

Eric Lin

CONTACT INFORMATION	Eric Lin Associate Professor of Business Co-Chair of the Business Integrative Concentration Oberlin College & Conservatory 215 Rice Hall, 10 N. Professor St., Oberlin, OH 44074	<i>Mobile:</i> +1.216.225.2545 <i>Fax:</i> +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 (<i>trained Hacking for Defense instructor</i>)	
ACADEMIC APPOINTMENTS	Oberlin College & Conservatory Business Integrative Concentration Awarded Tenure in 2023 Associate Professor, 2023 - Present	Oberlin, OH
	The United States Military Academy at West Point Department of Behavioral Sciences and Leadership Awarded Tenure in 2021 Associate Professor, 2021 - 2022 Assistant Professor, 2015 - 2021	West Point, NY
EDUCATION	Harvard Business School Doctor of Business Administration, May 2015 <ul style="list-style-type: none">• Areas of Study: Human Capital, Executive Compensation, and Strategic Human Resource Management• Thesis Title: <i>Essays on Human Capital and Executive Compensation</i>• Committee: Boris Groysberg (Chairman), Paul Healy, George Serafeim, Pian Shu	Boston, MA
	Kellogg School of Management, Northwestern Univ. Master of Business Administration, June, 2003 <ul style="list-style-type: none">• Concentration: Marketing	Evanston, IL
	Weatherhead School of Management Case Western Reserve Univ. Masters of Accountancy, <i>Department of Accountancy</i> , Jan 1999 <ul style="list-style-type: none">• Specialization: Taxation and Finance	Cleveland, OH

Bachelors of Science, **Department of Accountancy**, May 1998

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

PUBLICATIONS 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*, Accepted and forthcoming.

Groysberg, Boris, Paul Healy, and Eric Lin. (2021). Job-hopping toward equity. *Sloan Management Review*, 63(1).

Groysberg, Boris, Paul Healy and Eric Lin (2020). Determinants of Gender Differences in Change in Pay Among Job-Switching Executives. *ILR Review*. Accepted, published digitally, print forthcoming.

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, B., Johnson, W., and Lin, E. (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.

**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.

Bogardus, Jason, Eric Lin and Jordon Swain (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.

**RESEARCH IN
PROGRESS**

Choudhury, Prithwiraj, Sunasir Dutta, Eric Lin and Hise O. Gibson. Going to extremes: Crucibles, multiple sensitive periods, and career progression.

Lovelace, Jeffrey, Eric Lin and Todd Woodruff. Grit and leadership: Does persistence drive followership?

Lin, Eric and Boris Groysberg. Visibility, compensation, and mobility opportunities.

Lin, Eric. External versus internal labor markets: How externally observable qualifications contribute differently to explaining executive pay.

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. Anaheim, 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. Anaheim, 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 hu-

man 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 Research 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

United States Military Academy, West Point, NY

- Course Director, Introduction to Management (2019—present). 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—present). 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—present). 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 Organizational Change and 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-Present)

SERVICE

- *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—present)
- *Department level*
 - Personnel Committee (2019-present). 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-present)
- Faculty Development Workshop faculty—Instructor for training and orientation of new faculty. (2020 - present)
- *Program level*
 - Annual lead on conducting program-level assessment of the major (2018-Present)
 - 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

Consulting (Independent work)

Aurora, OH

Independent Consultant

2015 to Present

I continue to consult independently on limited engagements. Representative projects:

- **Media** - Advising executive team on long-term corporate strategy and building business unit-level capabilities for identifying and sizing growth opportunities
- **Healthcare** – Advised executive team on metrics for predicting franchisee performance
- **Retail** – Advised executive management of one of the largest retailers in Brazil on measuring the impact of front-line leaders, assessing behaviors predictive of store performance (work published in HBS case study: **Lojas Americanas: Project DNA and the “People Machine”**)

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