Dissertation: The Rise of Algorithmic Work: Implications for Managerial Control and Career Pathways

Drawing on a twenty-six-month ethnography of the ridehailing service industry, the largest sector of the on-demand economy, this dissertation examines how the shift from human to algorithmic managers affect the nature of control and the experience of work. In Chapter 1, I begin by describing how algorithmic-based control systems differ from prior control systems and conceptualize algorithmic work - a set of job-related activities that are structured by algorithms. In my context, I find that algorithms manage by structuring choice via nudges and drivers respond with a corresponding set of work tactics either acquiescing, deviating, or exiting work altogether. While these tactics appear at odds drivers employ tactics to build a continuous stream of work from a discontinuous set of rides enabling active navigation of the algorithmic work environment. In Chapter 2, I draw on three-year longitudinal interviews (n=93) to explore how drivers feel about being managed by algorithms (exploited, empowered, neutral) and how it affects work and social class trajectories. Collectively, this work lays the foundation for algorithmic work and extends theory on managerial control and worker autonomy.

Committee Members: Jerry Davis (Chair), Jane Dutton, Beth Bechky (NYU), Seth Carnahan, Tawanna Dillahunt

Wharton School, University of Pennsylvania
Pre-doctoral Fellow (Funded Visiting Student) 2017 - 2018; Faculty Mentor: Katherine Klein

George Washington University
M.S., Engineering Management, Focus: Crisis, Emergency and Risk Management, 2009

Harvard University
S.B., Electrical Engineering and Computer Science; Minor: French, Arabic; 2005.
● Thesis: A Human-Powered Generator for Literacy Classes in West Africa
**Publications**


**Manuscripts Under Review and Working Papers**


Nurmohamed, S, McCluney, C., **Cameron, L.,** Mayer, D. “Show me the money?: The Business vs. Ethical Case for Diversity in Corporations.”

**Cameron, L.** (Working Paper). “Making Out While Driving: Control, Coordination, and its Consequences for Algorithmic Labor.” Target: *Administrative Science Quarterly*


**Research in Progress**

**Cameron, L.** (Dissertation, Writing). “Empowered and Staying or Exploited and Leaving?: How Biography and Expectations Shape Work Experiences and Pathways for Contingent Workers”.

**Cameron, L.** & Meuris, J.* (Data Collection). “Within-Person Income Precarity and Well-Being”. *Shared First Authorship.*

**Cameron, L.** & Rahm, H.* (Data Analysis). “Gamification of Ratings in On-Demand Work”. *Shared First Authorship.*


**TEACHING EXPERIENCE**

**University of Pennsylvania, Wharton School**  
Teaching Assistant  
  - Assisted class on immersion trip to Rwanda

**University of Michigan, Ross School of Business**  
Instructor  
- MO 300: Organizational Behavioral Theory in Management. BBA Core Course. Fall 2015.  
  - Co-designed new core class leading curriculum development on income inequality, diversity, social intrapreneurship, and engagement

Facilitator  
- Inter-group Relations Dialogues, 2016 – 2017  
  - Led small group dialogues (10 - 30 students) on stereotyping, prejudice, privilege, and allyhood

Teaching Assistant  
- MO 705: Group Independent Study on On-Demand Economy. MBA elective course.  
- MO 302: Positively Leading People and Organizations. BBA elective course.

**Intermittent Teaching Assistant**  
- EMBA 634. Negotiations. EMBA elective course.  
- MO 615. Managing Professional Relationships. MBA elective course  
- MO 604. Leadership Development. Weekend MBA core class.  
- STRAT 441. Business and Society. BBA elective course  
  - Assisted class on immersion trip to Ghana

**PRESENTATIONS**

**2019**  
- Microsoft, Gig Economy Summit, Redmond, Washington (panelist)  
- Data & Society, Algorithms on the Shop Floor, New York, New York  
- 9th Biennial Positive Organizational Scholarship Research Conference, Ann Arbor, MI  
- Northeastern University, Sharing Economy Conference, Boston, MA (panelist and paper presentation)  
- Aspen Institute, Working in America, Washington, DC (panelist)

**2018**  
- Stanford University, Graduate School of Business, Stanford, CA  
- University of Michigan, Ross School of Business, Strategy Department, Ann Arbor, MI  
- University of Delaware, Ledner College of Business, Newark, DE  
- University of Pennsylvania, Wharton School, Philadelphia, PA  
- Cornell University, Johnson School of Business, Ithaca, NY  
- Harvard Business School, Organizational Behavior Unit, Cambridge, MA  
- University of Southern California, Marshall School of Business, Los Angeles, CA  
- Stanford University, School of Engineering, Stanford, CA  
- University of British Columbia, Sauder School of Business, Vancouver, British Columbia, Canada  
- University of Oregon, Lundquist School of Business, Eugene, OR  
- Cornell University, Industrial and Labor Relations School, Ithaca, NY
• Vanderbilt University, Owens School of Business, Nashville, TN
• University of Western Ontario, Ivey School of Business, London, Ontario, Canada
• Aspen Institute, Working Towards Shared Prosperity, Ann Arbor, MI (panelist)
• People and Organizations Conference, Philadelphia, PA
• Ford Foundation, Constructing Rights for a 21st Century Workforce, New York, NY (panelist)
• University of Tennessee, Haslam School of Business, Knoxville, TN
• Academy of Management, Chicago, IL
• Harvard Law School, Clean Slate Initiative, Cambridge, MA (panelist)
• University of Pennsylvania, Wharton Center for Human Resources, Philadelphia, PA (Keynote)
• Data and Society, New York, New York (invited roundtable participant)
• Conference on Social Innovation, Ann Arbor, MI
• May Meaning Meeting, Houston, TX
• University of Michigan, Center for Positive Organizations Research Incubator, Ann Arbor, MI
• University of Pennsylvania, Wharton School, Social Impact Initiative, Philadelphia, PA

2017
• University of Pennsylvania, Wharton School, Flash Talk, Philadelphia, PA
• American Sociological Association, Montreal, Quebec, Canada
• Academy of Management, Atlanta, GA
• Critical Management Studies Conference, Liverpool, UK
• 8th Biennial Positive Organizational Scholarship Research Conference, Ann Arbor, MI
• May Meeting Meaning, Boston, MA
• Harvard Gender and Leadership Conference, Cambridge, MA
• Likert Dissertation Fair, University of Michigan, Ann Arbor, MI

2016
• Interdisciplinary Consortium on Organizational Studies, University of Michigan, Ann Arbor, MI
• Academy of Management, Anaheim, CA
• International Process Symposium, Corfu, Greece
• University of Michigan, Center for Positive Organizations Research Incubator, Ann Arbor, MI
• May Meaning Meeting, San Francisco, CA

2015
• Academy of Management, Vancouver, BC, Canada
• International Positive Psychology World Congress. Orlando, FL.
• 7th Biennial Positive Organizational Scholarship Research Conference, Orlando, FL
• 3MT Thesis Competition, Ann Arbor, MI (Audience Choice Award)
• May Meaning Meeting, New Haven, CT
• Society for Industrial-Organization Psychology, Philadelphia, PA

2014
• Academy of Management, Philadelphia, PA (Showcase Symposium)
• Hamtramck Historical Museum, Hamtramck, MI
• May Meaning Meeting, Minneapolis, MN
• University of Michigan Positive Research Incubator, Ann Arbor, MI

2013
• International Association of Cross-Cultural Psychology, Los Angeles, CA

2005
• Research Symposium, Harvard College, Cambridge, MA
ADVISING

University of Michigan
- Eli Gonzalez, undergraduate, 2019
- Sean Dew, Senior undergraduate thesis advisor, 2016 - 2018
- Vidisha Hermani, undergraduate, 2016 - 2018
- Erica Johnson*, graduate, 2015 – 2016. In *PhD program in Management at Case Western University*
- Katherine Johnson, undergraduate, 2015- 2017
*Indicates pursuing graduate-level research

SERVICE AND PROFESSIONAL ASSOCIATIONS

Ad-Hoc Reviewing
- Industrial and Labor Relations, 2018 -
- Academy of Management Annual Meeting, 2016 -

Administrative Science Quarterly
- Student Blog Interviewer, 2015 - 2019

Ross School of Business, University of Michigan
- Connections Czar, 2018 – 2019
- Alumni Relationships Coordinator, 2015 - 2017
- Member of the Doctoral Admissions & Recruiting Committee, 2014
- AOM Reception Planning Committee, 2014
- First-Year Cohort Representative, 2013 – 2014

Center for Positive Organizations, University of Michigan
- Program Coordinator, Biennial Conference of Positive Organizational Scholarships, 2016 – 2017, 2019
- Doctoral Student Fellow, 2016 - 2017
- Doctoral Student Affiliate, 2014 - 2019

Rackham Graduate School, University of Michigan
- Interdisciplinary Working Group on Qualitative Methods, Co-Organizer, 2016 - 2017

Professional Communities
- Gig Economy, Steering Committee 2017 -

Public Service
- Expert Testimony - Transportation Hearings, Pennsylvania State Senate policy sub-committee, 2019
Professional Associations

- Academy of Management 2011–Present
- European Group of Organizational Studies, 2015 -
- American Sociological Association, 2017 -
- Society of Industrial-Organizational Psychology, 2015
- International Positive Psychology Association, 2015
- PhD Project, Management Doctoral Students Association 2011 – Present
  - Sessions Committee, 2016 - 2017

Research Grants

Mack Institute Research Fellowship, University of Pennsylvania. *Algorithmic Management and Financial Well-Being in the On-Demand Economy*, $9500, 2019


Rackham Doctoral Research Grant, University of Michigan *The ties that bind us: A process approach to understanding attachment within diverse communities*, $1500 (2015)


Harvard University undergraduate research grant, *Designing Osmosis Systems for Desert Areas*, $1250 (2003)


University of North Texas undergraduate research grant; *Electromagnetic Properties and Beta Transitions of Polymer Hybrids*. $2750 (2000)

Awards and Honors

OMT Above and Beyond the Call of Duty Reviewer Award, 2019
Center for Advanced Studies of the Behavioral Sciences Summer Institute, Stanford University, 2019
Ruth and Gilbert Whitaker Doctoral Fellowship, 2018 - 2019
OB Doctoral Student Consortium, 2018
Pre-Doctoral Fellow, Wharton School, University of Pennsylvania, 2017 -2018
Bouchet Honor Society, 2017
Ross Research Grant, 2017
Ruth and Gilbert Whitaker Doctoral Fellowship, 2016 - 2017
Medici Summer Institute, MIT-HEC Paris-Bologna Business School, 2016
GEBA Scholarship, 2016, 2017
GDO Doctoral Student Consortium, 2016
Rackham Three-Minute Thesis Competition, Audience Choice Award , 2015
Rackham Research Grant, 2015, 2017
Arts and Citizenship Fellowship (now Mellon Public Humanities Fellowship), University of Michigan, 2014
Rackham Conference Travel Grant, 2014, 2015, 2016, 2017, 2018
Rackham Merit Fellowship, University of Michigan, 2013 - 2019
Rackham Doctoral Fellowship, 2013 - 2019
Ross Regent Fellow, University of Michigan, 2013 - 2014
Rotary Ambassadorial Scholar, 2005 - 2006
Kappa Kappa Gamma Foundation, 2005
John Harvard Scholarship, 2002 – 2005
Coca-Cola National Scholar, 2001 – 2005
Stokes Scholar (formerly Undergraduate Training Program at the National Security Agency), 2001 – 2005
National Achievement Scholar, 2001 – 2005
Better World Foundation, 2001 – 2005
Society of Women Engineers, 2001 – 2005
Association of Women in Science, 2001 - 2005
Boy Scouts of America, Young American of the Year, 2002
Society of Telecommunications Engineers, 2001
Society of Plastic Engineers, 2001
USA Today All-Academic Team, First Team, 2001
Siemens-Westinghouse (formerly Intel), Honorable Mention, 2001
Bill Gates Millennium Scholar, 2000

OTHER EDUCATION

Maryland University of Integrative Health (formerly Tai Sophia Institute)
Post-Baccalaureate Certificate, Transformative Leadership, 2012

American University in Cairo
Intensive Arabic Study and Middle Eastern Political Science; Rotary Ambassadorial Scholar; 2006

Texas Academy of Math and Science at the University of North Texas
Completed last two years of high school and first two years of college simultaneously, 1999 -2001

OTHER RESEARCH EXPERIENCE

University of Maryland - College Park, Maryland
Research assistant for Michele Gelfand on Arab culture and negotiations, 2012- 2013

University of North Texas - Denton, Texas
**PROFESSIONAL EXPERIENCE**

National Security Agency & Central Intelligence Agency 2001 – 2013

- **Liaison Representative and Counter-terrorism Intelligence Analyst**
  - Only technical analyst in war zone providing CNO support of counter-terrorism team. As first permanent, in-country representative led cross-cultural, inter-agency teaming efforts resulting in dozens of successful operations. Briefed highest levels of US government including Commanding General of Multi-National Forces Iraq and US Ambassador. Wrote over 120 reports that were briefed to the highest levels including the White House and US Ambassador.
  
  - Operational usage of French and Arabic; completed over 300 hours of advanced language training. Designed and taught three multi-lingual analytical courses. Received six (6) exceptional performance awards and four (4) cash awards.

- **Team Lead and Network Analyst**
  - Researched and executed dozens of computer network operations (CNO); led team. Extensive experience analyzing Windows, UNIX, routers, and firewalls machines.
  
  - Conducted technical all-source research on specific telecommunications system, wireless networks and technical lead on specific wireless technology. Learned and taught large-scale proprietary software tools for data management and data analysis.

Faith-based community service abroad (West Africa & Southeastern Europe) 2005 – 2006

**LANGUAGE, COMPUTER, AND OTHER SKILLS**

Foreign Languages: French (advanced), Arabic (intermediate),
Programming Languages: C, JAVA, Lisp, Perl, Visual Basic, VHDL, SPICE
Software: Microsoft suite, UNIX/LINUX, SPSS
Additional Interests: Non-Dualism awareness (both practitioner and instructor), Meditation & Yoga Philosophy (Bhakti & Tantra traditions), Acrobatics (2nd in state, 2015), Blues/Fusion Dance, Islamic calligraphy and art, Travel (40+ countries, 25+ states)

US Citizen