

## **AJAY MEHRA**

Gatton College of Business and Economics  
University of Kentucky  
Lexington, KY 40506  
ajay.mehra@uky.edu

### **EDUCATION**

Ph.D. (major: Organizational Behavior), Penn State (1998)

M.B.A. (major: International Finance), Temple (1992)

B.S. (major: Information Systems), Mansfield University (1989)

### **ACADEMIC APPOINTMENTS**

Chellgren Chair in Business Strategy (2021-present)

Gatton Endowed Professor of Management (2014), University of Kentucky

Professor of Management (2012), University of Kentucky

Associate Professor of Management (2006), University of Kentucky

Associate Professor of Management (2005), University of Cincinnati

Assistant Professor of Management (1998), University of Cincinnati

Visiting Professor (2001, Summer), Instituto de Empresa, Madrid, Spain

Instructor, Penn State (1992-1998)

Research Assistant, Center for Labor and Human Resource Studies, Temple University (1989-1992)

### **EDITORIAL BOARD MEMBERSHIPS AND OTHER SERVICE**

Editorial board member, Social Mechanisms Series, Oxford University Press (2021-present).

Board member, Ph.D. program in Labor, Development, and Innovation, University of Modena, Italy (2019-2022).

Co-Editor, Special Issue titled "The Transformative and Innovative Power of Network Dynamics," *Organization Studies* (2016).

Co-Editor of a volume of *Research in the Sociology of Organizations* titled “Contemporary Perspectives on Organizational Social Networks” (2014)

Book Review Editor, *Academy of Management Review* (2006-2008)

Editorial Board Member, *Administrative Science Quarterly* (2003-2009)

Editorial Board Member, *Academy of Management Review* (2003-2008)

Editorial Board Member, *British Journal of Management* (2001-2006)

Board Member, LINKS—Center for the study of social networks in business, University of Kentucky (2008-2016)

Board Member, Gatton Student Research Publication, University of Kentucky (2009-2010)

Doctoral Recruiting Coordinator for the Department of Management at the University of Cincinnati (2001-2006)

Director of Graduate Studies for the Department of Management at the University of Kentucky (2012-2018)

University Senate, University of Kentucky (2007-2010; 2013-2014; 2019-present).

Faculty advisor for the Gatton Student Consulting Club (2019-current).

## **RESEARCH PUBLICATIONS**

Van den Born, F. Mehra, A., & Kilduff, M. 2022. Network leadership and team creativity: An exploratory study of New York City jazz bands. *Academy of Management Discoveries*. (Issue and page number not yet available.)

Mehra, A., Kang, D., & Dolgova, E. In-press. Friendships at work: Insider the black-box of homophily. Chapter to appear in *Understanding Workplace Relationships*, A Gerbasi and A. Parker (Eds.). Palgrave Macmillan.

Chen, H., Mehra, A., Tasselli, S., & Borgatti, S.P. 2021. Network dynamics and organizations: A review and research agenda. *Journal of Management*, 48: 1602-1660.

Di Tommaso, G., Gatti, M., Iannotta, M., Mehra, A., Stilo, G., & Velardi, P. 2020. Gender, rank, and social networks on an enterprise social media platform. *Social Networks*, 62: 58-67.

Halgin, D., Borgatti, S.P., Mehra, A., and Soltis, S. 2020. Audience perceptions of high-status ties and network advantage: The market for coaching jobs in the National Collegiate Athletic Association. *Journal of Organizational Behavior*, 41: 332-347.

- Brands, R. and Mehra, A. 2019. Gender, brokerage and performance: A construal approach. In-press, *Academy of Management Journal*, 62: 196-219.
- Kilduff, M., Mehra, A., Gioia, D.A., and Borgatti, S.P. 2017. Brokering trust to enhance leadership: A self-monitoring approach to leadership emergence. In Glucker, J., Lazega, E., and Hammer, I., (eds.) *Knowledge and Networks (Knowledge and Space series, Vol. 11)*. Heidelberg: Springer.
- Clegg, S., Josserand, E., Mehra, A., and Pitsis, T.S. 2016. The transformative power of network dynamics: A research agenda. *Organization Studies*, 37: 277-291.
- Tröster, C., Mehra, A., & van Kippenberg, D. 2014. Structuring for success: The interactive effects of network structure and cultural diversity on team potency and performance. *Organizational Behavior and Human Decision Processes*, 124: 245-255.
- Mehra, A., Borgatti, S.P., Soltis, S., Floyd, T., Halgin, D.S., Ofem, B., and Lopez-Kidwell, V. Imaginary worlds: Using visual network scales to capture perceptions of social networks. 2014. In Brass, D., Labianca, G., Mehra, A., Halgin, D.S., & S.P. Borgatti (Eds.) Contemporary Perspectives on Organizational Social Networks, *Research in the Sociology of Organizations*, Vol. 40. Emerald Group Publishing Limited.
- Mehra, A., Brass, D.J., Borgatti, S.P., & Labianca, G. 2012. A network perspective on mega-engineering projects. In S. Brun & A. Wood (Eds.), *Engineering Earth: The Impacts of Megaengineering Projects*.
- Kilduff, M., Mehra, A., & Dunn, M. B. 2011. From blue sky research to problem solving: A philosophy of science theory of new knowledge production. *Academy of Management Review*, 36: 297-317.
- Sasovova, Z., Mehra, A., Borgatti, S.P., & Schippers, M.C. 2010. Network churn: The effects of self-monitoring personality on brokerage dynamics. *Administrative Science Quarterly*, 55:639-670.
- Borgatti, S.P., Mehra, A., Brass, D.J., & Labianca, G. 2009. Network analysis in the social sciences. *Science*, 323: 892-895.
- Mehra, A., Marineau, J., Lopes, A., & Dass, T. 2009. The coevolution of friendship and leadership networks in small groups. In Graen G., & Graen, J. (Eds.) *LMX leadership: The Series*. Information Age Publishing, Charlotte, NC.
- Leonard, A. S., Mehra, A., & Katerberg, R. 2008. The social identity and social networks of ethnic minority groups in organizations: A crucial test of distinctiveness theory. *Journal of Organizational Behavior*, 29: 573-589.
- Mehra, A., & Schenkel, M. 2008. The price chameleons pay: Self-monitoring, boundary spanning, and role conflict in the workplace. *British Journal of Management*, 19: 138-144.
- Kilduff, M., & Mehra, A. 2008. Philosophy as core competence. In D. Barry and H. Hansen (Eds.), *New Approaches in Management and Organization*, Sage Publications.

Mehra, A., Smith, B., Dixon, A., & Robertson, B. 2006. Distributed leadership in teams: The network of leadership perceptions and team performance. *Leadership Quarterly*, 17: 232-245.

Mehra, A., Dixon, A., Brass, D.J., & Robertson, B. 2006. The social networks of leaders: Implications for group performance and leader reputation. *Organization Science*, 17: 64-79.

Mehra, A. 2005. A review of L. C. Freeman's —The development of social network analysis. *Administrative Science Quarterly*, 50: 148-151.

Mehra, A., Kilduff, M., and Brass, D.J. 2001. The social networks of high and low self-monitors: Implications for workplace performance. *Administrative Science Quarterly*, 46: 121-146.

Kilduff, M., Angelmar, R., & Mehra, A. 2000. Top management-team diversity and firm performance: Examining the role of cognitions. *Organization Science*, 11: 21-34.

Mehra, A., Kilduff, M., & Brass, D. J. 1998. At the margins: A distinctiveness approach to the social identity and social networks of underrepresented groups. *Academy of Management Journal*, 4: 441- 452.

Kilduff, M., Funk, J., & Mehra, A. 1997. Engineering identity in a Japanese factory. *Organization Science*, 8: 579-592.

Kilduff, M., & Mehra, A. 1997. Postmodernism and organizational research. *Academy of Management Review*, 22: 453-481.

Gioia, D. A., & Mehra, A. 1996. Review of Karl E. Weick's Sensemaking in Organizations. *Academy of Management Review*, 21: 1226- 1230.

Kilduff, M., & Mehra, A. 1996. Hegemonic masculinity among the elite: Power, identity and homophily in social networks. In Cliff Cheng (Ed.), *Masculinities in Organizations*, 115-130. Thousand Oaks: Sage.

Mehra, A., & Kilduff, M. 1995. The effects of demography and personality on friendship centrality. In Everett, M. G. & Rennolls, K. (Eds.), *Proceedings of the International Conference on Social Networks*, 131-139. Greenwich University Press.

Gioia, D. A., & Mehra, A. 1995. Organizations are cognition-action systems. In P. Shrivastava & C. Stubbart (Eds.), *Advances in Strategic Management*, 12: 175- 181. Greenwich, CT: JAI press.

Google Scholar Profile: <https://scholar.google.com/citations?user=ck7xVosAAAAJ&hl=en>

## **SELECT WORKING PAPERS**

Boemelburg, R., Breet, S., & Mehra, A. How teams learn from their members: A network perspective on team exploratory and exploitative learning. Under review at *Journal of Applied Psychology*.

Ross, J., Mehra, A., Levin, D., Walters, J. & Borgatti, S.P. The tie over time: Meaning, memory, and temporal form. Status: Paper is complete/available; polishing before submitting to *Academy of Management Review*.

Halgin, D., Mehra, A., Pawan, B., Kumar, R., & Borgatti, S.P. Gender, network centrality, and the reputation for workplace performance: Evidence from India. Status: Paper is complete/available; polishing before submitting to *Organization Science*.

Kang, D., Mehra, A., Borgatti, S.P., Boukef, N., & Charki, M. Gender homophily and the reputation for leadership. Status: Paper is complete/available; polishing before submitting to *Academy of Management Journal*.

Ling, J., Brands, R., Brass, D.J., Liu, De, & Mehra, A. Gender, structural holes, and knowledge production: The effects of increasing numeric representation. Status: paper is close to complete. Will be under review at *Academy of Management Discoveries* within a few weeks.

Sasovova, Z., Mehra, A., Stam, W., Woehler, M., & Marineau, J. Negative ties and the accuracy of network perceptions. Analyses finished; draft complete; will be under review later this Spring at *Organization Science*.

## **CONFERENCE PRESENTATIONS**

Kang, D., Mehra, A., Charki, M-H., Boukef, N., Floyd, T., & Borgatti, S. 2021. "Gender and Rank Homophily in Friendship Networks and the Reputation for Leadership," *Academy of Management (AOM) Annual Meeting, Virtual Meeting*.

Kang, D., Mehra, A., Charki, M-H., Boukef, N. 2020. "Gender, Friendship Homophily, and the Reputation for Leadership in Organizations," *Sunbelt (INSNA) Virtual Conference, Virtual Meeting*.

Kang, D., Mehra, A., Charki, M-H., Boukef, N. 2020. "Gender, Friendship Homophily, and the Reputation for Leadership in Organizations," *Mid-South Management Research Consortium (MMRC), Auburn, AL*.

Ross, J., Mehra, A., Levin, D., and Walter, J. 2019. Dormant ties: A review and agenda for research. Paper presented as part of an award-winning Showcase Symposium ("The role of memory and cognition in network research") at the Academy of Management Meetings, Boston, MA.

Vecchi, P., Mehra, A., and Borgatti, S.P. 2018. Seeing like a boss: Empathic network accuracy in leader-member relationships. Paper presented at the Academy of Management Meetings, Chicago, IL.

Brands, R.A. and Mehra, A. 2016. Ideal images of social network brokers and the performance of men and women. Paper presented at the Academy of Management Meetings, Anaheim, CA.

Grosser, T., Assudani, R., Taylor, W., Gladstone, E., and Mehra, A. 2016. Employee perceptions of network change following an organizational change. Paper presented at the Academy of Management Meetings, Anaheim, CA.

Smyrlakis, N., Soda, G., and Mehra, A. 2016. Leader-Follower relationship quality in a global environment. Paper presented at the Academy of Management Meetings, Anaheim, CA.

Mehra, A. 2015. Mid-range theorizing and the simulation of micro-macro mechanisms in social network research. Paper presented in a symposium on the micro-foundations of network research at the Academy of Management meetings in Vancouver, Canada.

Gibbons, D., Mehra, A., and Channagiri, T. 2015. Emergent social networks of altruists and opportunists: Evidence from an organizational simulation. Paper presented in the Social Networks Professional Development Workshop at the Academy of Management meetings in Vancouver, Canada.

Ling, J., Mehra, A., Brass, D.J., Borgatti, S.P., and De, L. 2014. Prisoners of the past: time, networks and the production of new knowledge. Paper presented at the *Conference on Network Dynamics* at INSEAD, Fontainebleau.

Vecchi, P., Mehra, A., and Borgatti, S.P. 2014. The differential attention hypothesis: Implications for network perception and work performance. Paper presented as part of the Advanced Network PDW at the annual *Academy of Management* meetings, Philadelphia, Pennsylvania.

Mehra, A., Gibbons, D., and Channagiri, T. 2014. Notes on personality and networks in organizations. Paper presented at the annual *Academy of Management* meetings, Philadelphia, Pennsylvania.

Ling, J., Mehra, A., Brass, D.J., Liu, D., and Borgatti, S.P. 2014. Coalitions of the mind: Gender, social networks, and knowledge production. Recipient of the *Best Paper Award* at the *Southern Management Association*, Savannah, Georgia.

Vecchi, P., Mehra, A., and Borgatti, S.P. 2013. The differential attention hypothesis: Attentional foci, the perception of social networks, and the reputation for leadership. Paper presented at the annual meeting of the *Academy of Management*, Tampa, FL.

Mehra, A., Sasovova, Z., and Das, T. 2012. The web of followers and the churning of leadership perceptions in an emergent organization. Paper presented at the annual meeting of the *Academy of Management*, Boston, MA.

Sasovova, Z., Mehra, A., and Stam, W. 2011. Negative ties in neighbor networks and the accuracy of network perceptions. Paper presented at the annual meeting of the *Academy of Management*, San Antonio, TX.

Mehra, A., Ling, J., Borgatti, S.P., and De, L. 2010. Legitimacy, social networks, and knowledge production: Longitudinal evidence from organization studies (1970-2006). Paper presented at the annual meeting of the *Academy of Management*, Montreal, Canada.

Tröster, C., Mehra, A., & van Kippenberg, D. 2010. The contingent effects of network centralization and team diversity on team performance. Paper presented at the annual meeting of the *Academy of Management*, Montreal, Canada.

Mehra, A., Borgatti, S.P., Soltis, S., Kidwell, G., & Floyd, T. 2010. Seeing networks in organizations: A novel approach to assessing the accuracy of network perceptions. Paper presented at the fourth *ION (Intra-Organizational Networks)* conference, Lexington, KY.

Soltis, S., Mehra, A., & Borgatti, S. 2009. Seeing holes: The performance benefits of cognitive accuracy in the perception of structural holes. Paper presented at the annual meeting of the *Academy of Management*, Chicago, IL.

Ling, J., Mehra, A., Brass, D.J., Borgatti, S.P., & De, L. 2009. A matter of time: Structural holes, resource richness, and knowledge production. Paper presented at the annual meeting of the *Academy of Management*, Chicago, IL.

Sasovova, Z., Mehra, A., & Schippers, M. C. 2008. Self-monitoring and network churn: A longitudinal investigation of the psychological origins of structural brokerage. Paper presented at the *INSEAD Conference on Network Evolution*, Fontainebleau, France.

Mehra, A., Kilduff, M., Gioia, D., & Borgatti, P. 2008. Brokering trust to enhance leadership: The role of self-monitoring. Paper presented at the *INSEAD-Wharton Research Conference on Leadership*, Fontainebleau, France.

Gibbons, D., & Mehra, A. 2008. Altruists, opportunists, networks, and system performance. Paper presented at the *Intra-Organizational Networks (ION)* conference, Lexington, KY.

Ling, J., Mehra, A., Brass, D.J., Borgatti, S.P., & De, L. 2008. The ghosts of networks past? Temporal dynamics in the Network-Knowledge Production Relationship. Paper presented at the *Intra-Organizational Networks (ION)* conference, Lexington, KY.

Mehra, A. 2007. A ghost in the machine? The person in social network research. Paper presented at Vrije University, Amsterdam, Netherlands.

Mehra, A., & Kilduff, M. 2007. Self-monitoring and trust brokerage. Paper presented at the annual meetings of the *Academy of Management*, Philadelphia, PA.

Mehra, A., Brass, D.J., Labianca, G., Dass, T.K., & Lopes, A.B. 2007. Distributed leadership in groups: The origins and evolution of the network of leadership perceptions. Paper presented at the annual meetings of *the Academy of Management*, Philadelphia, PA.

Mehra, A., Lopes, A., Dass, T., & Prabhakar, B. 2006. Self-monitoring and social network centrality: A longitudinal investigation. Paper presented at the annual meetings of the *International Network for Social Network Analysis (INSNA)*, in Vancouver, B.C.

Borgatti, S., & Mehra, A. 2006. What is network theory? Paper presented at the annual meetings of the *International Network for Social Network Analysis (INSNA)*, in Vancouver, B.C.

Lopes, A., Mehra, A., & Prabhakar, B. 2006. The effects of communication medium on patterns of communication: The Evolution of face-to-face and online advice networks in co-located groups. Paper presented at the annual meetings of the *Academy of Management*, in Atlanta, GA.

Kilduff, M., & Mehra, A. 2006. Discourses of knowledge production: Theoretical lenses from the philosophy of science. Paper presented at the annual meetings of the *Academy of Management*, in Atlanta, GA.

Mehra, A., Smith, B., Brass, D.J., & Robertson, B. 2005. Distributed leadership in teams: The network of leadership perceptions and team performance. Paper presented at the annual meetings of the *Academy of Management* meetings.

Mehra, A., & Gioia, D. 2005. Self-monitoring and leadership emergence in a high-technology firm. Paper presented at the annual meeting of the *Academy of Management*.

Leonard, A., Mehra, A., & Katerberg, R. 2005. The social identity and social networks of ethnic minority groups in organizations: A crucial test of distinctiveness theory. Paper presented at the annual meetings of the *Academy of Management*.

Schenkel, M. & Mehra, A. 2004. Self-monitoring, boundary spanning, and role conflict: Evidence from a high-tech firm. Paper presented at the annual meetings of the *Academy of Management*.

Raghunathan, M., & Mehra, A. 2004. Opening the black box of demography: The effects of dissimilarity and similarity on dyadic friendship choices. Paper presented at the annual meetings of the *Academy of Management*.

Mehra, A., Dixon, A., Brass, D.J., & Robertson, B. 2003. The social networks of leaders: Implications for group performance and leader reputation. Paper presented at the annual meetings of the *Academy of Management*.

Mehra, A., Leonard, A., & Katerberg, R. 2003. Self-monitoring and social networks in academia: The social capital of minority doctoral students. Paper presented at the annual meetings of the *Academy of Management*.

Schenkel, M., Mehra, A., and Brass, D.J. 2002. The effects of self-monitoring and network position on role perceptions in a high technology company. Paper presented at the annual meetings of the *International Network for Social Network Analysis (INSNA)*, in New Orleans, Louisiana.

Mehra, A., & Leonard, S. A. 2000. Differential effects of distinctiveness on the affective and instrumental networks of underrepresented group members in a high-tech organization.



Paper presented at the annual meetings of the *International Network for Social Network Analysis* (INSNA).

Mehra, A., & Kilduff, M. 1999. Who gets ahead? Self-monitoring, social networks, and success in organizations. Paper presented at the annual meetings of the *Academy of Management*.

Kilduff, M., & Mehra, A. 1999. Identity narratives in organizations. Paper presented at the fourth annual *Language and Discourse Conference* at Ohio State University.

Mehra, A., & Kilduff, M. 1998. Bridging social worlds: Social identity, self-monitoring, and structural constraint. Paper presented at the annual meeting of the *Academy of Management*.

Mehra, A., Labianca, G., and Gioia, D.A. 1998. Cognition in context: Network and social identity effects on workplace perceptions. Paper presented at the annual meeting of the *Academy of Management*.

Mehra, A., Kilduff, M., & Brass, D.J. 1996. Relegation to the margins: Race and gender differences in network position, friendship strategies, and social identity. Paper presented at the annual meeting of the *Academy of Management*.

Kilduff, M., & Mehra, A. 1996. The power of male chameleons: Hegemonic identity and success in corporate America. Paper presented at the annual meeting of the *Academy of Management*.

Mehra, A., & Kilduff, M. 1995. The effects of demography and personality on friendship centrality. Paper presented at the annual meetings of *the International Network for Social Network Analysis* (INSNA), London, U.K.

Kilduff, M., & Mehra, A. 1994. Storming the Bastille: Breaking down barriers to understanding postmodernism in organizations. Paper presented at the annual meeting of the *Academy of Management*.

Mehra, A. 1993. A multi-dimensional model of trust in U.S. – Japanese joint ventures. Paper presented at the annual meeting of the *Academy of International Business*, in Maui, Hawaii.

## **DISSERTATION COMMITTEES**

### *Co-chair*

Theresa Floyd (Ph.D. 2014)

Juan Ling, Ph.D. (2008)

Ana Leonard, Ph.D. (2002)

### *Chair*

Ken Juhn (Ph.D., 2018)

Meredith Woehler (Ph.D. 2017)

Jason Ross (Ph.D. expected 2022)

Diane Kang (Ph.D. expected 2024)

*Committee member*

Nikolaos Smyrlakis (Ph.D., 2016), Bocconi, Milan, Italy.

Scott Soltis (Ph.D. 2012); Josh Marineau (Ph.D. 2012); Brandon Ofem (Ph.D. 2014)

*External committee member*

Midhu Balasubramanian, Ph.D. (2019), University of Pittsburgh

Zuzana Sasovova, Ph.D. (2006), Vrije Universiteit, Amsterdam

Rashmi Assudani, Ph. D. (2005), McGill University, Montreal.

## **GRANTS**

*Co-P.I. (with Daniel Halgin and Stephen P. Borgatti)*

*Culture, Legitimacy and Advantage: The Social Networks of Minorities in Three Indian Firms*(Grant source: Abdul Kalam India Studies Research Grant amount: \$74,987; Date: 2015)

*Co-P.I. (with Steve Borgatti)*

Integrated Adversarial Network Theory. (Grant source: Defense Threat Reduction Agency; Grant amount: \$393,781; Date: 2007-2010)

*P.I.*

Ethnicity and Social Networks in the Ph.D. Project. (Grant source: KPMG; Grant amount: \$10,000)

## **HONORS**

Recipient of the University of Kentucky Alumni Association's "Great Teacher Award" (2012)

Recognized as —Most Inspirational Professor by the University of Cincinnati's College of Arts and Sciences (2003)

College of Business Research Fellow, University of Cincinnati (2001-2003)

Rider Research Fellow, Penn State (1997)

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*Last Revised on 9/1/22*