Contributors

Neal M. Ashkanasy is Professor of Management in the UQ Business School at the University of Queensland. His PhD is in social and organizational psychology from the same university. Neal has published more than 300 refereed journal articles and book chapters on emotions in organizational life, leadership, organizational culture, and ethical behavior. He is editor-in-chief of the Journal of Organizational Behavior, associate editor for the Academy of Management Review, and series editor for Research on Emotion in Organizations.

Oluremi B. Ayoko is Senior Lecturer in the UQ Business School at the University of Queensland, Australia. Oluremi (Remi) received her MBA and PhD in Business Management from the same university. Her PhD is in the role of leaders in managing conflict in culturally heterogeneous workgroups. Prior to this, she has had extensive teaching experience in tertiary institutions across three nations. Her research interests include conflict, emotions, leadership, workplace diversity, and territoriality. Remi is on the editorial boards of the International Journal of Conflict Management and Negotiation and Conflict Management Research. She has published widely in highly influential journals such as Applied Psychology: An International Review, Small Group Research and International Journal of Conflict Management.

Bruce Barry is Brownlee O. Currey Jr. Professor of Management and Professor of Sociology at Vanderbilt University, Tennessee. His research on behavior at work, including negotiation, ethics, conflict, power, and justice, has appeared in numerous journals and volumes. He also writes about workplace rights and public policy issues at the intersection of business and society.

Julia Bear is Assistant Professor in the College of Business at Stony Brook University, New York. She received her PhD in Organizational Behavior from Carnegie Mellon University, Pennsylvania. Her research examines negotiation and conflict management in organizations with a focus on the influence of gender.

Kristin Behfar is Associate Professor at the Darden School of Business, University of Virginia. Kristin’s research agenda centers on the question: Why do some teams outperform others? She has addressed this via her research on team processes, conflict management, cross-cultural collaboration, and feedback and incentive structures for teams. She also writes about research methods and epistemology and teaches leadership and team decision making.

Corinne Bendersky is Associate Professor of Management and Organizations at the UCLA Anderson School of Management, California. She studies the effects of workplace conflict, status and justice on group and organizational performance. Her research has appeared in many journals and edited books, including the Academy of Management Journal, the Academy of Management Review and Organization Science. Corinne is on the editorial review boards of the Academy of Management Journal and Small Group
Contributors

Research and is Faculty Director of the Human Resources Round Table (HARRT). She received her BA from Oberlin College and her PhD from the MIT Sloan School of Management.

Katalien Bollen finalizes her PhD on ‘Mediation in hierarchical labor conflicts’ at the University of Leuven (Belgium) in 2014. She teaches mediation, conflict management and group dynamics at the research group Occupational and Organizational Psychology and Professional Education (KULeuven). She is affiliated to the Leuven Center for Collaborative Management and is doing research and consultancy on mediation, conflict management and negotiation. Katalien is a trained and certified mediator. She has published in a variety of academic journals and contributed to several books and professional publications focusing on the role of power, emotions and computer-based technology in mediation.

Jeanne Brett is DeWitt W. Buchanan, Jr. Distinguished Professor of Dispute Resolution and Organizations and the Director of the Dispute Resolution Research Center, Kellogg School of Management, Northwestern University, Illinois. Jeanne’s research documents show how negotiators use negotiation strategy, what causes these differences, and how to adjust strategy to negotiate effectively around the world. She is the author of numerous journal articles, negotiation teaching materials, and two award-winning books: Getting Disputes Resolved with William Ury and Stephen Goldberg, and the single-authored Negotiating Globally. She initiated Kellogg’s MBA courses in negotiations in 1981 and in cross-cultural negotiations in 1994. She was a founder in 1986 and continues to be the director of Kellogg’s Dispute Resolution Research Center. She has received numerous career awards for her scholarship and has taught, consulted with, and coached negotiators to managers from some of the world’s largest global companies.

Ethan Burris is Associate Professor of Management at the McCombs School of Business at the University of Texas at Austin. He received his PhD from Cornell University. His current research focuses on understanding the antecedents and consequences of employees speaking up or staying silent in organizations; leadership behaviors, processes, and outcomes; and the effective management of conflict generated by multiple perspectives.

Ronda R. Callister is Professor of Management, Huntsman School of Business, Utah State University. Her work appears in Academy of Management Review, Academy of Management Journal, Journal of Applied Psychology and Journal of Management, among others. She studies expressions of anger in organizations, conflict management and mediation.

Nancy Yi-Feng Chen is Associate Professor of Management and the Director of MSs Program of Human Resource Management and Organizational Behaviour at Lingnan University, Hong Kong. Her research interests include conflict management, leadership and teamwork, cross-cultural management, cooperative and competitive relationships, and the role of Chinese values and thought. She has published more than 30 papers in academic journals and one book on conflict management.

Donald E. Conlon is Eli Broad Professor of Management at the Broad College of Business at Michigan State University. His research focuses on organizational justice, conflict and negotiation, and managerial decision making. He is a past president of the
International Association for Conflict Management, as well as past division chair of the Conflict Management Division of the Academy of Management.

**Reinout E. de Vries** is Associate Professor at the VU University Amsterdam. His main research interests are in the areas of personality, communication styles, and leadership. Recent work has focused on the construction of a six-dimensional Communication Styles Inventory (CSI), the Brief HEXACO Inventory (BHI), and the relation between self- and other-rated HEXACO personality and different leadership styles. More information on Reinout and his publications can be found here: http://www.psy.vu.nl/en/about-the-faculty/faculty-staff/staff-t-z/vries-r-e-de/index.asp.

**Frank R. C. De Wit** obtained his PhD in social and organizational psychology from Leiden University, Netherlands. He currently is a postdoctoral research fellow at the Melbourne Business School, Australia. His research focuses on the relationship between intragroup conflict and individual and group performance, and the biological underpinnings of these relationships.

**Ståle Einarsen** is Professor of Work and Organizational Psychology at the University of Bergen, Norway, where he acts as head of the Bergen Workplace Bullying Research Group. He is the author of more than 100 journal articles and co-editor of *Bullying and Harassment at Work: Developments in Theory, Research and Practice* (2011).

**Martin C. Euwema** is full Professor in Organizational Psychology and chair of the Research Group in Occupational and Organisational Psychology and Professional Education at the University of Leuven (Belgium). He is director of the Leuven Center for Collaborative Management, and past president of the International Association for Conflict Management. Martin’s research interests and teaching are related to conflict management, mediation, leadership, and team and organizational development, on which he has published more than 100 articles, chapters and books. He has extensive experience as a consultant and mediator.

**Amanda J. Ferguson** is Assistant Professor of Management at Northern Illinois University. She earned her PhD in Organisational Behaviour from London Business School. Her research focuses on the interplay between intergroup relationships and intragroup dynamics, particularly group boundary spanning, group identity, conflict, and trust.

**Colin M. Fisher** is Assistant Professor of Organizational Behavior at Boston University. His research focuses on the importance of timing in helping teams and individuals stimulate creativity, learning, and change. His research on improvisation in organizations was inspired by his prior career as a jazz trumpet player. He received his PhD in Organizational Behavior from Harvard University.

**Michele J. Gelfand** is Professor of Psychology and Distinguished University Scholar Teacher at the University of Maryland, College Park. Her research explores cultural influences on conflict, negotiation, revenge and forgiveness, diversity in organizations, and theory and methods in the study of culture.

**Donald E. Gibson** is Dean and Professor of Management at the Charles F. Dolan School of Business, Fairfield University, Connecticut. His research examines organizational

**Ellen Giebels** is Professor and Head of the Department of Psychology of Conflict, Risk and Safety at the University of Twente, the Netherlands. Her work focuses on a better understanding of high-stakes, real-world conflicts and how they might be resolved peacefully. Her work has been published in leading journals such as the *Journal of Applied Psychology* and *Criminal Justice and Behavior*. In 2012 she received the Rubin Theory-to-Practice-Award, co-sponsored by IACM and the Harvard Program on Negotiation.

**Barbara Gray** is Professor and Faculty Fellow, Emerita and former Director of the Center for Research in Conflict and Negotiation in the Smeal College of Business (Penn State University). She studies multiparty conflict, collaboration and institutional processes. In addition to three books her work has appeared in *Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Organization Science, Human Relations*, and other journals.

**Lindred L. Greer** is Assistant Professor of Organizational Behavior at the Stanford Graduate School of Business. Lindred’s work focuses on how teams are composed in terms of power, status, and leadership structures, and when and why particular forms of team composition may fuel power struggles and conflicts within organizational teams. Her research appears in academic journals such as *Journal of Applied Psychology, Organizational Behavior and Human Decision Processes*, and *Science*.

**Erika Hall** is a graduate student in the Management and Organizations department of the Kellogg School of Management at Northwestern University. She conducts research on topics related to race, gender, and prejudice.

**Katherine Hamilton** is a lecturer in the College of Information Sciences and Technology at Penn State University. She received her PhD in Industrial/Organizational Psychology at Penn State with a minor in Management and Organization Behavior. Her research interests primarily focus on developing the effectiveness of teams, particularly in the areas of team cognition, team conflict, and virtual teams.

**Jesse R. Harrington** is a third-year graduate student and National Science Foundation Graduate Fellow working with Dr. Michele Gelfand at the University of Maryland, College Park. He is interested in issues of culture at multiple levels of analysis, including the group, organizational, regional, and national levels.

**Astrid C. Homan** is a tenured Assistant Professor of Work and Organizational Psychology at the University of Amsterdam. Her research interests include team diversity, team processes and performance, leadership, and power, focusing mainly on the contextual determinants of the functioning of groups in organizations. She has published her work in *Journal of Applied Psychology, Academy of Management Journal, Journal of Personality and Social Psychology*, and *Psychological Science*.

**Karen A. Jehn** is Professor of Management (Organisational Behaviour) at Melbourne Business School, Australia. She earned her PhD from Northwestern University, Illinois.

**Peter J. Jordan** is Professor of Organizational Behavior in the Griffith Business School, Griffith University, Australia. He gained his PhD in management at the University of Queensland. His current research interests include emotional intelligence, emotions in organizations, team performance, and leadership.

**Aimée A. Kane** holds a PhD in organizational behavior from the Tepper School of Business at Carnegie Mellon University, Pennsylvania. She currently works as Assistant Professor at the Palumbo-Donahue School of Business at Duquesne University, Pennsylvania. Her research explores the conditions under which people, who are separated by group boundaries (such as newcomer vs. old-timer status, organizational divisions, and national cultures) learn from and collaborate effectively with one another.

**Si-Hyun Kim** is Assistant Professor of Management and Leadership at the University of La Verne, California. Her current research interests include organizational justice and ethical issues at work. Her dissertation focuses on the relationships between employee performance, customers’ perceived overall justice, and customer satisfaction.

**M. Audrey Korsgaard** is Professor of Management and Organizational Behavior at the University of South Carolina’s Darla Moore School of Business. Her research addresses the dynamics of conflict and trust building in dyads and small groups as it applies to leadership, teams, and the management of new ventures, and has been published in numerous top-tier scholarly journals. She serves as a Contributing Editor to the *Journal of Applied Psychology* and is on the boards of the *Journal of Organizational Behavior* and the *Journal of Management*.

**Lisa M. Leslie** is Associate Professor of Management in the Stern School of Business at New York University. Professor Leslie earned a PhD and an MA in Organizational Psychology from the University of Maryland and an AB in Social Psychology from Princeton University. Her areas of expertise include diversity in organizations, cross-cultural organizational behavior, and conflict management.

**Roy J. Lewicki** is Irving Abramowitz Professor of Management and Human Resources Emeritus at the Max M. Fisher College of Business, The Ohio State University. He has a PhD in Social Psychology from Columbia University. Roy maintains research and teaching interests in the fields of negotiation, conflict management and dispute resolution, trust development, managerial leadership, organizational justice and ethical decision making.

**Elizabeth Long Lingo** is Adjunct Assistant Professor of Innovative Leadership at Philadelphia University’s Kanbar College of Design, Engineering, and Commerce. Her
research focuses on how leaders, entrepreneurs, and change agents manage ambiguity, harness multidisciplinary expertise, and negotiate the collective creative process. Elizabeth, who was founding director of Vanderbilt’s Curb Creative Campus Initiative, specializes in working with universities, businesses, and nonprofits, seeking to advance creative projects, change initiatives, and innovative solutions to problems. Elizabeth earned her PhD in Organizational Behavior at Harvard Business School.

Brian Lucas is a graduate student in the Management and Organizations department of the Kellogg School of Management at Northwestern University, Illinois. He conducts research on topics related to morality, ethical behavior, and decision making.

Kathleen L. McGinn is the Cahners-Rabb Professor of Business Administration at Harvard Business School and Chair of Harvard Business School's Doctoral Programs. Kathleen studies the role of gender at work and in negotiations. Her current field research investigates these issues in North and Central American professional service firms, among self-employed women in India, and in relation to health and welfare outcomes for young women in Zambia.

Susan Mohammed is Associate Professor of Industrial/Organizational Psychology at Penn State University, Pennsylvania. She received her PhD from Ohio State University. Her research focuses on teams and decision making, with a special emphasis on team cognition, team composition/diversity, and the role of time in team research.

Michael Muchiri is Senior Lecturer in Human Resource Management within the School of Management, RMIT University, Australia. Michael obtained his PhD from the University of New England, Australia. His research interests include transformational leadership and positive leader behaviors. Michael has published several articles on the topic of leadership in the Journal of Occupational and Organizational Psychology, Leadership & Organization Development Journal and the International Journal of Organisational Behaviour. Michael is on the editorial advisory board of the Leadership & Organization Development Journal.

Pankaj C. Patel is Associate Professor of Management at the Miller College of Business at Ball State University, Indiana. His research focus is on governance and technology and the dark side of organizational behavior.

Randall S. Peterson is Professor of Organisational Behaviour at London Business School. His research focuses on how chief executive officer (CEO) personality affects top management team interaction and firm performance, the effects of member personality on group performance, and the effects of conflict in groups – including an influential study of the crucial role trust plays in getting the benefits of task conflict without the costs of relationship conflict in top management teams.

Robin L. Pinkley is Professor of Management and Organizations and the founder of the M2M Center for Profitable Negotiation. Her research interests include the development of the gain-gain approach to negotiation, negotiator power, and meaning as value in negotiation (value context theory). She is co-author (along with Greg Northcraft) of the book Get Paid What You’re Worth: The Expert Negotiators’ Guide to Salary and Compensation and past president of the International Association for Conflict Management. Robin
consults with government organizations in nine countries and corporations such as General Electric, JPMorgan Chase, NASA, Southwest Airlines, and Yahoo!

**Robert E. Ployhart** is the Bank of America Professor of Business Administration in the Management Department at the University of South Carolina’s Darla Moore School of Business. His recent research focuses on the intersection of psychology and organizational strategy. He has published over 100 articles and chapters, and serves as Associate Editor for the *Journal of Applied Psychology*.

**Jeffrey T. Polzer** is the UPS Foundation Professor of Human Resource Management in the Organizational Behavior Unit at Harvard Business School. He received his PhD from the Kellogg Graduate School of Management at Northwestern University, Illinois. He studies how people collaborate effectively in diverse teams.

**Richard A. Posthuma** is Ellis and Susan Mayfield Professor of Management in the College of Business Administration at the University of Texas at El Paso. He has published on many topics including conflict management, high-performance work practices, justice, and international/cross-cultural issues. He is Editor of the *International Journal of Conflict Management*.

**Marleen Redeker** works as a consultant at Berenschot, Netherlands. Prior to this, she studied leadership with a focus on circumplex theory and 360° feedback at the VU University of Amsterdam. She completed her PhD dissertation, ‘Around leadership: using the leadership circumplex to study the impact of individual characteristics on perceptions of leadership,’ in 2012.

**Erin M. Rehel** completed her PhD in sociology from Vanderbilt University in 2013. Her research focused on fatherhood, work-family fit, and social policy. She now works as a research consultant for a health care consulting company in Washington, DC.

**Floor Rink** holds a PhD in Social Psychology from Leiden University (Netherlands) and is currently Associate Professor at the University of Groningen, also in the Netherlands. Her work focuses on social psychological mechanisms underlying group behavior. She examines the role of identity issues in the interplay between individuals and groups. She is particularly interested in team responses to deviance and status differentiations, which includes team receptivity to newcomers.

**Sonja Rispens** is Assistant Professor in Organizational Behavior at the Eindhoven University of Technology in the Netherlands. She obtained her PhD in social and organizational psychology at Leiden University. Her research interests revolve primarily around issues of conflict and deviance at work, including consequences of asymmetric perceptions in groups and dyads. She has published in several academic books and journals including *Academy of Management Journal*.

**Jeffrey Sanchez-Burks** is Associate Professor of Management and Organizations and Director of the Executive MBA Leadership Program at the University of Michigan’s Stephen M. Ross School of Business. His research examines the social psychology of organizational behavior. Jeffrey has taught managers in over 30 countries and currently serves on the editorial boards of the *Journal of Personality and Social Psychology* and *Organization Science*. 
Patricia Satterstrom is a doctoral candidate in Management at Harvard Business School. She conducts both lab and field studies on power, status, creativity, and communication in diverse teams. Her current work explores how patients who are part of innovation teams can help create meaningful organizational change in primary care settings.

John E. Sawyer is Professor of Management and the Associate Provost, Office of Institutional Research and Effectiveness, University of Delaware. Sawyer’s research has focused on individual and group decision making, creativity and performance. His research has been published in top management, information technology, engineering management and applied psychology academic journals.

Daan Scheepers obtained his PhD in social psychology from the University of Amsterdam, Netherlands. He is Associate Professor of Social and Organizational Psychology at Leiden University. His main research interests center on the motivational aspects of group processes and intergroup relations.

Maurice E. Schweitzer is Cecilia Yen Koo Professor of Operations and Information Management at the Wharton School at the University of Pennsylvania. His research focuses on emotions, trust, ethical decision making, and the negotiation process. He has published in management, psychology, and economics journals, including *Academy of Management Journal*, *Journal of Personality and Social Psychology*, and *American Economic Review*.

Debra L. Shapiro is the Clarice Smith Professor at the University of Maryland’s (UMD) Robert H. Smith School of Business and formerly the Willard J. Graham Distinguished Professor at the University of North Carolina’s (UNC) Kenan-Flagler Business School. Debra led each college’s PhD Program (as Associate Dean 1998–2001 at UNC and 2008–11 at UMD). Debra is a Fellow and President-Elect of the Academy of Management. Her research focuses on strategies for managing conflict and perceived injustice in organizations amongst individuals and within (cross-functional, culturally-diverse, and self-managing) teams.

Shin-I Shih is a graduate student in the Industrial/Organizational Psychology program at Penn State University with a minor in Statistics and Measurement. Her research interests focus on individual and team decision making. She has participated in research projects in the areas of team cognition, team learning, and computer-supported collaborations.

Joo Seng Tan is Associate Professor of Management at Nanyang Business School, Singapore. His research is in the area of cultural intelligence, negotiation and conflict management. He is interested in all things ‘cultural’; there are times he feels he is neither ‘global’ nor ‘local’ (nor ‘glocal’).

Rachel Tesler is a recent graduate of the Industrial/Organizational Psychology doctoral program at Penn State University, with a minor in Statistics. Her research centers on team effectiveness, particularly with respect to team cognition and team training interventions, in addition to organizational climate and the effects of perceptual misalignment between leaders and followers.

Sherry M. B. Thatcher is a Professor in the Management Department of the Darla Moore School of Business at the University of South Carolina. She received her PhD in organizational behavior from the Wharton Business School at the University of...
Leigh Thompson joined the Kellogg School of Management (Northwestern University, Illinois) in 1995. She is the J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations. Leigh is the director of the Kellogg Team and Groups Research Center and directs the Leading High Impact Teams, Constructive Collaboration, and Negotiation Strategies executive programs. An active scholar and researcher, she has published over 110 research articles and chapters and has authored 10 books.

Dean Tjosvold is Henry Y. W. Fong Chair Professor of Management, and Academic Dean in Business, at Lingnan University, Hong Kong. He has published over 200 articles, 20 books, 30 book chapters, and 100 conference papers on managing conflict, cooperation and competition, decision making, power, and other management issues. He is now Associate Editor for *Journal of Organizational Behavior*, and Asian Editor for *Journal of World Business*.

Gergana Todorova is Assistant Professor in the Department of Management at the School of Business Administration, University of Miami. She received her PhD in Organizational Behavior from Carnegie Mellon University, Pennsylvania. Her research examines group dynamics with a focus on conflict, emotions, and group cognition.

Ashlea C. Troth is Associate Professor at the Griffith Business School, Griffith University, Australia. She gained her PhD in psychology at the University of Queensland. Her current research interests include taking a multilevel approach to the study of emotional processes such as emotional regulation and emotional intelligence and the consequences for communication and performance outcomes.

Elze G. Ufkes is Assistant Professor at the Department of Psychology of Conflict, Risk, and Safety (PCRS) of the University of Twente, the Netherlands. Using both field and experimental methods his work focuses on the question of how asymmetric aspects of conflict situations – such as asymmetric conflict positions or differences in group status – influence peoples’ responses in interpersonal and intergroup conflicts.

Michael D. Ulrich is a doctoral student studying Human Resources and Management in the Moore School of Business at the University of South Carolina. Prior to his doctoral program he was a research associate with The RBL Group. He holds an MA in Statistics from Brigham Young University, Utah.

Evert Van de Vliert is Professor Emeritus at the University of Groningen in the Netherlands. He is the author of more than 200 publications in the area of social psychology applied to dyads, groups, organizations, and nations, including the book *Climate, Affluence, and Culture* (2009). In 2005, he received the Lifetime Achievement Award of the International Association for Conflict Management.

Kim J. P. M. van Erp is a lecturer at the Department of Psychology of Conflict, Risk, and Safety (PCRS) of the University of Twente, the Netherlands. Her research focuses on conflict in a wide variety of high-stake situations. She is interested in the possibilities of training interventions to enhance individual and group resources in order to diminish the possible negative effects of conflict in high-stake situations.
Roger Volkema is Associate Professor of Organizations at Pontificia Universidade Catolica in Rio de Janeiro, Brazil, and Emeritus Associate Professor at the American University in Washington, DC. He earned his PhD from the University of Wisconsin-Madison. In 1988 he was a Fulbright Fellow to Brazil. His primary research interests include negotiation, international management, and ethics.

Robert Wei is a Business Analyst at Google. He received his MA in Statistics from the Harvard Graduate School of Arts and Sciences. He has worked collaboratively as a research assistant with Jeffery Polzer and Patricia Satterstrom of the Organizational Behavior Unit at Harvard Business School. His research interests include power dynamics in organizations with an emphasis on promotions and incentives.

Laurie R. Weingart is the Carnegie Bosch Professor of Organizational Behavior at the Tepper School of Business, Carnegie Mellon University, Pennsylvania. Her research examining negotiation, team conflict, and innovation has been published in top-tier management and psychology journals. She has served in leadership positions in several professional associations (Academy of Management, International Association for Conflict Management, INGRoup) and is the incoming Co-Editor of Academy of Management Annals.

Kristie M. Westerlaken is Officer in Ethics and Integrity at Griffith University, Australia. She gained her PhD in Management at Griffith University. Her research interests include psychological and employee entitlement, psychopathy, and deviant behavior at work.

Alfred Wong is Associate Professor of Management at Lingnan University, Hong Kong. He has research interests in the areas of leadership, co-operation and competition, and supply chain management. He has published research articles in a variety of international journals.