

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 at work
 - 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 build and sharpen our understanding of 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 rely on qualitative narratives to develop a theoretical model of the psychological processes of strategic underperformance. In Essay 2, I conduct a multidisciplinary review of related literature to develop an integrated conceptualization of strategic underperformance, synthesizing knowledge to date and areas of future research. In Essay 3, I conducted a mixed methods study investigating how gender and racial combinations nuance the social consequences of strategic underperformance, and explore what interventions may mitigate uneven effects based on strategic underperformers' demographics.

- *University of Minnesota Exemplary Dissertation Designation & Dissertation Fellowship Winner (2024)*

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 (2019)

- Majors: Management, Entrepreneurship, & Marketing
- 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)
- Boundary conditions of one's gender & racial identities
- Multilevel implications of organizational & task structure
- Mixed-methods research (e.g., experimental; field studies; qualitative; meta-analysis; integrative review)

PEER-REVIEWED RESEARCH PUBLICATIONS

- Watson, M. K., **Winchester, C. C.**, Luciano, M. M., & Humphrey, S. Structures within organizations: Taking stock and moving forward. *Journal of Management*, Conditional Accept.
- **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., & Griffith, 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 Redacted for Peer Review]

- Wanberg, C. R., **Winchester, C. C.**, Kammeyer-Mueller, J. D., & Campbell, E. M. [extraversion & listening]. Under 2nd Round Review: *Journal of Organizational Behavior*.
- **Winchester, C. C.**, Hsu, E., Campbell, E. M., & Rogers, K. M. [intentionally underperforming]. Invited Revision: *Academy of Management Journal*.
 - *Dissertation, Essay 1*
- Campbell, E. M., & **Winchester, C. C.** [High performers and stars]. Invited Revision: *Oxford Bibliographies in Management*.
- **Winchester, C. C.** & Bartels, A. L. [team fit & performance]. Under Review: *Personnel Psychology*.
 - *Finalist for the OB Division AOM Meeting Most Innovative Student Paper Award (2024)*
 - *Based on Undergraduate Thesis*
- **Winchester, C. C.** with Call, M. L., Campbell, E. M., & Hsu, E. [underperformance]. Under Review: *Journal of Management*.
 - *Dissertation, Essay 2*
- Luciano, M. M., Watson, M. K., & **Winchester, C. C.** [organizational structure]. Under Review: *Academy of Management Annals*.

WORKING PAPERS [Manuscript Drafts Available Upon Request]

- Campbell, E. M., **Winchester, C. C.**, Call, M. L., & Paine, J. W. [high performers & proactivity]. Preparing for Submission July 2024: *Journal of Applied Psychology*.
- *Bartol, K. M., *Campbell, E. M., *Dong, Y., & ***Winchester, C. C.** [leadership of teams working remotely]. Preparing for Submission Fall 2024: *Organizational Behavior and Human Decision Processes*.
 - **Denotes equal authorship contribution, order alphabetical*
- **Winchester, C. C.** [intersectionality of underperformance]. Collecting Data Summer-Fall 2024: *Academy of Management Journal*.
 - *Dare to Care Award Winner (2024)*
 - *DEI Grant Winner (2023, 2024)*
 - *Dissertation, Essay 3*

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*.
- **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.** (2024, August). *Taking the "man" and "race" out of underperformance*. Presentation at the Multi-disciplinary Academic and Research Summit, Minneapolis, MN.
- **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 Haight-Tromp, C. (Chair), *Effects of constraints on creativity: Empirical and theoretical advances*. Symposium at the American Psychological Association Conference, Virtual.

- **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, 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, FELLOWSHIPS, GRANTS, & HONORS

Field-level

- OB Division AOM Meeting Most Innovative Student Paper Award Finalist 2024
- Best Reviewer Award, Organizational Behavior Division, Academy of Management 2024
- Best Reviewer Award, Managerial & Organizational Cognition Division, Academy of Management 2023
- Best Case Award Finalist, *The CASE Journal* 2022
- Management & Organizational Behavior Teaching Society (MOBTS) Doctoral Institute Scholarship 2022
- Love of Learning Award, Phi Kappa Phi Honors Society 2020
- Outstanding Reviewer Award, Midwest Academy of Management 2019

University-level

- University of Minnesota Doctoral Dissertation Fellowship (approx. \$30,000 awarded) 2024
- Carlson School of Management Doctoral Dissertation Fellowship (approx. \$20,000 awarded) 2024
- Carlson School of Management Work & Organizations Dare to Care Award 2024
- Harold Hardy Fellowship (approx. \$15,000 awarded) 2021, 2022, 2023, 2024
- James Dworkin Fellowship (\$4,000 awarded) 2021, 2022, 2023, 2024
- Carlson School of Management Research Fellowships (approx. \$23,000 awarded) 2021, 2022, 2023, 2024
- Carlson School of Management Grant for DEI Research (\$2,500 awarded) 2023, 2024
- Work and Organizations Small Research Grant (approx. \$21,000 awarded) 2021, 2022, 2023, 2024
- Carlson PhD Student Teaching Award, U. of Minnesota 2023
- Dedication to Student Learning Award, Center for Educational Innovation, U. of Minnesota 2023
- Dean's Small Research Grant (approx. \$16,000 awarded) 2021, 2022
- Distinguished Teaching Assistant Award, U. of Minnesota 2021
- 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
- Charlie Hoff College of Business Administration Student of the Year, U. of Nebraska at Omaha 2019
- 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
- University of Nebraska Scholarships (approx. \$80,000 awarded) 2016, 2017, 2018, 2019

TEACHING EXPERIENCE

Instructor, University of Minnesota

- Leading Self & Teams (*undergraduate core 1st year course*)
 - Fall 2022 (*2 sections*)
 - *Dedication to Student Learning Award, Center for Educational Innovation*
 - *Carlson PhD Student Teaching Award, U. of Minnesota*

Instructor Ratings**5.9, 5.9 of 6.0****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)
- 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)

INVITED PRESENTATIONS

- [DisruptHR Omaha](#) (2024)
- Managerial and Organizational Cognition Division Development and Outreach for Conference Success (2024)

ACADEMIC SERVICE

Ad-hoc Journal Reviewing:

- *Organization Science* 2023 – present
- *The CASE Journal* 2020 – 2022

Ad-hoc Conference Reviewing:

- *Academy of Management's OB Division* 2021 – present
- *Academy of Management's MOC Division* 2023 – present
- *Academy of Management's HR Division* 2021 – present
- *North American Case Research Association Conference* 2020 – 2022
- *Midwest Academy of Management Conference* 2019

Service to the Field & Academy of Management

- New Doctoral Student Consortium (NDSC) Planning Committee 2021 – present
 - Chair (*elected*) 2023 – present
 - Guest Expert, Academy of Management's NDSC Podcast 2022 – 2024
 - Logistics Chair (*appointed*) 2021 – 2023
 - Panelist, "Mental Health" 2022
- PhD Student Representative (*appointed*), Organizational Behavior Division Executive Committee 2022 – present
 - PhD Student Chair, Making Connections Committee (MCC) 2022 – present
- PhD Student Representative (*appointed*), Research Methods Division Executive Committee 2022 – present
 - Committee Reviewer, Research Methods Conference Registration Scholarship 2024
 - PhD Student Chair, PDW Survey Process 2022 – 2023

- PhD Student Representative (*appointed*), CARMA 2022 – present
- Co-organizer, Professional Development Workshops (PDWs):
 - “Workaholics Anonymous: A Guided Workshop for Attaining Your Desired Work-Life Balance” 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
- Founder & Co-Lead, CARMA Rerun Summer Watch Party Series 2021 – 2023
- 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 and the University of Nebraska

- Faculty Coach, China Bridge Challenge Case Competition 2023
- Chair, Department of Work & Organizations PhD Student Social Committee 2022 – 2023
- Guest Expert Judge, University of Nebraska Business Capstone Cup 2021 – 2023
- 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 Thesis Advising

- Advisor; Alyssa Myers 2023 – 2024
 - *Thesis Award Winner, Carlson Finance & Funds Enterprise ESG Thesis Award* 2024

Undergraduate Research Experience Advising

- Independent International Research Experience Advisor; Nika Kemp 2023
- China Case Competition Coach; Yanai Sun, Alyssa Myers, Rawan Algahtani, & Junyan Tan 2023

Research/Teaching Assistants, Carlson School of Management

- Tianxiao (Shawn) Zhou (Management PhD) 2024 – Present
- Mia McGraw (Human Resources) 2024 – Present
- Keding Chen (Psychology) 2024 – Present
- Aleen Jude (Public Health) 2024 – Present
- Sarah McGraw (Neuroscience) 2024 – Present
- Andrew McArdle (Psychology) 2022 – 2024
- Alyssa Myers (International Business) 2023 – 2024
- Peyton Duncan (MIS & Finance) 2021 – 2023
- Paul Krenik (Psychology) 2022 – 2023
- Garret Laskey (Management) 2022
- John Konrad (Management) 2022
- Micah Sybesma (Finance & Accounting) 2020 – 2022
- Elias Kruse (Supply Chain) 2021 – 2022
- Isaac Stacey (Marketing, & Design) 2020 – 2022
- Kailey DeKraaker (Psychology) 2021 – 2022
- Nathaniel Sugijanto (MIS) 2021 – 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
- Managed financials & operations, hired & led part-time personnel, & communicated with clients & vendors
- Implemented and tracked social media marketing campaigns on Facebook and Instagram

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%
- Assisted in the development & rollout of an upgraded purchasing site
- Enhanced search feature on website by recoding each product label and relation to other product SKUs

Website & Graphic Designer, Freelance

- Designed visually compelling graphics and layouts for marketing materials, including conference programs, brochures, flyers, & social media content for 30+ clients
- Developed and maintained websites and web applications using HTML, CSS, & JavaScript for 4 clients
- Consulted on design creation, typography, layout design, & user interface for 30+ clients
- Integrated third-party APIs and services to enhance website functionality & user engagement

PROFESSIONAL AFFILIATIONS & CERTIFICATES

- Academy of Management (OB, RM, HR, & MOC Divisions)
- Consortium for the Advancement of Research Methods & Analysis (CARMA)
- Management & Organizational Behavior Teaching Society (MOBTS)
- Society for Industrial-Organizational Psychology (SIOP)
- Phi Kappa Phi Honors Society (PKP)
- Beta Gamma Sigma Honors Society (BGS)
- International Event & Wedding Planning Professional Certification (QC Event School)
- International Event Décor Professional Certification (QC Event School)

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. Amy Bartels
University of Nebraska-Lincoln
amy.bartels@unl.edu