

# Klaus Weber

Kellogg School of Management  
Northwestern University  
2001 Sheridan Rd., Evanston, IL 60208-2001  
phone: +1 (847) 491 2201, fax +1 (847) 491 8896

[klausweber@northwestern.edu](mailto:klausweber@northwestern.edu)

[http://www.kellogg.northwestern.edu/Faculty/Directory/Weber\\_Klaus.aspx](http://www.kellogg.northwestern.edu/Faculty/Directory/Weber_Klaus.aspx)

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## ACADEMIC POSITIONS

### **Kellogg School of Management, Northwestern University**

*Department of Management and Organizations.*

Affiliations: Ford Center for Global Citizenship, Social Interaction and Organizing at Northwestern, Initiative for Sustainability and Energy at Northwestern, Sociology.

Associate Professor (with tenure)	2010 -
Assistant Professor	2003 - 10

## EDUCATION

<b>University of Michigan, Ann Arbor</b> <i>Ph.D. in Organization &amp; Management Theory</i>	2003
<b>London School of Economics and Political Science, London, UK</b> <i>M.S. in Industrial Relations</i>	1995
<b>Middlesex University and ESB Reutlingen, London, UK / Reutlingen, Germany</b> <i>B.A. (hons) in European and Business Studies; Diplom-Betriebswirt (FH)</i>	1994

## HONORS AND AWARDS

Clifford Geertz Best Article Prize, American Sociological Association, Section on Culture	2009
Prix Académique SYNTEC Conseil en Management Best Article Award	2009
Sidney J. Levy Award for Teaching Excellence in MBA Electives, Northwestern	2006, 2008
Renis Likert Prize for Best Paper from a Dissertation in Organization Studies, U Michigan	2005
Barry M. Richman Best Dissertation Award, International Management Division, AOM	2004
Finalist for the INFORMS/Organization Science Dissertation Competition	2002
Rackham Predoctoral Fellowship, Social Science Division, U Michigan	2002
Dykstra Fellowship for Teaching Excellence, University of Michigan	2001
Prize for best M.Sc. Thesis in Industrial Relations, London School of Economics	1995

## RESEARCH AREAS

Cultural and institutional theory; sensemaking, social movements and organizations; environmental sustainability, globalization and development.

## JOURNAL ARTICLES

- Weber, K., Dacin, T. 2011. "The cultural construction of organizational life." *Organization Science*. 22(2): 286-298.
- Soderstrom, S., Weber, K. 2011. "Corporate sustainability agendas from the bottom up." *European Business Review*. March/April: 6-9.
- Plambeck, N., Weber K. 2010. "When the glass is half full and half empty: CEOs' ambivalent interpretations of strategic issues." *Strategic Management Journal*. 31: 689-710
- Weber, K., Rao, H., Thomas, L.G. 2009. "From streets to suites: How the anti-biotech movement affected German pharmaceutical firms." *American Sociological Review*.74(2): 106-127
- Weber, K., Davis, G. F., Lounsbury, M. 2009. "Policy as myth and ceremony: The global spread of stock markets, 1980-2005." *Academy of Management Journal*. 52(6):1319-1347.
- Plambeck, N, Weber K. 2009. "CEO ambivalence and responses to strategic issues." *Organization Science*. 20(6): 993-1010
- Winner of the Prix Académique SYNTEC Conseil en Management Best Article Award (Management, HR, and Organization section).
- Weber, K., Heinze, K., DeSoucey, M. 2008. "Forage for thought: Mobilizing codes in the movement for grass-fed meat and dairy products." *Administrative Science Quarterly*. 53(3): 529-567.
- Winner of the Clifford Geertz Best Paper Prize of the Section on Cultural Sociology at the American Sociological Association.
- Weber, K., Glynn, M A. 2006. "Making sense with institutions: Context, thought and action in Karl Weick's theory." *Organization Studies*. 27(11): 1639-1660
- Weber, K. 2006. "From nuts and bolts to toolkits: On theorizing with mechanisms." *Journal of Management Inquiry*. 15(2): 119-123
- Weber, K. 2005. "A toolkit for analyzing corporate cultural toolkits." *Poetics*. 33: 227-252.
- Walsh, J.P., Weber, K., Margolis, J. 2003. "Social issues and management: Our lost cause found." *Journal of Management*. 29(6): 859-881
- Sutcliffe, K.M., Weber, K. 2003. "The high cost of accurate knowledge." *Harvard Business Review*. 81:74-82

## CHAPTERS, REVIEWS, COMMENTARIES

- Weber, K., King, B.G. in preparation. "Social movement theory in organization studies." *Oxford Handbook of Sociology, Social Theory and Organization Studies*. P. Adler, P. du Gay, G. Morgan, M. Reed)
- Weber, K. forthcoming. "Review of 'Institutions and entrepreneurship.'" *Administrative Science Quarterly*.

- Weber, K., Soderstrom, S. 2012. "Social movements." *Oxford Handbook of Business and the Environment*. Bansal, P., Hoffman, A. (eds.): 248-265.
- Weber, K. 2009. "Review of 'NGOs and Organizations: Conflict and collaboration.'" *Administrative Science Quarterly*. 54(4):668-670.
- Walsh, J. P., Weber, K. 2002. "The prospects for critical management studies in the American Academy of Management." *Organization*. 9(3):402-410.

## MANUSCRIPTS UNDER REVIEW

- Soderstrom, S., Weber, K. "Organizational sustainability agendas: An interaction perspective on issue mobilization."
- Giorgi, S., Weber, K. "The worth of frames: Framing repertoires and evaluations of worth in the market for investment advice."
- Heinze, K., Weber, K. "Institutional change and intrapreneurship in integrative medicine."
- Weber, K. "Organizational fields and corporate cultural repertoires."

## WORKING PAPERS

- Weber, K., Heinze, K., Patel, H. "Theorizing an emergent field: The case of alternative agriculture."
- Weber, K. "Converging orders of worth: Adaptive and demographic mechanisms of cultural globalization."
- Lungeanu, R., Weber, K. "The influence of corporate elites on philanthropic and CSR priorities."
- De Bakker, F., den Hond, F., King, B.G., Weber, K. "Social movements, civil society and corporations."
- Soderstrom, S., Weber, K. "What it means to be sustainable: A comparative analysis of the sustainability concept in public discourse."
- Soderstrom, S., Weber, K. "Issue selling in corporate sustainability."
- Jung, W., Weber, K. "Responses to institutional ambivalence: Conformity, decoupling and change."
- Voronov, M., Weber, K. "An institutional theory of management."
- Voronov, M., Weber, K. "Emotional capital and inequality."

## CONFERENCE PRESENTATIONS AND ORGANIZED SESSIONS

2012

"An institutional theory of management." (with M. Voronov) Society for the Advancement of Management Studies Conference, Oxford.

2011

"What does it means to be sustainable? A comparative analysis of the sustainability concept in public discourse." (with S. Soderstrom) *Academy of Management Meeting*, San Antonio, TX; and *Energy, Organizations, and Society Workshop* at UC Davis, Davis, CA.

- “The evolution of corporate sustainability agendas: An interaction ritual perspective.” (with S. Soderstrom) *American Sociological Association*, Las Vegas, NV.
- “Janus-faced do-gooders? Philanthropic giving and corporate social responsibility practices.” (with R. Lungeanu) *Academy of Management Meeting*, San Antonio, TX.
- “Issue selling in corporate sustainability.” (with S. Soderstrom) *3rd Annual Alliance for Research on Corporate Sustainability (ARCS) Conference*, Philadelphia, PA.

2010

- “Converging orders of worth: Adaptive and demographic mechanisms of cultural globalization.” *Institutions Justified Conference*, Vienna.
- “The influence of news characteristics on market response times.” (with N. Switanek) *Strategic Management Society Conference*, Rome, Italy.
- “From fame to fame: Framing repertoires of star analysts.” (with S. Giorgi) *Academy of Management Meeting*, Montreal.
- “Janus-faced do-gooders? Philanthropic giving and corporate social responsibility practices.” (with R. Lungeanu) *European Group of Organization Studies (EGOS)*, Lisbon.
- “The evolution of corporate sustainability agendas: An interaction ritual perspective.” (with S. Soderstrom) *European Group of Organization Studies (EGOS)*, Lisbon; and *2<sup>nd</sup> Annual Alliance for Research on Corporate Sustainability (ARCS) Conference*, Boston, MA.
- “Corporations and the environmental movement: Global and local contestations, and institutional change.” (with S. Soderstrom) *European Group of Organization Studies (EGOS)*, Lisbon; and *Conference on Corporate Social Responsibility in a Globalizing World*, U of Michigan.
- “The construction of insurgent logics in alternative agriculture.” (with K. Heinze) *Conference on Institutions and Work*, Vancouver, BC.

2009

- “The construction of insurgent logics in alternative agriculture.” (with K. Heinze) *University of Alberta Conference on Institutions, Innovation and Space*; and Symposium on The Modification of Modern Agricultural Processes and Systems. *Academy of Management Meeting*, Chicago, IL.
- “Integrating environmental sustainability into organizations.” (with S. Soderstrom) *European Group of Organization Studies (EGOS)*. Barcelona.
- “Trading in good(s) and evil(s)? Challenges and opportunities of market solutions to environmental problems.” (with S. Giorgi, S. Soderstrom, R. Meissen). Symposium at the *Academy of Management Meeting*, Chicago, IL.
- “Organizational fields and corporate cultural repertoires.” *Harvard Business School International Research Conference*.

2008

- “The construction of insurgent logics in alternative agriculture.” (with K. Heinze) *Academy of Management Meeting*, Anaheim, CA.
- “Worthy rhetorics: Analyst discourse and the valuation and trading of biotech stocks.” (with S. Giorgi) *Academy of Management Meeting*, Anaheim, CA.
- “Optimal satisficing: Sustainable implementation of environmental initiatives” (with S. Soderstrom) *Academy of Management Meeting*, Anaheim, CA.
- “Put in place, held in place: Inequality and the relational basis of institutions.” (with M.A. Glynn) *European Group of Organization Studies (EGOS)*. Amsterdam, NL.
- “Forage for thought: Mobilizing codes in the movement for grass-fed meat and dairy products.” (with K. Heinze, M. DeSoucey) *Conference on Institutions and Entrepreneurship*, Montreal, CA
- “From streets to suites: How the anti-biotech movement affected German pharmaceutical firms.” (with H. Rao, L G Thomas) *American Sociological Association Meeting*, Boston, MA; and *Wisconsin Conference on Technology Entrepreneurship*, Madison, WI.

2007

- “Forage for thought: Mobilizing codes in the movement for grass-fed meat and dairy products.” (with K. Heinze, M. DeSoucey) *MIT BPS Mini Conference*, Boston, MA; and *Workshop on Symbolic Value Creation*, Milano, Italy.
- “Marks of distinction: Style as a source of status among security analysts.” (with S. Giorgi) *American Sociological Association Meeting*, New York, NY.
- “Implementation of environmental initiatives” (with S. Soderstrom) *Academy of Management Meeting*, Philadelphia, PA.
- “A temporal perspective on balancing exploitation and exploration.” (with M. Piao) *Academy of Management Meeting*, Philadelphia, PA.
- “Computer-assisted and computer-automated analysis of textual data.” Professional Development Workshop ‘The Power of Richness III’, *Academy of Management Meeting*, Philadelphia, PA.
- “Ambivalence and action responses to strategic issues” (with N. Plambeck) *Strategic Management Society Meeting*, San Diego, CA.

2006

- “Culture, language, and institutions” (Session Chair with T. Dacin and A. Nigam) *Organization Science Cluster at the INFORMS Meeting*, Pittsburgh, PA.
- “The war of the words: Repertoires of valuation and the status of security analysts.” (with S. Giorgi) *Academy of Management Meeting*, Atlanta, GA.
- “Antecedents of ambivalent evaluations of strategic issues” (with N. Plambeck) *Academy of Management Meeting*, Atlanta, GA.
- “Culture and language in market and field processes” (Organizer, with M.T. Kennedy) Professional Development Workshop, *Academy of Management Meeting*, Atlanta, GA.

2005

- “Code violation: The anti-biotechnology movement and German pharmaceutical firms.” (with L.G. Thomas and H. Rao) Part of Showcase Symposium, *Academy of Management Meeting*, Honolulu.
- “Language in organization and strategy: Theoretical and empirical advances.” (Organizer, with W. Ocasio and P. Fiss) Professional Development Workshop, *Academy of Management*, Honolulu.
- “Context and content: Textual analysis for qualitative research.” Professional Development Workshop on Qualitative Methods, *Academy of Management Meeting*, Honolulu, HI.
- “Globalization and cultural convergence: Adaptive and demographic change mechanisms” *European Group of Organization Studies (EGOS)*, Berlin, Germany.
- “Markets for cultural repertoires: Cultural repertoires of markets” (with S. Giorgi) Presented at the *Midwestern Conference for Culture, Language, and Cognition*. Evanston, IL.

2004

- “Social boundaries and cultural toolkits in the international pharmaceutical industry” *American Sociological Association Meeting*, San Francisco, CA.
- “Within-country variation and international convergence in corporate cultural toolkits” *Society for the Advancement of Socio-Economics (SASE) Meeting*, Washington, DC.
- “Making sense of institutional dynamics” (with M.A. Glynn) *Academy of Management Meeting*, New Orleans, LA.

2003

- “Organizing contested terrains: The dynamics of organizational settlements.” (Organizer, with T. Vogus) Symposium at the *Academy of Management*, Seattle, WA.
- “The global spread of stock markets, 1960-2000.” (with G.F. Davis) *Society for the Advancement of Socio-Economics (SASE)*, Aix-en-Provence, France.

2002

“Emergent organization and social movements: a sensemaking perspective.” (with T. Vogus)  
*European Group of Organization Studies (EGOS)*, Barcelona, Spain.

“‘Brain circulation’, international capital flows, and the world system: A computer simulation of migrant economic activity.” (with M Yoo) *Academy of International Business*, Sydney, Australia.  
(Finalist for Best Paper Award)

2001

“Institutional isomorphism in IPO firms’ top teams: The role of venture capitalists in creating industry standards”. *Academy of Management*, Washington, DC.

2000

“The global spread of stock markets, 1980-1998.” (with G.F. Davis) *Academy of Management*, Toronto, Canada. (Part of Showcase Symposium)

“Financing new ventures: a computer simulation of industry level learning and evolution.” *Academy of Management*, Toronto, Canada.

“Environmental misperceptions and firm performance.” (with K.M. Sutcliffe) *Academy of Management*, Toronto, Canada.

1999

“Positive mindsets and exaggerated beliefs: Interpretive frames as key determinants of firm performance.” (with K.M. Sutcliffe) *Academy of Management*, Chicago, IL

## **INVITED PRESENTATIONS**

2012: U Alberta (Business), UCLA (Anderson)

2011: U Cambridge (OTREG), Imperial College London (AIM), Cornell (Johnson), McGill (Desautels), Northwestern (TGS)

2010: U Chicago (Booth), Michigan (Ross), HEC Paris, Brock University

2009: Western Ontario (Ivey), Northwestern (Environmental Engineering, NISP, Graduate Faculty)

2008: Dartmouth (Tuck), Vanderbilt (Owen), Cornell (Johnson/ILR), UIUC (Business), INSEAD, UC Berkeley (Haas)

2007: Columbia (GSB), Pennsylvania (Wharton), Northwestern (Sociology)

2006: U Chicago (Booth), Michigan (ICOS), MIT/Harvard (Economic Sociology)

2005: Stanford (Scancor)

2003: Harvard (HBS), Emory (Goizueta), NYU (Stern), Queen’s University (Business), UIUC (Business), Western Ontario (Ivey), Pennsylvania (Wharton), Northwestern (Kellogg)

2002: UCLA (Anderson), Cornell (ILR, Johnson), College of William & Mary (Management), Minnesota (Carlson), Washington University (Olin)

## TEACHING INTERESTS

MBA: Managing Environmental Sustainability, Social Innovation, Enterprise Models for Social Change, Power & Influence, Managing Change, Organizational Leadership.

PhD: Organization Theory, Economic Sociology, Cultural Theory, Text Analysis, Methods

## TEACHING AWARDS

Sidney J. Levy Award for Teaching Excellence in MBA Electives, Northwestern 2006, 2008

Dykstra Fellowship for Teaching Excellence, Michigan Business School 2001

## TEACHING EXPERIENCE

### MBA Level

#### **Social Intrapreneurship**

MBA elective at the Kellogg School of Management. 2011-2012  
Module in Kellogg Executive Programs, 2011

#### **Enterprise Models for Social Change**

MBA elective at the Kellogg School of Management. 2011-2012

#### **Sustainability Lab**

Project-based experiential learning course at the Kellogg School of Management.  
Faculty advisor, 2009-2012

#### **Environmental Management and Strategy**

MBA elective at the Kellogg School of Management, 2012

#### **Power and Influence in Organizations**

MBA elective at the Kellogg School of Management. 2004 - 2011

#### **Leadership in Organizations**

MBA core class at the Kellogg School of Management. 2005, 2006

#### **Managing Organizational Change**

BBA elective at the Michigan Business School. 2001  
Half day modules in Kellogg Executive Programs, 2007-2009, 2011

### Doctoral Level

#### **Research Methods in Organizational Analysis**

PhD seminar at the Kellogg School of Management, 2011-2012

#### **Method and Applications of Structured Text Analysis**

PhD seminar at the Kellogg School of Management, 2009  
PhD workshop at Imperial College London, 2011

#### **Social Movement and Organizations**

PhD seminar at USI Lugano, 2012

#### **Cultural and Meaning-Based Theories of Organization**

PhD seminar at the Kellogg School of Management, 2007

## SERVICE

### Editorial

Senior Editor, *Organization Science*. 2010 - present

Guest Editor, *Research on the Sociology of Organizations*. Volume on “Social Innovation and Social Resilience” (in preparation)

Guest Editor (with Frank de Bakker, Frank den Hond, Brayden King), *Organization Studies*. Special Issue on “Social Movements, Civil Society, and Corporations” (Nov 2012)

Guest Editor (with Tina Dacin), *Organization Science*. Special Issue on “The Cultural Construction of Organizational Life” (Vol. 22(2), March 2011)

### Reviewing

Editorial Review Board, *Administrative Science Quarterly*, 2009 -

Editorial Review Board, *Organization Studies*, 2009 -

Editorial Review Board, *Organization Science*, 2008 - 2010

Ad hoc reviewing (past 2 years): *Academy of Management Journal*, *Academy of Management Review*, *American Journal of Sociology*, *American Sociological Review*, *Journal of Management Studies*, *Mobilization*, *National Science Foundation*, *Research Policy*, *Social Psychology Quarterly*, *Social Forces*, *Sociological Forum*, *Sociological Theory*, *Strategic Management Journal*.

### Conference Convening

2012 *EGOS* Conference Stream: “Values, value and valuation.” (Co-organizer with J. Reinecke, H. Willmott). Helsinki, Finland.

2010 *Organization Studies* Summer Workshop: “Social movements, civil societies, and corporations.” (Co-organizer with F. de Bakker, F. den Hond, B. King). Margaux, France.

2006 *INFORMS* Conference Organization Science Cluster: “Culture, language, and institutions.” (Co-organizer with T. Dacin, A. Nigam). Pittsburgh, PA.

### Professional Associations

Representative-at-Large (elected), *Academy of Management*, *OMT Division*, 2010 – 2013

Elected member, *Macro-Organizational Behavior Society*, 2012

### Kellogg and Northwestern University

Kellogg MBA curriculum review committee, 2012

Kellogg task force on MBA admissions, 2011

Kellogg building sustainability committee, 2011-2

Faculty fellow, Northwestern Residential College Program, 2011-

MORS faculty recruiting committee, 2004-2007, 2010-2011

Co-organizer, Business Roundtable on Sustainability at Kellogg, 2009-2010

### Doctoral Education

Director of Graduate Studies, *MORS and MORS-Sociology Doctoral Programs*, 2010 –



Admissions Chair, *MORS and MORS-Sociology Doctoral Programs*, 2009 –

Guest Faculty, *2011 Medici PhD Summer School*, Florence, Italy.

Guest Faculty, *2010 ARCS PhD Sustainability Academy*, London, ON.

### **Dissertation Committees**

Mary-Hunter McDonnell (member), MORS, Northwestern, 2011 - present

Clarissa Chaiy (member), MORS, Northwestern, 2011 - present

Jay Uparna (member), MORS, Northwestern, 2011 - present

Razvan Lungeanu (member), MORS, Northwestern, 2010 - present

Vanessa Pouthier (member), MORS, Northwestern, 2010 – present

Lindsay Fullerton (member), Communications, Northwestern, 2010 - present

Jeff Treem (member), Communications, Northwestern, 2009 – 2012 (U Texas, Austin)

Kate Heinze (chair), MORS, Northwestern, completed 2010 (U Michigan, Ann Arbor)

Sara Soderstrom (member), MORS, Northwestern, completed 2010 (U Michigan, Ann Arbor)

Simona Giorgi (member), MORS, Northwestern, completed 2010 (Boston College)

Sekou Bermiss (member), MORS, Northwestern, completed 2009 (U Texas, Austin)

John Joseph (member), MORS, Northwestern, completed 2008 (Duke)

Ming Piao (member), MORS, Northwestern, completed 2007 (U of Utah)

Jim Oldroyd (member), MORS, Northwestern, completed 2007 (KAIST)

### **INDUSTRY EXPERIENCE**

Several years of international work experience in change management and organization strategy with Andersen Consulting/Accenture, Eastman Kodak, Glaxo-Wellcome/GSK, and the German Armed Forces.