

PATRICIA SATTERSTROM

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ACADEMIC APPOINTMENT

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

EDUCATION

2016 **Harvard Business School** (Boston, MA)
Doctor of Business Administration, Management
Dissertation: “How micro-processes change social hierarchies in teams”
Committee: Jeff Polzer (chair), Leslie Perlow, Andrew Knight, Sara Singer, Heidi Gardner, Soma Stout

2005 **Ewha Woman’s University** (Seoul, South Korea)
Harvard-Yenching Fellow: Studied Korean and International Relations

2004 **Harvard College** (Cambridge, MA)
Bachelor of Arts in Psychology (*cum laude*)
Studied Philosophy at the European College of Liberal Arts (Berlin, Germany)

AWARDS & HONORS

2025 Health Care Management Division of Academy of Management, Best Theory-to-Practice Paper

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

2020 Invitation to join *Academy of Management Discoveries* Editorial Board

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. The Dynamic and Multisource Nature of Support for Frontline-Led Innovation Teams. *Medical Care Research and Review*. (forthcoming)

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

Satterstrom, P., Dementyev, F., Danehey, M., Herbolzheimer, 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. Team De-risking to Foster Psychological Safety. (R&R2)

RESEARCH IN PROGRESS

Novikov, A., Li, L., **Satterstrom, P.**, Thomas, E., & Singer, S. Enhancing Healthcare Team Performance: Exploring the Role of Meeting Frequency and Integration. (Working Paper)

*Jung, O.S., ***Satterstrom, P.**, Dementyev, F., Danehey, M. & Singer, S. Understanding When and How Supporters Align Their Interactions and When and How Healthcare Innovation Teams Use Their Support. (Data collection completed, Ongoing analysis)

Bradford, N.J., **Satterstrom, P.**, Jung, O.S., & Singer, S. Partners in Health: An Ethnographic Study on Cross-sector Collaboration within a Federally Qualified Health Center. (Data collection ongoing, Ongoing analysis)

*Danehey, M., ***Satterstrom, P.**, & Dementyev, F. Reconceptualizing Patient Partners: A Multilevel Framework of the Intrapersonal, Interpersonal, and Institutional Barriers and Facilitators for Patient Voice in Organizational Change. (Ongoing literature review and conceptual work)

Jung, O.S., Dementyev, F., **Satterstrom, P.**, Danehey, M., & Singer, S. Resilience in Multidisciplinary Innovation Teams: Sourcing Identity, Relationships, and Practices for Change. (Data collection completed, Ongoing analysis)

PRESENTATIONS AT REFEREED CONFERENCES

2025 Southern California Regional Dissemination, Implementation & Improvement Science Symposium (accepted)

2025 Organization Theory in Healthcare Association (OTHC)

- 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.

2025 Academy of Management (AOM)

- 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 Organization Theory in Healthcare Association

- The Patient Double Bind in Health Care Change Teams (with Jung, Singer, Dementyev, Danehey)
- Investigating Streams of Support for Innovation Teams in Health Care (with Dementyev, Danehey, Herbolsheimer, Vogus)

2024 Academy of Management

- Symposium. Expanding Contributions in Multidisciplinary Teams in Political Work in Navigating Inhabited Institutions: Healthcare Research that Advances Theory (with Kerrissey)
- PDW presentation. Research Methods: Innovative New Research Approaches in the Study of Conflict Management
- PDW presentation. Innovations in Teaching Teamwork

2023 Organization Theory in Healthcare Association

- Speaking Up is Not Enough: A Multi-Level Model of How Frontline Voice Can Reach Implementation (with Vogus, Kerrissey, Jung)
- Engaging Interdisciplinary Innovation Teams: Foundational, Enabling, and Voice-Cultivating Practices (with Jung, Singer)

2023 Academy of Management

- Symposium. Engaging Interdisciplinary Innovation Teams (with Jung, Singer)
- 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 Academy of Management

- Symposium. How Contextual Cues Shape Employee Voice (with Kerrissey)
- HCM Research Incubator

2021 Academy of Management

- Symposium. Using a POS Lens to Advance Managerial Diversity, Equity, and Inclusion Practices.
- PDW presentation. Innovations in Teaching Teamwork

2019 Academy of Management

- PDW organizer. Frontiers in Integration Research: Signals from Practice
- PDW presentation. Innovations in Teaching Teamwork

2019 Interdisciplinary Network for Group Research (INGroup)

- Symposium. Outside In: How Healthcare Teams Engage Patients
- Doctoral Consortium Presenter

2018 Academy of Management

- PDW presentation. Innovations in Teaching Teamwork

2018 Interdisciplinary Network for Group Research

- Hackman Award Winner Lecture

2017 Academy of Management, Interdisciplinary Network for Group Research

- Presentation. The Changing Nature of Social Hierarchy and Voice (with Kerrissey)
 - Awarded Best Conference Paper

2016 Academy of Management, International Association for Conflict Management (IACM)

- Presentation. Toward a more Dynamic Social Hierarchy in Teams

2015 Academy of Management, Interdisciplinary Network for Group Research

- Presentation. A Process Model using Teams to Renegotiate Power
- 2015 Society of Personality and Social Psychology (SPSP)**
 - Thin Slices of Groups (with Polzer, Kwan, Wiruchnipawan, Miloslavsky)
- 2015 AcademyHealth Annual Research Meeting**
 - Improvement in Primary Care: Integrating People and Processes (with Kerrissey, Singer, Leydon)
- 2014 Harvard Medical School Center for Primary Care Innovations Conference**
 - How Multi-Disciplinary Change Teams in Primary Care Can Create a More Dynamic Hierarchy Over Time
- 2014 Academy of Management**
 - Symposium chair and presenter. Patient Participation: Shifts in Power and Culture to Promote Innovation in Primary Care
- 2011 International Association for Conflict Management**
 - Perceiving Collaborative Potential (with Polzer, Kwan, Wiruchnipawan)
- 2009 Academy of Management**
 - Symposium. The Influence of Multiculturalism and Self-Verification on Creativity in Culturally Diverse Dyads (with Tadmor, Jang, Polzer)

INVITED AND PROFESSIONAL TALKS, PODCASTS, & VIDEOS

- 2025 NYU TeachTalk: Fostering Student Engagement in the Post-Pandemic Era
- 2025 UT Austin Voice Conference: Harnessing Employee Voice, Patient Double Bind
- 2025 Princeton Seminary, Building Effective Teams
- 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
- 2022. 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.
- 2021. NYU Law's Sara Moss Leadership Training Program. Defining Leadership.
- 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>
- 2020. NYU Law's Sara Moss Leadership Training Program. Work Relationships 101: Managing Up, Down, & Around.
- 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

Invited to submit a chapter to “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. Distributed via AOM symposium and online organizational behavior forums.

TEACHING INTERESTS

Organizational Behavior; Building Effective Teams; Voice, Power, and Influence; Organizational Psychology; Diversity; Negotiation; Healthcare Management

TEACHING EXPERIENCE

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

- *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 - <i>present</i>
Harvard Business School (Boston, MA), <i>Facilitator</i> for two terms of Leading Change and Organizational Renewal, a week-long program for senior executives	2012 - 2013
Harvard Business School (Boston, MA), <i>Research Associate</i> to Jeff Polzer, Tsedal Neely, David Garvin, Srikant Datar, and the Research Computing Services (RCS)	2007 - 2009
Booz Allen Hamilton (McLean, VA), <i>Consultant</i> in the Organization Change group	2006 - 2007
Insight Partners (Boston, MA), <i>Intern</i> working on conflict management workshops	2006
Laurus, Inc. (Seoul, South Korea), <i>Instructor</i> for South Korean high school students	2004-2005
Carr Center for Human Rights, Kennedy School of Government, Harvard University (Cambridge, MA), <i>Intern</i> for Michael Ignatieff	2003 - 2004

PROFESSIONAL SERVICE

NYU Wagner Graduate School of Public Service (New York, NY)	2019 - <i>present</i>
▪ <i>Faculty Advisor</i> for the inaugural First-Generation Student Association	
New York University (New York, NY)	2018 - 2021
▪ <i>Faculty Fellow in Residence</i> 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
▪ <i>Resident Pre-Career Tutor</i> 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
▪ <i>Vice President of Education</i> for the Washington, DC, Chapter of NSHMBA	

EDITORIAL BOARD & REVIEWING WORK

Academy of Management Discovery, Best Reviewer Award	2020 - <i>present</i>
Administrative Science Quarterly	2020 - <i>present</i>
Organization Science	2017 - <i>present</i>
Health Care Management Review, Editorial Board	2017 - <i>present</i>
Journal of Service Management	2019 - <i>present</i>
Journal of Public Administration Research and Theory (JPART)	2018 - <i>present</i>
Journal of Health Organization and Management	2021 - <i>present</i>
Journal of Experimental Psychology: Applied	2024 - <i>present</i>
Journal of Management Studies	2012 - <i>present</i>
Academy of Management Conference (various divisions)	2009 - <i>present</i>
▪ Outstanding Reviewer Award: OB 2017; HCM Division, 2015, 2019	

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM: OB, HCM, GDO)	<i>2008 - present</i>
Organization Theory in Health Care Conference (OTHC)	<i>2023 - present</i>
Interdisciplinary Network for Group Research (INGRoup)	<i>2014 - present</i>
Boston Field Research Conference (BFRC)	<i>2011 - present</i>
International Association of Conflict Management (IACM)	<i>2011 - 2016</i>
PhD Project, Management	<i>2009 - 2016</i>
Society for Personality and Social Psychology	<i>2009 - 2016</i>

LANGUAGES

Native Spanish and English speaker