Eric Lin

CONTACT INFORMATION

Eric Lin
Associate Professor of Business
Chair of the Business Program
Oberlin College & Conservatory
Bosworth Hall, Room 201B, 50 W Lorain St, Oberlin, OH 44074

Fax: +1.888.519.8280
eric.lin@oberlin.edu
eric.lin@post.harvard.edu
ericxlin.io

RESEARCH INTERESTS

Human Capital, Executive Compensation, Strategic Human Resource Management, Executives, Leadership, Mobility, Gender Differences, Labor Markets, Careers

TEACHING INTERESTS

Managerial Economics, Introduction to Management, Accounting, Human Resources, Human Capital, Applied Innovation (trained Hacking for Defense instructor)

ACADEMIC APPOINTMENTS

Oberlin College & Conservatory — Oberlin, OH
Business Integrative Concentration
Awarded Tenure in 2023
Associate Professor, 2023 - Present

The United States Military Academy at West Point — West Point, NY
Department of Behavioral Sciences and Leadership
Awarded Tenure in 2021
Associate Professor, 2021 - 2023
Assistant Professor, 2015 - 2021

EDUCATION

Harvard Business School — Boston, MA

Doctor of Business Administration, May 2015

- Areas of Study: Human Capital, Executive Compensation, and Strategic Human Resource Management
- Thesis Title: *Essays on Human Capital and Executive Compensation*
- Committee: Boris Groysberg (Chairman), Paul Healy, George Serafeim, Pian Shu

Kellogg School of Management, Northwestern Univ. — Evanston, IL

Master of Business Administration, June, 2003

- Concentration: Marketing

Weatherhead School of Management Case Western Reserve Univ. — Cleveland, OH

Masters of Accountancy, Department of Accountancy, Jan 1999

- Specialization: Taxation and Finance

Bachelors of Science, Department of Accountancy, May 1998

- Summa Cum Laude, Accountancy
- 4-year Adelbert-Squire Scholar (full tuition for 4 years)

Publications

Groysberg, Boris, Eric Lin (2025). How Costly Is a Resume Gap for Executives? *Harvard Business Review*. Published online.

Spain, Everett S., Eric Lin and Andrew G. Farina. (2025). Do the Best and Brightest West Point Officers Stay in or Leave the Army? *Armed Forces & Society*, 51(3):883-913.

Groysberg, Boris, Eric Lin (2024). Resume Gaps Still Matter *Harvard Business Review*. Published online.

Groysberg, Boris, Eric Lin (2023). Can a More Detailed LinkedIn Profile Boost Your Salary? *Harvard Business Review*. Published online.

Groysberg, Boris, Eric Lin, Abhijit Naik, and Sascha L. Schmidt. (2023). Identify Critical Roles to Improve Performance. *Sloan Management Review*, 65(1).

Groysberg, Boris, Derek Haas, and Eric Lin. (2023). Now You See Me, Now I'm Gone. *Sloan Management Review*, 64(2).

Kim, Sijun, Elizabeth McClean, Sarah Doyle, Nathan Podsakoff, Eric Lin and Todd Woodruff. The positive and negative effects of social status on ratings of voice behavior: A test of opposing structural and psychological pathways. *Journal of Applied Psychology*, 107(6):951–967.

Groysberg, Boris, Paul Healy, and Eric Lin. (2021). Job-Hopping Toward Equity. *Sloan Management Review*, 63(1).

Groysberg, Boris, Paul Healy and Eric Lin. (2022). Determinants of gender differences in change in pay among job-switching executives. *ILR Review*, 75(1):pp.168-199

Spain, Everett S., Eric Lin and Lissa V. Young (2020). Early Predictors of Successful Military Careers Among West Point Cadets. *Military Psychology*, 32(6): 389-407.

Groysberg, Boris, Eric Lin and George Serafeim (2020). Scandal and stigma: Does corporate misconduct affect the future compensation of bystander managers? *Advances in Strategic Management*, 41:293-321.

Groysberg, Boris., Johnson, Whitney., and Lin, Eric. (2019). What to do When Industry Disruption Threatens Your Career. *Sloan Management Review*, 60(3):57–65. (A Top 5 article for the journal in 2019).

Groysberg, Boris, Eric Lin, George Serafeim, and Robin Abrahams (2016). The Scandal Effect. *Harvard Business Review* 94(9):17–27.

Lerner, Josh and Eric Lin (2012). Collaboration in Intellectual Property: An Overview. *WIPO Magazine*, (6):30–33.

Published Work in Teaching

Groysberg, Boris, Eric Lin, and Sarah L. Abbott (2020). Lojas Americanas: Project DNA and the "People Machine." Case Study. Boston. Harvard Business Publishing.

Swain, Jordon, Jason Bogardus and Eric Lin (2019). Come on Down: Using a Trivia Game to Teach

the Concept of Organizational Justice. *Management Teaching Review*. 1-13.

Groysberg, Boris, Eric Lin, George Serafeim, and Robin Abrahams (2016). Should I Stay or Should I Go (A). Case Study. Boston. Harvard Business Publishing.

Groysberg, Boris, Eric Lin, George Serafeim, and Robin Abrahams (2016). Should I Stay or Should I Go (B). Case Study. Boston. Harvard Business Publishing.

Conference Talks

Kim, Sijun, Elizabeth McClean, Nathan Podsakof, Eric Lin and Todd Woodruff. "New Directions in Voice Research: Exploring the Relational Context of Voice." Academy of Management Annual Meeting: Virtual Symposium August 3, 2021.

Kim, Sijun, Elizabeth McClean, Nathan Podsakof, Eric Lin and Todd Woodruff. "Fanning the Voice Flame: Unpacking How Leaders and Peers Impact Employee Voice." Academy of Management Annual Meeting: Vancouver August 7–August 11, 2020.

Kim, Sijun, Elizabeth McClean, Nathan Podsakof, Eric Lin and Todd Woodruff. "The Positive and Negative Effects of Social Status on Voice Ratings: A Test of Two Opposing Pathways." INGRoup Conference: Seattle July 30–August 1, 2020.

McClean, Elizabeth, Kim, Sijun, Eric Lin and Todd Woodruff. "Willingness to Speak Up for the Team, Voice and Up-Standing in Organizations." Academy of Management Annual Meeting: Boston August 9–August 13, 2019.

Lin, Eric. External Labor Markets and the Importance of Credentials to Executive Pay. Presented at The Academy of Management 2017 Annual Conference. Atlanta, GA August 5–August 9, 2017.

Lin, Eric Boris Groysberg and George Serafeim. Scandal and Stigma: Does Corporate Misconduct Affect the Future Compensation of Bystander Managers? Presented at The Academy of Management 2016 Annual Conference. Aneheim, CA, August 6–August 9, 2016.

Lin, Eric Boris Groysberg and Paul Healy. Do External Labor Market Job Switches Affect the Gender Compensation Gap. Presented at The Academy of Management 2016 Annual Conference. Aneheim, CA, August 6–August 9, 2016.

Lin, Eric. What have you done lately? The shelf life of relevant experience among executive job switchers. Presented at The Academy of Management 2015 Annual Conference for the SHRM Foundation Dissertation Award Winner Session. Vancouver, BC, August 5–August 9, 2015.

Lin, Eric. The value of general management experience in the market for executive human capital. Presented at The Strategic Management Society 2014 Annual Conference. Madrid, Spain, September 20–September 23, 2014.

Lin, Eric and Boris Groysberg. Are functional executives paid to be generalists or specialists? Evidence from below the C-Suite. Presented at The Strategic Management Society 2014 Annual Conference. Madrid, Spain, September 20–September 23, 2014.

Lin, Eric and Boris Groysberg. The gender compensation gap among executives: Evidence from below the C-suite. Presented at the Sumantra Ghoshal Conference on Managerially Relevant Re-

search at the London Business School. London, May 4–May 5, 2014.

Lin, Eric and Boris Groysberg. Deconstructing executive compensation: The role of contextual factors. Presented at the Strategic Management Society Annual Conference, Human Capital Track. Atlanta, GA, September 29–October 1, 2013.

Lin, Eric and Boris Groysberg. To reap or sow? A contingency theory of when executives choose to build or capitalize on their human capital. Presented at the Strategic Management Society Annual Conference, Human Capital Track. Atlanta, GA, September 29–October 1, 2013.

Lin, Eric and Lee Fleming. Square peg in a round hole: Inventor fit and the production of new ideas. Presented at the Institute for Operations Research and the Management Sciences (INFORMS) Annual Conference, Technology Management/New Product Development Track. Austin, TX, November 7–10, 2010.

Lin, Eric. New Directions in Text Analysis - Panel Member on Applications of Text Analysis to the Study of Invention. Institute for Quantitative Social Sciences, Harvard University. Cambridge, MA, May 21–22, 2010.

Seminar Presentations

Lin, Eric and Boris Groysberg. The compensation impact of general management experience. Presented at the Harvard Business School Organizational Behavior Unit Faculty Brown Bag. Boston, May 12, 2014.

Lin, Eric and Boris Groysberg. The gender compensation gap among executives: Evidence from below the C-suite. Presented at the Harvard Business School W50+ Seminar Series. Boston, January 28, 2014.

Lin, Eric and Boris Groysberg. Gender and managing career disruptions: Human capital investments that persist in the face of change. Presented at the Harvard Business School Organizational Behavior Unit Faculty Brown Bag. Boston, May 6, 2013.

Teaching Experience

Oberlin College and Conservatory, Oberlin, OH

Entrepreneurship (2025—present). 16 students taught

- AY2025-2, Instructor, (16 students)

Introduction to Business (2022—present). 256 students taught

- AY2026-2, Instructor, (42 students)
- AY2026-1, Instructor, (28 students)
- AY2025-2, Instructor, (67 students)
- AY2024-2, Instructor, (39 students)
- AY2023-2, Instructor, (40 students)
- AY2022-2, Instructor, (40 students)

Financial Analysis 2 (2024—present). 22 students taught

- AY2026-2, Instructor, (22 students)

Financial Analysis for Leaders (2024—present). 152 students taught

- AY2026-1, Instructor, (42 students)
- AY2025-2, Instructor, (40 students)
- AY2025-1, Instructor, (35 students)
- AY2024-2, Instructor, (35 students)

Oberlin Business Studios (2023—present). 13 students taught
- AY2024-1, Instructor, (13 students)

Marketing (2023—2025). 119 students taught
- AY2025-1, Instructor, (46 students)
- AY2024-1, Instructor, (40 students)
- AY2023-2, Instructor, (33 students)

Negotiations (2023—2025). 74 students taught
- AY2025-1, Instructor, (39 students)
- AY2024-1, Instructor, (35 students)

United States Military Academy, West Point, NY

Course Director, Introduction to Management (2019—2022). 270 cadets taught
- AY2022-1, Instructor and Course Director, (4 sections directed, 3 sections taught)
- AY2021-1, Instructor and Course Director, (4 sections)
- AY2020-1, Instructor and Course Director, (4 sections)
- AY2019-1, Instructor and Course Director, (4 sections)

Course Director, Accounting (2020—2022). 140 cadets taught
- AY2021-2, Instructor and Course Director, (4 sections)
- AY2020-2, Instructor and Course Director, (4 sections)

Course Director, Human Resource Management (2015—2019). 499 cadets taught
- AY2019-2, Instructor and Course Director, (4 sections)
- AY2018-2, Instructor and Course Director, (4 sections)
- AY2018-1, Instructor and Course Director, (4 sections)
- AY2017-2, Instructor and Course Director, (4 sections)
- AY2017-1, Instructor and Course Director, (4 sections)
- AY2016-2, Instructor and Course Director, (4 sections)
- AY2016-1, Instructor and Course Director, (4 sections)

Founding Experience Designer, Hacking for Defense experiential innovation program (2019—2022). 26 cadets.
- Designed multi-week, immersive learning experience where cadets teams engaged on real-world Department of Defense problems using lean startup
- Cadets absorbed lessons from real-world entrepreneurs, learned lean startup techniques, and applied them working with problem sponsors representing different branches within the Army

Harvard Business School, Boston, MA
- Teaching Fellow, Managing Innovation (Second-year MBA course, 2011)
- Facilitator, Leading Change and Organizational Renewal (Executive Education course, 2010)

McKinsey & Company, Cleveland, OH
- Instructor, Basic Operations Consulting Readiness (2009–2010)
- Core Faculty, Product Development Training for Engagement Managers (2008)

Cadet Development

Honors Thesis and Independent Study Chair
- Luis G. Cortez (AY2018). *PDR measures: Initial perspective on predictors of behavior*
- Robert B. Litton (AY2019). *The Barriers to Entry of the Workforce for Welfare Recipients of Two-Parent Households in North Carolina* (Accepted to Peer-reviewed General Donald R. Keith Memorial Conference)

Men's Soccer Faculty representative (AY2020-2022)

Service

- *Oberlin College and Conservatory*
  - Founding faculty member and Chair, Business Program. Built the program from its single-

faculty launch, including curriculum design, faculty recruitment, and annual program-level assessment. In its first year as a full major, Business was Oberlin's fastest-growing major and reached the top 20 by enrollment; teaching capacity doubled in one year.
  - Faculty member, Board of Trustees Budget and Finance Committee (2024–present). Voting faculty seat; the committee reviews and approves the College's annual operating budget, receives interim financial reports, and designates restricted funds.

- *Academy level*
  - Remote Teaching Distance Learning Working Group, Subcommittee Lead (Summer 2020). Report to advise Dean and Superintendent on investments to make in preparation for instruction during the COVID-19 pandemic
  - Member of core OEMA team convened to revamp the Talent Assessment Battery
  - Representing BS&L on the Academy Curriculum Committee (AY 2017)
  - West Point Leader Development System (WPLDS) Integration Committee (2018-2022)

- *Department level*
  - Personnel Committee (2019-2022). Oversee the application-to-enrollment phase of new hires at their respective graduate programs
  - Contributing author to the PL300 e-text (with Kevin Britt)
  - Standing representative for BS&L for distance learning efforts and investments at the Academy level
  - Recurring panel Moderator for annual McDonald Leadership Conference
  - Recurring expert contact for outreach to USMA on matters of Talent Management (through BS&L, OEMA, and other channels, 2018-2022)
  - Faculty Development Workshop faculty (2020 - 2023)

- *Program level*
  - Annual lead on conducting program-level assessment of the major (2018-2022)
  - Served as double program director over accounting course (70 students, 4 sections) and human resource management (71 students, 4 sections) over 3 week absence of faculty. Awarded Medal for Civilian Service for this in 2019

Industry Experience

Lin Advisory LLC (Independent work) Aurora, OH

Independent Advisory **2015 to Present**

I continue to consult independently, at the executive level, across a range of industries. Representative engagements:

- **Media** – Multi-year strategy advisor to a multi-brand media company's leadership team
  - Corporate and portfolio strategy; the brand-led to function-led operating-model shift
  - Built approach for business-unit strategy and corporate–unit performance dialogs
  - Designed accountability, resource-allocation, and management systems for the transformation
- **Engineering and construction** – Multi-phase quantitative diagnostic of project-performance drivers
  - Defined schedule, cost, and customer-satisfaction outcome measures
  - Used variance decomposition and regression to isolate the drivers of strong delivery
  - Translated the analysis into actions a non-technical leadership team could adopt
- **Healthcare** – Advised the executive team on metrics predicting franchisee performance
  - Tested owner and operator attributes as predictors, net of market attractiveness
  - Framed results to guide operator selection, coaching, and development

- **Retail** – Advised one of South America's largest retailers on front-line store-leader impact
  - Quantified store-manager impact on results and the behaviors of stronger performers
  - Framed findings as the business case for HR and leadership-development investment
- **Hospitality** – Advised the leadership of a globally recognized, founder-led restaurant and hospitality enterprise
  - Diagnosed strategy, structure, and organization; framed a portfolio approach to innovation across established and new concepts
  - Developed governance and leadership-structure options for long-term ownership and continuity

Keystone Strategy Cambridge, MA

Senior Engagement Manager **May 2011 to May 2012**

- Led business model development projects in pharmaceuticals and bioinformatics
- Designed and executed innovation accelerator pilot for the power generation business unit of a Fortune 100 firm
- Partnered with the incoming president to conduct an organization and leadership diagnostic for a health analytics spinout
- Directed proposal teams for innovation and pricing service lines

McKinsey & Company Cleveland, OH

Consultant and Engagement Manager **1999–2002; 2004–2008**

Partner with senior management of leading companies in a wide variety of industries to identify strategic opportunities and to capture operational improvements. Leader within the Global Product Development Practice. As a Senior Engagement Manager, I was responsible for leading daily project operations at the client site. Full-time project teams typically included 2-3 consulting associates and 8-20 team members from the client. Developed expertise in industrial marketing, operations strategy, manufacturing, and product development. Representative projects include:

Construction Equipment – Global Operations Strategy

- Led plant-floor lean assessments, identifying 30% throughput potential
- Redesigned engine block machining line to improve bottleneck uptime by 40%
- Designed and implemented plant-level transformation programs in two facilities
- Facilitated supplier workshops to identify savings opportunities from integrated initiatives across purchasing, supply chain, and product development

Mining Equipment – Lean Enterprise

- Led lean manufacturing diagnostic, identifying 40% throughput improvement
- Reduced backlog of product delivery by 20% on bottleneck processes
- Ensured sustained performance gains by coaching shop floor leaders and facility managers in daily visual management boards and shift handoff communication

Medical Equipment – Lean Transformation and Performance Management

- Led plant-floor lean manufacturing assessments across 4 manufacturing sites
- Implemented line-side visual performance management in flagship plant
- Conducted multi-site training and implementation of lean programs, comprised of 20+ change agents across European and North American sites
- Implemented a manufacturing performance management system, linking line-side performance metrics across 4 facilities to plant and corporate performance reviews

Industrial Raw Materials - Marketing and Product Market Strategy

- Executed pricing diagnostic in both European and North American markets
- Advised senior management on product mix strategy
- Conducted capability-building workshops for client on tactical pricing

Industrial Engineered Products – Corporate Strategy

- Led performance diagnostics across multiple business units across global markets
- Conducted market assessments among 6 new applications for industrial robots
- Designed valuation models to assess projected outcomes among growth strategies

Professional Activities

- *Professional Memberships*
  - American Economic Association, Member, 2017–present
  - Academy of Management, Member, 2014–present
  - Harvard Institute for Quantitative Social Sciences (IQSS) 2011–present
- *Ad Hoc Reviewer*
  - *California Management Review*
  - *Strategic Management Society*
- *Professional Accreditations*
  - Licensed Certified Public Accountant (State of Ohio)

Awards

Civilian Service Achievement Medal, awarded July, 2020 for contributions in helping the Office of Economic Manpower Analysis (OEMA) design the next-generation branching strategy for graduating cadets

Civilian Commendation Medal, awarded May, 2020 for excellence in teaching

Civilian Service Achievement Medal, awarded December, 2019 for exceptionally meritorious performance as an assistant professor (awarded as part of the instructor team that has raised field test exam performance to the 96th percentile)

Civilian Service Achievement Medal, awarded May, 2019 for exceptionally meritorious performance as an assistant professor (assuming unanticipated additional duties in temporarily taking over the accounting course directorship)

Recipient of Society for Human Resource Management Foundation Dissertation Grant for 2014, funded by the SHRM Foundation, in partnership with the HR Division of the Academy of Management - $5,000 award

Two-time award recipient of Institute for Quantitative Social Sciences Research Grant, 2013, 2014 - $4,500 total award over two years