

December 1, 2003

# David Krackhardt

## Vita

**Address**      The H. John Heinz III School of Public Policy and Management  
Carnegie Mellon University  
Pittsburgh, PA 15213

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## Education

Ph.D. in Organizational Behavior, University of California, Irvine, Graduate School of Management (1984)

M.S. in Administration, University of California, Irvine (1977)

B.S. in Management, MIT Sloan School of Management (1973)

## Academic Appointments

Professor of Organizations, dual appointment at The Heinz School of Public Policy and Management, and the Graduate School of Industrial Administration, Carnegie Mellon University, 1997–present. Also holds courtesy appointment in the Department of Social and Decision Sciences, School of Humanities and Social Sciences.

Visiting Professor, Insead, Fontainebleau, France, 2000-2001; and again in the spring of 2003.

Visiting Professor, University of Bocconi, Milan, Italy, Fall of 1998.

Fellowship provided by the Dutch National Science Foundation, Interuniversity Center for Social Science Theory and Methodology, The Netherlands, Summer of 1997.

Associate Professor, The Heinz School of Public Policy and Management, Carnegie Mellon University, 1991–1997.

Visiting Professor, Graduate School of Business, University of Chicago, January–August, 1995.

Marvin Bower Fellow, Harvard Business School, Harvard University, 1990–1991.

Assistant Professor, Johnson Graduate School of Management, Cornell University, 1984–1990.

Instructor, Graduate School of Business and Public Policy, Cornell University, 1982–1984.

Instructor, Department of Statistics, California State University, Fullerton, 1980.

**Publications** (Refereed journal articles indicated with a \*)

**\*McGrath, Cathleen, and David Krackhardt**

in press “Network Conditions for Organizational Change.” *Journal of Applied Behavioral Science*.

**\*Dekker, David, Philip Hans Franses, and David Krackhardt**

2003 “An Equilibrium-Correction Model for Dynamic Network Data.” *Journal of Mathematical Sociology*, **27**: 193-215.

**\*Kravitz, Richard L., David Krackhardt, Joy Melnikow, Carol E. Franz, William M. Gilbert, Andra Zach, Debora A. Paterniti and Patrick S. Romano**

2003 “Networked for change? Identifying obstetric opinion leaders and assessing their opinions on caesarean delivery,” *Social Science & Medicine*, **57**(12): 2423-2434.

**McGrath, Cathleen, David Krackhardt, and Jim Blythe**

2003 “Visualizing Complexity in Networks: Seeing Both the Forest and the Trees.” *Connections*, **25**(1): 37-47.

**\*Krackhardt, David, and Martin Kilduff**

2002 “Structure, Culture and Simmelian Ties in Entrepreneurial Firms.” *Social Networks*, **24**(3): 279-290.

**Friedkin, Noah, and David Krackhardt**

2002 “Festschrift for Linton C. Freeman: Introduction”. *Social Networks*, **24**: 311-314.

**Carley, Kathleen, Ju-Sung Lee, and David Krackhardt**

2001 “Destabilizing Networks.” *Connections*, **4**(3):79-92.

**\*Doreian, Patrick, and David Krackhardt**

2001 “Pre-Transitive Balance Mechanisms for Signed Networks.” *Journal of Mathematical Sociology*, **25**: 43-67.

**Raider, Holly, and David Krackhardt**

2001 “Intraorganizational Networks.” In Joel A. C. Baum (Ed.) *Companion to Organizations* pp. 58-74. Oxford, UK: Blackwell.

**\*Lazega, Emmanuel & David Krackhardt**

2000 “Spreading and Sifting Costs of Lateral Control in a Law Partnership: A Structural Analysis at the Individual Level.” *Quality & Quantity*, **34**: 153-175.

**\*Rowley, Tim, Dean Behrens & David Krackhardt**

2000 “Redundant governance structures: An analysis of structural and relational embeddedness in the steel and semiconductor industries.” *Strategic Management Journal*, **21**(3): 369-386.

- \***Hinds, Pamela J., Kathleen M. Carley; David Krackhardt; Doug Wholey**  
 2000 "Choosing work group members: Balancing similarity, competence, and familiarity." *Organizational Behavior and Human Decision Processes* **81**(2): 226-251.
- Krackhardt, David**  
 2000 "Modeling Structures of Organizations." In Daniel R. Ilgen and Charles L. Hulin (Eds.) *Computational Modeling of Behavior in Organizations: The Third Scientific Discipline*. pp. 269-273. Washington, DC: American Psychological Association.
- Carley, Kathleen M., Yuqing Ren & David Krackhardt**  
 2000 "Measuring and Modeling Change in C3I Architecture." In Proceedings of the 2000 Command and Control Research and Technology Symposium, Monterey, CA.
- Brass, Daniel, and David Krackhardt**  
 1999 "Social Capital of Twenty-first Century Leaders." In James. G. Hunt, George E. Dodge, and Leonard Wong (eds.) *Out-of-the-box Leadership: Transforming the Twenty-First-Century Army and Other Top-Performing Organizations*.
- \***Casciaro, Tiziana, Kathleen Carley, and David Krackhardt**  
 1999 "Positive Affectivity and Accuracy in Social Network Perception." *Motivation and Emotion*, **23**(4): 285-306.
- \***Krackhardt, David and Martin Kilduff**  
 1999 "Whether Close or Far: Perceptions of Balance in Friendship Networks in Organizations." *Journal of Personality and Social Psychology*, **76**:770-782.
- \***Krackhardt, David**  
 1999 "The Ties that Torture: Simmelian Tie Analysis in Organizations." *Research in the Sociology of Organizations*, **16**:183-210.
- Carley, Kathleen M., and David Krackhardt**  
 1999 "A Typology for C2 Measures." In Proceedings of the 1999 International Symposium on Command and Control Research and Technology, June, Newport, RI
- \***Krackhardt, David and Kathleen Carley**  
 1998 "A PCANS Model of Structure in Organizations." *Proceedings of the 1998 International Symposium on Command and Control Research and Technology*. June. Monterey, CA.
- Krackhardt, David**  
 1998 "Simmelian Ties: Super Strong and Sticky." In Roderick Kramer and Margaret Neale (Eds.) *Power and Influence in Organizations*. Thousand Oaks, Ca: Sage, pp 21-38.

**\*Hage, Per, Frank Harary and David Krackhardt**

1998 "A Test of Communication and Cultural Similarity in Polynesian Prehistory." *Current Anthropology*, **39**(5):699-703.

With this publication, my Erdős number becomes 2.

**Krackhardt, David**

1998 "Endogenous Preferences: A Structural Approach," in Jennifer Halpern and Robert N. Stern (Eds.) *Debating Rationality: Nonrational Aspects of Organizational Decision Making*, Cornell University Press, pp. 239-247.

**\*Krackhardt, David**

1997 "Organizational Viscosity and the Diffusion of Controversial Innovations," *Journal of Mathematical Sociology*. **22**:177-199.

Updated and republished as "Viscosity Models and the Diffusion of Controversial Innovations" in *Dynamics of Organizations: Computational Modeling and Organizational Theory*, Alessandro Lomi and Erik R. Larsen (eds.), 2001, MIT Press, pp. 243-268.

**\*Friedman, Raymond and David Krackhardt**

1997 "Social Capital and Career Mobility: A Structural Theory of Lower Returns-to-education for Asians," *Journal of Applied Behavioral Science* **33**(3): 316-334.

**\*McGrath, Cathleen, Jim Blythe, and David Krackhardt**

1997 "The Effects of Spatial Arrangements on Perceptions of Graphs", *Social Networks*, **19**(2).

A preliminary version of this paper was also published under the title "The effect of graph layout on inference from social network data", *Proceedings of the 1995 Graph Drawing Conference*, Springer-Verlag, 1995.

**\*Doreian, Patrick, Roman Kapuscinski, David Krackhardt, and Janusz Szczypula**

1996 "A Brief History of Balance through Time," *Journal of Mathematical Sociology*, **21**: 113-131.

This paper was reprinted in a book entitled *Evolution of Social Networks*, Patrick Doreian and Frans N. Stokman (eds.), Amsterdam: Gordon and Breach Science Publishers, 1997, pp. 129-147.

**Krackhardt, David**

1996 "Comment on Burt and Knez' Third-Party Effects on Trust." *Rationality and Society*, **8** (1): pp. 111-116

**Krackhardt, David**

1996 "Social Networks and the Liability of Newness for Managers." In C. L. Cooper and D. M. Rousseau (eds.), John Wiley & Sons, Ltd. New York, NY. *Trends in Organizational Behavior*, Volume 3, pp. 159-173.

**\*Carley, Kathleen and David Krackhardt**

1996 “Cognitive inconsistencies and non-symmetric friendship,” *Social Networks*, **18**:1-28.

**Krackhardt, David**

1996 “Structural Leverage in Marketing.” In Dawn Iacobucci (Ed.) *Networks in Marketing*, Sage, Thousand Oaks CA. pp. 50-59

**McGrath, Cathleen, Jim Blythe, and David Krackhardt**

1996 “Seeing Groups in Graph Layouts”, *Connections*, **19**(2): 22-29.

This paper is also available on the web at URL

<http://www.andrew.cmu.edu/user/cm3t/groups.html>. The web version allows the reader to try their hand at the experiment reported on in the paper.

**\*Krackhardt, David**

1995 “Entrepreneurial Opportunities in an Entrepreneurial Firm: A Structural Approach,” in *Entrepreneurship Theory and Practice*, Spring, pp. 53-69.

**\*Kilduff, Martin, and David Krackhardt**

1994 “Bringing the Individual Back In: A Structural Analysis of the Internal Market for Reputation in Organizations.” *Academy of Management Journal*, **37**: 87–108.

**Krackhardt, David and Jim Blythe and Cathleen McGrath**

1994 “KrackPlot 3.0: An Improved Network Drawing Program,” *Connections* **17** (2): 53-55.

**Krackhardt, David, and Daniel Brass**

1994 “Intra-Organizational Networks: The Micro Side.” In Stanley Wasserman & Joseph Galaskiewicz (eds.), *Advances in the Social and Behavioral Sciences from Social Network Analysis*. Beverly Hills: Sage, pp. 209–230.

**Krackhardt, David**

1994 “Constraints on the Interactive Organization as an Ideal Type.” In Charles Heckscher & Anne Donnellan (eds.), *The Post-Bureaucratic Organization*. Beverly Hills, CA: Sage, p. 211–222.

This paper was reprinted in *Networks in the Knowledge Economy* (Rob Cross, Andrew Parker and Lisa Sasson, editors), 2003, Oxford University Press.

**Krackhardt, David**

1994 “Graph Theoretical Dimensions of Informal Organizations.” In Kathleen Carley & Michael Prietula (eds.), *Computational Organizational Theory*. Hillsdale, NJ: Lawrence Erlbaum Associates, Inc. pp. 89–111.

**Krackhardt, David, Mark Lundberg, and Laura O’Rourke**

1993 “KrackPlot: A Picture’s Worth a Thousand Words.” *Connections*, **16** (1&2): 37–47.

**Krackhardt, David, and Jeffrey Hanson**

1993 "Informal Networks: The Company Behind the Chart." *Harvard Business Review*, **71** (July/August (4)): 104–111.

This article was reprinted in *The Work of Teams*, edited by Jon Katzenbach (1998), Harvard Business School Press; *Networks in the Knowledge Economy* edited by Rob Cross, Andrew Parker and Lisa Sasson, (2003), Oxford University Press; and in *The Social Psychology of Organizational Behavior*, edited by Leigh Thompson (2003), Psychology Press. The paper was featured in an article by Polly LaBarre, called "The Other Network," in *Industry Week Magazine*, September 19, 1994: 33–36, as well as in a segment of *Market Place*, an American Public Radio program, 1994.

**Krackhardt, David**

1993 "Organizational Aspects of Turkey's Mass Media Family Planning Campaign." In T. E. Backer & E. M. Rogers (eds.), *Organizational Aspects of Health Communication Campaigns: What Works*. Newbury Park, CA: Sage Publications, Inc. 93–100.

**\*Krackhardt, David**

1992 "A Caveat on the Use of the Quadratic Assignment Procedure." *Journal of Quantitative Anthropology*, **3** (4): 279–296.

**Krackhardt, David**

1992 "The Strength of Strong Ties: The Importance of Philos in Organizations." In N. Nohria & R. Eccles (eds.), *Networks and Organizations: Structure, Form, and Action*: 216–239. Boston, MA: Harvard Business School Press.

A version of this paper was reprinted in a book entitled *Mehrwert Information: Kommunikationsformen, Märkte und Arbeitsweisen in der Informationsgesellschaft* by Organisationsforum Wirtschaftskongress. Stuttgart: Schäffer-Poeschel, 1995. It was also reprinted in *Networks in the Knowledge Economy* (Rob Cross, Andrew Parker and Lisa Sasson, editors), 2003, Oxford University Press.

**\*Krackhardt, David, and Martin Kilduff**

1990 "Friendship Patterns and Culture: The Control of Organizational Diversity." *American Anthropologist*, **92**: 142–154.

**\*Krackhardt, David**

1990 "Assessing the Political Landscape: Structure, Cognition, and Power in Organizations." *Administrative Science Quarterly*, **35**: 342–369.

This paper was reprinted in Thompson, Leigh L. (ed.) *The Social Psychology of Organizational Behavior*, 2003, New York: Psychology Press, pp. 350–372.

**\*Krackhardt, David**

1988 "Predicting with Networks: A Multiple Regression Approach to Analyzing Dyadic Data." *Social Networks*, **10** (December): 359–381.

- \***Krackhardt, David, and Robert Stern**  
 1988 “Informal Networks and Organizational Crises: An Experimental Simulation.” *Social Psychology Quarterly*, **51**: 123–140.
- \***Krackhardt, David**  
 1987 “QAP Partialling as a Test of Spuriousness.” *Social Networks*, **9** 171–186.
- \***Krackhardt, David**  
 1987 “Cognitive Social Structures.” *Social Networks*, **9** 109–134.
- \***Krackhardt, David, and Lyman W. Porter**  
 1986 “The Snowball Effect: Turnover Embedded in Communication Networks.” *Journal of Applied Psychology*, **71**: 50–55.
- \***Krackhardt, David, and Lyman W. Porter**  
 1985 “When Friends Leave: A Structural Analysis of the Relationship Between Turnover and Stayer’s Attitudes.” *Administrative Science Quarterly*, **30**: 242–261.”  
 Reprinted in *Motivation and Work Behavior*, R. M. Steers & L. W. Porter (eds.), McGraw–Hill, 1990.
- \***Dalton, Dan R., Krackhardt, David, and Lyman W. Porter**  
 1983 “First Appearances Are Deceiving: The Impact of Teller Turnover in Banking.” *Journal of Bank Research*, **14** (3) (Autumn): 184–192.
- \***Dalton, Dan R., William D. Tudor, and David Krackhardt**  
 1982 “Turnover Overstated: The Functional Taxonomy.” *Academy of Management Review*, **7**: 117–123.
- \***Krackhardt, David, J. McKenna, Lyman W. Porter, and R. M. Steers**  
 1981 “Supervisory Behavior and Employee Turnover: A Field Experiment.” *Academy of Management Journal*, **24**: 249–259.”
- \***Dalton, Dan R., David Krackhardt, and Lyman W. Porter**  
 1981 “Functional Turnover: An Empirical Assessment.” *Journal of Applied Psychology*, **66**: 716–721.
- \***Davidson, Leonard, and David Krackhardt**  
 1977 “Structural Change and the Disadvantaged: An Empirical Test of Culture of Poverty/ Situational Theories of Hardcore Work Behavior.” *Human Organization*, **36**: 304–309.

## Book Reviews

Ronald S. Burt, “Structural Holes: The Social Structure of Competition.” In *Administrative Science Quarterly*, 1995 **40**, 350–354.

Lawrence Hubert, "Assignment Methods in Combinatorial Data Analysis." In *Psychometrika*, 1990, **55**, 555–558.

Henry Mintzberg, "Power In and Around Organizations." In *Administrative Science Quarterly*, 1985, **30**, 597–600.

### **Awards and Honorary Societies**

Membership, Macro Organizational Behavior Society (2002–present)

Marvin Bower Fellowship, Harvard University (1990–91)

Mobil Scholar Award, Cornell University (1988)

Fellowship, Richard D. Irwin Foundation (1981–82)

Winner of the UCI Distinguished Student Lecture Series Award, 1980, for "The Power Gamma: An Alternative Approach to Monotonic Association Measurement." Student paper, University of California, Irvine. Winner of the UCI Distinguished Student Lecture Series Award. (Subsequently published in the Proceedings of the national meeting of the American Institute of Decision Sciences, Las Vegas, NV. (See presentations.)

Research Excellence Award, UCI Alumni Association, 1978, for "Identifying Causality in Nonexperimental Investigations." Unpublished paper, University of California, Irvine. Also, Outstanding Graduate Student Paper Award, presented by the Southern California Chapter of the American Statistical Association.

### **Invited Presentations**

Krackhardt, David (2002). "Networks and Organizations: A PCANSX Perspective." Macro Organizational Behavior Society Conference, Evanston, Ill., November 7-9.

Krackhardt, David (2002). "Network Analysis." Invited address at the Center for the Advancement of Research Methods and Analysis Annual Conference, Richmond, VA, May.

Krackhardt, David (1998). "Survey: Social Network Analysis." Invited address at the American Association of Artificial Intelligence Conference, Orlando, October.

Krackhardt, David (1998). "Advances in the Visualization and Cognition of Social Network Research." Plenary address at the International Network of Social Network Analysis, Sitges, Spain, May.

Krackhardt, David (1997). "The Ups and Downs of a Research Career." Invited address at the Junior Faculty Consortium at the National Meeting of the Academy of Management, Boston, August.

Krackhardt, David (1997). "Groups, Roles and Simmelian Ties in Organizations." Invited paper at the Institute for the Study of Cooperative Relations conference on The Management of Durable Relations, Zeist, The Netherlands

- Krackhardt, David (1996). "Groups, Social Structure and the Power of Simmelian Ties in Organizations." Invited presentation at the Stanford Conference on Power, Politics and Influence in Organizations. Stanford, May.
- Krackhardt, David (1996). "Social Networks and Organizational Change." Invited address at Euroconference on Doing Social Research: Problems and Challenges. Nuremberg, Germany, March. In addition, I was invited to give a workshop to European PhD students on network analysis (with Robert Faulkner).
- Krackhardt, David (1995) "Network Analysis Methods." Invited presentation at the "Ask the Experts" session of the Research Methods Division of the Academy of Management Annual Meetings, Vancouver, August.
- Krackhardt, David (1995). "Informal Information Structures and Their Effects on Organizational Dynamics." Invited address at the V. Deutscher Wirtschafts Kongress, Cologne, Germany, March.
- Krackhardt, David (1994) "Network Analysis in Organizations." Invited presentation at the "Ask the Experts" session of the Research Methods Division of the Academy of Management Annual Meetings, Dallas, August.
- Krackhardt, David and Daniel Brass (1994) "Network Analysis and Meso-Organizational Behavior." Invited presentation at the International Federation of Scholarly Associations of Management, Dallas, August.
- Krackhardt, David (1993) "Endogeneous Preferences: A Structural Approach." Invited paper presented at the Conference on Non-rational Elements of Organizational Decision Making, School of Industrial and Labor Relations, Cornell University, March 12–14.
- Krackhardt, David (1993) "Models of Networks in Meso Organizational Behavior." Invited address at the Annual Meso Conference, Irvine, CA May 14–16.
- Krackhardt, David (1992) "Network Analysis in Organizations," Invited presentation/workshop at the Eastern Division of the Academy of Management, April, Baltimore.
- Krackhardt, David, and Joel Podolny (1992), "A Cascade Theory of the Diffusion of Controversial Innovations." Invited paper presented at the Advances in Sociological Theory and Methods Workshop, American Sociological Association, Pittsburgh, August 18–19.
- Krackhardt, David (1992) "Graph Theoretical Dimensions of Informal Structures and Organizational Performance." Invited paper presented at the Mathematical Organization Theory Workshop, ORSA/TIMS, April 25–26, Orlando, Florida.
- Krackhardt, David (1991) "Workshop on Applied Network Analysis in Organizational Research." Pre-conference workshop, Academy of Management, Miami, August.

Krackhardt, David (1991) “Social Network Analysis in Organizations Workshop.” At the request of the Stanford Center for Organizational Research, I ran a two and a half day workshop for PhD students and faculty on network analysis theory and methods (with John Padgett).

Krackhardt, David (1990) “Research Methods Workshop on Social Network Analysis.” Pre-conference workshop, Academy of Management, San Francisco.

In addition to the above, I have given papers at seminars at the invitations of the following universities (this list includes only presentations made while not in residence at the university):

Cornell University, 2003

Harvard Kennedy School of Government, 2002

Graduate School of Business, University of Chicago, 2002

University of Stockholm, 2001

Erasmus University, Rotterdam, 2001

Harvard Business School, 2000

Wharton Business School, University of Pennsylvania (1999)

Duke University (1998)

INSEAD, Fontainebleu, France (1998)

University of Texas (1998)

Center for Mathematical Social Sciences, University of California, Irvine (1997)

University of Groningen, The Netherlands (1997)

University of Utrecht, The Netherlands (1997)

School of Industrial and Labor Relations, Cornell University (1997)

University of Nuremberg, Germany (1996)

University of Minnesota (Tele-conferenced lecture to Joseph Galaskiewicz’ seminar, 1996)

London Business School (1995)

Northwestern University (Business School, two presentations, 1994, 1995)

University of Chicago (one to the Business School, one to Political Science, 1994)

Stanford University (Business School, 1994)

University of California, Irvine (School of Social Science, 1994)

Berkeley (Business School, 1993)

University of Illinois, Urbana Champaign (Business School, 1993)

University of Pennsylvania, Wharton Business School (1992)

INSEAD, France (1992)

Columbia University (Harrison White’s Center for Interdisciplinary Research, 1991)

Yale University (Complex Organizations Workshop, 1991)

MIT (Business School, 1991)

## Conference Presentations

- Krackhardt, David (2003). "The Problem with R-Squared and a New Gamma Solution." Computational Analysis of Social and Organizational Systems Conference, Pittsburgh, June.
- Dekker, David, and David Krackhardt (2003). "A Semi-Partialling Approach to the MRQAP". International Network of Social Network Analysis Sunbelt Conference, Cancun, Mexico.
- Krackhardt, David (2002). "Graph Theoretical Models of Structural Leverage in Marketing". Computational Analysis of Social and Organizational Systems Conference, Pittsburgh, July
- Dekker, David, Philip Hans Franses and David Krackhardt (2002). "An equilibrium-correction model for dynamic network data." Second European Thematic Conference for Network Analysts, Lille, France.
- Feld, Scott and David Krackhardt (1999). "Heterogeneity of Degree." International Network of Social Network Analysis Sunbelt Conference, Charleston, Sc.
- Everett, Martin, Steve Borgatti and David Krackhardt (1999). "Ego Network Betweenness." International Network of Social Network Analysis Sunbelt Conference, Charleston, SC.
- Krackhardt, David and Martin Kilduff (1998). "Whether Close or Far: The Cognitive Structuring of Friendship Networks in Organizations." SIOP Conference, Dallas, Texas.
- Casciaro, Tiziana, Kathleen Carley, and David Krackhardt (1998). "Affect and Social Cognition: The Impact of Depression and Positive Affect on Accuracy in Social Network Perception." SIOP Conference, Dallas, Texas.
- Krackhardt, David (1996). "Social Network Modeling and Analysis." CCOR Workshop on Modeling Organizations. Carnegie Mellon University, July 18-20.
- Krackhardt, David (1996). "Reflected Exclusivity and the SIP Paradox." Society for Industrial and Organizational Psychology (SIOP) Conference. San Diego, April.
- Lazega, Emmanuel and David Krackhardt (1996). "Structural Analysis of Partners' Individual Lateral Control Strategies in a Northeastern Law Firm." International Sunbelt Social Network Conference, Charleston, SC, February 22-25.
- Hinds, Pamela, Kathleen Carley, David Krackhardt, and Doug Wholey (1996). "Explaining the Determinants of Work Interaction Partners." International Sunbelt Social Network Conference, Charleston, SC, February 22-25.
- Krackhardt, David (1996). "Theoretical Upper Bounds of R-Square with Network Analysis." International Sunbelt Social Network Conference, Charleston, SC, February 22-25.

- Gibbons, Deborah and David Krackhardt (1996). "Structural Equivalence and Cohesion in Multiplex Networks: Comparison of Diffusion in Four Organizations." International Sunbelt Social Network Conference, Charleston, SC, February 22-25.
- Krackhardt, David and Uma Surkind (1995) "Network Analysis as Force Fields of Social Influence." Academy of Management Annual Meetings, Vancouver, August.
- Krackhardt, David and Martin Kilduff (1995). "The Looking-Glass Self Revisited: Perceptions of Symmetry and Transitivity in Organizational Networks." Academy of Management Annual Meetings, Vancouver, August.
- Krackhardt, David (1994) "Social Network Research in the Field: Data Collection Problems and Suggestions." Paper presented at the Academy of Management Annual Meetings, Dallas, August.
- Krackhardt, David (1994) "Autocorrelation Problems and MRQAP Solutions." Presented at the 14th International Sunbelt Social Networks Conference, New Orleans, February 17.
- Krackhardt, David (1993) "Advantages and Limitations of the Quadratic Assignment Procedure." Annual meeting of the Classification Society of North America, Pittsburgh, PA, June 24–26.
- Krackhardt, David (1993) "Crisis in a Cluster: Simmelian Ties in Organizations." International Social Networks Conference, Tampa, Florida, February.
- Krackhardt, David (1992) "Informal Structure and Organizational Effectiveness: The Case of Bank Branch Profitability." The Society for the Advancement of Socio-Economics, March 27–29, Irvine, CA.
- Krackhardt, David (1992) "Crisis in a Cluster: Simmelian Ties in Organizations." Academy of Management, August 9–12, Las Vegas.
- Kilduff, Martin and David Krackhardt (1991), "Cognitive Social Structures and Triads Analysis." Social Network Conference, Tampa, February.
- Carley, Kathleen and David Krackhardt (1990), "Emergent Asymmetries in Organizations." Social Networks Conference, San Diego.
- Krackhardt, David (1989) "The Structure of Informal Organizations." Presented at national meeting of the Academy of Management, Washington, DC, August.
- Krackhardt, David (1989) "Searching for the Comparison Other: A Network Perspective on Issues of Equity in Organizations." Presented at the national meeting of the Academy of Management, Washington, DC. August.
- Krackhardt, David (1989) "Graph Theory Dimensions of Mechanistic and Organic Structures." Presented at the Social Network Conference, Tampa, February.
- Krackhardt, David (1988) "QAP as a Nonparametric Test of Multiple Regression Models of Dyadic Interactions." Social Networks Conference, San Diego.
- Krackhardt, David (1987) "Cognitive Social Structures and Concrete/Abstract Positions." Social Networks Conference, Tampa.

- Krackhardt, David (1987) "The Role of Cognitive Social Structures in Reputational Power and Charisma in Organizations." Social Networks Conference, Tampa.
- Krackhardt, David and Martin Kilduff (1986) "Culture, Cultural Constraints, and Social Networks: The Task of Organizing Diversity." Academy of Management.
- Krackhardt, David (1986) "Properties of Informal Organizations: A Comparison of Cognitive and Local Aggregated Social Networks." Social Networks Conference, Santa Barbara.
- Krackhardt, David (1986) "Partials, Semi-partials and QAP: Controlling for Alternative Explanations in Social Networks." Social Networks Conference, Santa Barbara.
- Krackhardt, David and Ronald Brieger (1985) "Comparative Advantages of QAP Partialling and Log Linear Analysis of Multivariate Network Data." Social Networks Conference, Palm Beach.
- Krackhardt, David (1985) "Variations in Perceived Structures: Cognitive Networks, Local Aggregated Networks, and Voted Networks." Social Networks Conference, Palm Beach.
- Krackhardt, David (1985) "It's Who You Know Who Knows Whom: Cognitive social Structure and Politics in Organizations." National Academy of Management, San Diego.
- Krackhardt, David, Sharon McCarthy, and D. Wittink (1985), "What Makes It Unethical? Determinants of Ethical Evaluation in Business." National Academy of Management, San Diego.
- Krackhardt, David and Robert Stern (1985) "The Design of Social Networks and the Management of Crisis." National Academy of Management, San Diego.
- Krackhardt, David (1984) "Partialling Networks: An Application in Organizational Behavior." Social Networks Conference, Tempe.
- Krackhardt, David and Lyman W. Porter (1983) "The Effect of Role Equivalence in Advice Networks on Turnover." National Academy of Management, Dallas.
- Krackhardt, David and Lyman W. Porter (1983) "Friendship Networks and the Effect of Turnover on Stayers' Attitudes." National Academy of Management, Dallas.
- Krackhardt, David (1983) "Use of White's Regular Equivalences and Multidimensional Scaling." Social Networks Conference, San Diego.
- Krackhardt, David (1981) "Employee Behavior and Organizational Performance: A Three Point Causal Analysis." National meeting of the American Institute of Decision Sciences, Boston.
- Krackhardt, David, W. A. Todor, and P. Podsakoff, (1981) "The Three Point Correlation: A More Powerful Identifier of Causal Relations?" Proceedings of the national meeting of the American Institute of Decision Sciences, Boston.
- Krackhardt, David, W. A. Todor, and P. Podsakoff (1981), "A Comparative Simulation of Correlational Causality Tests." National ORSA/TIMS Meeting, Houston.

Krackhardt, David and Lyman W. Porter (1981), “Differential Predictors of Organizational Commitment in Engineering Careers.” Asilomar Conference on Career Theory and Research, Monterey.

Krackhardt, David (1980) “Steward Rationality: Implications Towards the Grievance Process.” National meeting of the American Institute for Decision Sciences, Las Vegas.

Krackhardt, David (1980) “Turnover and the Mystery Cell: A Case for Overstatement.” National Academy of Management, Detroit.

### **Teaching Interests**

- Organizational Behavior (I have taught the core for over 20 years at four institutions — CMU, Cornell, Chicago, INSEAD)
- Networks in Organizations (Masters level)
- Network Analysis (Ph.D. level)
- Power and Influence
- Human Resources Management
- Organizational Change

### **Ph.D. Dissertation Committees since coming to CMU**

- Carter Butts (Social and Decision Sciences)
- Jonathon Cummings (Computer Science)
- Tiziana Casciaro (Social and Decision Sciences)
- Cathleen McGrath (Heinz)
- Xianghong Wang (Heinz)
- Zhiang Lin (Heinz)
- Dennis Hayes (Architecture)
- Dean Behrens (SDS)
- Deborah Gibbons (GSIA)
- Gerald Hinson (GSIA)
- Wen-Bon Kuo (Sociology, University of Pittsburgh)
- Ravi Madhavan (Business School, University of Pittsburgh)
- Manju Ahuja (Business School, University of Pittsburgh)
- Ranjit Tinaikar (Business School, University of Pittsburgh)
- William Oberman (Business School, University of Pittsburgh)

### **Heinz Committees**

- MS Core Committee
- MS Admissions Committee
- Ph.D. Committee

## CMU-wide Committees

- Faculty Senate
- Faculty Senate Executive Committee
- Faculty Affairs Council (Chair)

## Professional Associations and Service

Editor, *Journal of Social Structure*. This is a new electronic journal established in February, 1999, by the International Network of Social Network Analysis. The mission of the journal includes the dissemination of scholarly works taking advantage of computer enabled visual and interactive data analysis and presentations. I have been designated the founding editor.

Area Editor, *Journal of Computational and Mathematical Organization Theory*, 1994 to present.

Editorial Board Member, *Academy of Management Journal*, 1993-1996.

Editorial Board Member, *Administrative Science Quarterly*, 1983 to 1992.

Member, Academy of Management

Member, International Network of Social Network Analysis

## Business Experience

Secretary of the Corporation, Allmode Communications, Inc., 1985 to 1990.

Consultant to many firms and public organizations, including Central Intelligence Agency; National Security Agency; Merrill Lynch; Goldman Sachs; Toronto Dominion Bank.

Research Consultant, National Training and Development Service. Developed and analyzed research in personnel practices of public organizations.

Staff Auditor, Price Waterhouse & Company, 1973-1974.

Licensed member of the National Association of Securities Dealers, 1971 - 1973.

Systems Analyst, Project MAC (MIT). Evaluated the user interface of MacAims (Project MAC's Advanced Information Management System), 6/71-8/71.