

## STEPHEN J. SAUER

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### EDUCATION

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August 2008	Cornell University, Graduate School Ph.D., Management
July 2007	Cornell University, Graduate School M.S., Business and Public Administration
May 2001	Cornell University, Johnson Graduate School of Management M.B.A. with Distinction, Organizational Behavior
May 1991	Rensselaer Polytechnic Institute B.S., Aeronautical Engineering

### ACADEMIC INTERESTS

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Research	Teams and Leadership, Entrepreneurial Team Processes and Performance, Leader Attributes and Assessment, Status Perspectives
Teaching	Management and Leadership, Strategy, Entrepreneurship, Negotiations, Organizational Behavior, Executive Education

### RESEARCH PUBLICATIONS

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Wang, S., Sauer, S. J., and Schryver, T. P., (2019). Getting on the Same Page: The Benefits of Early Diverse and Late Shared Task Cognition. *Small Group Research*, 50(3), 408-439.

Sauer, S. J., Rodgers, M. S., and Becker, W. J. (2018). The Effects of Goals and Pay Structure on Managerial Reporting Dishonesty. *Journal of Accounting, Ethics and Public Policy*, 19(3), 377-418.

Proell, C. A., Sauer, S., & Rodgers, M. S. (2016). Credit Where Credit Is Due: A Field Survey of the Interactive Effects of Credit Expectations and Leaders' Credit Allocation on Employee Turnover. *Human Resource Management*, 55(2), 341-355.

Yong, K., Sauer, S.J., and Mannix, E.A., (2014). Conflict and Creativity in Interdisciplinary Teams. *Small Group Research*, 45(3), 266-289.

Spataro, S.E., Pettit, N.C., Sauer, S.J., and Lount, R.B. (2014). Interactions among Same-Status Peers: Effects of Behavioral Style and Status Level. *Small Group Research*, 45(3), 314-336.

Rodgers, M.S., Sauer, S.J., and Proell, C.A. (2013). The Lion's Share: The Impact of Credit Expectations and Credit Allocations on Commitment to Leaders. *Leadership Quarterly*, 24(1), 80-93

Sauer, S.J., Desmond, S.A., and Heintzelman, M.D., (2013). Beyond The Playing Field: The Role of Athletic Participation in Early Career Success. *Personnel Review*, 42(6)

Sauer, S.J. (2011). Taking the Reins: The Effects of New Leader Status and Leadership Style on Team Performance. *Journal of Applied Psychology*, 96(3): 574-587

Proell, C.A. and Sauer, S.J. (2011). Stock Options: The Debilitating Effects of Autonomy and Choice on Self-Perceptions of Power. *Journal of Business and Behavioral Sciences*, 23(3): 82-102

Sauer, S.J., Thomas-Hunt, M.C., and Morris, P.A. (2010). Too Good To Be True? The Unintended Signaling Effects of Educational Prestige on External Expectations of Team Performance. *Organization Science*, 21(5): 1108-1120

Cabrera, S.F., Sauer, S.J., and Thomas-Hunt, M.C. (2009). The Evolving Manager Stereotype: The Effects of Industry Gender-Typing On Performance Expectations for Leaders and Their Teams. *Psychology of Women Quarterly*, 33(4): 419-428

## **OTHER PUBLICATIONS, CHAPTERS, AND PROCEEDINGS**

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Sauer, S.J., Rodgers, M., & Thomas-Hunt, M.C. (2021). The Expert Paradox: How Team Member Expertise Impacts Leaders' Information Integration. In *Academy of Management Proceedings*, Vol. 2021, No. 1, p. 13010.

Wang, S. C., & Sauer, S.J. (2015). The Benefits of Early Diverse and Later Shared Task Representation on Performance Trajectories. In *Academy of Management Proceedings*, Vol. 2015, No. 1, p. 15753.

Sauer, S.J., Desmond, S., & Heintzelman, M. (2012). Level Playing Field? Effects of Participation in Collegiate Athletics on Early Career Success. In *Academy of Management Proceedings*. Vol. 2012, No. 1, p. 16612.

Sauer, S.J. (2012). Why Bossy Is Better for Rookie Managers. *Harvard Business Review*, May, 2012

Mannix, E.A. and Sauer, S.J. (2006). Status and Power in Organizational Group Research: Acknowledging the Pervasiveness of Hierarchy. In E. Lawler and S. Thye, (Eds.), *Advances in Group Processes: Social Psychology of the Workplace*, Vol. 23: Elsevier Ltd.

O'Connor, K. M., & Sauer, S. J. (2006). Recognizing Social Capital in Social Networks: Experimental Results (best paper proceedings). In *Academy of Management Proceedings*. Vol. 2006, No. 1, pp. F1-F6

## **MANUSCRIPTS UNDER REVIEW**

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Marquez-Illescas, G., A., Zhou, L., Zebedee, and Sauer, S. J., Good news, bad news: corporate financial disclosures from narcissistic CEOs. Currently under review at *Accounting, Auditing & Accountability Journal*

## **ONGOING RESEARCH**

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Perceptions of status, opportunities, and risks faced by women and minority entrepreneurs (with M. Rodgers and M. Thomas-Hunt)

Expertise distribution and leader approaches to information sharing (with M. Rodgers and M. Thomas-Hunt)

Impact of entrepreneurial self-efficacy and orientation on entrepreneurship education effectiveness and new venture success

The impact of founding team member status and functional diversity on entrepreneurial negotiations

Team member accuracy in identifying conflict between fellow team members (with A. Avgar and E. Neuman)

Effects of newly-promoted leader status and leadership behaviors on the emergence of influence rivalries in teams

## **CONFERENCE PRESENTATIONS**

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Sauer, S.J., Rodgers, M., & Thomas-Hunt, M.C., (2021). The Expert Paradox: How Team Member Expertise Impacts Leaders' Information Integration. Annual meeting of the Academy of Management.

- Wang, S., Sauer, S.J., and Schryver, T.P., (2015). The benefits of early diverse and later shared task representation on performance trajectories. Annual meeting of the Academy of Management, Vancouver, BC.
- Wang, S., Sauer, S.J., and Schryver, T.P., (2015). It's all in the timing: the benefits of early diverse and later shared task representation on performance trajectories. Interdisciplinary Network for Group Research conference, Pittsburgh, PA.
- Sauer, S.J., (2013). Up through the ranks: The effects of newly-promoted leader status and leadership style on the emergence of influence rivalries in teams. Interdisciplinary Network for Group Research conference, Atlanta, GA.
- Sauer, S.J., Desmond, S.A., and Heintzelman, M.D., (2012). Level playing field? Participation in collegiate athletics and early-term career success. Annual meeting of the Academy of Management, Boston, MA.
- Rodgers, M.S., Sauer, S.J., and Proell, C.A., (2012). The lion's share: the impact of credit expectations and credit allocations on commitment to leaders. Interdisciplinary Network for Group Research conference, Chicago, IL.
- Yong, K., Sauer, S.J., and Mannix, E.A. (2012). Are you thinking what I'm thinking? The effects of conflict asymmetry on creativity in interdisciplinary teams. Interdisciplinary Network for Group Research conference, Chicago, IL.
- Yong, K., Sauer, S.J., and Mannix, E.A. (2012). Are you thinking what I'm thinking? The effects of conflict asymmetry on creativity in interdisciplinary teams. International Association of Conflict Management conference, Cape Town, South Africa.
- Proell, C.A., and Sauer, S.J. (2011). Stock options: The debilitating effects of autonomy and choice on self-perceptions of power. International Association of Management and Business Conference, San Francisco, CA.
- O'Connor, K.M., Sauer, S.J., Welsch, T., Gladstone, E., (2011) Failing to see or failing to seize opportunities to build social capital? The role of neuroticism. Sunbelt Social Networks Conference, St. Pete Beach, FL.
- Rodgers, M.S., Sauer, S.J., and Proell, C.A., (2010). Credit where credit is due: The interactive effects of credit expectations and credit allocation on employee turnover. Annual meeting of the Academy of Management, Montreal, QC.
- Sauer, S.J. (2009). Taking the reins: The effects of incoming leader status and style on perceptions and performance. Annual meeting of the Academy of Management, Chicago, IL.

- Pettit, N.C., Spataro, S.E., and Sauer, S.J., (2009). Friend or foe: Effects of competitiveness and status level on interactions among group members. Annual meeting of the Academy of Management, Chicago, IL.
- Pettit, N.C., Spataro, S.E., and Sauer, S.J., (2008). Conflict within the ranks: The effects of competitiveness and status level on interactions among similar-status individuals. International Association of Conflict Management conference, Chicago, IL.
- Yong, K., Sauer, S.J., and Mannix, E.A., (2007). Dynamic conflict norms and creative synergy in interdisciplinary teams. Annual meeting of the Academy of Management, Philadelphia, PA.
- O'Connor, K.M., Sauer, S.J., and Sally, D.F., (2006). Recognizing social capital in social networks: experimental results. Annual meeting of the Academy of Management, Atlanta, GA.
- Yong, K., Sauer, S.J., and Mannix, E.A., (2006). Group learning, conflict, and creativity in interdisciplinary teams. International Association of Conflict Management conference, Montreal, QC.
- Cabrera, S., Thomas-Hunt, M.C., and Sauer, S.J., (2006). The effects of management team gender composition and industry sex-typing on external assessments of leader and team performance. International Conference on Interdisciplinary Social Sciences, Rhodes, Greece.
- Sauer, S.J., Thomas-Hunt, M.C., and Morris, P.A., (2005). When prestige doesn't help: Effects of racial composition and manager background on managerial team assessments and performance. Annual meeting of the Academy of Management, Honolulu, HI.

## **INVITED PRESENTATIONS**

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- Sauer, S.J. (2014). Attributes and attributions: Candor in leadership. Darden School of Business, University of Virginia.
- Sauer, S.J. (2010). The effects of new leader status and style on team performance. HEC School of Management, Paris, France.

## **PROFESSIONAL EXPERIENCE**

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- 2020 - Present      Senior Lecturer of Management and Organizations, SC Johnson College of Business, Cornell University

2020 - Present	Entrepreneur in Residence, Cornell Center for Regional Economic Advancement and Rev: Ithaca Startup Works
2014 - 2016	Associate Dean of Graduate Programs David D. Reh School of Business Clarkson University
2014 - 2020 2008 - 2014	Associate Professor (with tenure) Assistant Professor Consumer & Organizational Studies Clarkson University
2012 - 2019	Visiting Professor of Management and Organizations, Johnson Graduate School of Management Cornell University
2005 - 2012	Part-Time Lecturer, Johnson Graduate School of Management Cornell University
2003 - 2008	Research Fellow, Johnson Graduate School of Management Cornell University

## **TEACHING EXPERIENCE**

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### CORNELL UNIVERSITY

#### MBA/Executive MBA programs:

- NBA 6820/NBAY 6661 Negotiation Essentials
- NBA 6230 Actualizing Your Startup
- NBAE/NBAW 5710 Cornell Management Simulation
- NBAE 5620 Dealing with Difficult People in the Workplace
- NMI 5040 Johnson Leadership Fellows

#### Graduate programs:

- NBA/MGMT 6820 Negotiations
- AEM 5310 Global Strategy
- NCC5540 Managing and Leading Organizations
- NCCW5040 Managing and Leading Organizations

#### Undergrad programs:

- AEM 4665 Business Management Simulation
- AEM 4660 Business Simulation
- AEM 3000 Project Development and High-Performing Teams
- AEM 1200 Introduction to Business Management

### CLARKSON UNIVERSITY

MBA/Executive MBA programs:

- OS 667/667 Negotiations and Relationship Management
- OS 656 Leading Organizational Change
- OS 610 Strategic Planning
- OS 608 Organizational Behavior and Performance Management
- OS 603 Leadership in Organizations
- OS 602 Foundations of Leadership and Organizational Behavior
- SB 570 Organizational Behavior

Undergrad programs:

- OS 466 Negotiations and Relationship Management
- OS 286 Organizational Behavior

KOÇ UNIVERSITY, TURKEY

MGMT 902 Business Simulation, Executive MBA program

## **TEACHING MATERIALS AND EXERCISES**

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Lumitech and Greenstone Partners entrepreneurial negotiation exercise. Participants play the roles of startup founder and angel investor in a negotiation for a convertible loan. Lessons focus on payoff tables, bundling issues, and making tradeoffs for mutual gain.

Transformer sales negotiation exercise. Participants play the roles of startup sales manager and customer in a negotiation to settle on terms and conditions for the purchase of physical goods. Lessons focus on identifying interests, creative value through tradeoffs, and strategies for claiming value.

GloLite entrepreneurial negotiation exercise. Participants play the roles of buyer and seller in a supply chain negotiation for an entrepreneurial startup. Lessons focus on issues of status and management team perceptions.

BotBits and TwistCorp negotiation exercise. Participants play the roles of purchaser and inventory manager in a supply chain negotiation. Lessons focus on integrative bargaining, bundling issues, and creating options for mutual gain.

New Product Launch dispute resolution exercise. Lessons focus on integrative and distributive bargaining for non-monetary issues in an intra-organizational setting.

Taking Charge at BioPLUS Inc. Business case written with a biotech CEO, used to explore the challenges faced by a new leader and to teach concepts relating to taking charge in an organization.

Power Inverter business case for the PI Experiential Learning Business Simulation. Used in MBA and undergraduate classes at Clarkson University and Cornell University. Also used in numerous executive education seminars.

Precision Rotary Actuator business case for the PI Experiential Learning Business Simulation. Used in full-time and executive MBA classes at Cornell University and Koç University in Istanbul.

Westside Plant Turnaround exercise. Used to teach concepts involving assets and liabilities of teams, team processes, and interpersonal influence.

Logo-Branding Sales Opportunity exercise. Used to teach concepts of common knowledge effect, group polarization, decision making under uncertainty, and risk analysis.

## **EXECUTIVE EDUCATION**

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Federal Bureau of Investigation

Amazon

General Electric

IBM

Johnson and Johnson

Univision

Saudi Aramco

OSRAM Sylvania

ArcelorMittal

NYU Stern Leadership Development Program

University of Virginia, Darden School of Business Women's Leadership Program

Duke University Corporate Education Advanced Management Program

University of Rochester, Simon Business School Leadership Program

Smith College Executive Education for Women

HEC School of Management, Paris

Cornell Administrative Management Institute

Reh Center for Entrepreneurship Business Strategy Series

St. Lawrence County Health Initiative

## **GRANTS, HONORS, AND AWARDS**

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Outstanding Reviewer Award, *Academy of Management Review*, 2018

MBA Professor of the Year, Clarkson University, 2009 - 2016

Innovation and Entrepreneurship Research Grant, Clarkson University, 2013

Research Grant, Global Supply Chain Management Program, 2010

National Science Foundation SBIR Phase 1 and 1B Grant: Novel simulation-based training for entrepreneurs, 2009-2011

Office of Accommodative Services RESPECT Award

Outstanding New Teacher Award, Clarkson University

Kristen Craig Memorial Faculty Award, Clarkson University Honors Program



Dean's Honor Roll for Teaching Excellence, Cornell University  
Fried Fellowship, Cornell University  
Board of Trustees Award, Rensselaer Polytechnic Institute  
Army ROTC Scholarship, Rensselaer Polytechnic Institute

## **PROFESSIONAL SERVICE**

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Editorial Board, *Academy of Management Review*

Ad hoc Reviewer:

- *Human Resource Management*
- *Human Resource Management Review*
- *Personnel Review*
- *Organization Science*
- *California Management Review*
- *Journal of Applied Social Psychology*
- *European Journal of Social Psychology*
- *Basic and Applied Social Psychology*
- *Journal of Business Research*

Conference Reviewer/Program Committee:

- Academy of Management Annual Meeting
  - Conflict Management, Organizational Behavior, Entrepreneurship Division
- International Association for Conflict Management Conference
- Interdisciplinary Network for Group Research Conference

Proposal reviewer: National Science Foundation, Decision, Risk, and Management Sciences program

Faculty Advisor:

- Phi Chi Theta Professional Business Fraternity
- Portfolio Management Group, Cornell
- Clarkson University Leadership Corps
- Leadership Education and Development Program, Cornell University

## **PROFESSIONAL AFFILIATIONS**

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Academy of Management  
International Association for Conflict Management  
Society for Human Resource Management  
American Psychological Association  
Society for Industrial and Organizational Psychology  
Interdisciplinary Network for Group Research (INGRoup)

## **PRIOR WORK EXPERIENCE**

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US Army Officer, Management Consultant, Plant Manager