

ELIZABETH GERBER

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650-906-0750

EMPLOYMENT

2007 - present Postdoctoral Scholar, Hasso Plattner Institute of Design, Stanford University, Stanford, CA

EDUCATION

2003 - 2007 Ph.D., Management Science & Engineering, Stanford University, Stanford, CA

2001 - 2003 M.S., Product Design, Mechanical Engineering, Stanford University, Stanford, CA

1994 -1998 B.A., Art and Engineering, Dartmouth College, Hanover, NH

ACADEMIC INTERESTS

My *research* explores why people engage in work practices independent of their objective efficacy. I study this phenomenon in the context of innovation, teams, and leadership. I use a combination of theoretical approaches from social psychology and organization theory to develop and extend theory in micro- and meso-level organizational behavioral research.

My *methodology* draws on multi-case ethnographic field studies and participant observation. I also use survey data and network analysis to complement my grounded theory approach.

My *teaching interests* include organizational behavior, teams, leadership, innovation management, design of products and services, and field research methods. I develop courses and learning experiences that synthesize theory and practice.

DISSERTATION

My dissertation explained how people become devoted to work practices for human centered innovation. By blending data from an 18-month ethnography of a team within a high tech firm, five supporting case studies, pertinent social psychological theory, and practitioners' writings on human centered innovation, I developed a framework that captures the way human centered work practices engender devotion. When enacting the work practices of observation, brainstorming, and prototyping, people experience curiosity, perceived control, and consistency, which in turn lead to devotion. My research contributes to our understanding of the psychology of devotion, of innovation, and of the persistence of organizational improvement practices independent of outcome. I consider the implications for the management of innovation and other popular work practices such as Total Quality Management.

Reading Committee: Dr. Robert Sutton (Chair), Dr. Chip Heath, Dr. Pamela Hinds

HONORS AND DISTINCTIONS

2007 *Centennial Teaching Award* for outstanding contributions to teaching in the Schools of Humanities and Sciences, Engineering, and Earth Sciences at Stanford University

2006 Nomination for the *Best Paper Award*, Academy of Management, Technology and Innovation Management Division (TIM)

2006 Nomination for the *Best Student Paper Award*, Academy of Management, Technology and Innovation Management Division (TIM)

PUBLICATIONS

- 2007 Gerber, E. Improvisation Principles and Techniques for Design, Proceedings of CHI 2007, ACM Press.
- 2006 Gerber, E. Relations in Design Thinking: A Case Study of a Social Network. In K. Mark Weaver (Ed.), Proceedings of the Sixty-fifth Annual Meeting of the Academy of Management (CD), ISSN 1543-8643.

PUBLICATIONS UNDER REVIEW

Gerber, E., The Social Network of Design Workers: A Case Study in the Software Industry, submitted to Design Studies, *Revise and Resubmit*

WORK IN PROGRESS

- Gerber, E. Devotion to an Innovation Process: The Case of Human Centered Design
- Gerber, E. & Sutton, R. The Birth of a Knowledge Broker
- Gerber, E. & Sutton, R. The Unintended Consequences of Managerial Behavior
- Gerber, E., Beyene, T., & Leonardi, P. Redundant Communication: A Strategic Practice in Project Management Work

PRESENTATIONS

- 2007 Redundant Communication: A Strategic Practice in Project Management Work (With Beyene, T. & Leonardi, P.) Academy of Management, Philadelphia, PA, August 3 to 8
- 2007 Improvisation Principles and Techniques for Design
Computer Human Interaction Conference, San Jose, CA, April 28 to May 3
- 2006 Relations in Design Thinking: A Case Study of a Social Network
Academy of Management, Atlanta, GA, August 10 to 13
- 2005 Can Play Facilitate Work? (With E. Liman)
About With & For Conference, Illinois Institute of Design, October 28 and 29
- 2005 The Birth of a Knowledge Broker (with R. Sutton)
Academy of Management, Honolulu, HI, August 5 to 10

POSTERS

- 2007 Devotion to Innovation: How Practice Makes Passion
Stanford Engineering Research Showcase, Stanford, CA, January 26

INVITED TALKS

- 2007 "Observation as a Tool for Designing for Extreme Affordability"
Hasso Plattner Institute of Design, Stanford University
- 2006 "Storytelling as a Tool for Design"
Hasso Plattner Institute of Design, Stanford University
- 2006 "Improvisation in Design"
Department of Mechanical Engineering, Stanford University
- 2006 "The Birth of a Knowledge Broker"
Department of Engineering, Dartmouth College

- 2006 “Sharing Creative Control”
Department of Management Science & Engineering, Stanford University
Hasso Plattner Institute of Design, Stanford University
- 2005 “The Unintended Consequences of Management”
Department of Engineering, Dartmouth College

TEACHING EXPERIENCE

- 2007 *Instructor*, Hasso Plattner Institute of Design, Stanford University
Executive Education Program on Innovation Leadership (with George Kembel, Executive Director of the Institute of Design)
Executive Education Program on Human Centered Innovation (with George Kembel, Executive Director of the Institute of Design)
- 2006 *Instructor*, Graduate School of Business & Hasso Plattner Institute of Design, Stanford University
Executive Education Program on Customer Focused Innovation (with Dr. Robert Sutton and Dr. Huggy Rao)
- 2006-2007 *Instructor*, Hasso Plattner Institute of Design, Stanford University
Creating Infectious Action: Integrating Design Thinking and Business (with Perry Klebahn, Timbuk2, Michael Dearing, Ebay, & Dr. Robert Sutton)
Clicks n’ Bricks: Creating Mass Market Experiences Using Design (with Diego Rodriguez, IDEO, Debra Dunn, HP, & Dr. Robert Sutton)
Adventures in Design Thinking Graduate School Workshop (with Dr. Terry Winograd & Dr. Bernie Roth)
- 2003 - 2005 *Teaching Assistant*, Management Science & Engineering, Stanford University
Organizational Behavior (Dr. Kathleen Eisenhardt, Dr. Robert Sutton) 2003, 2004, 2005
Creativity and Innovation (Dr. Tina Seelig) 2004
- 2001 - 2003 *Teaching Assistant*, Joint Program in Design in Mechanical Engineering, Stanford University
Advanced Product Design: Implementation (Bruce McGregor, IDEO) 2003
Advanced Product Design: Needfinding (Dev Patniak, Jump Associates) 2003
Ambidextrous Thinking (Rolf Faste, Director of Program in Product Design) 2002

INDUSTRY EXPERIENCE

- 2002 *Design Researcher*, Green Campus Initiative, Harvard University, Cambridge, MA
- 1999 - 2000 *Design and Marketing Researcher*, Wild Planet Toys, San Francisco, CA
- 1999 *Business Manager*, Agility Management Partners, Cambridge, MA
- 1997 *Design Intern*, Manock Comprehensive Design, Inc., Burlington, VT

PROFESSIONAL ACTIVITIES

- Consulting:** Consulted on innovation strategy for organizations and teams for clients including Merck, Clif Bar, and The Institute for the Future.
- Service:** Coordinator, Stanford Technology Ventures Speaker Series, Stanford, CA
Designed and executed academic speaker series on current research in the areas of strategy, innovation, and entrepreneurship.
- Web Director, Center for Work Technology and Organization, Stanford, CA
Designed and implemented website to communicate the mission of the research center and recruit research partners and doctoral students.
- Discussant and Reviewer for the Academy of Management Annual Conference

Doctoral Consortia:

2006 Academy of Management: Managerial and Organizational Cognition Division Doctoral Students Consortium, Atlanta, GA

Membership:

Academy of Management, Managerial and Organizational Cognition Division, Technology and Innovation Management, and Organizational Behavior divisions
Center for Work, Technology, and Organization
Stanford Technology Ventures Program

PERSONAL

- Born in Burlington, Vermont and educated in the United States, Asia, and Europe
- Enjoy the outdoors and am an active member of Stanford's improvisational theater group

REFERENCES

Professor Robert Sutton
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Stanford University
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Professor Chip Heath
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Professor David Kelley
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