

CHRISTI LOCKWOOD

BOSTON COLLEGE | CARROLL SCHOOL OF MANAGEMENT | CHESTNUT HILL, MA 02467
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EDUCATION

Boston College, Carroll School of Management 2011 - 2016
M.S. (2014), Ph.D. (2016), Management and Organization

Cornell University 2004 - 2008
B.S., Hotel Administration

ACADEMIC APPOINTMENTS

Post-Doctoral Fellow, Boston College Carroll School of Management 2016- 2017
Management and Organization Department

RESEARCH INTERESTS

My research examines the interplay of organizational and societal cultures in processes of cultural entrepreneurship, collective meaning-making, and institutional change. My empirical work uses both qualitative and quantitative analyses of data hand-collected from social media platforms as well as more traditional sources, including archival documents, interviews, and first-hand observations.

Dissertation (*Successfully Defended August 22, 2016*)

A Place to Stay: Cultural Entrepreneurship in the U.S. Hotel Industry, 1790 – 2015
Committee: Mary Ann Glynn (Chair), Paul Hirsch, Simona Giorgi

My dissertation uses three interrelated empirical studies to examine how cultural entrepreneurship, i.e., processes of conveying cultural distinctions and meanings to valued audiences or publics, can be used by incumbent organizations. I begin by empirically examining cultural entrepreneurship at the industry level and show how it contributed to long-term industry changes by alternately aligning with elite cultural tastes and proximal industry norms. My second study focuses on the luxury hotel market segment and reveals how, although the market typically declassifies cultural status groups, processes of “cultural reclassification” led by market actors to preserve elite status are evident. My third study shows how existing organizations conveyed cultural distinctiveness despite changing elite tastes. I reveal that the hotels created an interpretive touchstone composed of language and materiality, which functioned as a “cultural scaffolding,” using culture loosely to transform the meaning of luxury and convey elite status. My dissertation reveals how cultural entrepreneurship plays a role in mature settings, enabling organizations to adapt to changing demands by managing culture and status.

PEER-REVIEWED PUBLICATIONS

Nielsen, R. P. & Lockwood, C. 2016 (forthcoming). Varieties of transformational solutions to institutional ethics logic conflicts. *Journal of Business Ethics*.

Lockwood, C. & Glynn, M.A. 2016 (forthcoming). The micro foundations of mattering: Domestic traditions as institutionalized practices in everyday living. In Gehman, J., Lounsbury, M. & Greenwood, R. (Eds.) *Research in the Sociology of Organizations: How Institutions Matter*, 49. Emerald Publishing Group Limited.

Giorgi, S., Lockwood, C., & Glynn, M.A. 2015. The many faces of culture: Making sense of 30 years of research on culture in organization studies. *Academy of Management Annals*, 9(1): 1-54.

Glynn, M.A., Lockwood, C., & Raffaelli, R. 2015. Staying the same while changing: Organizational identity in the face of environmental challenges. In Henderson, R., Gulati, R., & Tushman, M. (Eds.) *Leading Sustainable Change: An Organizational Perspective*. Oxford: Oxford University Press: 143-170.

Glynn, M.A., Giorgi, S., & Lockwood, C. 2012. Organization culture. In Griffin, R. (Ed.) *Oxford Bibliographies in Management*. New York: Oxford University Press.

WORKING PAPERS

Lockwood, C. & Glynn, M.A. How Boston got strong: Online sensemaking and symbolic production in the face of crisis. Finalizing manuscript for submission to *Administrative Science Quarterly*.

Lockwood, C. Resources, rhetoric, and materiality in cultural entrepreneurship: The cultural scaffolding of U.S. luxury hotels. Target journal: *Academy of Management Journal*.

ACADEMIC PRESENTATIONS AND CONFERENCE INVOLVEMENT

Lockwood, C. *Cultural Scaffolding: Resources, Rhetoric, And Materiality In Cultural Entrepreneurship*. Academy of Management Annual Meeting, August 9, 2016. Anaheim, CA.

Lockwood, C. (Organizer and Panelist). *The Challenges and Opportunities of Using Social Media Data for Organization and Management Theory*. OMT Symposium, Academy of Management Annual Meeting, August 9, 2016. Anaheim, CA.

Lockwood, C. (Organizer and Panelist). *Mobilizing Meaning in Times of Crisis*. All-Academy Theme Symposium, Academy of Management Annual Meeting, August 7, 2016. Anaheim, CA.

Lockwood, C. (Organizer) *How to Measure Meaning at the Collective Level*. Professional Development Workshop. Academy of Management Annual Meeting, Aug. 7, 2016. Anaheim, CA.

Lockwood, C. & Glynn, M.A. *Technology, Community, and Collective Resilience: Examining the Response to the Boston Marathon Bombings*. West Coast Research Symposium on Technology Entrepreneurship. September 11, 2015. Seattle, WA.

Lockwood, C. (Organizer and Chair) *Cultural Mixing and Match-Making: Examining the Interplay of Organizations and Audiences*. OMT Showcase Symposium. Academy of Management Annual Meeting, August 11, 2015. Vancouver, BC.

Lockwood, C. (Organizer) *How to Measure Meaning at the Collective Level*. Professional Development Workshop. Academy of Management Annual Meeting, Aug. 8, 2015. Vancouver, BC.

Lockwood, C. *Staying Power: An Institutional Perspective on the Hotel Industry's Recovery from the Great Recession*. Industry Studies Conference, May 26, 2015. Kansas City, MO.

Lockwood, C. (Chair). *How to Do Things with Words: Connecting Words with Actions in Organizations*. All-Academy Theme Symposium. Academy of Management Annual Meeting, August 3, 2014. Philadelphia, PA.

Lockwood, C. (Organizer). *How to Measure Meaning at the Collective Level*. Professional Development Workshop. Academy of Management Annual Meeting, Aug. 2, 2014. Philadelphia, PA.

Lockwood, C. *Rethinking Organizational Culture as a Toolkit: Implications for Organizational Identity*. Academy of Management Annual Meeting, August 12, 2013. Orlando, FL.

Lockwood, C. (Organizer). *Culture and Capitalism: Reconsidering Capitalism from a Cultural Perspective*. All-Academy Theme Symposium. Academy of Management Annual Meeting, August 11, 2013. Orlando, FL.

Lockwood, C. *Helping Makes a Difference: Employee Volunteering, Identity and the Meaning of Work*. Academy of Management Annual Meeting, August 6, 2012. Boston, MA.

TEACHING EXPERIENCE

Teaching Experience:**Instructor, Introduction to Organizational Behavior**

Undergraduate Business Core Course

Spring 2014; Scheduled: Fall 2016 (two sections), Spring 2017 (one section)

Recipient of Boston College Donald J. White Teaching Excellence Award for 2014-2015

*Approximate rating (overall), Spring 2014: 4.2/5 (very good – excellent), above department average***Instructor, Boston College Center for Corporate Citizenship Executive Programs***Approximate rating (overall): 4.5/5(very good – excellent)***Instructor, Boston College Jenks Leadership Group**, February 2013 & 2014**Teaching Assistant:** Organizational Behavior, Fall 2013; Women in Leadership (MBA), Fall 2012

HONORS AND AWARDS

- Boston College Donald J. White Teaching Excellence Award, 2014-2015.
- Organizer and Chair, OMT Showcase Symposium, AOM Annual Meeting 2015.
- Nominee, OMT Doctoral Consortium, 2015.
- Nominee, OMT Pre-dissertation Workshop, 2014.
- MOC Outstanding Reviewer Award, 2013.
- Towers Watson Star Award (awarded for excellent professional performance), 2009.
- Merrill Presidential Scholar (awarded to top 1% of Cornell's graduating class), 2008.
- Joseph Drown Foundation Special Prize (awarded to one Cornell graduate based on academic excellence and entrepreneurial spirit), 2008.

SCHOLARLY LEADERSHIP AND SERVICE

Co-Founder and Steering Committee Member, Collective Meaning Microcommunity<http://cmcommunity.wix.com/collective-meaning>**Reviewing Activities**

- Ad Hoc Reviewer: Journal of Business Research, Academy of Management Annual Meeting
MOC Outstanding Reviewer Award Recipient, 2013

Conference Organization Activities:

- Boston Field Research Conference, 2012-Present; Work/Culture Group, 2013

Professional Association Membership: Academy of Management

PROFESSIONAL EXPERIENCE

Towers Watson, Boston, MA

July 2008 – July 2011

Senior Analyst, Change Management

- Partnered with clients to plan and implement major strategic changes, including mergers, acquisitions, benefit changes, and workforce reductions.
- Conducted employee research around topics including attraction, retention and engagement; reported results to senior leader teams and provided actionable recommendations for improvement.
- Managed internal and client teams; ensured adherence to project schedules and deadlines.

Four Seasons Hotels & Resorts, Los Angeles, CA

Summer 2007

Training and Development Intern