

JOHN E. MATHIEU, Ph.D.
Curriculum Vita

OFFICE ADDRESS

University of Connecticut
School of Business
Department of Management & Entrepreneurship
2100 Hillside Road Unit 1041
Storrs, CT 06269-2041
Voice: 860/486-3735; Fax: 860/486-6415
E-mail: John.Mathieu@uconn.edu
<http://www.business.uconn.edu>
Personal: <https://uchuskypack.com>

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

- 2022 *Academy of Management, Research Methods Division, Career Contributions Award*
- 2017 *Academy of Management, Organizational Behavior Division, Mentorship Award.*
- 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. Mathieu, J. E. (in press). Teams, Teaming, and Complex Systems in Cancer Care. Journal of Clinical Oncology: Oncology Practice
2. Gallagher, P. T., Mathieu, J. E. & Reilly, G. (in press). Deploying to Develop Unit Human Capital Resources. Journal of Management
3. Tannenbaum, S., Mathieu, J. E., Levy, J., Watson, D., Maynard, M. T., Beard, R., Salas, E., Boyle, B., Cato, C., Berry, C. & Blue, S. (in press). The Development and Validation of an Army Team Resilience Measure. Military Psychology.
4. Mathieu, J. E., Wolfson, M. A., Park, S., Luciano, M. M., Bedwell-Torres, W. L., Ramsay, P. S., Klock, E. A. & Tannenbaum, S. I. (2022). Indexing Dynamic Collective Constructs using Computer-Aided Text Analysis: Construct Validity Evidence and Illustrations Featuring Team Processes. Journal of Applied Psychology Monograph. 107(4), 533-559.

5. Maynard, M.T., Mathieu, J. E., Rapp, T. L., Gilson, L. L. & Kleiner, C. (2021). Team Leader Coaching Intervention: An Investigation of the Impact on Team Processes and Performance within a Surgical Context. Journal of Applied Psychology, 106, 1080–1092.
6. Wolfson, M. A. & Mathieu, J. E. (2021). Deploying Human Capital Resources: Accentuating effects of situational alignment and social capital resources. Academy of Management Journal. 64(2):435–457.
7. Zhu, X. S., Wolfson, M.A., Dalal, D. K. & Mathieu, J. E. (2021). Team Decision-Making: The Dynamic Effects of Team Decision Style Composition and Performance via Decision Strategy. Journal of Management, 47(5), 1281-1304.
8. Kirkman, B. L., Chen, G. & Mathieu, J. E. (2020). Improving Employee Performance by Developing Empowering Leaders and Companies. Behavioral Science Policy. 6(1), 23–36.
9. Mathieu, J. E., Luciano, M. M., D’Innocenzo, L., Klock, E. A. & LePine, J. A. (2020). The Development and Construct Validity of a Team Processes Survey Measure. Organizational Research Methods, 23, 399-431.
10. Park, S., Grosser, T., Roebuck, A. A. & Mathieu, J. E. (2020). Understanding Work Teams from a Network Perspective: A Review and Future Research Directions. Journal of Management, 46 (6), 1002-1028.
11. Park, S., Mathieu, J. E. & Grosser, T. (2020). A Network Conceptualization of Team Conflict. Academy of Management Review, 45(2), 352-375
12. Mathieu, J. E., Gallagher, P. T., Domingo, M. A. & Klock, E. A. (2019). Embracing complexity: Reviewing the past decade of team effectiveness research. Annual Review of Organizational Psychology and Organizational Behavior, 6, 17-46.
13. Maynard, M. T., Gilson, L. L. & Mathieu, J. E. (2019). Do I Really Know You and Does It Matter? Unpacking the Relationship between Familiarity and Information Elaboration in Global Virtual Teams. Group & Organizational Management, 44(1), 3-37.
14. Rapp, T. L. & Mathieu, J. E. (2019). Team and Individual Influences on Members' Identification and Performance per Membership in Multiple Team Membership Arrangements. Journal of Applied Psychology. 104(3), 303-320.
15. Wolfson, M. A., Mathieu, J. E., Tannenbaum, S. I. & Maynard, M. T. (2019). Informal Field-Based Learning and Work Design. Journal of Applied Psychology, 104, 1283-1295.
16. Cerasoli, C. P., Alliger, G. M., Donsbach, J. S., Mathieu, J. E., Tannenbaum, S. I. & Orvis, K. A. (2018). Antecedents and Outcomes of Informal Learning Behaviors: A Meta-Analysis. Journal of Business and Psychology, 33, 2, 203-230.
{Received 2018 Editor Commendation}

17. Leslie, J., Luciano, M. M., Mathieu, J. E. & Hoole, E. (2018). Challenge Accepted: Managing Polarities to Enhance Virtual Team Effectiveness. People & Strategy, 41, (2), 66-71.
18. Luciano, M. M., D’Innocenzo, L., Bartels, A., Maynard, M. T., & Mathieu, J. E. (2018). Shared team experience and team effectiveness: Unpacking the contingent effects of entrained rhythms and task characteristics. Academy of Management Journal, 61, 4, 1403-1430.
19. Luciano, M., DeChurch, L. & Mathieu, J. E. (2018). Multiteam Systems: A Structural Framework and Meso-Theory of System Functioning. Journal of Management, 44, 3, 1065-1096.
20. Luciano, M. M., Mathieu, J. E., Park, S. & Tannenbaum, S. I. (2018). A Fitting Approach to Construct and Measurement Alignment: The Role of Big Data in Advancing Dynamic Theories. Organizational Research Methods, 21(3), 592-632.
21. Maltarich, M., Kukenberger, M. R., Reilly, G. & Mathieu, J. E. (2018). Conflict in Teams: Modeling Early and Late Conflict States and The Interactive Effects of Conflict Processes. Group & Organizational Management, 43, 1, 6-37.
22. Mathieu, J. E., Wolfson, M. A. & Park, S. (2018). The Evolution of Work Team Research Since Hawthorne. American Psychologist, 73(4), 308-321.
23. Wolfson, M. A., & Mathieu, J. E. (2018). Sprinting to the finish: Toward a theory of Human Capital Resource Complementarity. Journal of Applied Psychology, 103(11), 1165-1180.
24. Wolfson, M. A., Tannenbaum, S. I., Mathieu, J. E. & Maynard, M. T. (2018). A Cross-level Investigation of Informal Field-based Learning and Performance Improvements. Journal of Applied Psychology, 103, 1, 1-36.
25. Gardner, R. G., Harris, T. B. Li, N., Kirkman, B. & Mathieu, J. E. (2017). Understanding “It Depends” in Organization Research: A Theory-Based Taxonomy, Review, and Future Research Agenda Concerning Interactive and Quadratic Relationships. Organizational Research Methods, 20, 4, 610-638.
26. Mathieu, J.E., Hollenbeck, J. R., van Knippenberg, D. & Ilgen, D. R. (2017). A Century of Work Teams in the *Journal of Applied Psychology*. Journal of Applied Psychology, 102, 3, 452–467.
27. D’Innocenzo, L., Luciano, M., Mathieu, J.E., Maynard, M. T. & Chen, G. (2016). Empowered to perform: A multi-level investigation of the influence of empowerment on performance in hospital units. Academy of Management Journal, 59 (4), 1290-1307.
28. D’Innocenzo, L., Mathieu, J. E., & Kukenberger, M. R. (2016). A meta-analysis of different forms of shared leadership–team performance relations. Journal of Management, 42(7), 1964-1991.

29. Mathieu, J. E. (2016). The Problem with [in] Management Theory. Journal of Organizational Behavior, 37, 1132–1141.
30. 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.
31. 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.
32. 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.
33. 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.
34. 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.
35. 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}
36. 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.
37. 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.
38. 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.
39. 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
40. 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.

41. 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.
42. 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.
43. 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.
44. 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.
45. 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.
46. 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.
47. 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.
48. 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.
49. 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.
50. Mathieu, J. E. & Chen, G. (2011). The etiology of the multilevel paradigm in management research. Journal of Management, 37, 610-641.
51. 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.
52. 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.
53. 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.

54. 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.
55. 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.
56. 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.
57. 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.
58. 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.
59. 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.
60. 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.
61. 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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62. 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.
63. 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.
64. 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-Mediational Model. Journal of Organizational Behavior, 28, 891-910.
65. 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.
 66. 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.
 67. Mathieu, J. E. & Taylor, S. R. (2007). A Framework for Testing Meso-Mediational Relationships in Organizational Behavior. Journal of Organizational Behavior, 28, 141-172.
 68. 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.
 69. 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.
 70. 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.
 71. 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.
 72. 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.
 73. Rapp, A., Ahearne, M., Mathieu, J. & Schillewaert, N. (2006). The Impact of Knowledge and Empowerment on Salesperson Behaviors. International Journal of Research in Marketing, 23, 279-293.
 74. 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.
 75. 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}

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77. 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.
78. Kirkman, B. & Mathieu, J. E. (2005). The dimensions and antecedents of team virtuality. Journal of Management, 31, 700-718.
79. 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.
80. 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.
81. 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.
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83. 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.
84. 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.
85. 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.
86. 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.
87. 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.

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89. 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.
90. 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.
91. 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.
92. 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.
93. Griffin, M. A. & Mathieu, J. E. (1997). Modeling organizational processes across hierarchical levels. Journal of Organizational Behavior, 18, 731-744.
94. Born, D. H. & Mathieu, J. E. (1996). Differential effects of group survey feedback. Group and Organizational Management, 26, 388-403.
95. 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.
96. 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.
97. 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.
98. Conte, J. M., Landy, F. L. & Mathieu, J. E. (1995). Time urgency: Conceptual and construct development. Journal of Applied Psychology, 80, 178-185.
99. 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.
100. 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.

101. 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.
102. 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.
103. 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.
104. 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.
105. 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.
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CHAPTERS

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DISSERTATIONS CHAIRED*

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[Louisiana State University]

Gallagher, P. T. (2022). A Mixed Methods Investigation of Deploying to Develop Human and Social Capital Resources. (Management). University of Connecticut, Storrs, CT.
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Park, S. (2019). The emergence and evolution of conflict relations: Conflict dynamics in emergency medical response teams. (Management). University of Connecticut, Storrs, CT.
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Wolfson, M. A. (2018). Toward a Configural Theory of Team Composition: An Exploration of Dynamic Crew Configurations on Team Processes. (Management). University of Connecticut, Storrs, CT.
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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, Pennsylvania 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]

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University of Connecticut, Storrs, CT.

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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.

[University of Tennessee at Chattanooga, 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, Dean - 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, Leap & Inspire Global]

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

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, Dean - College of Arts and Sciences, University of Alabama at Birmingham]

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

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Zhu, X. (2018). *The Consequences of Advice-Taking in Organizations: How Are Leader Advice-Taking Behaviors Perceived?* (Psychology). University of Connecticut, Storrs, CT.

Schechter, A. M. (2017). *It's about time: Theorizing the antecedents and outcomes of dynamic processes in teams and multiteam systems*. (Industrial Engineering & Management Sciences). Northwestern University, Evanston, IL

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

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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.

Probbler, 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 (2010-2018)
- Journal of Management (1993-98; 2005-08; 2013-2015)
- 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)
- Research Advisory Committee (2016-2018)

College Committees

- School of Business Promotion & Tenure 2001-03, 2005-07, 14, 20-22
(Chair 2007, 2015, 2022),
- Special P&T Review Committee 2001-02
- Sponsored Research Initiatives 2001-02
- SBA Technology Committee 2000-01
- Teaching and Research Awards 1999-00, 2007, 2016-2017, 20
- Dean Review Committee 2016-2017

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

Optimizing Team Composition: Theoretical and Computational Advancements

Tannenbaum, S. I., Mathieu, J. E. & Bergman, D.
 Army Research Institute for the Behavioral and Social Sciences (ARI) TBD.

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 (TREO) 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

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