

MINJIE GAO

Department of Management & Entrepreneurship
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ACADEMIC POSITIONS

Research Associate (Postdoctoral Researcher) Centre for Responsible Leadership	Imperial College London, UK	2021 - present
Global Visiting Faculty EGADE Business School	Tecnológico de Monterrey, México	2020 - present
Visiting Lecturer Business Management Program	VIVES University of Applied Sciences, Belgium	2017 - 2018
Visiting Lecturer & Teaching Assistant Bayes Business School (formerly Cass)	City, University of London, UK	2016 - 2020

EDUCATION

PhD in Management Thesis: Organizing and Organizations – Essays on National Health Service’s Change Initiative Committee: Amit Nigam, Costas Andriopoulos, Aneesh Banerjee, Aoife McDermott (external)	Bayes Business School, UK	2022
Postgraduate Certificate in Academic Practice Distinction	City, University of London, UK	2019
MSc in Management Distinction	Durham University Business School, UK	2014
BA in English GPA: 88.81/100, top 2%	Beijing University of Chemical Technology, China	2013

RESEARCH INTERESTS

My research lies at the intersection of organizational change, innovation, and employee behavior. Specifically, I am interested in understanding change and its intended and unintended consequences for individuals, organizing, and organizations. As an organizational ethnographer, my research is anchored in a commitment towards phenomenon-driven qualitative analysis, based on an appreciation for classical organization theory.

Dissertation

My dissertation examines employees’ reactions to organizational change/ technology adoption over time. In paper 1, I investigate the process through which employee narratives shape their perception of managerial incompetence and consequent behaviors. It contributes to research on narratives and resilience by elucidating that narratives can lead to frontline employees taking ownership and engaging in workarounds as coping mechanisms. In paper 2, I theorize triggers of change recipients’ emotional responses during organizational change events and change agents’ strategic management of those emotions. This paper contributes to the study of emotions and change by showing that change agents’ emotion management practices, based on professional embeddedness and proactive engagement, manifested by framing and tailoring, can be productive for managing emotions towards change. In the last paper, I explore the concept of incompetence in organization and management research through a systematic review. Most notably, this paper brings to attention the notion of performed incompetence, elaborates on the conditions under which organizational members perform incompetence, and provides a platform for future empirical studies of performed incompetence.

PUBLICATIONS

Nigam, A., & Gao, M. (2017). "Future of clinical leadership: the critical role of front-line doctors." *BMJ Leader*, 1(4), 33-35.

WORKING PAPERS

Gao, M. *"*They are one of us*– Change agents' emotion management during change processes." Under review at *Administrative Science Quarterly*.

- Best ODC Division Paper Based on a Dissertation, 2022 Academy of Management Annual Meeting

Gao, M. & Nigam, A. "Power of words: how do employee narratives shape our understanding of managerial incompetence?" Job market paper. Preparing for submission at *Academy of Management Journal*.

Gao, M. "Incompetence and Organization Studies." Preparing for submission at *Organization Studies*.

* Title disguised for blind review

SELECTED WORKS IN PROGRESS

Moore, C., Gao, M., Schitteck, J., Coombs, K. & Franceschini, C. "Calling the boss on bad ideas: Antecedent to successful dissent in team meetings". Data analysis stage.

Moore, C., O'Neill, O., Workman, K. & Gao, M. "The experience and outcomes of moral distress at work". Data analysis stage.

Gao, M. "Innovation, complication and competition: examining multiple logics within an innovation failure." Data analysis stage.

Gao, M. "Adoption and Adaptation: An Examination of The Interdependency Between Technology Affordances and Micropolitical Processes That Shapes Decision Making." Data analysis stage.

Gao, M. "The social worlds of runners and their dual identity – a community of practice perspective." Data collection stage.

CONFERENCE AND INVITED PRESENTATIONS

Gao, M. & Nigam, A. "Power of words: how do employee narratives shape our understanding of managerial incompetence?"

- Organization Theory in Health Care Association Conference, Birmingham, Alabama, 2022
- Academy of Management Annual Meeting, Virtue Meeting, 2021
- KIN Center for Digital Innovation, VU Amsterdam, Netherland, 2020
- Department of Social and Political Sciences Seminar Series, Bocconi University, Italy, 2020 (*given by co-author*)
- iShare, Bayes Business School (formerly Cass), UK, 2020
- Joint Doctoral Research Day in Organization Theory, Bayes Business School (formerly Cass), UK, 2019
- European Group of Organization Studies Conference, Edinburgh, UK, 2019

Gao, M. "*They are one of us*– Change agents' emotion management during change processes."

- Academy of Management Annual Meeting, Seattle, Washington, 2022
- European Group of Organization Studies Conference, VU Amsterdam, Netherland, 2021
- Postdoc Research Lab, Imperial College Business School, UK, 2021

Gao, M. "Incompetence and Organization Studies."

- Academy of Management Annual Meeting, Seattle, Washington, 2022
- European Group of Organization Studies Conference, WU Vienna, Austria, 2022

Gao, M. “Adoption and Adaptation: An Examination of The Interdependency Between Technology Affordances and Micropolitical Processes That Shapes Decision Making.”

- Academy of Management Annual Meeting, Chicago, Illinois, 2018
- Society for Studies in Organizing Healthcare 11th Organizational Behavior in Health Care (OBHC) Conference, Montreal, Canada, 2018
- Organizing Healthcare Research Network Workshop, Warwick Business School, UK, 2018
- Joint Doctoral Research Day in Innovation, Entrepreneurship & Strategy, Imperial College Business School, UK, 2018

Gao, M. “Innovation, complication and competition: examining multiple logics within an innovation failure.”

- Academy of Management Annual Meeting, Atlanta, GA, 2017
- Joint Doctoral Research Day in Innovation, Entrepreneurship & Strategy, Imperial College Business School, UK, 2017

SELECTED TEACHING EXPERIENCE

Global Visiting Faculty

Tecnológico de Monterrey, México

Leadership for Entrepreneurial Development, Undergraduate 2020 - present

- Coordinated course design, taught, and evaluated full module. Advised students in project prototype building and mentored Entrepreneurs’ Challenge

Visiting Lecturer

Bayes Business School (formerly Cass), United Kingdom

Critical Thinking for Business, Undergraduate 2018 - 2020

- Coordinated course design, taught, and evaluated full module for 1st year undergraduate students; adopted “Problem Based Learning” (PBL) approach in course delivery
- Student evaluations: 4.4/5 (2018); 4.3/5 (2019); 4.3/5 (2019)

Advanced Strategic Management, Undergraduate 2018 - 2019

- Independently designed and taught two sessions on “Digital strategy: change & adaptation” and “Leadership in a digital world”
- Student evaluations: 4.6/5 (2018)

Visiting Lecturer

VIVES University of Applied Sciences, Belgium

Management of Innovation Process, Undergraduate 2017 - 2018

- Independently designed, taught, assessed, and graded full module for 3rd year undergraduates
- Evaluations: 4.6/5 (2017 Bruges campus); 4.5/5 (2017 Kortrijk campus); 4.6/5 (2018 Kortrijk campus)

Teaching Assistant

Bayes Business School (formerly Cass), United Kingdom

- Business & Society, Undergraduate, instructed by Dr. Grace Augustine & Dr. Joelle Evans 2020
- Leadership, Exec MSc, instructed by Prof. Amit Nigam 2020
- Organisational Behaviour, MBA, instructed by Prof. Laura Empson 2019 - 2020
- Technology & Innovation Management, instructed by Dr. Eugenia Cacciatori 2019 - 2020
- System Thinking, MSc, instructed by Dr. Eugenia Cacciatori 2019
- Corporate Social Responsibility, Undergraduate, instructed by Prof. André Spicer 2018
- Strategy, MSc & MBA, instructed by Dr. Paolo Aversa 2017- 2018
- Strategy for Business, Undergraduate, instructed by Dr. Aneesh Banerjee 2016 - 2017

Career Advisor

Bayes Business School (formerly Cass), United Kingdom

Management Lab & Business Skills, Undergraduate

2018 – 2019

- Provided bespoke, individual feedback to over 100 students on their career choices and application materials including resume, cover letter, and LinkedIn profile

HONORS AND AWARDS

Best ODC Division Paper Based on a Dissertation	2022
Best Reviewer Award, OCIS Division	2021
Department Nominee, OMT Doctoral Student Consortium	2020
City University Doctoral Studentship (£85,000)	2015 - 2019
Doctoral Travel Grant, Worshipful Company of Saddlers, London (£1,000)	2019
Society for Studies in Organizing Healthcare (SHOC) Scholarship (\$500 CAD)	2018
City Graduate School Conference Travel Bursary (£1,000)	2018
Department Nominee, OMT Doctoral Student Consortium	2018
National Scholarship of China	2013
BUCT Scientific Research Project Grant (¥2,000)	2011 - 2012
People's Scholarship at Beijing University of Chemical Technology	2010 – 2012

SERVICE AND AFFILIATION

Member of Academy of Management (AOM) - ODC, OMT, & HCM Divisions

- Communication Committee, AOM ODC division, 2022 – present
- Engagement Committee, AOM HCM division, 2022 – present

Member of American Sociological Association (ASA)

Member of European Group for Organizational Studies (EGOS)

Fellow of Higher Education Academy (FHEA)

Reviewer for AOM Annual Conference, 2017 - present

Reviewer for IFIP9.4 Virtual Conference, 2021

Reviewer for AOM Specialized Conference, Big Data and Managing in a Digital Economy, 2018

Reviewer for Society for Studies in Organizing Healthcare 11th Conference, 2018

RESEARCH EXPERIENCE

Research Assistant 2020

Saïd Business School, University of Oxford, UK

- Assisted Dr. Greta Corporaal on a project about organizing in digital platform economy. Main responsibilities included collecting secondary data and undertaking literature reviews

Research Assistant 2017 - 2020

Bayes Business School (formerly Cass), United Kingdom

- Assisted Dr. Joelle Evans (Cass) and Dr. Kristina Dahlin (Oxford) on a project about organization learning. Main responsibilities included analyzing archival data and refining coding categories
- Assisted Dr. Aneesh Banerjee (Cass) on a project about employee ownership. Main duties included conducting desktop research and undertaking literature reviews

Researcher

Centre for Evaluation and Monitoring (CEM), Durham University, UK 2014

- Designed a survey that was distributed to 2,000 key consumers to collect feedback on products and services; performed statistical analyses on survey data using Excel and SPSS

- Interviewed over 20 employees from sales and marketing to align expectations; produced a report with comprehensive marketing recommendations and a conceptual model

Research Project Lead 2011-2012
Beijing University of Chemical Technology, Beijing, China

- Designed and executed research to understand book publication's market performance using qualitative methods such as interviews and archival data analysis
- Communicated research findings at departmental seminars to practitioners and academics (up to 30)

PROFESSIONAL EXPERIENCE

Co-founder & Head of Strategy 2021 - present
trailløp, Los Angeles

Consultant 2014 - 2015
Global Universities Sponsorship, London

Marketing Assistant 2013
British Standard Institution, Beijing

Associate 2012
Manning Selvage & Lee Group, Beijing

REFERENCES AVAILABLE UPON REQUEST