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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 – General (Ret.) H. Hugh Shelton Distinguished Professor of

present Leadership

Management, Innovation, and Entrepreneurship

Poole College of Management

North Carolina State University

June 2014 – General (Ret.) H. Hugh Shelton Distinguished Professor

June 2020 of Leadership and Department Head

Management, Innovation, and Entrepreneurship

Poole College of Management

North Carolina State University

July 2012 – Professor and Department Head

May 2014 Management, Innovation, and Entrepreneurship

Poole College of Management

North Carolina State University

September 2011 – Professor and Foreman R. and Ruby Bennett Chair in

June 2012 Business Administration

Mays Business School

Texas A&M University

May 2012 Visiting Professor

Guanghua School of Management

Peking University, Beijing, China

September 2007 – John E. Pearson Associate Professor of Management

August 2011 Mays Business School

Texas A&M University

July 2005 – Associate Professor of Management

August 2007 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 – Associate Editor

December 2007 *Academy of Management Journal*

July 2002 – Associate Professor of Management

June 2005 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, D.C.

**ACADEMIC HONORS AND AWARDS**

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-

2008 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

1. Richard D. Irwin Dissertation Fellow

**CITATION COUNTS**

Google Scholar: 24,822; h index = 57 (August 18, 2022)

Web of Science: 8,719; h index = 42 (August 18, 2022)

**PUBLICATIONS:**

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

67. **Glosenberg, A.**, Phillips, D., Schaefer, J., Pollack, J., Kirkman, B.L., McChesney, J., Noble, S., Ward, M.K., & Foster, L. (in press). The relationship of self-efficacy with entrepreneurial success: A meta-analytic replication and extension. *Journal of Business Venturing Insights*

66. **Mistry, S.**, Kirkman, B.L., Hitt, M.A., & Barrick, M.R. (in press). 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*.

65. **Mistry, S.**, Kirkman, B.L. Hanna, A.A., Moore, O.A., & Rapp, T.L. (in press). Too many teams? Examining the impact of multiple team memberships and permanent team identification on employees’ identity strain, cognitive depletion, and turnover. *Personnel Psychology*.

64. Dennerlein, T., & Kirkman, B.L. (in press). 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*.

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**.

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., & **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)***

17. Chen, G., & Kirkman, B.L. (in press). 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*. 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., 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., Duchek, 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**

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*. Guanghua 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)***

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., Cordery, 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). *R****elationship 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**

*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: *Academy of Management Journal* (January 2005-

December 2007)

Editorial Board Member: *Academy of Management Journal* (July 2007 – present)

(July 2001-June 2004)

*Academy of Management Review* (July 2017 – present)

*Journal of Applied Psychology* (January 2008 – present)

*Personnel Psychology* (July 2010 – present)

*Organizational Psychology Review* (July 2010 – present)

*Journal of International Business Studies* (October 2005 – December 2007)

Member, *Personnel*

*Psychology* Best Article Selected Best Paper in *Personnel Psychology* for 2018

Committee (July 2020)

Guest Editor, Special Issue *Group & Organization Management* (2020 – 2021)

Guest Editor, Special Issue *Journal of Management Studies* (2018 – 2020)

Chair, Best Paper with

International Implications Chaired Committee to Select Best Paper with International

Committee, OB Division Implications (March 2018)

Member, Best Paper with

International Implications Selected Best Paper with International Implications

Committee, OB Division (March 2017)

Member, Best Paper with

International Implications Selected Best Paper with International Implications

Committee, OB Division (March 2016)

Member, Cummings Award

Selection Committee Selected Cummings Award Winner for 2015

OB Division (April 2015)

Member, *Personnel*

*Psychology* Best Article Selected Best Paper in *Personnel Psychology* for 2012

Committee (April 2014)

Guest Editor, Special Issue *Journal of International Business Studies* (2013 – 2014)

Guest Editor, Special Issue *Management & Organization Review* (2013 – 2014)

Member, IACMR Research Selected Best Paper Based on a Dissertation and

Committee Ning Li Best Paper for IACMR (2010 – 2011)

Member, OB Division Best

Dissertation Paper Award Selected Best Paper Based on a Dissertation for AOM

Committee OB Division (February 2012)

Chair, *AMJ* Advisory Board

Special Task Force Selected Best Article in *AMJ* for 2010 (May-June 2011)

Member, Outstanding

Publication in Organizational

Behavior (OPOB) Award Selected Best Publication in OB Winner for 2009

Committee, OB Division (January 2010 – May 2010)

Chair, Cummings Award

Selection Committee Selected Cummings Award Winner for 2008

OB Division (February – March 2008)

Member*, AMJ* Advisory

Board Special Task Force Selected Best Article in *AMJ* for 2003 (January-May 2004)

Research Committee, Selected Barry M. Richman Dissertation Award Winner

International Management (March 2005 – March 2007)

(IM) Division, Academy Best Paper in IM Division, Best Paper from an Under-

of Management 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 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**

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**

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 – Member, Search Committee for Associate Director of Open

February 2021 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**

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**

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,” *EurekAlert!*

<http://www.eurekalert.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**

Year Degree Courses Taught Institution

Spring 2017 to MBA People Management NC State

present

Spring 2013 to

present MBA Leading Teams NC State

Spring 2007 Increasing Team

to 2013 EMBA Effectiveness Texas A&M

Spring 2007

to Spring 2012 MSHRM Organizational Behavior Texas A&M

Fall 2006 Ph.D. Organizational Behavior Texas A&M

to Fall 2011

Spring 2006 Ph.D. Group Dynamics Texas A&M

Spring 2006 MSHRM Teamwork in Texas A&M

to Spring 2011 Organizations

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 B.S. Leadership and Teams Georgia Tech

Spring 2005

Spring 1997 M.B.A. Organizational Behavior UNC

to Spring 2002 Greensboro

Fall 1996 B.S. Organizational Behavior UNC

to Spring 2002 Greensboro

Fall 1996 M.B.A. Increasing Work Team UNC

to Fall 2001 Effectiveness Greensboro

Fall 1993 B.S. Organizational Behavior UNC

to Fall 1994 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

### 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** |
| 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 |
| Spring 2007 | MGT 637-600 | Increasing Team Effectiveness (EMBA) | 20 | 20 | 4.80 | n/a | 4.65 | 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 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 |
| 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 |

\*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 | 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\* | - |
| 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 | - |

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

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

**TEACHING EVALUATIONS**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 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**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **DATE** | **COURSE NAME/CLIENT** | **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) | Leading Project Teams & 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) | Leading Project Teams & 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) | Leading Project Teams & 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 |

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

**EXECUTIVE EDUCATION TEACHING RATINGS**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **DATE** | **COURSE NAME** | **TOPIC** | **NUMBER OF STUDENTS** | **OVERALL TEACHER RATING** | **MEAN**  **TEACHER**  **RATING** | **OVERALL CONTENT RATING** | **MEAN**  **CONTENT**  **RATING** |
| 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 |

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

**EXECUTIVE EDUCATION TEACHING RATINGS**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **DATE** | **COURSE NAME** | **TOPIC** | **NUMBER OF STUDENTS** | **OVERALL TEACHER RATING** | **MEAN**  **TEACHER**  **RATING** | **OVERALL CONTENT RATING** | **MEAN**  **CONTENT**  **RATING** |
| 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 |
| 10/30/14- 10/31/14 | Business Essentials  (NC State) | Leadership & Org. Change | 10 | n/a | n/a | n/a | n/a |

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| **DATE** | **COURSE NAME** | **TOPIC** | **NUMBER OF STUDENTS** | **OVERALL TEACHER RATING** | **MEAN**  **TEACHER**  **RATING** | **OVERALL CONTENT RATING** | **MEAN**  **CONTENT**  **RATING** |
| 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 |
| 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 |

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| **DATE** | **COURSE NAME** | **TOPIC** | **NUMBER OF STUDENTS** | **OVERALL TEACHER RATING** | **MEAN**  **TEACHER**  **RATING** | **OVERALL CONTENT RATING** | **MEAN**  **CONTENT**  **RATING** |
| 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 |
| 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 |

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| **DATE** | **COURSE NAME** | **TOPIC** | **NUMBER OF STUDENTS** | **OVERALL TEACHER RATING** | **MEAN**  **TEACHER**  **RATING** | **OVERALL CONTENT RATING** | **MEAN**  **CONTENT**  **RATING** |
| 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 |
| 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 |

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| 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 |
| 5/18/05 | ExxonMobil Enterprise Leadership Program  (UNC-Chapel Hill) | Global Teams | 36 | 4.50 | n/a | 4.30 | n/a |

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| 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, virtual 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 the Program Chair of the Organizational Behavior Division in the Academy of Management.

He is the author of the book *3D Team Leadership: A New Approach for Complex Teams* (2017, Stanford University Press) and the forthcoming book *Unbreakable: Building and Leading Resilient Teams* (Stanford University Press, 2023). He has also authored several articles and book chapters on topics such as leadership, increasing the effectiveness of virtual 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 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 2008 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), 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, Turkey, and the United States.