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Education:

1982 - 1984	New York University	Ph.D. in Management
1981	Purdue University	Ph.D. Program in Organizational Behavior (transferred to New York University)
1976 - 1980	St. Bonaventure University	B.A. Psychology

Academic Experience:

September, 2011 – present	University Distinguished Professor, Michigan State University
September, 1999 - 2011	Eli Broad Professor of Management, Eli Broad School of Business Michigan State University
September, 1993 - 1999	Professor, Department of Management, Michigan State University
September, 1989 - 1993	Associate Professor, Department of Management, Michigan State University
September, 1984 - 1989	Assistant Professor, Department of Management, Michigan State University

Professional Affiliations and Experience:

Academy of Management Board of Governors (2010-2012)
 Fellow of the Academy of Management
 Fellow of the American Psychological Association
 Fellow of the Society of Industrial and Organizational Psychology

Editorial and Reviewing Experience:

Academy of Management Journals Committee (2010-2012)
 Editor, *Personnel Psychology* (1997-2002)
 Acting Editor, *Organizational Behavior and Human Decision Processes* (1995)
 Associate Editor, *Decision Sciences* (1999-2005)
 Program Chair, HR Division of the Academy of Management (2006)
 Program Chair, SIOP (1997)
 Program Chair, APA Division 14 (1996)
 Editorial Board for *Organizational Behavior and Human Decision Processes*
 (1988-1996; 2002 - present)
 Editorial Board for *Journal of Applied Psychology* (1994-1998; 2002-present)
 Editorial Board for *Personnel Psychology* (1990-1996; 2003-present)
 Editorial Board for *Academy of Management Review* (2004-2006, 2008-present)
 Editorial Board for the *Academy of Management Journal* (1988-1994; 2004-present)
 Editorial Board for the *Academy of Management Discoveries* (2014-present)
 Editorial Board for *Journal of Management* (1993-1996; 2015-present)

Contracts and Grants:

Nexus AI: \$30,000 seed grant to examine how to build artificial intelligence systems for staffing virtual and distributed teams in the new economy, 2018.

National Science Foundation: \$200,000 extension to continue the study informal social networks in multiteam systems embedded in large scale scientific research projects, 2015-2016.

Office of Naval Research Grant: \$276,000 to study gender integration in male dominated job categories, 2015-2016.

National Science Foundation: \$1,080,000 to study informal social networks in multiteam systems embedded in large scale scientific research projects, 2012-2014.

U.S. Air Force, Air Education and Training Center Grant: \$254,000 to conduct research on leadership development at the Senior Non-Commissioned Officer Academy, 2009-2010.

U.S. Air Force, Air Education and Training Center Grant: \$533,000 to conduct research on tactical leadership development at the Squadron's Officer College, 2008-2010.

Society for Human Resource Management (SHRM): \$73,000 to study leadership development and the role of critical reflection, 2007.

U.S. Army SBIR Grant: \$147,400 to develop optimization strategies and algorithms for normatively engineering models for the design of Army organizations (with Aptima Incorporated), 2006.

U.S. Air Force ETTAP Grant: \$413,000 to develop and test a team leadership simulator to be used for teaching and research purpose at the Squadron Officers College and the Air Force Officer Accession and Training School, 2005.

Department of Defense Research Augmentation Grant: \$90,000 to technologically augment the Team Effectiveness Research Laboratory, 2003.

Office of Naval Research Grant: \$578,000 to study mechanisms associated with asymmetries in adaptability within team structures, 2003-2005.

Office of Naval Research Grant: \$525,000 to study mechanisms associated with facilitating transitions between alternative organizational structures, 2000-2002.

Air Force Office of Scientific Research Grant: \$34,000 to study constructs that can be derived from the DDD-TAPS program, 1999.

Office of Naval Research Augmentation Grant: \$72,000 to study adaptive team architectures and decision-making processes in distributed contexts, 1999.

Leer Corporation Grant: \$18,000 to study factors associated with organizational turnover, 1998.

Department of Defense Research Augmentation Grant: \$119,000 to expand the program on team decision-making, 1997.

Office of Naval Research Grant: \$684,000 to study adaptive team architectures and decision-making processes in distributed contexts, 1997-1999.

Air Force Office of Scientific Research Grant: \$39,000 to perform a literature review and develop theory on the effects of mixed-sex team composition on team decision-making, 1995.

Air Force Office of Scientific Research Grant: \$29,000 to test the Multilevel Theory of Team Decision Making with mixed-sex AWACS teams, 1995.

Air Force Office of Scientific Research Grant: \$452,000 to study team learning and decision-making performance in dynamic contexts, 1995-1997.

Department of Defense Research Augmentation Grant: \$112,000 to expand the research program on team decision-making, 1993.

Office of Naval Research Grant: \$598,000 to study team decision-making processes in distributed contexts, 1993-1996.

Office of Naval Research Grant: \$660,000 to study goal setting and decision-making mechanisms in tactical command teams, 1990-1993.

American Board of Emergency Medicine Grant: \$45,000 to study the potential of computer-based simulations to capture the constructs tapped by existing procedures used to certify emergency physicians, 1991.

Michigan Department of Public Health Grant: \$144,000 to study occupational approaches to reducing lower back disability through testing, training and job design, 1989.

Midwest Chemical Corporation Grant: \$20,000 to study different methods of establishing synthetic validity in small business settings, 1985.

Awards:

Michigan State University Distinguished Professor Designation (2011)

Michigan State University Distinguished Faculty Award (2006)

Michigan State University Teacher-Scholar Award (1987)

Broad School of Business, MBA Most Outstanding Faculty Member (2006, 2007)

Broad School of Business, MBA Core Faculty Member of the Year (2008, 2009; 2011, 2012, 2014, 2016)

Broad School of Business Withrow Endowed Teacher-Scholar Award (2002)

Broad School of Business Quality of Excellence Award (2001, 2004, 2012)

Distinguished Career Service Contributions Award, SIOP (2015)

Mentorship Award, Academy of Management, OB Division (2015)

Thomas A. Mahoney Mentoring Award, Academy of Management, HR Division (2012)

Career Achievement Award, Academy of Management, HR Division (2011)

Honorary Chair of Psychology (Geza Revesz), University of Amsterdam (2009)

Ulrich and Lake Award for Excellence in HRM Scholarship (2005)

Early Career Award for Contributions to Industrial and Organizational Psychology (1992)

Current Research Interests:

Team structure, team composition and team performance. Self-regulation, goal setting processes and goal commitment. Validity and utility of employee acquisition and separation processes.

Refereed Publications:

Porck, J., Matta, F. Hollenbeck, J.R., Oh, J., Lee, S. and Lanaj, K. (in press). Social identification in multiteam systems: The role of depletion and task complexity. *Academy of Management Journal*.

Matusik, J., Heidl, R., Hollenbeck, J.R., Yu, A., Lee, H.W. and Howe, M. Wearable Bluetooth sensors for capturing relational variables and temporal variability in relationships: A construct validation study. *Journal of Applied Psychology*.

Wang, L and Hollenbeck, J.R. (in press). LMX and TMX: Substitution and neutralization in team contexts. *Personnel Psychology*.

Sleesman, D., Schouten, M., and Hollenbeck, J.R. (in press). Initial expectations of team performance: Specious speculation or framing the future? *Small Group Research*.

Lanaj, K., Faulk, T., and Hollenbeck, J.R. (in press). The benefits of not seeing eye-to-eye: Divergence in risk preferences impacts multiteam system behavior and performance. *Academy of Management Journal*.

Mathieu, J., Hollenbeck, J.R. van Knippenberg, D., and Ilgen, D.R. (2017). A century of work groups in the Journal of Applied Psychology. *Journal of Applied Psychology*, 102, 452-467.

Chaffin T.D., Heidl, R., Hollenbeck J.R., Calantone R., Howe M., Voorhees C., and Yu, A. (2017). The promise and perils of wearable sensors in organizational research. *Organizational Research Methods*, 20, 3-31.

Hollenbeck, J.R. and Wright, P.M. (2017). Harking, tharking and sharking: Making the case for post hoc analyses of scientific data. *Journal of Management*, 43, 5-18.

DeVries, T., Hollenbeck, J.R., Davison, R.B., Walter, F., and Van der Vegt, G. (2016). Managing coordination in multiteam systems: Integrating Micro and Macro perspectives. *Academy of Management Journal*, 59, 1823-1844.

Lanaj, K., and Hollenbeck, J.R. (2015). Leadership over-emergence in self-managing teams: The role of gender and countervailing biases. *Academy of Management Journal*, 58, 1476-1494.

Hollenbeck, J.R., DeRue, D.S., and Nahrgang, J.D. (2015). The Opponent Process Theory of leadership succession. *Organizational Psychology Review*, 5, 333-363.

Hollenbeck, J.R. and Jamieson, B. (2015). Human Capital, social capital, and social network analysis: Implications for strategic human resource management. *Academy of Management Perspectives*, 29, 370-385.

Firth, B., Hollenbeck, J.R., Ilgen, D.R., Barnes, C.M., and Miles, J. (2015). Same page, different books: Extending representational gaps theory to enhance performance in multiteam systems. *Academy of Management Journal*, 58, 813-835.

Koopman, J., Howe, M., Hollenbeck, J.R., and Sin, H.P. (2015). Small sample mediation testing: Misplaced confidence in bootstrapped confidence intervals. *Journal of Applied Psychology*, 100, 194-202.

Lee, S.M., Koopman, J., Hollenbeck, J.R., Wang, L.C., and Lanaj, K. (2015). The Team Descriptive Index (TDI): A multidimensional scaling approach for team description. *Academy of Management Discoveries*, 1, 91-116.

Lanaj, K., Hollenbeck, J.R., Ilgen, D.R., Barnes, C.M., and Harmon, S. (2013). The double-edged sword of decentralized planning in multiteam systems. *Academy of Management Journal*, 56, 735-757.

Nahrgang, J.D., Hollenbeck, J.R., DeRue, D.S., Spitzmueller, M., and Jundt, D. (2013). Goal setting in teams: The impact of learning and performance goals on process and performance. *Organizational Behavior and Human Decision Processes*, 122, 12-21.

Johnson, M.D., Hollenbeck, J.R., DeRue, D.S., Barnes, C.M., and Jundt, D. (2013). Functional versus dysfunctional team change: The role of problem diagnosis and external interventions for self-managed teams. *Organizational Behavior and Human Decision Processes*, 122, 1-11.

DeRue, D.S., Nahrgang, J.D., Hollenbeck, J.R., and Workman, K. (2012). A quasi-experimental study of after-event reviews and leadership development. *Journal of Applied Psychology*, 97, 997-1015.

Wagner, J.A. III, Humphrey, S.E., Meyer, C.J., and Hollenbeck, J.R. (2012). Individualism-collectivism and team member performance: Another look. *Journal of Organizational Behavior*, 33, 946-963.

- Davison, R.B., Hollenbeck, J.R., Ilgen, D.R., Barnes, C.M., and Sleesman, D. (2012). Coordinated action in multiteam systems. *Journal of Applied Psychology*, 97, 808-824.
- Dimotakis, N., Davison, R.B., and Hollenbeck, J.R. (2012). Team structure and regulatory focus: The impact of regulatory fit on team dynamics. *Journal of Applied Psychology*, 97, 421-434.
- Hollenbeck, J.R., Beersma, B. and Schouten, M. (2012). Beyond team types and taxonomies: A dimensional scaling approach to team description. *Academy of Management Review*, 37, 92-106.
- Lam, C.F., DeRue, S.D., Karam, E.P. and Hollenbeck, J.R. (2011). The impact of feedback frequency on learning and task performance: Challenging the "More is Better" assumption. *Organizational Behavior and Human Decision Processes*, 116, 217-228.
- Barnes, C.M., Hollenbeck, J.R., Jundt, D., K., DeRue, D.S., and Harmon, S.J. (2011). Mixing individual and group incentives: Best of both worlds or social dilemma? *Journal of Management*, 37, 1611-1635.
- Humphrey, S.E., Hollenbeck, J.R., Meyer, C.J., and Ilgen, D.R. (2011). Personality configurations in self-managed teams: A natural experiment on the effects of maximizing and minimizing variance in traits. *Journal of Applied Social Psychology*, 41, 1701-1732.
- Hollenbeck, J.R., Ellis, A.P.J., Humphrey, S.E., Garza, A.S., and Ilgen, D.R. (2011). Asymmetry in structural adaptation: The differential impact of centralizing versus decentralizing team decision-making structures. *Organizational Behavior and Human Decision Processes*, 114, 64-74.
- DeRue, D.S., Hollenbeck, J.R., Ilgen, D.R., and Feltz, D.L. (2010). Efficacy dispersion in teams: Moving beyond agreement and aggregation. *Personnel Psychology*, 63, 1-40.
- Tsui, A.S. and Hollenbeck, J.R. (2009). Successful authors and effective reviewers: Balancing supply and demand in the organizational sciences. *Organizational Research Methods*, 12, 259-275.
- Beersma, B., Hollenbeck, J.R., Conlon, D.E., Humphrey, S.E., Moon, H., and Ilgen, D.R. (2009). Cutthroat cooperation: The effects of team role decisions on adaptation to alternative reward structures. *Organizational Behavior and Human Decision Processes*, 108, 131-142.
- Barnes, C.M. and Hollenbeck, J.R. (2009). Sleep deprivation in teams: Burning the midnight oil or playing with fire? *Academy of Management Review*, 34, 56-66.

Homan, A.C., Hollenbeck, J.R., Humphrey, S.E., Van Knippenberg, D., Jundt, D., Meyer, C.J., Ilgen, D.R., Johnson, M.D., and Van Kleef, G. (2008). Facing differences with an open mind: Openness to experience, salience of intra-group differences, and performance of diverse work groups. *Academy of Management Journal*, 51, 1204-1222.

DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R., and Jundt, D.K. (2008). How different team downsizing approaches influence team-level adaptation and performance. *Academy of Management Journal*, 51, 182-196.

Hollenbeck, J.R. and Mannor, M.J. (2008). Life in the organizational sciences: Achieving consensus on what is reasonable, what is possible and what is absolutely required. *Journal of Organizational Behavior*, 29, 725-729.

Moon, H., Hollenbeck, J.R., Marinova, S., and Humphrey, S.E. (2008). Beneath the surface: Uncovering the relationship between extraversion and organizational citizenship behavior through a facet approach. *International Journal of Selection and Assessment*, 16, 143-154.

Barnes, C.M., Hollenbeck, J.R., and Wagner, D.T., DeRue, D.S., Nahrgang, J. & Schwind, K. (2008). Harmful help: The cost of backing up behavior in teams. *Journal of Applied Psychology*, 93, 529-539.

Hollenbeck, J.R. and Mannor, M.J. (2007). Career success and weak paradigms: The role of activity, resiliency, and true scores. *Journal of Organizational Behavior*, 28, 933-942.

Morgeson, F. P., Campion, M. A., Dipboye, R. L., Hollenbeck, J. R., Murphy, K., and Schmitt, N. (2007). Are we getting fooled again? Coming to terms with limitations in the use of personality tests for personnel selection. *Personnel Psychology*, 60, 1029-1049.

Morgeson, F.P., Campion, M.A., Dipboye, R.L., Hollenbeck, J.R., Murphy, K.R., and Schmitt, N. (2007). Reconsidering the use of personality tests in personnel selection contexts. *Personnel Psychology*, 60, 683-729.

Humphrey, S.E., Hollenbeck, J.R., Meyer, C.J., and Ilgen, D.R. (2007). Trait configurations in self-managed teams: A conceptual examination of the use of seeding for maximizing and minimizing trait variance in teams. *Journal of Applied Psychology*, 92, 885-892.

Ellis, A.P.J., Ilgen, D.R., and Hollenbeck, J.R. (2006). The effects of team leader race on performance evaluations: An attributional perspective. *Small Group Research*, 37, 295-322.

Johnson, M.D., Hollenbeck, J.R., Ilgen, D.R., Humphrey, S.E., Meyer, C. J., and Jundt, D. K. (2006). Cutthroat cooperation: Asymmetrical adaptation of team reward structures. *Academy of Management Journal*, 49, 103-120.

Hollenbeck, J.R., DeRue, D.S., and Mannor, M. (2006). Statistical power and parameter stability when subjects are few and tests are many: Revisiting the relationships between CEO personality and firm performance. *Journal of Applied Psychology*, 91, 1-5.

Ellis, A.P.J., Bell, B.S., Ployhart, R.E., Hollenbeck, J.R., and Ilgen, D.R. (2005). An evaluation of generic teamwork skills training with action teams: Effects on cognitive and skill-based outcomes. *Personnel Psychology*, 58, 641-672.

Ilgen, D.R., Hollenbeck, J.R., Johnson, M.D. and Jundt, D. (2005). Teams in organizations: From I-P-O Models to IMOI models. *Annual Review of Psychology*, 56, 517-543.

Moon, H., Hollenbeck, J.R., Humphrey, S.E., Ilgen, D.R., West, B., Ellis, A., and Porter, C.O.L.H. (2004) Asymmetrical adaptability: Dynamic structures as one-way streets. *Academy of Management Journal*, 47, 681-696.

Hollenbeck, J.R., DeRue, D.S., and Guzzo, R. (2004). Bridging the gap between I/O research and HR practice: Improving team composition, team training and team task design. *Human Resource Management*, 43, 353-366.

Moon, H., Hollenbeck, J. R., Humphrey, S., and Maue, B.E. (2003). The tripartite model of neuroticism and the suppression of depression and anxiety within an escalation of commitment dilemma. *Journal of Personality*, 71, 347-368.

Beersma, B., Hollenbeck, J.R., Humphrey, S.E., Moon, H., Conlon, D.E. and Ilgen, D.R. (2003). Cooperation, competition, and team performance: Towards a contingency approach. *Academy of Management Journal*, 46, 572-590.

Ellis, A., Hollenbeck, J.R., Ilgen, D.R., Porter, C.O. West, B. and Moon, H. (2003) Team learning: Collectively connecting the dots. *Journal of Applied Psychology*, 88, 821-835.

Porter, C.O., Hollenbeck, J.R., Ilgen, D.R., Ellis, A.P. West, B.J. and Moon, H. (2003). Backing up behaviors in teams: The role of personality and legitimacy of need. *Journal of Applied Psychology*, 88, 391-403.

Hollenbeck, J.R., Moon, H., Ellis, A. West, B., Ilgen, D.R., Sheppard, L., Porter, C.O., and Wagner, J.A. (2002). Structural contingency theory and individual differences: Examination of external and internal person-team fit. *Journal of Applied Psychology*, 87, 599-606.

LePine, J. A., Hollenbeck, J.R., Ilgen, D.R., Colquitt, J.A. and Ellis, A. (2002). Gender composition, situational strength, and team decision-making accuracy: A criterion decomposition approach. *Organizational Behavior and Human Decision Processes*, 88, 445-475.

Colquitt, J.A., Hollenbeck, J.R., Ilgen, D.R., LePine, J.A., and Sheppard, L. (2002). Computer-assisted communication and team decision-making accuracy: The moderating effect of openness to experience. *Journal of Applied Psychology*, 87, 402-410.

Klein, H.J., Wesson, M.J., Hollenbeck, J.R., Wright, P.M., and DeShon, R.P. (2001). The assessment of goal commitment: A measurement model meta-analysis. *Organizational Behavior and Human Decision Processes*, 85, 32-55.

Hollenbeck, J.R. (2000). A structural approach to external and internal person-team fit. *Applied Psychology: An International Review*, 49, 534-549.

Klein, H.J., Wesson, M.J., Hollenbeck, J.R., and Alge, B.J. (1999). Goal commitment and the goal setting process: Conceptual clarification and empirical synthesis. *Journal of Applied Psychology*, 64, 885-896.

Fried, Y., Hollenbeck, J.R., Slowik, L.H., Tieg, R.B., and Ben-David, H.A. (1999). Changes in job decision latitude over time: The influence of personality and interpersonal satisfaction. *Journal of Vocational Behavior*, 54, 233-243.

Hedlund, J., Ilgen, D.R., and Hollenbeck, J.R. (1998). The effect of computer-mediated versus face-to-face communication on decision making in hierarchical teams. *Organizational Behavior and Human Decision Processes*, 76, 30-47.

Hollenbeck, J.R., Ilgen, D.R., LePine, J.A., Colquitt, J.A. and Hedlund, J. (1998). Extending the Multilevel Theory of team decision making: Effects of feedback and experience in hierarchical teams. *Academy of Management Journal*, 21, 269-282.

Hollenbeck, J.R., Colquitt, J.A., Ilgen, D.R., LePine, J.A., and Hedlund, J. (1998). Accuracy decomposition and team decision making: Testing theoretical boundary conditions. *Journal of Applied Psychology*, 83, 494-501.

LePine, J.A., Hollenbeck, J.R. and Ilgen, D.R. (1997). Effects of individual differences on the performance of hierarchical decision making teams: Much more than g." *Journal of Applied Psychology*, 82, 803-811.

Phillips, J., Hollenbeck, J.R., and Ilgen, D.R. (1996). Prevalence and prediction of positive discrepancy creation: Examining a discrepancy between two self regulation theories. *Journal of Applied Psychology*, 81, 498-511.

Hollenbeck, J.R., Ilgen, D.R., Tuttle, D., and Sego, D.J. (1995). Team performance on monitoring tasks: An examination of decision errors in contexts requiring sustained attention. *Journal of Applied Psychology*, 80, 685-696.

Hollenbeck, J.R., Ilgen, D.R. Sego, D., Hedlund, J., Major, D.A., and Phillips, J. (1995). The multi-level theory of team decision-making: Decision performance in teams incorporating distributed expertise. *Journal of Applied Psychology*, 80, 292-316.

Wright, P.M., Hollenbeck, J.R., Walz, P.M. and McMahan, G. (1995). The effects of varying goal difficulty operationalizations of goal setting outcomes and processes. *Organizational Behavior and Human Decision Processes*, 61, 28-43.

Wright, P.M., O'Leary-Kelly, A.M., Cortina, J.M., Klein, H.J., and Hollenbeck, J.R. (1994). On the meaning and measurement of goal commitment. *Journal of Applied Psychology*, 79, 795-803.

Barber, A., Hollenbeck, J.R., Tower, S., and Phillips, J. (1994). The effects of interview focus on recruitment effectiveness: A field experiment. *Journal of Applied Psychology*, 79, 886-896,

Hollenbeck, J.R., Ilgen, D.R., Phillips, J. and Hedlund, J. (1994). Decision risk in dynamic contexts: Beyond the status quo. *Journal of Applied Psychology*, 79, 592-598.

Hollenbeck, J.R., Ilgen, D.R. and Sego, D.J. (1994). Repeated measures regression: Enhancing the power of leadership research. *Leadership Quarterly*, 5, 3-23.

Hollenbeck, J.R., Ilgen, D.R. and Crampton, S. (1992). Lower back disability in occupational settings: A human resource management view. *Personnel Psychology*, 45 247-278.

Hollenbeck, J.R., Klein, H.J., O'Leary, A.M., and Wright, P.M. (1989). Investigation of the construct validity of a self-report measure of goal commitment. *Journal of Applied Psychology*, 74, 951-956.

Hollenbeck, J.R., Williams, C.R., and Klein, H.J. (1989). An empirical investigation of the antecedents of commitment to difficult goals. *Journal of Applied Psychology*, 74, 18-23.

Stone, E.F., and Hollenbeck, J.R. (1989). Clarifying some controversial issues surrounding statistical procedures for detecting moderator variables. *Journal of Applied Psychology*, 74, 3-10.

Hollenbeck, J.R. (1989). Control theory and the perception of work environments: The effects of focus of attention on affective and behavioral reactions to work. *Organizational Behavior and Human Decision Processes*, 43, 406-430.

Hollenbeck, J.R. and Whitener, E.M. (1988). Criterion-related validation for small sample contexts: An integrated approach to synthetic validity. *Journal of Applied Psychology*, 73, 536-544.

Hollenbeck, J.R., Brief, A.P., Whitener, E.M., and Pauli, K. (1988). An empirical note on the interaction of personality and aptitude in personnel selection. *Journal of Management*, 14, 99-109.

Hollenbeck, J.R. and Whitener, E.M. (1988). Reclaiming personality traits for personnel selection: Self-esteem as an illustrative case. *Journal of Management*, 14, 81-91.

Hollenbeck, J.R., Ilgen, D.R., Ostroff, C., and Vancouver, J. (1987). Sex differences in occupational choice, pay and worth: A supply-side approach to understanding the male-female wage gap. *Personnel Psychology*, 40, 715-743.

Hollenbeck, J.R. and Brief, A.P. (1987). The effects of individual differences and goal origin on goal setting and performance. *Organizational Behavior and Human Decision Processes*, 40, 392-414.

Hollenbeck, J.R. and Williams, C.R. (1987). Goal importance, self-focus and the goal setting process. *Journal of Applied Psychology*, 71, 204-211.

Hollenbeck, J.R. and Klein, H.J. (1987). Goal commitment and the goal setting process: Problems, prospects and proposals for future research. *Journal of Applied Psychology*, 71, 212-220.

Hollenbeck, J.R. and Williams, C.R. (1986). Turnover functionality versus turnover frequency: A note on work attitudes and organizational effectiveness. *Journal of Applied Psychology*, 71, 606-611.

Brief, A.P. and Hollenbeck, J.R. (1985). An exploratory study of self-regulating activities and their effects on job performance. *Journal of Occupational Behavior*, 6, 197-208.

Brief, A.P. and Hollenbeck, J.R. (1985). Work and the quality of life. *International Journal of Psychology*, 20, 199-207.

Stone, E.F. and Hollenbeck, J.R. (1984). Some issues associated with the use of moderated regression. *Organizational Behavior and Human Performance*, 34, 195-213.

Book Chapters:

Koopman, J., Howe, M., and Hollenbeck, J.R. (2015). Pulling Sobel up by its bootstraps. In C.E. Lance and R.J. Vandenberg, *More Statistical and Methodological Myths and Urban Legends*. Oxford: Routledge.

Miles, J. and Hollenbeck, J.R. (2014) Teams and technology. In M.D. Coovert and L.F. Thompson, *Psychology of Workplace Technology*, pp. 99-117. London: Taylor and Francis.

Hollenbeck, J. R. & Spitzmuller, M. (2012). Team structure: Tight versus loose coupling in task-oriented groups. In S. J. Kozlowski (Ed.), *APA Handbook of Industrial and Organizational Psychology* (pp. 733-766). Washington, DC: American Psychological Association.

Davison, R.B. and Hollenbeck, J.R. (2012). Boundary spanning in the domain of multiteam systems. In S.J Zaccaro, M.A. Marks, and L.A. DeChurch (Eds.), *Multiteam Systems: An Organizational Form for Dynamic and Complex Environments*, pp. 323-364. New York: Routledge.

Hollenbeck, J.R. (2008). The role of editing in knowledge development: Consensus shifting and consensus creation. In Y. Baruch, A.M. Konrad, H. Aguinus & W.H. Starbuck (Eds.), *Journal Editing: Opening the Black Box*, pp.16-26. San Francisco: Jossey Bass.

Beersma, B., Conlon, D. E., and Hollenbeck, J. R. (2007). Conflict and Group Decision-Making: The Role of Social Motivation. In C. K.W. De Dreu, & M. Gelfand (Eds.), *The Psychology of Conflict and Conflict Management in Organizations*, pp. 115-148. New York: Lawrence Erlbaum.

Johnson, M.D. and Hollenbeck, J.R. (2007). Collective wisdom as an oxymoron: Team-based structures as impediments to learning. In J. Langan-Fox, C.L Cooper, and R.J. Klimoski (Eds.), *Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms*, pp. 319-331. Cheltenham, UK: Edward Elgar

DeRue, D. S., and Hollenbeck, J. R. (2007). The search for internal and external fit in teams. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on Organizational Fit*, pp. 259-285. New York: Lawrence Erlbaum.

Humphrey, S. E., Hollenbeck, J. R., Ilgen, D. R., and Moon, H. (2004). The changing shape of large-scale programs of research: MSU-DDD as an illustrative example. In S.G. Schiflett, L. R. Elliott, E. Salas, & M. D. Coovert (Eds.), *Scaled Worlds: Development, Validation and Applications*, pp. 200-219. London, England: Ashgate Publishing Limited.

Humphrey, S.E., Hollenbeck, J.R., Meyer, C.J., and Ilgen, D.R. (2002). Hierarchical decision making teams. In G. Ferris and J. Martocchio (Eds.), *Research in Personnel and Human Resource Management*, pp. 175-213. Stamford, CT: JAI Press.

Elliott L.R., Schiflett, S.G., Hollenbeck, J.R. and Dalrymple, M.A. (2001). Investigation of situation awareness and performance in realistic command and control scenarios. In E. McNeese, E. Salas, and R. Endsley (Eds.), *New Trends in Cooperative Activities*, pp.152-168. Santa Monica, CA: Human Factors and Ergonomics Society.

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Ilgen, D.R., LePine, J.A., and Hollenbeck, J.R. (1997). Effective decision making in multinational teams. In P.C. Earley and M. Erez (Eds.), *New Perspectives in International Industrial-Organizational Psychology*, pp. 377-409. San Francisco: Jossey Bass.

Hollenbeck, J.R., LePine, J., and Ilgen, D.R. (1996). Individual differences in adapting to roles in decision making teams. In K.R. Murphy (Ed.), *Individual Differences in Behavior and Organizations*, pp. 300-333. San Francisco: Jossey Bass.

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Ilgen, D.R. and Hollenbeck, J.R. (1991). The structure of work: Job design and roles. In M.D. Dunnette and L.M. Hough's (Eds.), *Handbook of Industrial/Organizational Psychology*, pp. 165-207. Palo Alto, California: Consulting Psychologists Press.

Hollenbeck, J.R. and Brief, A.P. (1987). Self-regulation in the workplace: Towards a unified approach to understanding worker attitudes and behaviors. In R.S. Schuler (Ed.), *Readings in Personnel and Human Resource Management*, pp. 135-151. St. Paul, Minneapolis: West.

Books:

Wagner, J.A. and Hollenbeck, J.R. (1992; 1995; 1998, 2002, 2005, 2009, 2014). *Organizational Behavior: Securing Competitive Advantage*. New York, NY; Routledge.

Noe, R., Hollenbeck, J.R., Gerhart, B.A. and Wright, P.M. (1994; 1996; 1999; 2002, 2005, 2008, 2010, 2012, 2014, 2016, 2018). *Human Resource Management: Gaining Competitive Advantage*. Homewood, IL; McGraw-Hill.

Noe, R., Hollenbeck, J.R., Gerhart, B.A. and Wright, P.M. (1994; 1996). *Readings in Human Resource Management*. Homewood, IL; Austin Press.

Ford, J.K., Hollenbeck, J.R., and Ryan, A.M. *The Nature of Work: Advances in Psychological Theory, Methods, and Practice* (2014). Washington, D.C.; American Psychological Association.

Invited Presentations:

University of Minnesota, February 21, 1989.
 Cornell University, February 13, 1992.
 University of Iowa, June 3, 1994.
 Central Michigan University, April 20, 1995.
 Hong Kong University of Science & Technology, January 1996.
 U.S. National Defense University, June 18, 1996.
 U.S. Naval Postgraduate School, October 20, 1996.
 Tel Aviv University, March 15, 1999.
 Hebrew University, March 17, 1999.
 Technion Institute, March 19, 1999.
 Texas A & M University, April 21, 1999.
 University of Amsterdam, Holland, November 15, 1999.
 Leiden University, Holland, November 17, 1999.
 Cornell University, October 6, 1999.
 U.S. Air Force Academy, February 11, 2001.
 Washington University, February 22, 2001.
 University of Florida, November 16, 2001.
 Carnegie Mellon University, May 3, 2002.
 University of Amsterdam, Holland, May 7, 2002.
 University of North Carolina, February 12, 2003
 Zhejiang University, Hangzhou, China, March 27, 2003
 Bowling Green State University, April 18, 2003
 Case-Western Reserve University, February 5, 2004
 University of Maryland, February 27, 2004
 University of Western Ontario, March 26, 2004
 University of Rome, Italy, May 11, 2004

University of Wisconsin-Madison, March 11, 2005
IESE School of Business, Barcelona, Spain, April 5, 2005
University of Iowa, October 24, 2005
Army Research Laboratory, Aberdeen, MD, April 5, 2006
Johns Hopkins University, April 6, 2006
Virginia Commonwealth University, April 7, 2006
Purdue University, April 28, 2006
University of Maryland, October 8, 2006
University of North Carolina, October 15, 2006
Michigan State University, Social Psychology, April 13, 2007
University of Michigan, February 1, 2008
University of Arizona, February 8, 2008
Center for Creative Leadership, Greensboro, NC, February 13, 2008
Arizona State University, March 28, 2008
Concordia University/McGill University, Montreal, Canada, February 13, 2009
London Business School, March 12, 2009
Erasmus University, Rotterdam, Netherlands, March 17, 2009
University of Amsterdam, Netherlands, October 9, 2009
The Netherlands Society of Work and Organizational Psychology, November 5, 2009
Free University, Amsterdam, Netherlands, November 26, 2009
T.N.O., Soesterberg, Netherlands, November 27, 2009
Kurt Lewin Institute, Amsterdam, Netherlands, December 3, 2009
European School of Management and Technology, Berlin, Germany, December 7, 2009
University of Groningen, Groningen, Netherlands, December 15, 2009
NATO Research and Technology Organization, Toronto, Canada, October 4, 2010
National University of Singapore, February 20, 2012
NATO Conference on Multiteam Systems, Lake Cuomo, Italy, October 30, 2012
Syracuse University, February 22, 2013
Wayne State University, March 21, 2014
University of South Carolina, March 28, 2014
University of Florida, November 14, 2014
Center for Advance Research Methods and Analysis, February 27, 2015
University of Washington, May 8, 2015
University of Cincinnati, February 1, 2016
Stanford University, February 25, 2016
Georgetown University, April 29, 2016
University of Kansas, February 23, 2017
Norwegian Defense Institute, Norway, April 6, 2018
BI Norwegian Business School, Norway, April 13, 2018

Teaching Experience:

Organizational Behavior (Masters and Doctoral)
 Leadership and Teamwork (Masters; Executive; Residential Business College)
 Personnel Selection (Undergraduate and Masters)
 Compensation (Undergraduate and Masters)
 Research Methods (Doctoral)
 Research Evaluation (Doctoral)

Dissertation Committees:

Patrick Wright (chair)	Robert Ployhart
Ellen M. Whitener (chair)	Timothy Baldwin
Deborah Major (chair)	Bianca Beersma
Douglas Sego (chair)	Joseph Martocchio
Jon A. Werner (chair)	Mickey Quinones
Charles R. Williams (chair)	Jose Cortina
Linda Elliott (chair)	Jennifer Nahrgang
Mark Roehling (chair)	Ron Landis
Jean Phillips (chair)	Astrid Homan
Jeffrey LePine (chair)	David McKellin
Jason Colquitt (chair)	Margaret Youtz-Padgett
Mike Wesson (chair)	Robert Trent
Henry Moon (chair)	Jillian Shapiro
Edward Fubara (chair)	Kok Yee Ng
Stephen Humphrey (chair)	Kelly Delaney Klinger
Alex Barelka (chair)	Brian Hults
Scott DeRue (chair)	Joseph Ofori-Dankwa
Michael Johnson (chair)	David Wagner
Christopher Barnes (chair)	Thomas Callahan
Matthias Spitzmuller (chair)	Anne Peng
Robert Davison (chair)	Dustin Jundt
Klodiana Lanaj (chair)	Dave Whitney
Dustin Slesman (chair)	Jeffrey Schmidt
Linda Wang (chair)	Anne Peng
Stephanie Lee (chair)	Anne O'Leary
Joseph Oh (chair)	Howard J. Klein
Jonathon Miles (chair)	Jennifer Hedlund
Christopher Porter	Mary Beth DeGregorio
Scott S. Snell	Nikos Dimotakis
Aleksander Ellis	Anne Nederveen Pieterse
Joel Koopman	Fadel Matta
Richard Z. Gooding	

Professional Service:

Academy of Management Board of Governors (2010-2012)
 HR Division Past Chair (2008)
 HR Division Chair (2007)
 HR Division Chair- Elect (2006)
 Program Chair HR Division, Academy of Management (2005)
 Professional Development Workshop Chair, HR Division, Academy of Management (2004)
 Representative at Large, OB Division of the Academy of Management (1991-1992)
 Awards Committee, HR Division of the Academy of Management (1994-1995)
 Doctoral Consortium, OB and HR Divisions of the Academy of Management (1993-2006)
 Academy New Doctoral Student Consortium (2003-2009)
 SIOP: Doctoral Consortium (1991-2003)
 SIOP: Chair of Scientific Affairs Committee (2003-2005)
 SIOP: Awards Committee (1999-2001)
 SIOP: Program Chair (1995)
 SIOP: Executive Committee (1995-1998; 2002-2005)
 APA Division 14 Program Chair (1994)

Executive Development Clients:

Chrysler Corporation	Ford Motor Company	General Motors
TRW Automotive	Kellogg Corporation	Deloitte & Touche
Eaton	Home Depot	Lowe's
Meijer	Medtronic	Pfizer
Pratt & Whitney	BMT Aerospace	Pulte Homes
Lear Corporation	Jackson National Life	Shell Oil
Siemens	State of Michigan	Jackson National Life
Delta Dental	Gordon Food Service	AP Capital
Auto-Owners Insurance	Pratt and Whitney	Dawn Foods
DTE	Ficosa North America	Illinois Healthcare Consortium
Pfizer	Karl Schmidt Unisia	LaSalle Electric
Lear Corporation	Powers Distributing Co.	R.L. Polk
Spartan Stores	Total Plastics	Webb Chemical
Bose	Bridgeway Power	Catatron Industries
Michigan CAT	Enkai America	Entertainment Industries
First Merit Bank	Hi-Lex Controls	Irwin Union Bank
Michigan State Police	L & L Products	Lacks Wheel Systems
La Salle Electric	RL Polk	NitroMed
Macomb Schools	Irwin Automotive	BBK
Zondervan	Spartan Stores	TechSmith
Trinity Health Care	Visioneering	Verndale Products
Creative Foam Corporation	JSJ Corporation	Wayne County Airport
U.S. Air Force	U.S. Navy	U.S. Postal Service

Plymouth Technology	Medical Advantage Group	Takata
Neogen	ITR Concessions Company	Michigan Virtual
Lansing Board of Water	BASF	Wayne County Sheriff's Office
Branson Healthcare Group	Mercy Health Physicians	Allegan General Hospital