# PATRICIA SATTERSTROM

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## ACADEMIC APPOINTMENT

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| *2016-present* | **NYU Wagner Graduate School of Public Service**, Associate Professor<br>**NYU Wagner Graduate School of Public Service**, Assistant Professor<br>**NYU Stern School of Business**, Faculty Affiliate of the Management and Organizations Department |

## EDUCATION

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|---|---|
| *2016* | **Harvard Business School** (Boston, MA)<br>Doctor of Business Administration, Management<br>Dissertation: "How micro-processes change social hierarchies in teams"<br>Committee: Jeff Polzer (chair), Leslie Perlow, Andrew Knight, Sara Singer, Heidi Gardner, Soma Stout |
| *2005* | **Ewha Woman's University** (Seoul, South Korea)<br>Harvard-Yenching Fellow: Studied Korean and International Relations |
| *2004* | **Harvard College** (Cambridge, MA)<br>Bachelor of Arts in Psychology (*cum laude)*<br>Studied Philosophy at the European College of Liberal Arts (Berlin, Germany) |

## AWARDS & HONORS

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| *2025* | Best Theory-to-Practice Paper, Health Care Management Division of Academy of Management |
| *2024* | Co-PI for NSF 21-536 Research Traineeship Program Award for Chips for All: Empowering Researchers from Diverse Disciplines to Design Hardware $3,000,000 |
| *2024* | Co-PI for Stanford University Clinical Excellence Research Center Award $50,000 |
| *2024* | Invitation to join *Health Care Management Review* Editorial Board |
| *2023* | Best Reviewer, *Academy of Management Discoveries* |
| *2021* | NYU Wagner Equity, Diversity, and Inclusion (EDI) Research Award |
| *2019/17/15* | Outstanding Reviewer Award (OB & HCM), Academy of Management |
| *2017* | Best Conference Paper, Interdisciplinary Network for Group Research (INGRoup) |
| *2017* | J. Richard Hackman Dissertation Award, INGRoup |
| *2015* | Wyss Award for Excellence in Doctoral Research, Harvard Business School |
| *2015* | Susan G. Cohen Doctoral Research Award (Awarded by AOM ODC) |
| *2014* | The Eric M. Mindich Research Fund for the Foundations of Human Behavior, Harvard University |

## PUBLICATIONS

*The first two authors contributed equally to this work

*__Satterstrom, P.__, *Jung, O.S., Dementyev, F., Danehey, M., & Singer, S. (2026). The Dynamic and Multisource Nature of Support for Frontline-Led Innovation Teams. *Medical Care Research and Review.*

- Best Theory-to-Practice Paper at Health Care Management Division of AOM

**Satterstrom, P.**, Dementyev, F., Danehey, M., Herbolsheimer, C., & Vogus, T. (2025). The Patient Double Bind: Seeking Outsiders While Creating Insiders. *Social Science & Medicine.*

*Jung, O.S., ***Satterstrom, P.**, Singer, S. (2024). Engaging Interdisciplinary Innovation Teams in Federally Qualified Health Centers. *Medical Care Research and Review, 81*(5), 370-383.

Kerrissey, M., **Satterstrom, P.**, Pae, J., & Albert, N. (2024). Overcoming Walls and Voids: Responsive Practices that Enable Frontline Workers to Feel Heard. *Health Care Management Review. 49*(2), 116-126.

**Satterstrom, P.**, Vogus, T., Jung, O., & Kerrissey, M. (2024) Voice is Not Enough: A Multilevel Model of How Frontline Voice Can Reach Implementation. *Health Care Management Review, 49*(1), 35-45.

Jung, O.S., Begum, F., Dorbu, A., Singer, S., & **Satterstrom, P.** (2023). Ideas from the Frontline: Improvement Opportunities for Federally Qualified Health Centers. *Journal of General Internal Medicine, 38*(13) 2888-2897.

**Satterstrom, P.**, Kerrissey, M., & DiBenigno, J. (2022). How the Best Teams Keep Good Ideas Alive. *Harvard Business Review.*

**Satterstrom, P.**, Kerrissey, M., & DiBenigno, J. (2021). The Voice Cultivation Process: How Team Members Can Help Upward Voice Live on to Implementation. *Administrative Science Quarterly*, *66*(2), 380-425.

- Included in *Administrative Science Quarterly*'s "A Necessary Prescription": Virtual Special Issue and Symposium on Healthcare and Org Theory

Kerrissey, M., **Satterstrom, P.**, & Edmondson, A. C. (2020). Into the Fray: Adaptive Approaches to Studying Novel Teamwork Forms. *Organizational Psychology Review*, *10*(2), 62-86.

**Satterstrom, P.**, Polzer, J. T., Kwan, L. B., Hauser, O. P., Wiruchnipawan, W., & Burke, M. (2019). Thin Slices of Workgroups. *Organizational Behavior and Human Decision Processes*, *151*, 104-117.

Kerrissey, M., **Satterstrom, P.**, Leydon, N., Schiff, G., & Singer, S. (2017). Integrating: A Managerial Practice That Enables Implementation in Fragmented Healthcare Environments. *Health Care Management Review, 42*(3), 213-225.

**Satterstrom, P.**, Polzer, J., & Wei, R. (2014). Reframing Hierarchical Interactions as Negotiations to Promote Change in Health-Care Systems. In O. B. Ayoko, N. M. Ashkanasy, & K. A. Jehn (Eds.), *Handbook of Conflict Management Research* (pp. 291–307). Northampton, MA: Edward Elgar Publishing.

Tadmor, C., **Satterstrom, P**., Jang, S., & Polzer, J. (2012). Beyond Individual Creativity: The Superadditive Benefits of Multicultural Experience for Collective Creativity in Culturally Diverse Teams. *Journal of Cross-Cultural Psychology,* 43(3), 384–392.

## RESEARCH UNDER REVIEW

*__Satterstrom, P__. & *Kerrissey, M. The Emergence of Psychological Safety or its Mirage. (R&R3)

## RESEARCH IN PROGRESS

Bradford, N.J., Singer, S., **Satterstrom, P**., **&** Jung, O.S. Strategic Ambiguity: Issue selling to maintain flexibility in uncertain environments. (Writing)

*__Satterstrom, P__., *Jung, O.S., Dementyev, F., Danehey, M. & Singer, S. Adaptive Feedback Architecture. (Ongoing analysis and writing)

*Danehey, M., *__Satterstrom, P__., Vogus, T. & Dementyev, F. Overcoming the double empathy problem in organizations. (In preparation for *HBR*)

*Jung, O.S., *__Satterstrom, P__., Dementyev, F., Danehey, M., & Singer, S. Retracking: How to course correct in innovation teams. (Data collection completed, Ongoing analysis)

## PRESENTATIONS AT REFEREED CONFERENCES

### 2026 Papers accepted to AOM and OTHC

**Organization Theory in Healthcare Association (OTHC)**
**2025:** Support in Flux: Exploring the Dynamics of Supporting Innovation Teams Through Their Evolving and Enduring Challenges; An Ethnographic Study on Cross-sector Collaboration within a Federally Qualified Health Center
**2024:** The Patient Double Bind in Health Care Change Teams; Investigating Streams of Support for Innovation Teams in Health Care
**2023:** Speaking Up is Not Enough: A Multi-Level Model of How Frontline Voice Can Reach Implementation; Engaging Interdisciplinary Innovation Teams: Foundational, Enabling, and Voice-Cultivating Practices

**Academy of Management (AOM)**
**2025:** The Dynamic and Multisource Nature of Support for Frontline-Led Innovation Teams; Team De-risking to Foster Psychological Safety in "Learning from the Field: Psychological Safety in Frontline Occupations in High-Reliability Contexts" symposium; The Patient Double Bind: Seeking Outsiders While Creating Insiders "Understanding Voice in Groups" symposium; Innovations in Teaching Teamwork: Teaming Around the World.
**2024:** Symposium presentation in Expanding Contributions in Multidisciplinary Teams in Political Work in Navigating Inhabited Institutions: Healthcare Research that Advances Theory; PDW presentation. Research Methods: Innovative New Research Approaches in the Study of Conflict Management; PDW presentation. Innovations in Teaching Teamwork

**2023:** Engaging Interdisciplinary Innovation Teams; PDW presentation. Innovations in Teaching Teamwork (Unable to present due to Covid-19); Discussant. Centering Workers in Voice Research: Emerging Frontiers in Worker Voice (Unable to present due to Covid-19)
**2022:** How Contextual Cues Shape Employee Voice; HCM Research Incubator
**2021:** Using a POS Lens to Advance Managerial Diversity, Equity, and Inclusion Practices; Innovations in Teaching Teamwork
**2019:** Frontiers in Integration Research: Signals from Practice; Innovations in Teaching Teamwork
**2018:** Innovations in Teaching Teamwork
**2017:** The Changing Nature of Social Hierarchy and Voice
**2016:** Toward a more Dynamic Social Hierarchy in Teams
**2015:** A Process Model using Teams to Renegotiate Power
**2014:** Patient Participation: Shifts in Power and Culture to Promote Innovation in Primary Care
**2009:** The Influence of Multiculturalism and Self-Verification on Creativity in Culturally Diverse Dyads

**Interdisciplinary Network for Group Research (INGRoup)**
**2019:** Outside In: How Healthcare Teams Engage Patients; Doctoral Consortium Presenter
**2018:** Hackman Award Winner Lecture
**2017:** The Changing Nature of Social Hierarchy and Voice
- Awarded Best Conference Paper

**2015:** A Process Model using Teams to Renegotiate Power

**International Association for Conflict Management (IACM)**
**2016:** Toward a more Dynamic Social Hierarchy in Teams
**2011:** Perceiving Collaborative Potential

**Society of Personality and Social Psychology (SPSP)**
**2015:** Thin Slices of Groups

**AcademyHealth Annual Research Meeting**
**2015:** Improvement in Primary Care: Integrating People and Processes

**Harvard Medical School Center for Primary Care Innovations Conference**
**2014:** How Multi-Disciplinary Change Teams in Primary Care Can Create a More Dynamic Hierarchy Over Time

## INVITED AND PROFESSIONAL TALKS, PODCASTS, & VIDEOS

- 2026/2025 NYU TeachTalk: Fostering Student Engagement in the Post-Pandemic Era
- 2025 UT Austin Voice Conference: Harnessing Employee Voice; Patient Double Bind
- 2025/2024 Princeton Seminary, Building Effective Teams
- 2022. Stanford Management Science and Engineering, WTO Colloquium Talk.
- 2022. Cambridge Health Alliance's Family Medicine Grand Rounds. The Voice Cultivation Process.
- 2022. Harvard Graduate School of Education's Learning Innovations Laboratory (LILA)
- 2022 /2021 / 2020. NYU Law's Sara Moss Leadership Training Program
- 2022. KPMG's Hispanic Latino BRG

- Grant, Adam (Host). (2022, April 26). Worklife with Adam Grant: A TED original podcast [Audio Podcast Episode]. How to Pitch Your Best Ideas. https://www.ted.com/podcasts/worklife/how-to-pitch-your-best-ideas-transcript
- 2021. Harvard Medical School's Surgical Leadership Program. Shared Leadership.
- 2021. Johnson & Johnson's Women's Resource Group, Nordics. The Voice Cultivation Process.
- Parikh, Sapna (Host). (2021, June 29). Brainiacs Episode 6, NYU [Video Episode]. Defending Defenders, Boosting Ideas, and Blocking Hackers. https://www.nyu.edu/about/news-publications/news/2021/june/-brainiacs--episode-6--defending-defenders--boosting-ideas--and-.html
- 2019. NYU Wagner Program for Strathmore Business School. Creativity and Innovation in Organizations.
- Provenzano, Audrey (Host). (2018, November 27). Review of Systems (RoS), Harvard Medical School [Audio Podcast Episode]. Teams in Primary Care with Ann O'Malley and Patricia Satterstrom. Part 2. https://primarycare.hms.harvard.edu/multimedia/reprise-teams-primary-care-part-2
- Provenzano, Audrey (Host). (2018, November 18). Review of Systems (RoS), Harvard Medical School [Audio Podcast Episode]. Teams in Primary Care with Ann O'Malley and Patricia Satterstrom. Part 1. https://primarycare.hms.harvard.edu/multimedia/reprise-teams-primary-care-part-1
- 2017 – 2018. Vermillions (Cambridge, MA), Lecturer on "Entrepreneurship" and "Teams" for Chinese students and managers.
- 2014 – 2016. Excelorators, Inc (Cambridge, MA), Speaker for international executives on "Management, Teamwork, & Leadership," "Building and Leading Effective Teams," & "Communication for Entrepreneurs."
- 2012 – 2014. Harvard Medical School Center for Primary Care (Boston, MA), Speaker for health care leaders, managers, doctors, and front-line medical staff on effective teams.

## TEACHING MATERIAL

Chapter in *Teaching Teamwork* book to be published by Edward Elgar
**Satterstrom, P**., Nisenkier, R., & Quinn, A. The Fund Excluded Workers Campaign Case.
**Satterstrom, P**., Nisenkier, R., & Quinn, A. The Fund Excluded Workers Campaign Teaching Materials
**Satterstrom, P**. Broken Squares Online Exercise.

## TEACHING INTERESTS

Building Effective Teams; Innovation Teams & Innovation Labs; Organizational Change; Voice, Power, and Influence; Healthcare Management

## TEACHING EXPERIENCE

**NYU Wagner Graduate School of Public Service** (New York, NY) *2016 - present*

- *Instructor, founder,* Public Service Impact Lab open to NYU Master's and Doctoral students
- *Instructor, conducted major revamp,* Management & Leadership (M&L), a core course for MPAs
- *Instructor,* Building Effective Teams, an elective for MPAs and EMPAs (executive MPA)

**Harvard Business School** (Boston, MA) *2014*

- *Teaching Assistant* to Rebecca Henderson in Reimagining Capitalism, an elective MBA course

**Harvard Business School** (Boston, MA) *2012*

- *Teaching Assistant* to Robin Ely in Leading Teams, an elective second-year MBA OB course
- *Teaching Assistant* for LEAD, the required first-year MBA OB course

**Harvard Psychology Department** (Cambridge, MA) *2006*

- *Teaching Fellow* for the *Psychology of Leadership*; developed curriculum for and facilitated two weekly undergraduate sections; ***Harvard Certificate of Distinction in Teaching Award***

Reader, Aric Meyer, Master's Thesis, NYU

## WORK HISTORY

**Speaker** for healthcare professionals and executives *2012 - present*

**Harvard Business School** (Boston, MA), *Facilitator* for two terms of Leading Change and Organizational Renewal, a week-long program for senior executives *2012 - 2013*

**Harvard Business School** (Boston, MA), *Research Associate* to Jeff Polzer, Tsedal Neely, David Garvin, Srikant Datar, and the Research Computing Services (RCS) *2007 - 2009*

**Booz Allen Hamilton** (McLean, VA), *Consultant* in the Organization Change group *2006 - 2007*

**Insight Partners** (Boston, MA), *Intern* working on conflict management workshops *2006*

**Laurus, Inc.** (Seoul, South Korea), *Instructor* for South Korean high school students *2004-2005*

**Carr Center for Human Rights, Kennedy School of Government, Harvard University** (Cambridge, MA), *Intern* for Michael Ignatieff *2003 - 2004*

## PROFESSIONAL SERVICE

**NYU Wagner Graduate School of Public Service** (New York, NY) *2019 - present*

- *Faculty Advisor* for the inaugural First-Generation Student Association

**New York University** (New York, NY) *2018 - 2021*

- *Faculty Fellow in Residence* at Gramercy Green. Organized academic (e.g., speakers), career (e.g., resume review), and social programming (e.g., monthly dinners) for undergraduate students

**Harvard College** (Cambridge, MA) *2008 - 2012*

- *Resident Pre-Career Tutor* in Kirkland House. Led a team of MBAs and professionals to help provide one-on-one career and academic advising; helped students and alumni apply for PhDs

**National Society of Hispanic MBAs** (Washington, DC) *2007*

- *Vice President of Education* for the Washington, DC, Chapter of NSHMBA

## EDITORIAL BOARD & REVIEWING WORK

Administrative Science Quarterly *2020 - present*

Organization Science *2017 - present*

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| Academy of Management Discovery, **Best Reviewer Award** | *2020 - present* |
| Health Care Management Review, **Editorial Board** | *2017 - present* |
| Journal of Public Administration Research and Theory (JPART) | *2018 - present* |
| Journal of Management Studies | *2012 - present* |
| Academy of Management **Outstanding Reviewer Award (2015, 2017, 2019)** | *2009 - present* |

## PROFESSIONAL AFFILIATIONS

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|---|---|
| Academy of Management (AOM: OB, HCM, GDO) | *2008 - present* |
| Organization Theory in Health Care Conference (OTHC) | *2023 - present* |
| Interdisciplinary Network for Group Research (INGRoup) | *2014 - present* |
| Boston Field Research Conference (BFRC) | *2011 - present* |
| PhD Project, Management | *2009 - 2016* |

## LANGUAGES

Native Spanish and English speaker