

# KARREN KNOWLTON

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## ACADEMIC POSITIONS

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**Jindal School of Management, University of Texas – Dallas** 2023 - present  
Assistant Professor, Organizations, Strategy, and International Management

**Tuck School of Business, Dartmouth College** 2021-2023  
Guarini Post-Doctoral Fellow, Strategy and Management

## EDUCATION

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**The Wharton School, University of Pennsylvania** 2021  
PhD and MS in Management: Organizational Behavior

**Washington University in St. Louis** 2013  
MBA, *Beta Gamma Sigma*  
BS Mechanical Engineering 2009

## RESEARCH INTERESTS

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Motivation | Change catalysts | Intergroup relations | Equity and inclusion | Identity

## RESEARCH AND PUBLISHED WRITING

### MANUSCRIPTS PUBLISHED AND UNDER REVISION – CORE RESEARCH

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**Knowlton K.** Trailblazing motivation and marginalized group members: Changing expectations to pave the way for others. *Provisionally accepted, Organization Science*.

- Finalist of the 2020 Organization Science/INFORMS Dissertation Proposal Competition based on this research

Carton A, **Knowlton K**, \*Coutifaris C,\*Kundro T, Boysen A. 2023. [Painting a clear picture while seeing the big picture: When and why leaders overcome the tradeoff between concreteness and scale](#). *Academy of Management Journal*, 66(1), 43-66. \*Denotes equal authorship

**Knowlton K**, Carton A, Grant A. 2022. [Help \(Un\)wanted: Why the most powerful allies are the most likely to stumble — and when they fulfill their potential](#). *Research in Organizational Behavior*, 42, 100180.

- Earlier version selected for the AOM Best Paper Proceedings

## SELECT RESEARCH IN PROGRESS

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**Knowlton K**, Özkazanç-Pan B, Clark Muntean S. Independent worker identity (full title withheld). *Under review, Administrative Science Quarterly*.

**Knowlton K**. Advances in theory on motivation.

**Knowlton K**, Shenkan, M. Role models and marginalized group members.

**Knowlton K**, Fragale AR, Grant A. Empathy and out-group helping.

## ADDITIONAL PUBLICATIONS

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Motoyama Y, Clark Muntean S, **Knowlton K**, Özkazanç-Pan B. 2021. [Causes of the gender divide within entrepreneurship ecosystems](#). *Local Economy*, 36(3), 187-204.

Motoyama Y, **Knowlton K**. 2016. [From resource munificence to ecosystem integration: The case of government sponsorship in St. Louis](#). *Entrepreneurship & Regional Development*, 28(5-6), 448-470.

Motoyama Y, **Knowlton K**. 2016. [Examining the connections within the startup ecosystem: A case study of St. Louis](#). *Entrepreneurship Research Journal*, 7(1).

## NON-REFEREED ARTICLES, CHAPTERS AND COMMENTARIES

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**Knowlton K.**, Huang J, Luckman E. 2018. [Navigating a Ph.D.: 2018 Student and Faculty Survey Report](#).

**Knowlton K**. 2016. [Empathic failure and a call to unity](#). The University of Michigan, Ross School of Business - Center for Positive Organizations.

**Watkins (Knowlton) K**, Knight A, King R. 2014. Tools of the Trade: Olin School Experiments with Wearable Technology. *BizEd Magazine*, March/April, 72-74.

## GRANTS, HONORS, AND AWARDS

Outstanding Reviewer Award, Academy of Management Annual Meeting: MOC Division	2022
Finalist, 2020 Organization Science/INFORMS Dissertation Proposal Competition	2020
Graduate Fellow for Teaching Excellence, University of Pennsylvania; \$6,000	2019-2020
Research Grant, Wharton Center for Leadership and Change Management; \$7,850	2019
Best Paper Proceedings of the 77th Meeting of the Academy of Management	2017
Best Paper in Ethics and Entrepreneurship Award at the USASBE Conference	2017
The Wharton Doctoral Programs Fellowship, \$5,000	2015
Research Grant: Gender and entrepreneurship. E.M. Kauffman Foundation, \$27,000	2014
Forté Foundation Fellow, MBA	2011-2013
Joyce & Howard Wood Leadership Fellow, MBA	2011-2013
Beta Gamma Sigma Honor Society, MBA	2013
Henry B. Huddle Scholarship, BS-ME	2005-2009

## TEACHING AND MENTORSHIP

### TEACHING EXPERIENCE

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<b>The Wharton School, University of Pennsylvania</b>	2017
Seminar Instructor, Introduction to Management (Undergraduate)	
▪ 51 students: 3.5/4 rating across two sections (average of all instructors: 3.33/4)	
<b>Franklin &amp; Marshall College</b>	2019
Guest Lecturer, Designing Your Life (Undergraduate)	

### TEACHING FELLOWSHIP

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<b>Center for Teaching and Learning, University of Pennsylvania</b>	2019-2020
Graduate Fellow for Teaching Excellence	

### TEACHING ASSISTANTSHIPS

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<b>The Wharton School, University of Pennsylvania</b>	
Overcoming Racial and Gender Inequality Around the World (MBA, EMBA)	2021
Decision Making in the Leadership Chair (MBA)	2018-2020
Introduction to Management (Undergraduate)	2017
Foundations of Teamwork & Leadership (MBA)	2016-2019

### MENTORSHIP

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<b>University of Pennsylvania</b>	
<a href="#">Medha Bankhwal</a> , MBA Independent Study Supervisor (2020)	2019-2021
<a href="#">Madeline Schonberger</a> , Undergraduate Independent Study Supervisor	2020
<a href="#">Brook Jiang</a> , Undergraduate	2018
<a href="#">Brandon Nguyen</a> , Undergraduate Research Assistant	2017-2019

## SERVICE

Ad Hoc Reviewer: Academy of Management Journal, Academy of Management Review, Academy of Management annual meeting, INGRoup annual conference, IACM annual conference	
UT-Dallas, OSIM Area – PhD Committee member	2023-2024
IMPACT Lab, Ph.D. mentor in Adam Grant’s undergraduate research lab	2018-2021
Academy of Management Meeting, MOC Connecting Event Co-organizer	2020
Wharton Society for the Advancement of Women in Business Academia (WSAWBA), Board Member & Annual Conference Co-organizer	2017-2019
Wharton-INSEAD Doctoral Consortium, Co-organizer	2017
Wharton Management Department, Ph.D. Student Events Chair	2016-2017

## PRESENTATIONS AND WORKSHOPS

### INVITED PRESENTATIONS

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DiversityInc Top 50 Annual Event United States Department of Housing and Urban Development Public Speaker's Association – Afghanistan, Women Global Leadership Summit 2022 Harvard Business School, Organizational Behavior PhD Student Lab University of Georgia, Terry College of Business Boston College, Carroll School of Management University of Texas – Dallas, Jindal School of Management American University, Kogod School of Business Boston University, Questrom School of Business University of California – Riverside, Anderson School of Management London School of Economics London Business School Baruch College, Zicklin School of Business ( <i>invited only</i> )	2022
Dartmouth College, Tuck School of Business Wharton Women in Business Summit (MBA)	2021
Stanford University, Stanford Graduate School of Business University of California – Los Angeles, Anderson School of Management London School of Economics, MUSE Lab Wharton Women in Business MBA Club	2020

### CHAired SESSIONS AND WORKSHOPS

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Richards K, Knowlton K, Arnett R. (Co-Chairs). Leveraging Identities for Social Change. Symposium at the Academy of Management Annual Meeting (virtual). <ul style="list-style-type: none"><li>Selected for feature in the “Diversity and Inclusion” OB research round table</li></ul>	2021
Knowlton K, Beetz A. (Co-Chairs). The Social Dynamics of Social Identity Transitions. Symposium at the Academy of Management Annual Meeting (virtual).	2020
Knowlton K, Huang J, Luckman E. (Co-Chairs). Round 2 - Peer Mentorship and Professional Development for Organizational Behavior Ph.D. Students. Professional Development Workshop at the Academy of Management Annual Meeting. Chicago, IL.	2018
Luckman E, Knowlton K, Huang J. (Co-Chairs). Developing Each Other: Peer Mentorship for OB PhD Students and PhD Candidates. Professional Development Workshop at the Academy of Management Annual Meeting. Atlanta, GA.	2017
Huang J, Knowlton K, Luckman E. (Co-Chairs). Moral Drivers of Interpersonal Relationships at Work. Symposium at the Academy of Management Annual Meeting. Anaheim, CA.	2016

Knight AP, Bunderson JS, Watkins (Knowlton) K. New unobtrusive measures: Leveraging technology to advance research. Research Methods Professional Development Workshop, Academy of Management Annual Meeting. Philadelphia, PA. 2014

### **REFEREED CONFERENCE PRESENTATIONS AND WORKSHOPS (LAST 4 YEARS)**

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**Academy of Management Annual Meeting** *Boston, MA, USA* 2023

Knowlton K. Invited round table leader for Professional Development Workshop: Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (15th Annual). Organized by Lennard A, Locklear L, and Parke M.

Knowlton K. Invited round table leader for Professional Development Workshop: Making the Most of It: Being Successful in a Post-Doc and Beyond. Organized by Giurge L, Harari D, Lee MY.

**Academy of Management Annual Meeting** *Seattle, WA, USA* 2022

Knowlton K, Arnett R. The road to getting it right: When and why allyship backfires facilitate more effective allyship. In symposium organized by Preston M, Boyd TL.

**ASQ-Cornell Paper Development Workshop** *New York City, NY, USA*

Knowlton K, Özkazanç-Pan B, Clark Muntean S. Paper on autonomous worker identity.

**Dismantling Bias Conference at Purdue University** *West Lafayette, IN, USA*

Knowlton K, Arnett R. Bursting the bubble of performative allyship: What happens when allyship backfires.

**Society for Personality and Social Psychology (SPSP) Annual Convention** *San Francisco, CA, USA*  
*/Virtual*

Knowlton K, Arnett R. It's a process: How backfires in allyship can lead to progress. Presented in session organized by Birnbaum H, McClanahan K.

Knowlton K. Trailblazing motivation and the persistence of marginalized group members. Poster presentation in Intervention Science Preconference.

**Society for Industrial and Organizational Psychologists (SIOP) Annual Conference** *Virtual* 2021

Knowlton K. Trailblazer mindsets: When being underrepresented helps you help others. Presented in session chaired by Arena D, Sodiya O.

**Academy of Management Annual Meeting** *Virtual*

Knowlton K. You can't be what you can't see: Unpacking role models of marginalized group members. Presented in symposium co-chaired by Richards K, Knowlton K, Arnett R.

Knowlton K. Trailblazing motivation and marginalized groups: When being underrepresented helps you help others. Presented in symposium organized by Lopiano G.

Knowlton K. Invited round table leader for seven sessions of Professional Development Workshop: Productivity on the job market. Organized by Arena D, Landay K.

**Stanford GSB Rising Scholars Conference** *Virtual* 2020  
Knowlton K. Trailblazer Mindsets: When being underrepresented helps you help others.

**International Association for Conflict Management (IACM) Conference** *Virtual*  
Knowlton K. From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity.

**Interdisciplinary Network of Groups Researchers (INGRoup) Conference** *Virtual*  
Knowlton K. From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity.

**Academy of Management Annual Meeting** *Virtual*  
Knowlton K. From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity.

Arnett R, Knowlton K, Preston M, Schaumberg RL. Overcoming Identity Differences in Negotiations: The Power of Rich Cultural Identity Expression. Presented in symposium chaired by Bryan C, Lyons BJ.

Knowlton K, Özkazanç-Pan B, Clark Muntean S. Who Can Be an Entrepreneur? Entrepreneurial Support Organizations & Entrepreneur Identity. Presented in symposium organized by Knowlton K, Beetz M.

## PROFESSIONAL EXPERIENCE

**The Wharton School, University of Pennsylvania**  
Triage Lead for Adam Grant 2018-present

**Non-disclosed LLC**  
Contract Consulting Analyst, People Analytics 2018, 2019

**John M. Olin Business School, Washington University in St. Louis**  
Research Associate, Skandalaris Center for Entrepreneurship 2014-2015  
Research Associate, Center for Experiential Learning 2013-2014  
Research Assistant to Andrew Knight, Organizational Behavior 2013

**Express Scripts, Inc.**  
MBA Internship, Medicare Product Management 2012

**Nike, Inc.**  
Mechanical Design Engineer 2009-2011