James W. Berry

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ACADEMIC POSITIONS

2018- present	**Programme Director - University College London** in the School of Management. Led the development and launch of a new classroom based online MBA programme in the Fall of 2019. Currently Director of the UCL MBA managing a programme with 24 faculty, 4 staff, and 60 plus students. Achieved AMBA accreditation in July 2021.
2012- present	**Lecturer (Assistant Professor) - University College London** in the School of Management. Conducting research in creativity, teaching organizational behavior and innovation modules, and leading engagement with entrepreneurs and business partners. Won teaching awards 2013 and 2016.
2011-present	**Lecturer (Adjunct Assistant Professor) - University of North Carolina at Chapel Hill** in the Organizational Behavior Department of Kenan-Flagler Business School. Currently teaching Negotiations in the global MBA@UNC program. Won teaching award 2018.

EDUCATION

Ph.D. in Organizational Behavior, 2012, University of North Carolina at Chapel Hill (Adam Grant & David Hofmann –Dissertation Co-Chairs)
M.A. in Higher Education Leadership and Administration, 2008, University of Florida
B.A. in Philosophy, 1993, The College of William and Mary in Virginia

EXPERTISE AND RESEARCH INTERESTS

Creativity – how creative ideas are generated, evaluated, selected, and ultimately implemented
Decision Making – how leaders and entrepreneurs identify new opportunities and commit to these decisions
Knowledge – how organizations and scholars create, evaluate, and advance learning and understanding
Motivation – how leaders can encourage creativity and critical thinking in organisations

REFEREED PUBLICATIONS

Harvey, S. and **Berry, J.W**., 2023. Toward a meta-theory of creativity forms: How novelty and usefulness shape creativity. *Academy of Management Review*, 48(3), pp.504-529.

Fisher, C.M., Sanchez, J., **Berry, J.** and Xie, W.X., 2021. Who (and how many) made this? How crediting authorship affects creativity evaluations. In *Creative Success in Teams* (pp. 167-188). Academic Press.

Berry, J., 2020. Intrinsic and prosocial motivations, perspective taking, and creativity. In *Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship* (pp. 1454-1458). Cham: Springer International Publishing.

Berry, J. and Sanchez, J., 2019. Perceiving entrepreneurs: Job title comparisons in warmth and competence. *Journal of Business Venturing Insights*, 12, p.e00145.

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Edwards, J.R., **Berry, J.** and Kay, V.S., 2014. Bridging the great divide between theoretical and empirical management research. In *Academy of Management Proceedings* (Vol. 2014, No. 1, p. 17696). Briarcliff Manor, NY 10510: Academy of Management.

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Edwards, J. R., & **Berry, J.** 2010. The presence of something or the absence of nothing: Increasing theoretical precision in management research. *Organizational Research Methods*, 13, 668- 689.

MANUSCRIPTS IN PROGRESS

Berry, J., Bogilović, S., Škerlavaj, M., & Černe, M., "Creative sparks: Task conflict, cultural intelligence, and creativity." Status: Paper in revision and additional data collection. Target Journal: *Academy of Management Journal.*

Berry, J. "Linking theory and operation: Using the dimensions of novelty and usefulness to address a creative complexity" Status: Revising after friendly reviews. Target journal: *Organizational Research Methods*

Berry, J. "If creative ideas have value why do we give them away" Status: Field data collection in progress. Target journal: *Journal of Applied Psychology.*

Berry, J. "Is there time to be creative: Temporal perspectives change the focus of creative judgments" Status: Developing paper out of dissertation data. Target journal: *Journal of Applied Psychology.*

CONFERENCE PRESENTATIONS

Berry, J., Bogilović, S., Škerlavaj, M., & Černe, M., 2020. Creative sparks: Task conflict, cultural intelligence, and creativity. Paper presented at the Creativity Collaborarium held virtually.

Berry, J., Bogilović, S., Škerlavaj, M., & Černe, M., 2018. Creative sparks: Task conflict, cultural intelligence, and creativity. Paper presented at the 78th Annual Meeting of the Academy of Management in Chicago, Il.

Berry, J., Fisher, C., & Sanchez, J. 2016. Giants cast long shadows: How celebrating innovation superstars negatively influences others' creativity. Research presented at the Creativity Collaboratorium 2016 in Boston, Ma.

Berry, J. & Harvey, S. 2015. Reconceptualizing the relationship between novelty and utility in creative ideas. Paper presented at the 75th Annual Meeting of the Academy of Management in Vancouver, BC.

Berry, J., Sumanth, J., Škerlavaj, M., & Černe, M., 2015. Say it clear but not loud: Powerless communication, task ownership, and creativity. Paper presented at the 2015 European Association of Work and Organizational Psychology.

Edwards, J.R., **Berry, J.**, & Kay, V. 2014. Bridging the great divide between theoretical and empirical management research. Paper presented at the 74th Annual Meeting of the Academy of Management in Philadelphia, PA.

Berry, J., Hofmann, D., & Snyder, D. 2014. Time to focus on innovation: Cross-level interaction of temporal distance and innovation climate on risk perception and innovative behaviors. Paper presented at the 74th Annual Meeting of the Academy of Management in Philadelphia, PA.

Berry, J. 2014. If creative ideas have value why do we give them away. Paper presented at the 74th Annual Meeting of the Academy of Management in Philadelphia, PA.

Berry, J. 2010. Impact of contextual framing on creativity judgments. Poster presented at the 31st Annual Meeting of the Society for Judgment and Decision Making in St. Louis, Missouri.

Sumanth, J., & **Berry, J.** 2010. Laughter in the face of danger: A two-stage cognitive model of voice. Paper presented at the 70th Annual Meeting of the Academy of Management in Montreal, Canada.

Berry, J., & Tugman, J. 2010. The impact of creativity's components. Paper presented at the Annual Meeting for the Society for Industrial & Organizational Psychology in Atlanta, Georgia.

Grant, A. M., & **Berry, J.** 2009. The necessity of others is the mother of invention. Paper presented at the 69th Annual Meeting of the Academy of Management in Chicago, Illinois.

HONORS & AWARDS

Kenan-Flagler MBA Teaching Award, University of North Carolina, 2018

School of Management Best Teacher Award, University College London, 2016

Masters in Management Best Teacher Award, University College London, 2013

Outstanding Reviewer Award, Academy of Management Organizational Behavior Division, 2010 & 2011.

Future Faculty Fellowship, awarded by the Center for Teaching and Learning at the University of North Carolina to support teaching and professional development, 2009.

Leadership Development Award, selected and funded to complete a Graduate Certificate in Higher Education Leadership from the University of Florida, 2004.

TEACHING EXPERIENCE & INTERESTS

Experience:
At Kenan-Flagler
Business School

Leading and Managing: Taught 46 *undergraduate* business students in the semester long core OB course with an overall teacher rating of 4.5 out of 5; facilitated small group discussions for the *MBA* and *Executive MBA* programs with a rating of 4.8 out of 5 for these interactive sessions.

Negotiations: Taught six Executive Global MBA and full-time MBA sections with an average teacher rating of 4.7 out of 5. Led faculty in teaching negotiations in an online environment for 6 years. Taught session on negotiations for sales and senior executives.

At University
College London

MBA Capstone: Designed and co-created the MBA Capstone module. This module guides students in developing their future focused capstone project papers. It covers a review of research methods as well as enhances the forecasting lessons of the MBA with extrapolation and scenario planning. Worked with student to prepare presentations to senior corporate leadership once completed.

Critical Leadership Decisions: Created a module focused on critical thinking and application of these practices to leadership decisions. Paired with another faculty member to include several sections of ethical decision making within the module. This module is a core module with the UCL MBA. Received average teacher ratings of 9.4 out of 10 over three years.

Organisational Behaviour: Taught masters of management students as part of the core masters curriculum. Received an average teaching rating of 4.8 out of 5 over three years from a very diverse student population. Awarded program teaching award in 2013 & 2016.

Innovation Management: Rebuilt and delivered Innovation Management from a leadership perspective to both undergraduate and MBA cohorts. This class was designed to help students take a leadership role supporting or leading innovation activities from multiple perspectives within an organisation – focusing on intrapreneurship.

Building Growth Businesses: Developed a strategic leadership program for the U.K. Government (BIS) focusing on helping medium sized companies explore growth options. This program takes several companies leadership teams on a five-day course to develop plans for managing new growth opportunities. Companies completing the course have shown strong growth with one company using the program to launch three new offices and add 15% to their workforce, another expanded to offices in the US and the Middle East, and a third revamped their leadership team to explore acquisitions.

Executive Education: Works with a host of programmes and companies particularly around Leading Innovation and Change. For example - Developed and delivered sessions on Managing Growth for Entrepreneurs and Strategic Negotiations with the Goldman Sacks 10KSB program in London from 2012-2015. Assisted in the development of a government led Entrepreneurship engagement program that was being offered across the UK and designed to engage 500 company leaders in a 16-week program over its first year. Led master classes for global entrepreneurs on Balancing Flexibility and Efficiency to Manage Innovation at the London Stock Exchange, Leading Positive Change for Lufthansa leadership team and Leadership training at HSBC. On the board of advisors for several startup companies in the UK as well as providing entrepreneurship sessions for UCL Enterprise and IDEALondon.

Interests: Managing for Creativity and Innovation, Negotiations, Organizational Behavior, Leadership, Entrepreneurship, Strategic Planning, Managing Business Growth and Change

Advisory: Advised two UCL PhD students to successful completion of their degree and served as internal examiner for SoM's first PhD graduate, Board for Advisors for GrowthEnabler and assisting several other organisations and investor groups. Helped win grant funding for the Laidlaw Research and Leadership Programme at UCL and co-led the first two cohorts.

PROFESSIONAL ACTIVITIES

ad hoc Reviewer - *Academy of Management Journal*, *Administrative Science Quarterly, Organizational Research Methods, Journal of Organizational Behavior, Management Science, Organization Science*
Member: Academy of Management, Society of Industrial and Organizational Psychology, Society for Judgment and Decision Making, American Psychological Association, Association for Psychological Science

PROFESSIONAL EXPERIENCE

Manager - Collaborative Labs at St. Petersburg College   2005-2007
Helped found a facilitation and strategic planning consultancy practice as a business outreach for a large public college. Personally, directed the construction of a dedicated facilitation center and created a mobile labs capability. Worked with top management teams to develop strategic planning initiatives. Facilitated sessions for clients such as: Apple, Cox Target Media, Honeywell, PBS&J, U.S. Department of Labor, USAA, and the United Way. Instrumental in developing a business model where our for-profit clients subsidized strategic planning events for a host of local non-profits.

Project Coordinator – National Terrorism Preparedness Institute   2002-2005
Published four anti-terrorism textbooks for the federal government and one for a for-profit enterprise. Served as primary author and led the production of over 10 hours of video examples and scenarios for classroom instruction. Led an effort to secure an initial government contract for $1.2 million that grew to nearly $22 million in follow-on funding. Moderated a nationally broadcast symposium, "Dealing with the Psychological Aftermath of Terrorism".

Founder – Outlier Software   2000-2002
Founded and directed the development of a privacy/personalization software start-up. Wrote a comprehensive business plan, recruited two partners, led the software design, directed patent filing, and developed funding and corporate partner relationships. Invited to Washington to brief congressional advisors and submit official comments for a Federal Trade Commission hearing.

Internet Architect, Consultant – Andersen Consulting (now Accenture)   1998-2000
Served as a research and development team lead and as a strategic internet architect. Helped develop and build one of the first dynamic online training portals incorporating scenario-based logical branching. Won awards for recruiting, mentoring, and innovation.

NCAA Div. 1 Coach/ College Instructor/ Country Club Activities Director   1994-1998
Coached varsity swimming and diving programs at the College of William and Mary and the University of Florida. Taught over 250 college students in eight activity courses as a graduate student. Directed seasonal

facilities and programs for over 500 members. Hired and managed seasonal staff. Oversaw the design and construction of new facilities and controlled accompanying budgets. Lead volunteer trainer for the American Red Cross for First Aid and Water Safety Instruction as well as advising on Emergency Response.

DISSERTATION

Title: "*Do we have creative differences? How we construe creativity influences the salience of novelty and usefulness*"

Committee: David Hofmann (chair), Jeffrey Edwards, Alison Fragale, Teresa Amabile (Harvard Business School), Adam Grant (Wharton)

Creativity is an organizational necessity for competing in a global economy. Organizational scholars have traditionally defined creativity as the production of ideas or products that are both novel and useful. It is often assumed that the components of novelty and usefulness are equal factors in determining the creativity of an idea or product. However, in some settings, managers and employees appear to prioritize novelty over usefulness, and in other settings, the opposite is true. Applying a decision-making framework to how individuals evaluate creative ideas, I looked to test how the way people define creativity through their evaluation of proposed ideas, may be influenced by the framing of the problem to be addressed. Drawing on construal level theory, I proposed that increased psychological distance will increase the salience of novelty and decrease the salience of usefulness in making judgments of the ideas' overall creativity. In testing this hypothesis across field and lab studies, my dissertation advances knowledge about how contextual factors create barriers to understanding creativity and offers practical steps for enhancing creative processes and output within organizations.

REFERENCES

Available upon request.

Recent Industry News Articles and Press

Contributor, 2023, "Companies must wake up to four-day working" TechFinitive, Written by Nicole Kobie: 24/02/2023 https://www.techfinitive.com/features/companies-must-wake-up-to-four-day-working/

Contributor, 2023, "Are remote workers lazy? Experts weigh in on Elon Musk and Marc Benioff's productivity problem" Fortune, Written by Orianna Rosa Royle: 22/01/2023 https://fortune.com/2023/01/22/are-remote-workers-lazy-elon-musk-marc-benioffs-work-from-home-productivity-problem/

Contributor, 2022, "Reverse Mentorship: How young workers are teaching bosses" BBC Worklife, Written by Nicole Kobie: 14/11/2022 https://www.bbc.com/worklife/article/20221110-reverse-mentorship-how-young-workers-are-teaching-bosses

Author, 2022, "Negotiation skills are essential in the modern workplace", Training Zone, Posted: 10/11/2022. https://www.trainingzone.co.uk/develop/talent/negotiation-skills-are-essential-in-the-modern-workplace

Contributor, 2022, "How can IT leaders tackle a toxic team environment?", Computer Weekly, Written by Cath Everett: 17/08/2022. https://www.computerweekly.com/feature/How-can-IT-leaders-tackle-a-toxic-team-environment

Contributor, 2022, *"Silicon ceiling: Why aren't more CIOs becoming CEOs?"*, Raconteur, Written by Christine Horton: 17/02/2022. https://www.raconteur.net/business-strategy/should-your-next-ceo-be-a-cio/

Contributor, 2021, *"What will the future of work look like in 2022? (Hint: No the Metaverse)",* **Wired**, Written by Nicole Kobie: 06/12/2021. https://www.wired.co.uk/article/the-future-of-work-2022

Author, 2021, "*Returning to the office is ultimately good for business*", **Real Leaders**, Posted: 07/05/2021

Contributor, 2021 *"CEO? Entrepreneur? Scientist? The Title You Choose Sends a Message",* **Wall Street Journal**, Written by Katie Deighton: 02/05/2021. https://www.wsj.com/articles/ceo-entrepreneur-scientist-the-title-you-choose-sends-a-message-11622649600?reflink=desktopwebshare_permalink

Author, 2021. "*The 5 Strategies Business Leaders & Entrepreneurs Should Be Considering in 2021*", **Tech Round**, Posted by Dana Leigh: 15/03/2021. https://techround.co.uk/guides/strategies-business-considering-in-2021/

Author, 2021. "*Expect the unexpected: The need for scenario planning*", **Business Leader**, Posted by Barney Cotton: 09/03/2021. https://www.businessleader.co.uk/expecting-the-unexpected-the-need-for-scenario-planning/113336/

Author, 2021. "*Why now is the time for retailers to pivot from crisis mode to strategic growth planning*", **Talk Retail**, Posted by Dominic Lill: 09/03/2021. https://talk-retail.co.uk/why-now-is-the-time-for-retailers-to-pivot-from-crisis-mode-to-strategic-growth-planning/

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Author, 2021. "*Experimenting with scenario planning*", **Management Issues**, Posted: 23/02/2021. https://www.management-issues.com/opinion/7431/experimenting-with-scenario-planning/

Contributor, 2021, "*How to build a future world of work we will want*", **IT Pro**, Written by Nicole Kobie: 08/01/2021. https://www.itpro.co.uk/business/business-strategy/358263/how-to-build-a-future-world-of-work-we-will-want

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Contributor, 2020. "*What are the post COVID priorities in the new normal*", *The Telegraph*, Written by Rob Waugh, 03/12/2020. https://www.telegraph.co.uk/business/ready-and-enabled/post-covid-priorities/

Podcast Guest, 2020. "MBA founder on HR mindset & crisis management", **HR Grapevine**, Moderated by Kieran Howells: 20/11/2020. https://www.hrgrapevine.com/content/article/2020-11-27-mba-founder-on-hr-mindset-crisis-management

Author, 2020. "*Beyond the Pandemic: Learning to Embrace Uncertainty*", **Business Chief**, Posted: 30/10/2020. https://businesschief.eu/leadership-and-strategy/beyond-pandemic-learning-embrace-uncertainty

Author, 2020. "*Three ways to plan for an uncertain future*", **Management Issues**, Posted: 30/09/2020. https://www.management-issues.com/opinion/7420/three-ways-to-plan-for-an-uncertain-future/

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Contributor, 2020. "*The new face of leadership development*", **People Management**, Written by Elizabeth Howlett: 20/08/2020. https://www.peoplemanagement.co.uk/long-reads/articles/new-face-leadership-development

Author, 2020. "*How to use data to successfully plan for the future*", **HR Zone**, Posted: 13/08/2020. https://www.hrzone.com/lead/future/how-to-use-data-to-successfully-plan-for-the-future

Contributor, 2020. "*How to boost your business productivity to pre-pandemic levels*", **The Telegraph**, Written by Rob Waugh: 14/07/2020. https://www.telegraph.co.uk/business/ready-and-enabled/productivity/how-to-boost-business-to-pre-pandemic-levels/

Contributor, 2020. "*Technophobe leaders are doomed to fail*", **The Times**, Written by Jonathan Weinberg: 13/07/2020. https://www.raconteur.net/c-suite/ceo/technology-vital-ceo/

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Contributor, 2020. "*What should tech CEOs do in an economic crisis?*", **IT Pro**, Written by Sandra Vogel: 03/06/2020. https://www.itpro.co.uk/business/business-strategy/355896/what-should-tech-ceos-do-in-an-economic-crisis

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