CURRICULUM VITAE

GRETCHEN M. SPREITZER, Ph.D.
Keith E. and Valerie J. Alessi Professor of Business Administration
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EDUCATION
University of Michigan, School of Business Administration.
Ph.D. in Business Administration, 1992.
Concentration: Organizational Behavior and Human Resource Management.

Miami University, School of Engineering and Applied Science, Oxford, Ohio.
Bachelor of Science, *Cum Laude*, Systems Analysis, May, 1987. All University Honors.

ACADEMIC EXPERIENCE

2020-Present. Associate Dean for Engaged Learning and Professional Development.

2012-Present. Keith E and Valerie J. Alessi Professor of Business Administration

2020-Present. Associate Dean of Engaged Learning and Professional Development.

2004-Present. Full Professor, with tenure. Department of Management and Organizations, Ross School of Business, University of Michigan.

2013-2014; 2015-Present. Faculty Co-Director, Center for Positive Organizations.

2015-President. Faculty Affiliate, Organization Studies Program.

2011-2013. Faculty Co-Director, Ross Leadership Initiative.

2008. Visiting Professor University of New South Wales, Sydney Australia (on sabbatical).

1995-Present, Faculty Affiliate, Center for Effective Organizations, University of Southern California.

2001-2004. Clinical Professor. Department of Management and Organizations, Ross School of Business, University of Michigan.

1998 - 2001. Associate Professor. Department of Management and Organization. The University of Southern California Marshall School of Business Administration.

1992 - 1998. Assistant Professor. Department of Management and Organization. The University of Southern California Marshall School of Business Administration.

ACADEMIC AWARDS AND HONORS
2018 Selected as the Organization Development and Change Distinguished Scholar, Academy of Management

2016 Selected as Researcher of the Year by the Ross School of Business
2016 Selected for the Impact Award for Open-Enrollment Executive Education programs by the Ross School of Business
2015 Elected as Fellow of the Academy of Management
2015 Selected to give the graduation keynote for Organizational Studies ceremony
2012 Selected to give the "Last Lecture" by graduating MBA students
2012 Academy of Management Research Center Impact Award for the Center for Positive Organizational Scholarship.
2012 Ranked as the 20th most influential scholar who received their degrees since 1991 based on impact inside and outside of the academy.
2011 Journal of Management Inquiry Outstanding Scholar Award
2010-2011; 2012-2013 Organization Science, Extraordinary Service Award
2010 Trailblazer Award, presented by the Organization and Management Theory Division of the Academy of Management to the Center for Positive Organizational Scholarship
2008 Distinguished Ph.D. Alumni Award, Ross School of Business
Faculty Scholars Fellow in Integrative Health Care. University of Michigan School of Medicine, 2005-2006
Recipient of the 2000 "Excellence in Service" award, and the 1999 "Top Gun" award for excellence in research, teaching, and service (top departmental honor), Department of Management and Organization, Marshall School of Business
Recipient of the Award for *Most Innovative Session,* Organizational Behavior Division, National Academy of Management, 1997
Ascendant Scholar Award, Western Academy of Management, 1997
Fellow, University of Southern California, Southern California Studies Center, 1996
University of Southern California, Zumberge Fellow, 1994-95

RESEARCH INTERESTS
Macro-micro linkages in organizational studies; processes and outcomes of managerial empowerment and change; high involvement organizations.

BOOKS
Dutton, J.E., & Spreitzer, G. (editors). 2014. How to be a Positive Leader: Small Actions, Big Impacts. San Francisco, CA: Berrett-Koehler.

Quinn, R.E., Heynoski, K., Thomas, M., & Spreitzer, G. 2014. The Best Teacher in You: Accelerating Learning and Changing Lives. San Francisco, CA: Jossey-Bass. Gold Awarded the Benjamin Franklin Award by the Independent Book Publisher Association.

Cameron, K. and Spreitzer, G. (editors). 2012. Oxford Handbook of Positive Organizational Scholarship. New York, NY: Oxford University Press.

Spreitzer, G.M., and Perttula, Kimberly H. (editors). 2003. Leadership. Hoboken, NY: Wiley/*Fast Company.*

Spreitzer, G.M., & Quinn, Robert E. 2001. A Company of Leaders: Five Disciplines for Unleashing the Power in your Workforce. San Francisco: Jossey-Bass.
Translated into Chinese by JWS-Hong Kong. Translated into Dutch by Thema B.V.

Bennis, W., Spreitzer, G.M., & Cummings, T. (editors) 2001. The Future of Leadership: Today's Top Thinkers on Leadership Speak to the Next Generation. San Francisco: Jossey-Bass.
Translated into Korean by Think Tree Publishing. Translated into Portuguese by Siciliano S.A./Editora. Translated into Spanish by Ediciones Deusto, S.A. Translated in

Chinese by Shanghai Jiao Tong University Press. Translated into Dutch by Uitgeverij Thema.

Conger, J.A., Spreitzer, G.M., & Lawler, E.E., III (editors) 1999. The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action. San Francisco: Jossey-Bass.

JOURNAL ARTICLES

Zhang, C., Spreitzer, G., & Qiu, Z. (2023). Arrange your meeting schedule to boost your energy. Harvard Business Review. August 29, 2023.

Caza, B., Heaphy, E., Roberts, L., & Spreitzer, G. (forthcoming). Revaluing ordinary moments: Disrupting gendered positive self-concepts through a narrative feedback intervention. Academy of Management Discoveries. https://doi.org/10.5465/amd.2021.0021

Zhang, C., Spreitzer, G., & Qiu, Z. (2023). Meetings and individual work during the workday: Examining their interdependent impact on knowledge workers' energy. Journal of Applied Psychology. https://doi.org/10.1037/apl0001091

Porath, C., Gibson, C., & Spreitzer, G. (2022). To Thrive or Not to Thrive: Pathways for Sustaining Thriving at Work. Research in Organizational Behavior, 42: 100176. https://doi.org/10.1016/j.riob.2022.100176

Bacevice, P., & Spreitzer, G. (2022). "It's like, instant respect": Coworking spaces as identity anchoring environments in the new economy. New Technology, Work and Employment, 38: 59-81. https://doi.org/10.1111/ntwe.12254

Harbridge, R., Ivanitskaya, L., Spreitzer, G., & Boscart, V. (2023). Job crafting in registered nurses working in public health: A qualitative study. Applied Nursing Research, 64. https://doi.org/10.1016/j.apnr.2021.151556

Pavez, I., Godwin, L., & Spreitzer, G. (2021). Generative Scholarship Through Prospective Theorizing: Appreciating the Roots and Legacy of Organization Development and Change to Build a Bright Future. Journal of Applied Behavioral Science, 57(4): 459-470. https://doi.org/10.1177/00218863211049836

Zen, G, Jack, G., Eva, N., Kaizid, K. & Spreitzer, G. (2022). An Integrative Multilevel Review of Thriving at Work: Assessing Progress and Promise. Journal of Organizational Behavior, 43(2): 197-213.

Barnes, C., Awtrey, E., Lutinetti, L., & Spreitzer, G. (2021). Leader Sleep Devaluation, Employee Sleep, and Unethical Behavior. Sleep Health, 6(3): 411-417. doi: 10.1016/j.sleh.2019.12.001

Spreitzer, G., Bacevice, P., Hendricks, H., & Garrett, L. (2021). Thriving in the New World of Work: Implications for Organizational Community. Research in Organizational Change and Development. 28: 77-101. New York: Emerald Insight.
An abbreviated version was published in the Organizational Development and Change Divisions of the Academy of Management newsletter.

Hafenbrack, A., Cameron, L., Spreitzer, G., Noval, L., Zhang, C. & Shaffakat, S. (2020). Helping People by Being in the Present: Mindfulness Increases Prosocial Behavior. Organizational Behavior and Human Decision Processes, 15: 21-38. https://doi.org/10.1016/j.obhdp.2019.08.005

Bacevice, P., Spreitzer, G., Hendricks, H., & Davis, D. (2019). How Coworking Spaces Affect Employees' Professional Identities. Harvard Business Review.

Spreitzer, G. Myers, C., Kopelman, S., & Mayer, D. (2019). The Conceptual and Empirical Value of a Positive Lens: An Invitation to Organizational Scholars to Develop Novel Research Questions. Academy of Management Perspectives, 35(3): 517-534.

Spreitzer, G., Garrett, L., & Cameron, L. (2017). Alternative Work Arrangements: Two Images of the New World of Work. Annual Review of Organizational Psychology and Organizational Behavior, 4(1): 473-499.

Garrett, L., Spreitzer, & Bacevice, P. (2017). Co-constructing a sense of community at work: Unpacking the nature of community work in coworking spaces. Organization Studies, 28(6): 821-842.

Spreitzer, G., Bacevice, P., & Garrett, L. (2015). Why People Thrive in Coworking Spaces. Harvard Business Review Big Idea. Research profiled in *Bloomburg Businessweek, Cleveland Plain Dealer, Fast Company, Quartz, Times of India, Workplaces*.

Spreitzer, G., Garrett, L., & Bacevice, P. (2015). Should Your Company Embrace Coworking? Sloan Management Review, Fall. http://sloanreview.mit.edu/x/57105

Gerbasi, A., Porath, C., Parker, A., Spreitzer, G., & Cross, R. (2015). Destructive De-energizing Relationships: How Thriving Buffers their Effect on Performance. Journal of Applied Psychology, 100 (5), 1423-1433. http://dx.doi.org/10.1037/apl0000015 Research profiled in *Wall Street Journal*, *Folha de SP* (largest newspaper in Brazil), Yahoo, MSN, *Dividend*, CBS radio, WEMU radio, *New York Times*, *Good Housekeeping, Business Insider, Australian Broadcasting Corporation.*

Barnes, C., & Spreitzer, G. (2015). Why Sleep is a Strategic Resource. Sloan Management Review, 56(2): 19-21.

Garrett, L., Spreitzer, G. & Bacevice, P. (2014). Co-constructing a Sense of Community at Work: The Emergence of Community in Coworking Spaces. Best Paper Proceedings. Academy of Management.

Lam, C.F., Spreitzer, G. & Fritz, C. (2014). Too Much of a Good Thing: Curvilinear Effect of Positive Affect on Proactive Behaviors. Journal of Organizational Behavior, 34(4): 530-546.

Banaszak-Holl, J., Castle, N., Lin, M., Shrivastva, N., & Spreitzer, G. (2014). The Role of Organizational Culture in Retaining the Nursing Workforce. The Gerontologist.

DeRue, S., Spreitzer, G., Flanagan, B., and Allen, B. (2013). Developing Adaptive Leaders for Turbulent Times: The Michigan Model of Leadership. European Business Review. May-June: 57-61. *Reprinted in Keys of Leadership Success published by EBR Media.*

Banaszak-Holl, J., Castle, N., Lin, M., & Spreitzer, G. (2013).An Assessment of Cultural Values and Resident-Centered Culture Change in U.S. Nursing Facilities. Health Care Management Review, 38(4): 295-305.

Stephens, J.P., Heaphy, E., Carmeli, A., Spreitzer, G., & Dutton, J.D. (2013). Relationship Quality and Virtuousness: Emotional Carrying Capacity as a source of Individual and Team Resilience. Journal of Applied Behavioral Science. 49(1) 13–41.

Spreitzer, G. & Grant, T. (2012). Helping students manage their energy: Taking Their Pulse with the Energy Audit. Journal of Management Education, 36(2): 239-263.

Spreitzer, G., Porath, C., & Gibson, C. (2012). Toward human sustainability: How to enable more thriving at work? Organization Dynamics, 41(2): 155-162. Reprinted in Rotman Magazine, Winter 2013, p. 17-21. University of Toronto.

Spreitzer, G., & Cameron, K. (2012). Applying a POS Lens to Bring out the Best in Organizations. Organization Dynamics, 41(2): 85-88.

Quinn, R., Spreitzer, G.M., & Lam, C.F. (2012). Building a Sustainable Model of Human Energy in Organizations: Exploring the Critical Role of Resources. Academy of Management Annals, 6(1): 337-396.

Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. (2012). Thriving at Work: Toward Its Measurement, Construct Validation, and Theoretical Refinement. Journal of Organizational Behavior, 33(2): 250-271.

Spreitzer, G. and Porath, C. (2012) Creating sustainable performance. Harvard Business Review, January-February: 92-99. Reprinted in the Spring 2015 issue of Harvard Business Review OnPoint and in the Harvard Business School Publishing's curated volume on Happiness.

Fritz, C., Lam, C.F., & Spreitzer, G.M. (2011). It's the Little Things that Matter: An Examination of Knowledge Workers' Energy Management. Academy of Management Perspectives, 25(3): 28-39.

Wellman, N., & Spreitzer, G. (2011). Crafting Scholarly Life: Strategies for Creating Meaning in Academic Careers. Journal of Organizational Behavior, 32, 927–931.

Spreitzer, G., Stephens, J.P., & Sweetman, D. (2009). The Reflected Best Self Field Experiment with Adolescent Leaders: Exploring the Psychological Resources Associated with Feedback Source and Valence. Journal of Positive Psychology, 4(5): 331-348.

Carmeli, A. & Spreitzer, G. (2009). Trust, Connectivity, and Thriving: Implications for Innovative Work Behavior. Journal of Creative Behavior, 43(3): 169-191.

Mishra, A., Mishra, K, & Spreitzer G. (2009). Downsizing the company without downsizing morale. Sloan Management Review, Spring, p. 39-44.

Spreitzer, G. (2007). Participative Organizational Leadership, Empowerment, and Sustainable Peace. Journal of Organizational Behavior, 28(8): 1077-1096. *Selected as a finalist for the 2007 Outstanding Paper in Organizational Behavior by the OB Division of the Academy of Management.*

Bartunek, J., and Spreitzer, G. (2006). The Interdisciplinary Career of a Popular Construct Used in Management: Empowerment in the Late Twentieth Century. Journal of Management Inquiry, 15(3): 255-273.

Spreitzer, G. (2006). Leading to Grow and Growing to Lead. Organizational Dynamics, 35(4): 305-215.

Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S. and Grant, A. (2005). A socially embedded model of thriving at work. Organization Science, 16(5): 537-549.

Spreitzer, G., Perttula, K., and Xin, K. (2005) A Cross-Cultural Analysis of the Effectiveness of Transformational Leadership. Journal of Organizational Behavior, 26(3): 205-228.

Roberts, L.M., Dutton, J., Spreitzer, G., Heaphy, E., & Quinn, R. (2005). Composing the reflected best self: Building pathways for becoming extraordinary in work organizations. Academy of Management Review, 30(4): 712-736.

Roberts, L.M., Spreitzer, G., Dutton, J., Quinn, R., Heaphy, E., and Barker, B. (2005). How to play to your strengths. Harvard Business Review, 83(1): 75-80.

Brockner, J., Spreitzer, G., Mishra, A., Pepper, L., and Hochwarter, W. (2004). Perceived Control as an Antidote to the Negative Effects of Layoffs on Survivors' Organizational Commitment and Job Performance. Administrative Science Quarterly, 49(1): 76-100. *Finalist for the 2004 Scholarly Achievement Committee for the Human Resources Division of the Academy of Management.*

Spreitzer, G. & Sonenshein, S. (2004). Toward the construct definition of positive deviance. American Behavioral Scientist, 77(6): 828-847.

Spreitzer, G. and Mishra, A. (2002). To stay or go: Voluntary survivor turnover following an organizational downsizing. Journal of Organizational Behavior, 23: 707-729.

Finegold, D., Mohrman, S., and Spreitzer, G. (2002). Age effects on the predictors of technical workers' commitment and willingness to turnover. Journal of Organizational Behavior, 23: 655-674.

Shapiro, D.L., Furst, S., Spreitzer, G., and Von Glinow, M.A. (2002). Transnational teams in an Electronic Age. Journal of Organizational Behavior, 23: 455-467.

Quinn, R.E., Spreitzer, G.M., & Brown, M.V. (2000). Changing other through changing ourselves: The transformation of human systems. Journal of Management Inquiry, 9(2): 147-157.

Spreitzer, G.M., De Janesz, S., and Quinn, R.E. (1999). Empowered to lead: The role of psychological empowerment in leadership. Journal of Organizational Behavior, 20(4): 511-526.

Spreitzer, G.M., Cohen, S.G., and Ledford, G. (1999). Developing effective self-managing work teams in service organizations. Group and Organizational Management, 24(3): 340-366.

Spreitzer, G.M., and Mishra, A.K. (1999). Giving up control without losing control: Trust and its substitutes' effects on managers' involving employees in decision making. Group and Organization Management, 24(2): 155-187.

Mishra, A.K., and Spreitzer, G.M. (1998). Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign. Academy of Management Review, 23(3): 567-588. *Paper received ANBAR Electronic Intelligence's Citation of Excellence – Highest Quality Rating.*

Mishra, K., Spreitzer, G.M., and Mishra, A. (Winter 1998). Preserving employee morale during downsizing. Sloan Management Review, 39(2): 83-95.

Quinn, R.E., and Spreitzer, G.M. (1997). The road to empowerment: Seven questions every leader should consider. Organizational Dynamics, Autumn, 26(2): 37-51.
Reprinted in Business Leadership: A Jossey-Bass Reader. San Francisco: Jossey-Bass, p. 471-473.

Spreitzer, G.M., McCall, M.W., and Mahoney, J.D. (1997). Early identification of international executive potential. Journal of Applied Psychology, 82(1): 6-29.
Excerpted in "Identifying future leaders: They are made, not born." Research Briefing in the Harvard Business Review, November-December, 1995.

Rajagopalan, N. and Spreitzer, G.M. (1997). Toward a theory of strategic change: A multi-lens perspective and integrative framework. Academy of Management Review, 22(1): 48-79.

Spreitzer, G.M., Kizilos, Mark, and Nason, Stephen. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain. Journal of Management, 23(5): 679-704.

Spreitzer, G.M. (1996). Social structural characteristics of psychological empowerment. Academy of Management Journal, 39(2): 483-504.

Spreitzer, G.M., and Quinn, R.E. (1996). Empowering middle managers to be transformational leaders. Journal of Applied Behavioral Science, 32(3): 237-261.
Excerpted in a research briefing in Psychology Today, May-June, 1997: 16.

Cohen, S.G., Ledford, G.E., Jr., and Spreitzer, G.M. (1996). A predictive model of self-managing work team effectiveness. Human Relations, 49(5): 643-676.

Rajagopalan, N. and Spreitzer, G.M. (1996). Toward a theory of strategic change: A multi-lens perspective and integrative framework. 1996 Best Paper Proceedings of the Academy of Management.

Spreitzer, G.M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38(5): 1442-1465.

Spreitzer, G.M. (1995). An empirical test of a comprehensive model of intrapersonal empowerment in the workplace. <u>American Journal of Community Psychology</u>, 23(5): 601-629.

Spreitzer, G.M., Quinn, R.E., and Fletcher, J. (1995). Excavating the paths of meaning, renewal, and empowerment: A typology of managerial high-performance myths. <u>Journal of Management Inquiry</u>, 4(1): 16-39.

Cooke, W.N., Mishra, A.K., Spreitzer, G.M. and Tschirhart, M.B. (1995). The determinants of NLRB decision making revisited. <u>Industrial Labor Relations Review</u>, 48(2): 237-257.

BOOK CHAPTERS

Bacevice, P., & Spreitzer, G. (2024). In D. Tremblay and G. Krauss (eds.) *The Coworking (R)evolution: Working and living in new territories*. New York: Edward Elgar.

Bacevice, P., & Spreitzer, G. (2022). Coworking, Legitimate Practice, and Physical Presence in the Post-Pandemic New World of Work. In A. Peyrou (eds.) *Leaders and Physical Space*. New York: Edward Elgar.

Bacevice, P. & Spreitzer, G. (2020). How we look is how we work: Workplace design and the rhetoric of creative work. In F. Montanari, E. Mattarelli, & A.C. Scapolan (eds.) *Collaborative Spaces at Work Innovation, Creativity and Relations*. New York: Routledge.

Cameron, L., Garrett, L., & Spreitzer, G. (2020) Alternative work arrangements. <u>Oxford Bibliographies</u>. New York: Oxford University Press.   **DOI: 10.1093/OBO/9780199846740-0155**

Spreitzer, G., & Hwang, E.B. (2019). How thriving at work matters for creating psychologically healthy workplaces: Current perspectives and implications for the new world of work. In R. Burke & A. Richardson (eds.) Creating Psychologically Healthy Workplaces. New York: Edward Elgar. (p. 293-310).

Spreitzer, G., Bacevice, P. & Garrett, L. (2019). Workplace design, the physical environment, and human thriving at work. In O. Ayoko & N. Ashkanasy (eds). <u>Organization Behavior and the Physical Environment</u>. New York: Routledge.

Spreitzer, G. (2017). Inspiring Positive Change: The Paradoxical Mind of Robert E. Quinn. In D. Szabla, D., W. Pasmore, M. Barnes (eds). <u>The Enduring Thoughts of the Thinkers of Organizational Change</u>. New York: Palgrave MacMillan, p. 1091-1108.

Spreitzer, G., Bacevice, P., & Garrett, L. (2017). Coworking Communities as Enablers of Thriving at Work. In Cooper, C. & Leiter, M. (eds.) <u>Routledge Campion to Well-Being at Work</u>. New York: Routledge (p. 197-206).

Spreitzer, G., Fritz, C., & Lam, C.F. (2015). Sleep and Other Energy Management Mechanisms: The Engine for High Energy at Work. In J. Barling, C. Barnes, & Carleton, E. & D. Wagner, (eds.) <u>Sleep and Work: Research Insights for the Workplace</u>. New York: Oxford University Press, p. 241-262.

Quinn, R.E., Heynoski, K., Thomas, M., & Spreitzer, G. (2014). Co-Creating The Classroom Experience To Transform Learning and Change Lives. Research in Organization Change and Development, 22: 25-54.
- ***Received "best chapter" award by Emerald Publisher at the 2014 Academy of Management Meetings.***
- ***Outstanding Author Contribution in the 2015 Emerald Literati Network Awards for Excellence***

Spreitzer, G.S., & Dutton, J.E. (2014). How to Be a Positive Leader: Insights and Future Possibilities. In. J. Dutton & G. Spreitzer's (eds.) How to Be a Positive Leader: Small Actions, Big Impact. San Francisco, CA: Barrett-Koehler.

Dutton, J.D., & Spreitzer, G.S. (2014). An Invitation to Positive Leadership: How Small Actions Can Make Big Impacts. In. J. Dutton & G. Spreitzer's (eds.) How to Be a Positive Leader: Small Actions, Big Impact. San Francisco, CA: Barrett-Koehler.

Spreitzer, G.M. and Porath, C. (2014). Enabling Thriving at Work. In. J. Dutton & G. Spreitzer's (eds.) Putting Positive Leadership into Action. San Francisco, CA: Barrett-Koehler. Media coverage in *Huffington Post, Psychology Today*.

Spreitzer, G.M. (2013). Positive Organizational Scholarship. In E.H. Kessler's (ed.) Encyclopedia of Management Theory. Thousand Oaks: Sage.

Spreitzer, G.M., and Porath, C. (2013). Self-Determination as Nutriment for Thriving: Building an Integrative Model of Human Growth at Work. In M. Gagne (ed.) Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory. New York, NY: Oxford University Press.

Spreitzer, G.M. (2013). Using a Positive Organizational Scholarship Lens to Enrich Research on Work-Family Relationships. In J.G. Grzywacz and E. Demerouti (eds)., New Frontiers in Work and Family Research. New York: Routledge, p. 1-17.

Spreitzer, G.M., & Cameron, K. (2012). A Path Forward: Toward Progress in Becoming a Discipline. In K. Cameron and G. Spreitzer (eds.) Handbook of Positive Organizational Scholarship. New York, NY: Oxford University Press, p. 1034-1048.

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Spreitzer, G.M. (2008). The Future of Positive Organizational Scholarship. In D. Barry & H. Hansen's (eds.) The New and Emerging in Management and Organization Studies. Thousand Oaks, CA: Sage, p. 501-503.

Spreitzer, G.M., & Sutcliffe, K. (2007). Thriving in Organizations. In D. Nelson & C. Cooper (eds.) Positive Organizational Behavior. Thousand Oaks: Sage, p. 74-85.

Spreitzer, G.M. (2006). Empowerment. In S. Rogelberg (ed.) Encyclopedia of Industrial and Organizational Psychology. Thousand Oaks, CA: Sage Publications, p. 202-206.

Spreitzer, G.M. and D. Doneson (2008). Musings on the Past and Future of Employee Empowerment. In T. Cummings (ed.), Handbook of Organizational Development. Thousand Oaks, CA: Sage, p. 311-324.

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Dutton, J., M. Glynn and G. Spreitzer. (2006) Positive Organizational Scholarship. In J. Greehaus and G. Callanan (Eds.) Encyclopedia of Career Development (Thousand Oaks, CA: Sage Publishers).

Spreitzer, G.M., Coleman, M.S., and Gruber, D. (2006). Positive strategic leadership: Lessons from a University President. In Hooijberg, R., Hunt, J., Boal, K. and Antonakis, J. (eds.) Leadership in and of Organizations. Elsevier Publishing, p. 155-172.

Spreitzer, G.M. (2004). Leadership in the Virtual Organization. In S. Chowhurdy (ed.). Next Generation Business Handbook. Hoboken, NJ: Wiley and Sons, p. 159-173.

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Spreitzer, G.M., & Cummings, T. (2001). The Future of Leadership. In G. Spreitzer, T. Cummings, & W. Bennis (eds.) The Future of Leadership: The Top Leadership Thinkers Speak to the Next Generation. San Francisco: Jossey-Bass.

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Welch, J., Ebert, R. and Spreitzer, G.M. (1999). Running on empty: Overworked people in demanding environments. In R. Quinn, L. St. Clair, and R. O'Neill (eds.) Pressing Problems in Organizations.

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Spreitzer, G.M., Noble, D.S., Mishra, A.K., & Cooke, W.N. (1999). Predicting process improvement team performance in an automotive firm: Explicating the roles of trust and empowerment. In E. Mannix & M. Neale (eds), Research on Managing Groups and Teams (vol 2). Greenwich, CT: JAI Press, p. 71-92.

Spreitzer, G.M. (1997). Toward common ground in defining empowerment. In R.W. Woodman and W.A. Pasmore (eds.) Research in Organizational Change and Development. Greenwich, CT: JAI Press.

Rajagopalan, N., Rasheed, A., Datta, D., & Spreitzer, G.M. (1997). A multi-theoretic model of strategic decision making processes: An assessment and research agenda. In V. Papadakis & P. Barwise (eds.) Strategic decisions: Content, process, and outcomes. London: London Business School, Kluwer Academic Publishers.

McCall, M.W., Mahoney, J., & Spreitzer, G.M. (1995). Identifying leadership potential in future international executives. In D. Ready (ed.) In charge of change: Insights into next-generation organizations. Lexington, MA: International Consortium for Executive Development Research.

Quinn, R.E., Spreitzer, G.M., & Hart, S. (1992). Challenging the assumptions of bipolarity: Interpenetration and effectiveness. In S. Srivastva and R. Fry (eds.) Executive Continuity. San Francisco, CA: Jossey-Bass.

Denison, Daniel R. and Spreitzer, G.M. (1991). Organizational culture and organizational development: A competing values approach. In R.W. Woodman and W.A. Pasmore (eds.) Research in Organizational Change and Development. Greenwich, CT: JAI Press.

Quinn, Robert E. and Spreitzer, G.M. (1991). The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life. In R.W. Woodman and W.A. Pasmore (eds.) <u>Research in Organizational Change and Development</u>. Greenwich, CT: JAI Press.

Quinn, R.E., Sendelbach, N.B., & Spreitzer, G.M. (1991). Education and empowerment: A transformational model of managerial skills development. In J. Bigelow (ed.) <u>Managerial skills</u>. Thousand Oaks: Sage Publications.

BOOK REVIEWS/COMMENTARIES
Spreitzer, G.M., & Kurland, N. (2004). Commentary: What matters most in leadership and organizational development. <u>Journal of Management Inquiry</u>. March, 13(1): 19-20.

Spreitzer, G.M. (2003) Review of *Organizational Culture: Mapping the Terrain*. By Joanne Martin. Thousand Oaks, CA: Sage Publications. <u>Academy of Management Review</u>: 28(3): 514-515.

PODCASTS AND MEDIA
Positive Business Building: Thriving Workplaces with a Culture of Joy with Rich Sheridan. Harvesting Happiness Podcast. https://podcasts.apple.com/gb/podcast/positive-business-building-thriving-workplaces-culture/id914018474?i=1000433986553

We are in trouble. Video podcast. Marty Wolf Radio Show. http://martywolffbusinesssolutions.com/jane-e-dutton-gretchen-m-spreitzer-ross-school-business-university-michigan/

Can organizations help people thrive? http://www.michellemcquaid.com/can-organizations-help-people-thrive/ August 12, 2016

How to fall back in love with your job. https://hbr.org/2015/07/how-to-fall-back-in-love-with-your-job

How to enable positive leaders enable people to thrive at work (May 20, 2015). http://www.huffingtonpost.com/michelle-mcquaid/how-do-positive-leaders-e_b_7309996.html

Don't let the jerks at work drag you down. Video podcast in <u>Dividend</u> Spring 2015. http://michiganross.umich.edu/stories/don-t-let-jerks-work-drag-you-down

How to design workspaces that support positive work cultures. (with Rich Sheridan), Positive Len video series 2015.

Six degrees of separation (with Bob Quinn), <u>Journal of Management Inquiry</u>, 2011

High morale in trying times, Ross School of Business, 2009.

Empowerment as a mechanism for peace, Worldblu, 2008.

WORK-IN-PROGRESS
Porath, C., Gerbasi, A., Spreitzer, G. & Cross. R. Thriving networks: It's the giving that matters. Under revision.

Porath, C., Gibson, C., & Spreitzer, G. Enablers of thriving at work. Revise and resubmit. <u>Academy of Management Annals</u>.

CASE STUDIES AND TEACHING MATERIALS
Cameron, K., Dutton, J., Quinn, R., Spreitzer, G. & Kelly, J. 2016. The Search for a Strategic Identity: Evolution of the Positive Pillar at the Ross School of Business.

Quinn, R.E., & Spreitzer, G.M. 2014. The Positive Leadership Game. Center for Positive Organizations. Ross School of Business. Selected as a Stage 1 Finalist for the 2018 Provost's Teaching Innovation Prize.

Roberts, L.M., Dutton, D., Spreitzer, G. & Suesse, J. 2006. Bringing my best self to life: How to use Feedback from the *Reflected Best Self* Exercise for Personal and Career Development. Ross School of Business Publications.

Dutton, J., Spreitzer, G., Roberts, L.M., & Quinn, R. 2005. A web-enabled version of the Reflected Best Self assessment. Reflectivelearning.com.

Spreitzer, G. 2004. Aravind Diagnostic Interviewing Training Exercise. Teaching notes and participant handout.

Quinn, R.E., Dutton, J., & Spreitzer, G. 2003. The Reflected Best Self Feedback Exercise. Participant Handout and Teaching Note.

REFEREED CONFERENCE PRESENTATIONS

New frontiers in community research. Presented as part of a symposium. 2023 Academy of Management, Boston, MA.

Shaping the research agenda on the future of work. Presented as part of a Professional Development Workshop. 2023 Academy of Management, Boston, MA.

Identifying strategies and overcoming barriers to leader and employee well-being. Presented as part of a symposium at the 2024 Academy of Management, Boston, MA.

Spreitzer, G. (August, 2022). Faculty Covid-19 Experiences and Work-life Inclusion: Future Flexibility and Equality Insights. Presented as part of Professional Development Workshop. Academy of Management Meeting, Seattle, WA.

Spreitzer, G., Bacevice, P., Hendricks, H., & Garrett, P. (August, 2022). Thriving in the New World of Work: Implications for Organizational Community. Presented as part of a showcase symposium "Research in Organization Change and Development: Conversations with ROCD 28, 29, and 30 Authors."

Spreitzer, G. (August 2022). Coworking and community in the future or work. Presented as part of a symposium on "Shaping the Research Agenda on the Future of Work." Academy of Management Meeting, Seattle, WA.

Segura, A. & Spreitzer, G. (August 2021). Bringing Those on the Outside In: The Role of the Organization in Reintegrating Marginalized Persons. As part of a symposium on Under-resourced workers. Academy of Management Meeting, Vancouver, CA.

Spreitzer, G. (August 2021). Broadening Our Sight: Embodiement, Allyship and Posthuman Organizing for Disabilities. As part of a panel on Organizing for Disabilities. Academy of Management Meeting, Vancouver, CA.

Spreitzer, G., Hendricks, H., Mallory, B., & Bacevice, P. (August 2020). The Community of Coworking Spaces. As part of a symposium on New Frontiers in Community Research. Academy of Management Meeting, Vancouver, CA.

Hendricks, H., Spreitzer, G., & Bacevice, P. (August 2019). The roles of "all stars" and "attendees" in the drive for inclusion in enterprise coworking spaces. As part of a symposium on Pathways for inclusion: Relationships and community in the new world of work. *Academy of Management Meeting, Boston, MA.*

Zhang, C., & Spreitzer, G. (August 2019) Knowledge Workers' Workday Activities, Micro-Breaks, and Energy: Meetings as Constraints and Opportunities. As part of the Symposium entitled "Improving Employees' Well-being and Performance through Recovery at Work." *Academy of Management Meeting, Boston, MA.*

Hendricks, H., Spreitzer, G., Bacevice, P., & Mallory, B. (2019). Working alone together: Relationships, community and identity in coworking spaces. Presentation at the Positive Organizational Scholarship Research Conference, June 5.

Hafenbrack, A.C., Cameron, L., Spreitzer, G., Noval, L. J., Zhang, C., & Shaffakat, S. (August, 2018). Helping people by being in the present: Mindfulness increases prosocial behavior. *Annual Meeting of the Academy of Management,* Chicago, IL.

Hafenbrack, A.C., Cameron, L., Spreitzer, G., Noval, L. J., Zhang, C., & Shaffakat, S. (July, 2018). Helping people by being in the present: Mindfulness increases prosocial behavior. *Annual Conference of the International Association of Conflict Management,* Philadelphia, PA.

Hafenbrack, A.C., Cameron, L., Spreitzer, G., Noval, L. J., Zhang, C., & Shaffakat, S. (June, 2018). Helping people by being in the present: Mindfulness increases prosocial behavior. *ESMT OB Conference,* Berlin, Germany.

Hafenbrack, A.C., Cameron, L., Spreitzer, G., Noval, L. J., Zhang, C., & Shaffakat, S. (June, 2018). Helping people by being in the present: Mindfulness increases prosocial behavior. *European Academy of Management Conference,* Reykjavik, Iceland.

Hafenbrack, A.C., Cameron, L., Spreitzer, G., Noval, L. J., Zhang, C., & Shaffakat, S. (June, 2018). Helping people by being in the present: Mindfulness increases prosocial behavior. *Paris-Dauphine Workshop on Research Advances in Organizational Behavior and Human Resources Management,* Paris, France.

Unpacking the Drawbacks of Empowerment and Empowering Leadership. Symposium presentation at the Academy of Management Meeting, Chicago, IL

Multiple Work Identities and the Experience of Coworking. Symposium presentation at the Academy of Management Meeting, Chicago, IL.

Helping People By Being in the Present Moment: Mindfulness Increase Prosocial Behavior. Symposium presentation at the 2018 Academy of Management Meeting, Chicago, IL.

Improving Health and Well-being in Society: How Can Positive Organizations Help. Panel symposium at the 2018 Academy of Management Meeting, Chicago, IL.

Challenges in Pathways to Employee Well-being. Presentation at the 2017 Academy of Management Meeting, Atlanta, GA.

What Does it Mean for Employees to be Their Best Selves at Work. Presentation at the 2017 Academy of Management Meeting, Atlanta, GA.

Who's in the driver's seat? Working perspectives on alternative work arrangement in the gig economy. Presentation at the 2017 Academy of Management Meeting, Atlanta, GA.

Pushing the Boundaries in OB: Bridging the Gap between Academia and Practice. Presentation at the 2017 Academy of Management Meeting, Atlanta, GA.

Mindfulness in the workplace: Implications for ethical behavior. 8th Biennial POS Research Conference. Ann Arbor, MI, May 9-10, 2017.

The Well-being Research Agenda: What We Need to Know to be Our Best Selves at Work. Presentation at the 2016 Academy of Management Meeting, Anaheim, CA.

Mindfulness Research Methods: Different Approaches to Understanding Mindfulness in the Workplace. Presentation at the 2016 Academy of Management Meeting, Anaheim, CA. With Lindsey Cameron.

Sleep Depriving Leader Behavior, Subordinate Sleep, and Unethical Behavior. Paper presented as part of a symposium on "The Diminishing Effects of Work: Theoretical and Empirical Advances on Employee Health." 2015 Academy of Management Meeting, Vancouver, B.C. With Chris Barnes, Eli Awtrey and Lorenzo Lucianetti.

How Mindfulness Matters to Others in a Work Setting.
- Paper presented as part of a symposium on Positive Spirals: Practices that Foster Positive Relationships. 2015 Academy of Management Meeting, Vancouver, B.C. With Lindsey Cameron.
- Paper presented at the POS research conference. Lake Buena Vista, Florida, June 24, 2015. With Lindsey Cameron.
- Paper presented at International Positive Psychology Association Meetings, June 27, 2015.
- Paper presented at SIOP, Philadelphia, PA, 2015. With Lindsey Cameron.

Let Me Count the Ways: How Giving Meaning to Others Fuels Performance at Work. Paper presented at the POS research conference. Lake Buena Vista, Florida, June 24, 2015. With Christine Porath, Alexandra Gerbasi, Andrew Parker, and Rob Cross.

Co-constructing a Sense of Community at Work: The Emergence of Community in Coworking Spaces.   Paper presented at the Academy of Management, Philadelphia, PA, August 2014. With Lyndon Garrett and Peter Bacevice.

Co-Creating The Classroom Experience To Transform Learning and Change Lives. Presentation in a symposium on "*Research in Organization Change & Development*: Trajectories and Insights of ROCD Volume 22 Authors." Academy of Management, Philadelphia, PA, August 2014. With Bob Quinn, Kate Heynoski, and Mike Thomas.

Understanding the relational outcomes of mindfulness in a work setting. Presentation in a symposium on "Mindfulness at work: Implications for performance." Academy of Management, Philadelphia, PA, August 2014. With Lindsey Cameron.

Organizational Enablers of Need Satisfaction and Thriving at Work. Presentation in a symposium on "New Applications of Self-Determination Theory to the Work Domain." SIOP 2014, Honolulu, HI. With Cristina Gibson and Christine Porath.

Working alone together: Coworking spaces and the emergence of community in a new organizational archetype. Presentation in a symposium on "Physical environment and performance in organizations." SIOP 2014, Honolulu, HI. With Peter Bacevice and Lyndon Garrett.

Destructive De-energizers: The Impact of Negative Social Network Ties on Performance and Turnover. Academy of Management Meetings, August, 9-13, 2013, Orlando, FL. With A. Gerbasi, C. Porath, A. Parker, R. Cross, and G. Spreitzer.

Working alone together. Presentation in a symposium entitled, "Imposing and empowering: The tension between autonomy and interdependence in cool contexts**."** Academy of Management Meetings, August, 9-13, 2013, Orlando, FL. With Lyndon Garrett and Peter Bacevice.

How giving and getting resources in social networks fuel thriving and performance. Presentation in a symposium entitled, "Taking human sustainability seriously: Exploring individual and organizational enablers of thriving at work." Academy of Management Meetings, August, 9-13, 2013, Orlando, FL.

Working alone together: Socially constructing communities in order to thrive as independent workers. Fifth International Symposium on Process Organization Studies, 20-22 June 2013, Crete, Greece. With Lyndon Garrett and Peter Bacevice.

How Social Networks Fuel Thriving at Work: What You Give Matters, Not Just What You Receive. Academy of Management. August 6, 2012. Boston, MA. With C. Porath, A. Gerbasi, and R. Cross.

The Potency of the Energy Audit. Presentation in a session on Teaching to Make a Difference: Using a Positive Organizational Scholarship Perspective in Teaching. Academy of Management, August 3, 2012, Boston, MA.

The Creation and Sustaining of Positive Organizational Scholarship. Presentation in a session How to Find and Build a Microcommunity. Academy of Management, August 4, 2012, Boston, MA.

An assessment of readiness for resident-centered culture change in U.S. nursing facilities. 8th International Organization Behavior in Healthcare Conference. Dublin, April 15-18, 2012. With J. Banaszak-Holl and N. Castle.

Thriving at work: It's not just about what resources you get…It's about what you give, too. International Network for Social Network Analysis Sunbelt Conference, Redondo Beach, March, 2012. With C. Porath, A. Gerbasi, and R. Cross.

What we know about positive organizations: Empirical evidence. Second World Congress on Positive Psychology, Philadelphia, July 24-26, 2011. With K. Cameron and R. Quinn.

Relationship Capacity as a Source of Resilience in Individuals and Teams in the Workplace. Presented at the 2011 Academy of Management Meetings, San Antonio, Texas, August 12-14. With J.P. Stephens, E. Heaphy, J. Dutton, and A. Carmeli.

Thriving at work: Toward an understanding of an internal self-regulatory gauge. Presented at the 2011 Academy of Management Meetings, San Antonio, Texas, August 12-14. As part of a symposium entitled, "Recent Advances and Future Directions in Research on Self-Regulation." With Christine Porath, Cristina Gibson, and Flannery Garnett.

When and How Employees Lend a Hand: Facilitators of Compassion Outside of Work. Presented at the 2010 Academy of Management Meetings, Montreal, Canada, August 6-10. As part of a symposium entitled, "Compassion Research Incubator: Emerging Perspectives on the Scholarship and Practice of Compassion." With J. Dutton, E. Heaphy and J.P. Stephens.

Who Keeps Their Energy Through the Week? Differential Impacts of Job Autonomy and Role-Breadth Self-Efficacy on the Experience of Vigor. Presented at the 2010 Academy of Management Meetings, Montreal, Canada, August 6-10. As part of a symposium entitled, "Caring about Context: Contextualizing Energy Research in Organizations." With Chak Fu Lam.

How Psychological Empowerment May Enable Daring to Care. Presented at the 2010 Academy of Management Meetings, Montreal, Canada, August 6-10. As part of a symposium entitled, "Daring to Care at Southwest Airlines: Inspiration for New Theorizing about Empowerment and Beyond."

Toward an integrative model of energy at work. Presented at the 2009 Academy of Management Meetings, Chicago, IL, August 9-12. With Chak Fu Lam and Ryan Quinn.

Developing a measure of high quality connections at work. Presented at the 2008 Academy of Management Meetings, Anaheim, CA, August 10-13. With John-Paul Stephens, Emily Heaphy, and Jane Dutton.

Individual thriving: Measurement, validation, and implications for organizations. Presented at the 2008 Academy of Management Meetings, Anaheim, CA, August 10-13. With Adam Cobb and Flannery Stevens.

Antecedents and consequences of thriving at work: A study of six organizations. Presented at the 2008 Academy of Management Meetings, Anaheim, CA, August 10-13. With Christine Porath and Cristina Gibson.

A "reflected best self" field experiment: Examining three feedback mechanisms. Presented at the 2008 Australian Positive Psychology and Well-Being Conference, Sydney, April 5-6. With J.P. Stephens and D. Sweetman.

Trust, Connectivity, and Thriving: Implications for Innovative Work Behavior. Presented at the 2008 Australian Positive Psychology and Well-Being Conference, Sydney, April 5-6. With Avi Carmeli.

Taking stock of 20 years of research on empowerment at work. Presented at the 2007 National Academy of Management as part of a caucus on empowerment.

Strengths in action: A build-and-broaden model of positive identity development at work. Presented at the 2007 National Academy of Management as part of a Showcase Symposium, August 5-8, Philadelphia, PA. With Brianna Barker, Laura Morgan Roberts, Emily Heaphy, & Jane Dutton.

The Influence of Organizational Leadership and Employee Voice on Peace. Presented at the 2006 Business for World Benefit Conference at Case Western Reserve, October, 23, 2006.

Examining the power of the reflected best self exercise: A field experiment. Presented at the 2006 Gallup Leadership Institute Summit, October 7-9, Washington, DC. With Brent Rosso, David Sweetman, Kathryn Dekas, John Paul Stephens.

Organizational and Individual Thriving/Growth. Presented in an All-Academy symposium entitled "Organizational trust and the public concern." At the 2006 National Academy of Management Meetings, August 13-16, Atlanta, GA. With Kathleen Sutcliffe and Kathryn Dekas.

Positive Practices in Organizations. Presented in an All-Academy symposium entitled "Organizational trust and the public concern." At the 2006 National Academy of Management Meetings, August 13-16, Atlanta, GA. With Kim Cameron and Robert Quinn.

The Influence of Organizational Leadership and Employee Voice on Peace. Presented in an All-Academy symposium entitled "A role for organizations in sustainable peace." At the 2005 National Academy of Management Meetings, August 7-10, Hawaii.

An empirical examination of thriving at work. Paper presented at the 2005 National Academy of Management Meetings, August 7-10, Hawaii. With Marlys Christianson, Kathleen Sutcliffe and Adam Grant.

Narratives of thriving. Presented in a symposium entitled "Narratives of Life in Organizations: Bringing Organizations to Life in and Through Stories." At the 2005 National Academy of Management Meetings, August 7-10, Hawaii. With Scott Sonenshein, Jane Dutton, Adam Grant, and Kathleen Sutcliffe.

Enacting the Reflected Best Self: How Jolts and Socially-Embedded Resources Enable Action in and Beyond Organizations. Presented in an All-Academy symposium entitled "Positive Actionable Self-Knowledge." At the 2004 National Academy of Management, August, New Orleans, LA. With Laura Morgan Roberts, Jane Dutton, Emily Heaphy, and Brianna Barker.

Work contexts that energize by enabling human thriving. Presented in an All-Academy symposium entitled "Energy for Creating Actionable Knowledge." At the 2004 National Academy of Management Meetings, August, New Orleans, LA. With Kathleen Sutcliffe, Jane Dutton, Scott Sonenshein, and Adam Grant.

Toward a positive understanding of deviance. Presented in a symposium entitled "Deviance on Trial: The Viability of a Positive Deviance Construct." At the 2003 National Academy of Management Meetings, August 4-6, Seattle, WA. With Scott Sonenshein.

Redefining deviance from a positive perspective. Presented as part of a symposium entitled "Understanding transcendent behavior." At the 2003 Western Academy of Management Meetings, April 10-12, Palm Springs, CA. With Scott Sonenshein.

Leadership in the Virtual Workplace. Presented as part of a SHOWCASE symposium entitled: "Development and Success of Management and Leadership Talent In a Netcentric Economy." At the National Academy of Management Meetings, August 2002, Denver 2002.

Energizing Action in Crisis. Presented as part of a symposium entitled: "Building *Vital* Networks to Energize Organizations." At the Denver National Academy of Management Meetings, August 2002. With Arran Caza.

Pressing Problems in Leadership: A comparison between the US and South America. A workshop presented at the International Western Academy of Management in Lima, Peru, July, 2002.

Teams In The Electronic Age: Is Team Identity And High-Performance At Risk? Presented as part of a symposium entitled: "State of the Art: Development of Trust and Identify in Global Virtual Teams." (with D.L. Shapiro, S.A. Furst, and M.A. Von Glinow**).** Western Academy of Management, March, 2002.

Bringing Hope: The Case of Franklin Delano Roosevelt. Presented as part of a symposium entitled "When One Person Matters: Moral Power and the Transformation of

Governments." National Academy of Management Meetings, Washington, D.C., August 6-8, 2001.

Conversations in advancing research on organizational change. Panelist at the National Academy of Management Meetings, Toronto, Canada, August 8-11, 2000. With Jeffrey Ford, Michael Tushman, Andrew Van de Ven, Dick Woodman.

A cultural analysis of the effectiveness of transformational leadership. Paper presented at the National Academy of Management Meetings, Toronto, Canada, August 8-11, 2000. With Katherine Xin and Kimberly Hopkins.

A model of trust building in transnational teams. Paper presented at the Stanford University Conference on Research on Groups and Teams. May, 2000. With Debra Shapiro and Mary Ann Von Glinow.

The career of a popular construct: A pluralistic journey of understandings of empowerment. Paper presented at the National Academy of Management Meetings, Chicago, August 8011, 1999. With Jean Bartunek.

An empirical examination of a stress-based framework of survivor responses to downsizing. Paper presented at the National Academy of Management Meetings, Chicago, August 8-11, 1999. With Aneil Mishra.

Factors affecting the organizational commitment of technical knowledge workers: Generation X, baby boomers and beyond. Paper presented at the National Academy of Management Meetings, Chicago, August 8-11, 1999. With David Finegold and Susan Mohrman.

From the White House to corporate headquarters: A role for moral leadership? Paper presented as part of a Panel at the Western Academy of Management Meetings, Redondo Beach, California, March 24-27, 1999.

Follow the leader: The role of multiple leaders in shaping success. Paper presented as part of a "Showcase" symposium at the National Academy of Management Meetings, San Diego, California, August 12-14, 1998. Joint with Aneil Mishra, William Cooke, and Deborah Noble.

Survivor responses to downsizing: Exploring the neglected roles of trust and empowerment. Paper presented as part of a "Showcase" symposium at the National Academy of Management Meetings, Boston, August 12-14, 1997. Joint with Aneil Mishra.

Beyond Chin and Benne: A fourth general strategy for effecting planned change in human systems. Paper presented at the National Academy of Management Meetings, Boston, August, 12-14, 1997. Joint with Robert Quinn and Matthew Brown.

Developing effective self-managing work teams in service organizations. Paper presented at the Western Academy of Management, Lake Tahoe, April 2-4, 1997, 1997. Joint with Susan Cohen and Gerald Ledford.

Making a difference during downsizing: Maintaining trust and empowerment during implementation. Paper presented at the Western Academy of Management, Lake Tahoe, April 2-4, 1997, 1997. Joint with Karen Mishra and Aneil Mishra.

Strategic change: What do we know and where do we go? Paper presented at the 16th Annual International Strategic Management Society Conference, Phoenix, November 10-13, 1996. Joint with Nandini Rajagopalan.

Towards a theory of strategic change: A multi-lens perspective and integrative framework. Paper presented at the National Academy of Management Meetings, Cincinnati, August 10-14, 1996. Joint with Nandini Rajagopalan.

Collision course: Building trust and empowerment amidst downsizing. Paper presented at the National Academy of Management Meetings, Cincinnati, August 10-14, 1996. Joint with Aneil Mishra.

Preserving trust and empowerment amidst organizational downsizing. Paper presented at the Meetings of the Society for Industrial-Organizational Psychologists, San Diego, California, April 26-28, 1996. Joint with Aneil Mishra.

Empowering middle managers to be transformational leaders. Paper presented at the Western Academy of Management Meetings, Banff, Canada, March 28-30, 1996. Joint with Robert Quinn.

The early identification of international executives. Paper presented at the National Academy of Management Meetings, Vancouver, Canada, August 6-9, 1995. Joint with Morgan McCall and Joan Mahoney.

Toward construct development and validation of empowerment: A distillation of the interdisciplinary literature. Paper presented at the National Academy of Management Meetings, Vancouver, Canada, August 6-9, 1995.

The transformative capacities of empowered managers. Paper presented at the Western Academy of Management Meetings, San Diego, April 6-8, 1995. Joint with Suzanne de Janasz.

A predictive model of self-managing team effectiveness. Paper presented at Corporate change: An international research conference, Sydney, Australia, August 22-24, 1994. Joint with Susan Cohen and Gerald Ledford.

Building trust and empowerment during industry upheaval. Paper presented at the 1994 National Academy of Management Meetings, Dallas, August 14-17, 1994. Joint with Aneil Mishra.

The impact of self-managing work teams on productivity, customer satisfaction, and employee quality of work life. Paper presented at the 1994 National Academy of Management Meetings, Dallas, August 14-17, 1994. Joint with Susan Cohen.

Early identification of global executives. Paper presented at the meetings of the Society for Industrial and Organizational Psychology, Nashville, 1994. Joint with Morgan McCall and Joan Mahoney.

Some individual consequences of workplace empowerment. Paper presented at the meetings of the Western Academy of Management, Santa Fe, March 23-26, 1994. Joint with Mark Kizilos and Stephen Nason.

Employee involvement and teams: From theory to practice to theory. Paper presented at the meetings of the Western Academy of Management, Santa Fe, March 23-26, 1994. Joint with Susan Cohen and Gerald Ledford.

Individual empowerment in the workplace. Paper presented at the Association on Employment Practices and Principles, San Diego, October 14-15, 1993.

Trade-offs and conflicting outcomes associated with self-managing teams. Paper presented at the International Conference on Self-Managed Work Teams, 1993. With Susan Cohen and Gerald Ledford.

When organizations dare: Organizational strategies for workforce empowerment. Paper presented at the 53rd annual meetings of the National Academy of Management, Atlanta, August 8-11, 1993. Joint with Robert Quinn.

Boundary definition in an insurance company. Paper presented at the 53rd annual meetings of the National Academy of Management, Atlanta, August 8-11, 1993. Joint with Susan Cohen and Gerald Ledford.

Facilitating the transformation of middle managers: Strategies for empowerment. Paper presented at the 51st annual meeting of the National Academy of Management, Miami Beach, August 9-11, 1991.

Challenging the assumptions of bipolarity: The conceptualization of practical revitalization. Paper presented at the Fifth Symposium in Organizational Behavior on Executive and Organizational Continuity. Case Western Reserve University, December 5-7, 1990. Joint with Robert Quinn.

The impact of the Ford LEAD program on the middle manager. Paper presented at the 50th annual meeting of the National Academy of Management, San Francisco, August 12-15, 1990. Joint with Robert Hooijberg.

Challenging the paradigms of others by challenging our own. Paper presented at the Organizational Behavior Teaching Conference, Richmond, June 12-15, 1990. Joint with Robert Quinn.

Expanding the psychometric properties of an instrument for the study of organizational culture. Paper presented at the 49th annual meeting of the National Academy of Management, Washington D.C., August 12-15, 1989. Joint with Robert Quinn.

INVITED PRESENTATIONS AND KEYNOTES
Managing your energy to thrive during the covid-19 pandemic, Ross School of Business staff workshop, May 14, 2020.

Thriving in the New World of Work.
- Positive Business Conference Opening Keynote, Ross School of Business, May 9, 2019.
- Osher Lifelong Learning Institute, January 17, 2019.
- Humanistic Management Association, December 3, 2018.
- Ph.D. Forum Uplift Program, November 27, 2018.

Positive Leadership: Energizing the Positive Leader in You.

- Center for Positive Organizations Consortium, May 9, 2018
- Thriving workplace summit. May 23, 2017.
- Organizational Behavior Division Making Connections, Academy of Management, August 8, 2016.
- University Michigan Development Summit, February 8, 2016; November 6, 2018.
- Amster Center, November 13, 2015.
- Ross Staff Development Workshop. October 9, 2015; September 28, 2016; November 2, 2018.

Creating a thriving workplace culture through workspace design. (with P. Bacevice and H. Hendricks) Positive Business Conference. May 10, 2018.

The Relational Outcomes of Mindfulness in the Workplace. (with L. Cameron and C. Zhang). Center for Positive Organizations Incubator, March 15, 2016

Strategies for Unleashing the Power in Your Workforce. Genius Session for High Potential Executives at March & McLennan Companies. March 26, 2015.

Being Your Best Self. Keynote graduation speaker for the Organizational Studies Program at the University of Michigan, May 1, 2015.

The Best Teacher in You.
- Leaders Connect Speakers Series, April 17, 2015.
- Connect for Success Conference, Battelle for Kids Conference. June 14, 2014. With Kate Heynoski, Mike Thomas, and Bob Quinn.

Coworking insights for the future of work.
- Taubman School of Architecture, January 30, 2018.
- ICOS Seminar, University of Michigan, September 23, 2016.
- Case Western Reserve University Weatherhead School speakers series, April 26, 2016.
- Hosmer research series, Ross School of Business, University of Michigan, March 22, 2016.
- Organizational Psychology Colloquium, Michigan State University, February 26, 2016.
- Civic Innovation Learning Lab: Harnessing Talent. April 23, 2014.

Creating Sustainable Performance.
- Hosmer research series, Ross School of Business, University of Michigan, January 17, 2017.
- Positive Business Conference, May 12, 2016.
- Center for Positive Organizations Consortium, Nov. 7, 2015.
- Synervision Leadership Speakers Series, April 29, 2015.
- POS Foundations Course, May 21, 2015.
- University of Pennsylvania's Wharton School, Work and Life, July 29, 2014.
- Foundations in Positive Organizational Scholarship, January 21, 2014.
- Leadership Academy, Business and Finance, May 17, 2013.
- Society for Human Resource Management, Ross School of Business, April 8, 2013.

- Reunion Business Conference. Ross School of Business, October 12, 2012.

Optimizing your experience in the MAP program: Lessons for self-leadership. MAP kickoff. University of Michigan Ross School of Business, March 10, 2014, May 5, 2015.

Helping People Flourish and Exceed Expectations: The Positive Leadership Game.
- Center for Positive Organizations Consortium, May 9, 2018.
- Embracing Change speaker series, June 6, 2017.
- Aspen Institute Conference on Rethinking Undergraduate Business Education, June 8, 2015.
- Positive Business Conference, May 14, 2015.
- POSlinks speakers series. University of Michigan Ross School of Business, January 27, 2014.
- Zingermans Speaker Series, March 25, 2015.

Introduction to the Michigan Model of Leadership,
- Master of Supply Chain Management Corporate Advisory Council, September 12, 2013.
- Ross Staff, July 24, 2013.
- Master of Supply Chain Management, Ross School of Business, January 9, 2013.
- Go Blue Rendez-Vous, Ross School of Business, April 15, 2013; April 11, 2014.

Why be a Faculty Scholar? Consortium of Academic Health Centers of Integrative Medicine, April 22, 2013.

What is Management and Organizations and How does it Matter, Nov. 26, 2018.

How to play to your strengths.
- Keynote for the MBA Career Services for Working Professionals Alliance, April 17, 2013. Ann Arbor, Michigan.
- Intern Program, St. Mary Student Parish. October 10, 2014.

Giving generative feedback, St. Mary's Student Parish. February 8, 2013, March 14, 2014.

Coworking to create thriving at work. With Lyndon Garrett and Pete Bacevice.
- POS Incubator. October 22, 2012.
- POS Research Conference.   June 12, 2013.

Careers Paths and Trajectories in Organization Development and Change. ODC Doctoral Consortium, Academy of Management, August 4, 2012.

Leadership Development at Ross. MO Brown Bag Seminar. With Scott DeRue, January 11, 2012.

What is positive business? POS Incubator, September 12, 2011.

Strategies for Managing Your Energy at Work: An Introduction to the Energy Audit.
- Positive Organizations Consortium, November 9, 2018
- Positive Business Conference, May 11, 2017
- POS Fellows, June 19, 2013.
- Keynote for the 6th Annual Work/Life Conference for U-M Staff, October 4, 2011.

Distinguished Scholar Fireside Chat. Western Academy of Management, Victoria, British
        Columbia, March 25, 2011.

How do you establish a research program? Western Academy of Management Doctoral
        Consortium, March, 24, 2011.

A Path Forward: Assessing Progress and Exploring Core Questions for the Future of Positive
        Organizational Scholarship. Biannual Positive Organizational Scholarship Conference,
        January 6, 2011.

Generative Practices for Energy Management. POSlinks, November 8, 2010.

Democracy at Work: Can companies succeed while empowering employees? Net Impact
        Conference 2020: Vision for a Sustainable Decade, October 29, 2010.

POS and Sustainability. Erb Alumni Conference, October 28, 2010.

Lessons from a decade of POS research. POS incubator, September 14, 2010.

The DoGood Project. With Akshaya Verghese. POS Incubator, University of Michigan, March
        23, 2010.

Cultivating your thriving at work.
 - Ross Staff Development Workshop, Oct. 23, 2015.
    - SHRM meeting. University of Michigan, February 10, 2012.
    - Provost's Campus Leadership Program. University of Michigan, March 24, 2010.
    - Junior Faculty Workshop. American Neurological Association. Baltimore, MD. October
        11, 2009.

Recovery at work: It's the little things that matter with Charlotte Fritz and Chak Fu Lam
- POS Incubator, University of Michigan, September 22, 2009
- POS Incubator, University of Michigan, December 18, 2007
- POS Conference, University of Michigan, December 7, 2008

Energy at Work: Toward an Integrative Framework with Chak Fu Lam and Ryan Quinn
- POS Incubator, University of Michigan, September 9, 2008

Human thriving at work: An empirical investigation into how and why thriving matters.
- MIT Sloan Leadership Center, October 1, 2011.
- Google PiLab, May 21, 2010.

- Ross School of Business, April 7, 2010.
- Faculty of Commerce, McGill University, Montreal, April 9, 2010.
- Faculty of Business, Bond University, Gold Coast, Australia March 24, 2008.
- Australian School of Business, Sydney, Australia March 27, 2008.
- University of South Australia, Adelaide, Australia, April 23, 2008.
- Melbourne Business School, Melbourne, Australia, May 30, 2008.

Building a company of leaders.
- Google Research Summit, May 20-21, 2010.
- Australian Graduate School of Management Executive Program
  - Brisbane, March 17, 2008.
  - Sydney, May 23, 2008.
  - Melbourne, June 1, 2008

How to recognize and conduct outstanding research. Australian School of Business, May 8, 2008

Positive practices to build generative capacity for organizational change. NSF-HCIT Sponsored Conference on Organizational Change. College Park, MD, Oct. 27, 2007.

Managing your career: Being open to opportunities. 2007 OMT/ODC/MOC Doctoral Consortium. Academy of Management, Philadelphia.

Taking stock of 20 years of interdisciplinary research on empowerment. University of Michigan Nurses Collaborative, September 21, 2007.

Work Organizations that Enable Human Thriving.
- POSlinks presentation, Ross School of Business, June 27, 2005.
- Faculty colloquium, INSEAD, May 20, 2005.
- Faculty colloquium, Harvard University Leadership Seminar, Center for Public Leadership, Kennedy School of Government, April 14, 2005.
- 2004 Prince of Wales' Business and Environmental Program, July 9, 2004.
- 2003 Conference on the Role of Environmental Influences on Health and Productivity: From Organism to Organization. Sponsored by the School of Business and Medical School, Ann Arbor, Michigan, September 19, 2003.
- 2003 NSF Conference on Frontiers of Organization Science. November 7-9, 2003.
- Colloquium, Douglas Fraser Center for Workplace Issues, Wayne State University, November 21, 2003.
- Faculty colloquium, Babcock School, Wake-Forest University, February 6, 2004.
- Distinguished scholar presentation at Bowling Green State University, March 5, 2004.
- Distinguished scholar presentation at the University of California at Irvine, May 28, 2004.

Accentuate the Positive: Play to Your Strengths and Boost Personal and Organizational Success.
- Go Blue Rendez-Vous, April 13, 2007
- Ross World Club Day, New York City, September 27, 2006.
- MYLead conference for top 150 high school sophomores in Michigan, May 19, 2006.
- Michigan Annual Business Conference, October 7, 2005.

➢ Leaders Connect Seminar Series, September 13, 2005.
➢ Harvard Business School Virtual Conference, January 20, 2005.
➢ Oakland Quality Council, January 18, 2005.
➢ University of Michigan Annual Business Conference, "Leading and Succeeding in a Changing World." October 25, 2005.

RePOSitioning my research using a POS perspective. Professional development workshop at the National Academy of Management Meetings, New Orleans, LA, August 8, 2004.

An introduction to Positive Organizational Scholarship.
➢ Global enterprise and sustainable development, School of Natural Resources November 2, 2009.
➢ U.S. Army Generals Leadership Development, July 16, 2007.
➢ UMHS Nurse Actions Days, May 2, May 8, June 5, 2006.
➢ Decision Consortium. Jan. 25, 2006.
➢ Alumni Board of Governors. October 7, 2004.
➢ Visiting Committee. November 12, 2004.

Implications of organizational leadership and employee voice for peace.
➢ George Washington Peace through Commerce Conference, July 20-21, 2006.
➢ University of Washington, St. Louis, Seminar Series, January 16, 2003.
➢ Michigan State University Seminar Series, January 15, 2003.
➢ University of Michigan Organizational Psychology Seminar Series, January 21, 2003
➢ Conference on Corporate Governance and Sustainable Peace, November 22-24, 2002

Leading to grow and growing to lead. With Adam Grant
➢ Gallup Authentic Leadership Summit, June 12, 2004
➢ INSEAD-Manpower Future of Leadership Conference, May 12, 2004

Survivor responses to downsizing. Faculty colloquium, University of Illinois, May 6, 2005.

Empowerment and Resilience in the Face of Uncertainty. Presentation at the 2003 University of Michigan Annual Business Conference, "Positive Leadership: Michigan's Approach to Leading, Learning, and Living" Ann Arbor, MI, October 17, 2003. With Kathleen Sutcliffe.

The Discipline of Positive Organizational Scholarship: Implications for ODC Research and Practice. Presentation at the 2003 National Academy of Management Meetings, August 4-6, Seattle, WA.

A Company of Leaders at the University of Michigan. Workshop to the Advance Visioning/Preferred Future Retreat, Associate Vice President for Finance, June 20, 2003.

Navigating organizational change. Presentation to the Organizational Strategy Club at the University of Michigan Business School, January 21, 2003.

Building a Company of Leaders: Findings from a Decade of Research on Empowerment in the Workplace. Hosmer All School Seminar Series. Michigan Business School. September 24, 2002.

Building a Company of Leaders: Five Disciplines for Empowering Yourself and Your Workforce. Keynote presentation
  ➢ Information Systems Executive Forum, June 2, 2006.
  ➢ Workplace 2000 – a conference for all University of Michigan Staff, May 9, 2002.
  ➢ MAP Company Day Sponsors. University of Michigan. March 1, 2002.

The effectiveness of transformational leadership across cultures. Organizational Psychology Seminar Series. University of Michigan. October 23, 2001.

Building Hope Amidst Uncertainty. Conference on Positive Organizational Scholarship. University of Michigan, Dec. 5-7, 2001.

Sustaining hope amidst trying times. ICOS seminar series. University of Michigan, October 5, 2001.

Leadership in the virtual organization. 12th Annual Kravis deRoulet Conference on the Future of Leadership Development at Claremont University, March 23-24, 2001.

The Cultural Boundaries of Transformational Leadership. Distinguished speaker seminars at Darden School at the University of Virginia and Notre Dame University, Fall, 2000. University of North Carolina at Chapel Hill and Case Western Reserve University, Spring 2001. University of Michigan, Fall 2001.

Becoming an empowered leader. Growing the Organization Executive Seminar, Michigan Business School, July 26, 2000.

Empowering yourself. Women in Management, University of Southern California, June 15, 2000.

Retaining critical talent during downsizing. Human Resource Executive Seminar, Talent Strategies for High Performance, Marshall School of Business. Feb. 16, 2000.

Developing a high impact research program. OB/OMT/ODC Doctoral Consortium. 1998 National Academy of Management. San Diego: August 7-9.

Creating a context for building trust in teams. Stanford Conference on Teams. May 15-17, 1998 (with Aneil Mishra, William Cooke, and Deborah Noble).

Employee empowerment: Debunking several myths. Orange County Executive Briefing Series, Irvine, May 7, 1997.

My intellectual journey. Acceptance of Ascendant Scholar Award. Western Academy of Management, Lake Tahoe, April 4, 1997.

Participation, employee involvement, and empowerment. OB/OD/OMT Doctoral Consortium, National Academy of Management, Cincinnati, August 11, 1996.

Best practices in organization downsizing. Presentation at the Center for Effective Organizations' Annual Sponsor Meeting. Newport Beach, May 2, 1995.

Identifying leadership potential in future international executives. Paper presented at the Asia/Pacific Business Outlook Conference. L.A., March 15, 1995.

Final feedback report on the early identification of global executives. Paper presented at the Research Symposium of the International Consortium on Executive Development Research. Cambridge, October 17-19, 1994. With Morgan McCall and Joan Mahoney.

Eleven dimensions for the early identification of global executives. Paper presented at the meetings of the International Consortium on Executive Development Research. Paris, France, 1994. With Morgan McCall and Joan Mahoney.

Best practices in empowerment. Presentation to the USC Women in Management organization, March 16, 1994.

Restoring Meaning to the Concept of Empowerment. Presented at the IBEAR Conference on "Emerging Organization Forms and Management Practices: Learning from the U.S. and Japan." Kobe, Japan, May 19-21, 1993.

Empowerment in the workplace: Conceptualization and Facilitators. Presentation to the Center for Effective Organizations, Los Angeles, November 23, 1992; Presentation to the Interdisciplinary Organizational Studies Seminar, University of Southern California, October 2, 1992.

Understanding the dynamics of empowerment in organizations. Paper presented at the Interdisciplinary Organizational Studies Seminar (ICOS) at the University of Michigan, November 22, 1991.

TECHNICAL REPORTS AND RESEARCH BRIEFINGS

Case: The Search for a Strategic Identity: Evolution of the Positive Pillar at the Ross School of Business. 2016. Kim Cameron, Jane Dutton, Robert Quinn, Gretchen Spreitzer, and Jandi Kelly.

Coworking. 2013. Dividend. Ross School of Business. Spring.

Today, leader's challenges are tougher. 2001. Executive Memo. Volume XXII, No. 7.

Spreitzer, G.M. and Mishra, Aneil K. (1996). Change Management Survey Feedback. Southern California Aerospace Company: Torrance and Tucson facilities.

McCall, Morgan, Spreitzer, G.M., and Mahoney, Jay. (1994). A learning resource guide for the early identification of international executives. International Consortium for Executive Development Research.

Mishra, Karen, Spreitzer, G.M., and Mishra, Aneil M. (1994). Guidelines for addressing human factors in downsizing. Southern California Aerospace Firm.

Spreitzer, G.M. (1993). Empowerment and the transformation of middle management. LEAD White Paper Series. The Ford Motor Corporation.

TEACHING EXPERIENCE

Leading Ambitious Teaching and Learning Massive Online Open-Enrollment Course. Module on Transformational Leadership for Ambitious Teaching, funded with a grant from Microsoft. https://www.edx.org/course/leading-ambitious-teaching-learning-michiganx-microsoft-education-leaded501x. Over 13,500 enrolled.

The University of Michigan Ross School of Business
BA 534 Business Leadership Residency, Online MBA program, one of only 3 courses where students come to campus.
MO 468, The Art and Science of Thriving in the New World of Work. BBA capstone.
MO 603, Navigating Change: Skills for Consultants, Managers & Change Agents. MBA elective.
MO 552, Human Behavior and Organization, MBA core course.
MO414, Managing Change. BBA elective.
MO302, Positively Leading People and Organizations. Undergraduate elective.
Faculty Advisor, Multidisciplinary Action Projects, MBA core course.
MO 900, Becoming a Professional. Ph.D. Professional Development Series.

The University of Michigan Ross School of Business Executive Education
Faculty, *Emerging Leaders,* Management of Managers; Emerging Leaders Program, Leading the Positive Organization, Women Leaders in Health Care (open enrollment)
Faculty, Central and Eastern Europe HR Network.
Instructor, Leadership Education and Development (LEAD) for middle management.
Faculty, Positive Leadership Development, EMBA
Faculty, Building a Company of Leaders, a Rapid Intelligence Workshop.

The University of Southern California School of Business Administration
GSBA 532, Managing Behavior in Organizations, MBA core course.
BUAD 304, Introduction to Organizational Behavior, undergraduate core course.
MOR 601, Doctoral Seminar in Micro-OB, Ph.D. course.

The University of Southern California Executive Education
Faculty, Advanced Management Development Program.
Faculty, Medical Business Management Program.
Faculty, SHRM Human Resource Leadership Program.

PROFESSIONAL SERVICE

Associate Editor:	Academy of Management Annals, 2019-2022.
Section Editor:	Journal of Management Inquiry, 1999-2005.
Editorial Boards:	Academy of Management Journal, 2007-Present.
	Journal of Applied Behavioral Science, 2004-Present.
	Journal of Organizational Behavior, 1997-2012, 2015.
	Organizational Behavior and Human Decision Processes, 2010-2022.
	Organizational Dynamics, 2002- 2016.
	Organization Science, 2002-Present.
	Journal of Business and Psychology, 2008-2011.
	Journal of Management Inquiry, 1995-2004.
Ad-hoc Reviewing:	Academy of Management Review.
	Administrative Science Quarterly.

<u>American Journal of Sociology</u>.
<u>Canadian Journal of Behavioural Science.</u>
<u>Journal of Applied Psychology</u>.
<u>Journal of Applied Social Psychology</u>.
<u>Journal of Experimental Social Psychology.</u>
<u>Journal of International Business Studies.</u>
<u>Journal of Management Studies</u>
<u>Journal of Organizational Behavior</u>.
<u>International Journal of Manpower.</u>
<u>Management Science.</u>
<u>National Science Foundation.</u>
<u>Organization Science.</u>
<u>Organizational Behavior and Human Decision Processes.</u>
<u>Personnel Review.</u>
<u>Sloan Management Review.</u>
<u>Social Science Quarterly</u>.

Conference Reviewing: Organization Science Dissertation Competition
National Academy of Management Meetings:
   Organizational Development and Change Division
   Organization Behavior Division
   Organization and Management Theory Division

Professional Affiliations: Academy of Management
Western Academy of Management

Conferences I have organized:
1999-2000   *Program Chair*, Festschrift in Celebration of Warren Bennis's Career

2001   *Program Chair,* Annual Meeting of the Western Academy of Management, Sun Valley, Idaho. The conference attracted about 250 scholars for the three day conference.

2003   *Program Chair,* Annual Meeting of the National Academy of Management, Organizational Development and Change Division, Seattle, Washington. The conference attracted more than 6000 scholars for the four day conference.

2003   *Program Co-Chair*, 2nd Biannual Conference on Positive Organizational Scholarship, Ann Arbor, Michigan, with Mary Ann Glynn. The invitation only conference brought 60 scholars together for the two day conference.

2011   *Program Co-Chair*, 5th Biannual Conference on Positive Organizational Scholarship, Ann Arbor, Michigan. This invitation-only conference brought 100 international scholars together for a three day gathering.

Board of Governors, elected position, Academy of Management, 2006-2009.

Executive Board, Pre-Program Chair, Program Chair, Division Chair, Past Chair, Organizational Development and Change Division, National Academy of Management, 2000-2004. Elected position.

Executive Board, Vice-President, Program Chair, President, Past President, Western Academy of Management, 1999-2003. Elected position.

Executive Board, Representative-At-Large, Western Academy of Management, 1997-1999. Elected position in charge of organization the doctoral student/junior faculty consortium.

Executive Board, Representative-At-Large, Organizational Development and Change Division, National Academy of Management, 1994-95. Elected position.

Chair, Discussant, and Professional Development Workshop Roles

Discussant for Symposium: Workspace design and employee behavior: New theoretical perspectives and empirical insights. Academy of Management Meetings, August 2019, Boston, MA.

Showcase Symposium Organizer: Pathways to inclusion: Relationships and community in the new world of work. Academy of Management Meetings, August 2019, Boston, MA.

Professional Development Workshop Presenter: Positive Organizational Scholarship Teaching and Learning. Academy of Management Meetings, August 9-12, 2018, Chicago, IL.

Symposium Discussant: Unpacking the Drawbacks of Empowerment and Empowering Leadership. Academy of Management Meetings, August 9-12, 2018, Chicago, IL.

Showcase Symposium Chair: Human Energy in Work Organizations: A Look at the Everyday. Academy of Management Meetings. August 5-9, 2016. Anaheim, CA. (with Chen Zhang)

Symposium Chair: Positive spirals: Practices that foster positive relationships. Academy of Management Meetings, August 9-11, 2015, Vancouver, Canada.

Symposium Chair: Imposing and empowering: The tension between autonomy and interdependence in cool contexts. Academy of Management Meetings, August, 9-13, 2013, Orlando, FL.

Symposium Chair: Taking human sustainability seriously: Exploring individual and organizational enablers of thriving at work. Academy of Management Meetings, August, 9-13, 2013, Orlando, FL.

Academy of Management Leadership Forum. 2008 and 2009 Academy of Management Meetings.

Professional Development Workshop Organizer, "Energy and thriving at work: Exploring the terrain and developing a network of scholars." 2008 Academy of Management Meetings, with Heike Bruch and Bernd Vogel.

Symposium Organizer. "Beyond the Bottom Line: What Really Matters in Organizations?" 2006 Academy of Management Meetings, August 13-16, Atlanta, GA. With Kathleen Sutcliffe and Kathryn Dekas.

Symposium Co-Chair, "Deviance on Trial: The Viability of a Positive Deviance Construct." 2003 Academy of Management Meetings, August 4-6, Seattle, WA. With Scott Sonenshein

Discussant, Teams and Collaboration," paper session at the 2002 International Western Academy of Management Meetings, Lima, Peru, July 6-10.

Teaching Roundtable, 2002 International Western Academy of Management Meetings, Lima, Peru, July 6-10.

*Symposium Chair, "*The 30th Anniversary of the ODC Division: Exploring the Future Role of the ODC Division." 2001 National Academy of Management Meetings, Washington, D.C., August 6-8.

*Symposium Chair, "*When One Person Matters: Moral Power and the Transformation of Governments" 2001 National Academy of Management Meetings, Washington, D.C., August 6-8.

Discussant, "Employee Participation," paper session at 2001 National Academy of Management Meetings, Washington, D.C., August 6-8.

Symposium Co-Chair, "From the White House to Corporate Headquarters: A Role for Moral Leadership?" 1999 Western Academy of Management Meetings, Redondo Beach, California, March 24-27.

*Discussant, "*Commitment: Causes and Consequences of Emotional Bonds to the Organization," paper session at the National Academy of Management Meetings, Toronto, Canada, 2000.

Co-Coordinator of Doctoral/Junior Faculty Consortia:
1998 Western Academy of Management Meetings, Portland, Oregon, March 25-26.
1999 Western Academy of Management Meetings, Redondo Beach, CA, March 24-25.

Core Faculty Member, OB/ODC/OMT Doctoral Consortium, 1998 National Academy of Management Meetings, San Diego, California, August 12-13.

Discussant, "Power, influence, and getting things done: The critical role of trust," symposium at the National Academy of Management Meetings, San Diego, California, August 14, 1998.

Showcase Symposium Co-Chair, "Beyond Downsizing: A Call to Action for Revitalizing Organizations." 1997 National Academy of Management Meetings, Boston, August 14.

Symposium Co-Chair, "The Challenge of Building Trust and Empowerment in Contemporary Organizations."   1994 National Academy of Management Meetings, Dallas, Texas, August 17.

Discussant, "Research in Organization Change and Development: Conversations with the Volume Seven Authors," 1994 National Academy of Management Meetings, Dallas, Texas, August 16.

Symposium Chair, "Transforming Management in the Boundaryless Organization: A Status Report on Empowerment Theory, Research, and Practice." 1993 National Academy of Management Meetings, Atlanta, GA, August, 8-11.

Symposium Participant on "Constructing the Future," Western Academy of Management Meetings, San Jose, California, March 24-27, 1993.

Session Chair, "Bringing New Theoretical Perspectives to the Field of Organizational Development." 1990 National Academy of Management Meetings, San Francisco, CA, August 12-15.

Symposium Co-Chair, "From Entrenched Enforcers to Responsible Revolutionaries: Overcoming the Double Bind as Middle Managers Transform Their Role in Organizations." 1991 National Academy of Management Meetings, Miami Beach, FL, August 9-11.

Symposium Chair, "A Quantitative Tool for the Study of Organizational Culture." 1989 National Academy of Management Meetings, Washington D.C., August 12-15.

UNIVERSITY SERVICE
The University of Michigan Business School

2022-2023	Associate Dean for Engaged Learning and Professional Development University Future of Work Steer Group University International Travel Oversight Committee University Council on Global Engagement People and Organizations Leadership Team Subcommittee Innovation Investment Leadership Team Subcommittee
2021-2022	Associate Dean for Engaged Learning and Professional Development Chair, The Future of REAL/ABL Task Force People and Organizations Leadership Team Subcommittee Innovation Investment Leadership Team Subcommittee
2020-2021	Associate Dean for Engaged Learning and Professional Development Online MBA Forum MO Newsletter Editor RISE Culture Development Task Force, ADVANCE
2019-2020	Co-Chair, Next Generation Credentials Task Force Online MBA Forum MO Newsletter Editor MPROVE Advisory Board, University of Michigan Health System RISE Culture Development Task Force, ADVANCE
2018-2019	Area Chair, Management and Organizations MO Recruiting Committee and MO Retreat Committee Hybrid MBA task force MPROVE Advisory Board, University of Michigan Health System RISE Culture Development Task Force, ADVANCE
2017-2018	Director, Center for Positive Organizations

ADVANCE advisory board for improving faculty diversity and excellence
MPROVE Advisory Board, University of Michigan Health System
Ross Faculty Council for MBA programs
Chair, Culture Committee Management and Organizations
Hybrid MBA task force

2016-2017   Director, Center for Positive Organizations
Ross Task Force on Faculty Evaluation
MO Recruiting Committee
ADVANCE advisory board for improving faculty diversity and excellence
Center for Research on Learning and Teaching (CRLT) Faculty Advisory
Board
MprOVE Advisory Board, University of Michigan Health System

2015-2016   Director, Center for Positive Organizations
Chair, MO Doctoral Recruiting Committee
Action Learning Advisory Board
ADVANCE advisory board for improving faculty diversity and excellence
Center for Research on Learning and Teaching (CRLT) Faculty Advisory
Board
Provost's Personalized Learning University Task Force

2014-2015   ADVANCE advisory board for improving faculty diversity and excellence

2013-2014   Co-Director, Center for Positive Organizations
University Committee on Strategies and Tactics for Recruiting to Improve
Diversity and Excellence (STRIDE)
Action-based Learning Task Force

2012-2013   Ross School Executive Committee
University Committee on Strategies and Tactics for Recruiting to Improve
Diversity and Excellence (STRIDE)
ADVANCE Research Advisory Committee
Undergraduate Non BBA Course Committee
Mentor Designate for Junior Faculty
Clinical Faculty Design Committee

2011-2012   Ross School Executive Committee
University Committee on Strategies and Tactics for Recruiting to Improve
Diversity and Excellence (STRIDE)
ADVANCE Research Advisory Committee
Ross Web Advisory Committee
Undergraduate Non BBA Course Committee
Mentor Designate for Junior Faculty

2010-2011   Area Chair
University Committee on Strategies and Tactics for Recruiting to Improve
Diversity and Excellence (STRIDE)
Preparation Initiative for Underrepresented Minority Students
Ross Web Advisory Committee

2009-2010   Area Chair

University Committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE)
Ross School Curriculum Committee
BBA elective task force

2008-2009   Area Chair
Recruiting Committee
MAP Task Force

2006-2007   MO Doctoral Advisor
Executive Committee

2005-2006   MO Doctoral Advisor
New Facilities Steering Committee
MAP Advisory Task Force
Women's Academic Advisory for Research and Mentoring

2004-2005   *Chair*, Women's Academic Advisory for Research and Mentoring
MAP Advisory Task Force

2002-Present Great Places to Work Advisory Team

THE UNIVERSITY OF SOUTHERN CALIFORNIA MARSHALL SCHOOL OF BUSINESS
2002-2003   OBHRM PhD Committee

2001-2005   *Coordinator*, MO Department Brown Bag Research Series

2000-2001   *Chair*, Faculty Recruiting Committee

             Member, CEO Research Professor Promotion Committee

2000   *Member*, Ecommerce Task Force

2000   *Member*, Research Subcommittee of Strategic Planning Initiative

             Chair, Peer Evaluation Group for a Junior Faculty Member

1992-1995   *Member,* Faculty Recruiting Committee,
1997-2001   Department of Management and Organization.

1997-2001   *Member*, Ph.D. Studies Committee
             Department of Management and Organization.
1997-1998   *Department Representative to Marshall School*
             1. Dean's Technology Initiatives Committee.
             2. Interdisciplinary Doctoral Seminars Committee.

1997- 1998   Department of Management and Organization
             Member, Committee on Business, Government and Society
             Member, Performance Review Committee

1996-1998   *Co-coordinator,* Distinguished Speaker Series,
             Department of Management and Organization.

1996-1998   *Faculty Advisor,* USC MBA Read,

MBA students visit local schools on a regular basis to tutor students.

1994-1998   *Member,* Advisory Council
             Women in Management Club for MBA students.

1994-1995   *Member*, MBA Design Team.
1993-1994   *Member*, Department Advisory Committee,
1995-1996   Department of Management and Organization.

1992-1994   *Departmental Representative*, Management and Organization,
             Dean's Task Force on Diversity.

1994   *Member*, Dean's Strategic Planning Committee on Business Innovations.

STUDENT ADVISEMENT
Doctoral Dissertation Committees
Co-Chair: Lyndon Garrett (2017).
Co-Chair: Brent Rosso (2011).
Co-Chair: Katherine Lawrence (2005).
Co-Chair: Seung-Yoon Rhee (2005).
Chair: Chen Zhang (2018).
Chair: Kimberly Hopkins Perttula (2004).
Chair: Cecily Cooper (2002).
Chair: Kim Jaussi (2001).
Member: Matthew Koester, School of Music (2002).
Member: Eun Woo Kim, Nottingham University (2020).
Member: Erin Cooke Long. University of North Carolina, Chapel Hill (2017).
Member: Ignacio Pavez, Case Western Reserve University (2017).
Member: Robert Easton, Case Western Reserve University.
Member: Rebecca Harbridge, Central Michigan University.
Member: Maria Anderson, University of Victoria (2017).
Member: Kristina Workman, School of Business (2014).
Member: Jean Mrachko, Schol of Education (2015).
Member, Chak Fu Lam, School of Business (2013).
Member, Mary Marzec, School of Kinesiology (2013).
Member, Lisa Marchiando, Psychology (2012).
Member: Brett Arnett, School of Education (2012).
Member: Soohee Lee, School of Nursing (2015).
Member: Amy Sparks, School of Nursing (2011).
Member: Michelle Barton, School of Business (2010).
Member: Kathryn Dekas, School of Business (2009).
Member: Katherine King, School of Natural Resources.
Member: Michelle Aebersold, School of Nursing (2007).
Member: Geisce Ly, School of Education (2008).
Member: Virginia Ota, School of Education (2007).
Member: Jacoba Lilius (2006).
Member: Jeremy Welland, Psychology (2006).
Member: Jason Kanov (2005).
Member: Sandy Lim, Organizational Psychology (2005).
Member: James Taylor, School of Education (2003).
Member: Murat Alpaslan (2003).
Member: Amy Goldberg, Social Work (2001).
Member: Suzanne de Janasz (1998).

Member: Victoria Whiting (1997).
Member: Mark Kizilos (1995).
Member: Stephen Nason (1994).
External Examiner: Adam Burgoon (MAPP, 2018) Katherine Snyder (MAPP, 2013).
External Examiner: Allanah Rafferty (Queensland U. Technology, 2003)
External Examiner: Patricia Rotaeche (University of Auckland: 1998)
External Examiner: Maritha Peens (Fielding, 2015)
External Examiner: Ghulam Abid (University of Lahore, 2016)

Member of IERP committee: Lyndon Garrett, Hilary Hendricks, Chak Fu Lam, Peter Anderson, Michelle Barton, Alaina Segura

Honors Thesis Chair Andrew Fayd, Psychology; Amy Zhang, Nathan Magyar, Organization Studies; Donna Peppard, Chloe Sosenko, Psychology; Clara Kaul, Community High School; Jenna Webberman, Organizational Studies.

GRANTS AND EXTERNAL FUNDING

Center on Finance, Law & Policy "M-Cubed" Award. University of Michigan, $60,000. 2013. With Michael Barr and Dana Muir.

Working Alone Together. ICOS Small Grant Funding for coworking research, $3,000, 2013 with Lyndon Garrett.

Organizational Culture's Impact Across the Nursing Home Industry (Jane Banaszak-Holl, PI) 2009
- National Institutes of Health, $133,847

Validation of a measure of High Quality Connections with J.P. Stephens, Emily Heaphy and Jane Dutton (2008)
- $4000 Ross School of Business

Co-Principal Investigator, Enabling Thriving at Work.
- $7,800 Office of the Vice-President of Research, University of Michigan
- $8,550 Ross School of Business

Organizer, 2nd Biannual Conference on Positive Organizational Scholarship. With Mary Ann Glynn. December 10-12, 2003.
- $10,000 Ross School of Business
- $5,000, OVPR and Rackham
- $5,000 Gallup Corporation
- $1,500 ICOS

Principal Investigator. Southern California Studies Center, University of Southern California. Junior Faculty Research Award. "Survivor Effects of Downsizing: Evidence from a Southern California Aerospace Firm." $20,000. January 1, 1997 - June 30, 1997.

Principal Investigator. Center for International Business Education and Research, "Identifying Leadership Potential In Future International Executives: An Asian Focus." With Morgan McCall and Joan Mahoney. $5,189. September 1, 1996-August 30, 1996.

Principal Investigator. James H. Zumberge Faculty Research and Innovation Fund, "Structural Levers for Workforce Empowerment." $14,000. July 1, 1994 - June 30, 1995.

Co-Principal Investigator.   International Consortium for Executive Development Research, "Identifying Leadership Potential in Future International Executives: Development of a Measurement Tool."   With Morgan McCall and Joan Mahoney. $88,400. May 1, 1993 - October 31, 1994.

BUSINESS EXPERIENCE

Consulting and leadership development to a variety of organizations including Adient, AlliedSignal, Aid Association for Lutherans, Associated Builders and Contractors, Bandag, Blue Care Network, China Development Bank, Colliers Intl., DTE, F.B.I., Federal Judicial Center, Ford Motor Company, Google, Government of India-Ministry of Education, Humana, HHA Services, ICBC- China, Intel, Internal Revenue Service, Johnson & Johnson, KPMG, Lexmark, LG, M&T Bank, Mandiri Bank, Marsh & McLennan Companies, Masco, Mattel, Metalsa, National Football League, Panasonic Foundation, Pfizer, Prudential Retirement, Saudi Monetary Authority, Toyoda Gosei, Toyota, U.S. Department of Treasury, University of Michigan Office of Finance, University of Michigan Hospitals, University of Michigan Facilities and Operations, U.S. Army, Wabash.

Management Consultant Intern, Price Waterhouse, Government Services Office, Washington, D.C., 1986.

Urban Planning Intern, Partners for Livable Places, Washington, D.C., 1985.