Elizabeth M. Campbell, Ph.D.

campbele@umn.edu || +1 734.645.7542 (m) || [Google Scholar](https://scholar.google.com/citations?user=Sa8ORxQAAAAJ&hl=en&oi=ao) || [Carlson](http://carlsonschool.umn.edu/faculty/elizabeth-campbell) site

**ACADEMIC POSITIONS**

May 1, 2018 - current *Mary & Jim Lawrence Research Fellow*

**Carlson School of Management, University of Minnesota**

Sept 1, 2014 - current *Assistant Professor of Work and Organizations*

**Carlson School of Management, University of Minnesota**

Department of Work and Organizations (primary appointment)

Center for Human Resources & Labor Studies (cross-appointment)

Department of Psychology, Industrial/Organizational (affiliated faculty)

**EDUCATION**

**UNIVERSITY OF MARYLAND, Robert H. Smith School of Business (2014) College Park, MD**

*Ph.D., Organizational Behavior and Human Resource Management*

 *Minor: Multilevel Research Methods*

 *Dissertation: The dimming effects of shining stars: Consequences earned and posed by high*

 *performers at work*

 *Committee: Drs. Hui Liao (chair), Kathryn M. Bartol (co-chair), Rellie Derfler-Rozin, Debra L.*

 *Shapiro, and Paul Hanges (Dean’s Representative)*

**UNIVERSITY OF MICHIGAN, Honors Program (2005) Ann Arbor, MI**

*B.A., Psychology, Magna Cum Laude with High Honors and Distinction, James B. Angell Scholar*

 *Minor: Spanish Language & Literature*

 *Undergraduate Thesis: Job burnout revisited: The impact of making a difference at work*

 *Advisors: Drs. Kathleen M. Sutcliffe & Adam M. Grant*

**RESEARCH INTERESTS & EXPERTISE**

Broadly, my research examines how interpersonal interactions impact motivations, behaviors, and effectiveness at multiple levels of analysis (i.e., team and individual). In particular, I am intrigued by paradoxes sparked by positive factors. The current focus of my research centers on the consequences of individual high performance at work—for the performers, their peers, and their workgroups. To date, I have shown that high performers elicit both social support and social undermining from peers, face more abusive supervision than average performers, engage in more abuse of their employees, get away with more abuse of employees and unethical behavior, trigger disgust and contempt, affect peers’ motivation to contribute proactively, and both help and hinder team innovative processes.

REFEREED PUBLICATIONS

6. **Campbell, E. M.,** Liao, H., Chuang, A., Zhou, J., & Dong Y.2017. Hot Shots and Cool Reception?

An expanded view of social consequences for high performers. ***Journal of Applied Psychology,*** 100:

845-866.

5. Dong, Y., Liao, H., Chuang, A., Zhou, J., & **Campbell, E. M.** 2015. Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering behaviors. ***Journal of Applied Psychology,*** 100: 1354-1380.

* *Most Innovative Student Paper in Organizational Behavior, Academy of Management*
1. Chen, G., Farh, J. L., **Campbell, E. M.**, Wu, Z., & Wu, X. 2013. Teams as innovative systems: Multilevel motivational antecedents of innovation in R&D teams. ***Journal of Applied Psychology,*** 98: 1018-1027.
2. \*Martin, S., \*Liao, H., & \***Campbell, E. M**. 2013. Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. ***Academy of Management Journal,*** 56: 1372-1395.
* *\*Denotes equal authorship contribution, order reverse-alphabetical*
1. Grant, A. M., & **Campbell, E. M**. 2007. Doing harm, doing good, being well and burning out: The interactions of perceived prosocial and antisocial impact in service work. ***Journal of Occupational and Organizational Psychology,***80: 665–691.
* *Based upon undergraduate honors thesis*
* *Emerald Management Reviews Citation of Excellence*
1. Grant, A. M., **Campbell, E. M**., Chen, G., Cottone, K., Lapedis, D., & Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. ***Organizational Behavior and Human Decision Processes***, 103: 53-67.
	* *Finalist, Outstanding Publication in Organizational Behavior, Academy of Management*
	* *Best Published Scholarly Article, Center for Positive Organizational Scholarship*
	* *Top 25 hottest articles in OBHDP (ScienceDirect, 2007)*

PAPERS UNDER REVIEW OR REVISION

*\*Denotes equal authorship contribution || † Denotes student co-author*

* \***Campbell, E. M.,** \*Welsh, D. L., & *†*Wang, W. [stars and unethical behavior]. *Revise-and-resubmit, Journal of Applied Psychology.*
* **\*Campbell, E. M. &** *†*Yu, L. [hidden consequences of high performance and abusive supervision]. *Revise-and-resubmit, Personnel Psychology*.
* Sitzmann, T. & **Campbell, E. M.** [the impact of religion on the gender wage gap]. *Under review, Academy of Management Journal.*
* *†*Wang, W., & **Campbell, E. M.** [ethical leadership and narcissism]. *Under review, Academy of Management Journal.*

WORKING PAPERS

* **Campbell, E. M.** Star struck: The effect of outperformers on peers’ proactive motivation and performance. *Stats: Revising manuscript, incorporating Study 3 and 4.*
	+ *Academy of Management Proceedings, 2017, OB Division*
* **Campbell, E. M.** When Differences Create Deference: Pros and cons of performance disparity for team innovation*. Status: Incorporating Studies 2 and 3; Revising manuscript.*
* *†*Yu, L., **Campbell, E. M.**, & Duffy, M. K. High-Performing-but-Abusive Bosses: A moral licensing perspective of abusive supervision and career consequences. *Status: Reanalyzing Study 2 & 3 data and revising manuscript.*
* Solomon, B., **Campbell, E. M.,** & Hall, M. Shirking at home, not sharking at work: When and why disagreeableness predicts career success for men. *Status: Revising and workshopping manuscript.*
* **\*Campbell, E. M., \***Dong, Y., \*Bartol, K. M., & Parke, M. R. Leading from afar: The paradox of empowering leadership in virtual teams. *Status: Revising paper based upon addition of multi-wave field study and revised model.*
	+ *NSF sponsored research*
* Shah, P.P., Jones, S., **Campbell, E. M.**, & Shapiro, D. L. Who cares (and how and when)?: Specifying the loci of support in teams. *Status: Revising and workshopping manuscript.*
* Kuzminska, A. O., Wieczorkowska-Wierzbinska, G., Vohs, K. D., & **Campbell, E. M.** The currency of trust: A quasi experiment of the effect of money on trust dependent on job type. *Status: Revising manuscript.*
* Liu, W., **Campbell, E. M.,** & Liao, H. When you can and can’t afford to be patient: Interpersonal emotion management, emotions, and trust development.*Status: Revising manuscript based on re-analysis of data.*

ONGOING RESEARCH

* (With Jiseon Shin, Andrea Kim, and Hui Liao). Humans v. robots: Effects of high performance consistency and variability among healthcare providers. *Status: Field study data analysis.*
* (With Traci Sitzmann & Tianna Barnes). Disgustingly good? Emotional reactions to high performers at work. Status: *Three studies complete. Data analysis and model refinement.*
* (With Debra L. Shapiro). Capes and Aprons: How gender affects appraisal of proactivity when things go wrong. *Status: Incorporating additional study and revising manuscript.*
* (With *†*Bori Csillag and Betty Zhou). Gender and middle-level managers’ time use. *Status: Study 1 complete; Study 2 data analysis.*
* (With Alex Ning Li, Brady M. Firth and *†*Tom Taiyi Yan). When leaders switch: Asymmetric adaption effects of directive versus empowering leadership on team effectiveness. *Status: Ongoing team experimental data collection.*

REFEREED CONFERENCE PRESENTATIONS

* Sitzmann, T. & **Campbell, E. M.** (2019). The Hidden Cost of Prayer: Religiosity and the Gender Wage Gap. In Hebl, M., Fleming, A. C., & Evans, J. B. (Co-Chairs), Overlooked Differences in Women’s Experiences in the Workplace. Symposium to be presented at the 2019 Annual Meeting of the Society for Industrial and Organizational Psychology, National Harbor, MD.
* *†*Hussain, I., Liao, H. & **Campbell, E. M.** (2018) Giving Colleagues the Time of Day: Gender Differences in Time Use at Work. In Hussain, I., Liao, H. & Campbell, E. M. (Co-Chairs), When Beauty Behaves Beastly: Attractive Women Suffer Greater Social Penalties for Assertive Behavior. Symposium at the 2018 Annual Meeting of the Academy of Management, Chicago, IL.
	+ *Selected as Academy of Management Showcase Symposium, 2018*
* *†*Wang, W. & **Campbell, E. M.** (2018). Too Bad to be Good?: Three studies on the Ethical Behaviors of Narcissistic Leaders. Paper to be presented at the 2018 Annual Meeting of the Academy of Management, Chicago, IL.
* Solomon, B., **Campbell, E. M.**, & Hall, M. (2018). Shirking at Home, Not Sharking at Work: When and why disagreeable men achieve career success. Paper to be presented at the 2018 Annual Meeting of the Academy of Management, Chicago, IL.
* **Campbell, E. M.** (2018). When Differences Create Deference: Pros and cons of performance disparity for team innovation. Paper presented at the 2018 Annual INGRoup Conference. Bethesda, MD.
* Wang, W. & **Campbell, E. M.** (2018). The Psychological and Social Consequences of Narcissists Engaging in Ethical Leadership. Paper presented at the 2018 Annual INGRoup Conference. Bethesda, MD.
* Shah, P. P., Jones, S. L., **Campbell, E. M.** & Shapiro, D. L. (2018). Who cares (and how and when)?: Specifying the Loci of Social Support in Teams. Paper presented at the 2018 Annual INGRoup Conference. Bethesda, MD.
* **Campbell, E. M.** & Shapiro, D. L. (2018). Capes and Aprons: How gender affects appraisal of proactivity when things go wrong. In Bergeron, D. & Cooper, M. (Co-Chairs), Leaning In (or Out): Correcting Misperceptions of Women in Management. Symposium to be presented at the 2018 Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
* **Campbell, E. M.** (2018). When Differences Create Deference: Pros and cons of performance disparity for team innovation. Paper presented at the 2018 Israel Organizational Behavior Conference, Tel Aviv University, Israel.
* **Campbell, E. M.** (2017). Star struck: Effects of high performers on peer proactive performance. Paper presented at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.
* *†*Csillag, B., Zhou, L. & **Campbell, E. M.** (2017) Giving Colleagues the Time of Day: Gender Differences in Time Use at Work. In Csillag, B., Zhou, L., & Campbell, E. M.(Co-Chairs), Gender Matters in Interpersonal Interactions in the Workplace: Job and Career Implications. Symposium at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.
	+ *Selected as Academy of Management Showcase Symposium, 2017*
* *†*Yu, L., **Campbell, E. M.**, & Duffy, M. K. (2016). High-Performing-but-Abusive Bosses: A Moral Licensing Perspective of Abusive Supervision and Career Consequences. Paper presented at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.
* **\*Campbell, E. M.,** & \**†*Yu, L. (2016). Hidden Predictors of Bosses’ Bad Behavior: Nonlinear effects of performance on abusive supervision. Paper presented at the 2016 Israel Organizational Behavior Conference, Tel Aviv University, Israel.
* \**†*Yu, L., & \***Campbell, E. M.** (2015). Hidden Predictors of Bosses’ Bad Behavior: Nonlinear effects of performance on abusive supervision. Paper presented at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC, Canada.
* Liu, W., **Campbell, E. M.**, Liao, H. (2015). Interpersonal emotion management, emotions, and trust. Paper presented at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC, Canada.
* **Campbell, E. M.**, Parke, M. R., & Bartol, K. M. (2014). Setting the stage for virtual team development: Designing teams to foster knowledge sharing. Paper presented at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA.
* **Campbell, E. M.**, & Firth, B. M. (2014). Therein lies the difference: Patterns of proactivity that predict team functioning. In Campbell, E. M. & Firth, B. M. (Co-Chairs) and Crawford, E. (Discussant), Lateral, Distributed, and Configural Influence in Teams. Symposium conducted at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Oahu, HI.
* **Campbell, E. M.**, Liao, H., Chuang, A., Zhou, J., & Dong, Y. (2013). Hot shots and cool reception: Social consequences of high performance at work. Paper presented at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.
* Dong, Y., Liao, H., Chuang, A, Zhou, J., & **Campbell, E. M.** (2012). An invisible hand in service creativity: customer empowering behaviors. Paper presented at 2012 Annual Meeting of the Academy of Management, Boston, MA.
* **Campbell, E. M.,** Bartol, K. M., Parke, M. R. (2012). Leading from afar: Directive versus empowering leadership in virtual teams. In Bartol, K. M., & Campbell, E. M. (Co-Chairs), Key advances in building effective highly virtual teams: Critical compositional, leadership, and shared process components. Symposium at the 2012 Annual Meeting of the Academy of Management, Boston, MA.
	+ *Selected as Academy of Management Showcase Symposium, 2012*
* Martin, S.,Liao, H, & **Campbell, E. M.** (2011). A field experiment comparing directive to empowering leadership in the Middle East. Symposium at the at the 2011 Annual Meeting of the Academy of Management, San Antonio, TX.
* **Campbell, E. M.**, Farh, C. I. C., Chen, G., Tesluk, P. E., Green, Jr., P. (2011). Holding peers accountable: Antecedents of peer regulation behaviors. In van Mierlo, H. and Van Hooft, E. (Co-Chairs) and Ilgen, D. (Discussant), Self-regulation in and of teams. Symposium conducted at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

**HONORS AND AWARDS**

* **Mary & Jim Lawrence Fellowship** (2018; college-level award for junior faculty contributions)
* **Core Faculty of the Year Finalist** (2018; awarded based upon student popular vote)
* **Dean’s Small Research Grant** (2018: *$6,620 PI*)
* **Best Paper Award Finalist, Israel Organizational Behavior Conference** (2018)
* **Dean’s Small Research Grant** (2017: *$2,655 PI*)
* **Outstanding Reviewer Award, OB Division, Academy of Management** (2017)
* **Dean’s Small Research Grant** (2017: *$7,970 PI*)
* **Teaching/Professional Development Award Grant** (2016: *$2,595, PI*)
* **Dean’s Small Research Grant** (2016: *$7,020, PI*)
* **University of Minnesota, Office of the Vice President for Research** (2015: *$16,480, PI*)
* **Dean’s Small Research Grant** (2015: *$8,100, PI*)
* **Dean’s Small Research Grant** (2014: *$4,239, PI*)
* **Morning Star Research Partner Grant** (2011: *$10,000, Co-PI with Crystal Farh*)
* **Allen Nash Award for Outstanding Doctoral Student**, Robert H. Smith School of Business

(2013; college-level award for excellence in research, teaching, and service contributions)

* **OB Division Most Innovative Student Paper,** Academy of Management (2012)
* **Emerald Management Reviews Citation of Excellence** (2008)
* **Best Published Scholarly Article**, Center for Positive Organizational Scholarship (2008)
* **High Honors in Senior Thesis**, University of Michigan Honors Program (2005)
* **James B. Angell Scholar**, University of Michigan (2005, 2004, 2003)

**INVITED RESEARCH PRESENTATIONS**

* U. of Connecticut, School of Business (2019)
* U. of Calgary, Haskayne School of Business (2018)
* U. of Minnesota, Carlson School of Management, Board of Alumni (2018)
* U. of Minnesota, Carlson School of Management, Strategic Management & Entrepreneurship (2017)
* Georgia Institute of Technology, Scheller College of Business (2016)
* Cross-College Mini-Conference, U. of Minnesota, Carlson School of Management (2015)
* U. of Maryland, Psychology, Decision Sciences Cross-Disciplinary Consortium (2014)
* Cornell U., Johnson Graduate School of Business (2013)
* London Business School (2013)
* U. of Arizona, Eller College of Management (2013)
* U. of Minnesota, Carlson School of Management, Work & Organizations (2013)
* U. of Texas, McCombs School of Business (2013)
* U. of Washington, Foster School of Business (2013)
* Vanderbilt U., Owen Graduate School of Management (2013)

#### TEACHING EXPERIENCE

**UNIVERSITY OF MINNESOTA INSTRUCTOR RATINGS**

* *Leadership & Personal Development. (full-time MBA, part-time MBA, and MA in HRIR)*
	+ Fall 2018 *(two sections)* ***TBD of 6.0***
	+ Fall 2017 *(two sections)* ***5.7, 5.9 of 6.0***
	+ Spring 2017 *(two sections)* ***5.8, 5.9 of 6.0***
	+ Fall 2016 *(two sections)*  ***5.8, 5.9 of 6.0***
	+ Spring 2016 *(two sections)*  ***5.7, 5.8 of 6.0***
	+ Spring 2015 *(two sections)*  ***5.7, 5.7 of 6.0***
* *Contemporary Management (Undergraduate core)*
	+ Spring 2018 *(two sections)*  ***5.8, 5.9 of 6.0***
	+ Spring 2016 *(two sections)*  ***5.8, 5.9 of 6.0***
	+ Spring 2015 *(two sections)*  ***5.5, 5.7 of 6.0***
* *Levels of Analysis: Theory & Design Considerations for Multilevel Phenomena (PhD seminar)*
	+ Spring 2017 ***5.9 of 6.0***

**UNIVERSITY OF MARYLAND**

* *Management & Organizational Theory (Undergraduate core)*
	+ Summer 2013  ***3.7 of 4.0***
	+ Summer 2012  ***4.0 of 4.0***

**DELOITTE CONSULTING**

* Differentiating Talent Strategies for a Multi-Generational Workforce. Short-course for ***4.9 of 5.0***

Deloitte Consulting LLP National Human Capital Training. Las Vegas, NV. *Sept 2008*

* Managing and Leveraging Generational Differences at Work. Invited presentation for

Deloitte Consulting LLP National All-Analyst Training. Dallas, TX. *Aug, 2007.*

* *Highest rated plenary session of national program*

**UNIVERSITY OF MICHIGAN**

* Teaching Assistant (for Gretchen Spreitzer), MO314 Managing Organizational Change University of Michigan Ross School of Business. *Fall 2004.*

**ACADEMIC SERVICE**

*Service to profession*

* Editorial board member, *Journal of Applied Psychology* (2017 – *present*)
* Ad hoc reviewer, *Academy of Management Journal* (2014 – *present*)
* Ad hoc reviewer, *Journal of Business Ethics* (2018 – *present*)
* Ad hoc reviewer, *Journal of Management* (2015 – *present*)
* Ad hoc reviewer, *Management Science* (2018 – *present*)
* Ad hoc reviewer, *Organizational Behavior and Human Decision Processes* (2015 – *present*)
* Ad hoc reviewer, *Organization Science* (2016 – *present*)
* Ad hoc reviewer, *Personnel Psychology* (2017 – *present*)
* Ad hoc reviewer, *Academy of Management’s* *OB Division* (2012 – *present*)
* Ad hoc reviewer, *Academy of Management’s HR Division* (2013 – *present*)
* Ad hoc reviewer, *Society of Industrial and Organizational Psychology* (2013 – *present*)
* Ad hoc reviewer, *Journal of Applied Psychology* (2014 – 2016)
* Ad hoc reviewer, *Groups and Organization Management* (2014)

*Service to Academy of Management, Organizational Behavior Division*

* Member, Making Connections Committee, *Academy of Management’s OB Division* (2014 – *present*)
* Co-organizer, “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty”, Professional Development Workshop for the *Academy of Management’s OB Division* (2014, 2015, 2016, 2017, 2018, 2019)
* OB Membership Liaison (2017 – *present*)
* Chair, OB Ambassadors Program, *Academy of Management’s OB Division* (2017 – *present*)

*Service to University of Minnesota & Regional Professional Community*

* Dissertation Committee, Marissa Theys (political discourse at work; 2017 – external member)
* Women’s Leadership Initiative, The Travelers Companies (Keynote – 2019)
* Women’s Leadership Initiative, Land O’Lakes (Invited speaker – 2018)

*Service to Carlson School of Management & Department of Work and Organizations*

* Carlson Women in Business Speaker Series (Invited speaker – 2019)
* Carlson Women in Business Speaker Series (Invited speaker – 2018)
* Women’s Leadership Conference (Invited panelist – 2018)
* Women’s Leadership Conference (Invited speaker – 2017)
* Employee Resource Group Conference (Keynote speaker – 2017)
* 3rd year Reading Committee, Benjamin Stafford (leadership emergence; 2015 - member)
* 3rd year Reading Committee, Wei Wang (ethical narcissists; 2017 - member)
* 3rd year Reading Committee, Elizabeth Adair (matrixed managerial relationships; 2016 - member)
* Dissertation Committee, Tao Yang (multilevel antecedents of mindfulness at work; 2015 - member)
* Dissertation Committee, Wei Wang (ethical leadership and moral processes; 2018 - member)
* Dissertation Committee, Elizabeth Adair (matrixed managerial relationships; 2018 - member)
* Co-chair, CHRLS Speaker Series, Department of Work and Organizations (2018- *present*)
* Member, PhD Committee, Department of Work and Organizations (2014 - *present*)
* WOrg Student Workshop Series (WS2; co-facilitator; 2015 – *present*)

*Service to University of Maryland, Smith School of Business*

* President, Association for Doctoral Students, R.H. Smith School of Business (2011-2012; nominated by peers out of 94 students)
* Co-organizer (with B. Firth and G. Chen) Greater Washington D.C. Teams Conference (2012)

#### PROFESSIONAL AFFILIATIONS

* Academy of Management (2006 – present)
* American Psychological Association (2013 – present)
* Society of Industrial and Organizational Psychology (2010 – present)
* Society of Human Resources Management (2014 – present)
* Deloitte Alumni Network (2009-present)
* City Year Service Mentor (2007-2009)
* International Association of Business Communicators (2006-2009)

**SELECTED MEDIA COVERAGE & RESEARCH FEATURES**

**Hot Shots and Cool Reception? An expanded view of social consequences for high performers**

* *Harvard Business Review.* [*When One Person’s High Performance Creates Resentment in Your Team*](https://hbr.org/2017/04/when-one-persons-high-performance-creates-resentment-in-your-team)*. (authored)*
* *British Psychological Society.* [*Why a Cooperative Culture Can be Bad For High Performers*](https://digest.bps.org.uk/2017/04/12/why-a-cooperative-work-culture-can-be-bad-for-star-performers/)*.*
* *Lifehacker.* [*If You’re a Top Performer, Get on Your Coworkers’ Good Side*](http://lifehacker.com/if-youre-a-top-performer-get-on-your-coworkers-good-si-1796716739)*.*
* *Washington Post.* [*How to Handle the New Hot Shot on Your Team*](https://www.washingtonpost.com/news/capital-business/wp/2017/05/19/career-coach-how-to-handle-the-new-hotshot-on-your-team/?utm_term=.5994d57ab88d)*.*
* *NPR.* [*Top Performers Risk Being Undermined by Peers, Studies Show*](http://www.npr.org/sections/thetwo-way/2017/07/05/535648497/top-performers-risk-being-undermined-by-peers-studies-shows)*.*
* *Scientific American.* [*The Problem with Being a Top Performer*](https://www.scientificamerican.com/article/the-problem-with-being-a-top-performer/)*.*
* *R&D Mediation.* [*Relancer l’innovation dans une équipe qui l’a perdue*](https://www.rd-mediation.fr/wp/2017/04/17/relancer-linnovation-dans-une-equipe-qui-la-perdue/)*.*
* *LinkedIn.* [*Collaboration’ Doesn’t Create Mediocrity, Poor Managers and Corporate Cultures Do*](https://www.linkedin.com/pulse/collaboration-doesnt-create-mediocrity-poor-managers-corporate-yanak/)*.*
* *Science Blog.* [*How High Performers Can Cause Resentment*](http://scienceblog.cut-e.com/high-performers-can-cause-resentment/)*.*

**Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering behaviors**

* *Books Featuring: Innovationen im Zeitalter der Digitalisierung. (Matthias Gross).*

**Teams as innovative systems: Multilevel motivational antecedents of innovation in R&D teams**

* *Selected Books Featuring: Handbook of Psychology of Team Working and Collaborative Processes (Salas, E., Rico, R., & Passmore, J., Eds.); Handbook of Psychology of the Psychology of Recruitment, Selection and Employee Retention (Goldstein, H. & Passmore, J., Eds.); Proactivity at Work: Making Things Happen in Organizations (Parker, S. & Bindl, U., Eds.); Integrating Art and Creativity into Business Practice (Schiuma, G. & Lerro, A., Eds.); The Oxford Handbook of Leadership and Organizations (Day. D., Ed.); Organizational Psychology and Evidence-Based Management: What Science Says About Practice (Neiva, E. R., vaz Torres, C., & Mendonca, H., Eds.); The Oxford Handbook of Leader-Member Exchange (Bauer, T. N., & Erdogan, B., Eds.); The Creative Self: Effects of Beliefs, Self-Efficacy, Mindset, and Identity (Karwoski, M., & Kaufman, J. C., Eds.).*

**Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity**

* *I/O At Work.* [*Empowering and Directive Leadership Styles: When Unsatisfied Followers are Better than Satisfied Followers*](http://www.ioatwork.com/empowering-versus-directive-leadership-styles/)*.*
* *Selected Books Featuring: Proactivity at Work: Making Things Happen in Organizations (Parker, S. & Bindl, U., Eds.);* *Handbook of Psychology of Team Working and Collaborative Processes (Salas, E., Rico, R., & Passmore, J., Eds.); International Encyclopedia of Organizational Communication (Scott, C. R., & Lewis, L., Eds.); Leadership of Networks and Performance: A Qualitative and Quantitative Analysis (Ruckdaschel, R., Ed.); The Cambridge Handbook of Meeting Science (Allen, J. A., Lehmann-Willenbrock, N., & Rogelberg, S. G., Eds.).*

**Doing harm, doing good, being well and burning out: The interactions of perceived prosocial and antisocial impact in service work**

* *Fast Company.* [*5 Myths About Burnout*](https://www.fastcompany.com/3051699/5-myths-about-burnout)*.*
* *Psychology Today.* [*Myth About Burnout and the Truth We Need to Understand*](https://www.psychologytoday.com/blog/pressure-proof/201510/5-myths-about-burnout-and-the-truth-we-need-understand)*.*
* *Selected Books Featuring: The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory (Gagne, M., Ed.); Flourishing in Life, Work and Careers: Individual Wellbeing and Career Experiences (Burke, R., Page, K. M., & Coope, C. L., Eds.); A Day in the Life of a Happy Worker (Bakker, A., & Daniels, K., Eds.); Handbook of Environmental Psychology and Quality of Life Research (Fleury-Bahi, G., Pol, E., & Navarro, O., Eds.); Psychology of Change: Life Contexts, Experiences, and Identities (Reynolds, K. J., & Branscombe, N. R., Eds.); Applied Human Resource Management: Strategic Issues and Experiential Exercises (York, K.); Give and Take: Why Helping Others Drives Our Success (Grant, A.); Option B: Facing Adversity, Building Resilience, and Finding Joy (Sandberg, S. & Grant, A.).*

**Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior**

* *Huffington Post.* [*People Leave Bad Bosses, Not Companies: Here’s Why*](file:///Users/campbellmacbook/Dropbox/Carlson%2C%20Performance%20Management/Campbell%20Packet%20-%204th%20Year%20Review/o%09https%3A/www.huffingtonpost.com/paula-davislaack/people-leave-bad-bosses-n_b_6456768.html)*.*
* *Psychology Today.* [*Are You Fully Charged? 5 Ways to Energize Your Work & Life*](https://www.psychologytoday.com/blog/pressure-proof/201507/are-you-fully-charged-5-ways-energize-your-work-life)*.*
* *Knowledge@Wharton.* [*Putting a Face to a Name*](http://knowledge.wharton.upenn.edu/article/putting-a-face-to-a-name-the-art-of-motivating-employees/)*.*
* *The Health Foundation.* [*Spreading change A guide to enabling the spread of person- and community-centred approaches for health and wellbeing*](http://www.health.org.uk/sites/health/files/RtVSpreadingChange.pdf)*.*
* *Daily Good.* [*The Art of Motivating Employees*](file:///Users/campbellmacbook/Dropbox/Carlson%2C%20Performance%20Management/Campbell%20Packet%20-%204th%20Year%20Review/o%09http%3A/www.dailygood.org/story/233/the-art-of-motivating-employees-adam-grant)*.*
* *Thriving Workplaces.* [*Not SHOCKED That Lawyers Didn’t Make Forbes’ List of Most Meaningful Jobs? Maybe We Should Be*](http://www.workplacethriving.com/single-post/2014/08/08/Not-SHOCKED-That-Lawyers-Didn%E2%80%99t-Make-Forbes%E2%80%99-List-of-Most-Meaningful-Jobs-Maybe-We-Should-Be)*.*
* *Selected Books Featuring: How to Be a Positive Leader: Small Actions, Big Impact (Dutton, J. E., & Spreitzer, G. M.); Be the Boss Everyone Wants to Work For: A Guide for New Leaders (Gentry, W. A.); Give and Take: Why Helping Others Drives Our Success (Grant, A.); Leading with Noble Purpose: How to Create a Tribe of True Believers (McLeod, L. E.); Out Think: How Innovative Leaders Drive Exceptional Outcomes (Hunter, G. S.); Motivation in Public Management: The Call of Public Service (Perry, J. L., & Hondeghem, A); Thriving Under Stress: Harnessing Demands in the Workplace (Britt, T. W., & Jex, S. M.); Public Administration Reformation: Market Demand from Public Organizations (Dwivedi, Y. K., Shareef, M., Pandey, S. K., & Kumar, V.); Handbook of Competence and Motivation: Theory and Application (Elliot, A. J., Dweck, C. S., & Yeager, D. S); Experiencing and Managing Emotions in the Workplace (Ashkanasy, N., Härtel, C. E. J., & Zerbe, W. J., Eds.); The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory (Gagne, M., Ed.); The Oxford Handbook of Positive Organizational Scholarship (Cameron, K. S., & Spreitzer, G. M., Eds.); The Oxford Handbook of Organizational Psychology, Volume 1 (Kozlowski, S. W. J.); The Oxford Handbook of Human Motivation (Ryan, R. M., Ed.); Organizational Behavior: Science, The Real World, and You (Nelson, D. L., Campbell Quick, J., Eds.)*

#### RELEVENT PROFESSIONAL EXPERIENCE

**DELOITTE CONSULTING, ORGANIZATION & TALENT PRACTICE**

* ***Trinity Health.*** Led organizational design, workforce planning, and change management plan to facilitate establishment new financial shared services center in an effort to streamline and to gain transparency across financial processes. (Org. and job design; org. change; business process redesign).
* ***The Coca-Cola Company****.* Co-led org. design strategy of multi-functional global shared business services center to bifurcate strategic from transactional finance work. (Org and job design).
* ***State of Ohio Office of Budget and Management***. Led development of change management plan to support transition to shared services center—a flatter, centralized, metric-driven organization charge with the state’s financial management. Co-led development of communications strategy and end-to-end training strategy for 15,000 impacted employees and an engagement strategy for statewide leaders. (Large scale org. change; training & development; impact assessment; job design).
* ***Land Vegas Sands Corporation***. Co-led re-design of global finance organization to respond to rapid growth, geographic expansion, and increased regulatory pressures. (Org. and job design).
* ***MasterCard****.* Developed competency models for global BU’s and training and communications to catalyze shift in career management approach. (Competency modeling; perf. management)
* ***Deloitte Services***. Selected as national Deloitte Research Fellow to conduct research and developed the firm’s methodology on culture change and leadership development. (Research; writing)
* ***Internal Revenue Service****.* Conducted org. assessment, designed project management organization; developed new governance and staffing models; developed and delivered team building sessions and leadership summits; project earned the Division an increased improvement budget of $1,200,000 annually. (Org change; culture change; leadership development; org. design)
* ***Nationwide Insurance***. Designed, developed, and delivered blended training courses to mitigate end-user productivity dips and resistance to change among finance professionals resulting from finance transformation and PeopleSoft upgrade. (Training; communications; instructional design)