

LINDRED LEURA GREER

04-25-22

University of Michigan
Stephen M. Ross School of Business
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POSITIONS

University of Michigan, Stephen M. Ross School of Business, Ann Arbor, Michigan
2019 – Associate Professor (with tenure) of Management and Organizations and
Michael R. and Mary K. Hallman Faculty Fellow

Stanford University, Graduate School of Business, Palo Alto, California
2017 - 2019 Associate Professor of Organizational Behavior
2013 - 2017 Assistant Professor of Organizational Behavior

Erasmus University, Rotterdam School of Management, Rotterdam, The Netherlands
2012 - 2013 Associate Professor (with tenure) of Organization Management

University of Amsterdam, Department of Psychology, Amsterdam, The Netherlands
2008 - 2012 Assistant Professor (with tenure, 2011) of Organizational Psychology

EDUCATION

Leiden University, Department of Psychology, Leiden, The Netherlands
2004 – 2008 Field of study: Ph.D. (cum laude) in Social and Organizational Psychology
Dissertation: “Group Composition and Conflict”

University of Pennsylvania, Wharton School of Business, Philadelphia, Pennsylvania
2000 – 2004 Field of study: B.S. in Economics
Specialization: Management

RESEARCH OVERVIEW

My scholarship has long been geared towards one overarching question of: “How can we best design and lead high-performing teams?” In my work, I often focus specifically on two key challenges to team performance: 1) power struggles and their roots in dysfunctional power structures, and 2) obstacles to the leveraging of diverse opinions in teams, including process tensions, members taking work debates personally, and members misperceiving the diversity within their team. By identifying how to prevent or manage these two key challenges to team collaboration, my research seeks to show how teams can achieve their highest performance potential. In my work across these two key research areas, I seek to extend theories of team dynamics by challenging traditional assumptions in the literature (ie. the generalized

functionality of hierarchy, or the sharedness of perceptions of team conflict), reconciling mixed findings (such as when diversity and/or task conflict help or hurt team performance), and unpacking underlying mechanisms (ie. showing why too many cooks in a kitchen hurts teams, yielding insight into targeted interventions to help such high-power teams). To enhance the internal and external validity of my research, I employ multiple methods, including laboratory studies, archival studies, and field studies (quasi-experiments, surveys, and qualitative).

RESEARCH AWARDS

Elected Fellow, Association for Psychological Science, 2021.

Outstanding Publication in Organizational Behavior Award for 2019, Academy of Management, 2020.

Best Conference Paper, Israel Organizational Behavior Conference, 2020.

Elected Fellow, Society for Personality and Social Psychology, 2018.

Most Influential Article Award (for articles published 2010-2013), Academy of Management, Conflict Management Division, 2018.

Best Conference Paper Finalist (Top Three) at the INGRoup [Interdisciplinary Network for Group Research] Conference, 2018, 2016.

Best Symposium Award, Academy of Management, Organizational Behavior Division, 2017.

Best Conference Paper Award, INGRoup [Interdisciplinary Network for Group Research] Conference, 2016.

Elected Fellow, Society for Experimental and Social Psychology, 2016.

Outstanding Reviewer Award, Academy of Management Journal, 2015.

Outstanding Paper Award Winner for the best paper published in the *International Journal of Conflict Management* in 2013, awarded in 2014; in 2007, awarded in 2008.

Outstanding Reviewer Award, Academy of Management Journal, 2012.

Outstanding Reviewer Award, Academy of Management, Organizational Behavior Division, 2010.

Best Dissertation Award, American Psychological Association (APA) Division 49, 2009.

Best Dissertation Award (Top 3 Finalist), International Association for Conflict Management, 2009.

Best Student Paper Award, Academy of Management, Conflict Management Division, 2008, 2007.

Best Student Paper Award, International Association for Conflict Management, 2008, 2007, 2005.

Emerald Best Student Paper Award, Academy of Management, Gender and Diversity in Organizations Division, 2007.

TEACHING AND PRACTICE AWARDS

Executive Education Teaching Award, University of Michigan, Stephen M. Ross School of Business, 2021.

Top 30 Management Thinkers to Watch in 2020, Thinkers50 Radar, 2020.

Top 40 Business School Professors Under 40, Poets & Quants, 2019.

Innovation in Entrepreneurship Pedagogy Award Finalist, Academy of Management, 2017.

Christiaan Hamaker Teaching Award, Psychology Department, University of Amsterdam, 2010.

GRANTS

VENI Award for Young Scholars from the Netherlands Organization for Scientific Research (NWO) - €250,000, 2011.

Co-applicant on research grant from the Netherlands Organization for Scientific Research (NWO) - Conflict and Security Theme; €600,000, 2009.

PUBLICATIONS

(*denotes doctoral student co-author)

[Total Google Scholar Citations: 8,209; h-index = 34, i10-index = 44]

*Yu, S., & Greer, L.L. (2022). The role of resources in the success or failure of diverse teams: Resource scarcity activates negative performance-detracting resource dynamics in social category diverse teams. *Organization Science*, in press.

Best student paper award at the Academy of Management Conflict Management Division.

Umphress, E.E., Greer, L.L., Muir (Zapata), C.P., & Knight, A. (2021). Publishing impactful research in AMJ: Winners of the 2020 and 2021 Impact Awards. *Academy of Management Journal*, 64, 1-6.

Kniffen, K.M, Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhave, D.P., Choi, V.K., Creary, S.J., Demerouti, E., Flynn, F.J., Gelfand, M. J, Greer, L.L., Johns, G., Kesebir, S., Klein, P.G., Lee, S. Y., Ozcelik, H., Petriglieri, J.L., Rothbard, N.P., Rudolph, C.W., Shaw, J.D., Sirola, N., Wanberg, C.R., Whillans, A., Wilmot, M.P., & Van Vugt, M. (2021). COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action. *American Psychologist*, 76(1), 63-77.

Greer, L.L., & *Chu, C. (2020). The contradictory effects of power, status, and hierarchy on group versus individual outcomes. *Current Opinions in Psychology*, 33, 162-166.

Knight, A., Greer, L.L., & De Jong, B. (2020). Start-up teams: A multi-dimensional conceptualization, review of past research, and future research agenda. *Academy of Management Annals*, 14, 1-36.

Chatman, J., Greer, L.L., Sherman, E.L., & *Doerr, B. (2019). Blurred lines: How the collectivism norm operates through perceived group diversity to boost or harm group performance, *Organization Science*, 30, 235-245.

Selected Media Coverage: Fast Company.

Best Publication in Organizational Behavior in 2019, Academy of Management, Organizational Behavior Division.

*Yu, S., Greer, L.L., Halevy, N., & Van Bunderen, L. (2019). On ladders and pyramids: Hierarchy's shape determines relationships and performance in groups. *Personality and Social Psychology Bulletin*, 45, 1717-1733.

Greer, L.L., De Jong, B.A., *Schouten, M.E., & *Dannals, J. (2018). Why and when hierarchy impacts team effectiveness: A meta-analytic integration. *Journal of Applied Psychology*, 103, 591-613.

Best Conference Paper Finalist at the InGroup [Interdisciplinary Network for Group Research] Conference.

Selected Media Coverage: MIT Sloan Management Review.

*Van Bunderen, L., Greer, L.L., & van Knippenberg, D. (2018). When inter-team conflict spirals into intra-team power struggles: The pivotal role of team power structures. *Academy of Management Journal*, 61, 1100-1130.

Featured as a Best Conference Article in the Academy of Management Proceedings.

*Daniels, D., Neale, M.A., & Greer, L.L. (2017). The spillover effect: Perceived diversity contagion in teams. *Organizational Behavior and Human Decision Processes*, 139, 92-105.

Selected Media Coverage: Harvard Business Review, PBS, Boston Globe.

- Greer, L. L., & *Dannals, J. (2017). Conflict in teams. In R. Rico, E. Salas, & N. Ashkanasy, *The Wiley Blackwell Handbook of Team Dynamics, Teamwork, and Collaborative Working* (pp. 317-344). Somerset, NY: Wiley Blackwell.
- Greer, L.L., *Van Bunderen, L., & *Yu, S. (2017). The dysfunctions of power in teams: A review and emergent conflict perspective. *Research in Organizational Behavior*, 37, 103-124.
**Featured Paper in the 2017 Best OB Symposium at the Academy of Management.
 Best Conference Paper Finalist at the InGroup [Interdisciplinary Network for Group Research] Conference.**
- Beersma, B., Greer, L.L., Dalenberg, S., & De Dreu, C.K.W. (2016). Need for structure as asset and liability in dynamics team decision-making. *Group Dynamics*, 20, 16-33.
- Shemla, M., Meyer, B., Greer, L.L., & Jehn, K.A. (2016). A review of perceived diversity in teams: Does how members perceive their team's composition impact team processes and outcomes? *Journal of Organizational Behavior*, 37, S89-S106.
- Sinha, R., *Sivanthan, N., Greer, L.L., Conlon, D.E., & Edwards, J.E. (2016). Skewed task conflict in teams: What happens when a few see more than the rest? *Journal of Applied Psychology*, 101, 1045-1055.
Selected media coverage: Business News Daily
- *Tarakci, M., Greer, L.L., & Groenen, P.J.F. (2016). When does power disparity help or hurt group performance? *Journal of Applied Psychology*, 101, 415-429.
**Highlighted on the JAP website as a key exemplar article of the journal.
 Highlighted in an AMJ editorial (Shaw & Ertug, 2017) as an exemplar of how to use simulations to build theory.
 Best PhD Paper Award Finalist at the Strategic Management Society Annual Meeting.
 Selected media coverage: Financial Times, Harvard Business Review, Fast Co.**
- De Hoogh, A.H.B., Greer, L.L., & Den Hartog, D.N. (2015). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *Leadership Quarterly*, 26, 687-701.
- *Saygi, O., Greer, L.L., Van Kleef, G.A., & De Dreu, C.K.W. (2015). Bounded benefits of representative cooperativeness in intergroup negotiations. *Group Decision and Negotiation*, 24, 993-1014.
- Greer, L. L. (2014). Power and conflict in teams. In N. M. Ashkanasy, O. B. Ayoko, & K. A. Jehn (Eds.), *Handbook of Research in Conflict Management*, 93-108. Cheltenham, UK: Edward Edgar Publishing.
- *Saygi, O., Greer, L.L., Van Kleef, G.A., & De Dreu, C.K.W. (2014). Too little too late? Effects of outgroup negotiation concession making patterns on intergroup relations. *Group*

Processes and Intergroup Relations, 17, 143-160.

*Aaldering, H., Greer, L.L., Van Kleef, G.A., & De Dreu, C.K.W. (2013). When representatives sacrifice themselves: The effects of social value orientation and interest alignment on representative negotiation. *Organizational Behavior and Human Decision Processes*, 120, 240-250.

Greer, L.L., & Bendersky, C. (2013). Power and status in negotiation and conflict research: Introduction to the special issue. *Negotiation and Conflict Management Research*, 6, 239-252.

Homan, A.C. & Greer, L.L. (2013). Considering diversity: The positive effects of considerate leadership in diverse teams. *Group Processes & Intergroup Relations*, 16, 105-125.

Jehn, K.A., Rispens, S., Jonsen, K. & Greer, L.L. (2013). Conflict contagion: A temporal perspective on the development of conflict within teams. *International Journal of Conflict Management*, 24(4), 352-373.

Outstanding Paper Award Winner (2014) for the best paper published in the *International Journal of Conflict Management* in 2013.

De Dreu, C.K.W., Greer, L.L., Handgraaf, M.J.J., Shalvi, S., & van Kleef, G.A. (2012). Oxytocin modulates selection of allies in intergroup conflict. *Proceedings of the Royal Society B: Biological Sciences*, 279, 1150-1154.

De Dreu, C.K.W., Shalvi, S., Greer, L.L., Van Kleef, G.A., & Handgraaf, M.J. (2012). Oxytocin motivates non-cooperation in intergroup conflict to protect vulnerable in-group members. *PLoS One*, 7(11), e46751.

*De Wit, F., Greer, L.L., & Jehn, K.A. (2012). The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology*, 97, 360-390.

Most Influential Article Award (2018) from the Academy of Management Conflict Management Division for articles published in 2010-2013.

Featured as a best conference article in the Academy of Management Proceedings. Best student paper award at the Academy of Management Conflict Management Division.

Greer, L.L. (2012). Cohesion: then and now: Introduction to the special issue. *Small Group Research*, 43, 655-661.

Greer, L.L., *Saygi, O., *Aaldering, H., & De Dreu, C.K.W. (2012). Conflict in medical teams: Danger or opportunity? *Medical Education*, 46, 935-942.

Greer, L.L., Homan, A.C., De Hoogh, A.H.B., & Den Hartog, D.N. (2012). Tainted visions: The effects of visionary leader behaviors and leader categorization tendencies on the financial performance of ethnically diverse teams. *Journal of Applied Psychology*, 97, 203-213.

- Jehn, K.A., & Greer, L.L. (2012). Diversity as disagreement: The role of intra-group conflict. In Q. M. Roberson (Ed.), *The Oxford Handbook of Diversity and Work*, pp. 179-191. New York, NY: Oxford University Press.
- *Sligte, D., Greer, L.L., & De Dreu, C.K.W. (2012). Illegitimacy undermines leader creativity only under stable power. *Revista de Psicología Social* (special issue on power), 27, 347-354.
- De Dreu, C.K.W., Greer, L.L., Handgraaf, M.J., van Kleef, G.A., & Shalvi, S. (2011). Oxytocin promotes human ethnocentrism. *Proceedings of the National Academy of Sciences*, 108, 1262-1266.
Selected media coverage: [New York Times](#), [Scientific American](#), [Fox News](#), [Time](#), [San Francisco Chronicle](#), [The Guardian](#).
- Greer, L.L., Caruso, H.M., & Jehn, K.A. (2011). The bigger they are, the harder they fall: Linking team power, conflict, congruence, and team performance. *Organizational Behavior and Human Decision Processes*, 116, 116-128.
Featured as a best conference article in the Academy of Management Proceedings.
Selected media coverage: [Inc.com](#)
- Rispens, S., Greer, L.L., Jehn, K.A., & Thatcher, S.M.B. (2011). How relational closeness buffers the effect of relationship conflict on helpful and deviant group behaviors. *Negotiation and Conflict Management Research*, 4, 277-296.
- De Dreu, C.K.W., Greer, L.L., Handgraaf, M., Shalvi, S., van Kleef, G.A., Baas, M., ten Velden, F., van Dijk, E., & Feith, S.W.W. (2010). The neuropeptide oxytocin regulates parochial altruism in intergroup conflict among humans. *Science*, 328, 1408-1411.
Selected media coverage: [The New York Times](#), [Telegraph](#), [Science Daily](#)
Featured on the cover of Science as [news of the week](#) and in a [podcast](#) by Science
- Greer, L.L. & van Kleef, G.A. (2010). Equality versus differentiation: The effects of power dispersion on social interaction. *Journal of Applied Psychology*, 95, 1032-1044.
Selected media coverage: [Fast Company](#), [Inc.com](#)
- Homan, A.C., Greer, L.L., Jehn, K.A., & Koning, L. (2010). Believing shapes seeing: The impact of diversity beliefs on the construal of group composition. *Group Processes & Intergroup Relations*, 13, 477-493.
- Greer, L.L. & Jehn, K.A. (2009). Follow me: Strategies used by emergent leaders in virtual organizations. *International Journal of Leadership Studies*, 5, 102-120.
- Greer, L.L., Jehn, K.A., & Mannix, E.A. (2008). Conflict transformation: An exploration of the inter-relationships between task, relationship, and process conflict. *Small Group Research*, 39, 278-302.

- Jehn, K.A., Greer, L.L., Levine, S., & Szulanski, G. (2008). The effects of conflict types, dimensions, and emergent states on group outcomes. *Group Decision and Negotiation*, 17, 465-495.
- Jehn, K.A., Greer, L.L., & Rupert, J. (2008). Diversity and conflict. In A. Brief (Ed.), *Diversity at Work*, pp. 166-219. Cambridge: Cambridge University Press.
- Thatcher, S.M.B. & Greer, L.L. (2008). Does it really matter if you recognize who I am? The implications of identity comprehension for individuals in work teams. *Journal of Management*, 34, 5-24.
- Greer, L.L. & Jehn, K.A. (2007). The pivotal role of emotion in intragroup process conflict. *Research on Managing Groups and Teams*, 10, 23-45.
- Rispens, S., Greer, L.L., & Jehn, K.A. (2007). It could be worse: A study on the alleviating role of trust and interdependence in intragroup conflict. *International Journal of Conflict Management*, 18, 325-344.
- Outstanding Paper Award Winner (2008) for the best paper published in the *International Journal of Conflict Management* in 2007.**

PAPERS UNDER REVISION

- *Schouten, M.E., Van Knippenberg, D., & Greer, L.L. Conflict in teams. *Revise and resubmit at Organization Science*.

PAPERS UNDER REVIEW

(*denotes doctoral student)

- *Abi-Esber, N., Greer, L.L., De Hoogh, A.H.B., & Gino, F. Elastic teams. *Under review at Administrative Science Quarterly*
- *Bradley, C., Greer, L.L., *Trinh, E., & Sanchez-Burks, J. How to respond to the emotions of others at work. *Under review at the Academy of Management Annals*.
- *Trinh, E., & Greer, L.L. Shapes of hierarchy. *Under review at Academy of Management Review*.

WORKING PAPERS

(*denotes doctoral student)

- *Bradley, C., & Greer, L.L. Talking about leader emotions.
- Greer, L.L., *Abi-Esber, N., & *Chu, C. Hierarchical flexing.

Featured in a showcase symposium at the Academy of Management.

Greer, L.L., De Hoogh, A.H.B., Van Kleef, G.A., & Bradley, C.* Leader emotions.
**Featured as a best conference article in the Academy of Management Proceedings.
Best Conference Paper, Israel Organizational Behavior Conference.**

*Zhao, E., & Greer, L.L. Group cognition.
**Featured as a best conference article in the Academy of Management Proceedings.
Selected media coverage: Fast Company, Fortune Italia**

WORK IN PROGRESS

(*denotes doctoral student)

Buengeler, C., De Hoogh, A.H.B., Detert, L.*, Greer, L.L., & den Hartog, D. The importance of diversity acknowledgment in leader vision statements.

Greer, L.L., & Bradley, C.* Unpacking emotions in conflict.

Greer, L.L., Gino, F., & Schwingel-Sauer, Z.* Managing power dynamics in diverse teams.

Greer, L.L., Gino, F., & Sutton, B. Theory of flexing.

Wolf, E. B., Bradley, C.*, & Greer, L.L. Leader emotion acknowledgment and conflict resolution.

PRACTITIONER PUBLICATIONS

Greer, L.L. (2021). Why hierarchy is the secret to agile teams: Three hacks to use hierarchy to accelerate team agility. *Entrepreneur (Middle East)*, May-June, pp. 34-36.
https://issuu.com/entmagazineme/docs/entrepreneur_middle_east_may-june_2021

Sanchez-Burks, J., Bradley, C., & Greer, L. L. (2021). An emotions playbook for leaders: How leaders can create emotional landscapes for team and organizational success. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/how-leaders-can-optimize-teams-emotional-landscapes/>

Ashford, S. J., Sytch, M., & Greer, L. L. (2020). 6 ways a crisis can help you cultivate a growth mindset. *Harvard Business Review*. <https://hbr.org/2020/08/6-ways-a-crisis-can-help-you-cultivate-a-growth-mindset>

Greer, L. L. (2020). Emotions at work can boost performance. *SmartBrief white paper sponsored by Michigan Ross*. <https://sanger.umich.edu/wp-content/uploads/2020/03/Smart-Brief-Emotions-Lindy-OMBA.pdf>

- Greer, L. L. (2020). Using power dynamics to build better teams. *SmartBrief white paper sponsored by Michigan Ross*.
- Greer, L. L. (2020). Why remote work makes teams (and leaders) better. *Entrepreneur (Middle East)*. <https://www.entrepreneur.com/article/351142>
- Sytch, M. & Greer, L. L. (2020). Is your organization ready for permanent WFT? *Harvard Business Review*. <https://hbr.org/2020/08/is-your-organization-ready-for-permanent-wfh?ab=hero-main-text>
- Greer, L. L. (2019). Why teams still need leaders. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/why-teams-still-need-leaders/>
- Greer, L. L. (2014). Power struggle? Why your top performers fight and what to do about it. *Inc.com* <https://www.inc.com/lindred-greer/leadership-minimize-conflicts-teams.html>
- Greer, L. L. (2014). How conflict goes viral. *Inc.com*. <https://www.inc.com/anna-meyer/holiday-retail-shopping-trends-2020.html>

MEDIA MENTIONS

Automotive News, Boston Globe, Business New Daily, CNN, Inc.com, Emprendedores News, EuropeanCEO, Fast Company, Financial Times, Fortune, Fortune Italia, Fox News, Industry Week, Irish Times, La Nacion, MIT Sloan Management Review, MT Management Team, New York Times, OZY, PBS, Science Daily, Scientific American, San Francisco Chronicle, Sydney Morning Herald, Telegraph, The Business Times, The Guardian, The Michigan Daily, Time, Wall Street Journal, Vanity Fair

REFEREED INTERNATIONAL PRESENTATIONS (FIRST AUTHOR)

*Indicates best paper award / conference proceedings paper / showcase symposium

Academy of Management (2005, 2006, 2007*, 2008*, 2009, 2010, 2011, 2013, 2015*, 2016*, 2017*, 2018*, 2019*, 2020*, 2021)

European Association of Work and Organizational Psychology (2011) / of Social Psychology (2011)

INGroup (2007, 2008, 2015, 2016*, 2018)

Interdisciplinary Perspectives on Leadership Conference (2018, 2022)

International Association of Conflict Management (2005, 2006, 2007*, 2008*, 2010, 2012, 2014, 2016, 2018, 2019)

Israel Organizational Behavior Conference (2020*)

New Directions in Leadership Research Conference (2012, 2019)

Society for Personality and Social Psychology (2016, 2020)

INVITED RESEARCH TALKS

2022-2023

Notre Dame (Mendoza College of Business, Management)

Tulane University (Freeman School of Business, Management)

2021-2022

Duke University (Fuqua School of Business, Management)

IACM (International Association for Conflict Management) Virtual Seminar Series

INSEAD (Organizational Behavior)

Northwestern University, Kellogg School of Management, Social Processes in Organizations

PhD Class with Dr. Maryam Kouchaki

University of California – Berkeley (invited keynote for their Culture Conference)

University of Michigan – ADVANCE 20th Anniversary Celebration: Celebrating Research,

Advocacy, and Action for Faculty Equity

University of Michigan Hospital, Orthopedics Group

2020-2021

Erasmus University (Rotterdam School of Management, Organisation and Personnel Management)

Harvard University, Harvard Business School, NoM PhD Student Seminar (with Dr. Francesca Gino)

Northwestern University (Kellogg School of Management, Management & Organizations)

Rice University (Jones Graduate School of Business, Organizational Behavior)

University of Georgia (Terry College of Business, Management)

University of Iowa (Tippie College of Business, Management)

University of Maryland (Robert H. Smith School of Business, Management & Organization)

University of Michigan (Psychology, Social)

University of Navarra (IESE Business School, Managing People in Organizations Department)

University of Washington (Michael G. Foster School of Business, Management & Organization)

2019-2020

Cornell University (Johnson Graduate School of Management, Management & Organizations)

University of Michigan (Interdisciplinary Committee on Organizational Studies)

University of Michigan (Center for Positive Organizations, Positive Links Series)

University of Michigan (Stephen M. Ross School of Business, Management & Organizations)

University of Pittsburg (Joseph M. Katz Graduate School of Business, Organizational Behavior)

2018-2019

Emory University (Goizueta Business School)

University of Michigan (Stephen M. Ross School of Business, Management & Organizations)

University of California-Berkeley (Haas Culture Initiative)

University of California-Berkeley (Psychology, Social-Personality Area)

2017-2018

SUNY-Buffalo (School of Management, Organization and Human Resources)

University of Pennsylvania (Wharton School of Management, Operations, Information & Decisions)

Yale University (School of Management, Organizational Behavior)

2016-2017

New York University (Leonard N. Stern School of Business, Management & Organizations)

Stanford University (Department of Psychology, Social Psychology)

University of Maryland (Robert H. Smith School of Business, Management & Organization)

2015-2016

Carnegie Mellon University (Tepper School of Business, Organizational Behavior and Theory)

London Business School (Organizational Behavior)

2014-2015

University of California-Berkeley (Haas School of Business, Management of Organizations)

VU Free University (Economics and Business Faculty, Business Administration)

Washington University in St. Louis (Olin Business School, Organizational Behavior)

2013-2014

Indian School of Business (Organizational Behavior)

National University of Singapore (Business School, Management & Organization)

Stanford University (Graduate School of Business, Organizational Behavior)

University of Melbourne (Melbourne Business School, Management)

2011-2012

Erasmus University (Rotterdam School of Management, Organization and Personnel)

Harvard University (Harvard Business School, Organizational Behavior)

Michigan State University (Broad College of Business, Management)

2009-2010

University of Groningen (Faculty of Economics and Business, Management)

2007-2008

Leiden University (Department of Psychology, Social & Organizational Psychology)

Tilburg University (Department of Psychology, Social & Organizational Psychology)

University of Amsterdam (Department of Psychology, Work & Organizational Psychology)

PROFESSIONAL MEMBERSHIPS

Academy of Management

Conflict Management Division

Gender and Diversity in Organizations Division

Organizational Behavior Division

Association for Psychological Science (Fellow)

Diversity Scholars Network (National Center for Institutional Diversity at the University of

Michigan)
INGroup
International Association of Conflict Management
Society for Experimental Social Psychology (Fellow)
Society for Industrial and Organizational Psychology
Society for Personality and Social Psychology (Elected Fellow)

ACADEMIC SERVICE

Editor

Associate Editor, *Academy of Management Journal* (2019-2022)
Co-author From-the-Editors on 'Impact' (2022)
Co-organized AMJ 'Impact Workshop' in Amsterdam (2022)
Represented AMJ as Associate Editor in the Lisbon AMJ Paper Development Workshop (2019), AMJ Workshop on Reviewing and Publishing for Under-represented Minorities (2021), in a Publishing Session from the Conflict Management Division at the Academy of Management (2022), in an Academy of Management PDW "Publishing in AMJ" (2020, 2021), in an AMJ-AMR PDW at Euram in Lisbon (2019), in doctoral seminars at Harvard Business School (2021) and Kellogg Graduate School of Management (2021)
Associate Editor, *Small Group Research* (2011-2015)
Guest Editor, Special Issue on Power and Conflict, *Negotiation and Conflict Management Research* (2013)

Editorial Boards

Academy of Management Journal (2011-)
Best Reviewer Award, 2012, 2015
Administrative Science Quarterly (2013-)
ASQ Scholarly Impact Award Committee, 2016
ASQ Dissertation Award Committee, 2022
Journal of Experimental Social Psychology (2017-)
Journal of Personality and Social Psychology (2017-2019)
Journal of Applied Psychology (2015-)
Leadership Quarterly (2019-)
Organizational Behavior and Human Decision Processes (2013-)
Small Group Research (2009-2011)

Ad Hoc Reviewer

Academy of Management Discoveries, Academy of Management Journal, Academy of Management Review Administrative Science Quarterly, Applied Psychology: An International Review, Basic and Applied Social Psychology, British Journal of Social Psychology, British Journal of Management, Current Directions in Psychological Science, European Journal of Social Psychology, Gedrag & Organisatie (Behavior & Organization), Group Decision and Negotiation, Group Dynamics, Group & Organization Management, Group Processes & Intergroup Relations, Hong Kong

Research Grants Council, Human Performance, International Journal of Conflict Management, Journal of Applied Psychology, Journal of Applied Social Psychology, Journal of Business Research, Journal of Business Ethics, Journal of Experimental Psychology: General, Journal of Experimental Social Psychology, Journal of Occupational and Organizational Psychology, Journal of Organizational Behavior, Journal of Personality and Social Psychology, Journal of Personnel Psychology, Leadership Quarterly, Management Science, National Science Foundation, Negotiation & Conflict Management Research, NWO (Dutch Funding Organization for Scientific Research), Organization Science, Organizational Behavior and Human Decision Processes, Organizational Psychology Review, Personality and Social Psychology Bulletin, PLOS One, Proceedings of the Royal Society B: Biological Sciences, Small Group Research, Social Psychological and Personality Science, Swiss National Science Foundation, Work & Stress

External Committee Membership and Elected/Appointed Positions

Academy of Management

Outstanding Publication in Organizational Behavior Committee, Organizational Behavior Division, 2021
Best Empirical Paper Committee, Organizational Behavior Division, 2014
Representative-at-Large, Conflict Management Division, 2011-2013
Chair of Finance Committee, New Doctoral Student Consortium, 2007-08
Co-Chair of Finance Committee, New Doctoral Student Consortium, 2006-07
Finance Committee Member-New Doctoral Student Consortium, 2005-06
Symposium and/or PDW organizer, 2006, 2007, 2015, 2016, 2018, 2019, 2020

International Association of Conflict Management

Chair of Connect & Collaborate Doctoral Student & Junior Faculty Preconference, 2019, 2020
Representative-at-Large, 2017-2019
Best Theoretical Paper Committee, 2014
Program Chair, 2012

Kurt Lewin Institute

Co-Organizer, Group & Organizational Processes Research Track, 2009-2012
Co-Chair, Power and Influence Track, Kurt Lewin Institute Conference, 2012

Society for Personality and Social Psychology

Pre-conference Co-chair "Bringing group processes back to social psychology", 2020, 2021

Other Conferences and Conference Activities Organized

Kurt Lewin Institute, 2009, 2010, 2011, 2012 (conference track organizer)
Stanford Conference on Groups, 2018, 2019 (conference co-organizer)

Internal Service

Sanger Leadership Center, Faculty Director, University of Michigan, 2019-2022.

- Innovated on and improved quality of leadership programming to achieve deeper student impact via integrating leadership development experiences across the school, bringing more evidence-basis and faculty engagement in programs, and improving the action-based student learning experience
 - Revision of 2019 MBA Onboarding, including more faculty-led modules and new action-based learning experiences, led to our best rated onboarding experience yet, with scores over 4.8 of 5, and our 2020 LCC was its highest rated ever, despite being pivoted to an online format
 - Across the board, Sanger flagship programs now receive an on-average 4.7 evaluation (compared to school average of 4.5)
- Scaled leadership development program capacity by on average ~10% to serve more student interactions per year and to allow more students access to key programs
 - Scaled all Sanger Programs to guarantee seats to all FTMBA and WMBA students
- Conducted stakeholder analysis to identify key emergent leadership development needs among our students (including based on recruiter feedback) and launched new flagship programs to improve key leadership skills and leadership frameworks to integrate programs
 - Launched new self-coaching leadership framework (“Sanger Leadership Journey”), programming, and supporting website and tools across school to integrate different leadership experiences, empower students to take charge of their leadership development journeys, and improve the quality of leadership development at the university
 - Launched a new 6-week flagship program on leading diverse, inclusive, and equitable teams (L.I.T. – Leading Inclusive Teams) in the FTMBA and WMBA programs, serving 120+ FTMBA students in its first year
 - Launched new flagship speaker series “Leadership Dialogues” which brings world leaders on stage at Ross to have a fireside chat with a Ross faculty member to explore bold ideas from Ross in action at the top - first speaker event with Mary Barra (CEO of GM) drew over 1000+ RSVPs
- Led center strategic professionalization including 5-year SWOT analysis and vision-crafting, re-launch of board (now including alumni, faculty, and students), yearly strategy and OKR setting, innovations in team processes (DACI frameworks, culture mapping and curation, etc), hiring of managing director position and restructuring of team leadership positions, and virtual pivots/team management during COVID-19
- Improved the reputation of Michigan Ross as ‘the’ place for leadership development, including expansion of brand management and marketing innovations such as the launch of ‘Tip Tuesdays’ where faculty research is disseminated on social media to practitioners in the format of easy tips for leadership
 - Innovations in brand management and external outreach and social media led to a 23% increase in social media followers, and over 9 million social media impressions
- Managed and expanded external relationships with companies, donors, and school

stakeholders, including re-launching our board to include alumni and faculty, expanding our corporate donorship, and managing key relationship within the university including program offices, dean's office, and development

- Expanded research agenda and cross-discipline faculty group, including launch of Sanger's research lab and hiring of Sanger's first research lab manager and appointment of Sanger's first junior faculty fellowship to accelerate the production of bold leadership ideas at the University of Michigan

PhD admissions selection committee, Stanford University, 2014, 2015, 2016, 2017; University of Michigan, 2020, 2021, 2022 (co-director of admissions).

Judge for DEI Case Competition, William Davidson Institute, 2022.

Faculty summer project co-sponsor, Tauber Institute, 2022.

Dean search committee for the Stephen M. Ross School of Business, University of Michigan, 2021-22.

Hiring committee for Director of Major Gifts, Development and Alumni Engagement, Stephen M. Ross School of Business, University of Michigan, 2021-22.

Ross DEI (diversity, equity, and inclusion) faculty committee (2019-2020) and DEI curriculum task force (2020-21), University of Michigan, 2019-2021.

Hiring committee for tenure-track positions, Stanford University, 2013, University of Amsterdam, 2011.

Micro OB Lab Coordinator (with Frank Flynn & Justin Berg), 2017-2019

Research Masters Track Coordinator (Organization Track), Erasmus University, 2013.

Doctoral (co-)advisor / dissertation (co-chair):

Christina Bradley (2019-2024). Emotions at work, University of Michigan.

Mijeong Kwon, University of Michigan, 2022 (expected). Accepted tenure-track position at the University of Colorado.

Lisanne van Bunderen (2013-2017). Intragroup and intergroup conflicts, Erasmus University. Accepted tenure-track position at the University of Amsterdam.

Maartje Schouten (2012-2016). Hierarchical struggles in teams, Erasmus University. Accepted post-doc position at Michigan State.

Dissertation committees:

Sarah Best, University of Michigan (School of Music), 2022. Accepted tenure-track position at College of Wooster.

Brian Doornbal, Vrije Universiteit Amsterdam, 2020. Accepted post-doctoral position at Leiden University.

Siyu Yu, New York University, 2020. Accepted tenure-track position at Rice University.

Jieun Pai, University of California – Los Angeles, 2020. Accepted postdoc at the University of Virginia.

Ozum Saygi, University of Amsterdam, 2015.

Hillie Aaldering, University of Amsterdam, 2014. Accepted tenure-track position at the University of Amsterdam.

Nicoleta Meslec, Tilburg University, 2013. Accepted tenure-track position at Tilburg University.

Murat Taracki, Rotterdam School of Management, 2013. Accepted tenure-track position at Rotterdam School of Management.

Victoria Visser, Rotterdam School of Management, 2013.

Other doctoral student collaborations / co-authorships:

Charles Chu, Stanford University, 2022. Accepted tenure-track position at Boston University.

Jennifer Dannals, Stanford University, 2018. Accepted tenure-track position at Dartmouth University.

David Daniels, Stanford University, 2017. Accepted tenure-track position at Hong Kong University of Science and Technology.

Frank de Wit, Leiden University, 2011. Accepted post-doc position at the University of Melbourne – Melbourne Business School.

TEACHING EXPERIENCE

Awards and Qualifications

Executive Education Teaching Impact Award, Michigan Ross, 2020-2021.

Finalist for Academy of Management’s Innovation in Entrepreneurship Pedagogy Award for developed course, “The Psychology of Start-up Teams”, 2017

GSB Academic Recognition Dinner for Highest Evaluated Faculty 2017-18, 2015-16.

Christiaan Hamaker Teaching Award, Psychology Department, University of Amsterdam, 2010.

Basic Teaching Qualification Certificate for Teaching at Dutch Universities, June 2009.

Courses Taught

Leading Diverse Teams and Organizations: A D.E.I. Toolkit

7/2021 – Present University of Michigan (Ross), *Course Developer and Instructor*, Elective Online MBA course. Average professor evaluation: 4.4 / 5.0

7/2021 – Present University of Michigan (Ross), *Course Developer and Instructor*, Elective

in Executive Education Open Enrollment Certificate Program. Average professor evaluation: 5.0 / 5.0
9/2020 – Present Coursera, *Course Developer and Instructor*, Average evaluation: 4.8 / 5.0 (8,000+ learners enrolled)

Organizational Behavior / People-Driven thinking

9/2021 – Present University of Michigan (Ross), *Instructor*, Required Full-Time MBA course.
1/2020 – Present University of Michigan (Ross), *Co-Instructor and Course Developer*, Required Online MBA course. Average professor evaluation: 4.7 / 5.0
1/2020 – Present University of Michigan (Ross). *Co-Instructor and Course Developer*, Required Course in Executive Education Open Enrollment Certificate Program. Average professor evaluation: 4.9 / 5.0
8/2012 – 12/2012 Erasmus University (RSM), the Netherlands, *Instructor*, Required Masters course.

Managing Groups and Teams

9/2013 – 5/2019 Stanford University (GSB), *Instructor*, Core MBA course. Average professor evaluation: 4.4 / 5.0
2/2010-4/2012 University of Amsterdam (Psychology), The Netherlands, *Instructor*, Introductory undergraduate course.
5/2014 – 5/2014 Stanford University (GSB), *Instructor and Course Developer*, Elective MBA and EMBA course.
2/2013- 2/2013 American University in Cairo, Egypt, *Instructor and Course Developer*, Executive MBA course.

The Psychology of Start-up Teams

9/2019 – 5/2021 University of Michigan (Ross), *Course Developer and Instructor*, Elective MBA course, Average professor evaluation: 4.8 / 5.0
4/2015 – 6/2019 Stanford University (GSB), *Course Developer and Instructor*, Elective MBA course; Average professor evaluation: 4.3 / 5.0

Perspectives on the Social Psychology of Organizations: Group Dynamics

4/2019 – 6/2019 Stanford University (GSB), *Instructor*, PhD student seminar
9/2013 – 12/2013 Average professor evaluation: 5.0 / 5.0

Organizational Change

4/2008-6/2011 University of Amsterdam (Psychology), The Netherlands, *Instructor*, Elective senior undergraduate course

Introduction to Research Methods

2/2006-12/2009 Leiden University & University of Amsterdam (Psychology), The Netherlands, *Instructor*, Introductory undergraduate course

Conflict and Cooperation

2/2008-6/2008 Leiden University (Psychology), The Netherlands, *Instructor*, Elective

senior undergraduate course

EXECUTIVE EDUCATION AND CONSULTING EXPERIENCE

Topics

Leading High-Performing Teams; Leadership; Team Agility; Leading Diverse Teams, Diversity, Equity and Inclusion; Negotiation; Decision-making; Power and Influence in Teams; Conflict Resolution in Teams; Distributed (Virtual) Teamwork.

Custom Programs for Companies / Groups

Adient, AIS, American University in Cairo Executive MBA Program, Anheuser-Busch InBev, Berkeley Lab, Boston Consulting Group - BrightCrowd, Caterpillar, Colgate, ConvaTec, DTE, Dutch Ministry of Internal Affairs, European University Institute-School of Transnational Governance, Exxon Mobil, General Motors, Google, HCL, ING, KPMG, KPN, LifeTime Fitness, Polen Capital, QB3, Ramco Group, Rio Tinto, Rock Ventures, Saudi Arabian Telecom, Schouten & Nelissen, Sequoia Capital, Shell, SK Hynix, Stanford Hospital, Toyota, University of Michigan Facilities and Operations, University of Michigan Hospital, United States Department of Energy, United States Office of National Intelligence, Wabash, Wieden+Kennedy, Zachry Group

Open Enrollment Programs

Michigan Ross Emerging Leaders Program, Michigan Ross Leading High-Performing Teams, Michigan Ross AMDCP People-Driven Thinking, Michigan Ross AMDCP Leading Diverse Teams and Organizations, Coursera Leading Diverse Teams and Organizations (over 6,000 enrolled), Endeavor, Stanford Endeavor Innovation & Growth, Stanford Executive Leadership Development, Stanford GSB Female Alumni, Stanford GSB Salon, Stanford Ignite, Stanford Influence and Negotiation Skills Program, Stanford Innovation and Entrepreneurship Program, Stanford Latino Entrepreneurs Initiative, Stanford LEAD, Stanford Managing Teams for Innovation and Success, Stanford Worldview, Stanford Women in Cable Television, ZGen

Pro-Bono Work

500Startups, ABN-AMRO, Alchemist, American Orthopedic Association, Amersfoort Hospitals, Atlanta Tech Village, Cardinal Ventures, Cross Campus, Desai Accelerator, Dutch National Railway, MedicineX, Michigan Ross FTMBA/WMBA/GMBA Orientations, Michigan Ross Mock Admissions Class, University of Michigan Hospital, University of Michigan Rackham DEI Certificate, Stanford Venture Studio, Zell-Lurie Commercialization Fund