

**SARAH (RONSON) HARVEY**  
**UCL School of Management**  
University College London  
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(on maternity leave 2015-2016; 2018-2019 academic years)

### **Academic Appointments**

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2015 – present	<b>Associate Professor</b> UCL School of Management University College London London, United Kingdom
2007 – 2015	<b>Assistant Professor</b> Department of Management Science & Innovation University College London London, United Kingdom

### **Education**

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2007	<b>PhD in Organisational Behaviour</b> London Business School London, United Kingdom
1998	<b>Bachelor of Commerce</b> (1 <sup>st</sup> class honours) Queen's University Kingston, Ontario, Canada

### **Research Expertise**

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Creativity and creative work, collective and group creativity, dynamic processes in groups and teams, group diversity, qualitative process research methods

### **Peer Reviewed Publications**

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Harvey, S. & Berry, J. (2022). Towards a meta-theory of creativity: Exploring novelty and usefulness. Forthcoming at *Academy of Management Review*.

- Hua, M.\*, Harvey, S.<sup>+</sup>, & Rietzschel, E.<sup>+</sup> (2022). Unpacking ‘ideas’ in creative work: A multi-disciplinary review. Forthcoming *Academy of Management Annals*.
- Toivonen, T., Aidoko, O., Jha, H., & Harvey, S. (2022). Creative jolts: How autonomous creators let go of ideas during creative revision. *The Academy of Management Journal*, conditionally accepted.
- Harvey, S.<sup>+</sup> & Mueller, J.S.<sup>+</sup> (2021). Staying alive: Towards a diverging consensus model of overcoming bias against novelty in groups. *Organization Science*, 32(2), 293-314.
- Kou, C.Y.\* and Harvey, S. (2021). A Dialogic perspective on managing knowledge differences: Problem-solving while building a nuclear power plant safety system. *Organization Studies*, doi: 01708406211061864.
- Harvey, S., Currall, S.C., & Hammer, T. (2017). Decision diversion in diverse teams: Findings from inside a corporate boardroom. *Academy of Management Discoveries*. 3(4): 358-381.
- Kannan, S., Harvey, S., & Peterson, R. S. (2016). A dynamic perspective on diverse teams: Moving from the dual-process model to a dynamic coordination-based model of diverse team performance. *The Academy of Management Annals*. doi:10.1080/19416520.2016.1120973
- Harvey, S. (2015). When accuracy isn’t everything: The value of demographic differences to information elaboration in teams. *Group and Organization Management*. doi: 10.1177/1059601114561786
- Harvey, S. (2014). Creative synthesis: Exploring the process of extraordinary group creativity. *Academy of Management Review*, 39: 324-343.
- Winner of Academy of Management Practice Paper Award 2020
  - Finalist for Academy of Management Review Best Paper Award 2014
- Harvey, S., Peterson, R.S., & Anand, N. (2014). From inside-out or outside-in: The team boundary spanning process in multi-organizational contexts. *Small Group Research*, doi: 10.1177/1046496414534474.
- Winner of Small Group Research Best Paper Award 2014
- Harvey, S. & Kou, C.Y.\* (2013). Collective engagement in creative tasks: The role of evaluation in the creative process in groups. *Administrative Science Quarterly*, 58: 346-386.
- Harvey, S. (2013). A different perspective: The multiple effects of deep level diversity on group creativity. *Journal of Experimental Social Psychology*, 49: 822-832.

Mainemelis, B. & Ronson, S. (2006). Ideas are born in fields of play: Toward a theory of play and creativity in organizational settings. *Research in Organizational Behavior*, 27: 81-131.

\*Graduate student collaborator

+Shared authorship position

### **Book Chapters, Proceedings, & Other Publications**

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Wallace, I.\*, Barratt, H., Harvey, S., & Raine, R. (2019). The impact of Clinical Nurse Specialists on the decision making process in cancer multidisciplinary team meetings: A qualitative study. *European Journal of Oncology Nursing*, 43: 101674.

Harvey, S., Kou, C.-Y., & Xie, W.\* (2018). Leading for synthesis: A process based model for creative leadership. In (Eds) Mainemelis, C., Epitropaki, O., & Kark, R. *Creative Leadership: Contexts and Prospects*. Routledge.

Harvey, S. & Kou, C.Y. (2016). Social processes and team creativity: Locating collective creativity in team interactions. In (Ed) R. Reiter-Palmon. *Team Creativity and Innovation*.

Harvey, S. (2015). Synthesis in action: Response to Chen and Adamson. *Academy of Management Review*. doi: 10.5465/amr.2014.0555.

Harvey, S. & Peterson R.S. (2013). Group dynamics; group cohesiveness; group norms; group roles; executive derailment. In *Blackwell Encyclopaedic Dictionary of Organizational Behavior*. Blackwell.

Kou, C.Y. & Harvey, S. (2012). The task redefinition process: Exploring the micro-foundations of knowledge sharing in organizations. *Academy of Management Best Paper Proceedings*. Academy of Management, Boston, MA.

Harvey, S. & Kou, C.Y. (2011). Collective engagement: Exploring creative processes in groups. *Academy of Management Best Paper Proceedings*. Academy of Management, San Antonio, TX.

Mainemelis, C. & Harvey, S. (2010). Ideas are born in fields of play: Creativity and play in organizations. *Rotman Magazine*, Rotman School of Business, University of Toronto, 2010

Peterson, R.S. & Harvey, S. (2009). Leadership and conflict: Using power to manage conflict in groups for better rather than worse. Chapter for: Dean Tjosvold &

- Barbara Wisse (Eds), *Power and Interdependence in Organizations*. Cambridge, UK: Cambridge University Press.
- Mainemelis, C., Harvey, S., & Peterson, G. (2008). Grow and play. *Business Strategy Review*, 19: 38-43.
- Ronson, S. & Peterson, R.S. (2007) The paradox of conflict in groups: Cooperation as a basis for positive group experience and group performance. In Sullivan, B.A., Snyder, M., & Sullivan, J.L. (Eds). *Cooperation: A Powerful Force in Human Relations*. Blackwell: Malden, MA.
- Narayanan, J., Ronson, S., & Pillutla, M. (2006). Groups as enablers of unethical behavior: The role of cohesion on group member actions. In Tenbrunsel, A. (Ed.) *Research on Managing Groups and Teams*, 8. Pg. 127-148. JAI Press.
- Pillutla, M. & Ronson, S. (2006). Survival of the similar. *People Management*, 12: 36-38.
- Pillutla, M. & Ronson, S. (2005). Do we prefer co-workers who are better or worse than us? Evidence from the 'Weakest Link' game. *Academy of Management Best Paper Proceedings*.
- Ronson S. & Peterson R.S. (2004). Group dynamics; group cohesiveness; group norms; group roles; executive derailment. In Nicholson N, Pillutla M, Audia P (Eds.) *Blackwell Encyclopaedic Dictionary of Organizational Behavior*. Blackwell.

### **Papers Under Review**

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Ananth, P.\* & Harvey, S. Managing ideas in creative processes (title changed to preserve blind review). 3<sup>rd</sup> R&R at *Administrative Science Quarterly*

### **Academic Service**

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**Committee Member:** UCL School of Management Recruiting Committee; Promotions Committee; PhD Admissions Committee

Reviewing

Chair: *Academy of Management William O. Newman Award 2020*

Committee Member: *Academy of Management William O. Newman Award 2019*

Committee Member: *Academy of Management Review Best Paper Award 2015*

Editorial Board Member: *Administrative Science Quarterly, Academy of Management Review, Journal of Organizational Behavior, Small Group Research*

- Most Developmental Reviewer Finalist, *Academy of Management Review*, 2017
- Outstanding Reviewer Award, *Academy of Management Review*, 2017, 2018
- Outstanding Reviewer Award, *Journal of Organizational Behavior*, 2017

Ad-hoc reviewer: *Academy of Management Journal, Organization Science, Academy of Management Discoveries, Organization Studies, Organizational Behavior and Human Decision Processes, Human Resource Management*

**Recent Conference Presentations**

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Fisher, C., Harvey, S., Anath, P., Xie, W. 2019. Bridging, balancing, and blending: The role of liminal practices in creative work. *Academy of Management, Boston, MA.*

- Part of showcase symposium

Xie, W., Anath, P., & Harvey, S. 2019. How diversity amplifies uncertainty and reduces group preference for novelty. *INGroup, Portugal.*

Harvey, S. 2018. Keeping novel ideas alive: How groups overcome the bias against novelty. Speaker at *Conference on Personalized Medicine, UCL.*

Harvey, S. & Mueller, J. 2017. Staying alive: Towards a dynamic process model for keeping novel ideas alive in groups. *Academy of Management Conference, Atlanta, GA.*

Harvey, S. & Kou, C.Y. 2016. Ideas as organizing mechanisms for collective creative combination. *Academy of Management Conference, Anaheim CA.*

Harvey, S. 2015. Surprising secrets of collective creativity. Keynote speaker, Space Syntax Symposium, *UCL School of Architecture*; Presentation to *Foster + Partners.*

Mueller, J. & Harvey, S. 2015/2016. Dynamic processes of endorsing novelty in teams. *INGroup, Pittsburgh, PA; Imperial Conversation on Innovation.*

- Harvey, S. & Kou, C.Y. 2014. Ideas as organizing mechanisms for teams. *JMS Conference on Organizational Complexity*, Cambridge, UK.
- Kannan, S., Harvey, S. & Peterson, R.S. 2013. Coordination failure: A missing link in understanding diverse team performance. *Management Theory Conference*, San Francisco, CA.
- Harvey, S. & Kou, C.Y. 2013. Team crafting: Ideas as organizing mechanisms for teams. *INGroup Conference*, Atlanta, GA; *5<sup>th</sup> Process Research Methods (PROS) Symposium*, Greece; *Structure and Structuring of Work in Organizations (SSWO) Workshop*.
- Kou, C.Y. & Harvey, S. 2012. The task redefinition process: Exploring the micro-foundations of knowledge sharing in organizations. *Academy of Management Conference*, Boston.
- Harvey, S. & Kou, C.Y. 2012. Emergence and evolution in multi-team systems. *EAWOP Small Groups Conference on Multi-Team Systems*.
- Harvey, S. 2012. Bumping into walls: Constraint and the role of teams in organizational creativity. *European Group and Organization Studies Conference*, Helsinki; *Ingenuity Conference*, Burlington, Ontario.
- Kou, C.Y. & Harvey, S. 2012. Going the distance: A comparative case study of distributed versus collocated projects. *European Group and Organization Studies Conference*, Helsinki and *British Academy of Management*, Cardiff and *EAWOP Small Groups Conference on Multi-Team Systems*.
- Harvey, S. & Kou, C.Y. 2011. Collective engagement: Exploring creative processes in groups. *Academy of Management Conference*, San Antonio.
- Harvey, S. 2009. All work and no play or all play and no work: Balancing work and play for optimum creativity. Keynote address at the *Professional Playground of the Future* conference, Amsterdam, NL.

## Teaching Experience

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### PhD Student Supervision

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| 2018 – present | <i>Ozumcan Demir</i> , UCL School of Management<br><i>Mel Hua</i> , UCL School of Management |
| 2016 – 2021    | <i>Poornika Ramakrishnan</i> , UCL School of Management                                      |

2011 – 2018	<i>Wenxin Xie</i> , UCL School of Management <i>Isla Wallace</i> , Applied Health, Effective functioning of multi-disciplinary healthcare teams (secondary supervisor)
2009 – 2012	<i>Mary-Clare Race</i> , Psychology, Leadership derailment – the manifestation of personality disorders in a corporate setting (secondary supervisor)
2008-2013	<i>Chia-yu Kou</i> , Management Science & Innovation, Micro-foundations of knowledge sharing (primary supervisor).

### **PhD Dissertation Examination Committees**

2021	<i>Nuria Tolsa-Caballero</i> , UCL
2020	<i>Davide Bavato</i> , Rotterdam School of Management
2019	<i>Xiaoran Hu</i> , London Business School
2018	<i>Tao Wang</i> , UCL
2017	<i>Keith Knaggs</i> , UCL
2016	<i>Anna Steinhage</i> , London Business School <i>Jinia Nath Mukerjee</i> , SKEMA Business School

### **Masters Level Teaching**

2010	UCL Management Science Teaching Innovation Award
2012 – present	Creativity & Critical Thinking, UCL, Masters in Management

The purpose of this course is to introduce and provide opportunities to practice the principles of critical and creative thinking applied to a business context. Specifically, the course aims to identify the role and importance of creativity and critical thinking in organisations, discuss the factors that drive individual and group creative and critical thinking and identify how to apply creative and critical thinking skills to a variety of organizational and industry contexts.

2007 – 2013	Creativity & Innovation in Organizations, UCL, Masters in Technology Entrepreneurship
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The purpose of this course is to introduce the role of creativity in innovative organizations and to discuss how to facilitate the creative process in individuals and teams for organizational growth and success. Specifically, the course aims to identify the role and importance of creativity in innovative organizations, the factors that drive individual and group creativity and the processes and environments through which organizations facilitate creativity.

2010 - 2011	Organizational Behaviour, UCL, Masters in Management
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The purpose of this course is to help you to appreciate the contribution of the behavioural sciences to our understanding of how organisations function. It will emphasize how an

understanding of individual and group behaviour can improve both the quality of working life and the effectiveness of organisations

2009                      Managing High Technology Organizations, UCL, Masters in  
Technology Entrepreneurship

This course will be valuable if you aspire to be a top executive, manager, or board member in high-technology organizations, or if you plan to start your own high-technology business in the future. This course will provide important knowledge about how to lead and manage a high-technology organization. The course has two aims: 1. To familiarize yourself with the unique strategic and organizational challenges facing high-technology organizations, 2. To cultivate the skills, behaviours, and knowledge that you need to effectively lead these organizations.

2003 – 2004              Global Leadership Assessment for Managers, London Business  
School, MBA

This course prepares students for working in teams throughout their first year in the MBA program at the London Business School. My role in this program was to coach teams and facilitate the delivery of NEO personality profiles and 360 degree feedback.

### **Undergraduate Teaching**

2010                      Communication and Behaviour in Organizations, UCL

This is the core organizational behaviour course for undergraduate students in the department of Management Science & Innovation, but includes students from other departments across the university. Topics covered include social perception, personality, working in teams, leadership, innovation, and decision making.

2006                      Negotiations, London School of Economic (summer school)

This course provided an introduction to topics in negotiations, including distributive & integrative bargaining, negotiating in teams, decision making biases, the principles of influence, and the effects of coalitions. In particular, I held and debriefed tutorial sessions that enabled students to practice negotiating in a variety of contexts.

2003 – 2004              Research Methods, London School of Economics (BSc, Industrial  
Relations)

This was a course teaching research methods to senior undergraduate students completing their final year dissertation. Topics covered included qualitative methodology, conducting interviews, surveys & sampling, and regression analysis.



## **Executive Education**

2008                      Global Leadership Assessment for Managers, London Business School (Dubai Campus)

This course prepares students for working in teams throughout their first year in the Executive MBA program at the London Business School. My role in this program was to coach teams and facilitate the delivery of NEO personality profiles and 360 degree feedback.

2005                      Negotiations, Brainlab (Munich)

This course introduced negotiations to an executive audience, including distributive & integrative bargaining, decision making biases, the principles of influence, and the effects of coalitions.