

# **KURT T. DIRKS**

WASHINGTON UNIVERSITY IN ST. LOUIS  
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## **ACADEMIC ROLES**

Washington University in St. Louis

Bank of America Professor of Managerial Leadership, 2010-present

Professor, 2008 - 2010

Associate Professor with tenure, 2005 – 2008

Associate Professor, 2002 – 2005

Assistant Professor, 2001 – 2002

Simon Fraser University

Assistant Professor, 1998-2001

University of Illinois at Urbana-Champaign

Visiting assistant professor, 1997-1998

## **LEADERSHIP AND ADMINISTRATIVE ROLES**

Vice Chancellor of International Relations, Washington University, 2018-present

Director, McDonnell International Scholars Academy, 2018-present

IITB-WUSTL Research and Educational Academy, Board of Directors, 2016 – present

Co-Founder & Co-Director of Bauer Leadership Center, 2016-2018

EMBA – Mumbai Academic Director, Olin Business School, 2015-2018

Interim Dean, Olin Business School, 2016

Senior Associate Dean for Programs, Olin Business School, 2012-2016

Director of Taylor Experimental Laboratory, Olin Business School, 2009 - 2012

Organizational Behavior Group Chair, Olin Business School, 2005 – 2008

## **EDUCATION**

**Ph.D.** University of Minnesota, Organizational Behavior, 1993 - 1997

**MS.** Iowa State University, Management, 1992 - 1993

**BBA.** Iowa State University, Finance, 1986 - 1990

## PUBLICATIONS

### Research Journal Articles

Campagna, R. L., Dirks, K.T., Knight, A. P., Crossley, C., & Robinson, S. L. (Forthcoming). On the relation between felt trust and actual trust: Examining pathways to and implications of leader trust meta-accuracy. Journal of Applied Psychology.

Fulmer, A. & Dirks, K. (2018) Multilevel trust: A theoretical and practical imperative, Journal of Trust Research, 8, 137-141.

Ferrin, D. L., Cooper, C. D., Dirks, K. T., & Kim, P. H. (2018) Heads will roll! Routes to effective trust repair in the aftermath of a CEO transgression, Journal of Trust Research, 8, 7-30.

Lu, S., Kong, D. T., Ferrin, D. L., & Dirks, K. T. (2017). What are the determinants of interpersonal trust in dyadic negotiations? Meta-analytic evidence and implications for future research. Journal of Trust Research, 7, 22-50.

de Jong, B., Dirks, K. T., and Gillespie, N. (2016). Trust and team performance: A meta-analysis of main effects, moderators, and covariates. Journal of Applied Psychology, 101, 1134-1150.

Kong, D. T., Dirks, K. T., & Ferrin, D. L. (2014). Interpersonal trust within negotiations: Meta-analytic evidence, critical contingencies, and directions for future research. Academy of Management Journal, 57, 1235-1255.

Kim, P. K., Cooper, C. D., Dirks, K. T., & Ferrin, D. L. (2013). Repairing trust with individuals versus groups. Organizational Behavior and Human Decision Processes, 120, 1-14.

Baer, M., Dirks, K. T., & Nickerson, J. A. (2013). Microfoundations of strategic problem formulation. Strategic Management Journal, 34, 197-214.

de Jong, B. & Dirks, K. T. (2012) Beyond shared perceptions of trust and monitoring in teams: Implications of asymmetry and dissensus. Journal of Applied Psychology, 97, 391-406.

Dirks, K. T., Kim, P. H., Ferrin, D. L., & Cooper, C. D. (2011). Understanding the effects of substantive responses on trust following a transgression. Organizational Behavior and Human Decision Processes, 114, 87-103.

Kim, P. H., Dirks, K. T., & Cooper, C. D. (2009). The repair of trust: A dynamic bi-lateral perspective and multi-level conceptualization. Academy of Management Review, 34, 401-422.

Dirks, K. T., Lewicki, R. J., & Zaheer, A. (2009). Repairing relationships within and between organizations: Building a conceptual foundation. Academy of Management Review, 34, 68-84.

Dirks, K. T., & Skarlicki, D. P. (2009). The relationship between being perceived as trustworthy by coworkers and individual performance. Journal of Management, 35, 136-157.

Ferrin, D. L., Kim, P. H., Cooper, C. D., & Dirks, K. T. (2007). Silence speaks volumes: The effectiveness of reticence in comparison to apology and denial for repairing integrity- and competence-based trust violations. Journal of Applied Psychology, 92, 893-908.

*Award:* An earlier version of this paper received the “Best Empirical Paper” award from the Conflict Management Division at the 2005 Academy of Management Meeting.

Ferrin, D. L., Dirks, K. T., & Shah, P. P. (2006). Direct and indirect effects of third party relationships on interpersonal trust. Journal of Applied Psychology, 91, 870-833.

Kim, P. H., Dirks, K.T., Cooper, C. D., & Ferrin, D. L. (2006). When more blame is better than less: The implications of internal vs. external attributions for the repair of trust after a competence- vs. integrity-based trust violation. Organizational Behavior and Human Decision Processes, 99, 49-65.

Shah, P. P., Dirks, K. T., & Chervany, N. (2006). The multiple pathways of high performing groups: The interaction of social networks and group processes. Journal of Organizational Behavior, 299-317.

Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K.T. (2004). Removing the shadow of suspicion: The effects of apology vs. denial for repairing competence- vs. integrity-based trust violations. Journal of Applied Psychology, 89, 104-118.

*Awards:* Most Influential Article Award (published between 2003-2006). Awarded by Conflict Management Division of Academy of Management.

Outstanding Article Award for the Best Paper Published in 2004. Awarded by International Association for Conflict Management.

*Reprinted in:* Costa, A. C., & Anderson, N. (2012). Trust and Social Capital in Organizations. Sage.

Ferrin, D. L. & Dirks, K. T. (2003). The use of rewards to increase and decrease trust: Mediating processes and differential effects. Organization Science, 14, 18-31.

Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: Integrating and extending a century of research. Review of General Psychology, 7, 84-107.

Dirks, K. T. & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for organizational research. Journal of Applied Psychology, 87, 611-628.

*Reprinted in:* Costa, A. C., & Anderson, N. (2012). Trust and Social Capital in Organizations. Sage.

Bachmann, R., & Zaheer, A. (eds.) (2008) Landmark Papers on Trust. Edward Elgar Publishing.

Cooper, C. L. (ed.) (2008) New Directions in Organizational Behavior. Sage Publications.

Pierce, J. L., & Newstrom, J. (eds.) (2010) Leaders and the leadership process: Readings, self-assessments, and applications, McGraw-Hill/Irwin.

Dirks, K. T. & Ferrin, D. L. (2001). The role of trust in organizational settings. Organization Science, 12, 450-467.

Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Towards a theory of psychological ownership in organizations. Academy of Management Review, 26, 298-310.

Dirks, K. T. (2000). Trust in leadership and team performance: Evidence from NCAA basketball. Journal of Applied Psychology, 85, 1004-1012.

*Reported in:* Elass, P. (2001). Trust and team performance in NCAA basketball. Academy of Management Executive, 15, 137-138.

*Reprinted in:* Pierce, J. L., & Newstrom, J. (eds.) (2010). Leaders and the leadership process: Readings, self-assessments, and applications, McGraw-Hill/Irwin.

Dirks, K. T. (1999). The effects of interpersonal trust on work group performance. Journal of Applied Psychology, 84, 445-455.

### **Contributions to Edited Books**

Nickerson, J., Gubler, T., & Dirks, K. (2013) Trust and the Economic Theory of the Firm. In Bachmann, R. & Zaheer, Z. (Ed.) Handbook of Advances in Trust Research. (pp. 163-181) Cheltenham, UK: Edward Elgar.

Sweeney, P. J., Dirks, K. T., Sundberg, D. C., & Lester, P. B. (2011) Trust: The key to leading when lives are on the line. In P. J. Sweeney, M. Matthews, and P. B. Lester, Leadership in Dangerous Situations: A Handbook for Armed Forces, Emergency Services, and First Responders. (pp. 163-181) Annapolis, MD: USNI.

Ferrin, D. L., Kong, D. T. & Dirks, K. T. (2011) Trust building, diagnosis, and repair in the context of negotiation. In M. Benoliel (Ed.), Negotiation Excellence: Successful Deal Making. (pp. 123-138.) Hackensack, NJ: World Scientific Publishing.

Reprinted in 2<sup>nd</sup> edition. 2014.

Dirks, K. T. & De Cremer, D. (2010). The repair of trust: Insights from organizational behavior and social psychology. In D. De Cremer, R. Van Dick, and J. K. Murnighan (Eds.) Social Psychology and Organizations (pp. 211-230) New York: Routledge.

Dirks, K. T. (2006). Three Fundamental Questions Regarding Trust in Leaders. In R. Bachmann and A. Zaheer (Eds.) Handbook of Trust Research (pp. 15-28) Cheltenham, UK, Edward Elgar.

Pratt, M. & Dirks, K. T. (2006). Rebuilding trust and restoring positive relationships: A commitment-based view of trust. In J. Dutton and B. Rags (Eds.) Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation, (pp. 117-136) Mahwah, NJ: Lawrence Earlbaum Associates.

Dirks, K. T., & Skarlicki, D. (2004). Trust in leaders: Existing Research and Emerging Issues. In R. Kramer & K. Cook (Eds.) Trust and Distrust in Organizations: Dilemmas and Approaches (pp. 21-40) New York: Russell Sage Foundation.

Robinson, S., Dirks, K. T., & Ozelick, H. (2004). Untangling the knot of trust and betrayal” In R. Kramer & K. Cook (Eds.) Trust and Distrust in Organizations: Dilemmas and Approaches (pp. 327-341) New York: Russell Sage Foundation.

Dirks, K., & McLean Parks, J. (2003). “Conflicting stories: The state of the science of conflict,” In J. Greenberg (Ed.) Organizational Behavior: The State of the Science, Second Edition, (pp. 283-324) Lawrence Earlbaum Associates.

Shah, P. P. & Dirks, K. T. (2003). The social structure of diverse groups: integrating social categorization and network perspectives. In M. A. Neale, E. Mannix, & J. T. Polzer (Eds.) Research on Managing Groups and Teams, Vol. 5. Elsevier.

Dirks, K. T., Cummings, L. L., & Pierce, J. (1996). Psychological ownership in organizations: Conditions under which individuals promote and resist change. In R. Woodman & W. Pasmore, (Eds.), Research in Organizational Change and Development, Vol. 9. (pp. 1- 23) Greenwich, CT: JAI Press Inc.

### **Conference Proceedings (Refereed)**

DeJong, B., Dirks, K.T., & Gillespie, N. (2015). Trust and team performance: A meta-analysis of main effects, contingencies, and qualifiers. Academy of Management Best Papers Proceedings.

Ferrin, D. L., Kim, P., Cooper, C., & Dirks, K. T. (2005) Silence speaks volumes: The effectiveness of reticence compared to apology and denial for repairing integrity- and competence-based violations. Academy of Management Best Papers Proceedings.

Ferrin, D. L., Dirks, K. T., & Shah, P. (2003). Many routes toward trust: A social network analysis of the determinants of interpersonal trust. Academy of Management Meeting Best Papers Proceedings.

Dirks, K. T., & Shah, P. P. (2001). The impact of friendship networks on team performance: A story of equifinality. Academy of Management Meeting Best Papers Proceedings.

Dirks, K. T. & Ferrin, D. L. (2000). The effects of trust in leadership on employee performance, behaviors, and attitudes: A meta-analysis. Academy of Management Meeting Best Papers Proceedings.

Dirks, K. T., & Ferrin, D. L. (1998). Reassessing the role of interpersonal trust in organizational settings. Academy of Management Meeting Best Papers Proceedings.

### **Managerial publications**

Skarlicki, D. & Dirks, K. (2001). Leader as a builder of trust. HR.com [on-line serial].

### **Invited Presentations**

Duke University, New Directions in Leadership conference, 2015

University of Nebraska, research seminar, 2013

University of Southern California, research seminar, 2012

U.S. Air Force Research Labs workshop, 2011

Ohio State University, research seminar, 2011

Singapore Management University, research seminar, 2010

Alpbach Forum, Political Symposium, Austria, 2009

Harvard University, Center for Public Leadership conference, 2009  
Duke University, New Directions in Leadership conference, 2009  
Northwestern University, Social Psychology & Organizations Conference, 2009  
Rotterdam School of Management, research seminar, 2008  
Tilburg University, psychology and law, research presentation, 2008  
London Business School, research seminar, 2007  
United States Military Academy, Global Leadership Conference, 2007  
University of California - Irvine, research seminar, 2007  
University of Maryland, research seminar, 2006  
International Workshop on Trust (FINT), Amsterdam, Keynote speaker, 2005  
Ohio State University, research seminar, 2005  
Queens University, research seminar, 2005  
Carnegie Mellon University, research seminar, 2004  
University of Michigan, Exploring Positive Relations at Work conference, 2004  
Gateway Industrial Organizational Psychologists, research presentation, 2004  
University of Illinois at Champaign-Urbana, research seminar, 2001  
University of British Columbia, research seminar, 2001  
New York University, 1998  
University of Western Ontario, 1998  
Southern Methodist University, 1997

## **RESEARCH GRANTS**

Air Force Research Laboratory. *Uncovering Trust Networks and Trustworthy Nodes*. 2012-2013  
Center for Research in Innovation and Entrepreneurship, Washington University in St. Louis, 2007  
Simon Fraser University, *President's Research Grant*. 1999 - 2001.

## **RESEARCH HONORS AND AWARDS**

*2015 Top Thought Leaders in Trust*. Recognized by Trust Across America – Trust Around the World.

*Most Influential Article Award (published between 2003-2006)*. Awarded by Conflict Management Division of Academy of Management. 2011.

*Extraordinary Service Award*. Awarded by Organization Science. 2010.

*Olin Award: Research that Transforms Business*. 2009. Awarded by Olin Business School as judged by panel of senior executives.

*Outstanding Article Award for the Best Paper Published in 2004*. Awarded by International Association for Conflict Management.

*Best empirical paper award.* Conflict Management Division, Academy of Management meeting, 2005.

*Graduate School Dissertation Fellowship.* University of Minnesota, 1996 - 1997.

*DuPuy Fellowship.* Strategic Management & Organization Department, University of Minnesota, 1995 - 1997.

## **MEDIA COVERAGE OF RESEARCH**

Harvard Business Review, Business Week, New York Times, Washington Post, Los Angeles Times, CNN.com, BBC.com, NBCNews.com, USA Today, the Globe & Mail, Academy of Management Executive, Atlanta Journal-Constitution, Pittsburgh Post-Gazette, Slate, Entrepreneur.com, Strategy + Business, Faith and Leadership, Men's Health, Psychology Today, ScienceforWork.

## **EDITORIAL AND PROFESSIONAL ACTIVITIES**

### **Editorial positions**

*Academy of Management Journal*, Editorial board member, 2009- 2010; 2011 - 2012

*Journal of Applied Psychology*, Editorial board member, 2008 - 2012

*Organization Science*, Editorial board member, 2003 – 2012

*Organizational Behavior and Human Decision Processes*, Editorial board member, 2007- 2011

*Journal of Organizational Behavior*, Editorial board member, 2006- 2009

*Journal of Leadership and Organizational Studies*, Editorial board member, 2006 – 2010

*Journal of Trust Research*, Advisory Board.

*Guest editor of special issue.* 'Multi-level Trust.' 2018

*Academy of Management Review*, Guest editor (lead) of special issue, 'Repairing Relationships within and Between Organizations' 2009

*Major Works on Trust and Social Capital in Organizations*, International Editorial Advisory Board. (A. C. Costa and N. Anderson, Eds.) , 2011

### **Professional activities**

Member, Eisenhower Fellows Steering Committee, St. Louis chapter

Representative-at-large, Conflict Management Division, Academy of Management, 2007-2009 (Elected office).



Selection panel for Best Dissertation Award, Organizational Behavior Division,  
2012

Selection panel for Outstanding Publication in Organizational Behavior Award,  
2006; 2007

Professional Member: Academy of Management, American Psychological  
Association, INFORMS, Society for Industrial and Organizational  
Psychologists

## **TEACHING**

### **Teaching Awards**

MBA Reid Teaching Award, 2007 (PMBA), 2010, 2011, 2013

### **EMBA**

*Power and Influence*, Washington University in St. Louis

*Trust and character*, Washington University

### **MBA Courses**

*Defining Moments: Lessons in Leadership and Character from the Top*, Washington  
University

*Power and Politics*, Washington University

*Human Resources for Managers*, Simon Fraser University

### **Undergraduate Courses**

*Organizational Behavior core*

Washington University, Simon Fraser University, University of Illinois at Urbana-  
Champaign; University of Minnesota

*Human Resource Management* Simon Fraser University, University of Illinois at Urbana-  
Champaign

### **PhD courses**

*Organizational Behavior Seminar*, Washington University

### **PhD students**

Jasmine Huang (advisor)

Jonathan Lee (advisor)

Alexandra Mislin (committee)

Li Ma (committee)

Bart de Jong (committee, VU University, Amsterdam)

David Bauman (committee, Philosophy)

Rachel Campagna (advisor)  
Dejun Tony Kong (committee)  
Bret Sanner (committee)

### **Leadership Seminars and Workshops**

Brookings Institution  
Build-A-Bear Workshop  
Deloitte  
Federal Reserve of St. Louis  
Mutual of Omaha/Thought Leadership  
Olin Women's Leadership Program  
Olin Executive Education Seminar: Leading Through Influence  
Olin Executive Education Seminar: Value through Trust  
Royal Bank of Canada  
Savvis  
United States Transportation Command