

Shefali V. Patil

Associate Professor of Management

McCombs School of Business, The University of Texas at Austin

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Education

Wharton School of Business, University of Pennsylvania 2009-2014
Ph.D., M.S., Managerial Science & Applied Economics

Stern School of Business, New York University 2004-2008
B.S., *summa cum laude*, Management & Organizations

Academic Positions

McCombs School of Business, The University of Texas at Austin
Associate Professor of Management (with tenure) 2021-present

McCombs School of Business, The University of Texas at Austin
Assistant Professor of Management 2014-2021

Awards and Honors

CBA Foundation Research Excellence Award for Assistant Professors Spring 2021
Texas McCombs BBA Faculty Honor Roll Spring 2020
Trammell/CBA Foundation Teaching Award for Assistant Professors Spring 2020
Texas McCombs BBA Faculty Honor Roll Spring 2019
Texas McCombs BBA Faculty Honor Roll Spring 2018
Society for Teaching Excellence, UT Academy of Distinguished Teachers 2018-2019
William B. Cornell Management Department Award for Outstanding Scholarship May 2008
NYU Stern Honors Program (thesis published in the *Michigan Journal of Business*) May 2008
NYU Sphinx Senior Award May 2008
New York University Honors Scholar/Founders' Day Award April 2008
Beta Gamma Sigma Honor Society for Business Administration May 2007
Dean's Honor Key April 2006
NYU Stern Mildred Hamilton Memorial Merit Scholarship 2004-2008

Refereed Publications

10. **Patil, S.V.** & Bernstein, E. (2021). Uncovering the mitigating psychological response to monitoring technologies: Police body cameras not only constrain but also depolarize, *Organization Science*.
 - *Harvard Business Review Idea Watch* (July-Aug 2021), A brighter view of employee monitoring.

9. **Patil, S.V.** & Lebel, R.D. (2019). "I want to serve but the public does not understand:" Prosocial motivation, image discrepancies, and proactivity in public safety, *Organizational Behavior and Human Decision Processes*, 154, 34-48.
8. **Patil, S.V.** (2018). "The public doesn't understand": The self-reinforcing interplay of image discrepancies and political ideologies in law enforcement, *Administrative Science Quarterly*, 64(3), 737-769.
7. Lebel, R.D. & **Patil, S.V.** (2018). Proactivity despite discouraging supervisors: The powerful role of prosocial motivation, *Journal of Applied Psychology*, 103(7), 724-737.
6. **Patil, S.V.** (2018). Public support for the punishment of police use of force errors: Evidence of ideological divergence and convergence, *Police Quarterly*, 21(3), 358-386.
5. Blader, S.L., **Patil, S.V.**, & Packer, D. (2017). Organizational identification and workplace behavior: More than meets the eye, *Research in Organizational Behavior*, 37, 19-34.
4. **Patil, S.V.**, Tetlock, P.E., & Mellers, B.A. (2016). Accountability systems and group norms: Balancing the risks of mindless conformity and reckless deviation. *Journal of Behavioral Decision Making*, 30(2), 282-303.
3. **Patil, S.V.** & Tetlock, P.E. (2014). Punctuated incongruity: A new approach to managing trade-offs between conformity and deviation. *Research in Organizational Behavior*, 34, 155-171.
2. Tetlock, P.E., Vieider, F., **Patil, S.V.**, & Grant, A.M. (2013). Accountability and ideology: When left looks right and right looks left. *Organizational Behavior and Human Decision Processes*, 122(1), 22-35.
1. Grant, A.M. & **Patil, S.V.** (2012). Challenging the norm of self-interest: Minority influence and transitions to helping norms in work units. *Academy of Management Review*, 37(4), 547-568.

Manuscripts Under Review

2. **Patil, S.V.**, Shardlow, E., & Burris, E. When discretion backfires: The decision making consequences of public image discrepancies and resentment, *under review at Organization Science*.
1. Tewfik, B. & **Patil, S.V.** Steady wins the race? Investigating the relationships among engagement variability, emotional stability, and performance, *under review at Journal of Applied Psychology*.

Book Chapters

2. **Patil, S.V.**, Vieider, F., & Tetlock, P.E. (2012). Process and outcome accountability. In M. Bovens, R.E. Goodin, & T. Schillemans (Eds.), *The Oxford Handbook of Public Accountability*. New York: Oxford University Press.

1. Rothbard, N.P. & **Patil, S.V.** (2010). Being there: Work engagement and positive organizational scholarship. In K. Cameron and G. Spreitzer (Eds.), *The Oxford Handbook of Positive Organizational Scholarship*. New York: Oxford University Press.

Research Grants

- McCombs Research Excellent Award (\$10,000 grant) November 2021
The role of adverse childhood experiences on value tradeoffs
- McCombs Research Excellence Award (\$7,500 grant) November 2020
Coping with unexpected leadership challenges
- McCombs Research Excellence Award (\$15,000 grant) November 2017
How perceived public misunderstandings affect police officer proactivity
- McCombs Research Excellence Award (\$14,700 grant) November 2016
Political scrutiny: Its disempowering and empowering effects on performance in law enforcement
- McCombs Research Excellence Award (\$15,000 grant) October 2015
Afraid to act—or not to act?: Examining how error aversion affects officer behaviors in body camera footage
- University of Texas Research Grant (\$5,965 grant) October 2015
Enhancing decision making and performance in modern day firefighting environments
- McCombs Research Excellence Award (\$15,000 grant) October 2014
Balancing the risks of conformity and deviation in high-stake and volatile task environments
- Wharton Center for Leadership and Change Management (\$9,800 grant) March 2014
To protect or liberate? Balancing the risks of conformity and deviation biases in critical decision making environments
- Wharton Zicklin Center for Business Ethics Research (\$5,000 grant) May 2012
Greasing efforts to ungrease: Designing control systems and navigating tradeoffs in response to the Foreign Corrupt Practices Act
- Wharton Center for Human Resources (\$8,620 grant) April 2012
Designing accountability systems to enhance employee decision-making: Ambiguity and its potential for unambiguous benefits
- Wharton Center for Leadership and Change Management (\$10,000 grant) Sept 2011
On the road to freedom or failure? Task unpredictability as a moderator of the pros and cons of process vs. outcome accountability

Refereed Conference Presentations

Patil, S.V., Shardlow, T.E., & Burris, E. (Aug 2019). Enabling officers to cope with public image discrepancies: The benefits of limiting autonomy. Presentation at the annual meeting of the Academy of Management, Boston, Massachusetts.

Patil, S.V. & Bernstein, E. (July 2019). The two-way effects of two-way (omnioptic) monitoring: A study of body worn cameras in law enforcement. Presentation at INGroup Conference, Lisbon, Portugal.

Patil, S.V. (Sept 2017). Divided we stand: Causes, consequences, and solutions for the law enforcement and public rift. Presentation at Behavioral Science & Policy Association Conference, New York, NY.

Tewfik, B. & Patil, S.V. (Aug 2017). Juggling multiple roles: The effect of engagement variability on performance across roles. Presentation at the annual meeting of the Academy of Management, Atlanta, Georgia.

Patil, S.V. (Feb 2017). The costs of believing the public underestimates your job: The paradoxical effects of having “hard” vs “soft” ideologies. Presentation at the Organization Science Winter Conference, Park City, Utah.

Patil, S.V. & Tewfik, B. (Aug 2016). Adapting to change while stuck between a rock and a hard place: An organizational identification perspective. Presentation at the annual meeting of the Academy of Management, Anaheim, California.

Tewfik, B. & Patil, S.V. (Aug 2016). Rules of engagement: Effects of engagement variability and its subcomponents on job performance. Presentation at the annual meeting of the Academy of Management, Anaheim, California.

Patil, S.V. & Tussing, D. (Aug 2016). Rejecting help that helps: Social proximity and self-reliance in asymmetric relationships. Presentation at the annual meeting of the Academy of Management, Anaheim, California.

Blader, S.L. & Patil, S.V. (Aug 2015). When social identification encourages deviating vs. conforming behaviors: Teasing apart pride and respect. Presentation at the annual meeting of the Academy of Management, Vancouver, Canada.

Patil, S.V. (Aug 2014). Systemic mismatch: Bringing down the risks of conformity and deviation biases. Presentation at the annual meeting of the Academy of Management, Philadelphia, PA.

Lebel, R.D. & Patil, S.V. (Aug 2014). Extra credit for proactivity: How granting autonomy shapes reactions to voice and taking charge. Presentation at the annual meeting of the Academy of Management, Philadelphia, PA. (Symposium awarded AOM OB Division’s Best Symposium Award)

Patil, S.V. (Aug 2012). Penalized for expertise: Psychological proximity and the devaluation of polymathic experts. Presentation at the annual meeting of the Academy of Management, Boston, MA.

Patil, S.V. & Blader, S.L. (Aug 2011). Crusaders and defenders or deviators and violators?: The effects of group pride and respect. Presentation at the annual meeting of the Academy of Management, San Antonio, TX.

Invited Talks

Wharton School of Business, The University of Pennsylvania. Wharton Come Home Initiative Speaker Series (Feb 2021). Virtual presentation.

Stanford Management Science & Engineering. Work, Technology, and Organizations Seminar (Nov 2019). Presentation: Monitoring and its dual psychological impact on employees' perceived autonomy and conflict: An informational power perspective. Stanford, CA.

Stanford Graduate School of Business. Organizational Behavior Seminar (May 2018). Presentation: The countervailing psychological effects of bilateral monitoring: A study of body worn cameras, autonomy, and conflict in law enforcement. Stanford, CA.

American Board of Internal Medicine. Conference on Physician Accountability (Nov 2016). Presentation: When beneficiaries underestimate the complexities of professionals' jobs: Insights from law enforcement. Philadelphia, PA.

U.S. Army Special Operations Training Division. Joint Readiness Training Center (Jan 2015). Presentation: Developing cognitive flexibility in a turbulent world. Fort Polk, LA.

Teaching

McCombs School of Business, The University of Texas at Austin

PhD

- Advanced Organizational Behavior Seminar (Fall 2020) 5.0/5.0

Executive Education

- Refining Your Leadership Approach and Style (April 2022) TBD
- Refining Your Leadership Approach and Style (April 2021) 6.7/7.0

Full-Time and Working Professional MBA

- Leading for Impact Capstone (Dallas Working Professional; Class of 2023) TBD
- Leading for Impact Capstone (Austin Full-Time; Class of 2023) TBD
- Leading for Impact Capstone (Dallas Working Professional; Class of 2022) TBD
- Leading for Impact Capstone (Austin Full-Time; Class of 2022) TBD
- Leading for Impact Capstone (Dallas Working Professional; Class of 2021) substitute
- Leading for Impact Capstone (Austin Full-Time; Class of 2021) substitute

Undergraduate/BBA

- Organizational Behavior Honors (Spring 2020-2) 4.9/5.0
- Organizational Behavior Honors (Spring 2020-1) 4.6/5.0
- Organizational Behavior (Spring 2020) 4.7/5.0
- Organizational Behavior Honors (Spring 2019-2) 5.0/5.0
- Organizational Behavior Honors (Spring 2019-1) 4.9/5.0
- Organizational Behavior (Spring 2019) 4.9/5.0
- Organizational Behavior Honors (Spring 2018-2) 5.0/5.0
- Organizational Behavior Honors (Spring 2018-1) 5.0/5.0
- Organizational Behavior (Spring 2017-3) 4.6/5.0

- Organizational Behavior (Spring 2017-2) 4.5/5.0
- Organizational Behavior (Spring 2017-1) 4.4/5.0
- Organizational Behavior (Spring 2016-3) 4.7/5.0
- Organizational Behavior (Spring 2016-2) 4.7/5.0
- Organizational Behavior (Spring 2016-1) 4.6/5.0
- Organizational Behavior (Spring 2015-2) 4.8/5.0
- Organizational Behavior (Spring 2015-1) 4.7/5.0

Wharton School of Business, University of Pennsylvania

Recitation Instruction

- Introduction to Management Recitation (undergraduate; Spring 2012) 3.8/4.0
- Introduction to Management Recitation (undergraduate; Fall 2011) 3.7/4.0

Teaching Assistantship

- Cultivating Judgement Skills in Business Forecasting (MBA; Spring 2013)
- Negotiations (MBA; Fall 2011)
- Foundations of Teamwork and Leadership (MBA; Fall 2010, Fall 2011, Fall 2012, Fall 2013)

Student Advising

PhD Dissertation Committee Member:

- Edward Shardlow (litigation risk) May 2021
- Niranjana Srinivasan (managerial identity salience; London School of Economics) May 2018

Undergraduate Thesis Supervision (Plan II Honors Program):

- Liam Baskin (secondary adviser; leadership development in summer camps) 2020-2021
- Caroline Hao (primary adviser; accountability systems in professional figure skating) 2019-2020
- Sharon Zhou (primary adviser; accountability, stereotype threat, and performance) 2019-2020

Undergraduate Research Assistantship:

- Jayashree Ganesan Summer 2021
- Hansen Zeng Fall 2019
- Lydia Mitzi Gross 2017-2018
- Max Jordan Williams 2015-2016
- Sarth Raj Spring 2015

University Service

- **Dean's Advisory Council "Opening Doors" Presentation**, McCombs Business School Fall 2021
- **Faculty Recruitment Subcommittee**, McCombs Management Department Fall 2021
- **Executive Committee**, McCombs Management Department 2021-2022

COVID Transformational Online Instruction Contributions (TONIC) Award Committee, UT-Austin	Spring 2021
Peer Teaching Review, McCombs Management Department	Fall 2020
PhD Student Recruitment Committee, McCombs Management Department	Spring 2020
Canfield Business Honors Program Committee, Member	2019-2020
Work in Progress (WIP) Seminar Organizer, McCombs Management Department	2018-2022
Departmental Undergraduate Committee, McCombs Management Department	2018-2019
PhD Student Recruitment Committee, McCombs Management Department	Spring 2018
Peer Teaching Review, McCombs Management Department	2017-2018
Social Innovation Faculty Steering Committee, UT-Austin	2017-2018
Vice President for Research Internal Grant Review Committee, UT-Austin	2017-2018
Departmental Undergraduate Committee, McCombs Management Department	2017-2018
Full Professor Promotion Subcommittee, McCombs Management Department	Fall 2017
UG Organizational Behavior Coordinator, McCombs Management Department	2016-2017
PhD Research Committee Member, McCombs Management Department	2015-2016
Full Professor Promotion Subcommittee, McCombs Management Department	Fall 2015
Peer Teaching Review, McCombs Management Department	Fall 2015
Executive Committee, McCombs Management Department	2015-2016
Work in Progress (WIP) Seminar Organizer, McCombs Management Department	2015-2016
PhD Student Representative, Wharton Management Department	2010-2011

Professional Service

Ad-hoc Journal Reviewer

Academy of Management Journal
Administrative Science Quarterly
Organization Science
Organizational Behavior and Human Decision Processes

Academy of Management Symposiums

- Discussant, “Managing in a Time of Social Unrest: Current Issues in Police Work” (virtual; Aug 2021)

Academy of Management Professional Development Workshops

- Presenter & Panelist, “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty” (virtual; Aug 2021)
- Panelist, “The Road to Nowhere: Knowing When to Call it Quits with Papers, Projects, and Coauthors” (Boston, Massachusetts; Aug 2019)

Corporate Experience

Millward Brown/Dynamic Logic, New York, NY June 2008-June 2009
Associate Research Analyst

Bloomberg L.P., Princeton, NJ Summer 2006

Global Data Finance Intern

National Financial Partners, New York, NY
Business Technology Analyst Intern

Summer 2005