

CURRICULUM VITAE

RUNE LINES

Department of Strategy and Management
Norwegian School of Economics and Business Administration
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Work positions held:

Professor, Norwegian School of Economics and Business Administration, Fall 2006 -

Associate professor, Norwegian School of Economics and Business Administration. Spring 1998-Fall 2006

Research Director, Center for Strategy and Management, Foundation for Research in Economics and Business Administration. Spring 1996 – Fall 1998

Associate professor, Norwegian School of Economics and Business Administration. Fall 1992 – Fall 1995

Assistant Professor, Norwegian School of Economics and Business Administration. Fall 1990 – Spring 1991

Researcher, Norwegian Institute of Fisheries and Aquaculture Research. Fall 1985 – Fall 1987

Teaching - Bachelor level:

Business and corporate strategy

Teaching - Master level/Siv.øk. 2.avd.:

Corporate strategy
Organizational change and learning
Brand management
Market oriented product development
Strategy in the seafood industry

Teaching - PhD level

Business and corporate strategy
Brand Management

Doctoral dissertation committees - completed:

Magne Supphellen (Elicitation of evaluative criteria),
Leif E. Hem (Brand extension),
Gunnar Birkeland (Organizational culture, paradoxes and change)

Doctoral dissertation committees - current

Ingunn Elvekrok (The effects of different forms of participation during strategic change. To be defended primo 2006),
Jon Martin Denstadli (Information processing strategies and information overload in conjoint experiments. Planned defence, ultimo 2006)

Research management and leadership

Project manager for a number of externally financed research projects
Research director (see above: work positions held)

Education: NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS
ADMINISTRATION, Bergen, Norway

Dr.oecon. 1992

NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS
ADMINISTRATION, Bergen, Norway. M.Sc. (Business
administration) 1989

NORWEGIAN SCHOOL OF FISHERIES SCIENCES, Tromsø,
Norway. M.Sc. (Major: Microeconomics/econometrics), 1985

Languages: English, French, Spanish

Personal: Born in Trondheim, 1957. Married, two children.

RESEARCH (most recent work)

E: Empirical

C: Conceptual

1. Managerial cognition

The field is strongly associated with research on selectivity (in attention, perception, memory), but also includes studies of creativity and managerial decision making. My first study in this area analyzed written statements (from public speeches, memos, annual reports and public interviews) and showed that managers' mental models of their environments were severely restricted compared to models found in the relevant normative literatures. My dr.oecon. thesis was written within this field and developed and tested a conceptual model which showed that environmental orientations of managers were not only related to prior experience, but also seemed to reflect aspects of the organization in which they worked and its surrounding environments. A later paper focused more specifically on the technology producing sector of the environment. An important finding from this research was that no effect of departmental affiliation was present when control is made for education. Several predictors new to the field were introduced and tested for in this work. As a continuation of this I have written two papers on creativity in strategy processes. The focus here has been on how the use of external strategy consultants and formalized strategy processes can affect managerial creativity.

2. Organizational change and learning

This has been my main research focus for the past years. I collected data from several sources including (1) The turnaround in Telenor and (2) strategic changes in firms participating in the regional learning and management development network, Nordvestforum. Based on these data sets I have written several papers that address issues related to strategic change and organizational learning during change. Consistent with one main stream in the organizational learning literature I have conceptualized learning as a by-product of information processing, problem solving and work performed for other main purposes than learning as such. My focus in the empirical research on learning has been on how processes designed for successful strategic change, affect the level of organizational learning. Key findings from this research are that participation during change and communication from the change organization positively affects organizational learning during change. Although strongly suggested in the relevant theoretical/normative literatures, these links have not been previously established empirically. I have also written a conceptual paper where learning in organizations is theoretically linked to various aspects of emotions in organizations. At present, I pursue these ideas empirically using a new set of field data.

My work on organizational change has focused on reactions to change and the links between these reactions and successful implementation of change. In the empirical papers, reactions have been conceptualized via immediate reactions to change and longer term effects such as those captured by commitment to the organization and trust in leadership. In two conceptual papers, which I consider to be my most important work, I develop a causal chain that starts with individual values and ends with individual level, change level and organizational level outcomes of change initiatives. These papers include a number of theoretical propositions that I intend to explore empirically. My latest work has focused on the role played by emotions during change.

3. Strategy content/marketing strategy

Research in the strategy field is often divided into research on strategy content and research on strategy processes (including decision making and implementation). My work in the content area has focused on two issues: Brand extension and first mover advantages. Brand extension is a branch of corporate strategy and focuses on under what circumstances a brand can usefully be diversified outside its original product-market. My work on first mover advantages is among the first to show empirically that such advantages are partly the result of relationships between timing and the way in which consumers process information and form preferences for alternative offerings. Prior to this study, this effect had not been separated out empirically from efficiency/effectiveness effects related to scale, scope and learning.

4. Research methodology

My work in research methodology has its origins in an interest in decision making, and particularly in the interface between buying decisions and strategy. Buying decisions are often based on a comparison between alternative offerings where

preferences (in terms of evaluative criteria and their relative importance) provide the criteria for comparisons. Although preferences may form as the result of experiences with radical innovations, in more established product categories, strategies of innovation, differentiation and cost leadership must all be based on intimate knowledge of buyer preferences to be successful. My work in research methodology has focused on two families of methods: Conjoint measurement and attribute elicitation. Conjoint measurement is a measurement methodology that was developed in the mid-sixties by a statistician and a mathematical psychologist who tried to adapt preference estimation procedures to one prevailing perspective in psychology at the time: Gestalt psychology. Their fundamental assumption was that human perception and cognitive representation of perceptual material was best understood as a Gestalt-like process/state, i.e. that neither perception nor representation proceeds in an attribute by attribute manner. Rather, external stimuli are perceived holistically and mental representations are holistic rather than a collection of attribute representations. Conjoint measurement is a methodological approximation to this assumption: Respondents are presented to holistic stimulus descriptions, where the attribute structure is more or less apparent. Based on responses (evaluations) to such stimuli, the weight attached to each attribute is estimated rather than reported by the respondent. Conjoint measurement is now zealously used by a high number of academic and applied researchers across a large number of substantive areas including strategy, marketing, medicine and law. It is also an important methodological paradigm in the new field of experimental economics. My work in this area has compared conjoint derived attribute weights with self explicated attribute weights in terms of the predictive ability of the derived preference/choice models. Together with a now doctoral student, we have also investigated the information overload problem in conjoint experiments. This work is now continued as the focus of the student's doctoral thesis. My interest in conjoint measurement led to the focus on a crucial, but overlooked, phase in any form of choice modelling, the elicitation - or identification - of perceptual or choice attributes. Unless these attributes are known to the researcher, estimation of attribute weights makes little sense because the attributes assumed by the choice modeller may not be the ones used by the respondent/population when evaluating objects. A substantial number of methods have been proposed for the elicitation of evaluative criteria. However, little theoretical or empirical work has tried to compare these methods in terms of their performance with respect to relevant criteria. My work in this area has developed a set of criteria for comparing elicitation techniques and provided some empirical evidence as to the relative merit of four different techniques.

5. Leadership

For the past five years, I have oriented my research towards the area of leadership. More specifically, I am work on two issues: Costs and benefits of culturally adapted leadership, and Value creation and value destruction via leading knowledge workers. I have been directing two doctoral theses on cultural adaptation, and have started a new doctoral project on the latter.

Publications in refereed journals

1. Managers' environmental focus in changing environments. *Scandinavian Journal of Management* (1995 with Kjell Grønhaug). E
2. Exploring the importance of product category similarity and selected personal correlates in brand extensions. *Journal of Brand Management* (2000, with Leif E. Hem and Kjell Grønhaug) E
3. Exploring the impact of product category risk and consumer knowledge in brand extensions. *Journal of Brand Management* (2002, with Kjell Grønhaug and Leif E. Hem) E
4. A conjoint measurement approach to modelling expert decision processes. *Beta – Scandinavian Journal of Business Research*. (published, 1989) C
5. Organizational learning in the context of strategic reorientation. *Journal of Information and Knowledge Management* (2004, Lead author, with Svein T. Johansen and Erik Døving). E
6. The influence of participation in strategic change: Resistance, organizational commitment and change goal achievement. *Journal of Change Management*. (2004). E
7. Information overload in conjoint experiments. *International Journal of Market Research* (2004, Lead author, with Jon Martin Denstadli). E
8. Heating up learning in organizations: An emotional perspective. *Beta: Scandinavian Journal of Business Research*. (2004). C
9. The structure and functioning of attitudes towards organizational change. *Human Resource Development Quarterly* (2005) C
10. First mover advantages in the discount retail industry. *European Journal of Marketing* (2005, with Jon Martin Denstadli and Kjell Grønhaug). E
11. How do social accounts and participation during change affect organizational learning? *Academy of Management Best Paper Proceedings*, (2004). E
12. Top managers' selective perception of their technological environments. . *Beta: Scandinavian Journal of Business Research*. (2005). E

13. The production of trust during organizational change. *Journal of Change Management* (2005, Lead author, with M. Selart, B. Espedal and S.T. Johansen) E
14. How social accounts and participation during change affect organizational learning, *Journal of Workplace Learning* (2005). E
15. Conjoint respondents as adaptive decision makers. (with Jon Martin Denstadli) Forthcoming in *International Journal of Research in Marketing*
16. Et noe kritisk, men samtidig mer realistisk perspektiv på organisasjonsl ring (med Erik D ving og Anita Tobiassen). *BETA Scandinavian Journal of Management*
17. Value creation and value destruction via leadership of knowledge workers. *MAGMA*, November, 2012
18. Research based knowledge on motivation of knowledge workers. *MAGMA*, November, 2012
20. Information processing in choice-based conjoint analysis: A process tracing study. *European Journal of Marketing*. With Jon Martin Denstadli and Juan de Dios Ortuzar.
21. Lines, R., S enz, J., and Aramburu, N. 2011. "Organizational Learning As a Byproduct of Justifications for Change," *Journal of Change Management* (11:2), pp 163-184
22. Mustafa, G., & Lines, R. (2012). Paternalism as a predictor of leadership behaviors: A bi-level analysis. *Eurasian Business Review*, 2(1), 63-92.
23. Mustafa, G., & Lines, R. (2013). The triple role of values in culturally adapted leadership styles. *International Journal of Cross Cultural Management*, 13(1), 23-46.
24. Mustafa, G. & Lines, R. (2014) Influence of leadership on job satisfaction: The moderating effects of follower individual-level masculinity–femininity values. *Journal of Leadership Studies*, 7(4), 23-39, doi: 10.1002/jls.21307 23
25. Ghulam Mustafa¹ & Rune Lines¹ A Cultural Contingency Model of the Effects of Leader-Society Value Congruence. *International Business Research*; Vol. 6, No. 10; 2013
26. Sund, B. & Lines, R. (2014) Implisitte teorier om s rtrekk ved norsk ledelse. *NOS Nordiske Organisasjonsstudier*.

27. Agote, L. Aramburu, N. & Lines, R. "Authentic leadership perception, trust in the leader, and followers' emotions in organizational change processes.". Forthcoming in *Journal of Applied Behavioral Science*

28. Lines, R. & Sund, B. Ledelse og diversitet (Leadership under diversity). Forthcoming in *BETA Scandinavian Journal of Business Research*

29. **Grunnleggende utfordrende–utfordringer i undervisning i grunnleggende organisasjonsfag. MAGMA**

D Eide, [G Ladegård](#), [L Langåker](#), [R Lines](#), [E Nilsen](#)... - 2013

Book Chapters:

30. Attribute elicitation and the modelling of consumer choice: A critical review. *Festschrift in the honour of Kjell Grønhaug* (published, with Einar Breivik and Magne Supphellen). C

31. Rational processes vs creative contexts in strategy formulation (with Kjell Grønhaug). I W.Haukedal and Bård Kuvaas (Red.) *Creativity and Problem-solving in the Context of Business Management*. C

32. Merkeutvidelser - kritiske suksessfaktorer (med Leif Hem). I L.E. Hem og N. Iversen (Red.) *Perspektiver på merkevareledelse*. C

33. The dual role of values in reactions to organizational change. In R. Lines, I. Stensaker and A. Langley (Eds.) *New Perspectives on organizational change and learning*. 2006, Fagbokforlaget, Bergen. C

34. Introduction: organizational change and learning (with Inger Stensaker and Ann Langley). In R. Lines, I. Stensaker and A. Langley (Eds.) *A handbook in organizational change and learning*. 2006, Fagbokforlaget, Bergen. C

35. Research challenges in organizational change and learning (with Inger Stensaker and Ann Langley). In R. Lines, I. Stensaker and A. Langley (Eds.) *A handbook in organizational change and learning*. 2006 on Fagbokforlaget, Bergen. C

36. The case for more deductive research on organizational change and learning. In R. Lines, I. Stensaker and A. Langley (Eds.) *A handbook in organizational change and learning*. 2006 on Fagbokforlaget, Bergen. C

37. Exploitation of new information and communication technologies and unlearning (with Kjell Grønhaug). In K. Gønhaug (Ed.)

Information Technology, Decision Making and Learning in a Business Context. Fagbokforlaget, Bergen. C

38. Delayed due to heavy turbulence. (with Eric Lofquist)
Organizational Change in the Public Sector, Routledge, London

39. Participation and commitment during organizational change: From utopist to realist perspectives. (2013, with Marcus Selart) Handbook of Organizational Psychology. Blackwell-Wiley.

40. Lines, R. og Sandvik, A. (2013) Verdiskapning og ledelse av kunnskapsarbeidere. I Rune Rønning, William Brochs-Haukedal, Lars Glasø og Stig Berge Matthiesen (red.) *Livet som Leder*. Fagbokforlaget, Bergen.

Books

41. New Perspectives on Organizational Change and Learning. Editor, with Inger Stensaker and Anne Langley), 2006, C/E

Papers in non refereed journals:

41. Critical success factors in brand extension. *MAGMA – Journal of Economics and Management* (published, with Leif E. Hem, in Norwegian). C

43. External consultants and creativity in strategy formulation. *MAGMA – Journal of Economics and Management* (published, with Svein T. Johansen and Kjell Grønhaug, in Norwegian). C

44. Goal setting and the implementation of integrated change programs. *Praktisk Økonomi og Ledelse* (published, in Norwegian). E/C

45. The relationship between organizational learning and competitive advantage. *Statoil Forum – Journal of Strategy, Organization and Management*. (published, 1999, with Erik Døving, in Norwegian) C

46. How do social accounts and participation during change affect organizational learning. *Organizational Development and Change*, Winter 2005. E

47. Participation: A right or an obligation leading to increased work strain? *MAGMA – Journal of Economics and Management* (published, with Svein T. Johansen and Kjell Grønhaug, in Norwegian). C

Conference papers, refereed:

48. Organizational learning in the context of strategic reorientation. Presented at the Academy of Management Meeting, Toronto, 2000. Finalist, the All-Academy Carolyn Dexter Award (with Svein T. Johansen and Erik Døving). E

49. The relationship between participation and outcomes of intended strategic change. Presented at the CEMS Conference, Barcelona, 1999. E

50. Determinants of preferences for suppliers in an industrial value system: An interactionist perspective. Presented at IIFET: Microbehavior and macroresults, Corvallis, 2000. E

51. Predictive and convergent validity of conjoint derived and self-explicated attribute weights. Presented at EMAC, Barcelona, 1990 (with Jon Martin Denstadli and Kjell Grønhaug). E

52. Elicitation of choice criteria: An empirical examination of free elicitation and Kelly's repertory grid. Presented at AFM, Paris, 1994 (in French, with Einar Breivik). E

53. Method effects in attribute elicitation: A multidimensional comparison of four techniques. Presented at EMAC, Paris, 1995 (with Einar Breivik and Magne Supphellen). E

54. Top managers as boundary spanners between the firm and its technological environments: An empirical study from two industries, Presented at EIASM – workshop on managerial cognition. Brussels, 1994 (with Willy Haukedal). E

55. Environmental orientation versus market orientation of managers. Paper presented at EIASM – workshop on managerial cognition, Brussels, 1993 (with Kjell Grønhaug). C

56. Environmental focus in changing environments. Presented at SMS's Conference, Cambridge, 1990 (with Kjell Grønhaug) E.

57. First mover advantages in the discount retail industry. Presented at the AMS - Biannual International Conference, Istanbul, 1993 (with Jon Martin Denstadli). E

58. Use of External consultants and behavioral integration within top management teams. Presented at SMS's Conference, Orlando, 1999 (with Svein T. Johansen). C
59. Consultant roles, perceived control and psychological ownership of strategic change: Outlining a conceptual model. Presented at FIBE XVI – Bergen, 1999 (with Svein T. Johansen). C
60. Similarity and the success of brand extension strategies. Presented at IAREP, Valencia, 1998 (with Leif E. Hem). E
61. The theory of relational exchange within marketing systems: Deliberate decision or inertia? Presented at IMDP – Lyon, 1998 (with Aksel Rokkan and Einar Breivik). C
62. Contextual influences on consumers' evaluation of brand extensions: A quasi-experimental field study. Presented at EACR, Berlin, 2001 (Lead author, with L. Hem and K. Grønhaug). E
63. Information overload in conjoint experiments. (Lead author, with Jon Martin Denstadli) EMAC 2002, Braga. E
64. The structure and functioning of attitudes towards organizational change. Paper presented at the Academy of Management Meeting in Seattle, 2003. C
65. Top managers' selective perception of their technological environments. Paper presented at the Academy of Management Meeting in Seattle, 2003. E
66. The relationship between pioneering and the formation of store beliefs and preferences. Paper presented at EMAC in Glasgow, 2003. E
67. Using power to install strategy. Paper presented at the Academy of Management Meeting, New Orleans, 2004. E
68. The relationships between justifications for change and organizational learning. ECKM-Southampton, 2008.
69. An emotions based perspective on strategy implementation success. Strategic Management Society Conference, Washington DC, 2009. (Finalist, best paper competition). With Nekane Aramburu and Josune Saenz
70. Thinking about future work characteristics, emotional reactions and resistance towards organizational change. SMS Conference, Rome, Italy, 2010. With Nekane Aramburu and Josune Saenz. (Nominated for best paper competition).

71. [Keeping promises: A case study of escalating commitment leading to organizational change collapse](#)

EA Lofquist, R Lines - Academy of Management Proceedings, 2014 - proceedings.aom.org

72. R. Lines, O. Kvitastein, K. Grønhaug, B. Sund (2014) A behavioral agency theory of managerial effort level and effort alignment: Monetary compensation versus motivational potential of managerial jobs. Academy of Management Meeting, Vancouver

Awards etc

Best overall competitive paper award, Academy of Management, Organizational Development and Change (ODC) division, New Orleans, 2004.

Elwood E. Holton III award for excellence in research. For best paper, 2005 in Human Resource Development Review.

Finalist, the All-Academy Carolyn Dexter Award Academy of Management Meeting, Toronto, 2000

Finalist, SMS best paper award. 2009

Nominee, SMS best paper award, 2010

Services to the profession:

Ad hoc reviewer: Scandinavian Journal of Management, BETA – Scandinavian Journal of Business Research, International Journal of Research in Marketing, EMAC, Academy of Management Conference, BPS&ODC divisions, Public Administration Quarterly, Human Relations. European Journal of Educational Psychology

Editorial board:, Leadership and Organizational Development Journal, Journal of Change Management

Editor: Statoil Forum . Journal of Strategy, Organization and Management.

Member of the organizing committee EMAC, Bergen, Member of NRØA (Strategy and Organization)

Faculty member at the pre conference doctoral seminar, EMAC Bergen

Session chair at numerous conferences

Track organizer EGOS-Bergen, 2006 (Track: Hot and cold contexts for learning in organizations)

Special issue editor: MAGMA (1) on organizational change and (2) on value creation, leadership, and knowledge work

International

Visiting researcher at the Department of Strategy and Entrepreneurship, Carlson School of Management, U. of Minnesota at Minneapolis.

Visiting researcher at CECIC, Madrid. Visiting professor at ESADE, Universidad de Deusto, San Sebastian, Spain

Other:

Instructor at a number of management development programs, senior researcher affiliated with the North West Forum management learning network, project manager for a number of projects, a number of research reports (in Norwegian). Scientific advisor for the Foundation for Research in Economics and Business Administration. Consulting experience, including, to the telecom, food, advertising, car dealership and oil industries. Conference chair at the Blackbrooke Institute conference on HRM and strategic change, Barcelona, 2006. Member of “Programstyret” for “Markedsforskning”, Bioproduksjon og Foredling. Thesis supervisor (near 100 Master theses), five completed phd’s. Currently supervising two phd’s.