**DR. GREG REILLY**

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University of Connecticut 137 Pioneer Dr.

School of Business #345 West Hartford, CT 06117

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**EDUCATION**

*Ph.D*. (2007) Department of Management and Human Resources. University of Wisconsin, Madison. Dissertation title: *Goal-setting in the Upper Echelon.* Advisor: Mason A. Carpenter

*MBA*. (1995) University of Michigan, Ann Arbor.

*AB* (1991) Mathematics. University of Michigan, Ann Arbor.

**RESEARCH ACCOMPLISHMENTS**

**RESEARCH AND ADMINISTRATIVE POSITIONS**

University of Connecticut

*2020-Present* Professor of Management

*2019-Present* Department Head for Management

*2015-2020* Associate Professor of Management

*2014-2019* Academic Director, Graduate Programs in Human Resources

*2007-2015* Assistant Professor of Management

**PEER-REVIEWED PUBLICATIONS**

18. Abdulsalam, D., M. Maltarich, A. Nyberg, G. Reilly & M. Martin (in press). Individualized Pay-for-Performance Arrangements: Peer Reactions and Consequences. ***Journal of Applied Psychology***.

17. Maltarich, M., G. Reilly & C. Derose (2020). A theoretical assessment of dismissal rates and unit performance, with empirical evidence. ***Journal of Applied Psychology,*** 105(5), 527–537.

16. Nyberg, A., G. Reilly, S. Essman & J. Rodrigues. (2018) Human Capital Resources: A call to retire settled debates and to start a few new debates. ***International Journal of Human Resource Management,*** 29(1), 68-86.

15. Maltarich, M., M. Kukenberger, G. Reilly & J. Mathieu. (2018) Conflict in Teams: Modeling Early and Late Conflict States and the Interactive Effects of Conflict Processes. ***Group & Organization Management,*** 43(1), 6-37.

14. Maltarich, M., G. Reilly, A. Nyberg, D. Abdulsalam & M. Martin (2017). Pay-For-Performance, Sometimes: An Interdisciplinary Approach to Integrating Economic Rationality with Psychological Emotion to Predict Individual Performance. ***Academy of Management Journal***, 60(6), 2155-2174.

13. Souder, D., G. Reilly, P. Bromiley & S. Mitchell. (2016) A behavioral understanding of investment horizon and firm performance. ***Organization Science***, 27(5), 1202-1218.

12. Reilly, G., D. Souder, R. Ranucci. (2016) Time Horizon of Investments in the Resource Allocation Process: Review and Framework for Next Steps. ***Journal of Management***, 42(5), 1169-1194

11. Maltarich, M., J. Greenwald, & G. Reilly. (2016) Team-level goal orientation: An emergent state and its relationships with team inputs, process, and outcomes. ***European Journal of Work and Organizational Psychology***, 25(1), 68-88.

10. Mathieu, J., M. Kukenberger, L. D'Innocenzo & G. Reilly. (2015) Modeling Reciprocal Team Cohesion-Performance Relationships, as Impacted by Shared Leadership and Members’ Competence. ***Journal of Applied Psychology***, 100 (3), 713-734.

9. Reilly, G., A. Nyberg, M. Maltarich & I. Weller. (2014) Human Capital Flows: Using Context-Emergent Turnover (CET) Theory to explore the process by which turnover, hiring and job demands affects patient satisfaction. ***Academy of Management Journal***, 57(3), 766-790.

8. Ployhart, R., A. Nyberg, G. Reilly, & M. Maltarich. (2014) Human Capital is Dead: Long Live Human Capital Resources! ***Journal of Management***, 40(2), 371-398.

7. Trevor, C. O., G. Reilly, & B. Gerhart. (2012). Reconsidering Pay Dispersion's Effect on the Performance of Interdependent Work: Reconciling Sorting and Pay Inequality. ***Academy of Management Journal*,** 55(3), 585-610.

6. Maltarich, M., G. Reilly, & A. Nyberg (2011). Objective and subjective overqualification: Distinctions, relationships, and a place for each in the literature. ***Industrial and Organizational Psychology: Perspectives on Science and Practice***, 4(2), 236–239

5. Maltarich, M., A. Nyberg, & G. Reilly. (2010) A Conceptual and Empirical Analysis of the Cognitive Ability – Voluntary Turnover Relationship. ***Journal of Applied Psychology***, 95(6), 1058-1070.

4. Devers, C.E., A.A. Cannella Jr., G. Reilly & M. Yoder. (2007) Executive compensation: A multidisciplinary review of recent developments. ***Journal of Management****,* 33: 1016-1072

**PEER-REVIEWED PROCEEDINGS & BOOK CHAPTERS**

3. Nyberg A, and Reilly G, (2018) A Pay System Model for Turning Human Capital into Action. In ***Strategic Human Capital Resources***, Nyberg A, and Moliterno T (editors).

2. Young, N. J., & G. Reilly, (2016) The Impact of Social Class in the Hiring Process. ***Proceedings of the 2016 Academy of Management Meeting***.

1. Carpenter, M.A., & G. Reilly (2006), Constructs and Construct Measurement in Upper Echelons Research, In D. Ketchen & D. Bergh, (Eds.) ***Research Methodology in Strategy and Management*.** New York: Elsevier, Volume 3, pp. 17-35.

**RESEARCH AWARDS**

*2016* Research Excellence Award, University of Connecticut.

*2012, 2016* Best Paper Award – Honorable Mention, University of Connecticut.

*2012-2014*, *2015-2017, 2017-2019* Ackerman Scholar, University of Connecticut.

**ONGOING RESEARCH PROJECTS**

**Projects based on close collaboration with human resources executives at large firms**

1. Temporal dimensions of the collective turnover impacts of a shock: Integration of the unfolding model and context emergent turnover theory. ***Academy of Management Journal.*** 1stR&R.
2. The impact of equity vs. merit raises on individual performance. Writing and data analysis phase.
3. The role of human capital quality in turnover and unit performance. Data analysis phase.

**Other projects with Ph.D. students**

1. Role of complementarity in allocating human capital resources to project assignments. Writing phase.
2. The influence of legacy motive on value capture in the sale of small businesses. Data development phase.

**INVITED ACADEMIC PRESENTATIONS**

Interdisciplinary Social Sciences class seminar. "Challenges in conducting interdisciplinary social science research.” **Georgetown University**.

Management department seminar. "A theoretical assessment of dismissal rates and unit performance, with empirical evidence.” **Waseda University**, Tokyo, Japan.

Management department seminar, "A broader understanding of investment horizon and firm performance", Tippie School of Business, **University of Iowa**.

Management department seminar, "A broader understanding of investment horizon and firm performance", Moore School of Business, **University of South Carolina**.

Mark H. McCormack Department of Sport Management Annual Research Symposium, "Reconsidering Pay Dispersion's Effect on the Performance of Interdependent Work: Reconciling Sorting and Pay Inequality." **University of Massachusetts-Amherst**.

Institute for Human Capital Management Seminar Series, "Unit-level Turnover: The process by which unit level turnover, hiring and job demands effects unit performance". **Ludwig Maximilian University of Munich**.

Conference on the Economic Impact of Cooperatives, “Under what conditions do risk-averse firms explore?” **Wisconsin Center for Cooperative Studies**, Madison, WI.

**ACADEMIC CONFERENCE PRESENTATIONS**

Rodrigues, J. & G. Reilly. (2018) "Executive Hiring: Setting Pay to Build Reputation", Strategic Management Society Annual Meeting.

Rodrigues, J. & G. Reilly. (2018) "Executive Hiring: Setting Pay to Build Reputation", Academy of Management.

Abdulsalam, D., M. Maltarich, G. Reilly, A. Nyberg, & M. Martin, (2017) "When Collective Equity Creates Value Slippage: Effects of Human Capital Resource Homogeneity", Academy of Management.

Maltarich, M., G. Reilly, & C. DeRose, (2017) "Between- and Within-Unit Effects of Collective Involuntary and Voluntary Turnover on Performance.” Strategic Management Society Special Conference.

Young, N. J., & G. Reilly, (2016) “The Impact of Social Class in the Hiring Process.” Academy of Management.

Wolfson, M., J. Mathieu & G. Reilly. (2016) “Team Composition Effects on Performance Trajectories” Society for Industrial and Organizational Psychology.

Ployhart, R., A. Nyberg, G. Reilly, & M. Maltarich. (2013) “Human Capital is Dead: Long Live Human Capital Resources!” Strategic Management Society Annual Meeting.

Mathieu, J., M. Kukenberger, L. D'Innocenzo & G. Reilly, (2013) "Modeling Reciprocal Team Cohesion – Performance Relationships, as Impacted by Shared Leadership and Members’ Competence." Academy of Management.

Reilly, G., M. Maltarich & A. Nyberg, (2012) "Beyond Motivation: A Theory of Firm Level Goal Setting Strategy", Strategic Management Society Annual Meeting.

Maltarich, M., G. Reilly & D. Souder, (2012) "The interactive human capital resource: Performance gains from the configuration and bundling of human capital", Strategic Management Society Annual Meeting.

Kukenberger, M., L. D'Innocenzo, J. Mathieu, & G. Reilly, (2012) "A Multi-Level Test of Team Processes and Team Interventions on Performance and Informal Learning", Academy of Management.

Maltarich, M., G. Reilly, & M. Kukenberger, (2012) "The Emergence and Management of Conflict Influences in Teams", Academy of Management.

Reilly, G., M. Maltarich, A. Nyberg, & I. Weller (2012) "The relationships of unit level turnover, hiring, and job demands with unit performance", Academy of Management.

Nyberg, A., G. Reilly & I. Weller. (2011) A Bridge to Somewhere: A Multi-level Theoretical Approach and Empirical Examination of Collective Turnover and Subsequent Group Performance. 2011 annual meeting of the Strategic Management Society, Miami, FL.

Kukenberger, M., J. Mathieu, L. D'Innocenzo & G. Reilly. (2011) Shared Leadership in Teams: An Investigation of the Impact of Team Composition and Performance. 2011 Academy of Management Meetings, San Antonio, TX.

Reilly, G. & M. Maltarich. (2011) Inputs, Process, and Outcomes as Antecedents of an Emergent State. 2011 Society for Industrial and Organizational Psychology, Chicago, IL

Maltarich, M., G. Reilly & J. Mathieu. (2010) Seeding of our (dis)content: Compositional Influences on Team Emergent States- Performance Relationships. 2010 Academy of Management Meetings, Montreal, CA.

Souder, D. & G. Reilly. (2009) Unpacking uncertainty: Differences between investment horizon and production function uncertainty. 2009 annual meeting of the Strategic Management Society, Washington, DC.

Prabhakar, S., Z. Simsek & G. Reilly. (2009) Alliance Portfolio Appropriateness: Origins and Implications for Firm Performance. 2009 annual meeting of the Strategic Management Society, Washington, DC.

Reilly, G. (2007) Goals in the Upper Echelons. Part of the Symposium: TMT and Board Social Cognition. 2007 Academy of Management Meetings, Philadelphia, PA.

Trevor, C. O., B. Gerhart & G. Reilly. (2006) Pay Dispersion and Organizational Performance: Reconciling Pay Level and Employee Inputs.

2006 Academy of Management Meetings, Atlanta, GA.

Reilly, G. & M. A. Carpenter. (2006) Upper Echelons Research: A guide to construct and measurement challenges. Part of the Symposium: Creating Actionable Knowledge about Research Methods in Strategic Management: Insights into Several Key Challenges.

2006 Academy of Management Meetings, Atlanta, GA.

Reilly, G. & S. Graffin. Exploring Characteristics of the Strategic Consensus Construct.

2005 Academy of Management Meetings, Honolulu, HI.

**TEACHING**

**CLASSES TAUGHT**

Ph.D.

*University of Connecticut, School of Business*

Seminar in Human Resources and Organizational Behavior

*Waseda University*, Tokyo, Japan

Guest lecturer in Management Ph.D. Seminar

*University of Iowa, Tippie School of Business*

Guest lecturer in Organizational Behavior Seminar

Executive

*University of Connecticut, School of Business*

Executive MBA - Competitive strategy; Value Creation and Competition, Current Topics in Business, Modeling Statistical and Qualitative Uncertainty

Professionals - Leading government improvement projects

*University of Michigan, Ross School of Business*

Enterprise Executive Program

BrightView Executive Program

Precision Castparts - General Manager Development Program

Corporate Performance Measurement: Beyond the Balanced Scorecard

*National Arts Strategies*

Strategic finance and business acumen for non-profit executive leadership teams

Los Angeles, New York, Chicago, Denver, Seattle, Minneapolis, Washington DC, Phoenix

*Luxembourg School of Business*

Strategic Human Resource Management – executive course

*Stockholm School of Economics, Riga*

Strategic Management – executive course

Masters

*University of Connecticut, School of Business*

Capstone Strategy, Policy and Planning

Value Creation and Competition

Business Acumen and Strategic Human Resource Management

Undergraduate

*University of Connecticut, School of Business*

Capstone Strategy, Policy and Planning

*University of Wisconsin, Madison School of Business*

Strategic Management

**ADVISING PH.D. STUDENTS**

Doctoral Student Dissertation Major Advisor

Methasani, Redona (2018 graduate)

Young, Nicole Jones (2016 graduate)

Doctoral Student Dissertation Committees

Gallagher, Peter

Alrashdan, Abdullatif

Grove, Sergio

Abdulsalam, Dhuha (University of South Carolina)

Wolfson, Mikhail (2018 graduate)

Zinger, Jessica (Bentley University)

Fox, Brian (2017 graduate)

Ranucci, Rebecca (2015 graduate)

Luciano, Margaret (2015 graduate)

D'Innocenzo, Lauren (2014 graduate)

**TEACHING AWARDS**

*2019* Outstanding MBA Core Faculty Award, University of Connecticut.

**MASTERS THESIS & UNDERGRADUATE HONORS THESIS ADVISING**

*2018* Auna Alexandra Harvey. Undergraduate honors thesis.

*2017* Andrew Carroll. Undergraduate honors thesis

**SERVICE AND BUSINESS COMMUNITY OUTREACH**

**ACADEMIC SERVICE**

Research Community

SMS Strategic Human Capital Interest Group – Elected Representative-at-large

University

Center and Institute Strategic Planning Meeting Keynote Presenter

School & Department

Teaching and Research Excellence Committee

School Strategic Planning

Department PTR Chair

Hiring Committee Chair

Part-time MBA Redesign Committee

School Strategic Planning Committee

Simulation-based Teams Research Lab Leader

PhD Selection Committee

Full-time MBA Redesign Committee

HR Master’s Program Integration and Redesign

Strategy Planning and Policy Curriculum Committee

Research Development Seminar Chair

Distinguished Scholar Series Chair

**GRANTS**

Reilly, Greg, "Understanding the Effects of Human Capital Resources in Emerging Markets", $10000. Sponsored by UCONN SB Global Fund, Funded, (2013). 1 year

Reilly, Greg, " Multi-level examination of collective turnover and its effect on group performance ", $6250. Sponsored by UCONN SB Dean's Fund, Funded, (2011). 1 year

Reilly, Greg, " Beyond Motivation: Additional Functions of Firm Goals ", $5000.

Sponsored by CCEI, Funded, (2010). 1 year

Reilly, G. & D. Souder, "Unpacking uncertainty: Differences between investment horizon and production function uncertainty", $12000.

Sponsored by CCEI, Funded. 1 year

Reilly, Greg, "Risk taking and executive compensation in biotechnology firms", $5000.

Sponsored by CCEI, Funded, (2008). 1 year

2008 Wisconsin Center for Cooperative Studies ($10,000, PI)

2004 State of Wisconsin Investment Board ($20,000, Mason Carpenter, PI)

**SELECTED WORK WITH BUSINESS ORGANIZATIONS**

The Travelers Companies, Inc. - Hartford, CT & St. Paul, MN

Provided design and training for strategic initiative projects for Leadership Development Program.

Designed and delivered course – “Tech to non-tech communications”.

Precision Castparts – Houston, TX

Delivered training seminars on strategic talent management to new HR leaders.

COMEX/PPG – Mexico City, Mexico

Delivered training seminars on strategic management to high potential leaders.

Paradigm Precision – Manchester, CT

Delivered training seminars on finance for non-financial leaders.

General Dynamics Electric Boat – Groton, CT

Delivered training seminars on Business Acumen to high potential leaders.

U.S. Trust, Bank of America Private Wealth Management – New York, NY

Delivered talk for analyst meeting on integrating strategic management thinking into assessment and reporting of fund manager performance.

Ballantyne Strong, Inc. – Omaha, NE

Designed and delivered a strategy program for top management team focused on integrating a new business acquisition. Provided advising on the development of strategic initiatives.

JCJ Architecture - Hartford, CT

Provide training and advisory services to senior leadership team of national architecture firm through strategy development and firm performance turnaround activities.

Wayne - A GE Energy Company - Austin, TX

Designed and delivered a strategy program for the CEO and top 60 global management team. Provide ongoing advising on the development of strategic initiatives.

Caterpillar, Inc. – Peoria, IL

Developed and delivered a strategy for talent management for North American dealer human resources leaders.

University of Michigan Cardiovascular Center – Ann Arbor, MI

Designed and delivered a multi-year process for creating and implementing strategy with the UMCVC leadership team.

Kelly Services Inc. – Troy, MI

Provided a strategic assessment for the Chairman and CEO.

Electronic Data Systems – Troy, MI

Led an EDS business improvement team through the development of a performance measurement system for the order-to-cash activities on EDS’s delivery of Voice-over-IP to Dow Chemical locations worldwide.

BHP Steel – Newcastle, Australia

Completed measurement system assessment for the Rod, Bar & Wire group including analysis of the measures used in steel making plants and rolling mills, and a complete analysis of key management processes such as marketing, order flow management, strategy, logistics, finance, information technology and purchasing.

Carhartt, Inc.- Dearborn, MI.

Completed an assessment and redesign of performance measurement for all areas of this work-wear clothing manufacturer.

**BOARD OF DIRECTORS AND SIMILAR APPOINTMENTS**

Connecticut Business and Industry Association – HR Advisory Committee

The CBIA is Connecticut’s largest business advocacy organization. The HR Advisory Committee provides guidance to CBIA leaders on programming and identifies key HR issues needing attention.

Human Resource Leadership Forum of Southern New England – Board of Directors

A membership organization composed of Central Connecticut and Massachusetts senior HR professionals, learning executives and organizational leaders responsible for managing human talent.

**INVITED SEMINAR PRESENTATIONS & WORKSHOPS**

Panelist/Moderator. *Geno Auriemma Leadership Conference*, Stamford, CT.

Keynote Speaker. *CBIA Annual Human Resources Conference*, Cromwell, CT. Today’s HR Landscape.

Moderator. *Geno Auriemma Leadership Conference*, Uncasville, CT. Building Winning Teams Panel.

Speaker. Kaman HR Conference, Manchester Village, VT.

Panelist. *UConn EMBA Seminar*, Hartford, CT. Managing Risk Seminar.

Keynote Speaker. *Meeting of CT Chapter of International Public Management Association for Human Resources*, Hartford, CT. Becoming an HR Scientist.

Keynote Speaker. *CT Association of Chamber of Commerce Executives (CACCE) Annual Meeting*, Westport, CT. Develop Strategy for Customer and Talent Markets.

Keynote Speaker. *CBIA Annual Human Resources Conference*, Cromwell, CT. Develop Strategy for Customer and Talent Markets.

Panelist. *Geno Auriemma Leadership Conference*, Uncasville, CT. Leadership in not-for-profit organizations.

Keynote Speaker. *4th annual Master of Professional Studies in Human Resource Management Symposium*, Hartford, CT. Becoming an HR Scientist.

*California Strategic HR Partnership Executive Workshop Series,* San Francisco, CA

Strategy for Competing in Talent Markets

*The HR Forum,* Atlanta, GA

Winning the Competition for Tailored Talent

*IQPC Performance Measurement for Strategic Planning* Toronto, Canada

Value Measurement: Using a Measure Network To Understand And Deliver Value

*IQPC* *Performance Measurements for Research & Development* Chicago, IL

Linking R&D to Stakeholder Value Creation

*California Strategic HR Partnership Executive Workshop Series,* San Francisco, CA Value Measurement: Using a Measure Network to understand and deliver value

*IQPC* *Balanced Scorecard Summit,* Toronto, Canada

What Exactly Will Be Measured? A Methodology For Defining Scorecard Measures

**PRACTITIONER PUBLICATIONS (NOT PEER-REVIEWED)**

Souder, D., P. Bromiley, S. Mitchell & G. Reilly. (2017) Does Investing in the Long Term Pay Off for Firms? ***Rutgers Business Review***, Vol. 2, No. 2, 2017. Available at SSRN: https://ssrn.com/abstract=3014700

Souder, D., G. Reilly, & R. Ranucci. (2015) ‘Bringing long-term thinking into business,’ a systematic review. ***Network for Business Sustainability***.

Reilly, R. & G. Reilly. (2009) Building Business Acumen: What it is, why it's important and how to get it. ***HR West Magazine****.* December.

Langseth, J. & G. Reilly. (2003) When Time Is Money: Real-time performance measurement can be a big advantage for many business processes. ***Intelligent Enterprise***. April 5

Reilly, G. & C. DeRose. (2002) Value-linked measurement at Dell. ***Cost Management***. Boston: Vol. 16, Iss. 4; p. 45

Reilly, G. & R. R. Reilly. (2002) Performance measurement for improved working capital management. ***Cost Management***. Boston: Vol. 16, Iss. 3; p. 13

Reilly, G. & R. R. Reilly. (2002) Improving the quality of management information. ***Cost Management***. Boston: Vol. 16, Iss. 2; p. 46

Reilly, G. & K. Rambhala. (2001) Developing managers through performance measurement. ***Cost Management***. Boston: Vol. 15, Iss. 6; p. 39

Reilly, G. & R. R. Reilly. (2001) Improving corporate performance measurement. ***Cost Management***. Boston: Vol. 15, Iss. 4; p. 42

Reilly, G. & R. R. Reilly. (2000) Using a Measure Network to understand and deliver value. ***Cost Management***. Boston: Vol. 14, Iss. 6; p. 5

**WORK EXPERIENCE BEFORE PH.D.:**

1997-2003 Founder, Measure.net, Ann Arbor, MI

1995-1996 Marketing Manager, Wells Fargo Bank, San Francisco, CA

1992-1993 Process Quality Consultant, Fletcher Challenge Ltd., Auckland, NZ