

Vanessa Urch Druskat

Curriculum Vitae 2023

Peter T. Paul College of Business & Economics

University of New Hampshire

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EDUCATION

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|-------|------|--|
| Ph.D. | 1996 | Boston University, Boston, MA: Social & Organizational Psychology
Dissertation: <i>A Team Competency Study of Self-Managed Work Teams</i>
Committee: David C. McClelland, Chair; J. Richard Hackman;
Philip E. Kubzansky |
| M.A. | 1988 | Columbia University, New York, NY: Organizational Psychology |
| B.A. | 1982 | Indiana University, Bloomington, IN: Psychology major, Business minor |

PROFESSIONAL DEVELOPMENT

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| Certificate | 2007 | The Globalization of Work: Impact on Human Resource Research and Practice. PSG Institute of Management, Coimbatore, India |
| Certificate | 1993 | Group Dynamics and Facilitation (2-year program).
National Training Laboratories, Bethel, Maine |

POSITIONS HELD

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| 2003 – present | Associate Professor of Organizational Behavior, Peter T. Paul College of Business and Economics, The University of New Hampshire |
| 2009 – present | Research Associate, Leadership Development Research Centre, ESADE Business School, Ramon Lull University, Barcelona, Spain |
| Spring 2017 | Visiting Professor, Department of Economics and Business, The University of Dubrovnik, Dubrovnik, Croatia |
| Spring 2010 | Visiting Professor, Leadership Development Research Centre, ESADE Business School, Ramon Lull University, Barcelona, Spain |
| Fall 2006 | Visiting Professor, International Studies Center, Corvinus University of Budapest, Budapest, Hungary |
| 2002- 2003 | Associate Professor of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University |

- 1995-2002 Assistant Professor of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University
- 1990-1993 Instructor, School of Management, Boston University
- 1989-1993 Teaching Assistant, Department of Psychology, Boston University

RESEARCH HONORS & AWARDS

Invited to serve as **Associate Editor** for the Interdisciplinary Journal *Small Group Research*: January 2006 – June 2010.

2007 Outstanding Reviewer Award, Org. Behavior Division of the Academy of Management.

Finalist, *The Academy of Management Journal* **2003 Best Paper of the Year Award** for: *Managing from the boundary: The effective leadership of self-managing work teams* (with J. V. Wheeler, 2004). One of three finalists.

Article awarded **Harvard Business Review**, *Breakthrough Idea, 2001: Building the emotional intelligence of groups*, (with S. Wolff), 2001.

Academy of Management Conference Best Paper Proceedings, Organizational Behavior Division. Indicates paper is one of the best 10% of papers submitted for conference review:

Druskat, V. U., & Wheeler, J. V. *Managing from the boundary*, Washington D.C., August 2001.

Druskat, V. U., & Wolff, S. B. *The link between emotions and team effectiveness: How teams engage members and build effective task processes*, Chicago, IL, August 1999.

Walter F. Ulmer, Jr., Applied Research Award, Center for Creative Leadership (w. Jane Wheeler) for paper: *Effective leadership of self-managing teams*, 1999.

Kenneth E. Clark Research Award, Center for Creative Leadership for paper: *Gender & Leadership Style: Transformational and Transactional Leadership in the Roman Catholic Church*, 1992.

TEACHING HONORS & AWARDS

UNH Outstanding MBA Teacher of the Year: 2018-2019. Student governed teaching award.

UNH Outstanding MBA Teacher of the Year: 2014-2015. Student governed teaching award.

UNH Outstanding MBA Teacher of the Year: 2011-2012. Student governed teaching award.

John S. Diekhoff Award for Outstanding Graduate Teaching and Advising, Case Western Reserve University (2001). University-wide student governed teaching award given once every three years.

Named “**First runner up**” for **John S. Diekhoff Award for Outstanding Graduate Teaching and Advising, Case Western Reserve University** (1998). University-wide student governed teaching award given once every three years.

Organizational Behavior Teaching Society Teaching Honor Roll for evidence of outstanding teaching in *Organizational Behavior*, 1999.

Case Western Reserve University Glennan Fellowship. Awarded annually to five junior faculty members across the university for outstanding teaching and scholarship, 1998-1999.

UNH SPECIFIC HONORS

Commencement Speaker for UNH Honors Convocation, at Provost’s invitation, May 2010.

UNH Honorary Alumnus Award. From the UNH Alumni Association Board of Directors for leading the Alumni Association’s Strategic Planning Process and serving association leadership for five years (2007-2012).

RESEARCH

1. A. PUBLISHED JOURNAL ARTICLES & BOOK CHAPTERS

Bharwaney, G., Wolff, S. B., & **Druskat**, V. U. (2019). Emotion and team performance: Team coaching mindsets and practices for team intervention. In D. Clutterbuck, J. Gannon, S. Hayes, I. Iordanou, K. Lowe, & D. MacKie (Eds.) *A Practitioner’s Handbook of Team Coaching* (pp. 192-209). London: Routledge.

Druskat, V. U. (2017). Using Emotional Intelligence to Build High Performing Teams: Self-awareness, self-control, social awareness and relationship management. In D. Goleman (Eds.) *Building Blocks of Emotional Intelligence: 12 Leadership Competency Primers*. Florence, MA: Key Step Media.

Druskat, V. U., & Wolff, S. B. (2008). Group-level emotional intelligence. In N.M. Ashkanasy & C.L. Cooper (Eds.), *Research companion to emotion in organizations* (pp. 441-454). London: Edward Elgar.

Druskat, V. U., & Wolff, S. B. (2007). The effect of confronting members who break norms on team effectiveness. In L. Thompson, and K. Behfar (Eds.) *Conflict in organizational teams* (pp. 229-259). Evanston, IL: Northwestern University Press.

Druskat, V. U., Sala, F., Mount, G. (2006). *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups.* Mahwah, NJ: Lawrence Erlbaum.

Druskat, V. U. (2006). Scholarship that works. *Academy of Management Journal*, 48(6), 952-955.

Druskat, V. U., & Druskat, P. D. (2006). Applying emotional intelligence in project management. In S. Pryke and H. Smyth (Eds.) *The management of complex projects: A relationship approach* (pp.78-96). Oxford, UK: Blackwell.

Wolff, S. B., **Druskat, V. U., Koman, E. S. & Messer, T. E., (2006).** The link between group emotional competence and group effectiveness. In V. U. Druskat, F. Sala, and G. Mount (Eds.) *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups* (pp. 223-242). Mahwah, NJ: LEA

Campany, N., Dubinsky, R., **Druskat, V. U., Mangino, M., & Flynn, E. (2007).** What makes good teams work better: Research-based strategies that distinguish top-performing cross-functional drug development teams. *Organization Development Journal*, 25(2), 179-186.

Druskat, V. U., & Pescosolido, A. T. (2006). The impact of emergent leader emotionally competent behavior on team trust, communication, engagement, and effectiveness. In W. J. Zerbe, N. Ashkanasy, and C. Hartel (Eds.) *Research on Emotions in Organizations, Volume 2: Individual and organizational perspectives on emotion management and display* (pp. 25-55). Oxford, UK: Elsevier JAI.

Druskat, V. U., & Dahal, D. (2005). Leadership and self-managing teams: Leading a team that manages itself. In L. Neider and C. Schriesheim (Eds.) *Research in management: Teams and team processes* (volume 4, pp. 197-233). Greenwich, CT: Information Age Publishing.

Druskat, V. U., & Wheeler, J. V. (2004). How to lead a self-managing team. *Sloan Management Review*, 45(4), 65-71.

*Reprinted in: *The Organizational Behavior Reader, 8th Ed.*, 2007, Upper Saddle River, NJ: Person Prentice Hall.

*Reprinted in: *Sloan Select Collection: Teamwork Reinvented, 2013.* Cambridge MA: MIT Sloan Management Review Press.

Druskat, V. U., & Wheeler, J. V. (2004). How to lead a self-managing team. *IEEE Engineering Management Review*, 32(4), 21-28.

Druskat, V. U., & Wheeler, J. V. (2003). Managing from the boundary: The effective leadership of self-managing work teams. *The Academy of Management Journal*, 46(4), 435-457.

*Received the *Walter F. Ulmer, Jr., Applied Research Award*, The Center for Creative Leadership, Greensboro, NC.

*Finalist (one of three papers nominated) for *The Academy of Management Journal Best Paper of the Year Award*, 2003.

Wolff, S. B., Pescosolido, A. T., & **Druskat**, V. U. (2002). Emotional intelligence as the basis of leadership emergence in self-managing teams. *Leadership Quarterly*, 13(5), 505-522.

Druskat, V. U., & Pescosolido, A. T. (2002). The content of effective teamwork mental models in self-managing teams: Learning, ownership, and heedful interrelating. *Human Relations*, 55(3), 283-314.

Thoms, P., Pinto, J. K., Parente, D. H., & **Druskat**, V. U. (2002). Adaptation to self-managing work teams. *Small Group Research*, 33(1), 3-31.

Druskat, V. U., & Wolff, S. B. (2001). Building the emotional intelligence of groups. *Harvard Business Review*, 79(3), 81-90.

*Awarded a 2001 *Harvard Business Review* "Breakthrough Idea."

*Translated into German and republished as Emotionale Intelligenz bei Teams. *Harvard Business Manager*, 23(5), 9-23.

*Reprinted in: *The Harvard Business Review on Teams That Succeed*, 2004, Boston, MA: Harvard Business School Press.

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*Listed by HBR as a top 10 best-selling article (April, 2008).

*Reprinted in: *HBR's 10 Must Reads on Teams*, 2013 Boston, MA: Harvard Business School Press.

*Reprinted in: *HBR's 10 Must Reads on Emotional Intelligence*, 2015, Boston, MA: Harvard Business School Press.

* Reprinted in: *HBR's Everyday Emotional Intelligence: Big Ideas and Practical Advice on How to Be Human at Work*, 2018, Boston, MA: Harvard Business School Press.

Druskat, V. U., & Wolff, S. B. (2001). Group emotional competence and its influence on group effectiveness. In Cary Cherniss and Daniel Goleman (Eds.), *The emotionally intelligent workplace* (pp. 132-155). San Francisco: Jossey-Bass.

Druskat, V. U., & Kayes, D. C. (2000). Learning versus performance in short-term project teams. *Small Group Research*, 31(3), 328-353.

Druskat, V. U., & Wolff, S. B. (1999). Developmental peer appraisals in self-managing work groups. *The Journal of Applied Psychology*, 84(1), 58-74.

Druskat, V. U., & Kayes, D. C. (1999). The antecedents of team competence: Toward a fine-grained model of self-managing team effectiveness. In M. A. Neale & E. A. Mannix (Series Eds.) and R. Wageman (Vol. Ed.), *Research on managing groups and teams: Context* (Vol. 2, pp. 201-231). Stamford, CT: JAI Press.

Smith, R., Turner, T., Garonzik, R., Leach, C., **Druskat**, V. U., & Weston, C. (1996). Envy and schadenfreude. *Personality and Social Psychology Bulletin*, 22(2), 158-168.

Druskat, V. U. (1994). Gender & leadership style: Transformational and transactional leadership in the Roman Catholic Church. *Leadership Quarterly*, 5(2), 99-119.

*Received the *Kenneth E. Clark Research Award*, The Center for Creative Leadership, Greensboro, NC.

B. EDITED BOOK

Druskat, V. U., Sala, F., Mount, G. (2006). *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups*. Mahwah, NJ: Lawrence Erlbaum.

C. REFEREED & SELECTED --UNH INTERNAL PUBLICATIONS SHARED WITH ALL UNH STUDENTS

Druskat, V. U. (2010). *Integrating Information and Making Effective Decisions in Teams*. In the University Dialogues (Eds.), *TMI: Decision Making in the Age of Information Overload* (pp. 10-13). Durham, NH: UNH Discovery Program.

Druskat, V. U. (2008). *Your Most Important Role in a Democracy: Thinking for Yourself*. In the University Dialogues (Eds.), *We Hold These Truths: A University Dialogue on Democracy* (pp. 41-43). Durham, NH: UNH Discovery Program.

D. CONFERENCE BEST PAPER PROCEEDINGS

Druskat, V. U., & Wheeler, J. V. (2001). Managing from the boundary: The effective leadership of self-managing work teams. In D. H. Nagao (Ed.) *Academy of Management Best Papers Proceedings 2001*.

Druskat, V. U., & Wolff, S. B. (1999). The link between emotions and team effectiveness: How teams engage members and build effective task processes. In S. J. Havlovic (Ed.) *Academy of Management Best Papers Proceedings 1999*.

E. REFEREED CONFERENCE PAPER PROCEEDINGS

Druskat, V. U. & Bencks, A. The role of social and emotional intelligence for leadership effectiveness during the 4th industrial revolution. [The 4th Dubrovnik International Economic Meeting](#), Dubrovnik, Croatia, September 2019.

F. WORK IN PROGRESS

Book in Process (under contract with Harvard Business School Press)

Druskat, V. U. *The Emotionally Intelligent Team: Building Collaborative Groups that Outperform the Rest*

Peer-Reviewed Journal Articles in Process

Completed Manuscripts

Druskat, V. U., & Truninger M. Do I belong here? How a team culture of belonging arouses the prosocial motivation needed for effective collaboration. In preparation for journal *Human Relations* as of May 31, 2022.

Druskat, V. U., & Bencks, A. The advantage of leader emotional competence during the 4th Industrial Revolution. In preparation for submission to *Organizational Dynamics*.

Druskat, V. U., Wolff, S. B., Messer, T., Stubbs-Koman, E., & Batista, J. M. F. Emotionally competent norms and work team effectiveness. Working Paper: The University of New Hampshire, Durham, NH.

Druskat, V. U., Batista, J. M. F., & Wolff, S. B. The influence of team leader competencies on the emergence of emotionally team norms. Working Paper: The University of New Hampshire, Durham, NH.

Drafts of papers and manuscripts in process

Druskat, V. U., & Bencks, A. Building collaborative teams: A systems-level approach.

Druskat, V. U., & Fellows, S. B. Achievement, affiliation and power in self-managing work teams: Multiple paths to effectiveness.

Druskat, V. U., & Wolff, S. B. Team emotional intelligence norms in cross-functional product development teams.

G. CHAIRED CONFERENCE SYMPOSIA

Druskat, V. U. (Symposium Chair). Emotional competence in groups: Benefits and costs for the management of groups in the 21st Century. Presented at the *Annual Academy of Management Conference*, Honolulu, August 2005.

H. REFEREED CONFERENCE PRESENTATIONS

Druskat, V. U. & Turninger, M. A. I don't belong here...or do I? How a Team Culture of Belonging Stimulates Intrinsic Prosocial Motivation for Effective Collaboration. Presented at the 17th Annual Conference of the Interdisciplinary Network for Group Research, Hamburg, Germany, July 2022.

Druskat, V. U. & Bencks, A. The role of social and emotional intelligence for leadership effectiveness during the 4th industrial revolution. The 4th Dubrovnik International Economic Meeting, Dubrovnik, Croatia, September 2019.

- Druskat, V. U. & Turninger, M. A. Antecedents of effective team collaboration: The pivotal role of socio-emotional needs. Presented at the Annual Academy of Management Conference, Chicago, IL, 2018.
- Druskat, V. U., Wolff, S. B., Messer, T. E, Koman, E. S., & Batista, J. M. F. Team emotional intelligence: Linking team social and emotional environment to team effectiveness. The 3rd Dubrovnik International Economic Meeting, Dubrovnik, Croatia, October 2017.
- Druskat, V. U. Team Culture: Context that affects behavior, interactions, and mindfulness in teams. In PDW Panel: Research at the interface of mindfulness and teams. Presented at the Annual Academy of Management Conference, Atlanta, GA, 2017.
- Druskat, V. U., Batista, J. M. F., & Wolff, S. B. “Catching” team-level emotional competence. Presented at the Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, May 2014.
- Druskat, V. U., Wolff, S. B. Team processes that matter most to work team performance: A comprehensive study. Presented at the 3rd European Mentoring and Coaching Research Conference, Trinity College, Dublin, Ireland, June 2013.
- Druskat, V. U., Batista, J. M. F., & Wolff, S. B. The influence of team leader competencies on the emergence of emotionally competent team norms. Presented at the Annual Academy of Management Conference, San Antonio, TX, August 2011.
- Druskat, V. U. Group emotional competence and the effectiveness of cross-functional pharmaceutical project teams. Presented at the Annual Conference of the International Society for Research on Emotion, Leuven, Belgium, August 2009.
- Druskat, V. U., & Fellows, S. B. Achievement, affiliation and power in self-managing work teams: Team motive patterns and team effectiveness. Presented at the 4th Annual Interdisciplinary Research Conference on Groups and Teams, Colorado Technical University, Colorado Springs, July 2009.
- Druskat, V. U. Effective team and leader behavior in cross-functional product development teams. Presented at the Annual Academy of Management Conference, Philadelphia, August 2007.
- Druskat, V. U. Emotionally competent group norms. Presented at the 2nd Annual Interdisciplinary Research Conference on Groups and Teams, Michigan State University, Lansing, Michigan, June 2007.
- Jordan, P. J., & Druskat, V. U. A review and integration of the literature on emotional intelligence in the workplace. Presented at the Annual Conference of the Society of Industrial and Organizational Psychology, New York, May 2007.

- Druskat, V. U., & Wolff, S. B. Team-level emotional competence in cross-functional product development teams. Presented at the Annual Academy of Management Conference, Atlanta, August 2006.
- Jordan, P. J., & Druskat, V. U. Emotional intelligence and team performance: Findings and future issues. Presented at the Fifth International Conference on Emotions and Organizational Life, Atlanta, August 2006
- Druskat, V. U., & Wolff, S. B. Effective boundary management activities in cross-functional decision-making teams. Presented at the Annual Academy of Management Conference, Honolulu, August 2005.
- Wolff, S. B., & Druskat, V. U. Group emotional competence and its link to group performance. Presented at the Annual Academy of Management Conference, Honolulu, August 2005.
- Druskat, V. U., & Pescosolido, A. T. The impact of emergent leader emotionally competent behavior on team trust, communication, engagement, and effectiveness. Presented at the Fourth International Conference on Emotions and Organizational Life, London, June 2004.
- Druskat, V. U., Wolff, S. B., Messer, T., & Stubbs, E., Emotionally competent group norms and group effectiveness. Presented at the Annual Academy of Management Conference, Seattle, August 2003.
- Wolff, S. B. & Druskat, V. U. A socioemotional theory of workgroup effectiveness. Presentation at the Annual Meeting of the American Psychological Association, Toronto, August 2003.
- Druskat, V. U., & Wheeler, J. V. Managing from the boundary: The effective leadership of self-managing work teams. Presented at the Annual Meeting of the Academy of Management, Washington D.C., August 2001.
- Druskat, V. U., Wolff, S. B., & Dyck, L. R. Relating member abilities to emotionally competent group norms and group effectiveness. Presented at the Annual Meeting of the Academy of Management, Washington D.C., August 2001.
- Druskat, V. U., & Pescosolido, A. T. The content of effective teamwork mental models in self-managing teams: Learning, ownership, and heedful interrelating. Presented at the Annual Meeting of the Academy of Management, Toronto, August 2000.
- Druskat, V. U., & Wolff, S. B. The link between emotions and team effectiveness: How teams engage members and build effective task processes. Presented at the Annual Meeting of the Academy of Management, Chicago, IL, August 1999.

- Kayes, D. C., & Druskat, V. U. Team-level competencies: Best practices in MBA learning groups." Presented at the Organizational Behavior Teaching Conference, Las Cruces, NM, June 1999.
- Kayes, D. C., & Druskat, V. U. The effective team: A competency-based model of management education learning teams. Paper presented at the 5th Conference on Educational Innovations in Economics and Business, Cleveland, OH, Sept. 1998.
- Druskat, V. U., & Wheeler, J. V. Effective leadership of self-managing teams: Behaviors and cognitions that matter most and the contextual issues that support them. Paper presented at the Academy of Management Annual Meeting, San Diego, CA, August 1998.
- Druskat, V. U., & Kayes, D. C. The influence of context on the team level competencies exhibited by self-managing work teams. Paper presented at the Second Annual Conference on Research on Managing Groups and Teams, Stanford University, May 1998.
- Druskat, V. U. Managing the internal and external boundary in self-managing production teams. Paper presented at the Annual Meeting of the Academy of Management, Boston, MA, August 1997.
- Druskat, V. U. Team-level competencies in superior performing self-managing teams. Paper presented at the Annual Meeting of the Academy of Management, Cincinnati, OH, August 1996.
- Kubzansky, P. E., & Druskat, V. U. Effects of employee empowerment and enhanced stock value on psychological sense of ownership. Paper presented at the Annual Meeting of the American Psychological Society, San Francisco, CA, August 1996.
- Druskat, V. U., & Kubzansky, P. E. Measuring the psychological sense of ownership in the workplace. Paper presented at the Annual Meeting of the Academy of Management, Vancouver, Canada, August 1995.
- Kubzansky, P. E., & Druskat, V. U. Psychological sense of ownership in the workplace: Conceptualization and measurement. Paper presented at the 101st meeting of the American Psychological Association, Toronto, Ontario, Canada, August 1993.
- Seaman, E., Kubzansky, P. E., & Druskat, V. U. Psychological sense of ownership: Place attachment, territoriality, and responsibility in the residential environment. Paper presented at the meeting of the New England Psychological Association, Manchester, New Hampshire, May 1993.

1. I. INVITED COLLOQUIA AND RESEARCH PRESENTATIONS**2.**

Consortium for Research on Emotional Intelligence in Organizations, “Do I belong here? How a team culture of belonging arouses the prosocial motivation needed for effective collaboration.” Online meeting, May 2021.

The European Mentoring and Coaching Council Global Provider Summit, “The Brilliance of Well-Coached Teams.” Online conference, November 2020.

The 4th Dubrovnik International Economic Meeting, Dubrovnik, Croatia, “The role of social and emotional intelligence for leadership effectiveness during the 4th industrial revolution,” September 2019.

Case Western Reserve University Coaching Research Conference, Accelerating organizational change through team coaching. May 2019.

Consortium for Research on Emotional Intelligence in Organizations, “Coaching Teams: Perspectives from the Field and Implications for Practice and Research.” Cambridge, MA. 2016.

Consortium for Research on Emotional Intelligence in Organizations, “The Influence of Team Leader Competencies and Emotionally Competent Team Norms,” Cambridge, MA. 2011.

Department of Psychology, University of New Hampshire, “Emotionally Competent Norms and Work Team Effectiveness,” Durham, NH. 2010.

Carl Sandburg College, “Emotional Competence in Teams,” Galesburg, IL. 2009.

St Ambrose University, “Effective Team and Leader Behavior in Cross-Functional Product Development Teams,” Davenport, Iowa. 2008.

Norwich University, Kick-off for University Leadership Development Program, “Emotional Intelligence and Effective Leadership,” Northfield, VT. 2008.

Ege University, Izmir, Turkey, Department of Communication, Keynote Speaker: “Building Relationships through Emotional Intelligence,” 2007.

Colorado Technical University, “Leading with Emotional Intelligence,” Colorado Springs, CO. 2007.

University of Alberta, Medical School, “Building Effective Leadership through Emotional Intelligence,” 2005.

State University of New York at Plattsburgh, “A Socio-Emotional Theory of Group Effectiveness,” 2005.

Harvard University, Harvard Business School, "A Socio-Emotional Theory of Group Effectiveness," 2004.

Harvard University, Department of Psychology, "Group Emotional Competence and Group Effectiveness," 2004.

The University of Connecticut, School of Business, "Toward a Socio-Emotional Theory of Group Effectiveness," 2004.

Bowling Green State University, Department of Management, The Bowling Green Excellence in Management Series, "Building Effective Work Teams: A Research Journey," 2003.

University of Arkansas, Sam M. Walton College of Business, "The Role of Group Emotional Competence in Group Effectiveness," 2003.

Boston University, School of Management, Advances in Team Learning, "Developing the Weatherhead School of Management Team Skills Building Lab," 2001.

Organizational Development Network, Cleveland Chapter, "The Advantage of Group Emotional Competence," 2001.

President's Forum, Division of Community Psychology, American Psychological Association, "Group Emotional Competence and its Influence on Group Effectiveness," Washington, DC, 2000.

Keynote Speaker for The 7th International Conference on Using Competency-Based Tools & Applications to Drive Organizational Performance, "The Conflict of Learning versus Performance in Project Team," Chicago, IL, 1999.

The 3rd International Conference on Organizational Learning, "Advancing Team Learning," Recife, Brazil, 1999.

The Center for Creative Leadership, "Effective Leadership of Self-Managing Work Teams," Greensboro, NC, 1999.

The 2nd International Conference on Using Competency-Based Tools & Applications to Drive Organizational Performance, "Required Competencies for Effective Self-Managing Teams," Boston, MA, 1995.

The Center for Creative Leadership, "Gender and Transformational Leadership," Greensboro, NC, 1993.

J. SMALL RESEARCH GRANTS

University of New Hampshire

2018: \$2,000, Paul College Summer Research Grant to study team emotional competence.

2010: \$6,000, University of New Hampshire Summer Faculty Fellowship Award to study emotional competence in project teams.

2010: \$4,000, WSBE Summer Research Grant to study emotional competence in project teams.

2010: \$1,000, Academy of Management ODC Endowment Fund for proposal: Antecedents and Consequences of Team Emotional Competence in Project Teams: A cross-cultural comparison.

2008: \$4000, WSBE Summer Research Grant to study team member motives and the effectiveness of self-managing work teams.

2007: \$1,500, Faculty Development Grant from the Center for International Education to attend a conference and faculty development program on the globalization of work in Coimbatore, India.

Weatherhead School of Management -Case Western Reserve University

2002: \$6,000, Summer Research Grant to complete study on the psychological sense of ownership in organizations.

2001: \$6,000, Summer Research Grant to study the influence of context and leadership competencies on team-level competencies.

2000: \$6,000, Summer Research Grant to study the influence of context and leadership competencies on team-level competencies.

1999: \$6,000, Summer Research Grant to study informal leadership in self-managing work teams.

1998: \$10,000, Summer Research Grant to study effectiveness, satisfaction and development in diverse, multi-cultural work teams (with Susan Case).

1997: \$5,000, Summer Research Grant to conduct field research on the external leadership of self-managing work teams.

Case Western Reserve University

1998: \$6,000 Glennan Fellowship to develop MBA course on team effectiveness.

\$5,000 Research Initiation Grant to conduct field research on the external leadership of self-managing work teams.

Other Sources

1996-2000: \$14,355 Grant from The Society for Human Resource Management Foundation: To study the competencies required for effectiveness in self-managing teams.

1993: \$1,500 Grant from Human Resources Policy Institute, Boston University, School of Management: To study the impact of a peer review performance appraisal process on MBA work teams.

1992-1995: \$10,000 Grant from Hay/McBer & Co., Boston: For dissertation research on effectiveness in *self-managing work teams*.

TEACHING: COURSES TAUGHT

A. Undergraduate

Behavior in Organizations (writing intensive course)
 Organizational Leadership & Structure
 Leadership & Personal Development
 Leadership Assessment & Development

B. MBA

Human Behavior in Organizations
 Organizational Behavior & Analysis
 Leadership Assessment & Development
 Leadership & Interpersonal Skills
 Team Leadership Skills Laboratory
 Management & Career Skills
 Organizations, Leadership and Environments

C. Master of Science in Organization Development

Group, Interpersonal, & Intergroup Relations

D. Executive MBA

Organizational Behavior
 Leading Effective Work Teams
 Leading with Emotional Intelligence

D. Ph.D.

Clinical Research Methods

DISSERTATIONS AND SUPERVISED RESEARCH

1. A. DOCTORAL DISSERTATION COMMITTEES –WHILE AT UNH

1. Committee Member, Nuala Campany, Fielding Graduate University, Ph.D., 2008
2. Committee Member, V. Vijayalakshmi, Indian Institute of Technology, Madras, Ph.D. 2008
3. Committee Member, Jane Murray, Griffith University, Australia, Ph.D. 2009
4. Committee Member, Kornelia Rozalia Lazanyi, Corvinus Univeristy of Budapest, Ph.D. 2010
5. Committee Member, Michael Kukenberger, University of Connecticut, Ph.D. 2012
6. Committee Member, Lynne Richer, Boston University, Ed.D. 2015

7. Committee Member, Margarida Truninger, ESADE Business School, Spain, Ph.D. 2016
8. Committee Member, Laura A. Guillian, Benedictine University, Ph.D. 2023

B. SUPERVISED INDEPENDENT STUDIES & INTERNSHIPS AT UNH

1. David May, MBA, 3 credits, Spring 2017
2. Tess LeClair, MBA, 3 credits, Fall 2015, presented at UNH Graduate School Research Conference
3. Charles McConville, undergraduate, Summer 2014
4. Matan Lushkov, MBA, 3 credits, Spring 2014
5. William A. Peters, MBA, 3 credits, Spring 2014
6. Jedd Whitlock, MBA, 3 credits, Summer 2013
7. Eric Secor, MBA, 3 credits, Fall 2010 - Spring 2011
8. Russell Jory, MBA, 3 credits, Spring 2009
9. Dina Gosselin, MBA, 3 credits, Spring 2009
10. Geoffrey Roberts, MBA, 3 credits, Spring 2009
11. Brenda Mullaney, MBA, 3 credits, Fall, 2007
12. Brian Smith, MBA, 3 credits, Fall 2007
13. Tonya Rochette, MBA, 3 credits, Summer 2007
14. Gordon Smith, undergraduate, 6 credits, Summer 2007
15. Sean Driscoll, MBA, 3 credits, Spring 2007
16. Andrew Shepard, EMBA, 3 credits, Summer 2006
17. Daniel Moffroid, EMBA, 3 credits, Summer 2006
18. Josina Fluehr-Lobban, Master of Liberal Arts, 6 credits, Summer 2006
19. Abigail While, MBA, 3 credits, Fall 2005
20. Christopher Weiss, undergraduate, 3 credits, Summer 2005
21. Linda Gavin, MBA, 3 credits, Summer 2005
22. Theresa Hammer, MBA, 3 credits, Summer 2005
23. Ross Smith, undergraduate, 5 credits, Summer 2004
24. Andrew Schulkind, EMBA, 3 credits, Summer 2004
25. Kristalynne Morris, MBA, 3 credits, Fall 2004

C. SUPERVISED UNDERGRADUATE HONORS THESES AT UNH

1. Sydney Boulanger, 2021-22. Received the 2022 *UNH Undergraduate Research Conference Award of Excellence* (Third place)
2. Nicole Meyers, 2016-17: Received the 2017 *UNH Erskine Mason Award* and the *2017 Paul College Student Excellence Award*
3. Jillian Lawrence, 2010-11: Received the 2011 *UNH Undergraduate Research Conference Award of Excellence* (First place)
4. Jessica Streitmater, 2010-11: Received the *2017 Paul College Student Excellence Award*
5. Sara Douglas, 2010-2011
6. Kelley Ann Tremblay, 2007

D. SUPERVISED RESEARCH AT CASE WESTERN RESERVE UNIVERSITY**Ph.D. Dissertation Committees**

1. Committee Member (Chair, until left CWRU in 2003), Elizabeth Stubbs Koman, ORBH, completed 2004
2. Committee Member, Obasi Akan, ORBH, completed 2002
3. Committee Member, Russel Griffin, ORBH, completed 2002
4. Committee Member, Bridgette Rapisarda, EDM, completed 2002
5. Committee Member, Leslie Sekerka, ORBH, completed 2002
6. Committee Member, Rama Bhalla, ORBH, completed 2001
7. Committee Member Alex Citurs, MIS, completed 2001
8. Committee Member, D. Christopher Kayes, ORBH, completed 2000
9. Committee Member, Tuck Pescosolido, ORBH, completed 2000
10. Committee Member, Kathryn Kaczmariski, ORBH, completed 1999
11. Committee Member, Leonard McKendrick, ORBH, completed 1999
12. Committee Member, Donald Haselwood, ORBH, completed 1998
13. Committee Member, Cynthia Staehle Moody, ORBH, completed 1998
14. Committee Member, Alka Srivastva, ORBH, completed 2004
15. Committee Member, Elizabeth Stubbs Koman, ORBH, completed 2004
16. Committee Member, Velvet Weems, ORBH completed 2004
17. Committee Member, Yoshi Yamazaki, ORBH, completed 2003

Ph.D. Qualifying Committees (Master's Thesis of Publishable Quality)

1. Chair, Tracey Messer, ORBH, completed 2002
2. Chair, Elizabeth Stubbs, ORBH, completed 2002
3. Committee Member, Obasi Akan, completed 2001
4. Committee Member, Velvet Weems, ORBH completed 2001
5. Committee Member, Alka Srivastva, completed 2000
6. Committee Member, Russel Griffin, ORBH, completed 1999
7. Committee Member, D. Christopher Kayes, ORBH, completed 1998
8. Committee Member, Nancy Moleski, ORBH, completed 1998
9. Committee Member, Esther Wyss, ORBH, completed 1998
10. Committee Member, Rama Bhalla, ORBH, completed 1997
11. Committee Member, Leonard McKendrick, ORBH, completed 1997
12. Committee Member, Tuck Pescosolido, ORBH, completed 1997
13. Committee Member, Param Srikantia, ORBH, completed 1997
14. Committee Member, Kathryn Kaczmariski, ORBH, completed 1996

Supervised Independent Studies

1. Joshua Shade, MBA student, 3 credits, 2002
2. Mark Mullen, MBA student, 3 credits, 2001
3. Velvet Weems, Ph.D. student, 3 credits, 1998
4. Alisa M. Lewis, Undergraduate, 3 credits, 1998
5. Jason Oster, Undergraduate, 3 credits, 1998
6. Elizabeth Littman, Undergraduate, 3 credits; MBA, 6 credits, 1997
7. Pooja Bhatia, Undergraduate, 3 credits, 1997

8. Rana Singh, Undergraduate, 2 credits, 1997
9. Tara Stortz, Undergraduate, 8 credits, 1997
10. Danielle Eugene, Undergraduate; 3 credits, 1996
11. Timothy Richard, MBA; 3 credits, 1996

SAMPLE -- INVITED EXECUTIVE EDUCATION & WORKSHOPS

UNH, Paul College Executive Development Programs, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023

Case Western Reserve University, Weatherhead School of Management Executive Education Custom and Open Enrollment Programs: 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023

Babson College Executive Education: 2020, 2021, 2022, 2023

Southern Methodist University, Cox School of Business Executive Education: 2020, 2021, 2022, 2023.

University College London, The Bartlett School, Master of Project Management: 2005, 2007, 2009, 2017, 2018, 2019

British Aerospace & Electronics (BAE) Systems, NH: 2004, 2018, 2019, 2022, 2023

Exeter Hospital, NH: 2004, 2017, 2018, 2019, 2020, 2021, 2023

Johnson & Johnson, Corp., New Jersey, Philadelphia, and Cincinnati: 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2018,

Boehringer Ingelheim Pharmaceuticals, various locations in the US: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015

Otsuka Pharmaceuticals, Philadelphia, PA, 2014, 2020

Woodard & Curran, Engineering and Science Consultants, Framingham, MA, 2011

Eisai Pharmaceuticals, NJ, 2011, 2012, 2013, 2014

Phillips Exeter Academy, Exeter, NH, 2009, 2010

Young Presidents Organization, Chicago, 2008, 2009

Europe Talks Tickets, Amsterdam, Netherlands and Chicago, IL: 2007, 2008

Velcro, Manchester, New Hampshire: 2007, 2015

New York State Leadership Development Seminars, Albany, NY: 2001, 2002, 2005, 2006, 2007

American Leadership Forum, Houston, TX: 2001, 2002, 2003, 2004, 2005

American Leadership Forum, Sacramento, CA: 2004, 2005

Rockwell Automation, Cleveland, OH: HR Leadership Team, April 2003; Executive Leadership Team, June 2003

Arkansas Executive Forum, Fayetteville, Arkansas, 2003

Eaton Corporation, Cleveland, OH: Financial Services Leadership Team, 2001; Engineering Leadership Team, 2001

Dirt Devil Product Development Leadership Team, Cleveland, 2001

SERVICE TO PROFESSION & UNIVERSITIES

A. SERVICE TO PROFESSION

Journal Associate Editor

Small Group Research, January 2006 – June 2010

Journal Editorial Boards

Frontiers in Psychology (Organizational Psychology Section) 2015-present

Group and Organization Management, 2014-present

Small Group Research, 2003 - present

Human Relations, January 2006 – January 2011

Journal Ad hoc Reviewer:

Academy of Management Journal, 1999-present

Academy of Management Review, 2007-present

Applied Psychology an International Review, 2010-present

Group Dynamics: Theory, Research, and Practice, 2000-present

Group Processes & Intergroup Relations, 2007-present

International Journal of Human Resources Development and Management, 2007-2010

Journal of Applied Behavioral Science, 2017-present

Journal of Applied Psychology, 2002-present

Journal of Organizational Behavior, 2010

Journal of Management Education, 1998-2004

Journal of Management Learning, 2006

Journal of Management Studies, 2005

Journal of Managerial Psychology, 2010

Journal of Occupational and Organizational Psychology, 2000-present

Journal of Personality Assessment, 2016-present

Leadership Quarterly, 2011
Management International Review, 2004
Organizational Behavior and Human Decision Processes: 2011-present
Organization Science, 2008-present
Sex Roles, 2013

Conference Organizing Committee:

3rd Dubrovnik International Economic Conference, October 2017

Conference Reviewer:

3rd Dubrovnik International Economic Conference, October 2017
Interdisciplinary Research Conference on Groups and Teams (INGRoup), 2006-2011
International Conference on Emotions and Organizational Life (EMONET), 2004, 2006
Managerial and Organizational Cognition Division, Academy of Management Meeting, 2005-2009
Organizational Behavior Division, Academy of Management Meeting, 1998-2009
Organizational Development and Change Division, Academy of Management Meeting, 1998-present
Society of Industrial & Organizational Psychology, Annual Meeting, 2001, 2005, 2006

Book Reviewer:

Oxford University Press, 2017
Routledge, Book Reviewer, 2012
Harvard Business School Press, Book Reviewer, 2001, 2006
Lawrence Erlbaum, Inc., Book Reviewer, 2003, 2005

Grant Reviewer:

The Israel Science Foundation, 2020
The Icelandic Centre for Research, 2012
The Israel Science Foundation, 2006

Professional Affiliations

Academy of Management (AOM)
-2020 Member Selection Committee for Outstanding Practitioner-Oriented Publication in OB Award, Organizational Behavior Division.
American Psychological Association (APA)
Consortium for Research on Emotional Intelligence in Organizations (CREIO)
-Executive Board Member (May 2022 -present)
Interdisciplinary Network for Group Research (INGRoup)
- *Founding* Executive Board of Directors (Secretary: 2008-2010)
Society for Industrial and Organizational Psychology (SIOP)
Organizational Behavior Teaching Society (OBTS)
-- Manager, Interpersonal Relations Laboratory (2011- 2013)

The University of New Hampshire

University-Level

- Selected Speaker at UNH TEDx conference, November 2021.
- Member, UNH Faculty Senate, 2019-2020, 2020-2021, 2021-2022
- Member, UNH Faculty Senate Research and Public Service Committee, 2020-2022.
- Member, UNH Faculty Senate Information Technology Committee, 2019-2020
- Facilitator for Panel Discussion of The Implications of the Great Resignation, for UNH Alumni. March 2022
- Facilitator for Panel Discussion of Women Leaders at the Portsmouth Music Hall, for UNH Alumni. April 2019
- Keynote Speaker and Facilitator for Panel Discussion at UNH Alumni Weekend, 2018
- Faculty Ambassador for UNH Office of Engagement and Academic Outreach, 2017-2011
- Facilitator and Speaker for Panel Discussions at UNH New Faculty Orientation, 2016, 2017, 2018
- UNH Provost Selection Committee, 2013
- Member, UNH Research Institutional Review Board (IRB), January 2011-June 2013
- Discussion Facilitator for Keynote Panel Discussion at UNH Women’s Commission 40th Anniversary Celebration, 2012.
- Awarded a Discovery Authorship for the 2010-2011 UNH Dialogue on “Decision-Making in the Age of Information Overload.” Paper titled: *Integrating Information and Making Effective Decisions in Teams*.
- Commencement Speaker: UNH Honors Convocation, May 2010
- Speaker, Wild for Innovation Day sponsored by UNH and the New Hampshire Division of Economic Development, 2010
- UNH Alumni Association Board of Directors – Faculty Representative, 2008-2012
 - Facilitator, UNH Alumni Association Board of Directors Strategic Planning Committee, 2007-2009
 - Facilitator for Alumni Volunteer Leadership Development Conference, May 2013
- Member of President’s Commission on the Status of Women, 2008 - 2010
- Faculty Chair: Violence Against Women Committee, 2007 – 2012
 - Designer and Facilitator of intergroup conflict resolution dialogues, 2007
- Professor for UNH Center for Family Business Leadership Development Course, 2008-2009 and 2010-2011, 2012-2013, and 2015-2016.
- Speaker at the UNH Managers Conference, 2008, 2009, 2010
- Speaker, Center for UNH Family Business, 2008, 2010, 2012, 2013, 2018
- Member of University Writing Committee 2004-2010
- Member of University Committee on Study Abroad (UCSA), 2008-2011
- Selected a University of New Hampshire “Outreach Scholar” 2005-2006
- Invited member, Engagement & Outreach Scholarship Advisory Board to Julie Williams, the UNH Senior Vice Provost for Engagement and Academic Outreach (2007 – present)
- Selected a Discovery Author for the 2007-2008 UNH Dialogue on “We Hold These Truths: A University Dialogue on Democracy.” Paper titled: *Your Most Important Role in a Democracy: Thinking for Yourself*.
- Speaker at UNH Cooperative Extension Staff Retreats, 2004, 2005, 2007

- Reviewer for Center for International Education scholarship awards and Fulbright applications, 2008, 2009, 2010, 2011
- Faculty Marshall, UNH Graduation Ceremony, 2006, 2007, 2008, 2009, 2011, 2012, 2013, 2014, 2015, 2018
- Invited Speaker: UNH Breakfast of Champions, 2004.
- Local Outreach Speeches for UNH Speaker's Bureau: Granite State College, 2010; New Hampshire Red Cross, 2011, Town of Raymond, NH 2011, Town of Durham, International Friendship Group, 2012, Camp Calumet, Ossipee, NH, 2013 & 2014, Town of Exeter, American Independent Museum, 2017.
- Invited Speaker: UNH Freshman Camp, 2004

Peter T. Paul College

- Faculty Representative for Paul College Paul Scholars Program – dinner & speaker at student event.
- Speaker and Faculty Representative at Paul College MBA Program Open Houses for potential MBA applicants – at least 3 times per year: 2015, 2016, 2017, 2018
- Member Graduate Curriculum Committee, Fall 2017
- Member, Promotion and Tenure Committee for Hachemi Aliouche, 2012
- Member, Associate Dean Search Committee, 2012.
- Member, Third-Year Review Committee: Bruce Pfeiffer 2011, Melissa Bishop 2012, Billur Akdeniz 2012, Valentini Kalargyrou, 2012, Lin Guo, 2013.
- Elected by faculty to the Paul College (and Whittamore School) of Business & Economics Promotions and Tenure Committee, 2005-2006; 2007-2009, 2010-2011, 2013-2015.
- Member, WSBE Promotions & Tenure Special Review Committee, 2007, 2012
- Member, WSBE Intellectual Contributions Continuous Improvement Team, 2008-2011
- Member, WSBE Graduate Education Program Redesign Committee, 2007–2008
- Invited Speaker for WSBE Peter Paul Leader Classes, 2008, 2009
- Member of MBA Program Redesign Committee 2004
- Led Part-time MBA New Student Orientation, 2003, 2004, 2005
- Coordinator of MBA Personal & Career Development Workshops, 2004

Department of Management

- Member, Promotion and Tenure Committee for Michael Kukenberger, 2019
 - Member, Third-Year Review Committee for Jennifer Griffith, 2019
 - Member, Promotion Committee for N. Paul Harvey, 2016
 - Co-Chair, Third-Year Review Committee for Jennifer Franczek, 2016
 - Co-Chair, Third-Year Review Committee for Mike Kukenberger, 2016
 - Member, Promotion and Tenure Committee for N. Paul Harvey, 2011
 - Member, Promotion and Tenure Committee for Richard Saavedra, 2010
 - Member, Promotion Committee for Peter Lane, 2010
 - Chair, Promotion and Tenure Committee for Anthony T. Pescosolido, 2007-2008
 - Member, Third-Year Review Committee for Richard Saavedra, 2008
 - Chair, Faculty Hiring Committee, 2005
 - Member, Faculty Hiring Committee, 2004, 2012, 2013
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