

CURRICULUM VITAE

Paul E. Tesluk

Department of Management and Organization
Robert H. Smith School of Business
4554 Van Munching Hall
University of Maryland, College Park
College Park, MD 20742-1815
phone: (301) 405-4968 / fax: (301) 314-8787
e-mail: ptesluk@rhsmith.umd.edu

CURRENT POSITION

2008-present Co-Chair, Department of Management & Organization
2003-present Associate Professor, Organizational Behavior and Human Resource
Management, Department of Management & Organization (and Affiliate
Professor in Department of Psychology)

2001- present Co-Director, Center for Human Capital, Innovation and Technology

PRIOR ACADEMIC POSITIONS

1999-2003 Assistant Professor, Organizational Behavior and Human Resource
Management, Department of Management & Organization

1996- 1999 Assistant Professor, Department of Psychology, Tulane University

EDUCATION

Ph.D., 1996 **The Pennsylvania State University**
Major: Industrial/Organizational Psychology
Minor: Management & Organization

M.S., 1994 **The Pennsylvania State University**
Major: Industrial/Organizational Psychology
Minor: Management & Organization

B.S., 1991, with Honors **Cornell University**
Major: Industrial and Labor Relations

RESEARCH

Articles in Refereed Journals

Dragoni, L., Tesluk, P.E., Russell, J.E.A., & Oh, I.S. (in press). Understanding managerial development: Integrating developmental assignments, learning orientation and access to developmental opportunities in predicting managerial competencies. *Academy of Management Journal*.

- Tekleab, A., Sims, H., Yun, S., Tesluk, P., & Cox, J. (in press). Are we on the same page? Effects of self awareness of empowering and transformational leadership. *Journal of Leadership and Organizational Studies*, 14(3).
- Marrone, J.A., Tesluk, P.E., & Carson, J.B., (in press, Dec 2007 issue). A multilevel investigation of the antecedents and consequences to team member boundary spanning. *Academy of Management Journal*.
- Quigley, N., Tekleab, A., & Tesluk, P.E. (in press). Comparing consensus and aggregation based methods of measuring team-level variables: The role of relationship conflict and conflict management processes. *Organizational Research Methods*.
- Gupta, A.K., Tesluk, P.E., & Taylor, M.S. (2007). Innovation at and across multiple levels of analysis. *Organization Science*, 18: 885-897. [Introduction to Special Issue on Innovation at and Across Multiple Levels of Analysis; Served as Co-Guest Editor]
- Carson, J.B., Tesluk, P.E., & Marrone, J.A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal*, 50: 1217-1234.
- Quigley, N., Tesluk, P.E., Bartol, K.M., & Locke, E.A. (2007). A multilevel investigation of the motivational mechanisms underlying knowledge sharing and performance. *Organization Science*, 18: 71-88
- Kirkman, B.L., Rosen, B., Tesluk, P., & Gibson, C.B. (2006). Enhancing the transfer of computer-assisted training proficiency in geographically-distributed teams. *Journal of Applied Psychology*, 91: 706-716.
- Takeuchi, R., Tesluk, P.E., Yun, S., & Lepak, D. (2005). An integrative view of international experiences: An empirical examination. *Academy of Management Journal*, 48: 85-100.
- Kirkman, B.L., Rosen, B., Tesluk, P., & Gibson, C.B. (2004). The impact of team empowerment on virtual team performance: The moderating role of face-to-face interaction. *Academy of Management Journal*, 47: 175-192.
- *Findings summarized in the "Economist" (June, 2004)*
- Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2004). The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness. *Group & Organization Management*, 29: 334-368.
- Kirkman, B.L., Rosen, B., Gibson, C.B., and Tesluk, P., & McPherson, S. (2002). Five challenges to virtual team success: Lessons from Sabre, Inc. *Academy of Management Executive*, 16(3): 67-79.
- *Awarded "honorable mention" for consideration as the best article in Academy of Management Executive, 2003, by the Academy of Management.*

- Takeuchi, R., Yun, S., Tesluk, P.E. (2002). An examination of crossover and spillover effects of spouse's and expatriate's cross-cultural adjustment on expatriate outcomes. *Journal of Applied Psychology*, 87: 655-666.
- Burke, M.J., Sarpy, S.A., Tesluk, P.E., & Smith-Crowe, K. (2002). General safety performance: The hazardous waste worker domain. *Personnel Psychology*, 55: 429-457.
- *Awarded "honorable mention" for consideration for the Scholarly Achievement Award for best publication in Human Resources in 2002, by the Human Resources Division, Academy of Management.*
- Kaufman, J.D., Stamper, C.L., & Tesluk, P.E. (2001). Do supportive organizations make for good corporate citizens? *Journal of Managerial Issues*, 8: 436-449.
- Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2001). Alternative methods of assessing team-level variables: comparing the predictive power of aggregation and consensus methods. *Personnel Psychology*, 54: 645-667.
- Landis, R. S., Beal, D. J., & Tesluk, P. E. (2000). A comparison of approaches to forming composite measures in structural equation models. *Organizational Research Methods*, 3: 186-207.
- Vance, R. J., & Tesluk, P. E. (1999). A systems perspective on employee involvement and organizational effectiveness. *Group & Organization Management*, 24: 269-270.
- Tesluk, P. E., Vance, R. J., & Mathieu, J. E. (1999). Examining employee involvement in the context of participative work environments. *Group & Organization Management*, 24: 271-299.
- Tesluk, P. E., & Mathieu, J. E. (1999). Overcoming roadblocks to effectiveness: Incorporating management of performance barriers into models of work group effectiveness. *Journal of Applied Psychology*, 84: 200-217
- Skarlicki, D., Folger, R., & Tesluk, P. (1999). Personality as a moderator in the relationship between fairness and retaliation. *Academy of Management Journal*, 42: 100-108.
- Tesluk, P. E., & Jacobs, R. J. (1998). Toward an integrated model of work experience. *Personnel Psychology*, 51: 321-355.
- *Awarded the William A. Owens Scholarly Achievement Award – presented by the Society for Industrial-Organizational Psychology for the best publication in the field appearing in 1998.*
- Farr, J. L., & Tesluk, P. E. (1997). Bruce V. Moore: First president of Division 14. *Journal of Applied Psychology*, 82: 478-485.
- Tesluk, P. E., Farr, J. L., & Klein, S. R. (1997). Influences of organizational culture and climate on individual creativity. *Journal of Creative Behavior*, 31(1): 27-41.

Tesluk, P. E., Farr, J. L., Mathieu, J. E., & Vance, R. J. (1995). Generalization of employee involvement training to the job setting: Individual and situational effects. *Personnel Psychology*, 48: 607-632.

Griffin, M. A., Tesluk, P. E., & Jacobs, R. R. (1995). Effects of bargaining cycles on work-related attitudes: Evidence for threat-rigidity effects. *Academy of Management Journal*, 38: 1709-1725.

Chapters in Books & Invited Articles (and other non-refereed publications)

Mathieu, J.E., & Tesluk, P.E. (in press). A multi-level perspective on training and development effectiveness. To appear in: S.W. J. Kozlowski & E. Salas, *Learning, Training, and Development in Organizations*. SIOP Frontiers Book Series, Mahwah, NJ: LEA.

Takeuchi, R., Tesluk, P. E., & Marinova, S. V. (in press). Role of international experiences in the development of cultural intelligence. To appear in *Cultural Intelligence: An introduction*. Andhra Pradesh, India: IFCAI University Press.

Sachwald, J., & Tesluk, P.E. (2005). Leading change in community corrections: Embracing transformational leadership. *Topics in Community Corrections*. Washington, DC: U.S Department of Justice/National Institute of Corrections.

Gerstner, C., & Tesluk, P. (2005). Peer leadership in self-managing teams: Examining team leadership through a social network analytic approach. In G. Graen (Ed.), *LMX Leadership: The Series* (pp. 131-151). Greenwich, CT: Information Age Publishing Inc.

Tesluk, P.E., & Quigley, N. (2003). Group and normative influences on health and safety. In D. Hofmann & L. Tetrick (Eds.), *Individual and Organizational Health*. San Francisco: Jossey-Bass.

Farr, J. L., Sin, H. P., & Tesluk, P. E. (2003). Knowledge management processes and work group innovation. In L. V. Shavinina (Ed.), *International Handbook on Innovation* (pp. 574-586). Oxford, UK: Elsevier Science.

Tesluk, P.E., Hofmann, D.A., & Quigley, N. (2002). Integrating the linkages between organizational culture and individual outcomes at work. In S. Sonnentag (Ed.), *The Psychological Management of Individual Performance: A Handbook in the Psychology of Management in Organizations*, (pp. 442-470). Sussex, England: John Wiley & Sons, Ltd.

Farr, J. L., Tesluk, P. E., & Klein, S. R. (1998). Organizational structure of the workplace and the older worker. In K. W. Schaie & C. Schooler (Eds.), *Impact of Work on Older Adults* (pp. 143-185). New York: Springer Publishing Company.

Tesluk, P., Zaccaro, S. J., Marks, M., & Mathieu, J. (1997). Task and aggregation issues in the analysis and assessment of team performance. In M. Brannick, E. Salas, & C. Prince (Eds.), *Assessment and Measurement of Team Performance: Theory, Research & Applications*, (pp. 197-224). Greenwich, CT: JAI Press.

Manuscripts under Revision/Review at Refereed Journals

- Hill, S., Bartol, K., Tesluk, P., Langa, G. (under second review). Organizational culture and face-to-face interaction: Influences on the development of trust and cooperation in computer-mediated collaboration. *Organizational Behavior and Human Decision Processes*.
- Gibson, C.B., Cohen, S.G., Gibbs, J.L., Tanko, T.L. & Tesluk, P.E. (under first review). Is everybody out there? The impact of virtuality on individual psychological states and outcomes. *Administrative Science Quarterly*.
- Tekleab, A., Quigley, N., & Tesluk, P.E. (under first review). A longitudinal study of team conflict, conflict management, cohesion, and team effectiveness. *Group & Organization Management*.
- Jaing, L., Clark, K.D., Collins, C.J., Smith, K.G., & Tesluk, P.E. (under first review). TMT potency and firm innovation: a contingency perspective. *Strategic Management Journal*.

Working Papers

- Tesluk, P.E., & Gerstner, C. (2007). Interactive effects of different forms of external team leadership on team processes and performance. Target journal: *Journal of Applied Psychology*.
- Tesluk, P.E., Kirkman, B.L., & Cordery, J.L. (2007). Effects of work unit cynicism on efforts to implement self-managing leadership in work groups. Target journal: *Journal of Management*.
- Wouters, K., Tesluk, P.E., & Buyens, D. (2007). Managerial learning from high responsibility assignments: The role of perceived challenge and emotions of pleasant activation. Target journal: *Journal of Applied Psychology*
- DeCelles, K.A., Tesluk, P.E., & Taxman, F.S. (2007). Managing cynicism in the face of incremental organizational change: The role of transformational leadership and LMX. Target journal: *Administrative Science Quarterly*.
- Tesluk, P.E., DeCelles, K.A., Shapiro, D.L., & Taxman, F.S. (2007). Seeing the other side: The role of perspective taking in facilitating cross-unit collaboration. Target journal: *Academy of Management Journal*.

Technical Reports

- Kirkman, B., Tesluk, P., Gibson, C., & Rosen, B. (2001). *Creating Conditions for Virtual Team Effectiveness*. Feedback report prepared for Sabre, Inc., as part of a applied research project on virtual team effectiveness.
- Tesluk, P., & Lepak, D. (2000). *Hourly Associate Value Proposition Research Report*. Final report provided to Marriott International on retention of hourly associates.

Tesluk, P. (1998). *Assessment of The Effectiveness of The Incentive Plan In The Assembly Division*. Final report provided to Laitram Corporation. Department of Psychology, Tulane University, New Orleans, LA.

Tesluk, P. E., & Mathieu, J. E. (1996). *Winter Road Crew Effectiveness Project Report and Recommendations*. Technical Report Provided to Engineering Districts 1-0 and 3-0 of The Pennsylvania Department of Transportation. Department of Psychology, The Pennsylvania State University, University Park, PA.

Landy, F. J., Vance, R. J., Tesluk, P. E., & Stevens, J. (1993). *An Assessment of Pennsylvania Department of Transportation's Employee Involvement Processes: Final Report*. Center for Applied Behavioral Sciences, The Pennsylvania State University, University Park, PA.

Book Reviews

Tesluk, P.E. (2001). Review of: M.E. Turner (Ed.), *Groups at work: Theory and research*. *Personnel Psychology*, 54: 750-754.

Tesluk, P.E. (2001). Review of: K.J. Klein & S.W.J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations*. *Personnel Psychology*, 54: 245-248.

PRESENTATIONS OF PROFESSIONAL PAPERS

Published Refereed Conference Proceedings

Vance, R. J., & Tesluk, P. E. (1993). Factors affecting the success of an employee involvement program. *Achieving organizational success through innovative human resource strategies: Proceedings of the 1993 research symposium*, (pp. 107-132). Princeton, NJ: Princeton Academic Press.

Chaired Refereed Conference Sessions

Development and Success of Management and Leadership Talent in a Netcentric Economy. P. Tesluk (Chair), Symposium presented at the Annual Academy of Management Meeting, Denver, CO, August, 2002.

New Directions in The Measurement and Assessment of Extra-Role Behavior Constructs. J. Kaufman & P. Tesluk (Co-Chairs), Symposium presented at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA, April, 1999.

Understanding and Utilizing Work Experience: Theory, Method, and Practice Perspectives. P. Tesluk (Chair). Symposium presented at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA, April, 1999.

New Approaches to The Role of Leadership in Team Environments: Exploring What Matters Most for Work Team Effectiveness. P. Tesluk (Chair). Symposium presented at the Academy of Management 1998 Meeting. San Diego, CA, August, 1998.

Work Teams And Their Environments: Exploring The Dynamic Team-Context Relationship. P. Tesluk & J. Mathieu (Co-Chairs), Symposium presented at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO, April, 1997.

Refereed Conference Paper and Poster Presentations

Carson, J., & Tesluk, P. (August, 2007). *Leadership from within: A look at leadership roles in teams*. Paper presented at Annual Academy of Management Meetings. Philadelphia, PA.

DeCelles, K.A., Tesluk, P.E., & Taxman, F.S. (August, 2007). *Managing cynicism in the face of incremental organizational change: The role of transformational leadership and LMX*. Paper presented at Annual Academy of Management Meetings. Philadelphia, PA.

Wouters, K., Tesluk, P.E., & Buyens, D. (April, 2007). Learning from managerial assignments: The role challenge and emotions of pleasant activation. In S. Zaccaro, K. langkamer, Z. Horn (Co-Chairs), *Self-development and work experiences as pathways to leader development*. Symposium presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology. New York, NY.

Tesluk, P. (August, 2006). Symposium Discussant. In Taj Neilson (Chair), *Information sharing within teams*. Symposium presented at the Annual Academy of Management Meetings. Atlanta, GA.

Marinova, S., & Tesluk, P. (August, 2006). A good citizen or a good soldier? An organizational culture perspective on OCB roles and behaviors. In D. Chiaburu & S. Marinova (Co-Chairs), *Advances in Understanding OCB at Work: From Social Exchanges to Contingency Perspectives*. Paper presented at the Annual Academy of Management Meetings. Atlanta, GA.

Quigley, N., & Tesluk, P. (April, 2006). The Moderating Influence of Average Team Member Emotional Stability on the Team Performance Feedback-Team Efficacy Relationship. In C Collins & J. Mathieu (Co-Chairs), *Recent Developments in Efficacy Research: Interventions and Temporal Relationships*. Symposium presented at the 21st Annual Society for Industrial and Organizational Psychology Conference. Dallas, TX.

Tesluk, P. (April, 2006). Panelist. In D. Scheichinger (Chair), *Making the Move from Psychology to B-Schools: Issues to Consider*. Panel discussion at the 21st Annual Society for Industrial and Organizational Psychology Conference. Dallas, TX.

Tesluk, P. (August, 2005). Symposium Discussant. In J Marone (Chair), *Exploring the Boundary: New directions in team boundary management research*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.

Carson, J., & Tesluk, P. (August, 2005). *Shared leadership in autonomous work teams: An investigation of antecedents and outcomes*. Paper presented at Academy of Management 2005 Meeting. Honolulu, HI.

Tekleab, A., Quigley, N., & Tesluk, P. (August, 2005). When does the method of measuring team level constructs matter? In C. Collins & C. Mason (Co-Chairs), *Measuring group constructs*:

alternative methods to provide novel insights into group level variables. Symposium presented at Academy of Management 2005 Meeting. Honolulu, HI.

- Tesluk, P., Dragoni, L., Van Katwyk, & P. (April, 2004). *Work experiences and developmental outcomes in middle managers and executives.* Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology. Chicago, IL, April, 2004.
- Jiang, L., Smith, K., & Telsuk, P. (August, 2004). Top Management Team Motivation and Firm Innovation. In W. Shen (Chair), *TMTs: Characteristics and consequences.* Symposium presented at Academy of Management 2004 Meeting. New Orleans, LA.
- Takeuchi, R., Marinova, S., & Tesluk, P. (August, 2004). Role of International Experiences in the Development of Cultural Intelligence. In L Van Dyne & S Ang (Co-Chairs), *Cultural Intelligence at Work in the 21st Century.* Symposium presented at Academy of Management 2004 Meeting. New Orleans, LA.
- Tesluk, P. (April, 2003). Symposium Discussant. In T Neilsen (Chair), *Virtual teams: Exploring new frontiers in research and practice.* Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
- Takeuchi, R., Yun, S., Tesluk, P., & Lepak, D. (April, 2003). *Moderating effects of previous international experience: Domain-specific effects.* Poster presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
- Dragoni, L., Tesluk, P., & Russell. JEA (August, 2003). *Mentoring in Modern Organizations: A Look at the Antecedents and Outcomes of Developmental Networks* Paper presented at Academy of Management 2003 Meeting. Seattle, WA.
- Quigley, N., & Tesluk, P. (August, 2003). Personality, Transformational Leadership, Team Member Efficacy, and Collective Efficacy." In S. Gully (Chair), *Exploring the Nomological Network of Collective Efficacy: Recent Findings, New Directions.* Symposium presented at Academy of Management 2003 Meeting. Seattle, WA.
- Tesluk, P. (August, 2002). Manager and organizational learning enablers in utilizing work experiences to develop managerial talent. In P. Tesluk (Chair), *Development and success of management and leadership talent in a netcentric economy.* Paper presented at Academy of Management 2002 Meeting. Denver, CO.
- Tesluk, P. (August, 2002). Connecting at the team-member boundary: Virtual team characteristics predicting member satisfaction. In S.G. Cohen & E.L. Greenblatt (Co-Chairs), *Cyber-relations, religion, and 24-7 in Paradise: Managing boundaries in 21st Century work.* Paper presented at Academy of Management 2002 Meeting. Denver, CO.
- Tesluk, P., Kirkman, B., & Gibson, C., & Rosen, B. (April, 2002). Understanding reactions to working in virtual team environments: Integrating team and technology factors. In T. Halfhill & T. Nielsen (Co-Chairs), *Virtual teams: Exploring the role of communication and trust.* Symposium to be presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, Canada.

- Tesluk, P.E., Dragoni, L., & Russell, J. (April, 2002). Developing managerial talent and the role of learning orientation in maximizing on-the-job learning. In S. Zaccaro & D. Banks (Co-Chairs), *Developmental Experiences and Growing Leadership Capacities: Theoretical and Empirical Perspectives*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, Canada.
- Tesluk, P.E., & Gerstner, C.R. (April, 2002). Leading self-managing work groups: Effects on processes and performance. In J. Ziegert & K. Klein (Co-Chairs), *Team Leadership: Current Theoretical and Research Perspectives*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, Canada.
- Newman, D., Tesluk, P., & Farr, J. (April, 2002). *Multilevel homology in union socialization, commitment, and participation*. Paper presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, Canada.
- Kirkman, B.L., Rosen, B., Gibson, C.B., and Tesluk, P. (March, 2002). *The Seven Secrets To Virtual Team Success: Lessons From Sabre, Inc*. Paper Presented at the Western Academy of Management Meeting, Santa Fe, New Mexico.
- Quigley, N., & Tesluk, P.E., Locke, E.A., Bartol, K.M. (August, 2001). *The effects of incentives and individual differences on knowledge sharing and performance effectiveness*. Paper presented at Academy of Management 2001 Meeting. Washington, DC.
- Tesluk, P.E., & Gerstner, C.R. (April, 2000). Results from a field study linking team leadership, processes, and effectiveness: Expanding basic input-process-outcome models. In J. Cordery (Chair), *Leadership and Team Effectiveness*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Gerstner, C.R., & Tesluk, P.E. (April, 2000). Peer Leadership In Self-Managing Teams: Examining Team Leadership Through a Social Network Analytic Approach. In M Marks & J. Mathieu (Co-Chairs), *What's Really in the "P Box" of Team I-P-O Effectiveness Models*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Tesluk, P., Kirkman, B., & Cordery, J. (April, 2000). *Situational Factors Influencing The Effectiveness of Self-Managing Teams*. Poster presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Tesluk, P. E. (April, 1999). Theoretical issues in studying work experience and implications for research and practice. In P. Tesluk (Chair), *Understanding and utilizing work experience: Theory, Method, and Practice Perspectives*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA.
- Tesluk, P. E., & Kaufman, J. (April, 1999). Organizational change efforts and employee cynicism: Initial evidence on factors related to managing attitudes toward change. In R. Vance (Chair), *Resistance to change: Multilevel influences on organizational cynicism*. Symposium presented

at the 14th Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA.

- Tesluk, P. E. (April, 1999). *An investigation of work group management of performance barriers*. Poster presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA.
- Kaufman, J., & Tesluk, P. (April, 1999). Examination of organizational citizenship behaviors from a multidimensional perspective. Paper presented in J Kaufman & P. Tesluk (Co-Chairs), *New Directions in The Measurement and Assessment of Extra-Role Behavior Constructs*, Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA, April, 1999.
- Kirkman, B. L., Tesluk, P. E., & Rosen, B. (August, 1998). Comparing the aggregation of individual level responses versus team consensus ratings in measuring team level data. Paper presented in J. Preston (Chair), *Intimacy, Control, And Asking Teams What Matters*. Symposium presented at the Annual Meeting of the Academy of Management, San Diego, CA.
- Landis, R. S., Tesluk, P. E., & Beal, D. J. (May, 1998). *Forming composite measures in structural equations modeling: An empirical comparison of several different approaches*. Poster presented at the 10th Annual Convention of the American Psychological Society in Washington, DC.
- Tesluk, P. E., & Gerstner, C. R. (April, 1998). What makes for proactive and responsive teams? Keys to team effectiveness. In S. Kozlowski & S. Parker (Chairs), *Beyond task performance: Proactivity and learning*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Day, D. V., & Tesluk, P. E. (April, 1998). Person-organization fit and the interpersonal circumplex. Paper presented in B. Staw (Chair), *What causes behavior? Contemporary viewpoints on personality, situation, and P-O fit*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Agars, M., Unckless, A., & Tesluk, P. (April, 1998). *A cross-level examination of factors influencing union commitment and participation*. Poster presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Tesluk, P. E. (June, 1997). Adapting models of team outcomes for the real-world: Emphasizing the role of context management in team effectiveness. Paper presented in M. Griffin (Chair), *Linking individuals, groups, and organizations: Models of work performance, well-being, and teams in organizations*. Symposium presented at the 2nd Biennial Australian Industrial and Organizational Psychology Conference. Melbourne, Australia.
- Kirkman, B. L., Tesluk, P. E., & Cordery, J. (June, 1997). Toward a model of team performance for the 21st century: How the interaction of skill development, team empowerment, and self-management creates high performance work teams. Paper presented in J. Cordery (Chair), *Understanding and managing work team effectiveness*. Symposium presented at the 2nd

Biennial Australian Industrial and Organizational Psychology Conference. Melbourne, Australia.

Tesluk, P. E. (April, 1997). Work team technology management. Paper presented in P. Tesluk & J. Mathieu (Co-Chairs), *Work teams and their environments: Exploring the dynamic team-context relationship*. Symposium presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO.

Tesluk, P. E. (April, 1997). Work teams in cynical cultures. Paper presented in R. Vance (Chair), *Cynical about change: Employee responses to organizational improvement initiatives*. Symposium presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO.

Tesluk, P. E., & Vance, R. J. (August, 1996). Employee reactions to working in high-involvement contexts. Paper presented in C. Cooper (Chair), *Understanding occupational stress and well-being: Integrating individual and organizational factors*. Symposium presented at the Annual Meeting of the Academy of Management, Cincinnati, OH.

Farr, J. L., & Tesluk, P. E. (August, 1996). *Bruce V. Moore: First president of Division 14 of APA*. Paper presented at the 104th Annual Convention of the American Psychological Association, Toronto, Ontario, Canada.

Tesluk, P. E., Brass, D. J., & Mathieu, J. E. (April, 1996). *An examination of empowerment processes at individual and group levels*. Paper presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology. San Diego, CA.

Tesluk, P. E., Farr, J. L., Mathieu, J. E. & Vance, R. J., (May, 1995). *Generalization of employee involvement training to the job setting: Individual and situational effects*. Paper presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.

Vance, R. J., Brooks, S. M., & Tesluk, P. E. (May, 1995). *Organizational cynicism, cynical cultures, and organizational change efforts*. Paper presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Tesluk, P. E., Vance, R. J., & Mathieu, J. E. (August, 1994). Examining employee involvement in the context of participative work environments: A multi-level approach. In R. Vance (Chair), *Organizational, group, and individual determinants of employee involvement program success*. Symposium presented at the Annual Meeting of the Academy of Management, Dallas, TX.

Vance, J., McGrogan, D., Shankster, L., Reukauf, M., Perkins, K., & Tesluk, P. (April, 1994). *Implementing and sustaining employee involvement programs in organizations*. Roundtable discussion at the 9th Annual Conference of The Society for Industrial and Organizational Psychology, Nashville, TN.

Vance, R. J., & Tesluk, P. E. (March, 1994). Team-environment fit: From practice to theory. In S. Cohen (Chair), *In the 'Lewinian' tradition -- from theory to practice and back again:*

Employee involvement and teams. Symposium presented at the Annual Meeting of the Western Academy of Management , Santa Fe, NM.

Vance, R. J., Tesluk, P. E., & Landy, F. J. (August, 1993). *Success of an employee involvement program: Middle management as key.* Paper presented at the meeting of the American Psychological Association, Toronto, Canada.

Vance, R. J. Tesluk, P. E. (June, 1993). *Factors affecting the success of an employee involvement program.* Paper presented at the research symposium for the Human Resource Planning Society, Ithaca, NY.

Tesluk, P. E. (March, 1993). *A multi-level approach for examining the factors that influence the effectiveness of employee involvement program effectiveness.* Paper presented at IO/OB Graduate Student Conference, Toronto, Ontario, Canada.

Vance, R. J., Caligiuri, P. M., Farr, J. L., Shankster, L. J., & Tesluk, P. E. (August, 1992). *Relationship of job experience to job ability ratings.* Paper presented at the Annual Meeting of the Academy of Management, Las Vegas, NV.

CONTRACTS AND GRANTS

Organizational change in the Maryland Division of Pre-Trial Services. Center for Human Capital, Innovation & Technology, Applied Research Project, \$120,000 during 2006-2007, Project Co-Director & Primary Investigator.

Organizational change: The role of affect and leadership. National Science Foundation, Innovation and Organizational Change Program (#0433196), Robert H. Smith School of Business (\$274,175 over years 2005-2006), Co-Investigator (with M. Seo and S. Taylor).

Leadership development at Maryland State Department of Parole and Probation, Center for Human Capital, Innovation & Technology Applied Research Project, \$125,000 during FY 2004, Project Director & Primary Investigator.

Leadership development at Anne Arundel Medical Center, Center for Human Capital, Innovation & Technology, Leadership Development and Applied Research Project, \$770,000 during FYs 2004-2007, Project Director & Primary Investigator.

Criminal justice drug abuse treatment services research program, National Institute on Drug Addictions, (subcontractor on \$2.3 million grant for years, 2002-2007), Co-Investigator (F. Taxman, Primary Investigator).

Organizational innovation and search, National Science Foundation, Innovation and Organizational Change Program, \$275,000 over years 2001-2005, Co-Investigator (with R. Katila & K. Smith).

Factors influencing the effectiveness of virtual teams, Center for Information and Knowledge Management (\$2,000) and Center for Netcentricity/DARPA (\$7,500) during 2000-2001, Robert H. Smith School of Business, University of Maryland, Primary Investigator.

Influence of incentives on knowledge sharing in teams, Center for Information and Knowledge Management, Robert H. Smith School of Business, University of Maryland (\$4,000) during 2000-2001, Co-Investigator (with E. Locke & K. Bartol).

Tulane/Xavier Universities HAMMER Project: Health and Safety Training Reciprocity, Project Instrument No. DE-FG06- 94RL12880, U.S Dept of Energy, \$175,000 for 1997, Co-Investigator (with M. Burke at Tulane University).

RESEARCH AWARDS

- Olian Summer Research Award, Robert H. Smith School of Business (2003)
- William A. Owens Scholarly Achievement Award – presented by the Society for Industrial-Organizational Psychology for the best publication in the field appearing during the past full year (1998). *Tesluk, P. E., & Jacobs, R. J. (1998). Toward an integrated model of work experience. Personnel Psychology, 51, 321-355.*
- S. Rains Wallace Dissertation Research Award – presented by the Society for Industrial-Organizational Psychology to the author of the best dissertation in the field (1998)
- University of Maryland General Research Board Summer Award (2000).
- Tulane University Committee on Research Summer Research Award (1997)
- Dissertation Research Funding Award -- 1995, College of Liberal Arts, Pennsylvania State University

EDITORIAL BOARDS & REVIEWING ACTIVITIES

- Co-Guest Editor, Special Issue on “Innovation at and Across Multiple Levels of Analysis,” *Organization Science* (2005-06)
- Editorial Board of *Organization Science* (2006-present)
- Editorial Board of *Journal of Organizational Behavior* (2005-present)
- Editorial Board of *Journal of Applied Psychology* (2002-present)
- Editorial Board of *Personnel Psychology* (2001 – present)
- Editorial Board of *Academy of Management Journal* (2004-2007)

Ad hoc reviewer for:

- *Academy of Management Review*
- *Journal of Applied Social Psychology*
- *Journal of Management*
- *Human Performance*
- *Sloan Management Review*
- *Human Relations*

- Reviewer, American Psychological Association Conference (Division 14), 1998
- Reviewer, Academy of Management Meetings (HR and OB Divisions), 2000-2005
- Reviewer, Society for Industrial and Organizational Psychology Conference, 1999-2004

TEACHING

Courses Taught (last 5 years)

- BUSI656, Leadership and Human Capital, University of Maryland: EMBA course offered in SAIC EMBA Program and EMSA Program.
- BUSI758B, Motivating and Managing Effective Performance, University of Maryland: Mastery course offered in EMBA China (Beijing) Program.
- BUSI662, Leadership & Teamwork, University of Maryland: Half-semester MBA core overview course in organizational behavior.
- BMGT886, Seminar on Work Groups & Teams, University of Maryland: Ph.D. seminar on processes and performance in work groups and teams in organizations.

Teaching Awards

- Recipient of "Top 15% Instructor" Award, Robert H. Smith School of Business, University of Maryland, for Spring 2000 & 2001 semesters and for AY 2004, 2005
- Honored for "excellence in undergraduate teaching" by Tulane University's Mortarboard undergraduate honor society (1997, 1998, 1999)

Advising: Research Direction

Undergraduate (Honor's Thesis Chair) *

Bradley Dumville, (1997)

Rusty Frioux, (1998)

Ashley Berg, (1999)

Master's (Chair) *

Jennifer Kaufman, (1999)

* Supervised while at Tulane University

Doctoral (Chair/Co-Chair) **

Narda Quigley, (2003), Placement: Villanova University (Co-chair with E. Locke)

Jennifer Marrone, (2004), Placement: Seattle University

Sophia Marinova, (2005), Placement: University of Illinois at Chicago

Lisa Dragoni, (2005), Placement: University of Iowa (Now at Cornell University) (Co-chair with C. Stevens)

Jay Carson (2006), Placement: Southern Methodist University

Long Jiang (2006), Placement: San Francisco State University (Co-chair with K. Smith)

Katherine DeCelles (2007), Placement: University of Michigan (post doc)

** Supervised while at University of Maryland

EDUCATIONAL EXTENSION ACTIVITIES

Professional Workshops

- Understanding Your Conflict Management Style and Managing Conflict, 2.5 hour workshop as part of MBA Orientation Week, Fall 2007.
- Leadership Development, 2 hour workshop for International Global Alliance for Chinese Affairs, Fall 2006.
- Making Teams Work. 2 hour workshop for NIAID/NIH Mentoring Program, National Institutes of Health, Bethesda, MD. October 18, 2006.
- Organizational Culture and Employee Motivation. Presentation to National Academy of Sciences, National Research Council, Committee Evaluating the Smithsonian Institution's National Zoo, Washington, DC. March 18, 2004.
- Leadership Advantage, Faculty Developer and Coordinator, 2001-2003, Assessment and feedback program on professional skill development provided to all first-year MBA students.
- Managing Conflict & Promoting Collaboration In and Between Teams, 1.5 hour MBA workshop to MBA students offered as part of the Careers Experiential Learning Modules, presented in Spring 2002, and twice during Fall 2002.
- How to Develop Your Personal Professional Development Plan, 1.5 hour workshops to first year MBA students on how to develop a professional skills development plan offered through the Office of Career Management, Fall 2002.

Executive Coaching

- Provided approximately 40 hours of individual and team executive coaching to the Office of External Relations, Smith School of Business, University of Maryland

Student Consulting Team Advising

- Entergy Corporation, New Orleans, LA, Fall 2006. Supervised an MBA consulting team (5 students) conducting an evaluation of and developing for the organization's leadership development activities.
- Anne Arundel Medical Center, Annapolis, MD, Fall 2005. Supervised an MBA consulting team (5 students) conducting developing a strategic human capital plan.
- Hughes Network Systems, Rockville, MD, Fall 2004. Supervised an MBA consulting team (7 students) designing a leadership development program.
- Marriott International, Bethesda, MD, Spring 2001. Supervised 14 MBA students in conducting a project on developing a business case for managing organizational culture for a top management team as part of a course project on organizational change.
- Black & Decker, Towson, MD, Fall 2001. Supervised QUEST undergraduate team (5 students) conducting an assessment of recruitment efforts for a specialized management trainee program.
- Navy Federal Credit Union, Vienna, VA, Spring 2000. Supervised QUEST undergraduate team (5 students) providing recommendations for strategies for implementing total quality initiatives into the management structure.
- Litton Advanced Systems, College Park, MD, Spring 2000. Supervised QUEST undergraduate team (5 students) developing an on-line training assessment and resource management system.

SERVICE

Profession

- Participant, New Faculty Consortium, Consortium at SIOP. New York, NY, April, 2007.
- Participant, HR Division Doctoral Student Consortium, Consortium at the Annual Academy of Management Meetings. Atlanta, GA. August, 2006.
- Chair, SIOP Program APS Conference Committee, 2004
- Member, SIOP S. Rains Dissertation Award Committee, 2004
- Chair, SIOP William A. Owens Award Committee, 2004-2006
- Member, HR Division of Academy of Management Best Paper Award Committee, 2003, 2004

- Member, SIOP Distinguished Service Contributions Committee, 2002.
- Reviewer, National Science Foundation, Faculty Early Career Development (CAREER) Awards, Fall 2002.
- Panelist and presenter, Industrial-Organizational Psychology / Organizational Behavior Graduate Student Conference, George Mason University, March 1999 and March 2006
- Member, APA Program Planning Committee, Division 14, 1998
- Member, SIOP Conference Planning Committee, 1998

Departmental

- Member, Organizational Behavior Endowed Chair Faculty Search Committees, Spring 2001, Fall 2001-Spring 2002
- Member, Ph.D. Program Curriculum Committee, Spring 2001, Fall 2001-Spring 2002
- Member, Organizational Behavior Faculty Selection Committees, Fall 1999-Spring 2000, Fall 2000-Spring 2001, Fall 2002, Fall 2007
- Advisor, OBHR Doctoral Program, Fall 2000-Spring 2001, Spring 2007-present
- Member, Ph.D. Student Selection Committee, Spring 2000, Fall 2002

College

- Member, Business Communications Program Instructor Selection Committee, Spring 2000-Fall 2000, Summer 2002
- Member, MBA Core Course Coordinator Committee (Leadership & Teamwork, BMGT662), Fall 1999-Spring 2002
- Member, MBA Oversight Committee, Summer 2003-2006
- Member, MBA Strategic Redesign Committee, Summer 2005-Fall 2005

PROFESSIONAL AFFILIATIONS/MEMBERSHIPS

- Society for Industrial and Organizational Psychology (SIOP)
- Academy of Management (AOM)
- American Psychological Association (APA)
- Society for Human Resource Management (SHRM)
- Personnel/Human Resource Research Group (PHRRG)

PROFESSIONAL EXPERIENCE

The Following is a listing of organizations I have worked with through applied research, consulting (e.g., team design, leadership development), executive education, and executive coaching:

- Anne Arundel Health System
- BBYO
- Black & Decker
- Choice Hotels
- Federal Aviation Administration (Air Traffic Organization)
- Hughes Network Systems
- Laitram
- Lockheed Martin Corporation
- Marriott International
- Maryland Department of Public Safety
- Maryland Motor Vehicle Administration
- National Academy of Sciences
- National Institutes of Health
- Otis Elevator
- Pennsylvania Department of Transportation
- Sabre
- SAIC
- Sun Trust Lending
- University of Maryland
- U.S. Department of Energy

Notarization. I have read the following and certify that this curriculum vitae is a current and accurate statement of my professional record.

Signature _____ Date _____

Paul E. Tesluk