

**SARAH (RONSON) HARVEY**  
**UCL School of Management**  
University College London  
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(on maternity leave 2015-2016; 2019)

## Academic Appointments

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2023 – present      **Full Professor, UCL School of Management**  
University College London

2015 – 2023      **Associate Professor, UCL School of Management**  
University College London

2007 – 2015      **Assistant Professor, Department of Management Science & Innovation**  
University College London

## Education

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2007      **PhD in Organisational Behavior**  
London Business School  
London, United Kingdom

1998      **Bachelor of Commerce (1<sup>st</sup> class honours)**  
Queen's University  
Kingston, Ontario, Canada

## Research Expertise

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Creativity and innovation, group creativity, dynamic processes in groups and teams, group diversity, qualitative process research methods

## Select Publications

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Hagtvedt, L., Harvey, S., Demir-Caliskan, O., & Hagtvedt, H. (2024). Bright and dark imagining: How creators navigate the moral consequences of ideas for artificial intelligence. *Academy of Management Journal*.

Ananth, P. & Harvey, S. (2023). Ideas in the space between: How creators use stockpiling to manage ideas across processes. *Administrative Science Quarterly*, 68(2): 465-507. <https://doi.org/10.1177/00018392231154909>

- Toivonen, T., Idoko, O., Jha, H.K. & Harvey, S., (2023). Creative jolts: exploring how entrepreneurs let go of ideas during creative revision. *Academy of Management Journal*, 66(3): 829-858. <https://doi.org/10.5465/amj.2020.1054>
- Harvey, S. & Berry, J., (2023). Toward a meta-theory of creativity forms: How novelty and usefulness shape creativity. *Academy of Management Review*, 48(3): 504-529. <https://doi.org/10.5465/amr.2020.0110>
- Hua, M.Y., Harvey, S. & Rietzschel, E.F., (2022). Unpacking " Ideas" in Creative Work: A Multidisciplinary Review. *Academy of Management Annals*, <https://doi.org/10.5465/annals.2020.0210>
- Kou, C-Y. & Harvey, S. (2021). A dialogic perspective on managing knowledge differences: Problem-solving while building a nuclear power plant safety system. *Organization Studies*, 43 (9): 1355-1378.
- Harvey, S. & Mueller, J. (2021). Staying alive: Towards a diverging consensus model for overcoming a bias against novelty in groups. *Organization Science*, 32(2): 293-314.
- Harvey, S., Currall, S.C., & Hammer, T. (2017). Decision diversion in diverse teams: Findings from inside a corporate boardroom. *Academy of Management Discoveries*. 3(4): 358-381.
- Kannan, S., Harvey, S., & Peterson, R. S. (2016). A dynamic perspective on diverse teams: Moving from the dual-process model to a dynamic coordination-based model of diverse team performance. *Academy of Management Annals*. doi:10.1080/19416520.2016.1120973
- Harvey, S. (2015). When accuracy isn't everything: The value of demographic differences to information elaboration in teams. *Group and Organization Management*. doi: 10.1177/1059601114561786
- Harvey, S. (2014). Creative synthesis: Exploring the process of extraordinary group creativity. *Academy of Management Review*, 39: 324-343.  
 \*\*\*Finalist for Academy of Management Review Best Paper Award 2014  
 \*\*\*Winner of Academy of Management Review Practice Implications Award 2020
- Harvey, S., Peterson, R.S., & Anand, N. (2014). From inside-out or outside-in: The team boundary spanning process in multi-organizational contexts. *Small Group Research*, doi: 10.1177/1046496414534474.  
 \*\*\*Winner of Small Group Research Best Paper Award 2014
- Harvey, S. & Kou, C.Y. (2013). Collective engagement in creative tasks: The role of evaluation in the creative process in groups. *Administrative Science Quarterly*, 58: 346-386.

Harvey, S. (2013). A different perspective: The multiple effects of deep level diversity on group creativity. *Journal of Experimental Social Psychology*, 49: 822-832.

Mainemelis, B. & Ronson, S. (2006). Ideas are born in fields of play: Toward a theory of play and creativity in organizational settings. *Research in Organizational Behavior*, 27: 81-131.

### **Papers Under Review** (titles changed to facilitate blind review)

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Demir-Caliskan, O., & Harvey, S. Organising for creativity. R&R at *Administrative Science Quarterly*.

Xie, W., Zhang, J., Ananth, P., Harvey, S., & Bottom, W. Group diversity and support for novel ideas. Under review.

### **Other Publications & Proceedings**

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Mueller, J., Harvey, S., & Levenson, A. (2022). How to steer clear of groupthink. *Harvard Business Review*, 3/7/2022.

Harvey, S., Ananth, P. (2021). Teams as synthesizers: The role of constraints in the process of creative synthesis. In Zhou, J., Rouse, E. (Eds.), *Handbook of Research on Creativity and Innovation*. Elgar Publishing.

Toivonen, T., Idoko, O., Jha, H., & Harvey, S. (2019). Creative jolts: Responses to existentially threatening feedback along the journeys of early-stage entrepreneurs. *Academy of Management 2019 Best Paper Proceedings*.

Wallace, I., Barratt, H., Harvey, S., & Raine, R. (2019). The impact of Clinical Nurse Specialists on the decision making process in cancer multidisciplinary team meetings: A qualitative study. *European Journal of Oncology Nursing*, 43: 101674.

Harvey, S., Kou, C.-Y., & Xie, W. (2018). Leading for synthesis: A process based model for creative leadership. In (Eds) Mainemelis, C., Epitropaki, O., & Kark, R. *Creative Leadership: Contexts and Prospects*. Routledge.

Harvey, S. & Kou, C.Y. (2016). Social processes and team creativity: Locating collective creativity in team interactions. In (Ed) R. Reiter-Palmon. *Team Creativity and Innovation*.

Harvey, S. (2015). Synthesis in action: Response to Chen and Adamson. *Academy of Management Review*. doi: 10.5465/amr.2014.0555.

- Harvey, S. & Peterson R.S. (2013). Group dynamics; group cohesiveness; group norms; group roles; executive derailment. In *Blackwell Encyclopaedic Dictionary of Organizational Behavior*. Blackwell.
- Kou, C.Y. & Harvey, S. (2012). The task redefinition process: Exploring the micro-foundations of knowledge sharing in organizations. *Academy of Management Best Paper Proceedings*. Academy of Management, Boston, MA.
- Harvey, S. & Kou, C.Y. (2011). Collective engagement: Exploring creative processes in groups. *Academy of Management Best Paper Proceedings*. Academy of Management, San Antonio, TX.
- Mainemelis, C. & Harvey, S. (2010). Ideas are born in fields of play: Creativity and play in organizations. *Rotman Magazine*, Rotman School of Business, University of Toronto, 2010
- Peterson, R.S. & Harvey, S. (2009). Leadership and conflict: Using power to manage conflict in groups for better rather than worse. Chapter for: Dean Tjosvold & Barbara Wisse (Eds), *Power and Interdependence in Organizations*. Cambridge, UK: Cambridge University Press.
- Mainemelis, C., Harvey, S., & Peterson, G. (2008). Grow and play. *Business Strategy Review*, 19: 38-43.
- Ronson, S. & Peterson, R.S. (2007) The paradox of conflict in groups: Cooperation as a basis for positive group experience and group performance. In Sullivan, B.A., Snyder, M., & Sullivan, J.L. (Eds). *Cooperation: A Powerful Force in Human Relations*. Blackwell: Malden, MA.
- Narayanan, J., Ronson, S., & Pillutla, M. (2006). Groups as enablers of unethical behavior: The role of cohesion on group member actions. In Tenbrunsel, A. (Ed.) *Research on Managing Groups and Teams*, 8. Pg. 127-148. JAI Press.
- Pillutla, M. & Ronson, S. (2006). Survival of the similar. *People Management*, 12: 36-38.
- Pillutla, M. & Ronson, S. (2005). Do we prefer co-workers who are better or worse than us? Evidence from the 'Weakest Link' game. *Academy of Management Best Paper Proceedings*.
- Ronson S. & Peterson R.S. (2004). Group dynamics; group cohesiveness; group norms; group roles; executive derailment. In Nicholson N, Pillutla M, Audia P (Eds.) *Blackwell Encyclopaedic Dictionary of Organizational Behavior*. Blackwell.

## Academic Service

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- 2024 Associate Editor for Special Issue on AI and creative industries, *Academy of Management Discoveries*
- 2022-present Senior Editor, *Organization Studies*
- 2021 Committee Member: *Administrative Science Quarterly Best Paper Based on a Dissertation Award*
- 2020 Chair: *Academy of Management William H. Newman Award*  
Committee Member: *Administrative Science Quarterly Best Paper Award*  
Organizer: Creativity Collaboratorium
- 2019 Committee Member: *Academy of Management William H. Newman Award*
- 2015 Committee Member: *Academy of Management Review Best Paper Award*

Editorial Board Member: *Administrative Science Quarterly, Academy of Management Review, Academy of Management Discoveries, Journal of Organizational Behavior, Small Group Research*

- Developmental Reviewer Award, *Academy of Management Review*, 2023
- Most Developmental Reviewer Finalist, *Academy of Management Review*, 2017
- Outstanding Reviewer Award, *Academy of Management Review*, 2017, 2018, 2024
- Outstanding Reviewer Award, *Journal of Organizational Behavior*, 2017

Ad-hoc reviewer: *Academy of Management Journal, Organization Science, Organization Studies, Organizational Behavior and Human Decision Processes, Human Resource Management*

## Recent Speaking & Conference Presentations

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Harvey, S. 2024. Discussant, *Future of Creative Work Conference*, Imperial

Demir-Caliskan, O., & Harvey, S. 2022. Negotiated Playground. *PROS Conference, Rhodes, Greece.*

Fisher, C., Harvey, S., Anath, P., Xie, W. 2019. Bridging, balancing, and blending: The role of liminal practices in creative work. *Academy of Management, Boston, MA.*

- Part of showcase symposium

Xie, W., Anath, P., & Harvey, S. 2019. How diversity amplifies uncertainty and reduces group preference for novelty. *INGroup, Portugal, Creativity Collaboratorium*

Harvey, S. 2018. Keeping novel ideas alive: How groups overcome the bias against novelty. Speaker at *Conference on Personalized Medicine, UCL*.

Harvey, S. & Mueller, J. 2017. Staying alive: Towards a dynamic process model for keeping novel ideas alive in groups. *Academy of Management Conference, Atlanta, GA*.

Harvey, S. & Kou, C.Y. 2016. Ideas as organizing mechanisms for collective creative combination. *Academy of Management Conference, Anaheim CA*.

Harvey, S. 2015. Surprising secrets of collective creativity. Keynote speaker, Space Syntax Symposium, *UCL School of Architecture*; Presentation to *Foster + Partners*.

Mueller, J. & Harvey, S. 2015/2016. Dynamic processes of endorsing novelty in teams. *INGroup, Pittsburgh, PA; Imperial Conversation on Innovation*.

Harvey, S. & Kou, C.Y. 2014. Ideas as organizing mechanisms for teams. *JMS Conference on Organizational Complexity, Cambridge, UK*.

Kannan, S., Harvey, S. & Peterson, R.S. 2013. Coordination failure: A missing link in understanding diverse team performance. *Management Theory Conference, San Francisco, CA*.

Harvey, S. & Kou, C.Y. 2013. Team crafting: Ideas as organizing mechanisms for teams. *INGroup Conference, Atlanta, GA; 5<sup>th</sup> Process Research Methods (PROS) Symposium, Greece; Structure and Structuring of Work in Organizations (SSWO) Workshop*.

Kou, C.Y. & Harvey, S. 2012. The task redefinition process: Exploring the micro-foundations of knowledge sharing in organizations. *Academy of Management Conference, Boston*.

Harvey, S. & Kou, C.Y. 2012. Emergence and evolution in multi-team systems. *EAWOP Small Groups Conference on Multi-Team Systems*.

Harvey, S. 2012. Bumping into walls: Constraint and the role of teams in organizational creativity. *European Group and Organization Studies Conference, Helsinki; Ingenuity Conference, Burlington, Ontario*.

- Kou, C.Y. & Harvey, S. 2012. Going the distance: A comparative case study of distributed versus collocated projects. *European Group and Organization Studies Conference*, Helsinki and *British Academy of Management*, Cardiff and *EA WOP Small Groups Conference on Multi-Team Systems*.
- Harvey, S. & Kou, C.Y. 2011. Collective engagement: Exploring creative processes in groups. *Academy of Management Conference*, San Antonio.
- Harvey, S. 2009. All work and no play or all play and no work: Balancing work and play for optimum creativity. Keynote address at the *Professional Playground of the Future* conference, Amsterdam, NL.

## Teaching Experience

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### PhD Student Supervision

2024 - present	<i>Nelberto Nicholas Quinto</i> , UCL School of Management
2023 – present	<i>Jake Venet</i> , UCL School of Management
2021 – present	<i>Martina Pizzinato</i> , UCL School of Management
2018 – present	<i>Ozumcan Demir</i> , UCL School of Management <i>Mel Hua</i> , UCL School of Management
2016 – 2021	<i>Poornika Ramakrishnan</i> , UCL School of Management <i>Wenxin Xie</i> , UCL School of Management
2011 – 2016	<i>Isla Wallace</i> , Applied Health, Effective functioning of multi-disciplinary healthcare teams (secondary supervisor)
2009 – 2015	<i>Mary-Clare Race</i> , Psychology, Leadership derailment – the manifestation of personality disorders in a corporate setting (secondary supervisor)
2008-2013	<i>Chia-yu Kou</i> , Management Science & Innovation, Micro-foundations of knowledge sharing (primary supervisor).

### PhD Dissertation Examination Committees

2021	<i>Nuria Tolsa-Caballero</i> , UCL
2020	<i>Davide Bavato</i> , Rotterdam School of Management
2019	<i>Xiaoran Hu</i> , London Business School
2018	<i>Tao Wang</i> , UCL
2017	<i>Keith Knaggs</i> , UCL
2016	<i>Anna Steinhage</i> , London Business School
2016	<i>Jinia Nath Mukerjee</i> , SKEMA Business School

### PhD Seminar Teaching

- 2020-present UCL School of Management, Qualitative Methods Seminars
- 2015 – 2020 London Business School, Research on Managing Groups and Teams

### **Masters Level Teaching**

- 2010 UCL Management Science Teaching Innovation Award
- 2012 – present Creativity & Critical Thinking, UCL, Masters in Management

The purpose of this course is to introduce and provide opportunities to practice the principles of critical and creative thinking applied to a business context. Specifically, the course aims to identify the role and importance of creativity and critical thinking in organisations, discuss the factors that drive individual and group creative and critical thinking and identify how to apply creative and critical thinking skills to a variety of organizational and industry contexts.

- 2007 – 2013 Creativity & Innovation in Organizations, UCL, Masters in Technology Entrepreneurship

The purpose of this course is to introduce the role of creativity in innovative organizations and to discuss how to facilitate the creative process in individuals and teams for organizational growth and success. Specifically, the course aims to identify the role and importance of creativity in innovative organizations, the factors that drive individual and group creativity and the processes and environments through which organizations facilitate creativity.

- 2010 - 2011 Organizational Behaviour, UCL, Masters in Management

The purpose of this course is to help you to appreciate the contribution of the behavioural sciences to our understanding of how organisations function. It will emphasize how an understanding of individual and group behaviour can improve both the quality of working life and the effectiveness of organisations

- 2009 Managing High Technology Organizations, UCL, Masters in Technology Entrepreneurship

This course will be valuable if you aspire to be a top executive, manager, or board member in high-technology organizations, or if you plan to start your own high-technology business in the future. This course will provide important knowledge about how to lead and manage a high-technology organization. The course has two aims: 1. To familiarize yourself with the unique strategic and organizational challenges facing high-technology organizations, 2. To cultivate the skills, behaviours, and knowledge that you need to effectively lead these organizations.



2003 – 2004                      Global Leadership Assessment for Managers, London Business School, MBA

This course prepares students for working in teams throughout their first year in the MBA program at the London Business School. My role in this program was to coach teams and facilitate the delivery of NEO personality profiles and 360 degree feedback.

### **Undergraduate Teaching**

2010                                      Communication and Behaviour in Organizations, UCL

This is the core organizational behaviour course for undergraduate students in the department of Management Science & Innovation, but includes students from other departments across the university. Topics covered include social perception, personality, working in teams, leadership, innovation, and decision making.

2006                                      Negotiations, London School of Economic (summer school)

This course provided an introduction to topics in negotiations, including distributive & integrative bargaining, negotiating in teams, decision making biases, the principles of influence, and the effects of coalitions. In particular, I held and debriefed tutorial sessions that enabled students to practice negotiating in a variety of contexts.

2003 – 2004                      Research Methods, London School of Economics (BSc, Industrial Relations)

This was a course teaching research methods to senior undergraduate students completing their final year dissertation. Topics covered included qualitative methodology, conducting interviews, surveys & sampling, and regression analysis.

### **Executive Education**

2023-2024                      Leading for Creativity and Innovation, UCL School of Management

2008                                      Global Leadership Assessment for Managers, London Business School (Dubai Campus)

This course prepares students for working in teams throughout their first year in the Executive MBA program at the London Business School. My role in this program was to coach teams and facilitate the delivery of NEO personality profiles and 360 degree feedback.

2005

Negotiations, Brainlab (Munich)

This course introduced negotiations to an executive audience, including distributive & integrative bargaining, decision making biases, the principles of influence, and the effects of coalitions.