

VITA
BRADLEY L. KIRKMAN

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EDUCATION:

Ph.D.	1996	University of North Carolina at Chapel Hill Kenan-Flagler Business School Organizational Behavior (minor: Social Psychology)
M.B.A.	1991	University of North Carolina at Greensboro Joseph M. Bryan School of Business and Economics
B.A.	1988	University of North Carolina at Chapel Hill James M. Johnston Scholar (Double Major - Industrial Relations and Communications)

EXPERIENCE:

July 2020 – present	General (Ret.) H. Hugh Shelton Distinguished Professor of Leadership Management, Innovation, and Entrepreneurship Poole College of Management North Carolina State University
June 2014 – June 2020	General (Ret.) H. Hugh Shelton Distinguished Professor of Leadership and Department Head Management, Innovation, and Entrepreneurship Poole College of Management North Carolina State University
July 2012 – May 2014	Professor and Department Head Management, Innovation, and Entrepreneurship Poole College of Management North Carolina State University

September 2011 – June 2012	Professor and Foreman R. and Ruby Bennett Chair in Business Administration Mays Business School Texas A&M University
May 2012	Visiting Professor Guanghua School of Management Peking University, Beijing, China
September 2007 – August 2011	John E. Pearson Associate Professor of Management Mays Business School Texas A&M University
July 2005 – August 2007	Associate Professor of Management Mays Research Fellow Mays Business School Texas A&M University
May – June 2006	Visiting Associate Professor Management and Organizations University of Western Australia
January 2005 – December 2007	Associate Editor <i>Academy of Management Journal</i>
July 2002 – June 2005	Associate Professor of Management The College of Management Georgia Institute of Technology
August 2001 – June 2002	Associate Professor of Management Joseph M. Bryan School of Business and Economics University of North Carolina at Greensboro
August 1996 – July 2001	Assistant Professor of Management Joseph M. Bryan School of Business and Economics University of North Carolina at Greensboro
August 1996- August 1999	Adjunct Researcher Center for Creative Leadership, Greensboro, NC
July 1991- August 1995	Lecturer Joseph M. Bryan School of Business and Economics University of North Carolina at Greensboro

April 1991- August 1992	Research Assistant Center for Creative Leadership, Greensboro, NC
August 1990- April 1991	Retail Bank Assistant First American Savings Bank, Greensboro, NC
June 1988- December 1988	Department Manager Garfinckels, Washington, DC

ACADEMIC HONORS AND AWARDS

- 2024 College-Wide Research Leadership Award, Poole College of Management, NC State
- 2024 Departmental Research Leadership Award; Management, Innovation, and Entrepreneurship Department, Poole College of Management, NC State
- 2023 Departmental Research Impact Award; Management, Innovation, and Entrepreneurship Department, Poole College of Management, NC State
- 2022 Elected, Fellow of the Academy of Management
- 2019 “Best Reviewer Award” from the *Academy of Management Journal*
- 2019 “Outstanding Reviewer Award” from the *Academy of Management Review*
- 2019 Winner, *Journal of International Business Studies* Silver Medal Award, recognizing scholars with at least five substantive contributions in *JIBS* in the first 50 years of the existence of the journal
- 2019 Elected, Member of *Society for Organizational Behavior*
- 2019 Named among the top 100 most influential (i.e., top .6%) OB authors out of a total of 16,289 authors for citations in OB textbooks (in Aguinis, H., Ramani, R. S., Alabduljader, N., Bailey, J. R., & Lee, J. 2019. A pluralist conceptualization of scholarly impact in management education: Students as stakeholders. *Academy of Management Learning and Education*, 18, 11-42).
- 2017 Banks, Pollack, Bochantin, Kirkman, Whelpley, and O’Boyle (2016; AMJ); Finalist for Best Article Award in 2016 volume of AMJ

- 2017 College-Wide Research Leadership Award, Poole College of Management, NC State
- 2017 Departmental Research Leadership Award; Management, Innovation, and Entrepreneurship Department, Poole College of Management, NC State
- 2016 Winner, *Journal of International Business Studies* Decade Award for most outstanding article published in the 2006 volume
- 2015 Firth, Chen, Kirkman, and Kim (2014; *AMJ*), Finalist, 2015 International Human Resource Management Scholarly Research Award from the Human Resources Division of the Academy of Management
- 2014 Elected, Fellow of the American Psychological Association
- 2014 Named General (Ret.) H. Hugh Shelton Distinguished Professor of Leadership, NC State
- 2014 College-Wide Research Leadership Award, Poole College of Management, NC State
- 2014 Departmental Research Leadership Award; Management, Innovation, and Entrepreneurship Department, Poole College of Management, NC State
- 2014 Elected, Fellow of Society for Organizational and Industrial Psychology
- 2011 Li, Kirkman, & Harris. Winner of the Best Paper led by a doctoral student in the Organizational Behavior Track and Best Overall Doctoral Paper for the 2011 Southern Management Association Meeting
- 2011 “Best Reviewer Award” from the *Academy of Management Journal*
- 2011 Mays Faculty Teaching Fellow, Texas A&M
- 2011 Named Foreman R. and Ruby Bennett Endowed Chair in Business Administration, Texas A&M
- 2010 Association of Former Students College-Wide Distinguished Teaching Award, Texas A&M
- 2010 Kirkman and Mathieu (2005; *JOM*), Best Paper Award - recognized as one of the top five most cited articles in the *JOM* 2005 volume

- 2010 Taras, Kirkman, and Steel (2010; *JAP*) designated as a *Journal of Applied Psychology* “Monograph” recognized as having potential to make an exceptional contribution to the literature by the journal’s leadership team, “a rare and high distinction.”
- 2009 Chen, Kirkman, Kim, and Farh (2009); Academy of Management Organizational Behavior Division’s Award for Best International Paper
- 2008 Ricky W. Griffin Outstanding Research Award, Texas A&M
- 2008 “Best Reviewer Award” from the *Academy of Management Journal*
- 2007 Named John E. Pearson Endowed Professor, Texas A&M
- 2005 Named Mays Research Fellow, Texas A&M
- 2005-2007 Associate Editor, *Academy of Management Journal*
- 2005 Undergraduate Excellence in Teaching Award – Honorable Mention, Georgia Tech
- 2004 “Best Reviewer Award” from the *Academy of Management Journal*
- 2003 Kirkman, Rosen, Tesluk, Gibson, and McPherson (2004; *AME*); Nominee for best article in *Academy of Management Executive*.
- 2003 “Best Reviewer Award” from the *Academy of Management Journal*
- 2003 “Outstanding Reviewer Award” from the International Management Division (IMD) of the Academy of Management
- 2002 “Best Reviewer Award” from the *Academy of Management Journal*
- 2002 “Outstanding Reviewer Award” from the International Management Division (IMD) of the Academy of Management
- 2000 “Outstanding Reviewer Award” from the International Management Division (IMD) of the Academy of Management
- 1999 Junior Faculty Teaching Excellence Award, Bryan School of Business and Economics, University of North Carolina at Greensboro
- 1998 Kirkman and Shapiro (1997; *AMR*), Runner-up for the 1997 Outstanding Publication in Organizational Behavior, Academy of Management

1995 Winner, Outstanding Ph.D. Student Teaching Award (35 eligible Ph.D. students), University of North Carolina at Chapel Hill

1995 Richard D. Irwin Dissertation Fellow

CITATION COUNTS

Google Scholar: 31,754; h index = 62 (June 1, 2025)

Web of Science: 11,317; h index = 47 (June 1, 2025)

PUBLICATIONS:

REFEREED JOURNAL ARTICLES (names of current or former Ph.D. students in bold)

74. **Smith, T.A.**, Dennerlein, T.C., Kirkman, B.L., Courtright, S.H., & Zhang, P. (in press). Why do bootlickers get empowered more than boat-rockers? The effects of voice and helping on empowering leadership through threat and goal congruence perceptions. *Journal of Applied Psychology*.
73. Kirkman, B.L., & **Smith, T.A.** (in press). Team empowerment and team resilience. *Annual Review of Organizational Psychology and Organizational Behavior*.
72. Sharma, P.N., Sturm, R.E., Neely, Jr., B.H., Tussing, D.V., & Kirkman, B.L. (in press). Too womanly or not manly enough? A review of work consequences experienced by counter normative men. *Human Relations*.
71. Augustin, T., Pudelko, M., & Kirkman, B.L. (in press). Examining multiculturals' and multilinguals' paradoxical bridging processes in overcoming cultural and language barriers in organizations. *Journal of Management*.
70. Flynn, P.J., Kirkman, B.L., McFarland, L.A., & Pollack, J.E. (in press). When does entrepreneurs' impression management enhance their networking performance? The cross-level moderating role of collective altruism. *Group & Organization Management*.
69. **Li, N.**, Zheng, X., Ni, D., Kirkman, B.L., & Zhang, M., Xu, M., & Liu, C. (2025). A social network perspective on leader brokerage strategy, intra-organizational communication patterns, and business recovery. *Journal of Management*, 51(5), 2041-2073.
68. Dennerlein, T., & Kirkman, B.L. (2023). The forgotten side of empowering others: How social structural empowerment moderates the effect of empowering leadership on employee psychological empowerment and performance. *Journal of Applied Psychology*, 108(11), 1856-1880.

67. **Mistry, S.**, Kirkman, B.L., Moore, O.A., Hanna, A.A., & Rapp, T.L. (2023). Too many teams? Examining the impact of multiple team memberships and permanent team identification on employees' identity strain, cognitive depletion, and turnover. *Personnel Psychology*, 76(3), 885-912.
66. **Mistry, S.**, Kirkman, B.L., Hitt, M.A., & Barrick, M.R. (2023). Take it from the top: How intensity of TMT joint problem solving and levels of interdependence influence quality of strategy implementation coordination and firm performance. *Journal of Management Studies*, 60(2), 400-427.
65. **Glosenber, A.**, Phillips, D., Schaefer, J., Pollack, J.M., Kirkman, B.L., McChesney, J., Noble, S.M., Ward, M.K., & Foster, L.L. (2022). The relationship of self-efficacy with entrepreneurial success: A meta-analytic replication and extension. *Journal of Business Venturing Insights*, 18, e00342.
64. Dennerlein, T., & Kirkman, B.L. (2022). The hidden dark side of empowering leadership: The moderating role of hindrance stressors in explaining when empowering employees can promote moral disengagement and unethical pro-organizational behavior. *Journal of Applied Psychology*, 107(12), 2220-2242.
63. Sharma, P.N., D'Innocenzo, L., & Kirkman, B.L. (2021). Why leaders resist empowering virtual employees. *Sloan Management Review* 63(2), 78-84.
62. Evans, R., Wu, N., Littrell, R., & Kirkman, B.L. (2021). Examining leadership preferences of working adults in Ghana, Kenya, and Zambia. *Africa Journal of Management*, 7(3), 375-399.
61. Kirkman, B.L., & **Stoverink, A.C.** (2021). Building resilient virtual teams. *Organizational Dynamics*, 50(1), 1-13.
60. Hanna, A., **Smith, T.**, Kirkman, B.L., & Griffin, R. (2021). The emergence of emergent leadership: A comprehensive framework and directions for future research. *Journal of Management*, 47(1), 76-104.
59. Kirkman, B.L., Chen, G., & Mathieu, J.E. (2020). Improving employee performance by developing empowering leaders and companies. *Behavioral Science & Policy*, 6(1), 23-36.
58. Pollack, J.M., Ho, V.T., O'Boyle, E.H., & Kirkman, B.L. (2020). Passion at work: A meta-analysis of individual work outcomes. *Journal of Organizational Behavior*, 41(4), 311-331.
57. **Stoverink, A.C.**, Kirkman, B.L., **Mistry, S.**, & Rosen, B. (2020). Bouncing back together: Toward a new theoretical model of work team resilience. *Academy of Management Review*, 45(2), 395-422.

56. **Harris, T.B.**, Cardador, M.T., Cole, M.S., **Mistry, S.**, & Kirkman, B.L. (2019). Are followers satisfied with conscientious leaders? The moderating influence of leader role authenticity. *Journal of Organizational Behavior*, 40(4), 456-471.
55. Xie, Z., **Li, N.**, Jiang, W., & Kirkman, B.L. (2019) The paradox of leader-member exchange (LMX) differentiation: How treating followers differently can both enhance and impede employee performance. *Journal of Personnel Psychology*, 18(4), 165-176.
54. Chen, G., **Smith, T.A.**, Kirkman, B.L., Zhang, P., Lemoine, G.J., & Farh, J.-L. (2019). Multiple team membership and empowerment spillover effects: Can empowerment processes cross team boundaries? *Journal of Applied Psychology*, 104(3), 321-340.
53. **Gardner, R.G.**, **Li, N.**, **Harris, T.B.**, Kirkman, B.L., & Mathieu, J.E. (2017). Understanding “it depends” in organizational research: A theory-based taxonomy, review, and future research agenda concerning interactive and quadratic relationships. *Organizational Research Methods*, 20(4), 610-638.
52. Huang, L., Gibson, C.B., Kirkman, B.L., & Shapiro, D.L. (2017). When is traditionalism an asset and when is it a liability for team innovation? *Journal of International Business Studies*, 48(6), 693-715.
51. **Li, N.**, Chiaburu, D.S., & Kirkman, B.L. (2017). Cross-level influences of empowering leadership on citizenship behavior: Organizational support climate as a double-edged sword. *Journal of Management*, 43(4), 1076-1102.
50. Kirkman, B.L., Lowe, K.B., & Gibson, C.B. (2017). A retrospective on *Culture's Consequences*: The 35-year journey. *Journal of International Business Studies*, 48(1), 12-29. **Invited, refereed article for the JIBS Decade Award issue.**
49. Banks, G.C., Pollack, J.M., Bochantin, J., Kirkman, B.L., Whelpley, C.E., & O'Boyle, E.H. (2016). Management's science-practice gap: A grand challenge for all stakeholders. *Academy of Management Journal*, 59(6), 2205-2231. **Finalist for Best Article Award in 2016 volume of AMJ.**
48. Taras, V., Steel, P., & Kirkman, B.L. (2016). Does country equal culture? Beyond geography in the search for cultural boundaries. *Management International Review*, 56(4), 455-487.
47. Sui, Y., Wang, H., Kirkman, B.L., & **Li, N.** (2016). Understanding the curvilinear relationships between LMX differentiation and team coordination and performance. *Personnel Psychology*, 69(3), 559-597.
46. **Li, N.**, Zheng, X., **Harris, T.B.**, Liu, X., & Kirkman, B.L. (2016). Recognizing “me” benefits “we”: Examining the positive spillover effects of formal individual recognition in teams. *Journal of Applied Psychology*, 101(7), 925-939.

45. Kirkman, B.L., Shapiro, D.L., Lu, S., & McGurrin, D.P. (2016). Culture and teams. *Current Opinion in Psychology*, 8 (April), 137-142. **Invited, refereed lead article for a special issue on culture.**
44. Li, X.C., Chen, L., Chua, J.H., Kirkman, B.L., Rynes, S., & Gomez-Mejia, L. (2015). Research on Chinese family businesses: Perspectives. *Management & Organization Review*, 11(4), 579-597. **Invited, refereed lead article for a special issue on Chinese family business.**
43. Caprar, D.V., Devinney, T.M., Kirkman, B.L., & Caligiuri, P. (2015). Conceptualizing and measuring culture in international business and management: From challenges to potential solutions. *Journal of International Business Studies*, 46(9), 1011-1027. **Invited, refereed lead article for a special issue on measuring culture.**
42. Sharma, P., & Kirkman, B.L. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management*, 40(2), 193-237. **Finalist for 2015 Group & Organization Management's Best Paper Award and the #1 most downloaded article from the conceptual issues.**
41. Cordery, J.L., Cripps, E., Gibson, C.B., Soo, C., Kirkman, B.L., & Mathieu, J.L. (2015). The operational impact of organizational communities of practice: A Bayesian approach to analyzing organizational change. *Journal of Management*, 41(2), 644-664.
40. Li, N., Kirkman, B.L., & Porter, C.O.L.H. (2014). Toward a model of work team altruism. *Academy of Management Review*, 39(4), 541-565.
39. **Murtha, B.R.**, Shervani, T.A., & Challagalla, G., & Kirkman, B.L. (2014). Control system diversity: Implications for selling centers. *Journal of Business Research*, 67(9), 1870-1876.
38. Gibson, C.B., Huang, L., Kirkman, B.L., & Shapiro, D.L. (2014). Where global and virtual meet: The value of examining the intersection of these elements in twenty-first century teams. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 217-244. **Invited, refereed article.**
37. **Harris, T.B., Li, N., & Kirkman, B.L.** (2014). Leader-member exchange (LMX) in context: How LMX differentiation and LMX relational separation attenuate LMX's influence on OCB and turnover intention. *Leadership Quarterly*, 25(2), 314-328.
36. Firth, B., Chen, G., Kirkman, B.L., & **Kim, K.** (2014). Newcomers abroad: Expatriate adaptation during early phases of international assignments. *Academy of Management Journal*, 57(1), 280-300. **Finalist, 2015 International Human Resource Management Scholarly Research Award from the Human Resources Division of the Academy of Management.**

35. **Schilpzand, M.**, Martins, L.L., Kirkman, B.L., Lowe, K.B., & Chen, Z.X. (2013). The relationship between organizational justice and organizational citizenship behavior: The moderating role of cultural value orientation. *Management & Organization Review*, 9(2), 345-374.
34. **Li, N.**, Chiaburu, D.S., Kirkman, B.L., & Xie, Z.T. (2013). Spotlight on the followers: An examination of moderators of relationships between transformational leadership and subordinates' citizenship and taking charge. *Personnel Psychology*, 66(1), 225-260.
33. Martins, L.L., **Schilpzand, M.**, Kirkman, B.L., Ivanaj, S., & Ivanaj, V. (2013). A contingency view of the effects of cognitive diversity on team performance. *Small Group Research*, 44(2), 95-125.
32. Kirkman, B.L., Cordery, J.L., Mathieu, J.E., Rosen, B., & Kukenberger, M. (2013). Global organizational communities of practice: The effects of nationality diversity, psychological safety and media richness on community performance. *Human Relations*, 66(3), 333-362.
31. Taras, V., Steel, P., & Kirkman, B.L. (2012). Improving national cultural indices using a longitudinal meta-analysis of Hofstede's dimensions. *Journal of World Business*, 47(3), 329-341.
30. **Triana, M.D.**, Kirkman, B.L., & Garcia, F. (2012). Does the order of face-to-face and computer-mediated communication matter in diverse project teams? An investigation of communication order effects on minority inclusion, participation, and performance. *Journal of Business and Psychology*, 27(1), 57-70.
29. Kirkman, B.L., & Chen, G. (2011). Maximizing your data or data slicing? Recommendations for managing multiple submissions from a single dataset. *Management & Organization Review*, 7(3), 433-446. **Invited, refereed commentary for special issue on ethics in publishing.**
28. Kirkman, B.L., Mathieu, J.E., Cordery, J.L., Rosen, B., & Kukenberger, M. (2011). Managing a new collaborative entity in business organizations: Understanding organizational communities of practice effectiveness. *Journal of Applied Psychology*, 96(6), 1234-1245.
27. Taras, V., Steel, P., & Kirkman, B.L. (2011). Three decades of research on national culture in the workplace: Do the differences still make a difference? *Organizational Dynamics*, 40(3), 189-198.
26. Chen, G., Kirkman, B.L., **Kim, K.**, Farh, C.I.C., & Tangirala, S. (2010). When does cross-cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating roles of cultural distance and support. *Academy of Management Journal*, 53(5), 1110-1130.

25. Taras, V., Steel, P., & Kirkman, B.L. (2010). Negative practice-value correlations in the GLOBE data: Unexpected findings, questionnaire limitations and research directions. *Journal of International Business Studies*, 41(8), 1330-1338. **Invited, refereed commentary for special issue on culture.**
24. Taras, V., Kirkman, B.L., & Steel, P. (2010). Examining the impact of *Culture's Consequences*: A three-decade, multi-level, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, 95(3), 405-439. **Designated as a *Journal of Applied Psychology* "Monograph" recognized as having potential to make an exceptional contribution to the literature by the journal's leadership team, "a rare and high distinction."**
23. Kirkman, B.L., Chen, G., Farh, J.L., Chen, Z.X., & Lowe, K.B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal*, 52(4), 744-764.
22. Cordery, J.L., Soo, C., Kirkman, B.L., Rosen, B., & Mathieu, J.E. (2009). Leading parallel global virtual teams: Lessons from Alcoa. *Organizational Dynamics*, 38(3), 204-216.
21. Chen, G., Kirkman, B.L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology*, 92(2), 331-346.
20. Kirkman, B.L., Lowe, K.B., & Gibson, C.B. (2006). A quarter century of *Culture's Consequences*: A review of empirical research incorporating Hofstede's cultural value framework. *Journal of International Business Studies*, 37(3), 285-320. **Winner of the 2016 JIBS Decade Award for most outstanding article in 2006 volume.**
19. Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2006). Enhancing the transfer of computer-assisted training proficiency in geographically-distributed teams. *Journal of Applied Psychology*, 91(3), 706-716.
18. Kirkman, B.L., & Mathieu, J.E. (2005). The dimensions and antecedents of team virtuality. *Journal of Management*, 31(5), 700-718. **Best Paper Award - recognized as one of the top five most cited articles in the JOM 2005 volume, Academy of Management meetings, Montreal, Canada (August 2010).**
17. Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2004). The impact of team empowerment on virtual team performance: The moderating role of face-to-face interaction. *Academy of Management Journal*, 47(2), 175-192.
16. Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2004). The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness. *Group & Organization Management*, 29(3), 334-368.

15. Kirkman, B.L., Rosen, B., Gibson, C.B., Tesluk, P.E., & McPherson, S.O. (2002). Five challenges to virtual team success: Lessons from Sabre, Inc. *Academy of Management Executive*, 16(3), 67-79. **Finalist for best article in *Academy of Management Executive*, 2003.**
14. Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2001). Assessing the incremental validity of team consensus ratings over aggregation of individual-level data in predicting team effectiveness. *Personnel Psychology*, 54(3), 645-667.
13. Brockner, J., Ackerman, G., Greenberg, J., Gelfand, M.J., Francesco, A.M., Chen, Z.X., Leung, K., Bierbrauer, G., Gómez, C., Kirkman, B. L., Shapiro, D. L. (2001). Culture and procedural justice: The moderating influence of power distance on reactions to voice. *Journal of Experimental Social Psychology*, 37(4), 300-315.
12. Kirkman, B.L., Gibson, C.B., & Shapiro, D.L. (2001). "Exporting" teams: Enhancing the implementation and effectiveness of work teams in global affiliates. *Organizational Dynamics*, 30(1), 12-29.
11. Kirkman, B.L., & Shapiro, D.L. (2001). The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance. *Academy of Management Journal*, 44(3), 557-569.
10. Kirkman, B.L., & Shapiro, D.L. (2001). The impact of employee cultural values on productivity, cooperation, and empowerment in self-managing work teams. *Journal of Cross-Cultural Psychology*, 32(5), 597-617.
9. Gomez, C.B., Kirkman, B.L., & Shapiro, D.L. (2000). The impact of collectivism and ingroup/outgroup membership on the evaluation generosity of team members. *Academy of Management Journal*, 43(6), 1097-1106.
8. Kirkman, B.L., Jones, R.G., & Shapiro, D.L. (2000). Why do employees resist teams? Examining the "resistance barrier" to work team effectiveness. *The International Journal of Conflict Management*, 11(1), 74-92.
7. Kirkman, B.L., & Rosen, B. (2000). Powering up teams. *Organizational Dynamics*, 28(3), 48-66.
6. Kirkman, B.L., & Shapiro, D.L. (2000). Understanding why team members won't share: An examination of factors affecting employee receptivity to team-based rewards. *Small Group Research*, 31(2), 175-209.
5. Kirkman, B.L., & Rosen, B. (1999). Beyond self-management: The antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58-74.

4. Shapiro, D.L., & Kirkman, B.L. (1999). Employees' reaction to the change to work teams: The influence of "anticipatory" injustice. *Journal of Organizational Change Management*, 12(1), 51-66.
3. Kirkman, B.L., Lowe, K.B., & Young, D.P. (1998). The challenge of leadership in high performance work organizations. *Journal of Leadership Studies*, 5(2), 3-15.
2. Kirkman, B.L., & Shapiro, D.L. (1997). The impact of cultural values on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness. *Academy of Management Review*, 22(3), 730-757. **Finalist, Best Article, Organizational Behavior Division, Academy of Management, 1998.**
1. Kirkman, B.L., Shapiro, D.L., Novelli, L., Jr., & Brett, J.M. (1996). Employee concerns regarding self-managing work teams: A multidimensional justice perspective. *Social Justice Research*, 9(1), 47-67.

ACADEMY OF MANAGEMENT BEST PAPER PROCEEDINGS
(names of current and former Ph.D. students in bold)

- Smith, T.A.**, & Kirkman, B.L. (2012). *Understanding leadership: The followers' influence on leader effectiveness*. Academy of Management Best Paper Proceedings, Boston, MA (August).
- Chen, G., Kirkman, B.L., **Kim, K.**, & Farh, C.I.C. (2009). *Expatriate motivation and effectiveness: The roles of cultural distance and subsidiary support*. Academy of Management Best Paper Proceedings, Chicago (August). **Winner of the Organizational Behavior Division Award for Best International Paper and finalist for the Academy-wide Carolyn Dexter Award.**
- Kim, K.**, Kirkman, B.L., & Chen, G. (2006). *Cultural intelligence and international assignment effectiveness*. Academy of Management Best Paper Proceedings, Atlanta (August).
- Chen, G., Kirkman, B.L., Kanfer, R., & Allen, D. (2005). *A multilevel quasi-experimental study of leadership, empowerment, and performance in teams*. Academy of Management Best Paper Proceedings, Honolulu, Hawaii (August).
- Kirkman, B.L., & Mathieu, J.E. (2004). *The role of virtuality in work team effectiveness*. Academy of Management Best Paper Proceedings, New Orleans, Louisiana (August).
- Kirkman, B.L., & Shapiro, D.L. (1996). *The impact of national culture on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness*. Academy of Management Best Paper Proceedings, Cincinnati, Ohio (August).

ACADEMY OF MANAGEMENT JOURNAL – FROM THE EDITORS COLUMN

Shapiro, D.L., Kirkman, B.L., & Courtney, H.G. (2007). From the Editors - Perceived causes and solutions of the “translation problem” in management research. *Academy of Management Journal*, 50(2), 249-266.

Rynes, S.L., Hillman, A., Ireland, R.D., Kirkman, B.L., Law, K.S., Miller, C.C., Rajagopalan, N., & Shapiro, D.L. (2005). From the Editors - Everything you’ve always wanted to know about *AMJ* (but may have been afraid to ask). *Academy of Management Journal*, 48(5), 732-737.

Kirkman, B.L., & Law, K.S. (2005). From the Editors - International management research in *AMJ*: Our past, present, and future. *Academy of Management Journal*, 48(3), 377-386.

PUBLISHED BOOKS (names of current and former Ph.D. student in bold)

Kirkman, B.L., & **Stoverink, A.C.** (2023). *Unbreakable: Building and Leading Resilient Teams*. Stanford, CA: Stanford University Press.

Kirkman, B.L., & **Harris, T.B.** (2017). *3D Team Leadership: A New Approach for Complex Teams*. Stanford, CA: Stanford University Press.

Kirkman, B.L., Lowe, K.B., & Young, D.P. (1999). *High Performance Work Organizations: Definitions, Practices, and an Annotated Bibliography*. Greensboro, NC: Center for Creative Leadership.

BOOK CHAPTERS (names of current and former Ph.D. students in bold)

18. Kirkman, B.L. & **Smith, T.A.** (in press). Empowering leadership. In R. Griffin (Ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.

17. Chen, G., & Kirkman, B.L. (2024). The study of work motivation across cultures: A review and directions for future research. In M.J. Gelfand & M. Erez (Eds.), *Oxford Handbook on Culture and Organizations* (pp. 161-182). Oxford: Oxford University Press.

16. Griffin, R., Hanna, A.A., **Smith, T.A.**, & Kirkman, B.L. (2022). How bad leaders impact organizational effectiveness. In D. Lusk & T.L. Hayes (Eds.), *Overcoming Bad Leadership in Organizations: A Handbook for Leaders, Talent Management Professionals, and Psychologists* (pp. 224-250). Oxford: Oxford University Press.

15. Stackhouse, M., Kirkman, B.L., Taras, V., & Steel, P. (2018). National culture and leadership research between 2003 and 2014: A review, synthesis, and directions for the next decade of cross-cultural leadership research. In N. Anderson, D.S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.) *Sage Handbook of Industrial, Work, and Organizational Psychology*, vol. 3 (pp. 206-236). London: Sage.

14. **Harris, T.B.**, & Kirkman, B.L. Teams and proactivity. (2017). In U.K. Bindl & S.K. Parker (Eds.), *Proactivity and Work: Making Things Happen in Organizations* (pp. 530-558). New York: Routledge.
13. Cordery, J.L., Soo, C., Kirkman, B.L., Rosen, B., & Mathieu, J.E. (2014). The Alcoa experience of shared virtual leadership through parallel global teams. In C.L. Pearce, C.C. Manz, & H.P. Sims, Jr., (Eds.), *Share, Don't Take the Lead!* Charlotte, NC: Information Age Publishing. **Reprinted from Cordery et al. (2009), *Organizational Dynamics*.**
12. Kirkman, B.L., & **Mistry, S.** (2013). Global teams. In R. Griffin (Ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.
11. Kirkman, B.L., Gibson, C.B., & **Kim, K.** (2012). Across borders and technologies: Advancements in virtual teams research. In S.W.J. Kozlowski (Ed.), *Oxford Handbook of Industrial and Organizational Psychology*, vol. 1 (pp. 789-858). New York: Oxford University Press.
10. Gibson, C.B., Maznevski, M.L., & Kirkman, B.L. (2009). When does culture matter? In R.S. Bhagat & R.M. Steers (Eds.), *Cambridge Handbook of Culture, Organizations, and Work* (pp. 46-70). Cambridge: Cambridge University Press.
9. **Kim, K.**, Kirkman, B.L., & Chen, G. (2008). Cultural intelligence and international assignment effectiveness: A conceptual model and preliminary findings. In S. Ang & L. Van Dyne (Eds.), *Handbook on Cultural Intelligence: Theory, Measurement, and Applications* (pp. 71-90). New York: M.E. Sharpe.
8. Kirkman, B.L., & Shapiro, D.L. (2005). The impact of cultural value diversity on multicultural team performance. In D.L. Shapiro, M.A. VonGlinow, & J.L. Cheng (Eds.), *Advances in International Management*, vol. 18: *Managing Multinational Teams* (pp. 33-67). London: Elsevier.
7. Kirkman, B.L., & den Hartog, D.N. (2004). Performance management in global teams. In H.W. Lane, M.L. Maznevski, M.E. Mendenhall, & J. McNett (Eds.), *Handbook of Global Management: A Guide to Managing Complexity*. (pp. 250-272). London: Blackwell.
6. Lowe, K.B., Kirkman, B.L., & Holderness, C. (2003). Team teaching an MBA leadership course: Mechanisms for integrating university faculty with executive in residence faculty. In R. Pillai & S. Stites-Doe (Eds.), *Teaching Leadership: Innovative Approaches for the 21st Century*. (pp. 179-201) Greenwich, CT: Information Age Publishing, Inc.
5. Shapiro, D.L., & Kirkman, B.L. (2001). Anticipatory injustice: The consequences of *expecting* injustice in the workplace. In J. Greenberg & R. Cropanzano (Eds.), *Advances in Organizational Justice*. (pp. 152-178). Palo Alto, CA: Stanford University Press.

4. Gibson, C.B., & Kirkman, B.L. (1999). Our past, present, and future in teams: The role of human resources professionals in managing team performance. In A.I. Kraut & A.K. Korman (Eds.), *Evolving Practices in Human Resources Management: Responses to a Changing World of Work*. (pp. 90-117). San Francisco: Jossey-Bass.
3. Kirkman, B.L. (1998). Leadership in a team-based organization. In M.K. Schwartz, K.M. Axtman, & F.H. Freeman (Eds.), *Leadership Education: A Source Book of Courses and Programs*, 7th ed. (pp. 153-155). Greensboro, NC: Center for Creative Leadership.
2. Kirkman, B.L., & Rosen, B. (1997). A model of work team empowerment. In R. Woodman & W. Pasmore (Eds.), *Research in Organizational Change and Development* (Vol. 10, pp. 131-167). Greenwich, CT: JAI Press.
1. Novelli, L., Jr., Kirkman, B.L., & Shapiro, D.L. (1995). Effective implementation of organizational change: An organizational justice perspective. In C. Cooper & D. Rousseau (Eds.), *Trends in Organizational Behavior* (Vol. 2, pp. 15-36). San Francisco: Jossey-Bass.

OTHER PUBLICATIONS (current and former Ph.D. students in bold)

- Kirkman, B.L. (2023). 4 leadership trends and practices that help build team resilience. *Under30CEO*, April 7. <https://www.under30ceo.com/4-leadership-trends-and-practices-that-help-build-team-resilience/>
- Kirkman, B.L., Stoverink, A.C., Mistry, S., & Rosen, B. (2022). The four things resilient teams do. *Harvard Business Review Special Issue, The Best of HBR Spring 2022 – How to Thrive in a Changing World*, May 10, 57-59. **Selected for The Best of HBR Special Issue after appearing in Harvard Business Review on-line, July 19, 2019.**
- Raetze, S., Ducheck, S., Maynard, M.T., & Kirkman, B.L. (2021). Resilience in organizations: An integrative multilevel review and editorial introduction. *Group & Organization Management*, 46(4), 607-656. **Non-refereed editorial and lead article for a special issue on Organizational Resilience.**
- Pollack, J. M., Carr, J.C., Corbett, A., Hoyt, C.L., Kellermanns, F.W., Kirkman, B.L., & Post, C. (2020). Contextual and interactional approaches to advancing leadership and entrepreneurship research. *Journal of Management Studies*, 57(5), 915-930. **Non-refereed editorial and lead article for a special issue on Leading Entrepreneurial Ventures: Individual and Team-Based Perspectives.**
- Kirkman, B.L., Stoverink, A.C., Mistry, S., & Rosen, B. (2019). The 4 things resilient teams do. *Harvard Business Review*, July 19. <https://hbr.org/2019/07/the-4-things-resilient-teams-do>

- Smith, T.A., Kirkman, B.L., Chen, G., & G.J. Lemoine.** (2018). When employees work on multiple teams, good bosses can have ripple effects. *Harvard Business Review*, September 25. <https://hbr.org/2018/09/research-when-employees-work-on-multiple-teams-good-bosses-can-have-ripple-effects>
- Shapiro, D.L., & Kirkman, B.L. (2018). It's time to make business school research more relevant. *Harvard Business Review*, July 19. <https://hbr.org/2018/07/its-time-to-make-business-school-research-more-relevant>
- Kirkman, B.L. (2017). Managing risks of using teams through 3D Team Leadership. NC State *Enterprise Risk Management Initiative Newsletter*, September 14. <https://erm.ncsu.edu/library/article/managing-risks-of-using-teams-through-3d-team-leadership>
- Kirkman, B.L. (2017). What is more important for creating successful teams, design or coaching? *Enterprise Risk Management Initiative Newsletter*, September 14. <https://erm.ncsu.edu/library/article/what-is-more-important-for-creating-successful-teams-design-or-coaching>
- Kirkman, B.L. (2017). Why teams often make riskier decisions than individuals (and what you can do about it). NC State *Enterprise Risk Management Initiative Newsletter*, May 16. <https://erm.ncsu.edu/library/article/why-teams-often-make-riskier-decisions-than-individuals>
- Kirkman, B.L., Taras, V., & Steel, P. (2016). Research: The biggest culture gaps are within countries, not between them. *Harvard Business Review*, May 18. <https://hbr.org/2016/05/research-the-biggest-culture-gaps-are-within-countries-not-between-them>
- Kirkman, B.L., **Li, N.**, Zheng, X., **Harris, T.B.**, and Liu, X. (2016). Teamwork works best when top performers are rewarded. *Harvard Business Review*, March 14. <https://hbr.org/2016/03/teamwork-works-best-when-top-performers-are-rewarded>
- Kirkman, B.L., Sui, Y., Wang, H., & **Li, N.** (2016). Team leaders should play favorites (but only in moderation). *Harvard Business Review*, January 13. <https://hbr.org/2016/01/team-leaders-should-play-favorites-but-only-in-moderation>
- Hitch, C., & Kirkman, B.L. (2014). Engaging older workers strategically. *SHRM Foundation Executive Briefing*, November, 1-4.
- Rosen, B., & Kirkman, B.L. (2011). Building team resilience: Lessons learned from college sports coaches. *Research Results: Key Findings from SHRM Foundation-Funded Studies*, 6-7.
- Kirkman, B.L., Lowe, K.B., & Young, D.P. (1999). What is a high-performance work organization? *Leadership in Action*, 19(2), 13-15.

PAPERS UNDER REVISION (current and former Ph.D. students in bold)

[OMITTED TO PROTECT THE DOUBLE-BLIND REVIEW PROCESS]

PAPERS UNDER REVIEW (current and former Ph.D. students in bold)

[OMITTED TO PROTECT THE DOUBLE-BLIND REVIEW PROCESS]

WORKING PAPERS (current and former Ph.D. students in bold)

[OMITTED TO PROTECT THE DOUBLE-BLIND REVIEW PROCESS]

INVITED PRESENTATIONS

28. Kirkman, B.L. (2023). *Building resilience through vulnerability: The effects of team disclosure and team cohesion on resilient team performance*. Presentation, HEC Paris (October).

27. Kirkman, B.L. (2021). *Bouncing back by pushing forward: Balanced reflexivity and team persistence in the face of adversity*. Virtual Presentation, University of Tuebingen (June).

26. Kirkman, B.L. (2020). *Building resilient science teams in the time of COVID-19*. Presentation, SciTS Virtual Conference, Duke University (June).

25. Kirkman, B.L. (2020). *Bouncing back by pushing forward: Balanced reflexivity and team persistence in the face of adversity*. Presentation, University of North Carolina Chapel Hill (January).

24. Kirkman, B.L. (2019). *Bouncing back by pushing forward: Balanced reflexivity and team persistence in the face of adversity*. Presentation, Society for Organizational Behavior, University of Oklahoma (October).

23. Kirkman, B.L., Lowe, K.B., & Gibson, C.B. (2016). A retrospective on *Culture's Consequences*: The 35-year journey. *Journal of International Business Studies* Decade Award Presentation, Academy of International Business Conference, New Orleans (June).

22. Kirkman, B.L. (2016). *Leading teams in three dimensions: Toward a multi-foci theoretical model of team leadership*. Florida International University, Miami (February).

21. Kirkman, B.L. (2015). *Leading teams in three dimensions: Toward a multi-foci theoretical model of team leadership*. Northeastern University, Boston (October).

20. Kirkman, B.L. (2014). *Toward a new theoretical model of team leadership*. Invited presentation at the New Directions in Leadership Research Conference, Erasmus University, Rotterdam, the Netherlands (June).

19. Chen, G., & Kirkman, B.L. (2014). *Cultural encounters: The impact of cultural differences on interpersonal processes in work organizations*. Invited presentation at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, Hawaii (May).
18. Kirkman, B.L. (2014). *Toward a new theoretical model of team leadership*. Hebrew University, Jerusalem, Israel (January).
17. Kirkman, B.L. (2014). *Toward a new theoretical model of team leadership*. Keynote Speaker, The 2nd Israel Organizational Behavior Conference, Tel Aviv University, Israel (January).
16. Kirkman, B.L. (2013). *Publishing in top tier journals*. Keynote Speaker, The 9th International Symposium on Entrepreneurship and Family Business. Zhejiang University, Hangzhou, China (October).
15. Kirkman, B.L. (2013). *Toward a new theoretical model of team leadership*. Shanghai Jiao Tong University, Shanghai, China (October).
14. Kirkman, B.L. (2013). *Improving virtual science team effectiveness: What can be learned from virtual organizational teams research?* Keynote Speaker, Workshop on Team Dynamics and Effectiveness, National Research Council, Washington, DC (July).
13. Kirkman, B.L. (2012). *Toward a new theoretical model of team leadership*. Guanghai School of Management, Peking University, Beijing, China (May).
12. Kirkman, B.L. (2010). *The relationship between organizational justice and organizational citizenship behavior: The moderating effects of cultural values in the People's Republic of China and the United States*. Keynote Speaker, International Association of Chinese Management Research Conference, Shanghai, China (June).
11. Kirkman, B.L. (2008). *Making the "global" in global virtual teams count: A contingency view of nationality diversity effects in global virtual communities of practice*. School of Management, George Mason University (March).
10. Kirkman, B.L. (2007). *Making the "global" in global virtual collaboration count: A contingency view of nationality diversity effects in global virtual communities of practice*. Haskayne Business School, University of Calgary, Canada (September).
9. Kirkman, B.L. (2007). *Making the "global" in global virtual teams count: A contingency perspective on nationality diversity effects*. R.H. Smith School of Business, University of Maryland (May).
8. Kirkman, B.L. (2007). *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Cox School of Business, Southern Methodist University (March).

7. Kirkman, B.L. (2006). *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Australian Graduate School of Management, University of New South Wales (June).
6. Kirkman, B.L. (2006). *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Department of Management, University of Florida (April).
5. Kirkman, B.L. (2005). *Dimensions and antecedents of team virtuality*. Department of Industrial and Labor Relations, Rutgers University (December).
4. Kirkman, B.L., & Mathieu, J.E. (2004). *On the genesis, nature and role of virtuality in work teams*. Invited talk at the Department of Organisational and Labour Studies at the University of Western Australia, Perth (June).
3. Maznevski, M.L., Gibson, C.B., & Kirkman, B.L. (2003). *When does culture matter?* Invited talk at the *Journal of International Business Studies* 1st annual conference on emerging research frontiers in international business at Duke University, Durham, NC (March).
2. Kirkman, B.L., Tesluk, P.E., & Rosen, B. (1999). *The impact of team demography on team empowerment experiences and team effectiveness*. Invited talk at the Department of Organisational and Labour Studies at the University of Western Australia, Perth (June).
1. Kirkman, B.L. (1997). *The impact of cultural values on employee resistance to teams: A comparative analysis of self-managing work team effectiveness in Belgium, Finland, the Philippines, and the United States*. Invited talk at the Department of Organisational and Labour Studies at the University of Western Australia, Perth (June).

REFEREED CONFERENCE PRESENTATIONS (names of current and former Ph.D. students in bold)

97. Li, J., Kirkman, B.L., Tu, Y., & Flynn, P. (2025). *Antecedents and consequences of empowering leadership differentiation in teams*. Paper to be presented at the annual meeting of the Academy of Management, Copenhagen, Denmark (July).
96. Mistry, S., Kirkman, B.L., Moergen, K. (2025). *Social class background, managing your boss, and first-time leader effectiveness*. Paper to be presented at the annual meeting of the Academy of Management, Copenhagen, Denmark (July).
95. Li, J., Kirkman, B.L., Yin, J., & Wang, L. (2025). *How and when does team competence change enhance individual creativity? The roles of psychological safety, potency, and proactivity*. Paper to be presented at the International Association of Chinese Management Research (IACMR) conference, Xi'an, China (June).

94. Rapp, T., Mistry, S., & Kirkman, B.L. (2024). *When do MTMs increase role conflict and harm employee outcomes? The moderating role of skill variety*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
93. Blay, T., Froese, F. J., Taras, V., Bell, B. S., & Kirkman, B.L. (2024). *Motivation in virtual teams: A dynamic exploration of trajectories and contextual associations*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
92. Li, J., Kirkman, B.L., Tu, Y., & Flynn, P. (2024). *What happens when leaders over- or under-empower their employees? A resource-motivation perspective in understanding empowering leadership (in)congruence*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
91. Glosenber, A., Pollack, J., Allen, J., O'Boyle, E., Phillips, D., Schaefer, J., & Kirkman, B. (2024). *Gender-equality paradoxes among entrepreneurs – interactive effects of gender equality and culture*. Paper presented at the Diana International Research Conference in Stockholm, Sweden (June).
90. Pudelko, M., Augustin, T., & Kirkman, B.L. (2023). *How multicultural and multilingual employees assist in bridging cultural and language barriers*. Paper presented at the European International Business Academy (EIBA) meeting, Lisbon, Portugal (December).
89. Barrick, M.R., Bik, O., Francis, J.R., Kirkman, B.L., Pieper, L., & Vanstraelen, A. (2022). *It takes two to make a team go right: The impact of dual team leader consideration and initiating structure behaviors on team efficacy, performance, and viability*. Paper presented at the University of Illinois 25th Symposium & 5th Doctoral Consortium on Auditing Research. Champaign-Urbana, Illinois (October).
88. Barrick, M.R., Bik, O., Francis, J.R., Kirkman, B.L., Pieper, L., & Vanstraelen, A. (2022). *It takes two to make a team go right: The impact of dual team leader consideration and initiating structure behaviors on team efficacy, performance, and viability*. Paper presented at the 9th European Institute for Advanced Studies in Management (EIASM) Workshop on Audit Quality. Università Cattolica Del Sacro Cuore. Milan, Italy (October).
87. Flynn, P., Pollack, J., Kirkman, B.L., & McFarland, L. (2021). *Impression management and group member performance: Examining the role of collective altruism*. Paper presented at the annual meeting of the Academy of Management, Virtual (August).
86. Kirkman, B.L. *Building resilient virtual academic teams*. (2021). Paper presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, (virtual, April).
85. Dennerlein, T., Kirkman, B.L., & Shapiro, D.L. (2020). *Empowering leadership revisited: Towards a theory of empowering leadership effects*. Paper presented at the annual meeting of the Academy of Management, Virtual (August).

84. Sharma, P.N., Kirkman, B.L., & Gibson, C.B. (2020). *Toward a global temporal theory of empowering leadership*. Paper presented at the annual meeting of the Academy of Management, Virtual (August).
83. **Stoverink, A.C.**, Bradley, C., Johnson, M.D., Kirkman, B.L., & Maynard, T.M. (2020). *Bouncing back by pushing forward: Balanced reflexivity and team persistence in the face of adversity*. Paper presented at the annual meeting of the Academy of Management, Virtual (August).
82. Taras, V., Tullar, W., & Kirkman, B.L. (2019). *Withholding effort in teams: A meta-analytic synthesis of empirical evidence on social loafing in teams*. Paper presented at the Academy of International Business – Southeast Conference, San Antonio, TX (October).
81. Dennerlein, T., & Kirkman, B.L. (2019). *Interactive effects of team empowering leadership and individual goal striving on performance*. Paper presented at the annual meeting of the Academy of Management, Boston, MA (August).
80. **Stoverink, A.**, **Mistry, S.**, Kirkman, B.L., & Rosen, B. (2018). *Bouncing back together: Toward a theoretical model of work team resilience*. Paper presented at the annual meeting of the Southern Management Association, Lexington, KY (November).
79. Dennerlein, T., & Kirkman, B.L. (2018). *Understanding the double-edged sword effects of empowering leadership on employee performance*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
78. **Smith, T.A.**, Courtright, S.H., Kirkman, B.L., & Schleicher, D.J. (2018). *When leadership is not engaging: Differentiated empowering leadership and team performance*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
77. **Mistry, S.**, Barrick, M.R., Kirkman, B.L., & Hitt, M. (2018). *TMT strategy implementation tasks and firm performance: Teamwork processes and interdependence*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
76. **Mistry, S.**, Kirkman, B.L., Hanna, A.A., & Moore, O.A. (2018). *The downside of membership on multiple teams: Linking primary team identification and number of team memberships to multi-team identity strain and turnover*. Paper presented at the 33rd annual meeting of the Society for Industrial and Organizational Psychology, Chicago (April).
75. **Smith, T.A.**, Zhang, P., Courtright, S.H., & Kirkman, B.L. (2017). *A follower-centric perspective on empowering leadership: The role of employee voice*. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA (August).
74. Evans, R., Littrell, R.F., **Lamb, N.**, & Kirkman, B.L. (2016). *An exploratory study of leadership preferences in the countries of Ghana, Kenya and Zambia*. Paper presented at the annual meeting of the Southern Management Association, Charlotte, NC (October).

73. Lu, L., Kirkman, B.L., Tsui, A.S., & Wang, J. (2016). *How and when does goal orientation lead to team creativity? Examining the moderating effects of materialism and social assertiveness in China and Germany*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA (August).
72. Sharma, P., Han, J.H., Kirkman, B.L., & Lepak, D.P. (2016). *When are leaders most likely to undermine their self-leading employees?* Paper presented at the annual meeting of the Academy of Management, Anaheim, CA (August).
71. **Smith, T.A.**, Chen, G., Kirkman, B.L., Zhang, P., & Farh, J.L. (2016). *Empowerment spillover: When empowering leaders in one team generate proactivity in another team*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA (August).
70. Lu, L., Tsui, A.S., Wang, J., & Kirkman, B.L. (2016). *How do teams “bounce back” from low performance to being creative? Examining the roles of psychological safety and organizational virtuousness*. Paper presented at the International Association of Chinese Management Research conference, Hangzhou, China (June).
69. **Harris, T.B.**, & Kirkman, B.L. (2015). *Toward a model of work team proactivity: A review, synthesis, and future research agenda*. Paper presented at the annual meeting of the Southern Management Association, St. Petersburg, Florida (October).
68. Huang, L., Gibson, C.B., Kirkman, B.L., & Shapiro, D.L. (2015). *The relationship between traditionalism cultural values and team innovation in corporate entrepreneurship*. Paper presented at the annual meeting of the Academy of Management, Vancouver, Canada (August).
67. **Thurgood, G.R.**, **Harris, T.B.**, & Kirkman, B.L. (2015). *Contextual factors influencing the cascading effect of empowering leadership*. Paper presented at the annual meeting of the Academy of Management, Vancouver, Canada (August).
66. Taras, V., Steel, P., & Kirkman, B. (2014). *Is the world really flat (or flattening)? A meta-analytic test of national cultural convergence and modernization theories*. Paper presented at the Academy of International Business Southeast USA conference, Miami (October).
65. **Harris, T.B.**, **Mistry, S.**, Cole, M.S., & Kirkman, B.L. (2014). *Leader conscientiousness, authenticity, and team attitudes: A moderated-mediation model*. Paper presented at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania (August).
64. Taras, V., Steel, P., & Kirkman, B.L. (2014). *Does country equal culture? Beyond geography in search for cultural entities*. Paper presented at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania (August).
63. Kirkman, B.L., & **Harris, T.B.** (2014). *Three-dimensional team leadership: An empirical examination of a multi-foci theory of team leadership*. Paper presented at the 9th annual INGroup meeting, Raleigh, North Carolina (July).

62. **Harris, T.B.**, Kirkman, B.L., & **Li, N.** (2012). *Beyond leader-member dyadic relationships in teams: A multi-foci perspective on team leadership*. Paper presented at the annual meeting of the Academy of Management, Boston, Massachusetts (August).

61. Martins, L.L., **Schilpzand, M.**, Kirkman, B.L., Ivanaj, S., & Ivanaj, V. (2012). *A contingency view of the effects of cognitive diversity on team performance: The moderating roles of team psychological safety and relationship conflict*. Paper presented at the INGRoup Conference, Chicago, Illinois (July).

60. **Li, N.**, Kirkman, B.L., & **Harris, T.B.** (2011). *Standing out or fitting in? A multilevel examination of leader-member exchange theory in the workgroup context*. Paper presented at the annual meeting of the Southern Management Association, Savannah, Georgia (November).
Winner of the Best Paper led by a doctoral student in the Organizational Behavior Track and Best Overall Doctoral Paper for the 2011 Southern Management Association Meeting.

59. Firth, B.M., Chen, G., Kirkman, B.L., & **Kim, K.** (2011). *Newcomers abroad: Expatriate adaptation at early phases of international assignments*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas (August).

58. **Harris, T.B.**, & Kirkman, B.L. (2011). *Task interdependence, relational focus, and lifecycle stages as contingencies to team leadership*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas (August).

57. Kirkman, B.L. (2011). *Maximizing your data or data slicing? Recommendations for managing multiple submissions from the same dataset*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas (August).

56. Kukenberger, M.R., Mathieu, J.E., Cordery, J.L., Kirkman, B.L., & Rosen, B. (2011). *Knowledge processes in virtual organizational communities of practice*. Paper presented at the 26th annual meeting of the Society for Industrial and Organizational Psychology, Chicago (April).

55. Martins, L.L., **Schilpzand, M.**, Kirkman, B.L., Ivanaj, S., & Ivanaj, V. (2010). *A contingency view of the effects of cognitive diversity on team performance*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, Florida (October).

54. **Li, N.**, & Kirkman, B.L. (2010). *When should leaders treat their followers differently? Examining the positive and negative effects cross-level effects of LMX differentiation on employee performance in a team context*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, Florida (October).

53. Huang, L., Gibson, C.B., Kirkman, B.L., & Shapiro, D.L. (2010). *Different, yet so similar ...close, yet so far: Effect of heterogeneity in trust and culture on virtual team innovation*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).

52. **Wu, N.H.**, Littrell, R.F., & Kirkman, B.L. (2010). *Exploring gender differences in preferred leader behaviors in Ghana, Kenya and Zambia*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).
51. Shapiro, D.L., Kirkman, B.L., Gibson, C.B., & Huang, L. (2010). *What, really, do we know about managing global virtual teams?* Paper presented at the 25th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta (April).
50. **Harris, T.B.**, & Kirkman, B.L. (2009). *Toward a new model of virtual team development*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
49. **Li, N.**, Kirkman, B.L., & Porter, C.O.L.H. (2009). *Beyond organizational citizenship: Toward a multilevel model of team citizenship behavior*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).
48. Taras, V., Kirkman, B.L., Steel, P. (2009). *Examining the impact of Culture's Consequences: A three-decade, multi-level, meta-analytic review of Hofstede's cultural value dimensions*. Paper presented at the annual meeting of the Academy of International Business, San Diego (June).
47. Mathieu, J.E., Cordery, J.L., Kirkman, B.L., & Kukenberger, M.R. (2009). *Modeling virtual team participation trajectories*. Paper presented at the 24th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans (April).
46. **Triana, M.D.**, Kirkman, B.L., & Garcia, F. (2009). *Communication order matters for minority members of virtual teams*. Paper presented at the 24th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans (April).
45. Mathieu, J.E., Kirkman, B.L., Cordery, J.L., & Rosen, B. (2008). *Cross-level influences on organizational communities of practice members' viability*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA (August).
44. **Kim, K.**, Kirkman, B.L., & Chen, G. (2008). *A process model of cultural intelligence on expatriate job performance*. Paper presented at the 23rd annual meeting of the Society for Industrial and Organizational Psychology, San Francisco (April).
43. Kirkman, B.L., Chen, G., Farh, J.L., Chen, Z.X., Lowe, K.B., & Cheng, B.S. (2008). *Power distance and reactions to transformational leaders: Cross-cultural examination*. Paper presented at the 23rd annual meeting of the Society for Industrial and Organizational Psychology, San Francisco (April).
42. Mathieu, J.E., Kirkman, B.L., Cordery, J.L., Kukenberger, M., & Rosen, B. (2008). *Leading organizational communities of practice: Empower them? It depends...* Paper presented at the 23rd annual meeting of the Society for Industrial and Organizational Psychology, San Francisco (April).

41. **Chakrabarty, S.**, Whitten, D., & Kirkman, B.L. (2007). *Towards a “big shoes to fill” theory of succession: An empirical test for teams*. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).
40. Kirkman, B.L., Mathieu, J.E., Cordero, J.L., & Rosen, B. (2007). *A contingency model of global virtual team leadership*. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).
39. Onypchuk, I., Rosen, B., & Kirkman, B.L. (2007). *Toward a model of team resilience: Identifying dimensions, antecedents, and consequences and a future research agenda*. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).
38. **Kim, K.**, Chen, G., & Kirkman, B.L. (2007). *Does cultural intelligence predict cross-cultural adaptation?* Paper presented at 22nd annual meeting of the Society for Industrial and Organizational Psychology, New York (April).
37. **Schilpzand, M.C.**, Martins, L.L., & Kirkman, B.L. (2006). *Relationship between organizational justice and organizational citizenship behavior: The moderating effects of cultural values*. Paper presented at the Southern Management Association Meetings, Clearwater Beach, Florida (October). **Winner of the Best Paper led by a doctoral student in the Ethics, Social Issues, and Diversity Track.**
36. Kirkman, B.L., Chen, G., Chen, Z.X., & Lowe, K.B. (2006). *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Paper presented at the annual meeting of the Academy of Management, Atlanta (August).
35. Gomez, C., & Kirkman, B.L. (2005). *Organizational justice: Its applicability and predictive power on employee commitment in Mexico*. Paper presented at the Academy of International Business conference, Quebec City, Canada (July).
34. Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2005). *The influence of team virtuality, trust, technology support, and leadership on the relationship between team training proficiency and performance in virtual teams*. Paper presented at the 20th annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles (April).
33. Kirkman, B.L., Rosen, B., & Gibson, C.B. (2004). *Exploring the impact of demographic heterogeneity on virtual team performance*. Paper presented at the annual meeting of the Academy of Management, New Orleans (August).
32. Kirkman, B.L., Chen, Z.X., & Lowe, K.B. (2004). *The relationship between organizational justice and organizational citizenship behavior in the People’s Republic of China and the United States*. Paper presented at the 1st annual meeting of the International Association of Chinese Management Research, Beijing, PRC (June).

31. Flury, A., Kirkman, B.L., Shalley, C., Thursby, M., & Vincent, L. (2004). *Technological innovation: Generating economic results: An immersion approach to graduate education in engineering*. Paper presented at the 8th annual NCIIA meeting, San Jose (March).
30. Lowe, K.B., Kirkman, B.L., & Chen, Z.X. (2003). *A dual country investigation of the impact of transformational and transactional leadership on employee justice perceptions: The case of China and the U.S.* Paper presented at the Australian and New Zealand Academy of Management, Freemantle, Australia (December).
29. Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2003). *The impact of CDROM-based team training on virtual team processes and performance: An empirical investigation*. Paper presented at the Southern Management Association, Clearwater Beach, Florida (November).
28. Kirkman, B.L., Chen, Z.X., & Lowe, K.B. (2003). *Exploring country differences in the organizational justice-OCB relationship: The PRC and the U.S.* Paper presented at the annual meeting of the Academy of Management, Seattle, WA (August).
27. Kirkman, B.L., Rosen, B., & Gibson, C.B. (2003). *Exploring the role of team empowerment in the performance of virtual teams*. Paper presented at the annual meeting of the Academy of Management, Seattle, WA (August).
26. Tesluk, P.E., Kirkman, B.L., Gibson, C.B., & Rosen, B. (2002). *Connecting at the team-member boundary: Characteristics of teams predicting members' satisfaction with working virtually*. Paper presented at the annual meeting of the Academy of Management, Denver, CO (August).
25. Kirkman, B.L., Shapiro, D.L., & Gidley, A.J. (2002). *Assessing the relative impact of cultural values and demographic heterogeneity on work team processes and performance*. Paper presented at the annual meeting of the Academy of Management, Denver, CO (August).
24. Tesluk, P.E., Kirkman, B.L., Gibson, C.B., & Rosen, B. (2002). *Understanding reactions to working in virtual team environments: Integrating team and technology factors*. Paper presented at the 17th annual meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada (April).
23. Kirkman, B.L., Rosen, B., Gibson, C.B., and Tesluk, P.E. (2002). *The seven secrets to virtual team success: Lessons from Sabre, Inc.* Paper presented at the Western Academy of Management Meeting, Santa Fe, New Mexico (March).
22. Kirkman, B.L., & Shapiro, D.L. (2001). *The impact of cultural values on the relationship between team empowerment and team effectiveness: A four-country study*. Paper presented at the annual meeting of the Academy of Management, Washington, DC (August).

21. Lowe, K.B., & Kirkman, B.L. (2001). *Culture's consequences and leadership research: A quantitative review*. Paper presented at the annual meeting of the Academy of Management, Washington, DC (August).
20. Lowe, K.B., Kirkman, B.L., Holderness, C.D., & Weitzel, S.R. (2001). *Team teaching an MBA leadership course: Mechanisms for integrating internal and external faculty*. Paper presented at the annual meeting of the Academy of Management, Washington, DC (August).
19. Kirkman, B.L., Lowe, K.B., & Peng, D. (2000). *The role of procedural justice, perceived organizational support, and individualism-collectivism in motivating organizational citizenship behavior of employees in the People's Republic of China*. Paper presented at the annual meeting of the Academy of Management, Toronto, Canada (August).
18. Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2000). *The impact of empowerment, task type, and leader-team demographic fit on the relationship between team demography and effectiveness*. Paper presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA (April).
17. Lowe, K.B., Kirkman, B.L., & Peng, D. (2000). *Employee reactions to leader power, organizational justice, and organizational support: Do they differ in the People's Republic of China versus the U.S.?* Paper presented at the annual meeting of the Academy of Management, Toronto, Canada (August).
16. Tesluk, P.E., Kirkman, B.L., & Cordery, J.L. (2000). *Situational factors influencing the effectiveness of self-managing teams*. Paper presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA (April).
15. Gomez, C.B., Kirkman, B.L., & Shapiro, D.L. (1999). *The impact of power distance on the relationship between participation and organizational commitment in Argentina, Mexico, and the United States*. Paper presented at the annual meeting of the Academy of Management, Chicago (August).
14. Kirkman, B.L. (1999). *The impact of cultural values on employee job satisfaction and organizational commitment in self-managing work teams*. Paper presented at the annual meeting of the Academy of Management, Chicago (August).
13. Kirkman, B.L., Lowe, K.B., Young, D.P., & Palmer, A.A. (1999). *High performance work organizations: Toward a common definition and propositions for implementation*. Paper presented at the annual meeting of the Academy of Management, Chicago (August).
12. Kirkman, B.L., Tesluk, P.E., & Rosen, B. (1999). *The impact of team demography on team empowerment experiences and team effectiveness*. Paper presented at the 3rd annual Industrial and Organisational Psychology Conference, Brisbane, Australia (June).

11. Gomez, C.B., Kirkman, B.L., & Shapiro, D.L. (1998). *The impact of task and maintenance behavior and ingroup-outgroup relations on reward allocation: A cross-cultural comparison of Mexico and the United States*. Paper presented at the annual meeting of the Academy of Management, San Diego (August).
10. Kirkman, B.L., & Lowe, K.B. (1998). *Implementing high performance work organizations in global contexts*. Paper presented at the 5th International Western Academy of Management Conference, Istanbul, Turkey (June).
9. Kirkman, B.L., Tesluk, P.E., & Rosen, B. (1998). *Comparing the aggregation of individual responses versus team consensus ratings in measuring team level data: If you want team level data, shouldn't you ask the team?* Paper presented at the annual meeting of the Academy of Management, San Diego (August).
8. Maznevski, M.L., Gibson, C.B., & Kirkman, B.L. (1998). *When does culture matter?* Paper presented at the annual meeting of the Academy of Management, San Diego (August).
7. Kirkman, B.L. (1997). *Contextual predictors of work team empowerment: The role of leadership, production/service environment, human resources, and organizational structure in creating empowered teams*. Paper presented at the 12th annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO (April).
6. Kirkman, B.L. (1997). *The impact of cultural values on employee resistance to teams: A comparative analysis of self-managing work team effectiveness in Belgium, Finland, the Philippines, and the United States*. Paper presented at the annual meeting of the Academy of Management, Boston, MA (August).
5. Kirkman, B.L., & Shapiro, D.L. (1997). *Why team members won't share: Individual- and team-level correlates of employee receptivity to team-based rewards*. Paper presented at the annual meeting of the Academy of Management, Boston, MA (August).
4. Kirkman, B.L., Tesluk, P.E., & Cordery, J.L. (1997). *Toward a model of team performance for the 21st Century: How the interaction of skill development, team empowerment, and self-management creates high performance work teams*. Paper presented at the 2nd annual Industrial and Organisational Psychology Conference, Melbourne, Australia (June).
3. Kirkman, B.L., & Rosen, B. (1996). *Testing a model of team empowerment: An empirical investigation of the antecedents and outcomes of empowered self-managing work teams*. Paper presented at the national meeting of the Academy of Management, Cincinnati, OH (August).
2. Kirkman, B.L., & Rosen, B. (1996). *Toward a model of team empowerment*. Paper presented at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA (April).
1. Kirkman, B.L., Shapiro, D.L., & Novelli, L., Jr. (1994). *Employee resistance to teams: A justice perspective*. Paper presented at the annual meeting of the Academy of Management, Dallas, TX (August).

RESEARCH GRANTS

- 2015 Co-Investigator of a (\$81,361) Hong Kong Government Research Grant
- 2015 Co-Recipient of a (\$18,000) Sustainability Research Grant, NC State
- 2009 Co-Recipient of a (\$30,000) National Science Foundation of China Grant
- 2007 Co-Recipient of a (\$54,000) Society for Human Resources (SHRM) Grant
- 2006 Co-Recipient of a (\$10,000) Center for Cultural Intelligence Grant
Nanyang Technological University, Singapore
- 2005 Co-Recipient of a (\$5000) Center for Human Resources Research
Grant, Mays Business School, Texas A&M
- 2000 Recipient of a (\$10,900) faculty enhancement grant from the
Bryan School of Business, UNC Greensboro
- 2000 Recipient of a (\$4,200) faculty enhancement grant from the
Bryan School of Business, UNC Greensboro

PROFESSIONAL DEVELOPMENT WORKSHOPS

Making the Most of Being a Full Professor, Academy of Management meetings, Copenhagen, Denmark (to be presented July 2025)

The Elephant in the Room, Academy of Management meetings, Chicago, IL (August 2024)

Bridging Organizational Behavior and Entrepreneurship Research (with Jon Carr and Daan van Knippenberg), Academy of Management meetings, Chicago, IL (August 2024)

Bridging Organizational Behavior and Entrepreneurship Research (with Jon Carr and Daan van Knippenberg), Academy of Management meetings, Boston, MA (August 2023)

Bridging Organizational Behavior and Entrepreneurship Research (with Jon Carr and Daan van Knippenberg), Academy of Management meetings, Seattle, WA (August 2022)

PROFESSIONAL SERVICE ACTIVITIES

Division Chair Track

Organizational Behavior Division, Academy of Management (August 2021 – present)

Chief Operating Officer	Organizational Behavior Division, Academy of Management (August 2016 – August 2021)
Associate Editor:	<i>Academy of Management Journal</i> (January 2005-December 2007)
Editorial Board Member:	<i>Academy of Management Journal</i> (July 2007 – present) (July 2001-June 2004)
	<i>Academy of Management Review</i> (July 2017 – present)
	<i>Journal of Applied Psychology</i> (January 2008 – present)
	<i>Personnel Psychology</i> (July 2010 – present)
	<i>Organizational Psychology Review</i> (July 2010 – present)
	<i>Journal of International Business Studies</i> (October 2005 – December 2007)
Chair, Network of Leadership Scholars Award Committee	Chaired Committee to Select Winner of the NLS Eminent Leadership Scholar Award (February – April 2023)
Member, <i>Personnel Psychology</i> Best Article Committee	Selected Best Paper in <i>Personnel Psychology</i> for 2018 (July 2020)
Guest Editor, Special Issue	<i>Group & Organization Management</i> (2020 – 2021)
Guest Editor, Special Issue	<i>Journal of Management Studies</i> (2018 – 2020)
Chair, Best Paper with International Implications Committee, OB Division	Chaired Committee to Select Best Paper with International Implications (March 2018)
Member, Best Paper with International Implications Committee, OB Division	Selected Best Paper with International Implications (March 2017)
Member, Best Paper with International Implications Committee, OB Division	Selected Best Paper with International Implications (March 2016)

Member, Cummings Award Selection Committee OB Division	Selected Cummings Award Winner for 2015 (April 2015)
Member, <i>Personnel Psychology</i> Best Article Committee	Selected Best Paper in <i>Personnel Psychology</i> for 2012 (April 2014)
Guest Editor, Special Issue	<i>Journal of International Business Studies</i> (2013 – 2014)
Guest Editor, Special Issue	<i>Management & Organization Review</i> (2013 – 2014)
Member, IACMR Research Committee	Selected Best Paper Based on a Dissertation and Ning Li Best Paper for IACMR (2010 – 2011)
Member, OB Division Best Dissertation Paper Award Committee	Selected Best Paper Based on a Dissertation for AOM OB Division (February 2012)
Chair, <i>AMJ</i> Advisory Board Special Task Force	Selected Best Article in <i>AMJ</i> for 2010 (May-June 2011)
Member, Outstanding Publication in Organizational Behavior (OPOB) Award Committee, OB Division	Selected Best Publication in OB Winner for 2009 (January 2010 – May 2010)
Chair, Cummings Award Selection Committee OB Division	Selected Cummings Award Winner for 2008 (February – March 2008)
Member, <i>AMJ</i> Advisory Board Special Task Force	Selected Best Article in <i>AMJ</i> for 2003 (January-May 2004)
Research Committee, International Management (IM) Division, Academy of Management	Selected Barry M. Richman Dissertation Award Winner (March 2005 – March 2007) Best Paper in IM Division, Best Paper from an Under-Represented Country (March 2005, March 2007)

Chair/Discussant Roles:

Discussant – “Multi-method and Multi-level Perspectives on Multiple Team Membership” Academy of Management, Boston, Massachusetts (August 2019)

Discussant – “The Next Stage of Empowering Leadership Research” Academy of Management, Atlanta, Georgia (August 2017)

Discussant – “New Insights into the Individual Team Member Experience and its Relationship with Team Performance” Academy of Management, Atlanta, Georgia (August 2017)

Discussant – “Individual Differences in Virtual Work: Differentiating Established Versus Developmental Factors” Academy of Management, Vancouver, Canada (August 2015)

Discussant – “Strategies for Improving Virtual Team Processes” Society for Industrial & Organizational Psychology, Honolulu, Hawaii (May 2014)

Discussant – “Empowerment Research: Enabling Employees to Make a Difference” Academy of Management, Montreal, Canada (August 2010)

Chair/Discussant – “Group/Team Dynamics and Outcomes” International Association of Chinese Management Research Conference, Shanghai, China (June 2010)

Chair - “Virtual Team Leadership in Organizations” Academy of Management, Philadelphia, Pennsylvania (August 2007).

Discussant - “Leveraging Diversity in Virtual Settings: Promises, Challenges, and Directions for Future Research” Academy of Management, Honolulu, Hawaii (August 2005).

Discussant - “Job Satisfaction, Social Cognition” Southern Management Association meetings Clearwater Beach, Florida (November 2003).

Invited Panelist Roles:

OB Division Research Roundtables, Academy of Management meetings, Copenhagen, Denmark (July 2025)

OB Division Research Roundtables, Academy of Management meetings, Chicago, IL (August 2024)

OB Division Research Roundtables, Academy of Management meetings, Boston, MA (August 2023)

OB Division Mid-Career Faculty Workshop, Academy of Management meetings, Seattle, WA (August 2022)

OB Division Research Roundtables, Academy of Management meetings, Seattle, WA (August 2022)

OB Division Mid-Career Faculty Workshop, Academy of Management meetings, Virtual (July 2021)

OB Division Research Roundtables, Academy of Management meetings, Virtual (July 2021)

Academy of Management Review's Theory Writing Workshop, Virtual (October 2020)

How to Manage Academic Collaborations: Tips and Strategies from Team Scholars, Academy of Management meetings, Virtual (August 2020)

OB Division Research Networking Pre-Conference Development Workshop, Academy of Management meetings, Boston, MA (August 2019)

Conducting Research with Real World Impact: Publishing in *HBR*, *SMR*, and *PS*, Academy of Management meetings, Boston, MA (August 2019)

Crafting the Right Academic Job: From Job Search to Transition, OB Division Doctoral Consortium, Academy of Management meetings, Boston, MA (August 2019)

Crafting the Right Academic Job: From Job Search to Transition, OB Division Doctoral Consortium, Academy of Management meetings, Chicago, IL (August 2018)

OB Division Research Networking Pre-Conference Development Workshop, Academy of Management meetings, Chicago, IL (August 2018)

Leading Entrepreneurial Ventures: Individual and Team-Based Perspectives, Pre-Conference Development Workshop, Academy of Management meetings, Atlanta, GA (August 2017)

Making Connections Networking Social, Organizational Behavior Division, Academy of Management meetings, Atlanta, GA (August 2017)

OB Division Research Networking Pre-Conference Development Workshop, Academy of Management meetings, Atlanta, GA (August 2017)

Research Incubator for the Organizational Behavior Division, Academy of Management meetings, Atlanta, GA (August 2017)

Making Connections Networking Social, Organizational Behavior Division, Academy of Management meetings, Anaheim, CA (August 2016)

The Future of Proactivity in Organizations, Organizational Behavior Division, Academy of Management meetings, Anaheim, CA (August 2016)

OB Division Research Networking Pre-Conference Development Workshop, Academy of Management meetings, Anaheim, CA (August 2016)

Essentials of the Organizational Behavior Division, Academy of Management meetings, Vancouver, Canada (August 2015)

Junior Faculty Consortium, International Management Division, Academy of Management meetings, Vancouver, Canada (August 2015)

Organizational Behavior Division Doctoral Consortium, Academy of Management meetings, Vancouver, Canada (August 2015)

Organizational Behavior New Member Networking and Research Forum, Academy of Management meetings, Vancouver, Canada (August 2015)

Careers in Context: Integrating Work with Other Life Roles, Organizational Behavior Division, Academy of Management meetings, Philadelphia (August 2014).

Researching Virtual Teams: Tips and Strategies from Virtual Teams Scholars and Practitioners, Academy of Management meetings, Philadelphia (August 2014).

Studying 21st Century Teams: Methodological Challenges and New Directions. 2nd Israel Organizational Behavior Conference, Tel Aviv University, Israel (January 2014)

Editorial Mentoring Workshop, 2nd Israel Organizational Behavior Conference, Tel Aviv University, Israel (January 2014)

Conversation with *AMJ* Editors, Zhejiang University, Hangzhou, China (October 2013)

New Doctoral Student Consortium, Academy of Management meetings, Orlando (August 2013)

Research Incubator for the Organizational Behavior Division, Academy of Management meetings, Orlando (August 2013)

Doctoral Consortium for the Organizational Behavior Division, Academy of Management meetings, San Antonio (August 2011)

Junior Faculty Workshop for the Organizational Behavior Division, Academy of Management meetings, Chicago (August 2009)

Bridging Across the Micro-Macro Divide: Enhancing Cross-Disciplinary Management Research, PDW for the Academy of Management Meetings, Chicago (August 2009)

AMJ Associate Editor Presentations:

Meet the Editor's Panel, CMS PDW Meeting, Academy of Management, Anaheim, California (August 2008)

Meet the Editor's Panel, OB/HR Junior Faculty Consortium, Academy of Management, Philadelphia, Pennsylvania (August 2007)

Meet the Editor's Panel, New Doctoral Student Consortium, Academy of Management, Atlanta, Georgia (August 2006)

Meet the Editor's Panel, International Management Junior Faculty and Doctoral Student Consortium, Academy of Management, Atlanta, Georgia (August 2006)

Meet the Editor's Panel, Learning the Art and Craft of Reviewing: From Best Reviewers of Today to Best Reviewers of Tomorrow, Academy of Management, Atlanta, Georgia (August 2006)

Meet the Editor's Panel, Society for Industrial and Organizational Psychology, Dallas, Texas (May 2006)

Meet the Editor's Panel, Southern Management Association Meetings, Charleston, South Carolina (November 2005)

Meet the Editor's Panel, International Management Junior Faculty and Doctoral Student Consortium, Academy of Management, Honolulu, Hawaii (August 2005)

Meet the Editor's Panel, OB Junior Faculty and Doctoral Student Consortium, Academy of Management, Honolulu, Hawaii (August 2005)

UNIVERSITY SERVICE ACTIVITIES

January 2024	Workshop Speaker, Unbreakable: Building and Leading Resilient Teams, Resilient Leadership Workshop Series, Shelton Leadership Center, NC State
February 2023	Speaker, 3D Team Leadership in Remote and Hybrid Teams, University Advancement Education Day, NC State
October 2022	Presenter, 3D Team Leadership in Remote and Hybrid Teams, Alumni Employer Advisory Council, NC State
August 2022 – October 2022	Chair, Owens-Shelton Distinguished Professor of Leadership Search Committee, NC State
February 2022	Panelist, Junior Faculty Mentoring, Building a Strong Research Team, NC State
February 2020	Guest Speaker, Game-Changing Research Incentive Program (GRIP) Closing Meeting, NC State

March 2017	Presenter, How to Mentor Aspiring Full Professors, NC State
January 2016 – April 2016	Member, Shelton Leadership Center Director Search Committee, NC State
August 2015 – Dec. 2015	Member, Psychology Department Head Search Committee, NC State
April 2014	Presenter, Strategic Transformational Leadership Program, NC State
May 2015 – December 2015	Member, Poole College of Management Dean's Search Committee
Nov. 2014 – April 2015	Member, Chancellor's Faculty Excellence Program Committee
September 2013	Panelist, Assistant Professor Workshop, NC State
February 2013	Chair, Shelton Leadership Center Review Committee, NC State

SCHOOL/COLLEGE SERVICE ACTIVITIES

December 2024	Presenter, Let's Talk About Passion, NC State Poole Pack Development Series
August 2024 - present	College-Wide Promotion and Tenure Committee, NC State
July 2023	Presenter, Best Practices for Using Hybrid and Remote Teams, MAC Program Lifelong Learning Session, NC State
June 2023	Presenter, Using 3D Team Leadership in Hybrid and Remote Teams, Poole College Employers Summit
March 2023	Presenter, Best Practices for Using Remote and Hybrid Teams, Poole College Scholarship Reception
March 2023	Presenter, Using 3D Team Leadership in Hybrid and Remote Teams, NC State Poole Pack Development Series
February 2023	Presenter, Generational Differences: Challenges and Opportunities Poole Pack Development Series, NC State

August 2022	Presenter, MAC Program Lifelong Learning Annual Summit, Using 3D Leadership in Remote and Hybrid teams, NC State
June 2022	Presenter, Poole College Podcast Series, Season 2, Episode 5, NC State
May 2022	Speaker, Office of Business Services Quarterly Meeting, Working in Remote and Hybrid Teams, NC State
February 2022 - present	Member, Poole College Awards Committee, NC State
October 2021	Presenter, Poole Pack Development Series, I Hate Group Projects: How to Create Successful Student Teams, NC State
April 2021	Presenter, Poole Pack Development Series, Supporting Resilient Virtual Teams, NC State
December 2020 – February 2021	Member, Search Committee for Associate Director of Open and Online Programs, NC State
August 2020 – present	Member, Research Advisory Board, NC State
May 2020	Presenter, Poole Pack Development Series, Managing Change Effectively, NC State
August 2018 – June 2020	Provost's Department Head Advisory Council, NC State
January 2016 – May 2016	Member, Owens Distinguished Professor Search Committee, Business Management Department, NC State
August 2011-June 2012	Member, Promotion and Tenure Committee, Texas A&M
May 2011-June 2011	Member, AFS College-Level Teaching Award Committee, Texas A&M
August 2003-June 2005	Member, MBA Program Committee, Georgia Tech
August 2003-May 2004	Member, Faculty Development Committee, Georgia Tech

DEPARTMENTAL SERVICE ACTIVITIES

March – May 2025	Chair, Post-Tenure Review Committee, NC State
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February – March 2025	Departmental Research Awards Committee, NC State
February 2012 – June 2012	Member, Management Major Concentration Committee, Texas A&M
June 2011 – December 2011	Chair, OB/HR Search Committee, Texas A&M
February 2010 – May 2010	Department Head Search Committee, Texas A&M
October 2007 – May 2008	Member, Journals Task Force, Texas A&M
August 2007 – June 2012	Member, Departmental Executive Council, Texas A&M
August 2007 – June 2012	Doctoral Program Coordinator, Texas A&M
January 2006 – August 2007	Member, MSHRM Selection Committee, Texas A&M

PROFESSIONAL MEMBERSHIPS

Academy of International Business (AIB)
 Academy of Management (AOM)
 American Psychological Association (APA)
 Society for Industrial and Organizational Psychology (SIOP)
 Society for Organizational Behavior (SOB)
 Southern Management Association (SMA)
 Beta Gamma Sigma National Business Honor Society

POPULAR PRESS COVERAGE

September 8, 2023 – Research cited in “Why Managers’ Attempts to Empower their Employees Often Fail – and Even Lead to Unethical Behavior” by Tobias Dennerlein. *The Conversation*. <https://theconversation.com/why-managers-attempts-to-empower-their-employees-often-fail-and-even-lead-to-unethical-behavior-210757>

June 27, 2023 – *Unbreakable* featured in “The Four Key Pillars of a Bulletproof Team” by Marianne Gerard. *Business Digest*. <https://business-digest.eu/1-the-4-keys-pillars-of-a-bulletproof-team/>

May 8, 2023 – *Unbreakable* featured in “Surviving to Thriving: Unbreakable Helps Leaders Build Resilient Teams” by Deanna Ritchie. *ReadWrite* <https://readwrite.com/unbreakable-helps-leaders-build-resilient-teams/>

August 11, 2022 – Quoted in “How to Reward (and Retain) Your Top Performers.” *Financial Management* <https://www.fm-magazine.com/news/2022/aug/how-reward-retain-your-top-performers.html>

June 23, 2022 – Research cited in “Why Managers Deserve More Understanding” *The Economist* <https://www.economist.com/business/2022/06/23/why-managers-deserve-more-understanding>

January 26, 2021 – Research cited in “Does Business School Research Deliver Real-World Benefits” *Financial Times* <https://www.ft.com/content/b921209d-4b5b-4b51-ae93-971d458b6e4a>

October 24, 2016 – Research cited in “Research with Business in Mind,” *BizEd* <http://www.bizedmagazine.com/archives/2016/6/research/research-with-business-in-mind>

May 13, 2016 – Quoted in “Study Finds Nationality is Not a Good Indicator of Work-Related Cultural Values,” *EurekaAlert!* http://www.eurekaalert.org/pub_releases/2016-05/ncsu-sfn051316.php

May 13, 2016 – Quoted in “Nationality is Not a Good Indicator of Work-Related Cultural Values,” *ScienceDaily* <https://www.sciencedaily.com/releases/2016/05/160513112140.htm>

May 15, 2016 – Quoted in “Study Finds Nationality is Not a Good Indicator of Work-Related Cultural Values,” *PsyPost* <http://www.psypost.org/2016/05/study-finds-nationality-not-good-indicator-work-related-cultural-values-42826>

May 19, 2016 – Quoted in “Don’t Expect Reliable Juror Differences Based on National Origin,” by Dr. Ken Broda-Bahm, *Persuasive Litigator* <http://www.persuasivelitigator.com/2016/05/dont-expect-reliable-juror-differences-based-on-national-origin.html>

March 16, 2016 – Quoted in “Want Your Team to Improve? Praise the Top Performers” by Chad Brooks, *Business News Daily* <http://www.businessnewsdaily.com/8884-individual-rewards-team-performance.html>

March 16, 2016 – Quoted in “A Word of Praise for the Top Performer Can Improve Team Performance” by Andhra Pradesh, *The Hindu* <http://www.thehindu.com/news/national/andhra-pradesh/a-word-of-praise-for-the-top-performer-can-improve-team-performance/article8358348.ece>

March 13, 2016 – Quoted in “Individual Rewards Can Boost Team Performance at Work” MSN.com <http://www.msn.com/en-in/news/other/individual-rewards-can-boost-team-performance-at-work/ar-AAgIW7L>

March 11, 2016 – Quoted in “N.C. State Research Gives Insight into How to Reward Workers” by Jason deBruyn, *Triangle Business Journal*
<http://www.bizjournals.com/triangle/news/2016/03/11/nc-state-research-gives-insight-into-how-to.html>

January 13, 2016 – Quoted in “Playing Favorites Increases Employee Productivity” by Will Yakowicz, *Inc. Magazine*
<http://www.inc.com/will-yakowicz/playing-favorites-increases-employee-productivity.html>

June 6, 2014 – Quoted in “Why American B-School Students Can’t Stand Teamwork” by Corey Weinberg, *Bloomberg BusinessWeek*
<http://www.bloomberg.com/bw/articles/2014-06-06/why-american-business-students-dislike-working-in-teams>

August 30, 2010 – Interviewed by Ed Mabry of National Public Radio – Houston Affiliate – about Hofstede meta-analysis findings

September 18, 2008 – Research cited in “Need to Motivate Your Team? Ask a Sports Coach” by Erin White, *Wall Street Journal*
<http://www.wsj.com/articles/SB122055227293600499>

August 2006 – Quoted in “Are You Rewarding Solo Performance at the Team’s Expense?” by Anne Field, *Harvard Management Update*
http://www.cio.co.nz/article/470766/rewarding_solo_team_expense/

TEACHING EXPERIENCE

<u>Year</u>	<u>Degree</u>	<u>Courses Taught</u>	<u>Institution</u>
Spring 2025 to Present	MBA	Managing Teams in a Dynamic Environment	NC State
Spring 2017 to present	MBA	Leading People	NC State
Spring 2013 to present	MBA	Leading Teams	NC State
Spring 2007 to 2013	EMBA	Increasing Team Effectiveness	Texas A&M
Spring 2007 to Spring 2012	MSHRM	Organizational Behavior	Texas A&M
Fall 2006 to Fall 2011	Ph.D.	Organizational Behavior	Texas A&M

Spring 2006	Ph.D.	Group Dynamics	Texas A&M
Spring 2006 to Spring 2011	MSHRM	Teamwork in Organizations	Texas A&M
Spring 2004	Ph.D.	Group Dynamics	Georgia Tech
Spring 2003 to Fall 2004	M.B.A.	Teamwork in Organizations	Georgia Tech
Spring 2003	B.S.	Organizational Behavior	Georgia Tech
Fall 2002 Spring 2005	B.S.	Leadership and Teams	Georgia Tech
Spring 1997 to Spring 2002	M.B.A.	Organizational Behavior	UNC Greensboro
Fall 1996 to Spring 2002	B.S.	Organizational Behavior	UNC Greensboro
Fall 1996 to Fall 2001	M.B.A.	Increasing Work Team Effectiveness	UNC Greensboro
Fall 1993 to Fall 1994	B.S.	Organizational Behavior	UNC Chapel Hill

DISSERTATION CHAIR

Adam Stoverink, Management (*placement: Northern Illinois University*)
 Title: Hungry for respect: The moderating influence of status on emotional reactions to interpersonal justice.

(Spring 2010 – August 2013; Texas A&M)

Ning Li, Management (co-chair with Murray Barrick; *placement: University of Iowa*)
 Title: Is everyone created equal? A social network perspective on personality in teams.

(Spring 2010 – August 2012; Texas A&M)

Brad Harris, Management (*placement: University of Illinois*)
 Title: The functionality of focus: An investigation into the interactive effects of leader focus and task interdependence.

(Spring 2010 – May 2012; Texas A&M)

Kwanghyun (Harry) Kim, Management (*placement: Cal State – East Bay*)
 Title: An investigation of the relationship between cultural competence and expatriate job performance. (Spring 2006 – May 2008; Texas A&M)

Mary Triana, Management (*placement: University of Wisconsin - Madison*)
Title: Are virtual teams more just? An investigation of how reducing social categorization can increase female participation in male-dominated teams.
(Spring 2006 – June 2008; Texas A&M)

DISSERTATION COMMITTEE MEMBER

Grace Cox, Psychology
Title: The trickledown effects of leaders' resilience-building behaviors on followers' burnout, engagement, and performance.
(Spring 2023 – May 2025; NC State University)

Wendy Becker, Psychology
Title: Mindsets of the self and others: Their role in human flourishing.
(Spring 2023 – May 2024; NC State University)

Dom Foster, Psychology
Title: Leading and following under pressure: A test of mediating and moderating mechanisms that transmit performance pressure from leaders to followers.
(Fall 2022 – May 2024; NC State University)

Alexander Gloss, Psychology
Title: Does believing in yourself work for all entrepreneurs? A meta-analysis of entrepreneurial self-evaluations and the moderating role of socioeconomic constraints.
(Fall 2017 – May 2018; NC State University)

Tim Michaelis, Psychology
Title: Entrepreneurial frugality: Validating a measure.
(Spring 2015 – August 2017; NC State University)

Troy Smith, Management
Title: The dark side of empowering leadership: A multilevel study of differentiated leadership on team and individual dynamic performance.
(Spring 2015 – August 2016; Texas A&M)

Dan McGurrin, Education
Title: Shared norm development in the early formation of multicultural teams.
(Spring 2014 – Summer 2015; NC State)

Sal Mistry, Management
Title: Bridging the micro-macro divide: An examination of the proximal top management team factors that influence strategy implementation and organizational performance.
(Spring 2012 – May 2014; Texas A&M)

Brian Swider, Management

Title: Recruiting practices and candidate reactions: Time is of the essence.

(Spring 2009 – May 2012; Texas A&M)

Andrew Hinrichs, Management

Title: Motivation to lead: Examining its antecedents and consequences in a team context.

(Spring 2008 – August 2011; Texas A&M)

Claudia Benavides-Espinoza, Department of Sports Management

Title: Bystanders' reactions to sexual harassment

(Spring 2008 – May 2009; Texas A&M)

Steven Caldwell, Organizational Behavior

Title: Viewing person-environment fit through the lens of organizational change: A cross-level study.

(Fall 2002 – May 2005; Georgia Tech)

Kimberly Andrews Wrenn, Industrial/Organizational Psychology

Title: The big five as predictors of procedural justice perceptions.

(Fall 2002 – August 2005; Georgia Tech)

Kathleen Connolly, Department of Counseling Education

Title: The relationship among wellness, mattering, and job satisfaction.

(Fall 1998 – Spring 2000; UNCG)

MASTER'S THESIS COMMITTEE MEMBER

Allison Cook, Industrial/Organizational Psychology

Title: Job Satisfaction and Job Performance: Is the Relationship Spurious?

(Spring 2007 – May 2008; Texas A&M)

Erin Page, Industrial/Organizational Psychology

(Fall 2003 – Spring 2004; Georgia Tech)

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Spring 2025	MBA 590-301	Managing Teams in a Dynamic Environment	6	9	5.00*	4.20	5.00*	4.30
Summer 2022	MBA 535-621	Leading Teams	8	24	4.90	4.70	4.90	4.70
Summer 2019	MBA 590-601	Leading Teams	8	24	4.60	4.50	4.40	4.70
Summer 2018	MBA 590-601	Leading Teams	9	22	4.80	4.40	4.70	4.10
Summer 2017	MBA 590-001	Leading Teams	12	24	5.00	4.50	5.00	4.40
Summer 2016	MBA 590-001	Leading Teams	9	31	4.85	4.80	4.85	4.80
Summer 2015	MBA 610-001	Leading Teams	13	19	5.00	4.20	5.00	4.00
Spring 2015	MBA 610-001	Leading Teams	22	32	4.80	4.55	4.60	4.55
Summer 2014	MBA 610-002	Leading Teams	9	17	5.00	4.80	4.60	4.50
Spring 2014	MBA 610-001	Leading Teams	16	33	5.00	4.50	4.90	4.40
Summer 2013	MBA 610-602	Leading Teams	9	16	5.00	4.70	5.00	4.60
Spring 2013	MBA 610-001	Leading Teams	24	32	4.85	4.30	4.85	4.20
Spring 2013	MGT 675-655	Increasing Team Effectiveness (EMBA)	43	45	4.95	n/a	4.86	n/a
Spring 2012	MGT 630-600	Organizational Behavior (MSHRM)	11	13	4.91	n/a	4.64	n/a
Spring 2012	MGT 675-655	Increasing Team Effectiveness (EMBA)	43	49	4.95	n/a	4.82	n/a
Fall 2011	MGT 630-600	Organizational Behavior (MSHRM)	27	30	4.85	n/a	4.78	n/a
Fall 2011	MGT 634-600	Organizational Behavior (PhD)	9	9	5.00	n/a	5.00	n/a
Spring 2011	MGT 626-600	Teamwork in Organizations (MSHRM)	9	10	4.89	n/a	4.89	n/a
Spring 2011	MGT 675-655	Increasing Team Effectiveness (EMBA)	40	44	4.90	n/a	4.80	n/a
Fall 2010	MGT 630-600	Organizational Behavior (MSHRM)	26	29	4.85	n/a	4.69	n/a
Fall 2010	MGT 634-600	Organizational Behavior (PhD)	4	4	5.00	n/a	5.00	n/a
Spring 2010	MGT 689-601	Teamwork in Organizations (MSHRM)	19	21	4.68	n/a	4.42	n/a
Spring 2010	MGT 675-655	Increasing Team Effectiveness (EMBA)	29	45	4.31	n/a	4.17	n/a
Fall 2009	MGT 630-600	Organizational Behavior (MSHRM)	23	24	4.87	n/a	4.83	n/a
Fall 2009	MGT 634-600	Organizational Behavior (PhD)	10	10	5.00	n/a	5.00	n/a
Spring 2009	MGT 630-600	Organizational Behavior (MSHRM)	27	29	4.74	n/a	4.67	n/a
Spring 2009	MGT 689-601	Teamwork in Organizations (MSHRM)	17	18	4.94	n/a	4.76	n/a
Spring 2009	MGT 637-600	Increasing Team Effectiveness (EMBA)	41	47	4.83	4.64	4.69	4.52
Fall 2008	MGT 634-600	Organizational Behavior (PhD)	7	8	5.00	n/a	4.86	n/a
Spring 2008	MGT 637-600	Increasing Team Effectiveness (EMBA)	27	29	4.90	n/a	4.89	n/a
Spring 2008	MGT 630-600	Organizational Behavior (MSHRM)	26	27	4.81	n/a	4.69	n/a
Fall 2007	MGT 630-600	Organizational Behavior (MSHRM)	35	36	4.63	n/a	4.34	n/a
Fall 2007	MGT 634-600	Organizational Behavior (PhD)	9	9	5.00	n/a	4.89	n/a

*Rating Scale (1 = Far *below* average; 5 = Far *above* average).

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Spring 2007	MGT 637-600	Increasing Team Effectiveness (EMBA)	20	20	4.80	n/a	4.65	n/a
Spring 2007	MGT 630-600	Organizational Behavior (MSHRM)	18	18	4.94	n/a	4.89	n/a
Fall 2006	MGT 634-600	Organizational Behavior (PhD)	5	5	5.00*	n/a	5.00*	n/a
Spring 2006	MGT 689-602	Group Dynamics (PhD)	4	4	5.00	4.50	5.00	4.30
Spring 2006	MGT 689-601	Work Team Effectiveness (MSHRM)	13	13	4.77	4.50	4.62	4.30
Spring 2005	MGT 4803TS3	Leadership and Teams (Undergraduate)	42	45	4.80	n/a	4.90	n/a
Fall 2004	MGT 6106TS1	Teamwork in Organizations (MBA)	30	33	4.80	n/a	4.90	n/a
Spring 2004	MGT 6106TS1	Teamwork in Organizations (MBA)	29	35	4.80	4.25	4.80	n/a
Spring 2004	MGT 7106TS1	Group Dynamics (PhD)	7	8	4.80	4.80	4.90	n/a
Fall 2003	MGT 4803TS2	Leadership and Teams (Undergraduate)	14	15	4.90	-	5.00	n/a
Spring 2003	MGT 3101D	Organizational Behavior (Undergraduate)	64	72	4.90	4.29	4.90	n/a
Spring 2003	MGT 6106A	Teamwork in Organizations (MBA)	20	29	4.90	4.68	4.90	n/a
Fall 2002	MGT 4803D	Leadership and Teams (Undergraduate)	14	15	4.90	4.65	5.00	n/a
Spring 2002	MGT 312.03	Organizational Behavior	33	37	1.27**	1.77	1.58**	1.88
Spring 2002	MGT 312.04	Organizational Behavior	13	18	1.38	1.77	1.62	1.88
Spring 2002	MBA 604.11	Organizational Behavior	34	36	1.48	1.97	1.58	2.00
Fall 2001	MGT 312.02	Organizational Behavior	22	35	1.32	1.86	1.59	1.94
Fall 2001	MGT 312.03	Organizational Behavior	24	32	1.13	1.86	1.42	1.94
Fall 2001	MBA 678.01	Work Team Effectiveness	15	15	1.27	1.96	1.47	2.05
Spring 2001	MGT 312.03	Organizational Behavior	36	38	1.42	1.83	1.67	1.94
Spring 2001	MBA 678.01	Work Team Effectiveness	16	18	1.53	1.87	1.29	1.88
Spring 2001	MBA 604.11	Organizational Behavior	29	36	1.24	1.87	1.45	1.88

*Rating Scale (1 = Far *below* average; 5 = Far *above* average).

**Rating Scale (1 = Far *above* average; 5 = Far *below* average).

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Fall 2000	MGT 312.04	Organizational Behavior	38	46	1.26	1.84	1.55	1.96
Fall 2000	MGT 312.05	Organizational Behavior	40	44	1.45	1.84	1.80	1.96
Fall 2000	MBA 678.01	Work Team Effectiveness	20	22	1.30	1.91	1.80	2.06
Spring 2000	MGT 312.04	Organizational Behavior	32	45	1.48**	1.83	1.55**	1.91
Spring 2000	MBA 711D.01	Work Team Effectiveness	14	17	1.50	1.88	1.50	1.91
Spring 2000	MBA 604.11	Organizational Behavior	23	23	1.35	1.88	1.48	1.91
Fall 1999	MGT 312.01	Organizational Behavior	34	49	1.41	1.86	1.71	2.00
Fall 1999	MGT 312.02	Organizational Behavior	33	46	1.59	1.86	1.91	2.00
Fall 1999	MBA 711J.01	Work Team Effectiveness	30	31	1.27	2.03	1.52	2.08
Spring 1999	MGT 312.04	Organizational Behavior	33	44	1.72	1.83	1.81	1.94
Spring 1999	MBA 604.01	Organizational Behavior	18	23	1.50	1.92	1.50	2.00
Spring 1999	MBA 711C.01	Work Team Effectiveness	14	17	1.07	1.92	1.43	2.00
Fall 1998	MGT 312.05	Organizational Behavior	41	46	1.36	1.73	1.74	1.86
Fall 1998	MGT 312.06	Organizational Behavior	33	50	1.24	1.73	1.59	1.86
Fall 1998	MBA 711D.01	Work Team Effectiveness	26	29	1.39	2.06	1.89	2.10
Spring 1998	MGT 312.05	Organizational Behavior	54	62	2.00	1.95	-	-
Spring 1998	MBA 604.11	Organizational Behavior	29	35	1.90	2.02	2.14	2.04
Fall 1997	MGT 312.01	Organizational Behavior	53	67	1.52	1.90	-	-
Fall 1997	MGT 470.01	Small Business Management	36	43	2.18	1.90	-	-
Fall 1997	MBA 604.01	Organizational Behavior	31	34	1.84	2.14	2.37	2.13
Fall 1997	MBA 711D.01	Work Team Effectiveness	27	33	1.74	2.14	1.89*	2.13
Spring 1997	MGT 312.02	Organizational Behavior	42	60	1.57	1.84	-	-
Spring 1997	MBA 604.01	Organizational Behavior	21	22	1.57	2.09	1.76	2.18
Spring 1997	MBA 711A.01	Work Team Effectiveness	14	19	1.60	2.15	2.31	2.21
Fall 1996	MGT 312.04	Organizational Behavior	47	58	1.93	1.89	-	-
Fall 1996	MGT 470.01	Small Business Management	38	44	1.53	1.89	-	-
Fall 1996	MBA 711A.01	Work Team Effectiveness	29	35	1.68	2.15	2.34	2.17
Fall 1994	BA 150.01	Organizational Behavior	44	45	4.80*	-	4.20*	-

*Rating Scale (1 = Far *below* average; 5 = Far *above* average).

**Rating Scale (1 = Far *above* average; 5 = Far *below* average).

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Spring 1994	MGT 403.01	Small Business Consulting	14	15	4.00	4.00	4.10	-
Fall 1993	BA 150.01	Organizational Behavior	47	47	4.70	-	4.40	-
Spring 1993	MGT 403.01	Small Business Consulting	12	18	4.90	3.80	4.80	-
Fall 1992	MGT 403.01	Small Business Consulting	28	31	4.70*	3.80	4.50*	-
Spring 1992	MBA 403.01	Small Business Consulting	17	25	4.40	3.80	4.50	-
Spring 1992	MGT 307.01	Selling/Sales Management	33	47	4.50	3.80	4.20	-
Fall 1991	MGT 403.01	Small Business Consulting	17	18	4.50	3.80	4.70	-

*Rating Scale (1 = Far *below* average; 5 = Far *above* average).

EXECUTIVE EDUCATION TEACHING RATINGS

DATE	COURSE NAME/CLIENT	TOPIC	NUMBER OF STUDENTS	OVERALL TEACHER RATING	MEAN TEACHER RATING	OVERALL CONTENT RATING	MEAN CONTENT RATING
4/23/25	Catapult Employers Association	Resilient Teams	250	n/a	n/a	n/a	n/a
4/9/25 & 4/10/25	Martin Marietta (NC State)	Resilient Teams & Org. Change	25	n/a	n/a	n/a	n/a
3/10/25	Innovation Leaders Program (NC State - virtual)	Team Resilience	16	4.9	n/a	4.9	n/a
10/23/24 & 10/24/24	Martin Marietta (NC State)	Resilient Teams & Org. Change	25	n/a	n/a	n/a	n/a
10/1/24 & 10/2/24	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
6/11/24 & 6/12/24	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	24	n/a	n/a	n/a	n/a
4/24/24	Air Force ACW Spring Summit (NC State)	Generational Differences	160	n/a	n/a	n/a	n/a
4/22/24	University Advancement (NC State)	Team Resilience	18	4.80	n/a	4.60	n/a
4/16/24	University Advancement (NC State)	Team Resilience	32	4.88	n/a	4.75	n/a
4/3/24	RedHat	Team Resilience	33	n/a	n/a	n/a	n/a
2/26/24	Innovation Leaders Program (NC State)	3D Team Leadership & Org. Change	20	n/a	n/a	n/a	n/a
2/13/24 & 2/14/24	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
12/14/23	University Advancement (NC State)	3D Team Leadership	21	4.75	n/a	4.40	n/a
12/6/23 & 12/7/23	Martin Marietta (NC State)	Resilient Teams & Org. Change	25	n/a	n/a	n/a	n/a
11/19/23	University Advancement (NC State)	3D Team Leadership	36	4.64	n/a	4.30	n/a
9/26/23 & 9/27/23	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
8/29/23 & 8/30/23	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
5/24/23	Fidelity Center for Applied Technology	Building Resilient Innovation Teams	60	n/a	n/a	n/a	n/a
4/11/23	Air Force Air Combat Command (NC State)	Generational Differences	50	n/a	n/a	n/a	n/a
1/31/23 & 2/1/23	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
1/20/23	Air Force Air Combat Command	Generational Differences	45	n/a	n/a	n/a	n/a
8/24/22 & 8/25/22	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a

*Rating Scale (1 = Far *below* average; 5 = Far *above* average); n/a = not available

EXECUTIVE EDUCATION TEACHING RATINGS

DATE	COURSE NAME	TOPIC	NUMBER OF STUDENTS	OVERALL TEACHER RATING	MEAN TEACHER RATING	OVERALL CONTENT RATING	MEAN CONTENT RATING
5/4/22 & 5/5/22	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
5/2/22	Innovation Leaders Program (NC State)	3D Team Leadership & Org. Change	20	n/a	n/a	n/a	n/a
3/22/22 & 3/23/22	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
3/21/22, 3/24/22 & 3/25/22	Martin Marietta Emerging Leaders Program (NC State)	Leading Project Teams & Org. Change	15	n/a	n/a	n/a	n/a
2/1/22 & 2/2/22	Halliburton Business Leadership Development III Program (Texas A&M)	3D Team Leadership & Org. Change	25	n/a	n/a	n/a	n/a
6/23/21	Altria	Organizational Change	55	n/a	n/a	n/a	n/a
4/20/21	Joint Special Operations Command (NC State)	3D Team Leadership	20	n/a	n/a	n/a	n/a
3/4/21	Innovation Leaders Program (NC State)	Leading Teams & Org Change	13	n/a	n/a	n/a	n/a
11/11/20	Advance Auto Parts	Virtual Teams	30	4.80	n/a	4.60	n/a
11/5/20	Joint Special Operations Command (NC State)	Organizational Change	20	n/a	n/a	n/a	n/a
10/28/20	BASF	3D Team Leadership	30	n/a	n/a	n/a	n/a
6/23/20	MetLife Power & Influence Program	3D Team Leadership & Virtual Teams	25	n/a	n/a	n/a	n/a
4/24/20	NetApp S3 Program (NC State - online)	Generational Differences	35	n/a	n/a	n/a	n/a
3/12/20	Innovation Leaders Program (NC State)	Leading Teams & Org Change	23	n/a	n/a	n/a	n/a
2/25/20	NetApp S3 Program (NC State)	Global Teams	35	n/a	n/a	n/a	n/a
2/24/20 & 2/27/20	Joint Special Operations Command (NC State)	Generational Differences & 3D Team Leadership	21	4.91	n/a	4.73	n/a
2/4/20 & 2/5/20	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
1/29/20	Innovation Leaders Program (NC State)	3D Team Leadership	23	4.83	n/a	4.86	n/a
10/18/19	NetApp S3 Program (NC State)	Global Teams & Generational Differences	50	4.73	n/a	4.63	n/a
10/1/19 & 10/2/19	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	27	n/a	n/a	n/a	n/a
9/18/19	MetLife Power & Influence Program	3D Team Leadership	29	4.81	n/a	4.81	n/a
9/17/19	Concho (Texas A&M)	Virtual Teams	11	n/a	n/a	n/a	n/a
8/15/19	MetLife MetTech University Program	Generational Differences	45	n/a	n/a	n/a	n/a
7/19/19	MetLife Power & Influence Program	3D Team Leadership	28	4.62	n/a	4.62	n/a
6/28/19	Joint Special Operations Command (NC State)	3D Team Leadership	20	4.56	n/a	4.56	n/a

*Rating Scale (1 = Far *below* average; 5 = Far *above* average); n/a = not available

EXECUTIVE EDUCATION TEACHING RATINGS

DATE	COURSE NAME	TOPIC	NUMBER OF STUDENTS	OVERALL TEACHER RATING	MEAN TEACHER RATING	OVERALL CONTENT RATING	MEAN CONTENT RATING
6/24/19 & 6/25/19	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
5/21/19	Domtar	Leading Org. Change	22	n/a	n/a	n/a	n/a
4/30/19 & 5/1/19	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
4/17/19-4/18/19	Business Essentials (NC State)	Leadership & Org. Change	17	4.78	n/a	4.89	n/a
3/29/19	MetLife Power & Influence Program	3D Team Leadership	28	n/a	n/a	n/a	n/a
3/6/19 – 3/7/19	Innovation Leaders Program (NC State)	3D Team Leadership & Org. Change	17	n/a	n/a	n/a	n/a
2/25/19 & 2/28/19	Joint Special Operations Command (NC State)	Generations & 3D Team Leadership	25	n/a	n/a	n/a	n/a
2/20/19-2/21/19	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/6/18	MetLife Power & Influence Program	3D Team Leadership	22	n/a	n/a	n/a	n/a
9/27/18	MetLife Power & Influence Program	3D Team Leadership	20	n/a	n/a	n/a	n/a
9/25/18-9/26/18	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
8/23/18	Joint Special Operations Command (NC State)	3D Team Leadership	17	n/a	n/a	n/a	n/a
7/17/18-7/18/18	Business Essentials (NC State)	Leadership & Org. Change	16	n/a	n/a	n/a	n/a
6/21/18-6/22/18	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
4/12/18	Joint Special Operations Command (NC State)	3D Team Leadership	15	n/a	n/a	n/a	n/a
3/29/18	MetLife Power & Influence Program	3D Team Leadership	25	n/a	n/a	n/a	n/a
2/28/18	MetLife Onboarding Program	Organizational Change	19	n/a	n/a	n/a	n/a
2/1/18	MetLife Onboarding Program	Organizational Change	15	n/a	n/a	n/a	n/a
1/23/18-1/24/18	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/14/17	MetLife Onboarding Program	Organizational Change	22	n/a	n/a	n/a	n/a
12/11/17-12/12/17	Business Essentials (NC State)	Leadership & Org. Change	17	n/a	n/a	n/a	n/a
12/4/17 – 2/5/17	Halliburton President's Leadership Excellence Program (Houston, TX)	Global Leadership	25	n/a	n/a	n/a	n/a
11/16/17	MetLife Onboarding Program	Organizational Change	19	n/a	n/a	n/a	n/a
11/8/17 – 11/9/17	Business Growth Innovation Program (NC State)	3D Team Leadership & Org. Change	17	n/a	n/a	n/a	n/a

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10/25/17	MetLife Onboarding Program	Organizational Change	13	n/a	n/a	n/a	n/a
10/11/17-10/12/17	Innovation Leadership/ Biogen Idec (NC State)	Leadership & Org. Change	35	n/a	n/a	n/a	n/a
10/4/17-10/5/17	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
8/27/17	MetLife Onboarding Program	Organizational Change	17	n/a	n/a	n/a	n/a
9/14/17	MetLife Onboarding Program	Organizational Change	15	n/a	n/a	n/a	n/a
8/23/17	MetLife Onboarding Program	Organizational Change	13	n/a	n/a	n/a	n/a
8/9/17-8/10/17	Joint Special Operations Command (NC State)	Designing Teams & 3D Team Leadership	25	n/a	n/a	n/a	n/a
8/3/17	MetLife Onboarding Program	Organizational Change	22	n/a	n/a	n/a	n/a
7/19/17	MetLife Onboarding Program	Organizational Change	14	n/a	n/a	n/a	n/a
6/21/17	MetLife Onboarding Program	Organizational Change	15	n/a	n/a	n/a	n/a
6/14/17-6/15/17	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	20	n/a	n/a	n/a	n/a
4/5/17 & 4/7/17	Joint Special Operations Command (NC State)	Generations & 3D Team Leadership	25	n/a	n/a	n/a	n/a
3/27/17 & 2/28/17	Business Essentials (NC State)	Leadership & Org. Change	10	n/a	n/a	n/a	n/a
2/18/17	Veterinary Business Management Association (NC State)	Organizational Change	30	n/a	n/a	n/a	n/a
1/25/17 & 1/26/17	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/13/16 – 12/14/16	Business Growth Innovation Program (NC State)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
12/7/16 – 2/8/16	Halliburton President's Leadership Excellence Program (Houston, TX)	Global Leadership	25	n/a	n/a	n/a	n/a
12/2/16	FastTrack (NC State)	Org. Change	6	n/a	n/a	n/a	n/a
9/20/16	TransEnterix	Virtual Teams	25	n/a	n/a	n/a	n/a
8/18/16	Joint Special Operations Command (NC State)	Building Diverse Teams	26	n/a	n/a	n/a	n/a
6/8/16 & 6/9/16	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	22	n/a	n/a	n/a	n/a
5/19/16	MetLife Rising Leaders Program (NC State)	Organizational Change	24	n/a	n/a	n/a	n/a
5/12/16 – 5/13/16	Business Essentials (NC State)	Leadership & Org. Change	17	n/a	n/a	n/a	n/a
4/27/16-4/28/16	Innovation Leadership/ Biogen Idec (NC State)	Leadership & Org. Change	35	n/a	n/a	n/a	n/a
4/19/16	MetLife Rising Leaders Program (NC State)	Leadership	26	n/a	n/a	n/a	n/a

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4/6/16, 4/7/16, 4/8/16	Joint Special Operations Command (NC State)	Generations, Org. Change, Leadership	24	n/a	n/a	n/a	n/a
2/8/16 – 2/9/16	Halliburton President's Leadership Excellence Program (Houston, TX)	Global Leadership	23	n/a	n/a	n/a	n/a
2/3/16 & 2/4/16	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	30	n/a	n/a	n/a	n/a
12/7/15 – 12/8/15	Business Essentials (NC State)	Leadership & Org. Change	17	n/a	n/a	n/a	n/a
12/3/15 – 12/4/15	Business Growth Innovation Program/NetApp (NC State)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
11/12/15	MetLife Rising Leaders Program (NC State)	Generational Differences & Org. Change	26	n/a	n/a	n/a	n/a
10/14/15	MetLife Rising Leaders Program (NC State)	Team Effectiveness	25	n/a	n/a	n/a	n/a
9/21/15	SAS Alliance & Channels Program (NC State)	Global Leadership	15	n/a	n/a	n/a	n/a
8/14/15	MetLife MetTech Univ. Program (NC State)	Generational Differences	44	n/a	n/a	n/a	n/a
7/28/15 & 7/29/15	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	31	n/a	n/a	n/a	n/a
7/14/15, 7/16/15, 7/17/15	Joint Special Operations Command (NC State)	Generational Differences & Org. Change	24	n/a	n/a	n/a	n/a
5/28/15 & 5/29/15	Business Essentials (NC State)	Leadership & Org. Change	17	n/a	n/a	n/a	n/a
5/6/15 – 5/7/15	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	30	n/a	n/a	n/a	n/a
3/30/15 & 3/31/15	MetLife MetTech Univ. Program (NC State)	Generational Differences & Org. Change	35	n/a	n/a	n/a	n/a
3/20/15	Leadership Institute (UNCG)	Leading Teams	29	n/a	n/a	n/a	n/a
2/24/15 & 2/26/15	Joint Special Operations Command (NC State)	Generational Differences & Leadership	24	4.92	n/a	4.95	n/a
2/5/15 – 2/6/15	Business Growth Innovation Program/NetApp (NC State)	Leading Project Teams & Org. Change	16	n/a	n/a	n/a	n/a
2/2/15 – 2/3/15	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	30	n/a	n/a	n/a	n/a
1/14/15	McCormick Global MMB (Baltimore, MD)	Global Leadership	22	n/a	n/a	n/a	n/a
12/10/14 – 12/11/14	Halliburton President's Leadership Excellence Program (Houston, TX)	Global Leadership	30	n/a	n/a	n/a	n/a
11/19/14 & 12/2/14	Chengdu Government Leaders Program (NC State)	Leadership & Virtual Teams	14	n/a	n/a	n/a	n/a
11/13/14- 11/14/14	Innovation Leadership/ Biogen Idec (NC State)	Leadership & Org. Change	36	n/a	n/a	n/a	n/a

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10/30/14-10/31/14	Business Essentials (NC State)	Leadership & Org. Change	10	n/a	n/a	n/a	n/a
8/6/14-8/7/14	Joint Special Operations Command (NC State)	Generational Differences & Org. Change	24	5.00	n/a	4.83	n/a
7/30/14-7/31/14	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	30	n/a	n/a	n/a	n/a
5/29/14-5/30/14	Business Essentials (NC State)	Leadership & Leading Teams	13	n/a	n/a	n/a	n/a
4/30/14-5/1/14	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	30	n/a	n/a	n/a	n/a
4/8/14-4/10/14	Joint Special Operations Command (NC State)	Generational Differences & Org. Change	13	5.0	n/a	5.0	n/a
3/5/14-3/6/14	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	30	n/a	n/a	n/a	n/a
12/9/13 – 12/10/13	Halliburton President's Leadership Excellence Program (Houston, TX)	Global Leadership	30	n/a	n/a	n/a	n/a
11/13/13-11/14/13	Business Growth Innovation Program/NetApp (NC State)	Leading Teams & Org. Change	14	4.85	n/a	4.77	n/a
11/7/13-11/8/13	Innovation Leadership/ Biogen Idec (NC State)	Leadership & Org. Change	25	4.75	n/a	n/a	n/a
8/20/13	Joint Special Operations Command (NC State)	Generational Differences	25	5.00	n/a	5.00	n/a
7/24/13-7/25/13	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	29	n/a	n/a	n/a	n/a
6/7/13	FIA Brazil (NC State)	Organizational Change	9	n/a	n/a	n/a	n/a
5/2/13-5/3/13	Business Essentials (NC State)	Leadership & Org. Change	8	5.00	n/a	4.86	n/a
4/10/13-4/11/13	Cisco Managing Disruptive Innovation (NC State)	Leadership	21	4.85	4.51	4.85	4.62
3/28/13	Blue Cross Blue Shield of North Carolina (NC State)	Organizational Change	12	4.88	4.71	4.75	4.71
3/11/13, 3/13/13 & 3/15/13	Joint Special Operations Command (NC State)	Leadership & Organizational Change	25	5.00	n/a	5.00	n/a
2/28/13-3/1/13	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/11/12-12/12/12	Business Growth Innovation Program NetApp (NC State)	Leading Teams & Org. Change	7	4.80	n/a	4.80	n/a
12/5/12 – 12/6/12	Halliburton President's Leadership Excellence Program (Denver, CO)	Global Leadership	30	n/a	n/a	n/a	n/a
10/25/12-10/26/12	Business Essentials (NC State)	Leadership & Org. Change	12	4.91	n/a	n/a	n/a

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10/25/12	PRA Strategic Planning (NC State)	Generational/ Global Teams	20	n/a	n/a	n/a	n/a
9/28/12	Blue Cross Blue Shield of North Carolina (NC State)	Leadership	18	n/a	n/a	n/a	n/a
9/15/12	North Carolina National Guard (NC State)	Leadership	115	n/a	n/a	n/a	n/a
8/22/12 & 8/24/12	Joint Special Operations Command (NC State)	Leadership & Generational/ Global Teams	30	5.00	4.90	5.00	4.67
4/26/12 & 4/27/12	Joint Special Operations Command (NC State)	Leadership & Org. Change	30	4.86	4.64	4.90	4.82
4/17/12	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Leadership	31	4.07	n/a	4.16	n/a
4/16/12	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Leadership	30	4.53	n/a	4.43	n/a
3/22/12	ExxonMobil Upstream Research Company (Houston, TX)	Coaching and Counseling	60	n/a	n/a	n/a	n/a
3/5/12 & 3/8/12	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
2/3/12	Opportune Leadership Development Program (Houston, TX)	Leadership in a Team-Based Organization	48	n/a	n/a	n/a	n/a
12/7/11 – 12/8/11	Halliburton President's Leadership Excellence Program (Pittsburgh, PA)	Global Leadership	30	n/a	n/a	n/a	n/a
9/23/11	Halliburton Global Technology (Houston, TX)	Organizational Change	17	n/a	n/a	n/a	n/a
7/27/11 – 7/28/11	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
3/10/11	Halliburton Digital Assets Group (Houston, TX)	Organizational Change	20	n/a	n/a	n/a	n/a
3/2/11 – 3/3/11	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
12/7/10 – 12/8/10	Halliburton President's Leadership Excellence Program (Dubai, UAE)	Global Leadership	24	n/a	n/a	n/a	n/a
9/21/10 – 9/23/10	Texas Transportation Institute Leadership Development Program	Leadership	30	n/a	n/a	n/a	n/a
8/4/10 – 8/5/10	AT&T Leadership Development Program (Dallas, TX)	Leadership, Org. Culture, & Change	19	4.70	n/a	4.50	n/a
7/28/10 – 7/29/10	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
6/24/10	Texas Engineering Extension Service (Texas A&M)	Leadership	11	n/a	n/a	n/a	n/a
6/1/10 – 6/3/10	Texas Transportation Institute Leadership Development Program	Leadership	20	n/a	n/a	n/a	n/a

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2/17/10 – 2/18/10	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
2/9/10 – 2/11/10	Texas Transportation Institute Leadership Development Program	Leadership	30	n/a	n/a	n/a	n/a
12/9/09 – 12/10/09	Halliburton President's Leadership Excellence Program (Texas A&M)	Global Leadership	24	n/a	n/a	n/a	n/a
8/3/09 – 8/4/09	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
7/23/09	Halliburton Digital Assets Group	Organizational Change	13	n/a	n/a	n/a	n/a
4/20/09 – 4/21/09	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/10/08 – 12/11/08	Halliburton President's Leadership Excellence Program (Texas A&M)	Global Leadership	24	n/a	n/a	n/a	n/a
10/31/08	Petroleum Equipment Suppliers Association Emerging Leaders Forum	Closing the Generational Gap	20	n/a	n/a	n/a	n/a
10/22/08	KBR Business Leadership Development I Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a
6/16/08 – 6/17/08	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
5/7/08	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.80	n/a	4.40	n/a
12/5/07 – 12/6/07	Halliburton President's Leadership Excellence Program (Texas A&M)	Global Leadership	24	n/a	n/a	n/a	n/a
10/10/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	34	4.80	n/a	4.60	n/a
8/9/07	CenterPoint Energy Leadership Development Program (The Woodlands, TX)	High Impact Leadership	32	n/a	n/a	n/a	n/a
6/28/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.90	n/a	4.80	n/a
6/27/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.80	n/a	4.50	n/a
6/6/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	27	4.80	n/a	4.50	n/a
5/23/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.70	n/a	4.50	n/a

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5/21/07	ExxonMobil Development Company (Houston, TX)	Leadership	80	n/a	n/a	n/a	n/a
5/9/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	32	4.30	n/a	4.20	n/a
4/26/07	ExxonMobil Global Real Estate and Facilities (The Woodlands, TX)	Leading a Global Workforce	140	n/a	n/a	n/a	n/a
4/24/07	ExxonMobil Development Company (Houston, TX)	Leadership	80	n/a	n/a	n/a	n/a
3/28/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	31	4.70	n/a	4.50	n/a
3/7/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	32	4.50	n/a	4.40	n/a
1/30/07	Halliburton Landmark TECH Conference (Galveston, TX)	Global Virtual Teams	160	n/a	n/a	n/a	n/a
12/6/06 – 12/7/06	Halliburton President's Leadership Excellence Program (Texas A&M)	Global Leadership	24	n/a	n/a	n/a	n/a
9/27/06	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.50	n/a	4.40	n/a
8/10/06	R.H. Donnelley (Cary, NC)	Leadership	20	n/a	n/a	n/a	n/a
8/2/06 – 8/3/06	PPD Global Project Management Training Program (Chapel Hill, NC)	Leadership and Global Virtual Teams	21	n/a	n/a	n/a	n/a
7/25/06	ExxonMobil U.S. Production - Supervisors (Houston, TX)	Teamwork	54	n/a	n/a	n/a	n/a
7/24/06	ExxonMobil U.S. Production - Senior Professionals (Houston, TX)	Teamwork and Mentoring	65	n/a	n/a	n/a	n/a
7/10/06	Advanced Leadership Program – U.S. Postal Service (Potomac, MD)	Leadership	39	n/a	n/a	n/a	n/a
4/6/06	R.H. Donnelley (Pinehurst, NC)	Leadership	9	n/a	n/a	n/a	n/a
3/8/06	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	33	4.50	n/a	4.30	n/a
12/6/05 – 12/7/05	Halliburton President's Leadership Excellence Program (Texas A&M)	Global Leadership	24	n/a	n/a	n/a	n/a
10/18/05 – 10/20/05	PPD Global Project Management Training Program (Raleigh, NC)	Leadership and Teamwork	18	n/a	n/a	n/a	n/a
9/01/05	ExxonMobil Exploration Supervisor Support Team (Houston, Texas)	Motivation and Feedback	52	n/a	n/a	n/a	n/a
8/23/05	ExxonMobil U.S. Production (Houston, Texas)	Feedback	63	n/a	n/a	n/a	n/a

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5/18/05	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	36	4.50	n/a	4.30	n/a
5/09/05	Management Development for Enhanced Performance (Georgia Tech)	Leadership	22	4.80*	n/a	4.40*	n/a
4/28/05	Project Management Leadership (Georgia Tech)	The Role of Leadership	16	9.20**	n/a	8.80**	n/a
3/16/05	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	33	4.70*	n/a	4.50*	n/a
3/09/05	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	27	4.20*	n/a	4.30*	n/a
10/28/04	Project Management Leadership (Georgia Tech)	The Role of Leadership	12	10.0**	n/a	9.70**	n/a
10/25/04	Management Development for Enhanced Performance (Georgia Tech)	Leadership	9	4.44*	n/a	4.30*	n/a
10/15/04-10/16/04	Management for International Public Health (Centers for Disease Control, Atlanta, GA)	Leadership	33	4.80*	n/a	4.70*	n/a
5/5/04	Leadership for Experienced Managers (Georgia Tech)	Working in Teams	12	9.90**	n/a	9.80**	n/a
4/14/04	Leadership for Newly Appointed Managers (Georgia Tech)	Working in Teams	6	10.0**	9.24	10.0**	9.22

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BIOGRAPHY FOR BRADLEY L. KIRKMAN

Bradley L. Kirkman is the General (Ret.) H. Hugh Shelton Distinguished Professor of Leadership in the Department of Management, Innovation, and Entrepreneurship in the Poole College of Management at North Carolina State University. He received his Ph.D. in Organizational Behavior from the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. His research focuses on leadership, international management, remote/hybrid teams, and work team leadership and empowerment. He was formerly the Foreman R. and Ruby Bennett Endowed Chair in Business Administration in the Mays Business School at Texas A&M University. He has also worked in the Scheller College of Management at The Georgia Institute of Technology and the Bryan School of Business and Economics at the University of North Carolina Greensboro. He has held visiting professor positions in the Department of Management and Organizations at the University of Western Australia in 2006 and the Guanghua School of Management at Peking University in 2012. He was the Chief Operating Officer (from 2016 to 2021) and is currently Division Chair of the Organizational Behavior Division in the Academy of Management.

He is the author of the books *3D Team Leadership: A New Approach for Complex Teams* (2017, Stanford University Press) and *Unbreakable: Building and Leading Resilient Teams* (2023, Stanford University Press). He has also authored several articles and book chapters on topics such as leadership, increasing the effectiveness of remote/hybrid teams, cross-cultural management issues, and team empowerment. His articles have appeared in such journals as the *Academy of Management Review*, the *Academy of Management Journal*, the *Academy of Management Executive*, *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of Management*, *Journal of International Business Studies*, *Organizational Research Methods*, *Journal of Organizational Behavior*, *Leadership Quarterly*, *Human Relations*, *Journal of Experimental Social Psychology*, *Group & Organization Management*, *Journal of Cross Cultural Psychology*, *Sloan Management Review*, *Organizational Dynamics*, and others. His book chapters have appeared in: *Oxford Handbook of Industrial and Organizational Psychology*; *Cambridge Handbook of Culture, Organizations, and Work*; *Advances in International Management*; and *Handbook of Global Management: A Guide to Managing Complexity*.

In 2024, he was selected as the College-wide winner of the Research Leadership Award in the Poole College of Management at NC State University as well as the departmental winner of the award from the Management, Innovation, and Entrepreneurship Department. In 2023, he was selected as the winner of the Research Impact Award in the Management, Innovation, and Entrepreneurship Department. In 2022, he was elected as a Fellow of the Academy of Management. In 2019, he was elected as a member of the Society for Organizational Behavior. Also, in 2019, he received the *Journal of International Business Studies* Silver Medal Award, recognizing scholars with at least five substantive contributions in *JIBS* in the first 50 years of the existence of the journal. Also, in 2019, he was named among the top 100 most influential (i.e., top .6%) OB authors out of a total of 16, 289 authors for citations in OB textbooks. In 2014, he was elected as a Fellow of both the Society for Industrial and Organizational Psychology and the American Psychological Association. Also, in 2014 and again in 2017, he was selected as the College-wide winner of the Research Leadership Award in the Poole College of Management at NC State University as well as the departmental winner of the award from the Management,

Innovation, and Entrepreneurship Department. In 2008, he won the School-wide Ricky W. Griffin Outstanding Research Award in the Mays Business School at Texas A&M University. In 2016, he won the *Journal of International Business Studies* Decade Award for most outstanding article published in the 2006 volume. He won the Academy of Management's Organizational Behavior Division Award for Best Paper with International Implications in 2009. He was an Associate Editor for the *Academy of Management Journal* from 2005 to 2007 and is a current Editorial Board member for the *Academy of Management Review*, the *Academy of Management Journal*, *Journal of Applied Psychology*, *Personnel Psychology*, and *Organizational Psychology Review*. He also received Outstanding Reviewer Awards from *AMJ* in 2002, 2003, 2004, 2008, 2011, and 2019, *AMR* in 2019, and was an outstanding reviewer for the International Management Division of the Academy of Management in 2000, 2002, and 2003. He has also won several teaching awards including the Association of Former Students Distinguished Teaching Award at Texas A&M in 2010 and the Junior Faculty Teaching Excellence Award at the University of North Carolina at Greensboro in 1999. He is a member of the Academy of Management, Academy of International Business, American Psychological Association, Society for Industrial and Organizational Psychology, Southern Management Association, and Beta Gamma Sigma National Business Honor Society.

He has worked with many companies on issues such as leadership, global virtual teams, enhancing team effectiveness, working across cultural boundaries, and facilitating organizational change and development, including: Advance Auto Parts, AT&T, Alcoa, BASF, Biogen, Blue Cross Blue Shield of North Carolina, R.H. Donnelley, Cisco Systems, NetApp, SAS Institute, Fidelity, CenterPoint Energy, Opportune, the Texas Transportation Institute, The Home Depot, ExxonMobil, Halliburton, Concho, Conoco-Phillips, PPD, PRA, Sabre, the Centers for Disease Control, Martin Marietta, McCormick, Motorola, General Electric, IBM, the Sara Lee Corporation, Prudential Insurance, Allstate Insurance, MetLife Insurance, Builders Mutual Insurance Company, Eastman Chemical Company (Kodak), the Cone Corporation, MEMC, TransEnterix, the United States Bankruptcy Court, United States Postal Service, Joint Special Operations Command (JSOC), Air Force, and the North Carolina National Guard. He has conducted research, presented papers, and taught in several countries including Argentina, Australia, Belgium, Canada, the Czech Republic, Dubai (UAE), England, Finland, France, Israel, Mexico, the Netherlands, the People's Republic of China, the Philippines, Saudi Arabia, South Africa, Turkey, and the United States.