

KURT T. DIRKS

WASHINGTON UNIVERSITY IN ST. LOUIS

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 ROLES

Senior Advisor to the Chancellor for Leadership, 2022-present

Vice Chancellor of International Relations, Washington University, 2018-2022

Director, McDonnell International Scholars Academy, 2018-2022

Executive Director and General Manager, WUSTL International, 2018-present

Director, IITB-WUStL Research and Educational Academy, 2016 – present

Director & Co-Founder of Bauer Leadership Center, 2016-2018; 2022-present

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

Lee, J., Dirks, K. T., & Campagna, R. L. (forthcoming). At the heart of trust: Understanding the integral relationship between emotion and trust. Group & Organization Management.

Dirks, K. T., Sweeney, P. J., Dimotakis, N., & Woodruff, T. (forthcoming). Understanding the change and development of trust and the implications for new leaders. Journal of Business Ethics.

Dirks, K. T., & de Jong, B. (2022). Trust within the workplace: A review of two waves of research and a glimpse of the third. Annual Review of Organizational Psychology and Organizational Behavior, 9, 247-246.

Campagna, R. L., Mislin, A., Dirks, K. T., & Elfenbein, H. A. (2022). The (mostly) robust influence of initial trustworthiness beliefs on subsequent behaviors and perceptions. Human Relations, 75, 1383-1411.

Campagna, R. L., Dirks, K. T., Knight, A. P., Crossley, C. & Robinson, S. L. (2020). On the relation between felt trust and actual trust: Examining pathways to and implications of leader trust meta-accuracy. Journal of Applied Psychology, 105, 994-1012.

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.

Awards: Most Influential Article Award (published between 2013-2016).
Runner up. Conflict Management Division of Academy of
Management.

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).
Conflict Management Division of Academy of Management.

Outstanding Article Award for the Best Paper Published in 2004.
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.

Edited Books and Other Scholarly Contributions

Fulmer, A., & Dirks, K. T. (Eds.) (2020). Multilevel Trust in Organizations: Theoretical, Analytical, and Empirical Advances. Routledge.

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.

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 2nd 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. Ragsins (Eds.) Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation, (pp. 117-136) Mahwah, NJ: Lawrence Erlbaum Associates.

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.

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 Erlbaum Associates.

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.

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., & 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.

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.

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

Fortune, 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. (2019-current)

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

WASHU – IIT Bombay
Shanghai

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 Seminars, Washington University

PhD students

Zayd Jawad (advisor)

Jonathan Lee (advisor)

Jasmine Huang (advisor)

Dejun Tony Kong (committee)

Li Ma (committee)

Bart de Jong (committee, VU University, Amsterdam)

David Bauman (committee, Philosophy)

Rachel Campagna (advisor)

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