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Curriculum Vita

OFFICE ADDRESS

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EDUCATION

Ph.D. **OLD DOMINION UNIVERSITY**, 1985, Industrial/Organizational Psychology

MS **OLD DOMINION UNIVERSITY**, 1982, Psychology

BA **UNIVERSITY OF CONNECTICUT**, 1980, Psychology

CURRENT POSITION

1999-present **UNIVERSITY OF CONNECTICUT**, Storrs, CT

Board of Trustees Distinguished Professor of Management (2016-present)
Friar Chair in Leadership and Teams (2014-present)
Cizik Chair in Manufacturing and Technology Management (2006-2014)
Department Head, Management, School of Business (2007-2010)
School of Business, Ph.D. Director (2002-2006)

PREVIOUS POSITIONS

1985-1999 **THE PENNSYLVANIA STATE UNIVERSITY**, University Park, PA

Professor of Psychology (1998-1999)
Associate Professor of Psychology (1991-1998)
Assistant Professor of Psychology (1985-1991)

CENTER FOR APPLIED BEHAVIORAL SCIENCES (PSU)
Research Associate (1986-1998)

1984-1985 **CHRISTOPHER NEWPORT COLLEGE**, Newport News, VA
Instructor of Psychology

1984 **BANK OF VIRGINIA**
Intern in the Human Resource Planning and Development Department

1980-1983 **OLD DOMINION UNIVERSITY**, Norfolk, VA

Instructor of Psychology (1982-1983)
Graduate Teaching Assistant, Department of Psychology (1981-1982)
Graduate Research Assistant, Department of Management (1980-1981)

AWARDS

- 2017 Distinguished Scientific Contributions Award, *Society for Industrial and Organizational Psychology*
- 2016 Walter F. Ulmer, Jr. Applied Research Award, *Center for Creative Leadership*
- 2016 Board of Trustees Distinguished Professor, *University of Connecticut*
- 2016 Faculty Excellence in Research and Creativity Award, *UConn Alumni Association*
- 2015 Joseph E. McGrath Award for Lifetime Achievement in the Study of Groups
Interdisciplinary Network for Group Research (INGroup)
- 2015 Edward C. Marth Mentorship Award, *University of Connecticut*
- 2012 Fellow of the *Academy of Management*
- 1998 Fellow of *American Psychological Association*
- 1998 Fellow of *Society for Industrial and Organizational Psychology*

JOURNAL PUBLICATIONS

1. Kukenberger, M. R., Maltarich, M., Reilly, G. & Mathieu, J. E. (*in press*). Conflict in Teams: Modeling Early and Late Conflict States and The Interactive Effects of Conflict Processes. Group & Organizational Management
2. Mathieu, J.E. (*in press*). The Problem with [in] Management Theory. Journal of Organizational Behavior.
3. Mathieu, J.E., Hollenbeck, J. R., van Knippenberg, D. & Ilgen, D. R. (*in press*). A Century of Work Teams in the *Journal of Applied Psychology*. Journal of Applied Psychology
4. D’Innocenzo, L., Luciano, M., Mathieu, J.E., Maynard, M. T. & Chen, G. (*in press*). Empowered to perform: A multi-level investigation of the influence of empowerment on performance in hospital units. Academy of Management Journal.
5. D’Innocenzo, L., Kukenberger, M. R., Mathieu, J. E (*in press*). A meta-analysis of different forms of shared leadership – team performance relations. Journal of Management.
6. Luciano, M., DeChurch, L. & Mathieu, J. E. (*in press*). Multiteam Systems: A Structural Framework and Meso-Theory of System Functioning. Journal of Management.

7. Rapp, T. L., Gilson, L. L., Mathieu, J. E., & Ruddy, T. (2016). Leading empowered teams: An examination of the role of external team leaders and team coaches. The Leadership Quarterly, 27(1), 109-123.
8. Cordery, J. L., Cripps, E., Gibson, C., Soo, C., Kirkman, B. L. & Mathieu, J. E. (2015). The operational impact of organizational communities of practice: A Bayesian approach to analyzing organizational change. Journal of Management, 41, 644-664.
9. Killumets, E., D'Innocenzo, L., Maynard, M. T. & Mathieu, J.E. (2015). A multi-level examination of the impact of team interpersonal processes. Small Group Research, 46, 227-259.
10. Kukenberger, M. R., Mathieu, J. E. & Ruddy, T. M. (2015). Cross-level tests of empowerment and process influences on members' informal learning and team commitment. Journal of Management, 41, 987-1016.
11. Mathieu, J.E., Kukenberger, M., D'Innocenzo, L. & Reilly, G. (2015) Modeling Reciprocal Team Cohesion – Performance Relationships, as Impacted by Shared Leadership and Members' Competence. Journal of Applied Psychology, 100, 713–734.
12. Mathieu, J. E., Tannenbaum, S. I., Kukenberger, M., Donsbach, J. S., Alliger, G. M. (2015). Team Role Experiences and Orientations: A Measure and Tests of Construct Validity. Group & Organizational Management, 40, 6-34. **{Received GOM Best Micro Paper in 2015 Award}**
13. Salas, E., Tannenbaum, S.I., Kozlowski, S.W.J., Miller, C., Mathieu, J.E. & Vessey, W.B. (2015). Teams in Space Exploration: A New Frontier for the Science of Team Effectiveness. Current Directions in Psychological Science, 24(3) 200–207.
14. Luciano, M. M., Mathieu, J. E. & Ruddy, T. M. (2014). Leading Multiple Teams: Average and Relative External Leadership Influences on Team Empowerment and Effectiveness. Journal of Applied Psychology, 99, 2, 322-331.
15. Mathieu, J. E., Tannenbaum, S. I., Donsbach, J. S. & Alliger, G. M. (2014). A Review and integration of team composition models: Moving toward a dynamic and temporal framework. Journal of Management. 40, 1, 126 - 156. DOI: 10.1177/0149206313503014.
16. Maynard, M. T., Luciano, M. M., D'Innocenzo, L., Mathieu, J. E., & Dean, M. (2014). Modeling Time-Lagged Reciprocal Psychological Empowerment – Performance Relationships. Journal of Applied Psychology, 99, 1244-1253
17. Eddy, E., Tannenbaum, S. I & Mathieu, J. E. (2013). Helping Teams to Help Themselves: Comparing Two Team-led Debriefing Methods. Personnel Psychology, 66, 975-1008.
18. Kirkman, B. L., Cordery, J. L., Mathieu, J. E., Rosen, B. & Kukenberger, M. R. (2013). Global organizational communities of practice: The effects of nationality diversity, psychological safety and media richness on community performance. Human Relations, 66 (3), 333-362.

19. Maynard, M. T., Mathieu, J. E., Gilson, L. L., O'Boyle, E. & Cigularov, K. (2013). Drivers and Outcomes of Structural and Psychological Team Empowerment: A Meta-Analytic Review & Model Test. Organizational Psychology Review, 3(2), 101-137.
20. Mathieu, J. E., Aguinis, H., Culpepper, S. A., & Chen, G. (2012). Understanding and estimating the power to detect cross-level interaction effects in multilevel modeling. Journal of Applied Psychology, 97, 951-966.
21. Maynard, T., Gilson, L. L., Mathieu, J. E. (2012). Empowerment – Fad or Fab? A multilevel-review of the last decades of research. Journal of Management, 38, 1231-1281.
22. Maynard, T., Mathieu, J. E., Gilson, L. & Rapp, T. (2012). Something(s) Old and Something(s) New: Modeling Drivers of Global Virtual Team Effectiveness. Journal of Organizational Behavior, 33, 342-365.
23. Tannenbaum, S. I., Mathieu, J. E., Salas, S. & Cohen, D. (2012). Teams are Changing – Are Research and Practice Evolving Fast Enough? Industrial and Organizational Psychology: Perspectives on Science and Practice, 5(1), 56-61.
24. Tannenbaum, S. I., Mathieu, J. E., Salas, S. & Cohen, D. (2012). On Teams: Unifying Themes and the Way Ahead. Industrial and Organizational Psychology: Perspectives on Science and Practice, 5 (1), 2-24.
25. Wildman, J., Thayer, A., Rosen, M., Salas, E., Mathieu, J., & Rayne, S. (2012). Task Types and Team-Level Attributes: Synthesis of Team Classification Literature. Human Resource Development Review, 11 (1), 97-129.
26. Kirkman, B. L., Mathieu, J. E., Cordery, J. L., Kukenberger, M. R. & Rosen, B. (2011). Managing a New Collaborative Entity in Business Organizations: Understanding Organizational Communities of Practice Effectiveness. Journal of Applied Psychology. 96 (6), 1234-1245.
27. Mathieu, J. E. & Chen, G. (2011). The etiology of the multilevel paradigm in management research. Journal of Management, 37, 610-641.
28. Ahearne, M., MacKenzie, S. B., Podsakoff, P. M., Mathieu, J. E. & Lam, S. K. (2010). The role of consensus in sales team performance. Journal of Marketing Research, 47, 458-469.
29. Rapp, A., Ahearne, M., Mathieu, J. & Rapp, T. (2010). Managing Sales Teams in a Virtual Environment. International Journal of Research in Marketing, 27, 213-224.
30. Ahearne, M., Lam, S. K., Mathieu, J. E. & Bolander, W. (2010). Why are Some Salespeople Better at Adapting to Organizational Change? Journal of Marketing, 74, 65-79.
31. Mathieu, J.E., Rapp, T. L., Maynard, M.T. & Mangos, P. M. (2010). Interactive Effects of Team and Task Shared Mental Models as Related to Air Traffic Controllers' Collective Efficacy and Effectiveness. Human Performance, 23, 22-40.

32. Chen, G., Kanfer, DeShon, R. P., Mathieu, J. E. & Kozlowski, S.W.J. (2009). The Motivating Potential of Teams: Test and Extension of Chen & Kanfer's (2006) Cross-Level Model of Motivation in Teams. Organizational Behavior and Human Decision Processes, 110, 45-55.
33. Cordery, J., Soo, C., Kirkman, B., Mathieu, J.E. & Rosen, B. (2009). Leading Parallel Global Virtual Teams: Impossible Challenge or Rewarding Opportunity? Organizational Dynamics, 38, 204-216.
34. Mathieu, J. E. & Rapp, T. L. (2009). Laying the Foundation for Successful Team Performance Trajectories: The Roles of Team Charters and Performance Strategies. Journal of Applied Psychology, 94, 1, 90-103.
35. Ahearne, M., Jones, E., Rapp, A. & Mathieu, E. (2008). High Touch Through High Tech: The Impact of Salesperson Technology Usage on Customer Satisfaction and Sales Performance, Management Science, 54, 671-685.
36. Chen, G. & Mathieu, J. E. (2008). Goal Orientation Dispositions and Performance Trajectories: The Roles of Supplementary and Complementary Situational Inducements. Organizational Behavior and human Decisions Processes, 106, 21-38.
37. LePine, J. A., Piccolo, R. F., Jackson, C. L., Mathieu, J. E. & Saul, J. R. (2008). A Meta-analysis of Teamwork Process: Towards a Better Understanding of the Dimensional Structure and Relationships with Team Effectiveness Criteria. Personnel Psychology, 61, 273-307.
38. Mathieu, J.E., Maynard, M.T., Rapp, T. L. & Gilson, L.L. (2008). Team Effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. Journal of Management, 34, 410-476.

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39. Mathieu, J.E., DeShon, R. P. & Bergh, D. D. (2008). Mediation Inferences in Organizational Research: Then, Now, and Beyond. Organizational Research Method, 11, 203-223.
40. Hitt, M. A., Beamish, P. W., Jackson, S. E. & Mathieu, J. E. (2007). Building theoretical and empirical bridges across levels: Multilevel research in management. Academy of Management Journal, 50, 1385-1399.
41. Mathieu, J.E., Maynard, M.T., Taylor, S. R., Gilson, L.L., & Ruddy, T.M. (2007). An Examination of the Effects of Organizational District and Team Contexts on Team Processes and Performance: A Meso-Mediation Model. Journal of Organizational Behavior, 28, 891-910.

42. Maynard, M. T., Mathieu, J. E., Marsh, W. M. & Ruddy, T. (2007). A Multi-Level investigation of the Influences of Employees' Resistance to Teams and Empowerment. Human Performance, 20(2), 147-171.
43. Mathieu, J. E., Ahearne, M. & Taylor, S. R. (2007). A Longitudinal Cross-Level Model of Leader and Salesperson Influences on Sales Force Technology Use and Performance. Journal of Applied Psychology, 92, 528-537.
44. Mathieu, J. E. & Taylor, S. R. (2007). A Framework for Testing Meso-Mediational Relationships in Organizational Behavior. Journal of Organizational Behavior, 28, 141-172.
45. Rapp, T. L. & Mathieu, J. E. (2007). Evaluating an Individually Self-Administered Generic Teamwork Skills Training Program across Time and Levels. Small Group Research, 38, 532-555.
46. Mathieu, J. E. & Taylor, S. R. (2006). Clarifying conditions and decision points for mediational type inferences in organizational behavior. Journal of Organizational Behavior, 27, 1031-1056.
47. Jelinek, J., Ahearne, M., Mathieu, J. & Schillewaert, N. (2006). A Longitudinal Examination of Individual, Organizational and Contextual Factors on Sales Technology and Adoption and Job Performance. Journal of Marketing Theory and Practice. 14, 1, 7-23.
48. Mathieu, J.E., Gilson, L. L. & Ruddy, T. R. (2006). Empowerment and Team Effectiveness: An Empirical Test of an Integrated Model. Journal of Applied Psychology, 91, 97-108.
49. Mathieu, J. E. & Schulze, W. (2006). The influence of team knowledge and formal plans on episodic team process → performance relationships. Academy of Management Journal. 49, 3, 605-619.
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51. Ahearne, M. Mathieu, J. E. & Rapp, A. (2005). To Empower or Not to Empower Your Sales Force? An Empirical Examination of the Influence of Empowering Leader Behaviors on Customer Satisfaction and Performance. Journal of Applied Psychology, 90, 945-955.
52. Chen, G., Bliese, P. & Mathieu, J. (2005). Conceptual Framework and Statistical Procedures for Delineating and Testing Multilevel Theories of Homology. Organizational Research Methods, 8, 375-409. **{Received ORM Best Paper in 2005 Award}**
53. Gilson, L. Mathieu, J. E., Shalley, C. E. & Ruddy, T. R. (2005). Creativity and Standardization: Complementary or Conflicting Drivers of Team Effectiveness? Academy of Management Journal, 48, 521-531.

54. Marks, M. A., DeChurch, L. A., Mathieu, J. E., Panzer, F. J. & Alonso, A. A. (2005). The importance of goal hierarchies and teamwork processes for multi-team effectiveness. Journal of Applied Psychology, 90, 964-971.
55. Kirkman, B. & Mathieu, J. E. (2005). The dimensions and antecedents of team virtuality. Journal of Management, 31, 700-718.
56. Smith-Jentsch, K. A., Mathieu, J. E. & Kraiger, K. (2005). Investigating Linear and Interactive Effects of Shared Mental Models on Safety and Efficiency in a Field Setting. Journal of Applied Psychology, 90, 523-535.
57. Mathieu, J. E., Heffner, T. S., Goodwin, G. F., Cannon-Bowers, J. & Salas, E. (2005). Scaling the Quality of Teammates' Mental Models: Equifinality and Normative Comparisons. Journal of Organizational Behavior, 26, 37-56.
58. Chen, G., Simsarian Webber, S., Bliese, P.D., Mathieu, J. E., Payne, S. C., Born, D. H., Zaccaro, S. J. (2002). Simultaneous Examination of the Antecedents and Consequences of Efficacy Beliefs at Multiple Levels of Analysis. Human Performance, 15, 381-409.
59. Mohammed, S., Mathieu, J. E. & Bartlett, A. L. (2002). Technical-administrative task performance, leadership task performance, and contextual performance: Considering the influence of team- and task-related composition variables. Journal of Organizational Behavior, 23, 795-814.
60. Griffin, M.A., Mathieu, J. E. & Jacobs, R. R. (2001). Perceptions of work contexts: Disentangling influences at multiple levels of analysis. Journal of Occupational and Organizational Psychology, 74: 563-579.
61. Marks, M. A., Mathieu, J. E. & Zaccaro, S. J. (2001). A temporally based framework and taxonomy of team processes. Academy of Management Review, 26, 356-376.
62. Mellor, S., Mathieu, J. E., Barnes-Farrell, J. L., & Rogelberg, S. G. (2001). Employees' nonwork obligations and organizational commitment: A new way to look at the relationships. Human Resource Management, 40, 75-88.
63. Tracey, J. B., Hinkin, T. R., Tannenbaum, S. I. & Mathieu, J. E. (2001). The influence of individual characteristics and the work environment on varying levels of training outcomes. Human Resource Development Quarterly, 12, 5-24.
64. Marks, M. A., Zaccaro, S. J. & Mathieu, J. E. (2000). Performance implications of leader briefings and team interaction training for team adaptation to novel environments. Journal of Applied Psychology, 85, 971-986.
65. Mathieu, J. E., Heffner, T. S., Goodwin, G. F., Salas, E. & Cannon-Bowers, J. A. (2000). The influence of shared mental models on team process and effectiveness. Journal of Applied Psychology, 85, 273-283.

66. Mellor, S., & Mathieu, J. E. (1999). A discriminant validity study of aggregate level constructs and measures of local union formalization, centralization, and innovation. Journal of Psychology: Interdisciplinary and Applied, 133, 1-14.
67. Tesluk, P. E. & Mathieu, J. E. (1999). Overcoming roadblocks to effectiveness: Incorporating management of performance barriers into models of work group effectiveness. Journal of Applied Psychology, 84, 200-217.
68. Tesluk, P. E., Vance, R. J. & Mathieu, J. E. (1999). Examining employee involvement in the context of participative work environments. Group and Organization Management, 24, 271-299.
69. Conte, J. M., Mathieu, J. E. & Landy, F. L. (1998). The nomological and predictive validity of time urgency. Journal of Organizational Behavior, 19, 1-13.
70. Griffin, M. A. & Mathieu, J. E. (1997). Modeling organizational processes across hierarchical levels. Journal of Organizational Behavior, 18, 731-744.
71. Born, D. H. & Mathieu, J. E. (1996). Differential effects of group survey feedback. Group and Organizational Management, 26, 388-403.
72. Button, S. B., Mathieu, J. E. & Aikin, K. J. (1996). An examination of the relative impact of assigned goals and self-efficacy on personal goals and performance over time. Journal of Applied Social Psychology, 26, 1084-1103.
73. Button, S. B., Mathieu, J. E. & Zajac, D. (1996). Goal orientation in organizational research: A conceptual and empirical foundation. Organizational Behavior and Human Decision Processes, 67, 26-48.
74. Cannon-Bowers, J. A., Salas, E., Tannenbaum, S. I. & Mathieu, J. E. (1995). Toward theoretically-based principles of training effectiveness: A model and empirical investigation. Military Psychology, 7, 141-164.
75. Conte, J. M., Landy, F. L. & Mathieu, J. E. (1995). Time urgency: Conceptual and construct development. Journal of Applied Psychology, 80, 178-185.
76. Tesluk, P. E., Farr, J. L., Mathieu, J. E. & Vance, R. J. (1995). Generalization of employee involvement training to the job setting: Individual and situational effects. Personnel Psychology, 48, 607-632.
77. Mellor, S., Mathieu, J. E. & Swim, J. K. (1994). A cross-level analysis of the influence of union structure on gender differences in union involvement. Journal of Applied Psychology, 79, 203-210.
78. Thomas, J. B., Shankster, L. J. & Mathieu, J. E. (1994). Interpretation environments: The role of cognition, context, and content. Academy of Management Journal, 37, 1252-1284.

79. Thomas, K. M. & Mathieu, J. E. (1994). The role of causal attributions in dynamic self-regulation and goal processes. Journal of Applied Psychology, 79, 812-818.
80. Jacobs, R., Mathieu, J., Landy, F., Baratta, T., Robinson, G., Hofmann, D., & Ringenbach, K. (1993). Organizational Processes and Nuclear Power Plant Safety. Report to Proceedings of the International Topical Meeting on Probabilistic Safety Assessment, 211-215.
81. Kohler, S. S. & Mathieu, J. E. (1993). An examination of the relationships between affective reactions, work perceptions, individual resource characteristics, and multiple absence criteria. Journal of Organizational Behavior, 14, 515-530.
82. Mathieu, J. E., Hofmann, D. A., & Farr, J. L. (1993). A nonrecursive model test of the relationship between job perceptions and job satisfaction. Organizational Behavior and Human Decision Processes, 56, 370-387.
83. Mathieu, J. E., Martineau, J. W. & Tannenbaum, S. I. (1993) Individual and situational influences on the development of self efficacy: Implications for training effectiveness. Personnel Psychology, 46, 125-147.
84. Mathieu, J. E. (1992). The influence of commitment to assigned goals and performance on subsequent self-set goals and performance. Journal of Applied Social Psychology, 13, 1012-1030.
85. Mathieu, J. E., (1992). Comments regarding substantive findings and the Bedian and Armenakis model, and issues related to structural equation modeling. Human Relations, 45, 1107-1117.
86. Mathieu, J. E. & Button, S. B. (1992) An examination of the relative impact of normative information and self-efficacy on personal goals and performance over time. Journal of Applied Social Psychology, 22, 1758-1775.
87. Mathieu, J. E., Tannenbaum, S. I. & Salas, E. (1992). The influences of individual and situational characteristics on measures of training effectiveness. Academy of Management Journal, 35, 828-847.
88. Mathieu, J. E. (1991). A cross-level nonrecursive model of the antecedents of organizational commitment and satisfaction. Journal of Applied Psychology, 76, 607-618.
89. Mathieu, J. E. & Farr, J. L. (1991). Further evidence for the discriminant validity of measures of organizational commitment, job involvement, and job satisfaction. Journal of Applied Psychology, 76, 127-133.
90. Tannenbaum, S. F., Mathieu, J. E., Salas, E. & Cannon-Bowers, J. A. (1991). Meeting trainees' expectations: The influence of training fulfillment on the development of commitment, self-efficacy, and motivation. Journal of Applied Psychology, 76, 759-769.

91. Hofmann, D. A., Mathieu, J. E. & Jacobs, R. (1990). A multiple group confirmatory factor analysis evaluation of teachers' work related perceptions and reactions. Educational & Psychological Measurement, 50, 943-955.
92. Klenke-Hamel, K. & Mathieu, J. E. (1990). Role strains, tension, and job satisfaction influences on employees' propensity to leave: A multi-sample replication and extension. Human Relations, 43, 791-807.
93. Mathieu, J. E. (1990). A test of subordinates' achievement and affiliation needs as moderators of leader path-goal relationships. Basic and Applied Social Psychology, 11, 179-189.
94. Mathieu, J. E. & Kohler, S. S. (1990). A cross-level examination of group absence influences on individual absence. Journal of Applied Psychology, 75, 217-220.
95. Mathieu, J. E. & Kohler, S. S. (1990). A test of the interactive effects of organizational commitment and job involvement on various types of absence. Journal of Vocational Behavior, 36, 33-44.
96. Mathieu, J. E., & Zajac, D. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological Bulletin, 108, 171-194.
97. Mathieu J. E., & Baratta, J. E. (1989). Turnover type a moderator of the performance-turnover relationship. Human Performance, 2, 61-71.
98. Mathieu, J. E., & Hamel, K. (1989). A causal model of the antecedents of organizational commitment among professionals and nonprofessionals. Journal of Vocational Behavior, 34, 299-317.
99. Mathieu, J. E., & Tannenbaum, S. I. (1989). A process tracing approach toward understanding supervisors' SDy estimates: Results from five job classes. Journal of Occupational Psychology, 62, 249-256.
100. Mathieu, J. E. (1988). A causal model of organizational commitment in a military training environment. Journal of Vocational Behavior, 32, 321-335.
101. Mathieu, J. E. (1987). The influence of positive and negative outcomes on force model expectancy predictions. Human Relations, 40, 817-832.
102. Mathieu, J. E., & Leonard, R. L. (1987). Applying utility concepts to a training program in supervisory skills: A time-based approach. Academy of Management Journal, 30, 316-335.

CHAPTERS

1. Wolfson, M. A. & Mathieu, J. E. (*in press*). Team Composition as Multi-Dimensional Network Configurations.

2. Mathieu, J. E., Luciano, M. M. & DeChurch, L. A. (*in press*). Multiteam Systems: The Next Chapter. In the Handbook of Industrial, Work, and Organizational Psychology. Edition 2. Editors: Anderson, Ones, Sinangil, & Viswesvaran. Sage.
3. Mathieu, J. E., D’Innocenzo, L. & Kukenberger, M. (2015). Contextual Issues in Project Performance: A Multi-Level Perspective. In F. Chiochio, E. K. Kelloway and B. Hobbs (Eds). The Psychology and Management of Project Teams: An Interdisciplinary View. Oxford University Press, 101-136.
4. Cordery, J.L., Soo, C., Kirkman, B.L., Rosen, B., & Mathieu, J.E. (2014). The Alcoa experience of shared virtual leadership through parallel global teams. In C.L. Pearce, C.C. Manz, & H.P. Sims, Jr., (Eds.), *Share, Don’t Take the Lead!* Charlotte, NC: Information Age Publishing. Reprinted from Cordery et al. (2009), *Organizational Dynamics*.
5. Mathieu, J. E., Kukenberger, M. & D’Innocenzo, L. (2014). Time and Teams. In A. Shipp & Y. Fried (Eds.), Current Issues in Work and Organizational Psychology Series, New York: Psychological Press, 6-29.
6. Mathieu, J. E. (2013). Multi-level Research. In E. H. Kessler (Ed.). Encyclopedia of Management Theory, DOI:<http://dx.doi.org/10.4135/9781452276090>, Sage Publications, Inc.
7. Mathieu, J. E., Tannenbaum, S. I., Donsbach, J. S. & Alliger, G. M. (2013). Achieving Optimal Team Composition for Success. In Developing and Enhancing High-Performance Teams: Evidence-based practices and advice. Jossey-Bass (pp: 520-551).
8. Mathieu, J. E. (2011). Reflections on the Evolution of the Multiteam Systems Concept and a Look to the Future. In S. Zaccaro, M. Marks & L. DeChurch (Eds.). Multiteam Systems: An Organizational Form for Dynamic and Complex Environments. New York: Taylor & Francis. PP: 511-544.
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11. DeChurch, L. & Mathieu, J. E. (2009). Thinking in Terms of Multi-team Systems. In E. Salas, G. F. Goodwin, & C. S. Burke (Editors), Team Effectiveness in Complex Organizations: Cross-disciplinary Perspectives and Approaches. SIOP Frontiers Book Series, Lawrence Erlbaum and Associates. PP: 267-292.
12. Chen, G., Mathieu, J. E. & Bliese, P. D. (2004). A Framework for Conducting Multilevel Construct Validation. Research in Multi-Level Issues, *3*, 273-303.
13. Chen, G., Mathieu, J. E. & Bliese, P. D. (2004). Validating Frogs and Ponds in Multilevel

Contexts: Some Afterthoughts, Research in Multi-Level Issues, 3, 335–343.

14. Mathieu, J. E., Cobb, M. A., Marks, M. A., Zaccaro, S. J. & Marsh, S. (2004). Multi-team ACES: A research platform for studying multi-team systems. In S. G. Schiflett, L. R. Elliott, E. Salas & M. Coovert, Eds.). Scaled worlds: Development, Validation and Applications. Burlington, VT: Ashgate. (297-315).
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20. Mathieu, J. E. & Day, D. D. (1997). Assessing team processes within and between organizational teams: A Nuclear Power Plant Example. In M. Brannick and E. Salas (Eds.), Assessment and Measurement of Team Performance: Theory, Research & Applications. pp. 173-196. Mahwah, NJ: LEA.
21. Tesluk, P., Zaccaro, S., Marks, M. & Mathieu, J. (1997). Task and aggregation issues in the analysis and assessment of team performance. In M. Brannick and E. Salas (Eds.), Assessment and Measurement of Team Performance: Theory, Research & Applications. 197-226. Mahwah, NJ: LEA.

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Academy of Management: 59 Presentations

1984, 1988, 1993, 1994, 1997, 1998(3), 1999(2), 2000(1), 2002(4), 2003(4), 2004(3), 2005(4), 2006(2), 2007(2), 2008(2), 2009(2), 2010(3), 2011(2), 2012(4), 2013(2), 2014(4), 2015(4), 2016(6)

Society for Industrial/Organizational Psychology: 108 presentations

1989, 1990, 1991, 1992, 1993(5), 1994(2), 1995(5), 1996(3), 1997(4), 1997(9), 1998(5), 1999(5), 2000(5), 2001(3), 2002(2), 2003(5), 2004(4), 2005(4), 2006(3), 2008(4), 2009(4), 2010(6), 2011(5), 2012 (2), 2013 (8), 2014(3), 2015(6), 2016(2)

Others: 80 Presentations, 1980-present

DISSERTATIONS CHAIRED*

Luciano, M. M. (2015). *Unpacking the Dynamics of Cross-Unit Coordination: A Multilevel Quasi-Experimental Investigation of Patient Handoffs*. (Management). University of Connecticut, Storrs, CT.
[Arizona State University]

D’Innocenzo, L. E. (2014). *An exploration of shared leadership emergence in project teams: A form and functional analysis*. (Management). University of Connecticut, Storrs, CT.
[Drexel University]

Kukenberger, M. R. (2012). *A shared leadership classification and multi-level exploration of compositional antecedents and team and individual outcomes*. (Management). University of Connecticut, Storrs, CT.
[Rutgers University, University of New Hampshire]

Rapp, T. L. (2009). *The psychological dynamics underlying individual responses to working in multiple project teams: An intra-person and inter-person investigation*. (Management). University of Connecticut, Storrs, CT.
[Ohio University]

Maynard, M. T. (2007). *The impact of experience and familiarity: An examination in project teams*. (Management). University of Connecticut, Storrs, CT.
[Colorado State University]

Cobb, M. G. (1999). *The impact of environmental complexity and team training on team processes and performance in multi-team environments*. (Psychology). Pennsylvania State University, University Park, PA.
[Air University, Army Research Institute]

Goodwin, G. F. (1999). *Predicting performance in U.S. Army special-forces teams: Staffing and composition issues*. (Psychology). Pennsylvania State University, University Park, PA.
[Army Research Institute]

Marsh (St. Claire), W. M. (1998). *The impact of context on team process and performance. A Cross cultural examination of globalized teams*. (Psychology). Pennsylvania State University, University Park, PA.
[Price Waterhouse, Amazon]

Unkless, A. L. (1998). *Survivor reactions to organizational downsizing: An application of threat rigidity theory*. (Psychology). Pennsylvania State University, University Park, PA.
[Towers Perrin, Columbia Wealth Management]

Heffner, T. S. (1997). *Training teams: The impact of shared mental models and team performance*. (Psychology). Pennsylvania State University, University Park, PA.
[Army Research Institute]

Shankster-Cawley, L. J. (1997). *Applicants' reactions to employment tests: Content and outcomes*. (Psychology). Pennsylvania State University, University Park, PA.
[SHL Group, Talent Asset Advisors]

Button, S. B. (1996). *Organizational efforts to affirm sexual diversity: A multi-level examination*. (Psychology). Pennsylvania State University, University Park, PA.
[American Institutes for Research, BAE Systems]

Tesluk, P. E. (1996). *An investigation of work group management of the technological environment: Implications for group performance*. (Psychology). Pennsylvania State University, University Park, PA.
[Tulane University, University of Buffalo]

Martineau, J. W. (1995). *A contextual examination of the effectiveness of a supervisory skills training program*. (Psychology). Pennsylvania State University, University Park, PA.
[Center for Creative Leadership]

Griffin, M. A. (1994). *Reciprocal relationships between individuals and groups*. (Psychology). Pennsylvania State University, University Park, PA.
[Queensland University, University of Western Australia]

Hall, W. S. (1994). *The ethics of caring and sharing: The roles of individual differences and organizational climate in claims of credit for academic work*. (Psychology). Pennsylvania State University, University Park, PA.
[Consultant, Private Practice]

Lindsley (Born), D. H. (1994). *Examination of the processes underlying multi-level efficacy-performance spirals: A flight simulation study*. (Psychology). Pennsylvania State University, University Park, PA.
[The Pentagon, Harvard University]

Thomas, K. M. (1993). *Recruiting workforce 2000: A policy capturing study*. (Psychology). Pennsylvania State University, University Park, PA.
[University of Georgia]

Zajac, D. M. (1991). *The interactive effects of self-efficacy and implicit theory of ability on goal setting and performance*. (Psychology). Pennsylvania State University, University Park, PA.
[Anderson Consulting, Computer Sciences Corporation]

* Original placement appears first within brackets, current placement appears second

DISSERTATION COMMITTEE MEMBERSHIP

Hyoun Sook Lim (2015). *How and when does psychological empowerment affect individual effectiveness: A multilevel investigation?*
(Management). University of Connecticut, Storrs, CT.

- Choi, W. (2015). *Social networks and employee creativity: The impact of individual and alters' attributes and network structure on the psychological conditions for employee creativity*. (Management). University of Connecticut, Storrs, CT.
- Walker, C. T. (2011). *Psychological climate for engagement and the role of leader behavior patterns in fostering employee engagement and performance behaviors*. (Psychology). University of Connecticut, Storrs, CT.
- Walsh, B. (2011). *Workplace Incivility Training: A Model of Training Effectiveness*. (Psychology). University of Connecticut, Storrs, CT.
- Heavey, C. (2009). *A dynamic managerial capabilities model of organizational ambidexterity*. (Management). University of Connecticut, Storrs, CT.
- Lim, N. K. (2009). *Firms' strategic risk taking behaviors*. (Management). University of Connecticut, Storrs, CT.
- Peachey, J. W. (2009). *Organizational change: An examination of factors influencing resistance in an intercollegiate athletics department*. (Sports Management). University of Connecticut, Storrs, CT.
- Kath, L. M. (2005). *How cynicism about organizational change can influence the effectiveness of socialization training: Sexual harassment awareness training as exemplar*. (Psychology). University of Connecticut, Storrs, CT.
- Ortiz-Walters, R. (2005). *Developing creativity: Exploring the roles of various sources of developmental supports*. (Management). University of Connecticut, Storrs, CT.
- Collins, C. G. (2005). *How and why does group efficacy develop across the group lifespan?* (Management). University of Sydney & University of New South Wales.
- Kellermanns, F. W. (2003). *Strategic consensus on resource accumulation decisions*. (Management). University of Connecticut, Storrs, CT.
- Simsek, Z. (2002). *Entrepreneurial opportunity recognition: Building and testing an information asymmetries model*. (Management). University of Connecticut, Storrs, CT.
- Baldrige, (2001). *The everyday ADA: The influence of requesters' assessments on decisions to ask for needed accommodation*. (Management). University of Connecticut, Storrs, CT.
- Golden, T. D. (2001). *Telecommuting optimization: An investigation of influential factors during technology-reliant interactions*. (Management). University of Connecticut, Storrs, CT.
- Becker, W. S. (1999). *Field of dreams: An investigation of high performance work practices and sociotechnical systems in greenfield plants*. (Psychology). Pennsylvania State University, University Park, PA.

- Propper, J. (1999). *Shared mental models and an antecedent of work group effectiveness*. (Hotel, restaurant & Recreation Management). Pennsylvania State University, University Park, PA.
- Gerstner, C. R. (1998). *Leadership relationships and work group effectiveness: A multi-level empirical investigation*. (Psychology). Pennsylvania State University, University Park, PA.
- Labianca, G. (1998). *Exploring the social ledger: The role of negative affective relationships in social networks*. (Management). Pennsylvania State University, University Park, PA.
- Youndt, M. A. (1998). *Human resource management systems, intellectual capital, and organizational performance*. (Management). Pennsylvania State University, University Park, PA.
- Clark, C. C. (1997). *Members' commitment to voluntary organizations, positions, and themselves*. (Psychology). Pennsylvania State University, University Park, PA.
- Conte, J. M. (1997). *Time orientation, biodata, and personality predictors of multiple performance criteria*. (Psychology). Pennsylvania State University, University Park, PA.
- Marks, M. A. (1997). *Creating adaptive teams*. (Psychology). George Mason University, Fairfax, VA.
- Kelley, P. L. (1995). *Stress management strategies in the workplace: A meta-analysis of stress intervention techniques*. (Psychology). Pennsylvania State University, University Park, PA.
- Gerras, S. J. (1992). *The effect of Cognitive busyness and nonverbal behaviors on trait inferences and leader-member exchange judgments*. (Psychology). Pennsylvania State University, University Park, PA.
- Hofmann, D. A. (1992). *Task performance and transfer: An assessment of interindividual differences in intraindividual change*. (Psychology). Pennsylvania State University, University Park, PA.
- Siason, I. M. (1992). *Predicting the continuation of volunteer behavior, using structural equations with latent variables*. (Psychology). Pennsylvania State University, University Park, PA.
- Kohler, S. S. (1991). *Time urgency: Psychological correlates*. (Psychology). Pennsylvania State University, University Park, PA.
- Middlebrooks, C. L. (1991). *Employee involvement and organizational performance*. (Psychology). Pennsylvania State University, University Park, PA.
- Rathmell, C. G. (1991). *The effects of the relationship enhancement program with industrial work teams*. (Counseling Psychology). Pennsylvania State University, University Park, PA.

Bittner, K. L. (1990). *The effect of feedback delivery and achievement motivation on feedback seeking, performance, and affective reactions*. (Psychology). Pennsylvania State University, University Park, PA.

Schwartz, A. C. (1990). *The effects of self-appraisal accuracy and attributions on performance ratings and feedback*. (Psychology). Pennsylvania State University, University Park, PA.

PROFESSIONAL ACTIVITIES

Editorial Boards

- Academy of Management Journal (2005 – 07; 2010-present)
- Journal of Applied Psychology (1993-96; 2002-present)
- Organizational Research Methods (2003-present)
- Personnel Psychology (1996-02, 2007-present)
- Organizational Psychology Review (2010-present)
- Journal of Management (1993-98; 2005-08; 2013-2014)
- Journal of Organizational Behavior (2002-06)
- Group & Organizational Management (1995-01)
- Organizational Behavior & Human Decision Processes (1998-01; 2008-10)
- Training Research Journal (1993-98)
- Human Performance (1987-97)

Professional Committees

- Academy of Management (Human Resources Division)
Information Technology Special Committee (2001)
- (SIOP) Scientific Affairs Committee (1990-1994)
- (SIOP) Awards Committee (1997- 2001)

University Committees

- Provost's University Large Grant Review Committee (2015)
- Graduate Faculty Council (2003-2006)

College Committees

- School of Business Promotion & Tenure 2001-03, 2005-07, 14
(Chair 2007, 2015),
- Special P&T Review Committee 2001-02
- Sponsored Research Initiatives 2001-02
- SBA Technology Committee 2000-01
- Research Awards 1999-00, 2007

College Committees (Penn State)

- Liberal Arts Planning and Advisory Committee 1995 - 97
- Business/Liberal Arts Minor Committee 1995 - 97
- Graduate Faculty Screening - Social Sciences Subcommittee 1992 - 93
- Human Resource Administration Program Design Committee 1992 - 94

Departmental Committees

UConn

Graduate Admissions	2000-present
Graduate Evaluation	2000-present
Promotion & Tenure	1999-present
Wolff Chair Search Committee	2011-13, (Chair)
Department Head Search Committee	2011-13
Brown-Bag Series Coordinator	2002-05
OB Search Committee (Chair)	2001-02

Penn State

Appointments	1996- 97
Course and Curriculum Committee	1986-88, '90-94
Tenure and Promotion Committee	1992-99
Planning and Advisor Committee	1992-95
I/O Area Coordinator	1991-94, 1996-99
Graduate Training Committee	1986-87, 1995-99
Colloquium	1988-91

PROFESSIONAL AFFILIATIONS

Academy of Management, OB, HR, RM Divisions
American Psychological Association, Division 14
Society for Industrial and Organizational Psychology, Inc.
Interdisciplinary Network of Group Researchers

PROFESSIONAL EXPERIENCE {Grants & Contracts: ~ \$11.1 Million to date}

DEPARTMENT OF MANAGEMENT – UCONN & PARTNERSHIPS

Developing and Validating Measures of Army Unit Resilience.

Tannenbaum, S. I., & Mathieu, J. E.

Army Research Institute for the Behavioral and Social Sciences (ARI) 1/17-12/18.

A Multi-faceted Approach to Examine Team Adaptation & Resilience within Isolated, Confined, and Extreme Environments.

Tannenbaum, S. I., Maynard, M. T. & Mathieu, J. E. (NASA) 8/16-7/19.

The Development and Construct Validation of Unobtrusive Dynamic Measures of Team Processes and Emergent States

Tannenbaum, S. I. & Mathieu, J. E. (The Group for Organizational Effectiveness, Inc.).

Army Research Institute for the Behavioral and Social Sciences (ARI). 10/14-9/17.

Creating and Sustaining Virtual Teamwork Effectiveness: An Examination of Leveraging Polarities

Leslie, J., Hoole, E. (Center for Creative Leadership) & Mathieu, J. E.

SHRM Foundation Grant, 3/2014-3/2016

Designing Training to Accelerate Field-Based Learning (T2A): An Integrated Theory, Principles, Guidelines, and Techniques

S. Tannenbaum, J. Mathieu, G. Alliger & J. Donsbach (The Group for Organizational Effectiveness, Inc.).

Army Research Institute for the Behavioral and Social Sciences (ARI). 10/12-9/15.

Composing and Developing Resilient, Adaptive, and Self-Sustaining Teams for Long Duration Space Exploration.

S. Tannenbaum, G. Alliger, J. Donsbach, J. Mathieu, & E. Salas (The Group for Organizational Effectiveness, Inc.). NASA. 10/11-9/14.

The coevolution of multi-dimensional dynamic networks of multi-team systems related to organization effectiveness: Theory development and empirical tests.

N. Contractor, L.A. DeChurch & J. E. Mathieu

Army Research Institute for the Behavioral and Social Sciences (ARI). 10/11-10/14

Team Composition Optimization: The Team Optimal Profile System (TOPS): Phase II.

S. Tannenbaum, G. Alliger, J. Donsbach, J. Mathieu, & E. Salas. (The Group for Organizational Effectiveness, Inc.).

Army Research Institute for the Behavioral and Social Sciences. 10/08-10/10.

Toward a Taxonomy of Navy Teams (ATONT).

M. Rosen, J. Wildman, E. Salas & J. Mathieu

Army Research Institute for the Behavioral and Social Sciences. 2/08-12/09.

The Development of the Team Role Experience and Orientation (TREQ) Measure.

J. Mathieu, M. Kukenberger, S. Tannenbaum, J. Donsbach, G. Alliger & E. Salas. (The Group for Organizational Effectiveness, Inc.).

Navy Personnel Research, Studies, and Technology. 9/08-9/09

Team Composition Optimization: The Team Optimal Profile System (TOPS): Phase I.

S. Tannenbaum, G. Alliger, J. Donsbach, J. Mathieu, & E. Salas. (The Group for Organizational Effectiveness, Inc.).

Army Research Institute for the Behavioral and Social Sciences. 10/07-10/08.

Intelligent Agents for Objective-Based Training (IAOBT) / Shared Cognition in Teams

J. Mathieu

Naval Air Warfare Center, Training Systems Division. 4/06-5/08

Multi-team decision making, processes and effectiveness – Connecticut Center for Advanced Technologies

J. Mathieu & W. Breetz.

Air Force Office of Sponsored Research - 5/02-6/04

The Measurement & Analysis of Shared Cognition

J. Mathieu

Naval Air Warfare Center, Training Systems Division. 5/02-10/03

Methods and Measures for Assessing Shared Cognition in Teams

J. Mathieu

Naval Air Warfare Center, Training Systems Division. 2/01-8/02

Integrated multi-team decision making, processes and effectiveness

J. Mathieu, S. Zaccaro & M. Marks.

Air Force Office of Sponsored Research - New World Vistas Program. 11/99-5/02

**CENTER FOR APPLIED BEHAVIORAL SCIENCES –
DEPARTMENT OF PSYCHOLOGY
Penn State**

Integrated multi-team decision making, processes and effectiveness

J. Mathieu, S. Zaccaro & M. Marks.

Air Force Office of Sponsored Research-New World Vistas Program. 1/98-11/99

First Level Management Selection Project: Continued Development and Evaluation

J. Farr, J. Mathieu & D. Day.

Boeing. 10/97-9/98

Review of Army Leader Assessment Devices

J. Mathieu & R. Klimoski.

Army Research Institute for the Behavioral and Social Sciences. 9/96-9/97

Assessment Center Review

J. Farr & J. Mathieu.

Boeing. 5/15/96-8/1/97

Team and task mental model measurement

J. Mathieu

Naval Air Warfare Center, Training Systems Division. 9/96-12/97

Linking cognitive and behavioral components of aircrew coordination

J. Mathieu

Naval Air Warfare Center, Training Systems Division. 9/93-9/96

Boeing Corporation 1st Level Supervisory Selection System Project

J. Farr, F. Landy, J. Mathieu, J. Westaby, C. Gerstner, L. Shankster.

Boeing. 3/94-3/95

Organizational Processes and Nuclear Power Plant Safety.

F. Landy, R. Jacobs, J. Mathieu, A. Barratta & G. Robinson

Nuclear Regulatory Commission. 7/90-6/93

Implementation of Selection System for First Level Supervisors

J. Mathieu, J. Farr, F. Landy

Boeing Helicopter. 1/90-12/92

The Development of Selection Systems for Special Duty Assignments

J. Farr PI, R. Jacobs, J. Mathieu, and F. Landy Co-Investigators
Pennsylvania State Police 1/90-12/90

Validation of Physical Abilities for Liquor Enforcement Officers

J. Farr, J. Mathieu, A. Landy & H. Rastegary
Pennsylvania State Police. 2/89-12/89

Evaluation of Disciplinary Action Request System

F. Landy, J. Farr & J. Mathieu
Pennsylvania State Police. 6/88-5/93

Development of Selection Devices for First Level Managers

J. Farr, J. Mathieu & F. Landy
Boeing Helicopter. 4/88-12/89

Organizational Analysis of a Student Service

J. Mathieu, F. Landy & A. Landy
Academic Assistance Program / PSU. 8/87-6/88

TECHNICAL REPORTS

Klafehn, J. L., Cai, D. A., Connelly, S., Mathieu, J. E., Maurer, T. J., Noe, R. A., & Salazar, M. (2014). *Soldier Development Following Negative Cross-Cultural Experiences: An Integrated Review of the Literature* (No. RN-2014-01). ARMY RESEARCH INST FOR THE BEHAVIORAL AND SOCIAL SCIENCES FORT BELVOIR VA.

Cerasoli, C. P., Alliger, G. M., Donsbach, J. S., Mathieu, J. E., Tannenbaum, S. I. & Orvis, K. A. (2014). What is Informal Learning and what are its Antecedents? An Integrative and Meta-Analytic Review. U. S. Army Research Institute for the Behavioral & Social Sciences. Technical report # W5J9CQ-12-C-0048.

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Rosen, M. A., Wildman, J. L., Salas, E. & Mathieu, J. E. (2009). Toward a taxonomy of Navy Teams (ATONT). U.S. Army Research Office, Contract # W911NF-07-D-0001.

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- Mathieu, J. E., Kukenberger, M., Tannenbaum, S. I., Donsbach, J. S., Alliger, G. E. & Salas, E. (2009). The Development of the Team Role Experience and Orientation (TREO) Measure. The Group for Organizational Effectiveness, Inc. Contract #: W91WAW-08-C-0021
- Mathieu, J. E. (2008). Mediating Mechanisms Linking Shared Cognition with Individual and Team Performance. Naval Air Warfare Center, Training Systems Division. Contract No. DAAD19-02-D-0001 TCN 06102/DO 0840
- Mathieu, J. E. (2002). Alternative Measures and Operationalizations of Shared Mental Models and Their Relationships to Air Traffic Controllers' Effectiveness. Naval Air Warfare Center, Orlando, FL., Contract No. DAAH04-96-C-0086; TCN: 01012, DO: 0678.
- Marks, M. A., Mathieu, J. E. & Zaccaro, S. J. (2000). A temporally based framework and taxonomy of team processes. Air Force Office of Sponsored Research Technical Report.
- Mathieu, J. E., Cobb, M. G., Marks, M. A., Zaccaro, S. J. & Marsh, S. (2000). Multi-Team ACES: A Low-Fidelity Platform for Team Research, Training, and Recruitment. Air Force Office of Sponsored Research Technical Report.
- Mathieu, J. E., Marks, M. A. & Zaccaro, S. J. (2000). A Theory of Multi-Team Systems. Air Force Office of Sponsored Research Technical Report.
- Orvis, K. L, Zaccaro, S. J., Cho, S. M., Smith, J. W. & Mathieu, J. E. (2000). Cognitive and Behavioral Task Analysis: An Individual and Team Level Analysis for a Complex Task. Air Force Office of Sponsored Research Technical Report.
- Zaccaro, S. J., Klimoski, R., Marks, M, Mathieu, J., Burke, C. S., & Banks, D. (1999). The influence of leadership on team processes and team adaptation to adversity: Final report. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Mathieu, J. E., Klimoski, R. J., Rouse, C. & Marsh, W. (1997). Evaluation of ARI Leader Assessment Measures. Army Research Institute, August.
- Farr, J. L, Mathieu, J. E., Landy, F. L., Gerstner, C. & Westaby, J. D. (1997). Boeing Managerial Selection System: Final Report. Center for Applied Behavioral Sciences, Pennsylvania State University, University Park, PA.
- Zaccaro, S. J., Marks, M. A., Burke, C. S., Mathieu, J., Banks, D., & Chen, C. (1997). Leadership influences on team adaptiveness to aversive circumstances. Alexandria, VA: Consortium of Universities in the Washington Metropolitan Area.
- Mathieu, J. E., Heffner, T. S. & Goodwin, G. F. (1996). Linking cognitive and behavioral components of aircrew coordination. Naval Air Warfare Center, Orlando, FL.
- Tesluk, P., Mathieu, J. E. & Joseph, B. (1996). Winter road crew effectiveness project: Report & Recommendations. Submitted to the Pennsylvania Department of Transportation. Department of Psychology, Pennsylvania State University.

- Tannenbaum, S. I., Cannon-Bowers, J. A., Salas, E. & Mathieu, J. E. (1993). Factors that influence training effectiveness: A conceptual model and longitudinal analysis. Naval Training Systems Center, Human Systems Integration Division, Orlando, FL. Technical Report # 93-011.
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- Landy, F. L., Farr, J. L. & Mathieu, J. E. (1990). Boeing Helicopter Assessor training manual. Center for Applied Behavioral Sciences, Pennsylvania State University, University Park, PA.
- Landy, F. L., Farr, J. L. & Mathieu, J. E. (1990). Boeing Helicopter Assessor training: Final Report and Recommendations. Center for Applied Behavioral Sciences, Pennsylvania State University, University Park, PA.
- Farr, J. L., Landy, F. L., Jacobs, R. R., & Mathieu, J. E. (1989). Liquor enforcement officers physical selection standards project: Final report. Center for Applied Behavioral Sciences, Pennsylvania State University, University Park, PA.
- Mathieu, J. E. & Landy, F. L. (1987). Academic assistance programs: Summary of 1986-1987 project. Applied Psychological Institute, Pennsylvania State University, University Park, PA.

APPLIED RESEARCH & CONSULTING ORGANIZATIONAL PARTNERS

Air Force Office of Sponsored Research
 Air Force Research Laboratory
 ALCOA
 Army Research Institute
 Bank of Virginia
 Battelle Corporation
 Bayer Corporation
 Berlex Pharmaceutical
 Boeing
 Boeing Helicopter
 Center for Creative Leadership
 Cleveland Division of Fire
 Columbus Police Department
 Community General Osteopathic Hospital
 Department of the Navy, Human Resource Management Center
 Diversified Printing Corporation
 Federal Aviation Administration
 General Electric
 GPU, Inc.
 Three Mile Island
 Oyster Creek
 Group for Organizational Effectiveness
 Hyatt

INOVA Health System
International Business Machines (IBM)
Landy, Jacobs, and Associates.
Lewistown Hospital
Metropolitan Transit Commission, Minneapolis
National Aeronautics and Space Administration (NASA)
Naval Air Warfare Training Systems Center
Naval Training Systems Center
Nuclear Regulatory Commission (NRC)
Pennsylvania Department of Transportation
Pennsylvania State Educators Association
Pennsylvania State Liquor Enforcement Officers
Pennsylvania State Police
Pitney Bowes
Prisma
Safer Healthcare
Tulsa Fire Department
Vistakon
Xerox Corporation

Last updated, November, 2016