

## CHRIS P. LONG

### EDUCATION

**Duke University**, Fuqua School of Business, PhD in Management

PhD Dissertation: *“Balancing Controls with Trust-building and Fairness-building Initiatives”*  
Dissertation Committee: *Sim B. Sitkin (Co-Chair), Laura B. Cardinal (Co-Chair), Richard M. Burton, E. Allan Lind, Gary Gereffi.*

**Harvard University**, John F. Kennedy School of Government, Master in Public Policy (MPP),  
Policy Area of Concentration: *Organizational Innovation and Reform*

**The University of Connecticut**, Honors Bachelor of Arts, Major: *Political Science*,  
Concentration: *Political Theory*

### ACADEMIC EXPERIENCE

<i>St. John's University (NYC) – Peter J. Tobin College of Business</i> Paul Naughton Associate Professor of Management (with tenure) Director of Faculty Research Director, Executive-in-Residence Program	2017-
<i>Georgetown University – McDonough School of Business</i> Assistant Professor of Management	2009-2017
<i>Washington University in St. Louis – Olin School of Business</i> Assistant Professor of Organizational Behavior	2002-2009
<i>Duke University</i> Instructor	1999-2001

### RESEARCH FOCUS

In my research, I examine how leaders create contexts within which individuals can achieve high levels of performance (e.g., innovation, efficiency), satisfaction, and commitment. Much of my current work focuses on how leaders balance their efforts to apply organizational controls, promote fairness, and foster trust because I view these activities as fundamental elements of effective leadership. I build from this perspective to also evaluate how the independent and joint actions that leaders take affect actor control, fairness, and trust perceptions and impact key organizational and employee outcomes.

To date, I have focused my research on generating new insights on the dynamics of leadership, organizational trust, organizational fairness, and conflict management within both traditional organizations and new organizational forms. I have also directed my research towards developing a greater understanding of organizational design issues such as how leaders can effectively formulate and implement organizational performance management systems comprised of multiple activities.

## SCHOLARLY PUBLICATIONS

### Select Publications

Sitkin, S. B., C. P. Long, and L.B. Cardinal (2020). "Assessing the Control Literature: Looking Back and Looking Forward" *Annual Review of Organizational Psychology and Organizational Behavior* 7: 339-368.

Cardinal, L. B., S. B. Sitkin, C. P. Long, and C. C. Miller (2018). "The Genesis of Control Configurations during Organizational Founding." *Advances in Strategic Management* 40: 83-114.

Long, C. P. (2018). "To Control and Build Trust: How Managers use Organizational Controls and Trust-building Activities to Motivate Subordinate Cooperation." *Accounting, Organizations, and Society* 70: 69-91.

Long, C. P. and S. B. Sitkin. (2018) "Control-Trust Dynamics: Identifying Shared Perspectives and Charting Conceptual Faultlines." *Academy of Management Annals* 12: 725-751.

Long, C.P. (2016). "Mapping the Main Roads to Fairness: Examining the Managerial Context of Fairness-Promotion." *Journal of Business Ethics* 137: 757-783.

Karim S., T. N. Carroll, and C. P. Long (2016). "Delaying Change: Examining How Industry and Managerial Turbulence Impact Structural Realignment." *Academy of Management Journal* 59: 791-817.

Hernandez, M., C. P. Long, and S. B. Sitkin (2014). "Cultivating Trust in Leaders: Are All Leader Behaviors Equally Influential?" *Organization Studies* 35: 1867-1892.

Long, C. P., C. Bendersky, and C. Morrill (2011). "Fairness Monitoring: Contextualizing Fairness Judgments in Organizations." *Academy of Management Journal* 54: 1045-1068.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (2004). "Balancing and Rebalancing in the Creation and Evolution of Organizational Control." *Organization Science* 15: 411-431.

Lewin, A. Y., C. P. Long, and T. Carroll (1999). "The Co-evolution of New Organizational Forms." *Organization Science* 10: 535-550.

### Other Peer-Reviewed Articles and Invited Book Chapters

Kelley, A., S. Traynham, S., C. P. Long, and T. Britt (2019). "Posttraumatic Stress Disorder Symptoms and Criminal Behavior in U.S. Army Populations: The Mediating Role of Psychopathy and Suicide Ideation." *American Journal of Psychology* 132. 85-95.

Horak, S., and C. P. Long (2018). "Dissolving the Paradox: Power and Trust Orthogonality in Collaborative Business Relationships." *Supply Chain Management: An International Journal* 23, 573-590.

Long, C. P., and A. Weibel (2018) “Two Sides of an Important Coin: Outlining the General Parameters of Control-Trust Research.” In R. Searle, A-M Nienaber, and S. Sitkin (eds.) *Routledge Companion to Trust*. New York, NY: Routledge Taylor & Francis Group.

Long, C. P. (2017). “Conflict Management in Leader Development: The Roles of Control, Trust, and Fairness.” In M. Clark and C. Gruber (eds.) *Leader Development Deconstructed. Annals of Theoretical Psychology*. New York, NY: Springer.

Ranes, B., C. P. Long, S. Traynham, and A. Hayes (2017). “The Influence of Combat Exposure on Psychologically Healthy Soldiers’ Attentiveness to Environmental Threats.” *Military Medicine* 182: 1787-1793.

Long, C. P. (2016). “Promoting Fairness in the Face of Conflict: The Moderating Effect of Social Control.” *Leadership and Organization Development Journal* 37: 593 – 608.

Long, C. P. (2015). “How Managers Direct Subordinates through Applications of Controls and Demonstrations of their Trustworthiness.” *Journal of Applied Business Research* 31: 1645-1666.

Long, C. P., S. B. Sitkin, L. B. Cardinal, and R. M. Burton (2015). “How Controls Influence Organizational Information Processing; Insights from a Computational Modeling Investigation.” *Computational and Mathematical Organization Theory* 21: 406-436.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2014). “Managerial Action to Promote Control, Trust and Fairness in Organizations: The Effect of Conflict.” In J. A. Miles (ed.) *New Directions in Management and Organization Theory*. Cambridge Scholars Publishing: Newcastle, UK.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (2013). “Management Control Systems.” In E. H. Kessler (ed.) *Encyclopedia of Management Theory*. Thousand Oaks, CA: Sage Publications.

Long, C. P. (2010). “Control to Cooperation: Examining the Role of Managerial Authority in Portfolios of Managerial Actions.” In S. B. Sitkin, L. B. Cardinal, and K. Bijlsma-Frankema (eds.) *Organizational Control*. Cambridge, UK: Cambridge University Press.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (2010). “A Configurational Theory of Control.” In S. B. Sitkin, L. B. Cardinal, and K. Bijlsma-Frankema (eds.) *Organizational Control*. Cambridge, UK: Cambridge University Press.

Stetz, M. C., C. P. Long, B. K. Wiederhold, and D. S. Turner (2008). “Combat Scenarios and Relaxation Training to Harden Medics against Stress.” *Journal of CyberTherapy & Rehabilitation* 1: 239-246.

Stetz, M. C., C. P. Long, W. V., Schober, C. G., Cardillo, and R. M. Wildzunas (2007). “Stress Assessment and Management while Medics Take Care of the VR wounded.” *Annual Review of Cybertherapy and Telemedicine* 5: 191-204.

Long, C. P., and S. B. Sitkin (2006). "Trust in the Balance: How Managers Integrate Trust-Building and Task Control." In R. Bachmann and A Zaheer (eds.) *Handbook of Trust Research*. Cheltenham: Edward Elgar.

Lewin, A. Y., C. P. Long, and T. Carroll (2002). "The Co-evolution of New Organizational Forms" (Article Reprint). In S. Clegg (ed.) *Central Currents in Organization Studies, Vol. 8*. Thousand Oaks, CA: Sage Publications.

Long, C. P., R. M. Burton, and L. B. Cardinal (2002). "Three Controls Are Better Than One: A Simulation Model of Complex Control Systems." *Computational and Mathematical Organization Theory* 8: 197-220.

### Conference Proceedings

Long, C. P. (2014). "How Managers Transform Control into Cooperation." *Proceedings of the International Conference on Technology and Business Management*. ISBN: 978-81-924713.

Long, C. P. (2014). "Promoting Fairness: The Roles of Conflict, Integrity, and Social Control." *Proceedings of the 2nd International Conference on Management, Leadership, and Governance*. ISSN: 2049-6818.

Long, C. P., S. B. Sitkin, L. B. Cardinal, and R. M. Burton (2013). "Investigating the Information Processing Capacities of Organizational Controls: A Computational Modeling Perspective." *Proceedings of the 16<sup>th</sup> International Association of Management and Business (IAMB) Conference*. ISSN: 1949-9108.

Long, C. P. (2013). "Establishing Channels to Cooperation: How Managers Combine Their Efforts to Apply Control and Demonstrate Their Trustworthiness." *Proceedings of the 16<sup>th</sup> International Association of Management and Business (IAMB) Conference*. ISSN: 1949-9108.

Long, C. P., and T. N. Carroll (2012). "How Managers' Trust and Control Activities Influence Subordinates' Perceptions." *Academy of Management Best Paper Proceedings* 2012: 1-6.

Long, C. P., C. Bendersky, and C. Morrill (2007). "Lying in the Bed That You Make: How Subordinates Monitor Their Supervisor's Efforts to Promote Fairness." *Academy of Management Best Paper Proceedings* 2007: 1-6.

Long, C. P., C. Bendersky, and C. Morrill (2006). "Fair Control: Complementarities between Types of Managerial Controls and Employees' Fairness Evaluations." *Academy of Management Best Paper Proceedings* 2006: F1-F6.

Long, C. P., and L. B. Cardinal (2005). "Managerial Action to Build Control, Trust, and Fairness in Organizations: The Effect of Conflict." *Academy of Management Best Paper Proceedings* 2005: E1-E6.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (2003). "Creating Control Configurations during Organizational Founding." *Academy of Management Best Paper Proceedings* 2003: D1-D6

## Technical Publications

Britt, T., C. P. Long (2016) “Waivers for Mental Disorders in the Aviation- Components of the Armed Services: Recommendations for Improving Evidence-Based Decisions and Aviator Return to Duty.” *Tech Report: (TR-2016-09-01): United States Army Aeromedical Research Laboratory (USAARL)*.

## Papers under Review (and Current Status)

Long, C.P and Horak, S. (2019) “Building Trust in a Context of Control: How Managers’ Efforts to Apply Controls and Demonstrate Their Trustworthiness Influence Subordinates’ Trust and Control Perceptions.” *Anticipated Submission: Journal of Operations Management*.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2019). “Managerial Authority and Action through the Eyes of the Manager: The Roles of Control, Trust, and Fairness.” *Invited Resubmission: Academy of Management Review*.

## Working Papers (and Works in Preparation)

Long, C. P., T. N. Carroll, and B. Holtom (2019) “Building Trust through Conscientious Control: How Managers’ Efforts to Apply Controls and Demonstrate Their Trustworthiness Jointly Influence Subordinates’ Trust in Their Employer.” *Pending Submission: Journal of Applied Psychology*.

Sillito, S, and C. P. Long. “Leadership and Fairness: Examining the Differential Impacts of Relational Self-Construal, Instrumentality, and Ethics on Authorities’ Efforts to Promote Fairness.” *Under Review: Journal of Organizational Behavior*.

Mayhew, B., and C. P. Long (2019). An Evaluation of the Food and Drug Administration’s Expedited Pathways. *Pending Submission: American Journal of Public Health*.

Horak, S., and C. P. Long (2019). “Is Fairness Universal?: The Context Dependency-Independency of Fairness Ethics – A Cross-Cultural Comparison.” *Pending Submission: Social Justice Research*.

Long, C.P., T. N. Carroll, and B. Holtom (2015). “Controlling Routes to Intrinsic Motivation: How Managerial Trustworthiness Moderates the Relationship between Controls and Subordinates’ Intrinsic Motivation.” *Pending Submission: Personnel Psychology*.

Long, C.P. (2015). “Managers’ Demonstrations of Trustworthiness as The Social Requisites for Control: A Two-Study Test of Ouchi’s Conceptual Framework.” *Pending Submission: Management Science*.

Long, C. P. (2018). “Controlling Esteem: How Management Controls and Subordinates' Trust Perceptions Influence Subordinates’ Self-Perceived Value to Their Boss.” *Pending Submission: Organizational Behavior and Human Decision Processes*.

Long, C. P. (2015). "At the Intersection of Morality, Control, and Conflict: Exploring How and Why Managers Promote Fairness." *Anticipated Submission: British Journal of Management*.

Long, C. and M. Baer. "Where You'd Least Expect It: The Genesis of "Touching People's Lives" in a Precision-Manufacturing Firm." *Anticipated Submission: Administrative Science Quarterly*.

## AWARDS AND HONORS

### Research

**Winner** (2018), "Best Paper" - Tobin Discipline-based Research Award, Peter J. Tobin College of Business, St. John's University.

**Winner** (2014), *Best Paper Selection*, 2<sup>nd</sup> International Conference on Management, Leadership, and Governance (ICMLG), Wellesley, MA.

**Winner** (2014), *Best Poster Competition*, 2<sup>nd</sup> International Conference on Management, Leadership, and Governance (ICMLG), Wellesley, MA.

**Winner** (2013), *Best Paper*, New Directions in Management and Organization Theory Conference, San Francisco, CA.

**Winner** (2013), *Best Applied Paper*, 16<sup>th</sup> International Association of Management and Business (IAMB) Conference, Washington, DC.

**Winner** (2012), *Best Paper-Conflict in Context*, Conflict Management Division, Academy of Management Annual Meeting, Boston, MA (2012).

**Winner** (2006), *Best Empirical Paper*, Conflict Management Division, Academy of Management Annual Meeting, Atlanta, GA (2006).

**Selection**, *AOM Best Paper Proceedings*: 2003, 2005, 2006, 2007, 2012.

**Finalist** (2014), *Best Paper*, 16<sup>th</sup> International Association of Management and Business (IAMB) Conference, Washington, DC.

**Finalist**, (2014), *Emerald Best International Symposium Award* (as Presenter), Academy of Management Annual Meeting, Philadelphia, PA.

### Teaching

**Awarded** a 2016-2017 *Doyle Faculty Fellowship*. To examine the dynamics of diversity and difference in the classroom. Center for New Designs in Learning and Scholarship (CNDLS), Georgetown University.

**Awarded** the 2010 *Joseph F. Lemoine Award for Undergraduate and Graduate Teaching Excellence* (Given to one McDonough School of Business faculty member per year).

**Nominated Finalist** for “Professor of the Mod.” (Fall, 2010; Fall, 2011).

**Professional**

**U.S. Army Reserve Officer Commission** – Promoted to Major (2014); Captain (2007) 1<sup>st</sup> Lieutenant (2005); 2nd Lieutenant (2002).

**Duke University Representative** to the OB/OMT/ODC Academy of Management Doctoral Consortium (2001).

**PhD Fellowship**, Duke University (1996-2001).

**Kennedy School Grant**, Harvard University (1994).

**CONFERENCE PRESENTATIONS**

Kim, D-h, Baer, M., Evans, K. and C. Long. (2019). Working in the Shadow of a Brilliant Leader: Curvilinear Effects on Empowerment and Creativity. Presented at the Academy of Management Annual Meeting (AOM). Boston, MA.

Long, C. P., Carroll, T. N., B. Holtom. (2019). How Managers Gain Their Employees’ Trust Through Control and Trust-Building. Presented at the Academy of Management Annual Meeting (AOM). Boston, MA.

Long, C. P. and S. V. Horak. (2019) How Control and Trust Dynamics Influence Trust and Control Perceptions. Presented at the Academy of Management Annual Meeting (AOM). Boston, MA.

Long, C. P. (2019). Trust and Control in an International Context. Presented at the Academy of Management Annual Meeting (AOM). Boston, MA.

Long, C. P., S. B. Sitkin, and L. B. Cardinal. (2019). How Authorities Act to Manage Conflict and Foster Cooperation through Control, Trustworthiness, and Fairness. Presented at the International Association of Conflict Management Conference (IACM), Dublin, Ireland.

Long, C. P. (2019). Trust through Controls: How Managers’ Efforts to Demonstrate Their Trustworthiness Moderate the Relationship between Managerial Controls and Subordinate Trust. Presented at the International Association of Conflict Management Conference (IACM), Dublin, Ireland.

Cardinal, L. B., S. B. Sitkin, C. P. Long, and C. C. Miller (2018). The Genesis of Control Configurations during Organizational Founding. Presented at the Academy of Management Specialized Conference, Tel-Aviv, Israel.

Long, C. P. and S. Horak (2018). Building Trust in a Context of Control: How Managers’ Efforts to Apply Controls and Demonstrate Their Trustworthiness Influence Subordinates’ Trust and Control Perceptions. Presented at the 25<sup>th</sup> Annual International Vincentian Business Ethics Conference (IVBEC), New York, NY.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2018). Authority and Action through the Eyes of the Manager: The Roles of Control, Trust and Fairness. Presented at the 25<sup>th</sup> Annual International Vincentian Business Ethics Conference (IVBEC), New York, NY.

Long, C.P. (2018). How Managers Use Controls and Demonstrations of Trustworthiness to Encourage Employee Cooperation. Presented at the Academy of Management (AOM) Meetings, Chicago IL.

Long (2018). Control-Trust Dynamics in Organizations: A Review and Path Forward. Presented at the Academy of Management (AOM) Meetings, Chicago IL.

Long, C. P. (2018). Forging Paths of Least Resistance: How Managers Integrate Their Attempts to Apply Organizational Controls and Demonstrate Their Trustworthiness. Research Month 2018 Presentation, Queens, NY.

Long, C. P., and A. Weibel (2017). Two Sides of an Important Coin: Outlining the General Parameters of Control-Trust Research. Presented at the Academy of Management (AOM) Meetings, Atlanta, GA.

Long, C.P., T. N. Carroll, and B. Holtom (2016). How Managers Foster Trust through Control and Trustworthiness. Presented at the Academy of Management (AOM) Meetings, Anaheim, CA.

Long, C. P. (2015). Controlled Trust: Relationships between Managers' Efforts to Apply Controls, Demonstrations of Trustworthiness, and Subordinate Trust. Presented at the Retirement Celebration for William Ouchi, Deer Valley, UT.

Long, C.P., T. N. Carroll, S. Karim, and B. Holtom (2015). How Managers Build Trust through Their Control Applications. Presented at the Academy of Management (AOM) Meetings, Vancouver, BC.

Long, C. P. (2015) Examining the Managerial Context of Fairness-Promotion. Presented at the Academy of Management (AOM) Meetings, Vancouver, BC.

Long, C. P. (2014) Forging Paths of Least Resistance: How Managers Integrate Their efforts to Apply Controls and Demonstrate Their Trustworthiness. Presented at the 8<sup>th</sup> FINT/EIASM Conference on Trust within and between Organizations. Coventry, UK.

Long, C. P. (2014). Mapping the Main Roads to Fairness: Examining the Managerial Context of Fairness-Promotion. Presented at the Academy of Management (AOM) Meetings, Philadelphia, PA.

Long, C. P., L. B. Cardinal (2014). Through the Eyes of the Manager: Managing Authority Using Control, Trust, and Fairness. Presented at the Academy of Management (AOM) Meetings, Philadelphia, PA.

Long, C. P. (2014). How Managers Transform Control into Cooperation. Presented (in absentia) at the International Conference on Technology & Business Management. Dubai, UAE



Long, C. P. (2014). How Managers' Efforts to Apply Controls and Demonstrate Their Trustworthiness Influence Subordinates' Trust and Control Perceptions (Poster). Presented at the International Conference of Management, Leadership, and Governance. Wellesley, MA.

Long, C. P. (2014). Promoting Fairness: The Roles of Conflict, Integrity, and Social Control. Presented at the International Conference of Management, Leadership, and Governance. Wellesley, MA.

Long, C. P. (2013). Establishing Channels to Cooperation: How Managers Combine Their Efforts to Apply Control and Demonstrate Their Trustworthiness. Presented at the IAMB Conference, Washington, D.C

Long, C. P., S. B. Sitkin, L. B. Cardinal, and R. M. Burton (2013). Investigating the Information Processing Capacities of Organizational Controls: A Computational Modeling Perspective." Presented at the IAMB Conference, Washington, D.C.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2013). Managing Authority: Drivers of Managerial Action to Promote Trust, Fairness, and Control in Organizations. Presented at the New Directions in Management and Organization Theory Conference, San Francisco, CA.

Long, C.P., S. B. Sitkin, and L. B. Cardinal (2012). Strategic Leadership: Conflict and Managerial Authority as Drivers of Managerial Action. Presented at the Strategic Management Society (SMS) Meetings, Prague.

Long, C. P., and T. N. Carroll (2012). How Managers' Trust and Control Activities Influence Subordinates' Perceptions. Presented at the Academy of Management (AOM) Meetings, Boston, MA.

Long, C. P., and T. N. Carroll (2012). Examining the Combined Influence of Managers' Efforts to Apply Controls and Demonstrate Their Trustworthiness on Their Subordinates' Trust and Control Perceptions. Presented at the 6<sup>th</sup> Workshop on Trust Within and Between Organizations, Milan Italy.

Long, C. P. (2011). Charting Paths of Least Resistance: How Managers Link Control and Trustworthiness-Promotion. Presented at the Academy of Management (AOM) Meetings, San Antonio, Texas.

Long, C. P. (2011). Charting Central Currents: Examining Managers' Perspectives on Fairness-Promotion. Presented at the Academy of Management (AOM) Meetings, San Antonio, Texas.

Long, C. P. (2010). Managing to Be Fair: Examining Managers' Efforts to Promote Fairness. Presented at the Justice Roundtable, Orlando, FL.

Cardinal, L. B., S. B. Sitkin, C. P. Long, and C.C. Miller (2010). The Genesis of Control Configurations during Organizational Founding. Presented at the Academy of Management (AOM) Meetings, Montreal, Canada.

Sitkin, S. B., M. Hernandez, and C. P. Long, (2010). Cultivating Trust in Leaders: Are All Leader Behaviors Equally Influential. Presented at the 5<sup>th</sup> Workshop on Trust Within and Between

Organizations, Madrid, Spain.

Long, C. (2010). Control Credibility: Assessing Action and Reactions. Presented at the 5<sup>th</sup> Workshop on Trust Within and Between Organizations, Madrid, Spain.

Long, C.P. (2009). Thinking about how Leaders Cultivate Trust: The Influence of Various Behaviors. Presented at the Academy of Management (AOM) Meetings, Chicago, IL.

Long, C.P. (2008). Control in Perspective: Examining the Role of Managerial Authority in Portfolios of Managerial Actions. Presented at the New Directions in Organizational Control Conference, Laguna Beach, CA.

Long, C.P. (2008). Examining Managers' Efforts to Integrate Their Control and Trustworthiness-Promotion Activities. Presented at the Academy of Management (AOM) Meetings, Anaheim, CA.

Long, C.P. (2008). Leadership in the Balance: Examining Managers' Efforts to Integrate Their Control and Trustworthiness-Promotion Activities. Presented at the New Directions in Leadership Research Conference, Durham, NC.

Long, C.P. (2007). Examining Managers' Efforts to Integrate Their Control and Trustworthiness-Promotion Activities. Presented at the European Institute for Advanced Studies in Management Conference (EIASM), Amsterdam.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2007). Managerial Action to Build Trust, Fairness, and Control in Organizations: The Effect of Conflict. Presented at the European Institute for Advanced Studies in Management (EIASM) Conference, Amsterdam.

Long, C. P., C. Bendersky, and C. Morrill (2007). Lying in the Bed You Make: How Subordinates Monitor Their Supervisor's Efforts to Promote Fairness. Presented at the Academy of Management (AOM) Meetings, Philadelphia, PA.

Long, C. P., S. B. Sitkin, L. B. Cardinal, and R. M. Burton (2007). An Information Processing Perspective on Organizational Control: A Computational Model of System-Level Effects. Presented at the Academy of Management (AOM) Meetings, Philadelphia, PA.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2006). Managerial Action to Build Control, Trust, and Fairness in Organizations: The Effect of Conflict. Presented at the Justice Roundtable, Phoenix, AZ.

Long, C. P., A. Mislin (2006). Fairness in the Face of Adversity: How Superior-Subordinate Conflicts Affect Managers' Efforts to Promote Fairness. Presented at the Academy of Management (AOM) Meetings, Atlanta, GA.

Long, C. P., C. Bendersky, and C. Morrill (2006). Fair Control: Complementarities between Types of Managerial Controls and Employees' Fairness Evaluations. Presented at the Academy of Management (AOM) Meetings, Atlanta, GA.

Sitkin, S. B., E. A. Lind, M. Hernandez, and C. P. Long (2006) Cultivating Trust in Leaders: Are All Leader Behaviors Equally Influential? Presented at the Academy of Management (AOM) Meetings, Atlanta, GA.

Long, C. P. (2005). The Tightrope Walk: How Leaders Integrate Task Control, Trust-Building, and Fairness-Building Efforts. Presentation at the Academy of Management (AOM) Meeting Honolulu, HI.

Long, C. P. and L. B. Cardinal (2005). Managerial Action to Build Control, Trust, and Fairness in Organizations: The Effect of Conflict. Presentation at the Academy of Management (AOM) Meetings, Honolulu, HI.

Long, C. P. (2005). Fairness in the Face of Adversity: How Superior-Subordinate Affect Managers' Efforts to Promote Fairness. Presentation at the Academy of Management (AOM) Meetings, Honolulu, HI.

Long, C. P. (2005). Managing the Tightrope Walk: How Managers Integrate Trust-Building and Task Control Efforts. Presentation at the 2005 Organization Science Winter Conference. Steamboat Springs, CO.

Long, C. P., C. Bendersky, and C. Morrill (2004). Controlled Fairness: Evaluations of Fairness in Market, Bureaucratic and Clan Organizations. UCLA Professional Development Conference, Los Angeles, CA.

Long, C. P., C. Bendersky, and C. Morrill (2004). Controlled Fairness: Evaluations of Fairness in Market, Bureaucratic and Clan Organizations. International Association of Conflict Management (IACM) Conference, Pittsburgh, PA.

Long, C. P. and S. B. Sitkin (2003). Managerial Choice in the Use of Complex Control Systems: An Information Processing Perspective. Academy of Management (AOM) Meetings, Seattle, WA.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (2003). Creating Control Configurations During Organizational Founding. Academy of Management (AOM) Meetings, Seattle, WA.

Long, C. P., S. B. Sitkin, and L. B. Cardinal (2003). Managerial Use of Controls, Trust-Building, and Fairness-Building to Manage Organizational Conflicts. International Association for Conflict Management (IACM) Conference, Melbourne, Australia.

Long, C. P. (2002). Balancing Controls with Trust-Building and Fairness-Building Initiatives. Conference on Organizational Controls in a Global Context, Columbus, Ohio.

Cardinal, L. B., S. B. Sitkin and C. P. Long (2002). The Creation and Evolution of Control in a New Firm. Conference on Organizational Controls in a Global Context, Columbus, Ohio.

Cardinal, L. B. and C. P. Long (2001). Applying Multiple Methodologies to the Study of Organizational Control. Academy of Management (AOM) Meetings, Washington, D.C.

Long, C. P. (2001). Walking the Tightrope: How Managers Balance Their Applications of Organizational Controls with Trust-Building and Fairness-Building Initiatives. The International Association for Conflict Management (IACM) Conference, Paris, France.

Long, C. P. (2001). Balancing Applications of Control with Trust-Building and Fairness Building Initiatives. Consortium on Competition and Cooperation (CCC), Duke University, Durham, NC.

Long, C. P., R. M. Burton, and L. B. Cardinal (2000). Optimizing Control: A Simulation Model of Complex Control Systems. Strategic Management Society (SMS), Vancouver, Canada.

Long, C. P., R. M. Burton, and L. B. Cardinal (2000). Optimizing Control: A Simulation Model of Complex Control Systems. Computational Analysis of Social and Organizational Systems (CASOS) Conference, Pittsburgh, PA.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (1999). Mixing Oil and Water: Sequencing Control System Adaptation to Create Effective Integrative Control Mechanisms. Strategic Management Society (SMS), Berlin, Germany.

Long, C. P. (1998). Differential Justice: The Development of Justice Perceptions in Market, Bureaucratic and Clan Organizations. International Society for Justice Research (ISJR), Denver, CO.

Lewin, A., C. P. Long, and T. Carroll (1998). The Coevolution of New Organizational Forms, Triangle Area Organizations and Stratification Seminar, University of North Carolina, Chapel Hill, NC.

Lewin, A., C. P. Long, and T. Carroll (1997). The Coevolution of New Organizational Forms. European Group on Organizational Studies (EGOS), Budapest, Hungary.

## **INVITED PRESENTATIONS**

Columbia University, Mailman School of Public Health  
London School of Economics and Public Policy  
St John's University  
Villanova University  
West Virginia University  
National Association of Broadcasters  
University of Missouri – Kansas City  
University of Utah – Presentation for the William Ouchi Retirement Celebration  
American University  
George Mason University  
Federal Bureau of Investigation  
United States Army Northeast Regional Medical Command  
Barry-Wehmiller Corporation  
University of Missouri - Columbia  
Webster University  
Case Western Reserve University  
United States Military Academy

Drexel University  
Wake Forest University  
Boston College  
INSEAD  
Harvard University, Kennedy School of Government  
Providence College  
University of Vermont  
University of Connecticut

## **RESEARCH GRANTS**

Long, C. P. (2019). “Managers Who Foster Intrapreneurial Organization Cultures: Balancing and Integrating Control, Trust, and Fairness in Directing Employees.” Office of Grants and Sponsored Research, St. John’s University. \$10,000.

Long, C. P. (2013). “Understanding Ethical Management Practices: Examining How and Why Managers Balance Their Efforts to Promote Fairness, Trust, and Control.” *Georgetown Institute for the Study of Markets and Ethics (GISME)*. \$5000.

Long, C. P. and A. Mislin (2005). “How Bad Comes Good: The Effects of Superior-Subordinate Conflicts on Managers’ Control, Trust-Building, and Fairness-Building Activities.” *Boeing Center for Technology, Information, and Management (BCTIM)*. \$15,000.

Long, C. P. and J. McLean Parks (2004). “Cultivating and Combining Innovation’s Essential Ingredients: The Development and Integration of Control, Trust, and Fairness in Entrepreneurial Contexts.” *Center for Research in Innovation and Entrepreneurship (Sponsored by the Kauffman Foundation)*. \$65,000.

Long, C. P. Aleane Webb Dissertation Research Award, Duke University.

## **TEACHING EXPERIENCE**

MGT 700 (MBA): Business Honors – Strategy (EIRP), St. John’s University, Spring, 2018.  
Teaching Evaluation: 5.0/5.0.

MGT 2301 (Undergraduate): Administrative & Organizational Behavior, St. John’s University, 2017-2018. Teaching Evaluation: 4.8/5.0

MGMT 561 (Daytime MBA): Leading Organizational Change, Georgetown University, 2016-2017. Teaching evaluation: 4.9/5.0

MGMT 551 (Daytime MBA): Organizational Behavior, Georgetown University, 2009-2011.  
Teaching evaluation (average): 4.8/5.0

MGMT 201 (Undergraduate): Management and Organizational Behavior, Georgetown University, 2009-2016. Teaching evaluation (average): 4.7/5.0

OB5600/5601 (MBA/Professional MBA): *Organizational Behavior*, Washington University in St. Louis, 2005-2008. Teaching evaluation (median average): 9/10.

OB 360 (Undergraduate): *Organizational Behavior within the Firm*, Washington University in St. Louis, 2003-2008. Teaching evaluation (median average): 10/10.

*Innovative Leadership*, Executive Education Open-Enrollment Program, Duke University, March, 2005.

Sociology 190.01: *Capstone Course in Markets and Management Studies*, Duke University, Fall 1999. Teaching Evaluation: 5.7/6.0.

*Executive Education Programs*, Duke University, 1997-2002.

## **TEACHING CASES**

Sitkin, S.B., L. B. Cardinal, A. Friedman, and C. P. Long (2006, 2008). Blue Whale. Moving Company, A&B Carpenter, M.A. & W. G. Sanders. *Strategic Management: A Dynamic Perspective*, 1/e, 2/e. NJ: Prentice-Hall. A series of cases on entrepreneurship and organizational control.

Sitkin, S. B., L. B. Cardinal, A. Friedman, and C. P. Long (2003). The Blue Whale Moving Company (Case A, B, C). Duke University: The Fuqua School of Business.

Sitkin, S. B., C. P. Long (1996). North American Trade Finance at Citibank: The Americas Project. Duke University: The Fuqua School of Business.

## **PROFESSIONAL SERVICE**

Organization Science Editorial Board 2009-present  
Journal of Trust Research Editorial Board 2009-present

Adhoc reviewer for:

Journal of Management 2017  
Leadership and Organization Development Journal 2015-  
Harvard Business School Press 2012-  
Journal of Trust Research 2011-  
Organization Science 2005-  
Papers submitted to the Academy of Management Annual Meeting 2003-  
Computational and Mathematical Organization Theory 2015  
Academy of Management Journal 2005-2014  
Journal of Change Management 2011  
Academy of Management Review 2005  
Organization Studies 2004  
Journal of Organizational Behavior 2003

## **SCHOOL SERVICE**

**St. John's University**

Co-Chair, Task Force on Research Productivity

Director, Executive-in-Residence Program (EIRP)

***Georgetown University***

Member of the Undergraduate Program Faculty Advisory Committee (Fall 2011-)  
Member of the Subject Pool Organizing Committee (Fall 2009-)  
Member of the Career Center Advisory Committee (Fall 2011-2012)  
Member of the MBA Advisory Committee (Summer 2010-Spring 2011)  
Member of the MBA Integration Committee (Fall 2009-Spring 2010)  
Member of the Committee Reviewing ROTC Credit Allocation (Spring 2011)  
Faculty Advisor for the MSB Veterans Association (Fall 2009-)  
Faculty Advisor for the SIFE Program (Fall 2010-2011)

***Washington University in St. Louis***

Organized the Organizational Behavior Seminar Series 2006-2008  
Professional MBA Coordinating Committee 2005-2008  
BSBA Committee 2004-2006  
MBA Core Coordinating Committee 2005-2007  
Faculty Member of Delta Sigma Pi Business Fraternity

**PROFESSIONAL EXPERIENCE**

**Major: United States Army Reserve**

Research Psychologist (71F) currently assigned to the United States Army Aeromedical Research Laboratory (USAARL), Ft Rucker, AL. Conducting research on the antecedents and effects of psychological injuries.

**Research Partner: The Leadership Transition Institute, The Corporate Executive Board**

Currently working with The Corporate Executive Board Company to develop and implement research projects with corporate partners on aspects of leadership transition.

**Research Associate: Duke Corporate Education, Inc.**

Developed modularized curriculum and conducting research on “personal and relational” aspects of leadership.

**Consultant: Massachusetts Office of Business Development.**

Utilized organizational, financial, industrial, and governmental analyses to advise Commonwealth based businesses, the Executive Director, and The Secretary of Economic Affairs on policy and organizational issues.

**Congressional Aide, District Representative: U.S. Representative Sam Gejdenson (2nd District Connecticut).**

Advised U.S. Representative on policy, political, and organizational issues.