

Christopher C. Winchester

Ph.D. Candidate, University of Minnesota, Carlson School of Management
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EDUCATION

University of Minnesota, Carlson School of Management

Minneapolis, MN

Ph.D., Organizational Behavior & Human Resource Management (expected May 2025)

- Dissertation: When underperformance means success: Mixed-method theory-building and testing of strategic underperformance
 - Committee: Drs. Elizabeth Campbell, Theresa Glomb, Nitya Chawla, Deniz Ones, & Kristie Rogers

The notion of employees choosing to strategically underperform runs counter to the traditional understanding in most management literature, which has been dominated by studies of increasing performance. Yet, we are seeing employees choose to underperform on purpose. I am intrigued to address what seems to be a counterintuitive phenomenon prevalent in today's workforce. In three essays, my dissertation develops and tests a theory of strategic underperformance—examining the motives and implications of strategically underperforming. In Essay 1, I review the disparate literature to develop an integrated conceptualization of strategic underperformance. In Essay 2, I qualitatively develop a theoretical model of the psychological processes of strategic underperformance. In Essay 3, I investigate which gender and racial combinations result in more social consequences for strategically underperforming, and develop an intervention to mitigate these effects.

University of Nebraska

Omaha, NE

Master of Business Administration (2020)

- Thesis: The Importance of Sharing: Team potency and collective efficacy as mediators of the relationship between shared leadership and team performance
 - Committee: Drs. Erin Pleggenkuhle-Miles, Kelsey Medeiros, Gina Ligon, & Roni Reiter-Palmon

University of Nebraska, Honors Program

Omaha, NE

Bachelor of Science in Business Administration – Management, Entrepreneurship, & Marketing (2019)

- Summa Cum Laude with High Honors & Distinction, Scholars Academy
- Thesis: Model of workload assignment preference and its effect on performance, productivity, & stress
 - Advisor: Dr. Amy Risch-Rodie

RESEARCH INTERESTS

- Motives & consequences of performance outliers (i.e., high/low performer)
- Multilevel implications of organizational & task structures
- Mixed-methods research (e.g., experimentation; qualitative; longitudinal; meta-analysis; integrative review)

PEER-REVIEWED RESEARCH PUBLICATIONS

- **Winchester, C. C.** & Medeiros, K. 2023. In bounds but out of the box: A meta-analysis clarifying the effect of ethicality on creativity. *Journal of Business Ethics*, 183: 713-743.
- Damadzic, A., **Winchester, C. C.**, Medeiros, K., & Grisso, J. 2022. [Re]thinking outside the box: A meta-analysis of constraints and creative performance. *Journal of Organizational Behavior*, 42(8): 1330-1357.

PEER-REVIEWED TEACHING PUBLICATIONS

- **Winchester, C. C.**, Pleggenkuhle-Miles, E. G., & Bass, E. 2021. Peloton's ride to growth. *The CASE Journal*, 17: 754-783.
 - *Finalist for The CASE Journal's Best Case Award (2022)*

- Pleggenkuhle-Miles, E. G., **Winchester, C. C.**, Bass, E., & West, T. 2021. Streaming success: Positioning Roku's future in a hypercompetitive industry. *The CASE Journal*, 17: 295-319.
- Bass, E., Pleggenkuhle-Miles, E. G., **Winchester, C. C.**, & West, T. 2019. GameStop's next play: Reconfiguring the value offering. *The CASE Journal*, 16: 7-33.

MANUSCRIPTS UNDER REVISION OR REVIEW [Titles Blinded for Peer Review]

- Campbell, E. M., & **Winchester, C. C.** Invited Submission. High performers and stars. In S. Courtright (Ed.), *Oxford Bibliographies in Management*. New York, NY: Oxford University Press.
- **Winchester, C. C.** with Luciano, M. M., Humphrey, S., Watson, M. K. [within-organization structure]. 2nd Invited Revision: *Journal of Management*.
- **Winchester, C. C.** with Call, M. L., Campbell, E. M., & Hsu, E. [underperformance]. Invited Revision: *Journal of Management*.
- **Winchester, C. C.**, Hsu, E., Campbell, E. M., & Rogers, K. M. [intentionally underperforming]. Invited Revision: *Academy of Management Journal*.
- Wanberg, C. R., **Winchester, C. C.**, Kammeyer-Mueller, J. D., & Campbell, E. M. [extraversion & listening]. Invited Revision: *Journal of Organizational Behavior*.
- **Winchester, C. C.** & Bartels, A. L. [team fit & performance]. Under Review: *Journal of Applied Psychology*.
- Luciano, M. M., Watson, M. K., & **Winchester, C. C.** [organizational structure]. Under Review: *Academy of Management Annals*.

WORKING PAPERS [Drafts Available Upon Request]

- Campbell, E. M., Call, M. L., **Winchester, C. C.**, & Paine, J.. [high performers & proactivity]. Preparing for Submission Spring 2024: *Journal of Applied Psychology*.
- *Bartol, K. M., *Campbell, E. M., *Dong, Y., & ***Winchester, C. C.** [leadership of teams working remotely]. Preparing for Submission Spring 2024: *Organizational Behavior and Human Decision Processes*.
 - *Denotes equal authorship contribution, order alphabetical
- **Winchester, C. C.** [intersectionality of underperformance]. Collecting Data Spring 2024: *Academy of Management Journal*.

PEER-REVIEWED CONFERENCE PROCEEDINGS

- **Winchester, C. C.** & Bartels, A. L. 2024. Task allocation preferences assemble! A mixed methods extension of person-task fit to the team level. *Academy of Management Proceedings*.
 - *Best Paper Designation*
- **Winchester, C. C.**, Hsu, E., Campbell, E. M., & Rogers, K. M. 2024. That's enough? An inductive study of strategic underperformance at work. *Academy of Management Proceedings*.

- **Winchester, C. C., Hsu, E., Campbell, E. M., & Rogers, K. M.** 2023. Is enough actually enough? An inductive study of strategic underperformance at work. [*Academy of Management Proceedings*](#).
- **Winchester, C. C.** 2023. Getting fit (with tasks and teams): A team-level investigation of fit and task allocation preference. [*Academy of Management Proceedings*](#).
- **Winchester, C. & Campbell, E. M.** 2021. The tasks at hand: An integrative conceptual review and dimensional scaling framework. [*Academy of Management Proceedings*](#).

PAPERS PRESENTED AT REFEREED CONFERENCES

- **Winchester, C. C., Hsu, E., Campbell, E. M., & Rogers, K. M.** (2024, August). *That's enough? An inductive study of strategic underperformance at work*. Presentation at the 84th Annual Meeting of the Academy of Management, Chicago, IL.
- **Winchester, C. C.** (2024, August). *Task allocation preferences assemble! A mixed-methods extension of person-task fit to the team level*. Presentation at the 84th Annual Meeting of the Academy of Management, Chicago, IL.
- **Winchester, C. C., Hsu, E., Campbell, E. M., & Rogers, K. M.** (2023, August). *Is enough actually enough? An inductive study of strategic underperformance at work*. Presentation at the 83rd Annual Meeting of the Academy of Management, Boston, MA.
- **Winchester, C. C.** (2023, August). *Getting fit (with tasks and teams): A team-level investigation of fit and task allocation preference*. Presentation at the 83rd Annual Meeting of the Academy of Management, Boston, MA.
- **Winchester, C. C., Campbell, E. M., & Call, M.** (2022, August). *The impact of stars in our orbit: How and why high performers shape peer proactivity*. In Hamrick, A., & Schilpzand, P. (Chairs), *Aligning the stars: Theoretical and empirical advancements in star performer research*. Symposium at the 82nd Annual Meeting of the Academy of Management, Seattle, WA.
- **Winchester, C.C., Wong, E., Willis, C. H., White, M., Sengupta, A., Ragland, E., Olson, A., Mchiri, A., Kiratikosolrak, P., Gandhi, S., Fournet, A., Crawley, R., Cerecedo, J., Caligiuri, M., & Butler, S.** (2022, June). *Resolving conflict, fostering cooperation: A doctoral institute experiential exercise*. Presentation at the Management and Organizational Behavior Teaching Society Conference, Pomona, CA.
- Damadzic, A., **Winchester, C. C., Medeiros, K., & Grisso, J.** (2021, August). *[Re]thinking outside the box: A meta-analysis of constraints and creative performance*. In Haught-Tromp, C. (Chair), *Effects of constraints on creativity: Empirical and theoretical advances*. Symposium at the Annual Meeting of the American Psychological Association, Virtual (COVID-19).
- **Winchester, C. C., & Campbell, E. M.** (2021, July). *The tasks at hand: An integrative conceptual review and dimensional scaling framework*. Paper presented at the 81st Annual Meeting of the Academy of Management, Virtual (COVID-19).
- **Winchester, C. C., Pleggenkuhle-Miles, E. G., Bass, E.** (2020, October). *Peloton's ride to growth*. Case presented at the North American Case Research Association Conference, Virtual (COVID-19).
- **Winchester, C. C., & Rodie, A. R.** (2019, October). *A model of workload assignment preference and its effect on performance, productivity, & stress*. Paper presented at the Midwest Academy of Management Conference, Omaha, NE.

- Lundmark, L., Pleggenkuhle-Miles, E. G., & **Winchester, C. C.** (2019, October). *Navigating uncertainty: A psycho physiological examination of entrepreneurial judgement*. Paper presented at the Strategic Management Society Conference, Minneapolis, MN.

AWARDS & HONORS

Awards & Honors from the Field

- Outstanding Reviewer Award, Managerial & Organizational Cognition, Academy of Management (2023)
- Best Case Award Finalist, *The CASE Journal* (2022)
- Love of Learning Award, Phi Kappa Phi Honors Society (2020: \$500)
- Lifetime Achievement Award in Service, Escalante Hills Association (2020)
- Outstanding Reviewer Award, Midwest Academy of Management (2019)

Awards & Honors from the University of Minnesota

- Carlson PhD Student Teaching Award, U. of Minnesota (2023)
- Dedication to Student Learning Award, Center for Educational Innovation, U. of Minnesota (2023)
- Distinguished Teaching Assistant Award, U. of Minnesota (2021)

Awards & Honors from the University of Nebraska

- Larry Trussell MBA Student of the Year, U. of Nebraska at Omaha (2020)
- Distinguished Master of Business Administration Scholar, U. of Nebraska at Omaha (2020)
- Student Marshall, Commencement, U. of Nebraska at Omaha's College of Business Administration (2019)
- Undergraduate Student of the Year, U. of Nebraska at Omaha (2019: \$250)
- Charlie Hoff College of Business Administration Student of the Year, U. of Nebraska at Omaha (2019: \$2,000)
- UNO Management Student of the Year, U. of Nebraska at Omaha (2019)
- Marketing Student of the Year, U. of Nebraska at Omaha (2019)
- Entrepreneurship Student of the Year, U. of Nebraska at Omaha (2019)
- Best Oral Presentation for Undergraduate Honors Thesis, U. of Nebraska at Omaha (2019)
- Winner, College of Business Administration Capstone Poster Competition, U. of Nebraska at Omaha (2019)
- Excellent Service Award, Scholars Academy, U. of Nebraska at Omaha (2018, 2019)

FUNDING AWARDS, GRANTS, FELLOWSHIPS, & SCHOLARSHIPS

Funding Awards from the Field

- Management & Organizational Behavior Teaching Society (MOBTS) Scholarship (2022: \$725)

Funding Awards from the University of Minnesota

- Carlson School of Management Dissertation Fellowship (2024)
- Carlson School of Management PhD Student Conference-Travel Fellowship (2021-2024: \$2,530)
- Carlson School of Management Work & Organizations Small Research Grant, U. of Minnesota (2023: \$5,000)
- Carlson School of Management Work & Organizations Small Research Grant, U. of Minnesota (2023: \$4,000)
- Grant for Diversity Equity & Inclusion Research, U. of Minnesota (2023: \$1,000)
- Research Sponsorship, Connie Wanberg, Ph.D. (2023: \$750)
- Research Travel Sponsorship, Connie Wanberg, Ph.D. (2022: \$400)
- Carlson School of Management Work & Organizations Small Research Grant (2022: \$1,200)
- Carlson School of Management Dean's Small Research Grant (2022: \$8,475)
- Research Sponsorship, Elizabeth Campbell, Ph.D. (2022: \$400)
- Research Sponsorship, Michelle Duffy, Ph.D. (2022: \$200)
- Carlson School of Management Summer Research Fellowship (2021-2023: \$15,000)

- Conference Travel Sponsorship, Connie Wanberg, Ph.D. (2022: \$1,500)
- Conference Travel Sponsorship, John Kammeyer-Mueller, Ph.D. (2022: \$500)
- Carlson School of Management Work & Organizations Small Research Grant (2021: \$7,750)
- Carlson School of Management Dean's Small Research Grant (2021: \$8,050)
- Harold Hardy Fellowship (2020-2023: \$2,000)
- James Dworkin Fellowship (2020-2023: \$2,000)
- Carlson School of Management's Work & Organizations Fellowship (2020-2023: \$14,000)

Funding Awards from the University of Nebraska

- Department of Management Conference Travel Grant (2019: \$235)
- Paul L. Beck Faculty Senate Scholarship (2019: \$500)
- Beta Gamma Sigma Scholarship (2019: \$500)
- Duffy Family Scholarship (Fall 2016 – Spring 2019: \$500)
- Pettengill Scholarship (Fall 2017 – Spring 2019: \$2,750)
- Stedman Foundation Scholarship (Fall 2016 – Spring 2019: \$2,500)
- Regent's Scholarship (Fall 2016 – Spring 2019: \$4,300)

TEACHING EXPERIENCE

Instructor, University of Minnesota

Instructor Ratings

- Leading Self & Teams
 - Fall 2022 (2 Sections including Centennial Scholars Program section) **5.9, 5.9 of 6.0**
 - Dedication to Student Learning Award, Center for Educational Innovation
 - Carlson PhD Student Teaching Award, U. of Minnesota

PhD Student Course Coordinator, University of Minnesota

- Co-Designer & Co-Coordinator: Leading Self & Teams (23 Sections: Fall 2022 – Spring 2024)
- Co-Coordinator: Contemporary Management (32 Sections: Fall 2020 – Spring 2022)

Teaching Assistant, University of Minnesota

- Contemporary Management – Undergraduate course for Prof. Elizabeth Campbell (Spring 2022)
- Negotiation Strategies – Executive MBA course for Prof. Pri Shah (Fall 2021)
 - Distinguished Teaching Assistant Award, U. of Minnesota
- Honors Human Resource Management – Honors course for Prof. Connie Wanberg (Spring 2021)
- Leadership & Personal Development – MBA course for Prof. Elizabeth Campbell (Fall 2020)

Graduate Assistant, University of Nebraska at Omaha

- Corporate & Business Strategy – Capstone course for Profs. Erin Pleggenkuhle-Miles & Erin Bass (In-Person: Fall 2019 | Pivoted to remote-delivery due to COVID-19: Spring 2020)

ACADEMIC SERVICE

Ad-hoc Journal & Conference Reviewing:

- Academy of Management's MOC Division (2023 – present)
 - Outstanding Reviewer Award (2023)
- Academy of Management's OB Division (2021 – present)
- Academy of Management's HR Division (2021 – present)
- North American Case Research Association Conference (2020 – 2022)
- The CASE Journal (2020 – 2021)

- *Midwest Academy of Management Conference* (2019)
 - *Outstanding Reviewer Award* (2019)

Service to the Academic Field

- PhD Student Representative (appointed), CARMA (2022 – present)
- Founder & Co-Lead, CARMA Rerun Summer Watch Party Series (2021 – present)
- Guest Expert Judge, Capstone Cup, University of Nebraska (2023 – present)
- Guest Expert, Academic & Career Development Center's Coffee & Careers Podcast, UNO (2022)
- Guest Expert, GLOBE International Business Summer Camp, UNO (2019)

Service to the Academy of Management

- New Doctoral Student Consortium (NDSC) Planning Committee
 - Chair (elected; 2023-present)
 - Logistics Chair (appointed; 2021-2023)
- PhD Student Representative (appointed), Organizational Behavior Division Exec Committee (2022 – present)
 - PhD Student Chair, Making Connections Committee (MCC)
- PhD Student Representative (appointed), Research Methods Division Executive Committee (2022 – present)
 - PhD Student Chair, PDW Survey Process
- Speaker, Managerial & Organizational Cognition Division's "Reviewing for AOM and Beyond" PDW (2024)
- Co-organizer, Professional Development Workshops (PDWs):
 - "Workaholics Anonymous: A Guided Workshop for Attaining Your Desired Work-Life Balance" (2024)
 - "New Doctoral Student Consortium" (2022-2024)
 - "Burnout & Work-Life Balance" (2022)
 - "OB Research Roundtables: Connecting on Common Ground" (2021)
 - "The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty" (2021)
- Panelist, "Mental Health" (2022; New Doctoral Student Consortium)
- Guest Expert, Academy of Management NDSC (New Doctoral Student Consortium) Podcast (2022)
- Mentor, Organizational Behavior Division's Welcome-A-Member Program (2022-2023)
- Co-facilitator, Professional Development Workshops (PDWs):
 - "Ask the Quantitative Experts" (2022)
 - "Methodological Bricolage: Using Multiple Methods in Dissertation Work" (2022)
 - "Navigating Qualitative Dissertations: Advice from the Experts" (2022)
 - "Identifying, Accessing, and Utilizing Unconventional Sources of Archival Data" (2022)
- PhD Student Volunteer, Organizational Behavior Division's Making Connections Committee (2021 – 2022)

Service to the University of Minnesota

- Faculty Coach, China Bridge Challenge Case Competition (Spring 2023)
- Course Co-Designer & Facilitator, BA 1011: Leading Self & Teams (Fall 2022; 10 sections)
- Chair, Department of Work & Organizations PhD Student Social Committee (2022 – present)
- Creator & Co-Lead, Carlson Studios Student Team Simulation Teaching Process (2021 – present)
- Co-Lead, Carlson School of Management Speaker Series (2021 – 2022)
- Research Lead, MGMT 1001 Research & Team Development Process (2021 – 2022)
- Research Lead, SCM & CEMBA Research Process (2021 – 2022)

STUDENT ADVISING

Undergraduate Research Advising

- Undergraduate Honors Thesis Advisor; Alyssa Myers (Spring 2024)
- Independent International Research Experience Advisor; Nika Kemp (Fall 2023)
- China Case Competition Coach; Yanai Sun, Alyssa Myers, Rawan Algahtani, & Junyan Tan (Spring 2023)

Undergraduate Research/Teaching Assistants, Carlson School of Management

- Andrew McArdle (Psychology; Summer 2022 – present)
- Alyssa Myers (International Business; Spring 2023 – present)
- Peyton Duncan (MIS, finance; Summer 2021 – Spring 2023)
- Paul Krenik (Psychology; Summer 2022 – Summer 2023)
- Garret Laskey (Management; Fall 2022)
- John Konrad (Management; Fall 2022)
- Micah Sybesma (Finance, accounting; Fall 2020 – Summer 2022)
- Elias Kruse (Supply chain; Summer 2021 – Summer 2022)
- Isaac Stacey (Marketing, design; Fall 2020 – Spring 2022)
- Kailey DeKraker (Psychology; Summer 2021 – Spring 2022)
- Nathaniel Sugijanto (MIS; Summer 2021 – Spring 2022)

RELEVANT PROFESSIONAL EXPERIENCE**Founder & Operator, Your Wedding Planner Omaha**

- Orchestrated 100+ weddings including facets of budgets, agendas, timelines, & emotional support
- Managed marketing through development & design of website; analyzed web traffic using Google Analytics
- Implemented & tracked social media marketing campaigns on Facebook & Instagram
- Managed financials & operations, hired & led part-time personnel, & communicated with clients & vendors

Social Media Manager & Marketing Associate, Mutual of Omaha's Midtown Crossing

- Created & meticulously planned Unlock Midtown event from idea to execution; 1k+ attendees
- Planned & executed events such as Mac & Cheese Binge, Chili Crawl, & Miracle on Farnam; 25k+ attendees
- Increased social media following on Facebook, Twitter, & Instagram by 6% to 23k+; reached 702k users
- Wrote & disseminated monthly email newsletters to 23k+ subscribers; increased awareness of 35+ business

Ecommerce Associate & Analyst, AccuQuilt of TekBrands

- Analyzed trends on 3,000+ web pages using heatmaps, surveys, & mouse-tracking to identify needed improvement
- Corrected 3,000+ broken links on sitemap; boosted keyword relevance by more than 115%
- Enhanced search feature on website by recoding each product label & relation to other product SKUs
- Assisted in the development & rollout of an upgraded purchasing site

PROFESSIONAL CERTIFICATIONS

- International Event & Wedding Planning Professional Certification (QC Event School)
- International Event Décor Professional Certification (QC Event School)
- Google Analytics Certification (Google)
- Social Media Marketing Micro-Credential (Meta)
- Social & Behavioral Research Certification (Collaborative Institutional Training Initiative: CITI)

REFERENCES

Dr. Elizabeth (Beth) Campbell
University of Minnesota
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Dr. Margaret Luciano
Pennsylvania State University
margaret.luciano@psu.edu

Dr. Nitya Chawla
University of Minnesota
nchawla@umn.edu

Dr. Kristie Rogers
Marquette University
kristie.rogers@marquette.edu

Dr. Matt Call
Texas A&M University
mcall@mays.tamu.edu

Dr. Kelsey Medeiros
University of Nebraska at Omaha
medeiros@unomaha.edu