

Jennifer M. Hitler

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EDUCATION

- 2004 – 2009 **University of Chicago, Booth School of Business, Chicago IL**
Candidate for PhD in Organizations & Markets, expected June 2010
Dissertation Title: *Informal Networks and the Modern Professional Managerial Career: Studies on the Relational Aspect of Individual Career Choices and Outcomes*
Dissertation Committee: Ron Burt (Chair), Damon Phillips, Stanislav Dobrev, Matthew Bothner, Elizabeth Pontikes
- 1995 – 1997 **Washington University, Olin School of Business, St. Louis MO**
Masters in Business Administration
Recipient of Scholars in Business Scholarship, Mark Twain Bancshares
- 1989 – 1993 **Tulane University, Newcomb College, New Orleans LA**
Bachelor of Arts - Major in English, Minor in Sociology
Recipient of Dean's Honor Scholarship (four years full tuition)
Cum Laude, Phi Beta Kappa

ACADEMIC INTERESTS

My research interests include social networks and the informal organization of a firm, career mobility and career patterns, and the role gender plays in career outcomes. In particular, I am motivated to understand how the informal relationships individuals develop at work instigate subsequent career choices to stay or leave a firm. More generally, I am interested in social capital and networks as a predictor and influencer of individual organizational behavior, which I explore in a number of organizational contexts: a global management consulting firm, a national facilities services contractor, a software firm Asian operations, and a top ten graduate business school.

My dissertation delves directly into the question of how informal relationships affect career choices of the modern professional manager. Using three unique datasets, my dissertation traces the early stages of a professional manager's career to examine how employee decisions to stay or leave a firm become influenced by the specific social networks that individual forms at work. My dissertation contributes to social capital and career literature by being the first to examine the role of informal networks on career paths while simultaneously tracing the effect over various stages in a professional manager's early career: from initial job placement upon graduation to the subsequent career choices almost 10 years post-graduation. I utilize three diverse datasets: alumni of a top-ten graduate business school detailing their career histories spanning 3.5 to 9 years after graduation; respondents to network surveys that I collected in 2007 to 2008 from a national facilities services contractor and a global management consulting firm; and individuals enrolled in a top-ten graduate business program (2008 and 2009) detailing their interview and job acceptance process. Through each dataset, I assess how individual's social relationships weigh in on career outcomes to better understand and explain today's professional career.

My teaching interests include Strategic Leadership, Strategy and Structure, Social Network Analysis and Social Capital, Career Processes and Organizational Behavior and Design. I am especially excited about leveraging and integrating my past and current managerial and consulting experiences in the classroom.

RESEARCH

Manuscripts under review and in preparation:

Hitler, J. "Social capital in Asia: Do managers in collective cultures benefit from boundary spanning?"

Revise and Resubmit at *Management and Organization Review*.

Published in Best Paper Proceedings and Runner-Up for Carolyn Dexter Award, OMT Division at *The Academy of Management Meetings, Chicago, 2009*.

Dobrev, Stanislav D. & J. Hitler. "Social capital and career patterns: The effects of cohesion and brokerage on job transitions between organizations."

Revise and Resubmit at *Administrative Science Quarterly*.

Hitler, J. & Dobrev, S. D. "Gender earnings gaps among young professional managers: How career patterns and mobility differentially affect earnings outcomes."

Selected for presentation at *The Academy of Management Meetings, Chicago, 2009*.

Selected for presentation at *American Sociological Association Meetings, San Francisco, 2009*.

Hitler, J. "Informal networks and organizational exit: "Unhealthy" support networks as influencers of decisions to leave." *Working Paper*.

Hitler, J. & Dehoratius, N.D. "Medication error in drug dispensing." *Working Paper*.

Current Research Projects:

Project Description: Worked with senior management in two companies (global management consulting firm and national facilities services contractor) to conduct network surveys at two points in time. To collect the network data, I designed an online, 15-question network survey tool to use for current and future network data collection. I led meetings with company executives to solicit involvement, manage data collection, validate and report findings. Additionally, I collected Human Resource data on employees in the network, including individual and job property data. This project is ongoing with first working paper about "unhealthy" support networks developed.

Project Description: With Damon Phillips, investigate career predictions and patterns among young professional managers. This project required IRB approval, which was received in 2007 and again extended in 2008. Data, collected beginning in 2007 on 695 full-time MBA graduate students from a top ten-business school, is ongoing annually through 2013. It includes detailed career preferences surveyed at two points in time, interview and recruiting data (including bid points allocated towards requesting interviews for both internship and full-time employment), human capital and demographic characteristics, and network data (compiled through cohort participation, classes, extra-curricular activities such as class leadership). This project is ongoing with first manuscript under development.

Project Description: With Stanislav Dobrev, investigate career mobility and career patterns of young professional managers. Data collected on 600 respondents in 2003 includes detailed career histories of alumni from a top-ten business school (MBA graduates) that span from 3.5 to 9.5 years post-graduation (classes graduating 1994-2000), demographic and job property information. Led to ASQ submission and gender earnings gap paper.

Project Description: With Ron Burt, research project to investigate social capital in Asia. Collected network data across 300 employees involved in a product launch by one of the largest software companies in Asia. Data collected in 2006 includes network survey data HR, job property, and demographic data. Led to MOR submission.

RESEARCH (*continued*)

Project Description: With Ron Burt, Ned Smith, and in collaboration with Northwestern University, research project to investigate social network evolution, destruction, and social capital effects that occur in online virtual worlds. Cross-sectional data on over 6 million users collected in 2007 includes data on customer attributes, online group membership, characteristics of groups, user relationships, user spending. This project is ongoing.

Project Description: With Nicole DeHoratius, research project to investigate automated drug dispensing technology and operational processes related to inventory accuracy. Project entailed qualitative interview data collected through meetings with the largest manufacturer of the technology as well as hospital visits to interview user groups including doctors, nurses, and pharmacist. Led to drug dispensing manuscript.

Research Consulting Projects:

- 2007-09 With a practice group of an 8.7B Euro global management-consulting group, analyzed network survey data collected across a practice group in North America to determine whether network analysis should be added as a future service offering.
Responsibilities included:
- Performed network analysis of 450-person network across four regions in the United States and Canada.
 - Prepared presentation, educated client on networks, and presented results to client
 - Will present results to all employees and executives in 2009
- 2007 With a division of a \$21B defense and aerospace company, analyzed network survey data collected from a leadership team.
Responsibilities included:
- Performed network analysis of 90 person network, including creating and analyzing network sociograms for discussion, trust, support, friendship relationships
 - Prepared presentation to discuss results with client
- 2006 With the health care division of a \$24B international diversified manufacturer, advised client on steps to conduct a network analysis survey.
Responsibilities included:
- Trained client on network analysis
 - Assisted client in selecting network analysis software
 - Prepared project plan for client to follow to complete network analysis

Ad Hoc Reviews & Memberships:

- Reviewer for Annual Meeting of the Academy of Management – Organization and Management Theory (2006-present)
- Reviewer for American Journal of Sociology (2008-present)
- Reviewer for Sociological Focus (2007)
- Member of *The Academy of Management*, 2006 to present
- Member of *The American Sociological Association*, 2009 to present

PRESENTATIONS

Hitler, J. Nominated to participate in the 2009 OMT/MOC Doctoral Student Consortium at The Annual Meeting of the Academy of Management, Chicago, August 2009.

Hitler, J. Social capital in Asia: Do Managers in Collective Cultures Benefit from Boundary Spanning? Selected to present at the Annual Meeting of the Academy of Management, Chicago, August 2009.

Hitler, J. & Dobrev, S. D. Gender earnings gaps among young professional managers: How career patterns and mobility differentially affect earnings outcomes. Selected to present at the Annual Meeting of the Academy of Management, Chicago, August 2009.

Hitler, J. & Dobrev, S. D. Gender earnings gaps among young professional managers: How career patterns and mobility differentially affect earnings outcomes. Selected to present at the Annual Meeting of the American Sociological Association, San Francisco, August 2009.

Hitler, J. Nominated to participate in the 2008 Dissertation Proposal Workshop for OMT Division of Academy of Management, Anaheim, August, 2008.

Dobrev, S. D. & Hitler, J. Social capital and career patterns: The effects of cohesion and brokerage on job transitions between organizations. Presented paper at the Annual Meeting of the Academy of Management, Philadelphia, August 2007.

Hitler, J. Social capital in Asia: Do popular beliefs about Asian culture condition returns to brokerage? Presented paper at the Annual Meeting of the Academy of Management, Philadelphia, August 2007.

Hitler J. & Dehoratius, N. D. Medication error in drug dispensing. Presented paper at Annual Meeting of Production and Operation Management Society, May 2005.

TEACHING EXPERIENCE

2009-2010 **Strategic Leadership** – Ron Burt

2005-2007 **Teaching Assistant**

- Three sections, two quarters per academic year for three academic years for 95-110 executive MBA students per section - Chicago, Barcelona, London, Singapore campuses
 - Rated 4.5/5 and awarded teaching assistant bonus for top rating by students

Responsibilities:

- Led two review sessions per section with over 90% participation
- Conducted office hours and led informal help sessions
- Assisted in analysis of class network sociogram & consulted with students regarding their individual network positions
- Created review session materials, grading templates for future TAs, trained future TAs
- Graded cases, exams

TEACHING EXPERIENCE (*continued*)

- 2005 to Present **Strategy & Structure** – Stanislav Dobrev
Teaching Assistant
- Two sections, two quarters per academic year for three consecutive academic years for 60-100 full-time and part-time MBA students each quarter
 - Four sections, one quarter per academic year for two consecutive years for 320 full-time MBA students each quarter at INSEAD
- Responsibilities:*
- Led Midterm case review discussion with class
 - Led case review session
 - Created grading templates to automate and standardize future grading process
 - Graded midterms, final projects
- 2008-2009 **Designing and Leading the Entrepreneurial Firm** – Sean Safford
Teaching Assistant
- Two sections, one quarter for 60 full-time and part-time MBA students
- Responsibilities:*
- Assisted professor in the design and review of course materials
 - Graded midterms, final projects, cases
 - Created grading templates to automate and standardize future grading process
- 2005-07 **Strategy and Structure** – Matthew Bothner
Teaching Assistant
- One section, one session for 80 executive education students – Singapore campus
 - One section, two quarters for two consecutive academic years for 80-100 full-time and part-time MBA students
- Responsibilities:*
- Graded cases, final projects
 - Created grading templates to automate and standardize grading for future TAs and trained successive TAs
- 2006-07 **Social Networks Seminar** – Ron Burt
Research Assistant
- One section, one quarter for 40 full-time PhD students
- Responsibilities:*
- Designed and created data scripts of each class session's data analysis to assist students in performing future analyses
 - Created notes and STATA files of class session to distribute after class

PROFESSIONAL EXPERIENCE

- 2003-2005 **Independent Consultant**
American Building Maintenance Industries, Inc.
- Assisted senior vice president in preparing organizational processes for Sarbanes-Oxley compliance, including leading project management office, re-engineering accounting processes, and training employees on new compliance procedures
- Equity Office*
- Advised senior vice-president of National Property Operations in consolidating back-office processing and call center responsibilities
 - Created business requirements for call center technology and mediated between internal IT and outside software vendor to design call center technology and reports
 - Led and designed all materials for a 3-day training session for 15 managers

PROFESSIONAL EXPERIENCE (*continued*)

2000-2003 **Keane Consulting Group**

Manager

- Led consulting teams of between 4 and 14 consultants in projects involving the planning and implementation of organizational re-design, productivity improvement, change management, and technology enhancement
- Clients included \$25 billion health care provider, Illinois natural gas distributor, \$6 billion international insurance broker, 1.6 EUR international tire manufacturer

1997-2000 **McMaster-Carr Industrial Supply Company**

Senior Manager – Call Center

- Managed 110-employee, 11-supervisor call center that handled on average 9,500 calls/day

Manager – Warehouse Receiving

- Managed 60-employee, 3 supervisor freight operation that received and stocked 1,000 receipts/day

Other positions:

Internal Consultant for Inventory Management, Warehouse Supervisor, Corporate Buyer

PERSONAL INTERESTS

Enjoy spending time with my family and basset hound, travel, running, yoga, soccer, reading, and crossword puzzles.