Scholar, Technology Management Section (TMS), Institute for Operations Research and the Management Sciences (INFORMS)	2011
Fellow, Institute for Operations Research and the Management Sciences (INFORMS)	2008
Fellow, Association for Psychological Science (APS)	2006
Center for Analytical Research in Technology (CART) Research Frontier Award, CMU	2006
Article with Eric Darr and Dennis Epple, “The Acquisition, Transfer and Depreciation of Knowledge in Service Organization: Productivity in Franchises,” chosen as one of the most influential articles published in <i>Management Science</i> during its first 50 years	2004
Finalist, Terry Book Award, Academy of Management	2000
Finalist, George Leland Bach Award for Excellence in Teaching	1997
Phi Beta Kappa	1975

Scholarship supported study at The University of Nottingham, England	1973–1974
National Merit Scholar	1971

### EDITORIAL RESPONSIBILITIES

Associate Editor, <i>Academy of Management Annals</i>	2019- 2021
Senior Editor, <i>Journal of Organization Design</i>	2018–2020
Editor-in-Chief, <i>Organization Science</i>	2004–2010
Associate Editor, <i>Encyclopedia of Group Processes and Intergroup Relations</i>	2006–2009
Departmental Editor and Associate Editor, <i>Management Science</i> , Department of Organizational Performance, Strategy and Design	1995–2002 1992–1995
Consulting Editor, <i>Journal of Applied Psychology</i>	2002–2003
Senior Editor, <i>Organization Science</i>	1995–1996
Editorial Board Member:	
<i>Academy of Management Review</i>	2002–2005
<i>Administrative Science Quarterly</i>	1986–1991
<i>Group Dynamics: Theory, Research and Practice</i>	1996–1999
<i>Journal of Engineering and Technology Management</i>	1992–1994
<i>Journal of Organizational Behavior</i>	1991–1998
<i>Journal of Personality and Social Psychology</i>	1996–1998
<i>Organization Science</i>	1988–1995
<i>Personality and Social Psychology Bulletin</i>	1991, 1995–1998

### EXTERNAL PROFESSIONAL ACTIVITIES

World Economic Forum, Global Futures Council on Human Capital Development	2025-
Board of Advisors, School of Science and Engineering, Tulane University	2025-
Academy of Management, Fellows Selection Committee	2025-
Review Committee, <i>Organization Science</i>	2024-2025
National Science Foundation Review Panel	2024
External Review Committee, New York University, Stern School of Business, Department of Management & Organization	2024
European Research Council, Panel on “Individuals, Markets and Organizations”	2023
Search Committee, <i>Management Science</i> Editor-in-Chief	2023

External Review Committee, Columbia Business School Management Division	2023
Scientific Advisory Board, Herbert Simon Research Institute, Tilburg University	2022-
External Review Committee, School of Management, Yale University	2022
<i>Management Science</i> Review Process Task Force	2019-2020
National Academy of Engineering, Steering Committee on Preparing the Engineering And Technical Workforce for Adaptability and Resilience to Change	2017-2018
Chair, Academy of Management OMT Division, Best Paper Selection Committee	2017 -2019
Chair, Search Committee, <i>Organization Science</i> Editor-in-Chief	2016
External Review Committee, Department of Management, Wharton, University of Pennsylvania	2014
Search Committee, <i>Management Science</i> Editor-in-Chief	2013
National Science Foundation Review Panel	2013 & 2014
External Review Committee, Fisher College of Business, Ohio State University	2013
Search Committee, <i>Organization Science</i> Editor-in-Chief	2013
Search Committee, <i>Management Science</i> Editor-in-Chief	2008
Represented the Division of Social, Behavioral and Economic Sciences of the. National Science Foundation in the Budget Roll Out to Congress	2008
Committee of Visitors, Economics, Decision and Management Science (EDMS) cluster of the Division of Social, Behavioral and Economic Sciences of the National Science Foundation	2004 & 2007
External Review Committee, Stern School of Business, New York University	2004 & 2011
Consultant, National Academy of Sciences, Strategic Education Research Partnership (SERP): Bridging Research and Practice	2002
Review Panel Member, National Science Foundation, E-commerce and Internet Systems Review Panel	2001
Research Advisory Committee, Carnegie Bosch Institute	2000–2005
Board of Governors, Academy of Management	2000–2002
Review Committee, <i>Management Science</i>	1999

Review Panel Member, National Science Foundation, Decision, Risk and Management Sciences program	1996–1998
Co-Chair, Organization Science, Winter Conference	1995, 2010, 2011, 2017
Chair, College on Organization, The Institute of Management Science (TIMS)	1993–1995
Faculty Panelist, The Institute of Management Science (TIMS) College on Organization Science, Best Dissertation Proposal Workshop	1991–1995; 1997, 1999, 2000, 2005
Faculty Panelist, Organization and Management Theory Division, Academy of Management, Junior Faculty Workshop.	1995, 2014
Review Panel Member, National Science Foundation, Division of Social and Economic Sciences, Young Investigator Award	1992
Invited Participant, National Research Council, Committee on Human Factors, Panel on Human Error	1992
Special Events Chair, College on Organization, The Institute of Management Sciences	1991–1993
Review Panel Member, National Science Foundation, Visiting Professorship for Women Program	1986
Consultant, National Institute for Occupational Safety and Health, Planning Project on Human Factors Issues in Robotics Applications	1984
Review Panel Member, National Science Foundation, Division of Industrial Science and Technological Innovation	1984

### GRANTS

National Institutes of Health, “Maximizing Extubation Outcomes Through Educational and Organizational Research” 1U01HL159882-01, (co-principal investigator with T. Girard, principal investigator).	2021-2026
National Institutes of Health, “Educational strategies to promote post-extubation non-invasive ventilation in patients with acute respiratory failure,” (co-principal investigator with T.Girard, principal investigator).	2018-2220
Army Research Office, “Tasks and Transitions: An Investigation of Transactive Memory Systems in Teams Performing Multi-Task Activities” (co-principal investigator with A. W. Woolley)	2015-2018
National Science Foundation, Decision, Risk and Management Sciences and Science of Organization Science Programs, “Social Networks, Transactive Memory and Team Performance: An Experimental Investigation” (co-principal investigator with B. Aven)	2015-2018
National Science Foundation, Science of Science Policy and Innovation Program,	2014-2016

“Personnel Movement, Knowledge Transfer and Innovation”  
(co-principal investigator with E. Fahrenkopf)

National Science Foundation, Human Centered Computing (HCC), “Large-Scale Human-Centered Coordination Systems to Support Interdependent Task in Context”  
(co-principal investigator with J. Herbsleb, L. Dabbish) 2011-2014

National Science Foundation, Science of Science and Innovation program and Innovation and Organization Science program, “Learning across Product, Work Group and Geographic Boundaries,” (co-principal investigator with Erica Fuchs and Dennis Epple) 2010-2013

Future of Work Center, Heinz College, Carnegie Mellon University, “Knowledge and Learning in Virtualized Work Environments” 2010-2011

National Science Foundation, Innovation and Organizational Change program, “Learning Effects in Work Teams: Transactive Memory Systems and Team Performance”  
(co-principal investigator with R. Reagans and E. Miron-Spektor) 2008-2011

Software Engineering Institute, “Organizational Learning and Architecture Competence” 2008-2010

National Science Foundation, Innovation and Organizational Change Program, of Offshoring on Innovation, Learning and Knowledge Transfer” 2006-2009

National Science Foundation, Decision, Risk and Management Sciences program, “Social Identity and Knowledge Transfer” (co-principal investigator with A. A. Kane) 2003–2006

National Science Foundation, Innovation and Organizational Change program, “A Technological-Economic-Organizational Analysis of Cellulose Ethanol as An Automobile Fuel” (co-principal investigator with L. Lave and M. Griffin) 2001–2004

National Science Foundation, Decision, Risk and Management Sciences program, “Conference on Creating, Retaining, and Transferring Knowledge in Organizations”  
(co-principal investigator with B. McEvily and R. Reagans) 2001–2002

U. S. Army Research Institute for the Behavioral and Social Sciences, “Personnel Turnover and Team Performance” (co-principal investigator with J. Levine, K. Carley, and R. Moreland) 2000–2003

Carnegie Bosch Institute, “Knowledge Transfer in Organizations,” (co-principal investigator with B. McEvily and R. Reagans) 1999–2002

National Science Foundation, “Groups, Technology, and Organizational Effectiveness: A Proposed Graduate Program” (co-principal investigator with M. Fichman, K. Carley, and D. Krackhardt) 1993–1998

National Science Foundation, “Improving Product Design: Management Tools to Promote Environmentally Friendly Design” (co-principal investigator with L. Lave, C. Hendrickson, and F. McMichael) 1993–1994

- Carnegie Bosch Institute, “The Transfer and Persistence of Gains in Productivity and Timeliness in Organizations” (co-principal investigator with E. Darr) 1991–1992
- National Science Foundation, Decision, Risk and Management Sciences Program, “The Acquisition, Retention, and Transfer of Knowledge about Quality and Productivity in Manufacturing” (co-principal investigator with D. Epple) 1990–1992
- Center for the Management of Information and Technology in Organizations, Carnegie Mellon University, “The Persistence and Transfer of Learning in Organizations.” 1985–1988
- Center for Teaching and Research in Integrated Manufacturing Systems, Stanford University, grant for investigating organizational variables that predict the rate of learning by doing 1985
- National Science Foundation, Visiting Professorship for Women Program, grant for investigating the implementation of advanced manufacturing technologies. 1984–1985

### BOOK

- Argote, L. (1999). *Organizational Learning: Creating, Retaining and Transferring Knowledge*. Norwell, MA: Kluwer. Second Edition published in 2013 by Springer

### EDITED VOLUMES

- Argote, L., & Levine, J. M. (2020). *Handbook of Group and Organizational Learning*. Oxford: Oxford University Press.
- Argote, L. (2011). New Perspectives on Organization Science. *Organization Science*, 22, September–October issue.
- Argote, L., & Greve, H. (2007). Special issue of *Organization Science* on *A Behavioral Theory of the Firm: Forty Years and Counting*, 18, May–June issue.
- Argote, L., McEvily, B., & Reagans, R. (2003). Special issue of *Management Science* on Managing Knowledge in Organizations: Creating, Retaining, and Transferring Knowledge, 49, April issue.
- Argote, L., Ingram, P., Levine, J. M., & Moreland, R. L. (2000). Special issue of *Organizational Behavior and Human Decision Processes* on Psychological Foundations of Knowledge Transfer in Organizations, 82, May issue

### ARTICLES

- Argote, L. (in press). Group dynamics meets organizational learning: Reflections on research. *Small Group Research*.
- Kush, J.A., Argote, L., & Aven, B. (in press). The effects of communication networks on shared social identity and group performance. *Small Group Research*.

Argote, L. (2024). Knowledge transfer within organizations: Mechanisms, motivation and consideration. *Annual Review of Psychology*, 75(1), 405-431.

Kush, J. A., Aven, B., & Argote, L. (2024). A text-based measure of transactive memory strength. *Small Group Research*, 55(2), 231-263.

Co-winner of *Small Group Research* Keyton-Brower Best Paper Award for 2023-2024

Guo, J., Argote, L. Kush, J. A., & Park, J. (2023). Communication networks and team performance: Selecting members to network positions. *Frontiers in Psychology*, 14.

Reprinted in Audia, P., Lauriero Martinez, D., & Newark, D.A.(Eds.) (2024). Decision Making and Problem Solving in Organization: Assessing and Expanding the Carnegie Perspective. *Frontiers in Psychology*.

Argote, L., Guo, J. M., Park, S.S., & Hahl, O. (2022). The mechanisms and components of knowledge transfer. *Organization Science*, 33(3), 1232-1249.

Miron-Spektor, E., Emich, K., Argote, L., & Smith, W. (2022). Conceiving Opposites Together: Cultivating Paradoxical Frames and Epistemic Motivation Fosters Team Creativity. *Organizational Behavior and Human Decision Processes*, 171, Article 104153.

Rak, K.J., Kahn, J.M., Linstrum, K., Caplan, E. A., Argote, L., Barnes, B., Chang, C. H., Hess, D. R., Russell, J. L., Seaman, J. B., Angus, D. C., Girard, T. D. (2021). Enhancing the implementation of complex critical care interventions through interprofessional education. *ATS Scholar: the American Thoracic Society Education Journal*, 2(3), 370-385.

Argote, L., Lee, S., & Park, J. (2021). Organizational Learning Processes and Outcomes: Major Findings and Future Research Directions. *Management Science*, 67(9), 5399-5429.

Argote, L. (2020). A Special Provocations and Provocateurs Section Honoring Jim March: Jim March's Legacy on Organizational Learning. *Journal of Management Inquiry*, 29(2), 119-127.

Fahrenkopf, E., Guo, J. M., & Argote, L. (2020). Personnel Mobility and Organizational Performance: The Effects of Specialist vs. Generalist Experience and Organization Work Structure. *Organization Science*, 31(6), 1601-1620.

Levine, J. M., & Argote, L. (2020). Organizational Learning: Past, Present and Future. In Argote, L., & Levine, J. M. (Eds), *Handbook of Group and Organizational Learning*. Oxford: Oxford University Press.

Hwang, E.H., Singh, P. V., & Argote, L. (2019). Jack of All, Master of Some: Knowledge Networks and Innovation. *Information Systems Research*, 30(2), 389-410.

Technology, Innovation Management and Entrepreneurship (TIMES) of INFORMS Runner-up for Best Paper Award in 2024.

Argote, L., Aven, B., & Kush, J. A. (2018). The Effects of Communication Networks and Turnover on Transactive Memory and Group Performance. *Organization Science*, 29(2), 191-201.



- Argote, L., & Hora, M. S. (2017). Organizational Learning and Management of Technology. *Production and Operations Management*, 26(4), 579-590.
- Egelman, C. D., Epple, D., Argote, L., & Fuchs, E. R. H. (2017). Learning by Doing in Multi-Product Manufacturing: Variety, Customizations and Overlapping Product Generations. *Management Science*, 63(2), 405-423.
- Argote, L., & Guo, J. M. (2016). Routines and Transactive Memory Systems: Creating, Coordinating, Retaining and Transferring Knowledge in Organizations. In A. Brief and B. Staw, *Research in Organizational Behavior*, 36, 65-84.
- Argote, L., & Fahrenkopf, E. (2016). Knowledge Transfer in Organizations: The Roles of Members, Tasks, Tools and Networks. *Organizational Behavior and Human Decision Processes*, 136, 146-159.
- Reagans, R., Miron-Spektor, E., & Argote, L. (2016). Knowledge Utilization, Coordination and Team Performance. *Organization Science*, 27(5), 1084-1107.
- Hakonsson, D. D., Eskildsen, J. K., Argote, L., Monster, D., Burton, R. M., & Obel, B. (2016). Exploration vs. Exploitation: Emotion and Performance as Antecedents and Consequences of Team Decisions. *Strategic Management Journal*, 37(6), 985-1001.
- Hwang, E. H., Singh, P. V., & Argote, L. (2015). Knowledge Sharing in Online Communities: Learning to Cross Geographic and Hierarchical Boundaries. *Organization Science*, 26(6), 1593-1611.
- Argote, L. (2015). Transactive Memory Systems: An Opportunity for Mutual Learning between Organizational Learning and Global Strategy Researchers. *Global Strategy Journal*, 5(2), 198-203.
- Fahrenkopf, E., & Argote, L. (2015). Personnel Movement and the Development of Dynamic Capabilities: An Organizational Learning Perspective. In D. Teece and S. Leih (Eds.), *Oxford Handbook of Dynamic Capabilities*. Oxford: Oxford University Press.
- Greve, H. R., & Argote, L. (2015). Behavioral Theories of Organization. In J. D. Wright (Ed.), *International Encyclopedia of Social and Behavioral Science* (2nd ed.). Oxford: Elsevier.
- Argote, L. (2014). Knowledge Transfer and Organizational Learning. *The Wiley-Blackwell Handbook of the Psychology of Training, Development and Performance Improvement* (pp. 154-165). John Wiley and Sons.
- Kim, Y., Krishnan, R. & Argote, L. (2012). The Learning Curve of Knowledge Workers in a Professional Call Center. *Information System Research*, 23(3), 887-902.
- Argote, L., & Ren, Y. (2012). Transactive Memory Systems: Micro Foundations of Dynamic Capabilities. *Journal of Management Studies*, 49(8), 1375-1382.
- Kush, J., Williamson, C. D., & Argote, L. (2012). Challenges and Opportunities for Group Learning and Group Learning Researchers. In M. A. Neale & E. A. Mannix (Eds.), *Research on Managing Groups and Teams: Looking Backward and Looking Forward* (Vol. 15, pp. 209-244). Bingley, UK: Emerald Group Publishing Limited.

- Argote, L. (2012). Organizational Learning and Knowledge Management. In S. Kozlowski (Ed.), *Oxford Handbook of Industrial and Organizational Psychology* (pp.933–954). New York, NY: Oxford University Press.
- Ren, Y., & Argote, K. (2011). Transactive Memory Systems: An Integrative Framework of Key Dimension, Antecedents and Consequences. *Academy of Management Annals*, 5, 189–230.
- Argote, L., Denomme, C., & Fuchs, E. (2011). Organizational Learning Across Boundaries: The Effect of Geographic Distribution on Organizational Learning and Knowledge Transfer. In M. Easterby-Smith & M. Lyles (Eds.), *Handbook of Organizational Learning and Knowledge Management*. Wiley-Blackwell.
- Miron-Spektor, E., Gino, F., & Argote, L. (2011). Paradoxical Frames and Creative Sparks: Enhancing Creativity through Conflict and Integration. *Organizational Behavior and Human Decision Processes*, 116(2), 229–240.
- Argote, L. (2011). Organizational Learning Research: Past, Present and Future. *Management Learning*, 42(4), 439–446.
- Argote, L., & Miron-Spektor, E. (2011). Organizational Learning: From Experience to Knowledge. *Organization Science*, 22, 1123–1137.
- Gino, F., Argote, L., Miron-Spektor, E., & Todorova, G. (2010). First Get Your Feet Wet: When and Why Prior Experience Fosters Team Creativity. *Organizational Behavior and Human Decision Processes*, 111(2), 93–101.
- Gino, F., Todorova, G., Miron-Spektor, E., & Argote, L. (2009). When and Why Prior Experience Fosters Team Creativity. In M. A. Neale, & E. A. Mannix (Series Eds.), & J. A. Goncalo (Vol. Ed.), *Research on Managing Groups and Teams: Volume 12: Creativity and Groups*. (Vol. 12, pp 87–110). Emerald Group Publishing Limited.
- Argote, L., & Kane, A. A. (2009). Superordinate Identity and Knowledge Creation and Transfer in Organizations. In N. Foss & S. Michaelova (Eds.), *Knowledge Governance* (pp. 166–190). Oxford: Oxford University Press.
- Argote, L., & Greve, H. R. (2007). A Behavioral Theory of the Firm-40 Years and Counting: Introduction and Impact. *Organization Science*, 18, 337–349.
- Argote, L., & Todorova, G. (2007). Organizational Learning: Review and Future Directions. In G. P. Hodgkinson & J. K. Ford (Eds.), *International Review of Industrial and Organizational Psychology* (pp. 193–234). New York, NY: Wiley.
- Rao, R., & Argote, L. (2006). Organizational Learning and Forgetting: The Effects of Turnover and Structure. *European Management Review*, 3, 77–85.
- Ren, Y., Carley, K. M., & Argote, L. (2006). The Contingent Effects of Transactive Memory: When is it More Beneficial to Know What Others Know? *Management Science*, 52, 671–682.

Reagans, R., Argote, L., & Brooks, D. (2005). Individual Experience and Experience Working Together: Predicting Learning Rates from Knowing What to do and Knowing Who Knows What. *Management Science*, 51, 869–881.

Argote, L. (2005). Reflections on Two Views of Managing Learning and Knowledge in Organizations. *Journal of Management Inquiry*, 14, 43–48.

Kane, A. A., Argote, L., & Levine, J. M. (2005). Knowledge Transfer between Groups via Personnel Rotation: Effects of Social Identity and Knowledge Quality. *Organizational Behavior and Human Decision Processes*, 96, 56–71.

Argote, L., McEvily, B., & Reagans, R. (2003). Managing Knowledge in Organizations: An Integrative Framework and Review of Emerging Themes. *Management Science*, 49, 571–582.

Argote, L. (2003). Organizational Learning and Strategic Change. In F. Dansereau & F. Yammarino (Eds.), *Multi-Level Issues in Organizational Behavior and Strategy (Research in Multi Level Issues, Volume 2)*, 351–359.

Moreland, R. L., & Argote, L. (2003). Transactive Memory in Dynamic Organizations. In R. Peterson & E. Mannix (Eds.), *Leading and Managing People in the Dynamic Organization* (pp. 135–162). Mahwah, NJ: Erlbaum.

Argote, L., & Kane, A. A. (2003). Learning from Direct and Indirect Experience in Organizations: The Effects of Experience Content, Timing, and Distribution. In P. Paulus & B. Nijstad (Eds.), *Group Creativity* (pp. 277–303). New York, NY: Oxford University Press.

Argote, L., & Ophir, R. (2002). Intraorganizational Learning. In J. A. C. Baum (Ed.), *Companion to Organizations* (pp. 181–207). Oxford, UK: Blackwell.

McGrath, J. E., & Argote, L. (2001). Group Processes in Organizational Contexts. In M. A. Hogg & R. S. Tindale (Eds.), *Blackwell Handbook of Social Psychology: Group Processes* (pp. 603–627). Oxford, UK: Blackwell.

Reprinted in M. B. Brewer (Ed.). (2004). *Applied Social Psychology*. Oxford, UK: Blackwell.

Argote, L., Gruenfeld, D., & Naquin, C. (2001). Group Learning in Organizations. In M. E. Turner (Ed.), *Groups at Work: Advances in Theory and Research* (pp. 369–411). Mahwah, NJ: Lawrence Erlbaum Associates.

Argote, L. & Ingram, P. (2000). Knowledge Transfer in Organizations: A Basis for Competitive Advantage in Firms. *Organizational Behavior and Human Decision Processes*, 82, 150–169.

Reprinted in W. H. Starbuck (Ed.). (2008). *Organizational Learning and Knowledge Management*. Elsevier.

Reprinted in F. H. Maidment (Ed.). *Annual Editions: Organizational Behavior 2001/2002 and 2002/2003*. Guilford, CT: McGraw-Hill/Dushkin.

Argote, L. Ingram, P., Levine, J. M., & Moreland, R. L. (2000). Knowledge Transfer in Organizations: Learning from the Experience of Others. *Organizational Behavior and Human Decision Processes*, 82, 1–8.

Argote, L. (2000). Groups and Technology: Current Themes and Future Directions. In A. Neale, E. A. Mannix, & T. L. Griffith (Eds.), *Research in Managing Groups and Teams: Technology*, (Vol. 3, pp. 283–289). Stamford, CT: JAI Press.

Argote, L., & Darr, E. (2000). Repositories of Knowledge about Productivity and Timeliness in Franchise Organizations: Individual, Structural and Technological. In G. Dosi, R. Nelson, & S. Winter (Eds.), *Nature and Dynamics of Organizational Capabilities*, (pp. 51–68). Oxford: Oxford University Press.

Olivera, F., & Argote, L. (1999). Organizational Learning and New Product Development: CORE Processes. In L. Thompson, D. Messick & J. Levine (Eds.), *Shared Knowledge in Organizations*. Mahwah, NJ: Lawrence Erlbaum.

Moreland, R. L., Argote, L., & Krishnan, R. (1998). Training People to Work in Groups. In R. S. Tindale, L. Heath, J. Edwards, E. J. Posvac, F. B. Bryant, Y. Suarez-Balcazar, E. Henderson-King, & J. Myers (Eds.), *Theory and Research on Small Groups*. New York, NY: Plenum.

Argote, L. (1996). Organizational Learning Curves: Persistence, Transfer and Turnover. *International Journal of Technology Management*, 11, 759–769.

Moreland, R. L., Argote, L., & Krishnan, R. (1996). Socially Shared Cognition at Work: Transactive Memory and Group Performance. In J. L. Nye & A. M. Brower (Eds.), *What's Social about Social Cognition: Research on Socially Shared Cognition in Small Groups* (pp. 57–84). Newbury Park, CA: Sage.

Epple, D., Argote, L., & Murphy K. (1996). An Empirical Investigation of the Micro Structure of Knowledge Acquisition and Transfer through Learning by Doing. *Operations Research*, 44, 77–86.

Darr, E., Argote, L., & Epple, D. (1995). The Acquisition, Transfer, and Depreciation of Learning in Service Organizations: Productivity in Franchises. *Management Science*, 44, 1750–1762.

Reprinted in W. H. Starbuck (Ed.). (2008). *Organizational Learning and Knowledge Management*. Elsevier.

Reprinted in N. Anderson & A. C. Costa (Eds.). (2010). *Innovation and Knowledge Management*. Sage.

Argote, L., Insko, C., Yovetich, N., & Romero, A. (1995). Group Learning Curves: The Effect of Turnover, Task Complexity and Training on Group Performance. *Journal of Applied Social Psychology*, 25, 512–529.

Liang, D., Moreland, R., & Argote, L. (1995). Group versus Individual Training and Group Performance: The Mediating Effects of Transactive Memory. *Personality and Social Psychology Bulletin*, 21, 384–393.

Reprinted in L. Thompson (Ed.). (2003). *The Social Psychology of Organizational Behavior*. New York, NY: Psychology Press.

Argote, L., & McGrath, J. E. (1993). Group Processes in Organizations: Change and Continuity. *International Review of Industrial and Organizational Psychology*, 8, 333–389.

Argote, L. (1993). Group and Organizational Learning Curves: Individual, System and Environmental Components. *British Journal of Social Psychology: Special Issue on Social Processes in Small Groups*, 32, 31–51.

Epple, D., Argote, L., & Devadas, R. (1991). Organizational Learning Curves: A Method for Investigating Intra-Plant Transfer of Knowledge Acquired Through Learning by Doing. *Organization Science*, 2, 58–70.

Reprinted in M. D. Cohen & L. S. Sproull (Eds.). (1996). *Organizational Learning* (pp. 83–100). Thousand Oaks, CA: Sage.

Argote, L., & Epple, D. (1990). Learning Curves in Manufacturing. *Science*, 247, 920–924.

Reprinted in W. H. Starbuck (Ed.). (2008). *Organizational Learning and Knowledge Management*. Elsevier.

Argote, L., Devadas, R., & Melone, N. (1990). The Base-Rate Fallacy: Contrasting Processes and Outcomes of Group and Individual Judgment. *Organizational Behavior and Human Decision Processes*, 46, 296–310.

Argote, L., Beckman, S., & Epple, D. (1990). The Persistence and Transfer of Learning in Industrial Settings. *Management Science*, 36, 140–154.

Reprinted in W. H. Starbuck (Ed.). (2008). *Organizational Learning and Knowledge Management*. Elsevier.

Reprinted in D. A. Klein (Ed.). (1998). *The Strategic Management of Intellectual Capital (Resources for the Knowledge-Based Economy)*. Elsevier Butterworth-Heinemann.

Argote, L. (1989). Agreement about Norms and Work Unit Effectiveness: Evidence from the Field. *Basic and Applied Social Psychology*, 10, 131–140.

Argote, L., Turner, M., & Fichman, M. (1989). To Centralize or Not to Centralize: The Effects of Uncertainty and Threat on Group Structure and Performance. *Organizational Behavior and Human Decision Processes*, 43, 58–74.

Argote, L., Seabright, M. A., & Dyer, L. (1986). Individual versus Group use of Base-Rate and Individuating Information. *Organizational Behavior and Human Decision Processes*, 38, 65–75.

Translated into French and reprinted in E. Drozda-Senkowska (Ed.). (1995). *Collective Irrationality*. Lausanne: Delachaux and Niestlé.

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Reprinted in T. M. Husband (Ed.). (1986). *Education and Training for Robotics and Automation*. Bedford, England: IFS Publications.

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My work has been reported in the popular press, including *The New York Times* and *Scientific American*. I have also been quoted in the business press, including *Business Week* and the *Wall Street Journal*.

Recent cites:

Bhattacharya, S. (November 29, 2021). How the Covid-19 pandemic changed employees training. *Wall Street Journal*.

Paul, A.M. (June 13, 2021). How to think outside your brain. *New York Times*. June 13, 2021, Section SR.

## CONFERENCE PROCEEDINGS

Hwang, E., Singh, P., & Argote, L. (2014). Jack of All, Master of Some: The Interaction Effect of Knowledge Breadth and Depth on Innovation. *Proceedings of the International Conference on Information Systems*.

Jung, C., Padman, R., & Argote, L. (2013). Volume-Based Learning and Structured eVisits: Impact of Individual and Organizational Usage Experience on Service Efficiency. *Proceedings of INFORMS Workshop on Data Mining and Health Informatics*.

Miron-Spektor, E., Gino, F., & Argote, L. (2008). The Effect of Paradoxical Cognition on Individual and Team Innovation. *Best Paper Proceedings of the Academy of Management*.

Todorova, G., Argote, L., & Reagans, R. (2008). Working Alone or Working Together: The Effects of Individual Motivation and Group Identification on Transactive Memory Systems and Team Performance. *Best Paper Proceedings of the Academy of Management*.

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### ENCYCLOPEDIA ENTRIES

Argote, L., & Hwang, E. (2013). Organizational Learning. In D. Teece & M. Augier (Eds.), *Palgrave Encyclopedia of Strategic Management*.

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### NOTES AND COMMENTS

Bensen, N., Linstrum, K., Rak, K., Kahn, J. M., Angus, D. C., Argote, L., Barnes, B., Chang, C. H., Hess, D. R., Russell, J. L., Seaman, J. B., & Girard, T. D. (2020). *American Journal of Respiratory Critical Care Medicine*, 201, A7123.

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### BOOK REVIEWS

Argote, L. (2011). Review of *The Ambiguities of Experience* by James G. March. *International Public Management Review*, 14(2), 249–251.

Argote, L. (1995). Review of *Organizational Learning* by C. Argyris. *Contemporary Psychology*, 40, 876–877.

Argote, L. (1994). Review of *Distributed Decision Making: Cognitive Models for Cooperative Work*, edited by J. Rasmussen, B. Brehmer, & J. Leplat. *Journal of Behavioral Decision Making*, 7, 213–214.

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## **COURSES TAUGHT**

### **Carnegie Mellon University**

#### Undergraduate

- Organizational Behavior I, II
- Organizational Learning and Strategic Management

#### Masters

- Human Behavior in Organizations
- Organizational Analysis
- Group Dynamics
- Organizational Learning and Strategic Management (MBA and Hybrid Online MBA program)
- Organizational Structure and Design
- Managing Networks and Organizations (Hybrid Online MBA program)

#### Ph.D.

- Research Methods in Behavioral Science
- Seminar in Organizational Theory (Macro)
- Seminar in Organizational Behavior (Micro)
- Groups, Technology and Organizational Effectiveness
- Organizational Learning
- Group Processes and Performance
- Transactive Memory Systems

### **Northwestern University**



Masters

- Organizational Behavior - Master of Management in Manufacturing and Master of Management Programs

Ph.D.

- Organizational Learning

**Stanford University**

Undergraduate

- Organizations: Theory and Management

Masters

- Managing the Introduction of New Technologies

**The University of Michigan**

Undergraduate

- Introductory Psychology

**Chapelle High School (Metairie, LA)**

- Algebra I & II

**DISSERTATION COMMITTEES**

Garima Garg (University of Massachusetts, Amherst)	2025
Sanghyun Park (INSEAD)	2024
Jisoo Park (Organizational Behavior, Chair)	2023
Saeseul Park (Organizational Behavior)	
Matthew Diabes (Organizational Behavior)	
Ki-Won Haan (Organizational Behavior)	
Dian Yu (Engineering)	
Ethan Brownell (Engineering)	
Adam Roebuck (University of Connecticut)	
Geoffrey Morgan (Computer Science)	2022
Jerry Guo (Organizational Behavior, Chair)	2020
Anna Mayo (Organizational Behavior)	2019
Erin Fahrenkopf (Organizational Behavior, Chair)	2017
Sunkee Lee (INSEAD)	

Jonathan Kush (Organizational Behavior, Chair) Courtney Williamson (Organizational Behavior, Chair)	2016
Jin Wook Chan (Organizational Behavior) Elina Hwang (Information Systems, Co-Chair) Changmi Jung (Heinz College)	2015
Ishani Agarwal (Organizational Behavior)	2013
Carolyn Denomme Egelman (Engineering and Public Policy)	2012
Thomas Hansen (Psychology, University of Pittsburgh)	2010
Seung Hyun Kim (Information Systems) Darron Merrill Billeter (Marketing) Tanvi Gautam (Organizational Behavior, University of Pittsburgh)	2008
Brenda Ghitulescu (Organizational Behavior, University of Pittsburgh) Xuefei (Nancy) Deng (Information Systems) Marco Tortoriello (Organizational Behavior)	2006
Wai Fong Boh (Information Systems) Aimée A. Kane (Organizational Behavior, Chair)	2005
Ron Ophir (Organizational Behavior, Chair)	2003
Margaret R. Taylor (Engineering) Larissa Myaskovsky (University of Pittsburgh, Psychology) Hoon-Seok Choi (University of Pittsburgh, Psychology)	2001
Kristina Dahlin (Organizational Behavior) Stephen M. Fiore (University of Pittsburgh, Psychology)	2000
Sally Sleeper (Social and Decision Sciences)	1998
Deborah E. Gibbons (Organizational Behavior)	1996
William F. Westcott II (Engineering and Public Policy)	1995
Eric D. Darr (Organizational Behavior, Chair) Marie Anita Cini (University of Pittsburgh, Psychology) Diane Wei Liang (Organizational Behavior)	1994
Beth Dietz Uhler (University of Pittsburgh, Psychology)	1993
Marie Christine Roy (Information Systems)	1991
Rukmini Devadas (Organizational Psychology and Theory, Chair)	1990

Thomas M. Brinthaupt (University of Pittsburgh, Psychology)	1989
Marlene E. Turner (Organizational Psychology and Theory, Chair)	1988
Elizabeth C. Ravlin (Organizational Behavior)	1987
Jeffrey Rex Edwards (Organizational Psychology and Theory)	
William D. Presutti (Applied History)	1986
F. David Schoorman (Organizational Behavior)	1983
James W. Dean, Jr. (Organizational Behavior)	
Cheryl Gaimon (Operations Management)	1981

### MAJOR SERVICE ACTIVITIES AT CMU

Tepper 75 <sup>th</sup> Anniversary Committee	2024-2025
Tepper Strategic Recruiting Committee	2024-2025
Block Center for Technology and Society, Future of Work Leadership Team	2023-
Chair, Search Committee for inaugural Associate Dean Diversity, Equity and Inclusion at Tepper School	2021-2022
University Research Council	2020-2022
Block Center for Technology and Society, Research Review Committee	2019
Co-Chair, Tepper Research Strategy Committee	2016–2017
Dougherty Award Committee	2016–2019
Co-Chair, Tepper School Dean Evaluation	2016
Berkman Faculty Development Fund Committee	2015–2017
Provost Search Committee	2014–2015
Vice President of Research Search Committee	2013–2014
Chair of Organizational Behavior and Theory Recruiting	1985–1986; 1993–1994; 1996–1997; 1998–1999; 2009–2010; 2013–2014
University Tenure Committee	1989–1991; 1995–1996; 2009–2011; 2019-2020
Honorary Degree Committee	1998–2015, 2018, 2019
Institutional Review Board	2005–2007

Co-Chair CMU Institutional Review Board	2003–2005
Barbara Lazarus Award Committee	2014–2015
Lave-Weil Prize Committee	2000, 2002, 2004, 2010, 2012, 2014, 2019
Tepper Organizational Behavior and Theory Ph.D. Review (Chair)	2004–2005
Tepper Master’s Educational Affairs Committee	1990–1992; 1995–1997; 2004–2005, 2014–2015
Elliott Dunlap Smith Award Committee	1998–2000; 2003–2004
MBA Curriculum Committee	1988–1989; 1999–2000; 2002–2003
Committee of C200 Scholarship Award Chair	2001–2002
Executive Committee, Faculty Senate	2000–2001
Strategy Recruiting Committee	2000–2001
Ph.D. Committee	1997–2000; 2025–
Salancik Award Committee	2004–2013
CMU Diversity Committee	1998–1999
Simon Award Committee	1996–1999; 2001–2000; 2019
Entrepreneurship Grants Committee	1997–1998
Phi Beta Kappa Selection Committee	1996–2002
Executive Committee, NSF Traineeship	1993–1994; 1995–1999
Heinz School Dean Search Committee	1992–1993
University Education Council	1992–1993
Information Networking Institute Executive Committee	1991–1992
GSIA Behavioral Laboratory	1990–1992
Co-Chair, CMU-Pitt Seminar on Groups and Organization	1990–1994; 1995–2003; 2013–2015; 2019

#### KEYNOTE SPEECHES

Organization Science Winter Conference	2025
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Carnegie School of Organizational Learning (CSOL) Academy	2022
McGrath Lecture, Interdisciplinary Network for Group Research (INGRoup) Conference	2019
Keynote Speaker, Management Science, 65 <sup>th</sup> Anniversary Conference	2019
Distinguished Speaker, Operations and Supply Chain Management (OSCM) Division, Academy of Management	2017
INSEAD Ph.D. Graduation Speaker	2017
Druid 20 <sup>th</sup> Anniversary Conference at Copenhagen Business School	2016
Conference on Collective Intelligence, M.I.T.	2014
Distinguished Scholar, Knowledge and Innovation Interest Group, Strategic Management Society	2013
Distinguished Scholar, Organizational and Management Theory Division, Academy of Management	2012
Distinguished Speaker, Technology Management Section, INFORMS	2011
Conference on Micro-level Origins of Organizational Capabilities, Helsinki, Finland Monte Verita Conference on Knowledge in Organizations, Ascona, Switzerland	2010
Laurent Picard Lecture, McGill University International Conference on Organizational Learning, Knowledge and Capabilities (OLKC), Amsterdam, the Netherlands Texas Conference, University of Texas at Austin	2009
Conference on Knowledge Transfer, Copenhagen Business School	2007
Conference on Information Systems and Technology, INFORMS	2006
Organizational Communication and Information Systems (OCIS) Division, Academy of Management	2004

#### INVITED TALKS AT UNIVERSITIES

Stanford University Harvard University Toulouse School of Economics	2024
Cornell University Bocconi University Tilburg University	2023
Wharton, University of Pennsylvania	2022

University of Illinois	
University of California, Irvine	2021
Carnegie Mellon University, Department of Psychology	
The Ohio State University	
University of Arizona	
School of Management, Yale University.	2020
Kellogg Graduate School of Management, Northwestern University	
INSEAD	
University of Pittsburgh Medical Center, Department of Critical Care Medicine	2019
University of Pittsburgh Medical Center, Department of Otolaryngology	
Aarhus University	
Boston University	2018
Johns Hopkins University	2017
University of California, Santa Barbara	
University of Michigan	2016
Washington University, St. Louis	2015
University of Virginia	
University of Pennsylvania (Wharton)	
New York University	
Massachusetts Institute of Technology	
University of Massachusetts, Amherst	2014
Pennsylvania State University	
University of North Carolina	2013
Duquesne University	
Arison School of Business, Interdisciplinary Center (IDC)	
Technion, Israel Institute of Technology	
Harvard Business School	
University of Michigan	
Syracuse University	2012
Cambridge Judge Business School	2011
London Business School	
University of Lugano	
Boston College	2010
Aarhus University	
Case Western Reserve University	
Washington University in St. Louis	2009

University of Southern California	
University of Texas at Austin	
University of Michigan	
Purdue University	
University of South Carolina	
Rotterdam School of Business	
Massachusetts Institute of Technology	2008
University of Maryland	
Harvard Business School	
University of Pennsylvania (Wharton)	2007
Tulane University	
New York University	2006
Emory University	
Free University of Berlin	
Cornell University	
University of Michigan	
University of Colorado	
National Science Foundation Workshop on Innovation and Discovery	
INSEAD	2005
Ohio State University	
University of Michigan	2004
University of Minnesota	
Harvard Business School	
Rice University	2003
Columbia University	
University of Pennsylvania	
Dartmouth College	2002
Northwestern University	
Washington University	
Massachusetts Institute of Technology	
Cornell University	2001
The University of Michigan	2000
The University of North Carolina	
New York University	
University of Texas Conference on Group Creativity	
MacArthur Foundation	
Tulane University (Freeman School of Business and Psychology)	1999
Duke University (Fuqua School of Business)	
Columbia University	

The University of Illinois

University of Pittsburgh (Learning and Research Development Center)	1997
University of Illinois (Psychology)	
Monterrey Institute of Technology (ITESM)	
University of Minnesota	
National Bureau of Economic Research	1996
University of Pennsylvania (Wharton)	1995
Duke University (Fuqua School of Business)	1994
New York University (Stern School of Business)	
University of Chicago (Graduate School of Business)	
International Institute of Applied Systems Analysis (Vienna)	
Monterrey Institute of Technology (ITESM)	1993
Northwestern University (Kellogg Graduate School of Management)	
University of Pittsburgh (Learning Research and Development Center)	
Cornell University (Johnson Graduate School of Management)	1992
University of Pittsburgh (Medical School)	1989
Duke University (Fuqua School of Business)	1988
University of Pittsburgh (Psychology)	
University of Michigan (Psychology)	1987
University of Virginia (Graduate School of Business Administration)	
Stanford University (Graduate School of Business)	1985
Asilomar Conference on Organizations	
Stanford University (Engineering)	1984
Cornell University (Industrial & Labor Relations)	1982
University of Pittsburgh (Psychology)	1980

## MEMBERSHIPS

Academy of Management  
American Association for the Advancement of Science  
Association for Psychological Science (APS)  
Interdisciplinary Network for Group Research (INGRoup)  
Institute for Operations Research and Management Sciences (INFORMS)  
Organization Design Community