

Inga Maria Carboni

Personal Information

Office

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Teaching Interests

Social networks, leadership, interpersonal relationships, experiential learning, conflict management, managing teams, cross-cultural management, any organizational behavior topics

Research Interests

Knowledge transfer, individual and team performance, social networks, multi-level analysis, affective networks, psychological well-being

Education

- Ph.D. in Organization Studies, Boston College, Boston, Massachusetts, 2008
- M.A. in Social Psychology, Boston College, Boston, Massachusetts, 2005
- M.A. in History, Tufts University, Medford, Massachusetts, 1995
- A.B. in Psychology, Bowdoin College, Brunswick, Maine, 1987

Employment History

2014 - present	Associate Professor, Mason School of Business College of William & Mary, Williamsburg, Virginia
2007-2014	Assistant Professor, Mason School of Business College of William & Mary, Williamsburg, Virginia
2003-present	Social Network Analysis Instructor/Consultant
2001-2003	Program Evaluator for a social networks project funded by the U.S. Department of Education
1998-2002	Organizational Consultant
1995-1998	New Projects Development Manager, WGBH Educational Foundation, Boston, Massachusetts
1990-1994	Market Research Associate, Manning + Associates, Lexington, Massachusetts
1986-1990	Public Television Documentary Researcher/Writer

Honors, Prizes, and Awards

- *Thomas and Teri Dungan BBA Teaching Fellow* award for innovation and excellence in the undergraduate educational experience, College of William and Mary (2013-2014)
- Nominee for *Best International Symposium*, Academy of Management (2010)
- Nominee for *Best Paper Award* by the Managerial and Organizational Cognition division of the Academy of Management (2010)
- Recognized as an outstanding member of faculty who made a “significant difference in the academic and personal lives of your students,” Gamma Alpha chapter of Phi Mu, College of William and Mary (2008)
- Nominee for *Best Student Paper Award* by the Conflict Management division of the Academy of Management (2006)
- *Best Student Paper Award* by the Organizational Development and Change division of the Academy of Management (2005)
- *Donald J. White Teacher Excellence Award*, Boston College (2002)
- *Outstanding Graduate Student Award for Leadership*, Boston College (2002)

Courses Taught*

- Networks and Networking (graduate)
- Cross-Cultural Management (undergraduate)
- Leadership (undergraduate, graduate)
- Group Dynamics (undergraduate)
- Organizational Behavior and Processes (undergraduate, graduate)
- Work-Based Experiential Learning Laboratory (graduate)
- Interpersonal Relations (undergraduate)
- Introduction to Social Psychology (undergraduate)
- Independent Study or Honors Thesis advisor/reader (8 undergraduate, 2 graduate)

*Also lead multi-day workshops for corporate and academic groups on leadership and social networks

Grants

Grants Received

Fulbright U.S. Scholar Lecture/Research grant (€20,000), Austrian-American Education Commission, IMC University of Applied Sciences Krems, Austria (2015 – 2016)
Collections grant (\$3,000), College of William & Mary’s SWEM Library Collections grant program (2014)
Travel grant (\$1,000), College of William & Mary Women in Scientific Education (WISE) travel award program (2013 – 2014)
Self-Directed Faculty Development award to support the development of a blended course (\$1,000), William & Mary Creative Adaptation grant program (2013)
Principal Investigator, *Critical factors in Electronic Health Records and patient portal use associated with improved patient health outcomes* (\$10,000), along with Christine Matson

and Chon Abraham, EVMS/William & Mary Collaborative Research Grant program (2013)
Co-Principal Investigator, *Using SNA to Examine the Long-Term Outcomes of Socially Excluded Adolescents* (\$250,000), National Institute for Health (2012–2014). Grant # 1R21HD068315-01A1
Summer grants, Mason School of Business, College of William & Mary (2008 through 2014)
Co-Principal Investigator, *Diversity and social capital: The effect of social identity salience and network structure on the development of negative relationships* (\$25,000), William T. Grant Foundation (2004-2005)

Research Activities

Refereed Publications

- Gilman, R., Rice, K. & Carboni, I. (2014). Perfectionism, perspective taking, and social connection in adolescents. *Psychology in the Schools (PITS): Perfectionism in the School Context* 51(9): 897-998.
- Yuan, Y. C., Carboni, I., & Ehrlich, K. (2014). The impact of interpersonal affective relationships and awareness on expertise-seeking: A multilevel network investigation. *European Journal of Work and Organizational Psychology*, 4(23): 554-569.
- Carboni, I. & Ehrlich, K. (2013). The effect of relational and team characteristics on individual performance: A social network perspective. *Human Resource Management*, 52(4): 511-535.
- Gilman, R., Carter-Sowell, A., DeWall, C.N., Adams, R. & Carboni, I. (2013). Validation of the ostracism experience scale for adolescents. *Psychological Assessment*, 25(2): 319-330.
- Carboni, I. & Gilman, R. (2012). Brokers at risk: Gender differences in the effects of structural position on social stress and life satisfaction. *Group Dynamics*, 16(3): 218-230.
- DeWall, N.C., Gilman, R., Sharif, V., Carboni, I. & Rice, K. (2012). Left out, sluggardly, and blue: Low self-control mediates the relationship between ostracism and depression. *Personality and Individual Differences* 53 (7): 832-837.
- Yuan, Y. C., Carboni, I., & Ehrlich, K. (2010). The impact of awareness and accessibility on expertise retrieval: A multilevel network perspective. *Journal of the American Society for Information Science and Technology*, 61(4): 700-714.
- Foster, P. & Carboni, I. (2009). Using student-centered cases in the classroom: An action inquiry approach to leadership development. *Journal of Management Education*, 33(6): 676 - 698.
- Borgatti, S. & Carboni, I. (2007). On measuring individual knowledge in organizations. *Organizational Research Methods*, 10(3): 449 – 462.
- Bartunek, J. & Carboni, I. (2006). A time for hope: A response to Nancy Adler. *Academy of Management Journal of Learning and Education*, 5(4): 500 -504.

Refereed Conference Proceedings¹

- Yuan, Y. C., Carboni, I., & Ehrlich, K. (2010). The role of affective relationships and awareness on expertise retrieval: A multilevel network perspective on transactive memory theory. In Leslie A. Toombs (Ed.), *Best Paper Proceedings of the Seventieth Annual Meeting of the Academy of Management*, ISSN 1543-8643.
- Carboni, I. (2006). Social identity, social networks, and conflict: The effect of social identity salience and social network structure on development and change in negative relationships. In George T. Solomon (Ed.), *Best Paper Proceedings of the Sixty-sixth Annual Meeting of the Academy of Management*, ISSN 1543-8643.
- Carboni, I. (2005). Change from Below: The case of the Voice of the Faithful. In K. M. Weaver (Ed.), *Best Paper Proceedings of the Sixty-fifth Annual Meeting of the Academy of Management*, ISBN 1543-8643.

Contributions to Books

- Carboni, I. & Casciaro, T. (2015). Love me or hate me: Exploring controversial sociometric status. In Kong, D.T., & Forsyth, D.R. (Eds). *Leading through organizational conflict: Into the fray*. New York: Palgrave Macmillan.
- Gilman, R., Huebner, E.S. & Carboni, I.M. (2015). Life satisfaction. In S. Lopez (Ed.) *The encyclopedia of positive psychology* (2nd edition). New York: Wiley-Blackwell.
- Ehrlich, K. & Carboni, I. (2010). Building healthy teams. In R. Cross, J. Singer, and R. Thomas (Eds.), *The organizational network fieldbook: Best practices, techniques and exercises to drive organizational innovation and performance*. New York: Jossey-Bass.
- Gilman, R., Schonfeld, D., & Carboni, I. (2009). Using social network analysis as a lens to examine ostracized youth. In M. Kerns (Ed.), *Bullying, rejection, and peer victimization: A social cognitive neuroscience perspective* (pp. 345 – 363). New York: Springer.
- Taylor, S. & Carboni, I. (2008). Technique and practices from the arts: Expressive verbs, feelings, and action. In D. Barry & H. Hanson (Eds.), *Sage handbook of the new and emerging approaches to management and organization*. Thousand Oaks, CA: Sage.
- Carboni, I. 2001. Motivation and teaching evaluations. L. H. Ludlow and C. Rosca (Eds.), *A longitudinal analysis of one professor's course evaluations*, vol. 2: 49-69.

Cases

- Carboni, I. (2010). *Shell Passenger Car Motor Oil Additive Team*.
- Carboni, I. (2010). *Shell Passenger Car Motor Oil Additive Team Teaching Note*.

Technical Reports

- Ehrlich, K. & Carboni, I. (2007). Media choice in the workplace: Effect on strength of tie. *Collaborative user experience technical report*. IBM Corporation.

¹ Only the top 10% of papers accepted to be presented at the annual Academy of Management meetings are included in the *Best Papers* proceedings.

- Ehrlich, K. & Carboni, I. (2007). Taking a hit for the team: Differential effects of citizenship behavior on individual and team performance. *Collaborative user experience technical report*. IBM Corporation.
- Ehrlich, K. & Carboni, I. (2005). It's who you know. *Think Research* (<http://www.research.ibm.com/thinkresearch>).
- Ehrlich, K. & Carboni, I. (2005). Inside social network analysis. *Collaborative user experience technical report*. IBM Corporation.

Manuscripts Under Review

- ²Borowski, S., Zeman, J., Thrash, T., Carboni, I., & Gilman, R. Adolescent controversial status brokers: A double-edged sword. *British Journal of Developmental Psychology*. Submitted 8/15/15.

Invited Talks

- Carboni, I. (October, 2014). Love me or hate me: Performance effects of controversial sociometric status in organizational networks. Jepson Colloquium, Jepson School of Leadership Studies, University of Richmond, Virginia.
- Carboni, I. (July, 2014). Love me or hate me: Performance effects of controversial sociometric status in organizational networks, School of Management, University of Innsbruck, Innsbruck, Austria.
- Carboni, I. (April, 2014). True perceivers: The effects of perceived brokerage on the relationship between actual brokerage and performance, Intra-Organizational Network Conference (ION) invitation-only conference, Gatton School of Business, University of Kentucky, Lexington, Kentucky.
- Carboni, I. (April, 2012). Good broker, bad broker, Intra-Organizational Network Conference (ION) invitation-only conference, Gatton School of Business, University of Kentucky, Lexington, Kentucky.
- Carboni, I. (May, 2010). Fundamentals of social network analysis: Relevance for research in the social sciences, Cincinnati Children's Hospital Medical Center, University of Cincinnati Medical School, Cincinnati, Ohio.
- Carboni, I. (February, 2010). Organizational behavior: Relevance for legal scholars, William & Mary School of Law, College of William & Mary, Williamsburg, Virginia.

Presentations at Professional Meetings

- Gilman, R., Schumm, J., Chard, K., & Carboni, C. (November, 2013). Using social network analysis to examine treatment outcomes of veterans diagnosed with combat-related PTSD. Paper presented at the annual meeting of the International Society for Traumatic Stress Studies, Philadelphia, PA.
- Carboni, I. & Casciaro, T. (August, 2013). Love me or hate me: Performance effects of sociometric status in organizational networks. Paper presented at the annual Academy of Management conference, Orlando, Florida.

² Former William & Mary graduate student, now a Ph.D. student

- Carboni, I. (June, 2013) Women in the middle: Centrality in negative affective networks as a function of brokerage in positive affective networks. Paper presented at the third Amsterdam Workshop on Social Network Analysis, Amsterdam, Netherlands.
- Carboni, I. (May, 2013). Women in the middle: Centrality in negative affective networks as a function of brokerage in positive affective networks. Paper presented at the 2013 annual International Sunbelt Social Network conference, Hamburg, Germany.
- Borowski, S., Zeman, J., Carboni, I., & Gilman, R. (May, 2013). Brokerage within adolescent sociometric groups: Controversial status brokers at-risk for negative outcomes. Poster presented at the annual Association for Psychological Science convention, Washington, D.C.
- Carboni, I. (August, 2012). The effect of personal network density, third parties, and team membership on negative relationships. Paper presented at annual Academy of Management conference, Boston, Massachusetts.
- Carboni, I. & Gilman, R. (August, 2011). In a tough spot: Centrality in negative affective networks as a function of position in positive affective networks. Presentation given as part of a panel symposium for the annual Academy of Management conference, San Antonio, Texas.
- Carboni, I. & Ehrlich, K. (August, 2011). The benefits of being central: A social network perspective on individual performance in teams. Paper presented at the annual Academy of Management conference, San Antonio, Texas.
- Gilman, R., Carboni, I., & Huebner, S. (July, 2011). The “contagion” of subjective well-being: How happiness spreads across adolescents’ social network. Poster presented at International Society for Child Indicators conference, York, England.
- Yuan, Y. C., Carboni, I., & Ehrlich, K. (July, 2011). The impact of interpersonal affective relationships and awareness on expertise-seeking: A multilevel network investigation. Paper presented at the 2011 annual INGroup conference, Minneapolis, Minnesota.
- Gilman, R., Adams, R., Carboni, I., Carter, A., & Williams, K. (April, 2011). Preliminary validation of the ostracism experiences scale for adolescents. Poster presented at annual Society for Research in Child Development meeting, Montréal, Canada.
- Carboni, I. (August, 2010). Social integrators: The benefits and costs of brokering across social groups. Presentation given as part of a panel symposium at the annual Academy of Management conference, Montréal, Canada.
- Yuan, Y. C., Carboni, I., & Ehrlich, K. (August, 2010). The impact of affective ties and transactive memory on expertise retrieval: A multilevel study. Paper presented at the annual Academy of Management conference, Montréal, Canada.
- Yuan, Y. C., Carboni, I., & Ehrlich, K. (August, 2009). The impact of awareness and accessibility on expertise retrieval: A multi-level network perspective. Paper presented at the annual Academy of Management conference, Chicago, Illinois.
- Ehrlich, K. & Carboni, I. (August, 2008). Core-periphery structures: Leveraging talent. Paper presented at the annual Academy of Management conference, Anaheim, California.
- Foster, P. & Carboni, I. (June, 2008). [Re]Organizing for change: Learning leadership through action inquiry. Workshop presented at the annual Organizational Teaching Behavior Society conference, Wellesley, Massachusetts.
- Ehrlich, K., Carboni, I., Casciaro, T., & Rotolo, C. (April, 2008). Using SNA to drive business results in a distributed environment. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Francisco, California.

- Ehrlich, K. & Carboni, I. (January, 2008). Many hands make light the work: Core-periphery structures. Paper presented at the annual International Sunbelt Social Network conference, St. Petersburg, Florida.
- Carboni, I., Ehrlich, K. & Casciaro, T. (August, 2007). Taking a hit for the team: The differential impact of affective networks on individual and team performance. Paper presented at the annual Academy of Management conference, Philadelphia, Pennsylvania.
- Ehrlich, K. & Carboni, I. (August, 2007). Media choice in the workplace: Effect of strength of tie. Poster presented at the annual Academy of Management conference, Philadelphia, Pennsylvania.
- Ehrlich, K. & Carboni, I. (May, 2007). Leadership structure. Poster presented at the annual International Sunbelt Social Network conference, Corfu, Greece.
- Carboni, I. (August, 2006). Social identity, social networks, and conflict: The effect of social identity salience and social network structure on development and change in negative relationships. Paper presented at the annual Academy of Management conference, Atlanta, Georgia.
- Carboni, I. (April, 2006). Social identity, social networks, and conflict. Paper presented at the annual International Sunbelt Social Network conference, Vancouver, Canada.
- Carboni, I. (August, 2005). Change from Below: The case of the Voice of the Faithful. Paper presented at the annual Academy of Management conference, Honolulu, Hawaii.
- Carboni, I., Foster, P., & Torbert, B. (August, 2005). Leadership development workshop: Using reflective learning and action inquiry in teaching, research, and practice. Professional development workshop presented at the annual Academy of Management conference, Honolulu, Hawaii.
- Carboni, I., Ehrlich, K., & Millen, D. (February, 2005). Social structure and perception of informational diversity. Paper presented at the annual International Sunbelt Social Network conference, Redondo Beach, California.
- Torbert, B., Foster, P., & Carboni, I. (August, 2004). Interweaving 1st, 2nd, and 3rd-person research and teaching methods for actionable knowledge. Professional development workshop presented at the annual Academy of Organizational Management conference, New Orleans, Louisiana.
- Carboni, I., Dufresne, R., & Leigh, J. (June, 2003). Action learning workshop. Workshop presented at the annual Organizational Behavior Teaching Conference, Springfield, Massachusetts.
- Carboni, I. & Berkowitz, N. (February, 2003). Minority influence in small groups. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Los Angeles, California.
- Berkowitz, N., Carboni, I., Boosalis, V., & Bartholomew, D. (February, 2003). The relationship between sociometric structure and conflict coalitions in small groups. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Los Angeles, California.
- O'Dwyer, A., Carboni, I., & Berkowitz, N. (February, 2003). When a man loses the job to a woman – and vice versa: Differential attributions in an intergroup context. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Los Angeles, California.

O'Dwyer, A., Berkowitz, N., & Carboni, I. (August, 2002). Getting or losing the job: Attributions of intergroup bias. Poster presented at the annual meeting of the American Psychological Association, Chicago, Illinois.

Working Papers

Carboni, I. & Casciaro, T. Love me or hate me: Performance effects of controversial sociometric status in organizational networks.

Works in Progress

Carboni, I. & Mehra, A. Women in the middle: A longitudinal study of the impact of affective brokerage on centrality in negative networks. Conceptual model developed and exploratory analysis completed.

Carboni, I., & Hutter, K. Getting into the mix: The effects of network heterogeneity on innovation in an online innovation competition. Data analysis in progress.

Carboni, I. & Brands, R. True perceivers: The effects of perceived brokerage on the relationship between actual brokerage and performance. Conceptual model developed and exploratory analysis on two datasets completed; third dataset collected.

Carboni, I., Hutter, K., & Füller, J. Good broker, bad broker: A longitudinal study of the effects of brokerage strategies on innovation in a virtual R & D community. Data analysis in progress.

Carboni, I. The effects of conflict asymmetry and intrateam affective networks on team and individual outcomes. Data collected.

Carboni, I. & Borgatti, S. The (brokered) ties that bond: The effect of being brokered. Conceptual model developed and exploratory analysis completed.

Professional Service

University and College Service

Committees

- Member, Faculty Engagement Task Force (2014 to present)
- Member, search committee for the Associate Dean for MBA programs (2014)
- Member, Mason School of Business Curriculum Committee (2013 to present)
- Member, Mason School of Business Research Committee (2011 to 2014)
- Contributor, College of William & Mary's *The Leadership Initiative*, a campus-wide leadership development program for faculty (2011 through 2012)
- Member, Mason School of Business Personal & Professional Development Center (PPDC) Committee (2010)
- Member, Mason School of Business Fort Lee MBA Curriculum Committee (2010)
- Member, Mason School of Business Behavioral Lab (2007 to present)

Invited speaker, facilitator, discussant, or panelist

- Invited discussant for the Advanced Networks Professional Development Workshop at the annual Academy of Management conference, Orlando Florida; Philadelphia, Pennsylvania (August, 2014; August, 2013)
- Invited panelist, *Research Collaborations*, W&M/EVMS Workshop on Institutional Collaborations (2014)
- Invited speaker, *Designing Strategic Networks and Networking Strategically*, a webinar for the Mason School of Business Alumni Association (2014)
- Invited speaker, *Diversity*, for the William & Mary Parents and Family Council (2014)
- Invited speaker, *Social Networks: Research and Consulting Projects*, for MBA students at Atkinson Graduate School of Management, Willamette University, Portland, Oregon (2014)
- Invited workshop facilitator, *Building Effective Networks*, for professionals and professional faculty of College of William & Mary, sponsored by William & Mary's department of Training and Development (2014)
- Invited facilitator, Mason School of Business McGlothlin Leadership Conference (2013)
- Featured speaker in a William & Mary Technology Integration Center video which demonstrates innovation in technology-enhanced teaching, and is being used as a learning tool for eLearning initiatives among William & Mary faculty (2013)
- Invited speaker, *Building Effective Team Networks*, Envisioneering (2013)
- Invited speaker, *Flipping the Classroom*, presented Creative Adaptation Fund Project to Kyle Collaboration Lab at William & Mary Swem Media Library (2013)
- Invited speaker, *Building Strategic Networks by Networking Strategically*, Mason School of Business MBA for Professionals outreach initiative (April and May of 2013)
- Invited presenter, *Classroom Uses of Adobe Presenter*, College of William & Mary Teaching and Technology Expo (2013)
- Invited speaker, *Leading in Turbulent Times: Leadership and Change Management*, Mason School of Business Center for Corporate Education (CCE) program (2013)
- Invited speaker, *Working it out: Managing conflict more effectively*, Mason School of Business EMBA Spouse and Partner program (2012, 2013)
- Facilitated half-day workshop, *Developing Leadership*, City Year Washington, DC (2011)
- Invited panelist, Mason School of Business MBA Consulting Symposium (2011)
- Invited facilitator, Mason School of Business LeAD MBA Leadership Conference and program day (2010, 2011), also helped develop program content
- Invited speaker, *Building Effective Networks*, Mason School of Business Undergraduate Business Entrepreneurship Club (2010)
- Facilitated half-day retreat, presenting *Leadership During a Sustained Crisis*, College of William & Mary Administration Retreat, for senior staff members (2010)
- Invited speaker, *Developing strategic networks by networking strategically*, AvalonBay (2010)
- Invited speaker, *Building Teams*, Toffler Associates (2008)

Professional Service

- Ad hoc manuscript reviewer for *Organization Science*, *Human Resource Management*, *Human Relations*, *Organization Studies*, *British Journal of Management*, *Human Relations*, *Journal of Applied Social Psychology*, *Journal of Management Education*
- Member of the Academy of Management
- Member of the Organizational Behavior Teaching Society
- Member of the International Network for Social Network Analysis