

LINDRED LEURA GREER

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Stephen M. Ross School of Business
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POSITIONS

University of Michigan, Stephen M. Ross School of Business, Ann Arbor, Michigan

2022 - Present Professor of Management and Organizations and Michael R. and Mary K. Hallman Faculty Fellow
2019 - 2022 Associate Professor (with tenure) of Management and Organizations and Michael R. and Mary K. Hallman Faculty Fellow
2019 – Present Faculty Director, Sanger Leadership Center
2024 – Present Faculty Associate, Research Center for Group Dynamics, Institute for Social Research

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).

AWARDS

Best Broad Relevance Professional Development Workshop Award, Academy of Management, Organizational Behavior Division, 2024

Contributions to the Research Environment (CORE) Award, University of Michigan, Stephen M. Ross School of Business, 2024.

Frank Yates Diversity and Inclusion Teaching Excellence Award, University of Michigan, Stephen M. Ross School of Business, 2023.

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

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.

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

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

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.

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

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.

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

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.

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: 11,289; h-index = 36, i10-index = 45]

*Schouten, M.E., Van Knippenberg, D.A., & Greer, L.L. (2024). Hierarchy conflict: Causes, expressions, and consequences. *Organization Science*, in press.

*Bradley, C.M, Greer, L.L., *Trinh, E., & Sanchez-Burks, J. (2024). Responding to the emotions of others at work: A review and integrative theoretical framework for the effects of emotion-response strategies on work-related outcomes. *Academy of Management Annals*, 18, 3-43.

Featured in a showcase symposium at the Academy of Management.

*Yu, S., & Greer, L.L. (2023). 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*, 34, 24-50.

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.

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.

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.

*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.

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., *Sivathan, 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.

*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.

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.

*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.
- 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., 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.
- 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.
Best Dissertation Award, American Psychological Association (APA) Division 49, 2009. Best Dissertation Award (Top 3 Finalist), International Association for Conflict Management, 2009.
Featured as a best conference article in the Academy of Management Proceedings.

- 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.
- 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.
- 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.
- 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.**

REVISE AND RESUBMIT

(*denotes doctoral student)

- *Abi-Esber, N., Greer, L.L., & De Hoogh, A.H.B. Adaptive teams. Revise and resubmit at the *Academy of Management Journal*.
Featured in a showcase symposium at the Academy of Management.

UNDER REVIEW

(*denotes doctoral student)

*Yu, M., Wellman, N., & Greer, L.L. Risk and leadership. *Under review at the Academy of Management Review.*

WORKING PAPERS

(*denotes doctoral student)

*Bradley, C.M., & Greer, L.L. Talking about leader emotions.

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

*Bradley, C.M., Wolf, E. B., & Greer, L.L. Leader emotion management.

Best dissertation at the Academy of Management Organizational Behavior Division.

*Detert, L., & Greer, L.L. Managing emotions within hierarchically differentiated teams.

Featured in a showcase symposium at the Academy of Management.

Greer, L.L., *Abi-Esber, N., & *Chu, C. Hierarchical flexing.

Featured in a showcase symposium at the Academy of Management.

Selected media coverage: Financial Times, Harvard Business Review, MIT Sloan Management Review.

Greer, L.L., Van Kleef, G.A., De Hoogh, A.H.B., & Bradley, C.M.* Leader emotions.

**Featured as a best conference article in the Academy of Management Proceedings.
Best Conference Paper, Israel Organizational Behavior Conference.**

Greer, L.L., Jordan, J., & Sytch, M. Creating team alignment through RACIs.

*Kilpatrick, D., Greer, L.L., & Thatcher, S.M.B. Hybrid teams

Featured in a showcase symposium at the Academy of Management.

DATA COLLECTION

(*denotes doctoral student when project began)

*Ganti, M., *Bradley, C.M., Greer, L.L., & Yu, S. Declining leadership.

Greer, L.L., Kilpatrick, D., & Stothoff, J. Decision-structures for teams.

Greer, L.L., & Van Kleef, G.A. Emotion words theory.

*Schwengel-Sauer, Z., Yu, S., & Greer, L.L. Low-status claims.

BOOK CHAPTERS AND INVITED ARTICLES

- 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.
- 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. (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.
- 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.
- 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.
- 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.
- 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.

PRACTITIONER PUBLICATIONS

- Bradley, C. Greer, L.L., & Sanchez-Burks, J. (2024). How to respond to the emotions of your employees at work. *Harvard Business Review*, July-August issue.
- Greer, L.L., Gino, F., & Sutton, B. (2023). You need two leadership gears: Know when to take charge and when to get out of the way. *Harvard Business Review*, March-April Issue.
- Gundemier, G., Homan, A.C., Phillips, K., & Greer, L.L. (2023). Overcoming the Inclusion

Façade: Shared Impact is an Essential Element of a Genuinely Inclusive Organization. MIT Sloan Management Review.

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.

Kniffen, K.M, Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhawe, D.P., Choi, V.K., Creary, S.J., Demerouti, E., Flynn, F.J., Gelfand, M. J, Greer, L.L., Johns, G., Kosebiri, 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.

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.

Ashford, S. J., Sytch, M., & Greer, L. L. (2020). 6 ways a crisis can help you cultivate a growth mindset. Harvard Business Review.

Greer, L. L. (2020). Why remote work makes teams (and leaders) better. Entrepreneur (Middle East).

Sytch, M. & Greer, L. L. (2020). Is your organization ready for permanent WFT? Harvard Business Review.

Greer, L. L. (2019). Why teams still need leaders. MIT Sloan Management Review.

Greer, L. L. (2014). Power struggle? Why your top performers fight and what to do about it. Inc.com

Greer, L. L. (2014). How conflict goes viral. Inc.com.

MEDIA MENTIONS

Automotive News, Boston Globe, Business New Daily, CNN, Inc.com, Emprendedores News, EuropeanCEO, Fast Company, Financial Times, Fortune, Fortune Italia, Fox News, Globe and Mail, Greater Good Magazine, Harvard Business Review, 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

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

Academy of Management (2005, 2006, 2007*, 2008*, 2009, 2010, 2011, 2013, 2015*, 2016*, 2017*, 2018*, 2019*, 2020*, 2021, 2022, 2023*, 2024*)

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

2024-2025

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

2023-2024

Bocconi University (Management and Technology)

University of British Columbia (Sauder School of Business, OBHR)

2022-2023

Arizona State University (W. P. Carey School of Business, Management)

Massachusetts Institute of Technology (Sloan, Work & Organization Studies)

Northeastern University (D'Amore-Kim Business School, Management)

Notre Dame (Mendoza College of Business, Management)

Tulane University (Freeman School of Business, Management)

University of Arizona (Eller College of Management, Management)

University of California – Riverside (Anderson School of Management, Management)

University of Michigan (Psychology, Social)

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

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 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
 Deputy Editor, *Organization Science* (2023-25)
 Assign incoming manuscripts to senior editors, support work of senior editors, work on strategy with editor-in-chief, manage desk rejection decisions for micro/meso papers
 Senior (Associate) Editor, *Organization Science* (2023-2023)
 Wrote decision letters for ~15 papers, with an average turn-around time from submission to decision of 59 days
 Associate Editor, *Academy of Management Journal* (2019-2022)

Wrote decision letters for 144 papers, with an average turn-around time from submission to decision of 54 days
 Co-authored published AMJ From-the-Editors editorial piece 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), and 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-)
 Chair, ASQ Dissertation Award Committee, 2023
 ASQ Dissertation Award Committee, 2022
 ASQ Scholarly Impact Award Committee, 2016
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 (2013-2023)
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, 2021, 2022, 2023, 2024

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)
New Directions in Leadership Research, 2025 (conference organizer)

Internal Service

Sanger Leadership Center, Faculty Director, University of Michigan, 2019-2025.

- Moved center from a handful of co-curricular programs to a meaningful two year leadership development experience for all graduate students at Ross, where year one is required for all students (Collaboration Lab) and year two is an elective credential for completing all of our opt-in programs
- 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

- 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 Graduate degree programs, serving 150+ MBA 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
 - Formalized leadership development offered at key required touchpoints (orientation at the start of the first graduate student year and our MAP project team experience at the end of that year) under the new ‘Collaboration Lab’ name, including revamped and expanded team-based skills curriculum for all graduate students
- Led center strategic professionalization including 5-year SWOT analysis and vision-crafting, yearly strategy and OKR setting, innovations in team processes (EACI 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
 - 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 launch of corporate advisory board and fundraising campaign (increased yearly funds raised by 233%) and managing key relationship within the university including program offices, dean’s office, and advancement
- Built out research arm of center, including launch of Sanger’s research lab, hosting regular lab meetings to share early-stage research, hiring of Sanger’s first predoc/research lab manager, and offering a yearly Sanger research budget to accelerate the production of bold leadership ideas at the University of Michigan

University of Michigan Service:
2023-24

- Faculty director, Sanger Leadership Center
- University of Michigan, Engineering School, Engineering Leadership Center Strategic Planning Committee
- Co-chair M&O PhD admissions selection committee
- Ross BBA First Year Experience Taskforce

- Hiring committee for Michigan Ross Chief Advancement Officer

2022-23

- Faculty director, Sanger Leadership Center
- Chair, search committee for two tenure-track positions, Management & Organizations Area
- Hiring committee for the Michigan Ross Chief Executive Officer of Executive Education
- Faculty advisor, Entrepreneurship and Venture Club
- Furniture committee
- Predoctoral program task force

2021-22

- Faculty director, Sanger Leadership Center
- Hiring committee for the Dean of Michigan Ross
- Co-chair M&O PhD admissions selection committee
- Judge for DEI Case Competition, William Davidson Institute
- Faculty summer project co-sponsor, Tauber Institute
- Hiring committee for Managing Director of Custom Programs, Executive Education
- Hiring committee for Director of Major Gifts, Development and Alumni Engagement

2020-21

- Faculty director, Sanger Leadership Center
- M&O PhD admissions selection committee
- DEI curriculum task force

2019-20

- Faculty director, Sanger Leadership Center
- M&O PhD admissions selection committee
- DEI faculty committee

Stanford Graduate School of Business

- Micro OB Lab Coordinator (with Frank Flynn & Justin Berg), 2017-2019
- PhD admissions selection committee for OB Area, 2014, 2015, 2016, 2017
- Hiring committee for tenure-track position, OB Area, 2013-14

Rotterdam School of Management:

- Research Masters Track Coordinator (Organization Track), 2012-13

University of Amsterdam, Department of Social & Organizational Psychology:

- Hiring committee for tenure-track position, 2011

Dissertation chairs:

Christina Bradley, University of Michigan, Ross School of Business, Management & Organizations, 2025 expected. Responding to emotions at work.

Dissertation co-chairs:

Mijeong Kwon, University of Michigan, Ross School of Business, Management & Organizations, 2022. The moralization of intrinsic motivation. Accepted tenure-track position at the University of Colorado.

Lisanne van Bunderen, Erasmus University, Rotterdam School of Management, Management, 2017. Intragroup and intergroup conflicts, Accepted tenure-track position at the University of Amsterdam.

Maartje Schouten, Erasmus University, Rotterdam School of Management, Management, 2016. Hierarchical struggles in teams. Accepted post-doc position at Michigan State University.

Dissertation committees:

Arielle Lewis, Emory University, Goizueta Business School, Management, 2025 expected. Status variance.

Hsuan-Che (Brad) Huang, University of British Columbia, Sauder School of Business, 2025 expected. DEI climate.

Tiffany Cornwall, University of Michigan, School of Public Health, 2024 expected. DEI in health systems.

Nicole Abi-Esber, Harvard University, Harvard Business School, Organizational Behavior, 2023. Conversations at work. Accepted tenure-track position at London School of Economics.

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

Brian Doornenbal, Vrije Universiteit Amsterdam, 2020. Trust in teams. Accepted post-doctoral position at Leiden University.

Siyu Yu, New York University, Stern School of Business, Management, 2020. Status in social networks. Accepted tenure-track position at Rice University.

Jieun Pai, University of California – Los Angeles, Anderson School of Business, Management, 2020. Status dynamics. Accepted postdoc at the University of Virginia.

Ozum Saygi, University of Amsterdam, Work and Organizational Psychology, 2015. Representative negotiation. Went to industry (Nestle).

Hillie Aaldering, University of Amsterdam, Work and Organizational Psychology, 2014.

Representative negotiation. Accepted tenure-track position at the University of Amsterdam.

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

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

Other doctoral student co-authorships:

Charles Chu, Stanford University, Graduate School of Business, Organizational Behavior, 2022. Accepted tenure-track position at Boston University.

Jennifer Dannals, Stanford University, Graduate School of Business, Organizational Behavior, 2018. Accepted tenure-track position at Dartmouth University.

David Daniels, Stanford University, Graduate School of Business, Organizational Behavior, 2017. Accepted tenure-track position at Hong Kong University of Science and Technology.

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

Research assistants/predocs/pre-phd program collaborators:

Jack Stothoff, University of Michigan, 2022-24. Accepted PhD position at the University College London (UCL).

Daniel Choi, Stanford University, 2018-20. Accepted PhD position at the University of California – Los Angeles.

Elizabeth Trinh, Stanford University, 2018-20. Accepted PhD position at the University of Michigan.

Aastha Chadha, Stanford University, 2018-19. Accepted PhD position at New York University.

Andrea Villafuerte, Stanford University, 2018-19. Accepted PhD position at the University of Southern California.

Nicole Abi-Esber, Stanford University, 2017-18. Accepted PhD position at Harvard Business School.

Merrick Osborne, Stanford University, 2017-18. Accepted PhD position at the University of Southern California.

Katherine Qianwen Sun, Stanford University, 2015-16. Accepted PhD position at Columbia University.

Siyu Yu, Stanford University, 2015-16. Accepted PhD position at New York University.

TEACHING EXPERIENCE

Awards and Qualifications

J. Frank Yates Diversity and Inclusion Teaching Excellence Award, University of Michigan, Stephen M. Ross School of Business, 2023.

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: 4.9 / 5.0

7/2021 – Present University of Michigan (Ross), *Course Developer and Instructor*, Elective in Executive Education Open Enrollment Certificate Program. Average professor evaluation: 4.9 / 5.0

9/2020 – Present Coursera, *Course Developer and Instructor*, Average evaluation: 4.7 / 5.0 (36,000+ learners enrolled)
Recognition: Course design now being used at other universities, including MGMT 821 at Rice University, Jones Graduate School of Business

Leadership Coaching

1/2022 – Present University of Michigan (Ross), *Co-Instructor*, Elective Full-Time MBA course. Average professor evaluation 4.9 / 5.0

Organizational Behavior / Leading People and Organizations / People-Driven Thinking

9/2021 – 4/2024 University of Michigan (Ross), *Instructor*, Required MBA course. Average professor evaluation: Executive MBA: 4.8 / 5.0, Global MBA:

	4.9 / 5.0, Fulltime MBA: 4.5 / 5.0, Online MBA 4.8 / 5.0
1/2020 – Present	University of Michigan (Ross), <i>Co-Instructor and Developer</i> , 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, <i>Instructor</i> , Required Masters course.
Micro-Organizational Behavior / Social Psychology of Groups Doctoral Student Seminar	
1/2024 – 4/2024	University of Michigan (Ross), <i>Instructor</i> , PhD student seminar Average professor evaluation :
4/2019 – 6/2019	Stanford University (GSB), <i>Instructor</i> , PhD student seminar
9/2013 – 12/2013	Average professor evaluation: 5.0 / 5.0
The Psychology of Start-up Teams	
9/2019 – 5/2021	University of Michigan (Ross), <i>Course Developer and Instructor</i> , Elective MBA course, Average professor evaluation: 4.8 / 5.0
4/2015 – 6/2019	Stanford University (GSB), <i>Course Developer and Instructor</i> , Elective MBA course; Average professor evaluation: 4.3 / 5.0 Recognition: Finalist for Academy of Management’s Innovation in Entrepreneurship Pedagogy Award for developed course, “The Psychology of Start-up Teams”, 2017
Managing Groups and Teams	
9/2013 – 5/2019	Stanford University (GSB), <i>Instructor</i> , Core MBA course.
2/2010-4/2012	University of Amsterdam (Psychology), The Netherlands, <i>Instructor</i> , Introductory undergraduate course.
5/2014 – 5/2014	Stanford University (GSB), <i>Instructor and Course Developer</i> , Elective MBA and EMBA course.
2/2013- 2/2013	American University in Cairo, Egypt, <i>Instructor and Course Developer</i> , Executive MBA course.
Organizational Change	
4/2008-6/2011	University of Amsterdam (Psychology), The Netherlands, <i>Instructor</i> , Elective senior undergraduate course
Introduction to Research Methods	
2/2006-12/2009	Leiden University & University of Amsterdam (Psychology), The Netherlands, <i>Instructor</i> , Introductory undergraduate course
Conflict and Cooperation	
2/2008-6/2008	Leiden University (Psychology), The Netherlands, <i>Instructor</i> , Elective senior undergraduate course

Executive Teaching

Workshop Topics

Leading High-Performing Teams; Team Decision-making; Empowered Accountability; Leadership; Team Agility; Conflict Resolution in Teams; Crucial Conversations; Leading Inclusive Teams; Diversity, Equity and Inclusion; Negotiation; Power Dynamics in Teams; Distributed (Remote/Virtual) Teamwork, Breaking Silos, Executive Influence.

Clients

Adient, AIS, Amazon, Anheuser-Busch InBev, Berkeley Lab, Boston Consulting Group, Carhartt, Caterpillar, Colgate, ConvaTec, Dawn Foods, DTE, Dutch Ministry of Internal Affairs, Endeavor, Ernst & Young, ExxonMobil, General Motors, Google, ING, Jackson, KPMG, KPN, LifeTime Fitness, National Football League, Oracle, PagerDuty, Pinkerton, Polen Capital, Ramco Group, Rio Tinto, Rock Ventures, Saudi Arabian Telecom, Schouten & Nelissen, Sequoia Capital, Shell, Skillsoft, Stanford Hospital, Stellantis, Toyota, University of Michigan Hospital, University of Michigan university leadership teams, United States Department of Energy, United States Office of National Intelligence (e.g., CIA/FBI/DIA/etc.), Wabash, Wieden+Kennedy, Zachry Group

Open Enrollment Programs

Michigan Ross: Advanced Human Resource Executives Program, Ascending to the C-Suite Program, Emerging Leaders Program, Leading Future-Ready Teams Program, AMDCP People-Driven Thinking, AMDCP Leading Diverse Teams and Organizations, 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 FTMB/WMBA/GMBA Orientations, Michigan Ross Admissions, University of Michigan Hospital, University of Michigan Rackham DEI Certificate, Stanford Venture Studio, Zell-Lurie Commercialization Fund