

# Theodore W. DeWitt

## Curriculum Vitae

Stephen M. Ross School of Business  
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### EDUCATION

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#### **University of Michigan, Stephen M. Ross School of Business**

PhD in Business Administration (Management and Organizations), expected 2019

Dissertation chair and advisor: Gerald Davis

#### **Yale University, Yale School of Management**

MBA, 2009

Academic Distinction (top 10% of class) in 10 courses including Employee (HRM), Judgment and Negotiation, Corporate Finance, Investment Management

#### **Yale University**

BA in Sociology, 2001

### RESEARCH INTERESTS

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Topics: algorithmic processes, big data, computational methods, entrepreneurship, financialization, job design, organizational design, technology, work and organizations

### DISSERTATION

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**Title:** Mapping the Transition of Work in Labor Markets and Entrepreneurial Organizations

**Summary:** The work of this dissertation lies at the intersection of entrepreneurship, work & job design, and technology. As technological shifts happen with greater speed and frequency, technology may increasingly require the redesign and evolution of existing jobs. While we know that the design of jobs matters for organizational outcomes, we have incomplete knowledge of the process of how jobs are constructed out of organizational tasks, and know even less about how technology affects that process. My dissertation investigates these topics by conducting macro and micro studies. In the macro study, by using job transition data gleaned from a unique proprietary dataset of 14 million resumes from a Michigan-based staffing services company, combined with semantic similarity measures between job descriptions derived using text analysis, I examine whether the migration of workers between jobs increases the similarities in those jobs over time. In effect, I use these data sources to construct a “topographical map” to show how employees may act as task carriers between jobs. The micro study looks at how tasks are assembled into jobs within an organization, by examining how entrepreneurs use technology

to deliver new services to market. To do this, I perform qualitative analysis within a unique context: a start-up commercial cleaning services company whose workers use tablet computers and custom software in their daily work practices. To ensure that this is not a theory of one organization, these data are augmented by interviews with current or former founders of new organizations, to explore how technology intersected with job design in their organizations. Through a combination of these quantitative and qualitative methods, my dissertation presents a task-focused, evolutionary view of job design, and presents several implications for both technology and entrepreneurship.

**Committee Members:** Gerald Davis (Chair), Derek Harmon, Clifford Lampe, Kathleen Sutcliffe, Amy Wrzesniewski

## **PUBLICATIONS**

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### **Refereed Publications**

Barton, M. A., Sutcliffe, K. M., Vogus, T. J., & DeWitt, T. (2015). Performing Under Uncertainty: Contextualized Engagement in Wildland Firefighting. *Journal of Contingencies and Crisis Management*.

## **WORK IN PROGRESS**

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DeWitt, T. Valuation Complexity and Its Impact on Corporate Divestiture Activity (Working Paper Available)

Davis, G.F. and DeWitt, T. Nikefication and Organizational Design (Data Collection)

## **AWARDS AND HONORS**

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- Gerald & Lillian Dykstra Fellow for Teaching Excellence, awarded to the highest rated Ross doctoral student instructor in the previous school year (University of Michigan), 2016-2017
- Ruth and Gilbert Whitaker Doctoral Fellowship (University of Michigan), 2014 – 2016, 2018
- Phi Kappa Phi Honor Society, inducted 2015
- Rackham Merit Fellowship (University of Michigan), 2013, 2016-2017
- Dean's Scholarship (Yale University), 2007-2009

## **CONFERENCE PRESENTATIONS**

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### **Refereed Symposia**

DeWitt, T. & Sutcliffe, K.M., (August 2014). Sensemaking and Learning Amidst Dynamic Complexity. Symposium Presentation at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

## **Professional Development Workshops**

Davis, G.F., Kim, Y.H., Ma, D., DeWitt, T., Santoni, S. (August 2016). "Big Data" Research with MINIMAL Programming Background. Professional Development Workshop at the 76th Annual Meeting of the Academy of Management, Anaheim, CA. Facilitator.

## **CAMPUS PRESENTATIONS**

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Davis, G.F. and DeWitt, T. (October 2016). "Introduction to Big Data for Organizational Studies." ICOS, University of Michigan, Ann Arbor, MI. Presenter.

DeWitt, T. (May 2016). "A Gentle Introduction to SQL." ICOS Big Data Camp, University of Michigan, Ann Arbor, MI. Presenter.

DeWitt, T. (April 2015) "Valuation Complexity and Its Impact on Corporate Divestiture Activity", Management And Organizations Area Brown Bag Speaker Series, University of Michigan. Ann Arbor, MI. Presenter.

## **TEACHING EXPERIENCE**

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### **University of Michigan, Stephen M. Ross School of Business**

#### **Instructor**

- MO 300 (Behavioral Theory of Management); core BBA course (81 students); Fall 2015; Rating: 5.0/5, (57 respondents, average 2015 MO 300 teacher rating: 4.4/5)

#### **Developer and Instructor**

- ICOS Big Data Camp: a week-long, intensive graduate-level workshop in computational methods including Python, SQL, web scraping, text analysis, and data analytics; May 2018
- ICOS Big Data Camp; June 2017
- ICOS Big Data Camp; May 2016

#### **Full-Course Teaching Assistant**

- WMBA 509 Human Behavior and Organizations; Weekend MBA elective; Winter 2017
- MO 501 Human Behavior and Organizations; MBA elective; Fall 2016, 2015
- MO 557 Positive Leadership and Organizing; MM elective; Fall 2016, 2015
- MO 503 Leading People and Organizations; core MBA course; Fall 2014

#### **Intermittent Teaching Assistant**

- MO 615 Managing Professional Relationships; MBA elective; Winter 2015, 2016, 2018
- MO 637 Social Intrapreneurship; MBA elective; Fall 2016

### **Yale University, Yale School of Management**

#### **Teaching Assistant**

- MGT 420 Employee; core MBA course; Spring 2009
- MGT 422 Operations; core MBA course; Spring 2009

- MGT 401 Managing Groups and Teams; core MBA course; Fall 2008
- MGT 405 Interpersonal Dynamics; core MBA course; Fall 2008

## SERVICE

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### Professional Service

- Ad-Hoc Reviewer, American Journal of Sociology, 2016 & 2018

### University of Michigan Service

- Rackham Computational Social Science Workshop, Co-Organizer, 2016
- Ross School of Business PhD Forum, President, 2016-2017
- Ross School of Business PhD Forum, Facilities Co-Chair, 2015-2016
- Ross School of Business PhD Forum, Facilities Co-Chair, 2014-2015
- Member, Doctoral Admissions Committee, Management and Organizations Area, 2014

### Professional Membership

- Academy of Management, 2014 - Present

## PROFESSIONAL EXPERIENCE

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<b>Harvard University</b>	<b>Cambridge, MA</b>
Financial Analyst, Office of Financial Strategy and Planning	2012-2013
<b>Standard and Poor's Ratings Services</b>	<b>Boston, MA</b>
Associate Director, Corporate Ratings, Merchant Power & Midstream Energy	2011-2012
Associate, Corporate Ratings, Project Finance	2009-2011
<b>FactSet Research Systems</b>	<b>New York, NY</b>
Content Manager	2005-2007
Content Analyst	2004-2005
<b>Princeton Review</b>	<b>New York, NY</b>
Instructor and Tutor	2003-2005
<b>Carlin Financial Group</b>	<b>New York, NY</b>
Equity Trader	2003-2004
<b>Worldco Financial Services</b>	<b>New York, NY</b>
Equity Trader	2002-2003

## ADDITIONAL SKILLS

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- Passed CFA Level 1
- Programming - HTML/CSS, Python, R, SQL
- Classically trained singer

## REFERENCES

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### Gerald Davis

Associate Dean for Business and Impact  
Gilbert and Ruth Whitaker Professor of Business Administration  
Ross School of Business  
Management and Organizations Area  
University of Michigan  
Phone: 734-647-4737 | email: gfdavis@umich.edu

### Kathleen Sutcliffe

Bloomberg Distinguished Professor  
Carey Business School  
School of Medicine  
School of Nursing  
Johns Hopkins University  
Phone: 410-234-9442 | email: ksutcli1@jhu.edu

### Amy Wrzesniewski

Michael H. Jordan Professor of Management  
Yale School of Management  
Yale University  
Phone: 203-432-5979 | email: amy.wrzesniewski@yale.edu

### Wayne Baker

Robert P. Thome Professor of Management and Organizations  
Ross School of Business  
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University of Michigan  
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