

GILAD CHEN

Management & Organization Department
Robert H. Smith School of Business
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EDUCATION

Ph.D. Industrial-Organizational Psychology, George Mason University, 2001

M.A. Industrial-Organizational Psychology, George Mason University, 1998

B.A. Psychology (with High Distinction), Pennsylvania State University, 1996

ACADEMIC APPOINTMENTS AND WORK EXPERIENCE

2006-present Robert H. Smith School of Business, University of Maryland
Robert H. Smith Chair in Organization Behavior (2014-present)
Department Chair, Management & Organization Department (2011-2015)
Ralph J. Tyser Professor of Organizational Behavior (2011-2014)
Professor of Management & Organization (2010-2011)
Associate Professor of Management & Organization (2006-2010)

2010-present *Affiliate Professor of Psychology*, University of Maryland

2008-present *Journal of Applied Psychology*
Editor (Incoming Editor, 2014; Editor, 2015-2020)
Associate Editor (2008-2013)

2012-2015 *Visiting Professor*, Faculty of Industrial Engineering and Management, Technion – Israel Institute of Technology

2007, 2009 *Visiting Scholar*, Faculty of Industrial Engineering and Management, Technion – Israel Institute of Technology

2006 *Visiting Scholar*, Department of Management of Organizations, Hong Kong University of Science and Technology

2004-2006 *Assistant Professor of Management*, Mays Business School, Texas A&M University

2001-2004 *Assistant Professor of Psychology*, Georgia Institute of Technology

2000-2001 *Research Associate*, Personnel Decisions Research Institutes, Inc., Washington, D.C.

1997-2000 *Instructor*, Department of Psychology, George Mason University

1997-1999 *Research Fellow*, U.S. Army Research Institute, Alexandria, VA

PROGRAM OF RESEARCH

- Individual and team behavior (motivation, adaptation, and performance)
- Socio-technical influences on work behavior (teams, leadership, culture, and HRM systems)
- Multilevel phenomena and methodology

ACADEMIC HONORS AND AWARDS

- *Distinguished Scholar-Teacher Award*, University of Maryland (2014)
- *Department of Psychology Distinguished Alumnus*, George Mason University (2014)
- *Best Paper Award*, Health Care Management Division, Academy of Management (2014)
- *William A. Owens Scholarly Achievement Award*, Society for Industrial and Organizational Psychology (2013)
- *Outstanding teacher award*, Technion's MBA program (2013)
- *Top 15% Teaching Award*, Robert H. Smith School of Business, University of Maryland (2008 & 2012)
- Elected *Fellow*, *American Psychological Association* (2012)
- Elected *Fellow*, *Association for Psychological Science* (2012)
- Elected *Fellow*, *Society for Industrial and Organizational Psychology* (2012)
- Elected member, *Society of Organizational Behavior* (2011)
- *Award for Best International Paper*, Organizational Behavior Division of the Academy of Management (2009)
- *Outstanding Reviewer Award*, *Academy of Management Journal* (2005, 2006, 2007, & 2009)
- *Cummings Scholar Award* for early- to mid-career scholarly achievement, Organizational Behavior Division of the Academy of Management (2008)
- *Distinguished Early Career Contributions Award*, Society for Industrial and Organizational Psychology (2007)
- *Distinguished Alumni Award*, George Mason University I/O Psychology Student Association (2006)
- *Best Article of the Year Award*, *Organizational Research Methods* (2005)
- *Research Article Award*, *American Society for Training and Development* (2005)
- *Best Conference Paper Award*, *Research Methods Division of the Academy of Management* (2005)
- *Robert McDonald Advancement of Research Methodology Award*, *Research Methods Division of the Academy of Management* (2004)
- *Edwin A. Fleishman Outstanding Dissertation Award* (2001)
- *Seymour Adler Scientist-Practitioner Doctoral Dissertation Grant* (2001)
- *Ruth G. and Joseph D. Matarazzo Scholarship* (2000)
- *Ellin Bloch and Pierre Ritchie Honorary Scholarship* (2000)

REFEREED JOURNAL PUBLICATIONS

- D’Innocenzo, L., Luciano, M., Mathieu, J. E., Maynard, M. T., & Chen, G. (in press). Empowered to perform: A multi-level investigation of the influence of empowerment on performance in hospital units. *Academy of Management Journal*.
- Firth, B. M., Chen, G., Kirkman, B. L., & Kim, K. (2014). Newcomers abroad: Expatriate adaptation during early phases of international assignments. *Academy of Management Journal*, 57, 280-300.
- *Finalists for the 2015 International Human Resource Management Scholarly Research Award, Human Resources Division of the Academy of Management*
- Chen, G., Farh, J. L., Campbell-Bush, E. M., Wu, Z., & Wu, X. (2013). Teams as innovative systems: Multilevel motivational antecedents of innovation in R&D teams. *Journal of Applied Psychology*, 98, 1018-1027.
- Mathieu, J. E., Aguinis, H., Culpepper, S. A., & Chen, G. (2012). Understanding and estimating the power to detect cross-level interaction effects in multilevel modeling. *Journal of Applied Psychology*, 97, 951-966.
- Zhou, L., Wang, M., Chen, G., & Shi, J. (2012). Effects of supervisors’ upward exchange relationships on subordinates: Testing the multilevel mediation role of empowerment. *Journal of Applied Psychology*, 97, 668-680.
- Chen, G. (2012). Evaluating the core: Critical assessment of core self-evaluations theory. *Journal of Organizational Behavior*, 33, 153-160. [Invited, but refereed article]
- Chen, G., Sharma, P. N., Edinger, S., Shapiro, D. L., & Farh, J. L. (2011). Motivating and demotivating forces in teams: Cross-level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96, 541-557.
- Chen, G., Ployhart, R. E., Cooper-Thomas, H. D., Anderson, N., & Bliese, P. D. (2011). The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover decisions. *Academy of Management Journal*, 54, 159-181.
- *Recipient of the 2013 William A. Owens Scholarly Achievement Award, Society for Industrial and Organizational Psychology*
- Kirkman, B. L., & Chen, G. (2011). Maximizing your data or data slicing? Recommendations for managing multiple submissions from the same dataset. *Management and Organization Review*, 7, 433-446. [Invited, but refereed article]
- Mathieu, J. E. & Chen, G. (2011). The etiology of the multilevel paradigm in management research. *Journal of Management*, 37, 610-641.
- Chen, G., Kirkman, B. L., Kim, K., Farh, C. I. C., & Tangirala, S. (2010). When does cross-cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating

- roles of subsidiary support and cultural distance. *Academy of Management Journal*, 53, 1110-1130.
- *Recipient of the 2009 Award for Best International Paper, Organizational Behavior Division of the Academy of Management*
- Chen, G., Kanfer, R., DeShon, R. P., Mathieu, J. E., & Kozlowski, S. W. J. (2009). The motivating potential of teams: A test and extension of Chen & Kanfer's (2006) model. *Organizational Behavior and Human Decision Processes*, 110, 45-55.
- Kirkman, B. L., Chen, G., Farh, J. L., Chen, Z. X., & Lowe, K. B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal*, 52, 744-764.
- Takeuchi, R., Chen, G., & Lepak, D. P. (2009). Through the looking glass of a social system: Cross-level effects of high performance work systems on employees' attitudes. *Personnel Psychology*, 62, 1-29.
- Chen, G. & Mathieu, J. E. (2008). Goal orientation dispositions and performance trajectories: The roles of supplementary and complementary situational inducements. *Organizational Behavior and Human Decision Processes*, 106, 21-38.
- Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology*, 92, 331-346.
- Chen, G. & Klimoski, R. J. (2007). Training and development of human resources at work: Is the state of our science strong? *Human Resource Management Review*, 17, 180-190.
- Chen, G., & Kanfer, R. (2006). Toward a systems theory of motivated behavior in work teams. *Research in Organizational Behavior*, 27, 223-267.
- Wallace, J. C., & Chen, G. (2006). A multilevel integration of personality, climate, self-regulation, and performance. *Personnel Psychology*, 59, 529-557.
- Chen, G. (2005). Newcomer adaptation in teams: Multilevel antecedents and outcomes. *Academy of Management Journal*, 48, 101-116.
- Chen, G., Thomas, B. A., & Wallace, J. C. (2005). A multilevel examination of the relationships among training outcomes, mediating regulatory processes, and adaptive performance. *Journal of Applied Psychology*, 90, 827-841.
- *Recipient of the 2005 Research Article Award from the American Society for Training and Development*
- Chen, G., Bliese, P. D., & Mathieu, J. E. (2005). Conceptual framework and statistical procedures for delineating and testing multilevel theories of homology. *Organizational Research Methods*, 8, 375-409.

- *Recipient of the 2005 Academy of Management Research Methods Division Best Paper Award, and the 2005 Organizational Research Methods Best Article of the Year Award*

Wallace, J. C., & Chen, G. (2005). Development and validation of a work-specific measure of cognitive failure: Implications for occupational safety. *Journal of Occupational & Organizational Psychology*, 78, 615-632.

Chen, G., Gully, S. M., & Eden, D. (2004). General self-efficacy and self-esteem: Toward theoretical and empirical distinction between correlated self-evaluations. *Journal of Organizational Behavior*, 25, 375-395.

Chen, G., Goddard, T. G., & Casper, W. J. (2004). Examination of the relationships among general and work-specific self-evaluations, work-related control beliefs, and job attitudes. *Applied Psychology: An International Review*, 53, 349-370.

Chen, G., Donahue, L. M., & Klimoski, R. J. (2004). Training undergraduates to work in organizational teams. *Academy of Management Learning & Education*, 3, 27-40.

Chen, G. & Klimoski, R. J. (2003). The impact of expectations on newcomer performance in teams as mediated by work characteristics, social exchanges, and empowerment. *Academy of Management Journal*, 46, 591-607.

- *Recipient of the 2001 Edwin A. Fleishman Outstanding Dissertation Award*

Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership: Empowerment and dependency. *Journal of Applied Psychology*, 88, 246-255.

- Reprinted in Collinson, D., Grint, K., & Jackson, B. (2011). *Leadership*. Sage.
- Reprinted in Pierce, J., & Newstrom, J. W. (2006). *Leaders and the leadership process: Readings, self-assessments, and applications* (4th edition). McGraw-Hill.

Chen, G., & Bliese, P. D. (2002). The role of different levels of leadership in predicting self and collective efficacy: Evidence for discontinuity. *Journal of Applied Psychology*, 87, 549-556.

Chen, G., Webber, S. S., Bliese, P. D., Mathieu, J. E., Payne, S. C., Born, D. H., & Zaccaro, S. J. (2002). Simultaneous examination of the antecedents and consequences of efficacy beliefs at multiple levels of analysis. *Human Performance*, 15, 381-409.

Cortina, J. M., Chen, G., & Dunlap, W. P. (2001). Testing interaction effects in LISREL: Examination and illustration of available procedures. *Organizational Research Methods*, 4, 324-360.

- *Recipient of the 2004 Academy of Management Research Methods Division Robert McDonald Advancement of Research Methodology Award*

Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational Research Methods*, 4, 62-83.

- Chen, G., Casper, W. J., & Cortina, J. M. (2001). The roles of self-efficacy and task complexity in the relationships among cognitive ability, conscientiousness, and task performance: A meta-analytic examination. *Human Performance*, *14*, 209-230.
- Chen, G., Gully, S. M., Whiteman, J. A., & Kilcullen, R. N. (2000). Examination of relationships among trait-like individual differences, state-like individual differences, and learning performance. *Journal of Applied Psychology*, *85*, 835-847.
- Webber, S. S., Chen, G., Marsh, S., Payne, S. C., & Zaccaro, S. J. (2000). Enhancing team mental model measurement with performance appraisal practices. *Organizational Research Methods*, *3*, 307-322.

BOOKS

- Kanfer, R., Chen, G., & Pritchard, R. (2008). *Work motivation: Past, present, and future*. Frontiers Series of the Society for Industrial and Organizational Psychology. Routledge: New York.

BOOK CHAPTERS

- Chen, G., & Firth, B. M. (2014). The motivational underpinnings of adaptability. In Chan, D. (Ed.), *Individual adaptability to changes at work*, pp. 18-35. New York: Routledge.
- Chen, G., & Sharma, P. N. (2012). Bringing together the Yin and Yang of social exchanges in teams. In L. T. Eby & T. D. Allen (Eds.), *Personal Relationships: The Effect on Employee Attitudes, Behavior, and Well Being*, pp. 221-233. New York, NY: Routledge Academic.
- Chen, G., & Tesluk, P. E. (2012). Team participation and empowerment: A multilevel perspective. In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*, Vol. 2, pp. 767-788. New York: Oxford University Press
- Gully, S. M., & Chen, G. (2009). Individual differences, aptitude-treatment interactions, and learning. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations*, pp. 3-64. New York, NY: Routledge Academic.
- Chen, G., & Gogus, C. I. (2008). Motivation in and of teams: A multilevel perspective. In R. Kanfer, G. Chen, & R. D. Pritchard (Eds.), *Work motivation: Past, present, and future*, pp. 285-317. New York, NY: Routledge Academic.
- Kanfer, R., Chen, G., & Pritchard, R. (2008). The three C's of work motivation: Content, context, and change. In R. Kanfer, G. Chen, & R. D. Pritchard (Eds.), *Work motivation: Past, present, and future*, pp. 1-16. New York, NY: Routledge Academic.
- Kanfer, R., Chen, G., & Pritchard, R. (2008). Work motivation: Forging new perspectives and directions in the post-millennium. In R. Kanfer, G. Chen, & R. D. Pritchard (Eds.), *Work motivation: Past, present, and future*, pp. 601-632. New York, NY: Routledge Academic.

- Kim, K., Kirkman, B. L., & Chen, G. (2008). Cultural intelligence and international assignment effectiveness: A conceptual model and preliminary findings. In L. Van Dyne & S. Ang (Eds.), *Handbook of cultural intelligence: Theory, measurement, and application*, pp. 71-90. M. E. Sharpe: New York.
- Chen, G., Mathieu, J. E., & Bliese, P. D. (2004). Validating frogs and ponds in multilevel contexts: Some afterthoughts. In F. J. Yammarino & F. Dansereau (Eds.), *Research in multilevel issues: Multilevel issues in organizational behavior and processes* (Vol. 3), pp. 335-343. Elsevier: Oxford, U.K.
- Chen, G., Mathieu, J. E., & Bliese, P. D. (2004). A framework for conducting multilevel construct validation. In F. J. Yammarino & F. Dansereau (Eds.), *Research in multilevel issues: Multilevel issues in organizational behavior and processes* (Vol. 3), pp. 273-303. Elsevier: Oxford, U.K.

OTHER PUBLICATIONS

- Chen, G. (2015). Editorial. *Journal of Applied Psychology*, *100*, 1-4.
- Luciano, M., Mathieu, J. E., D’Innocenzo, L., Maynard, M. T., & Chen, G. (2014). Empowered to Perform: A Multi-level Investigation of Empowerment on Performance in Hospital Units. *Academy of Management Conference Best Paper Proceedings*.
- D’Innocenzo, L., Mathieu, J. E., Maynard, M. T., Chen, G., & Marshall, D. A. (2012). Cross-level investigation of unit-level leadership climate & processes on empowerment & performance. *Academy of Management Conference Best Paper Proceedings*.
- Chen, G., Kirkman, B. L., Kim, K., & Farh, C. I. C. (2009). Expatriate motivation and effectiveness: The roles of cultural distance and subsidiary support. *Academy of Management Conference Best Paper Proceedings*.
- Kim, K., Kirkman, B. L., & Chen, G. (2006). Cultural intelligence and international assignment effectiveness. *Academy of Management Conference Best Paper Proceedings*.
- Chen, G., Kirkman, B. L., Kanfer, R., & Allen, D. (2005). A multilevel quasi-experimental study of leadership, empowerment, and performance in teams. *Academy of Management Conference Best Paper Proceedings*.
- Chen, G. & Bliese, P. D. (2005). Conceptual framework and statistical procedures for delineating and testing multilevel theories of homology. *Academy of Management Conference Best Paper Proceedings*.
- Chen, G. (2005). Collinearity. In B. S. Everitt & D. C. Howell (Eds.), *Encyclopedia of Statistics in Behavioral Science*, pp. 327-328. Chichester, UK: Wiley.

Chen, G. (2005). Calculating covariance. In B. S. Everitt & D. C. Howell (Eds.), *Encyclopedia of Statistics in Behavioral Science*, p. 191. Chichester, UK: Wiley.

Chen, G. (2004). Review of Latent variable models: An introduction to factor, path, and structural equation analysis (4th ed.), by J. C. Loehlin (2004). *Organizational Research Methods*, 7, 475-477.

Chen, G., Webber, S. S., Bliese, P. D., Mathieu, J. E., Payne, S. C., Born, D. H., & Zaccaro, S. J. (2002). Simultaneous examination of the antecedents and consequences of efficacy beliefs at multiple levels of analysis. *Academy of Management Conference Best Paper Proceedings*.

MANUSCRIPTS UNDER REVIEW

Derfler-Rozin, R., Sherf, E., & Chen, G. When Close Relationships Get in the Way: Managers' Social Proximity to Followers and Managerial Discretion in Allocation Decisions. Under Review at *Journal of Applied Psychology*.

Mathieu, J. E., Chen, G., & Wang, M. A top 10 list for establishing causal inferences in organizational research. Revised and Resubmit at *Organizational Research Methods*.

Tangirala, S., Chen, G., Pearsall, M. J., Firth, B. M., & Farh, J. L. Learning from voice: When member voice translates into improved team learning and performance. Revised and Resubmit at *Journal of Applied Psychology*.

WORKING PAPERS

Farh, C., & Chen, G. Leading well over time: Temporal and situational contingencies of leadership impact in dynamic team contexts.

Firth, B. M., Chen, G., Tangirala, S., & Ployhart, R. E. Upward influence in teams: From individual proactivity to team effectiveness.

RESEARCH CONTRACTS AND GRANTS

Westman, M. (PI), Shaffer, M. (PI), & Chen, G. (Co-PI). *An investigation of the work-family interface on international assignments*. United States – Israel Binational Science Foundation. September 2010 to August 2014 [\$200,000 total costs].

Farh, J. L. (PI), & Chen, G. (Co-PI). *Managing innovation in new product teams in China: A multilevel, longitudinal investigation*. Hong Kong Research Grant Council. January 2008 to June 2010 [\$73,100 total costs].

Kim, K. (Co-PI), Kirkman, B. L. (Co-PI), & Chen, G. (Co-PI). *Cultural intelligence and expatriate effectiveness*. Center for Cultural Intelligence, Nanyang Technological University, Singapore. May 2006 to August, 2007 [\$10,000 total costs].

Chen, G. (PI) & Ployhart, R. E. (Co-PI). *An Interactionalist Analysis of Soldier Retention across Career Stages and Time*. Army Research Institute for the Behavioral and Social Sciences (W74V8H-04-K-0002). June, 2004 to September, 2005 [\$114,703 total costs].

CONFERENCE PRESENTATIONS

Chen, G. (2014, April). Panelist, *Ethics and malpractice in I-O research: Problems, solutions and prospects*. Panel discussion conducted at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Chen, G. (2014, April). Discussant, *Multi-team systems: Determinants and dynamics of emergent states*. Symposium conducted at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Chen, G. (2014, August). Discussant, *Complexity and nuance in communication in global organizations*. Symposium conducted at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

D'Innocenzo, L., Luciano, M. M., Mathieu, J. E., Maynard, T., & Chen, G. (2014, August). *Empowered to perform: A multi-level investigation of empowerment on performance in hospital units*. Paper presented at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Chen, G. (2014, July). *Employee adjustment during socialization and international assignments*. Paper presented at the 28th International Congress of Applied Psychology, Paris, France.

Derfler-Rozin, R., Sherf, E., & Chen, G. (2014, June). *Managerial discretion in allocating valued outcomes to team members: When are team leaders reluctant to use discretion?* Paper presented at the International Society for Justice Research, New-York, NY.

Chen, G. (2014, May). Discussant, *Ordering the complexity: Establishing key differences in multiteam systems*. Symposium conducted at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Chen, G. (2014, May). Panelist, *Conducting analyses on matrices of meta-analytic correlations*. Panel discussion conducted at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Chen, G. (2014, January). Chair & Panelist, *Studying 21st Century teams: Methodological challenges and new directions*. Panel discussion at the 2nd Israel Organizational Behavior Conference, Tel-Aviv, Israel

Firth, B., Chen, G., Tangirala, S., & Ployhart, R. E. (2014, January). *Upward influence in teams: From individual proactivity to team performance*. Paper presented at the 2nd Israel Organizational Behavior Conference, Tel-Aviv, Israel.

- Derfler-Rozin, R, Sherf, E., & Chen, G. (2014, January). Managerial discretion in allocating valued outcomes to team members. Paper presented at the 2nd Israel Organizational Behavior Conference, Tel-Aviv, Israel.
- Derfler-Rozin, R, Sherf, E., & Chen, G. (2014, January). Managerial discretion in allocating valued outcomes to team members. Presentation at the 2nd Israel Organizational Behavior Conference, Tel-Aviv, Israel.
- Chen, G. (2013, August). Discussant, *Putting first things first: Advances in research on goal prioritization*. Symposium conducted at the 73rd Annual Meeting of the Academy of Management, Orlando, FL.
- Chen, G. (2013, August). Presenter, *How Should I Study Time? A Temporal Tutorial and Workshop*. Pre-conference development workshop conducted at the 73rd Annual Meeting of the Academy of Management, Orlando, FL.
- Farh, C. I. C., & Chen, G. (2013, August). *Leading well over time: Temporal contingencies of leadership impact in dynamic team contexts*. Paper presented at the 73rd Annual Meeting of the Academy of Management, Orlando, FL.
- Li, A. N. & Chen, G. (2013, August). *When do new members matter? A contingency-based study of newcomer voice and team performance*. Paper presented at the 73rd Annual Meeting of the Academy of Management, Orlando, FL.
- Chen, G. (2013, April). Panelist, *Causal inferences in our science: Perspectives from editorial experts*. Panel discussion conducted at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Chen, G. (2012, August). Discussant, *New developments in motivating teams*. Symposium conducted at the 72nd Annual Meeting of the Academy of Management, Boston, MA.
- D’Innocenzo, L., Mathieu, J. E., Maynard, M. T., Chen, G., & Marshall, D. A. (2012, August). *Cross-level investigation of unit-level leadership climate & processes on empowerment & performance*. Paper presented at the 72nd Annual Meeting of the Academy of Management, Boston, MA.
- Chen, G. (2012, April). Discussant, *New developments in training motivation and training transfer research*. Symposium conducted at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Chen, G. (2011, December). *Leading across the cultural divide: Leadership challenges in multi-cultural teams*. Presentation at the 1st Israel Organizational Behavior Conference, Tel-Aviv, Israel.

- Chen, G. (2011, August). Facilitator, *"Help, I'm stuck:" Organizational behavior research incubator*. Pre-conference development workshop conducted at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.
- Firth, B. M., Chen, G., Kirkman, B. L., & Kim, K. (2011, August). *Newcomers abroad: Expatriate adaptation at early phases of international assignments*. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.
- Tangirala, S., Pearsall, M. J., Chen, G., & Firth, B. M. (2011, August). *Conditional effects of members' voice on team performance trajectories*. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.
- Zhou, L., Wang, M., Chen, G., & Shi, J. (2011, August). *The role of empowerment in the effects of leaders' upward exchange relationships on subordinates*. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.
- Campbell-Bush, E. M., Farh, C. I. C., Chen, G., Tesluk, P. E., Green, Jr., P. (2011, April). Holding peers accountable: Antecedents of peer regulation behaviors. In van Mierlo, H. and Van Hooft, E. (Co-Chairs) and Ilgen, D. (Discussant), *Self regulation in and of teams*. Symposium conducted at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Chen, G. (2010, August). Co-chair, *From Junior to Full: Advice on Advancing to Full Professor*. Pre-conference development workshop conducted at the 70th Annual Meeting of the Academy of Management, Montreal, Canada.
- Chen, G. (2010, August). Discussant, *Cultural Intelligence & Intercultural Contact: Effects on Trust, Networks and Experiential Learning*. Symposium conducted at the 70th Annual Meeting of the Academy of Management, Montreal, Canada.
- Chen, G. (2010, August). Discussant, *Strategic HR: Cross-level Influences*. Symposium conducted at the 70th Annual Meeting of the Academy of Management, Montreal, Canada.
- Farh, J. L., Chen, G., Zhang, L. L., Wu, Z., & Wu, X. (2010, August). *Effects of team level voice on team innovation: The moderating role of relationship conflict*. Paper presented at the 70th Annual Meeting of the Academy of Management, Montreal, Canada.
- Chen, G. (2010, April). Discussant, *Means efficacy: A motivational construct whose time has come*. Symposium conducted at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Chen, G., Farh, J. L., Wu, Z., Wu, X. (2010, April). Contextual and emergent influences on innovation in teams. In Sharma, P. and Edinger, S. (Co-Chairs) and Klein, K. (Discussant), *Team processes and outcomes: Relationships across levels and cultures*. Symposium conducted at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

- Culpepper, S., Mathieu, J., Aguinis, H., & Chen, G. (2010, April). Determining power of tests for cross-level interactions in RCM. In Cortina, J. (Chair) and James, L. (Discussant), *Independence Day? New developments in dealing with nested data*. Symposium conducted at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Sharma, P., Chen, G., Edinger, S., Shapiro, D., & Farh, J. L. (2010, April). Motivating forces: Cross-level impact of empowering leadership and relationship conflict. In Sharma, P. and Edinger, S. (Co-Chairs) and Klein, K. (Discussant), *Team processes and outcomes: Relationships across levels and cultures*. Symposium conducted at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Chen, G., Kirkman, B. L., Kim, K., & Farh, C. I. C. (2009, August). *Expatriate motivation and effectiveness: The roles of cultural distance and subsidiary support*. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, IL.
- Chen, G. (2009, August). Co-chair, *Bridging Across the Micro-Macro Divide: Enhancing Cross-Disciplinary Management Research*. Pre-conference development workshop conducted at the 69th Annual Meeting of the Academy of Management, Chicago, IL.
- Sharma, P., Chen, G., Shapiro, D., & Farh, J. L. (2009, April). What Leads Leaders to Empower, and How Do Followers Respond? In Morgeson, F. & Sharma, P. (Co-Chairs) and Schaubroeck, J. (Discussant), *Leadership and culture: Relationships across individual, organizational, and societal levels*. Symposium conducted at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Shapiro, D. L., Chen, G., Nangia, P., Edinger, S., & Farh, J. L. (2008, August). *Individual Differences in Reactions to Relationship Conflict*. Paper presented at the 68th Annual Meeting of the Academy of Management, Anaheim, CA.
- Chen, G. (2008, April). Chair, *Empowering leadership: Theoretical extensions across levels and cultures*. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Chen, G. (2008, April). Co-Chair, *Issues in Multilevel Research*. Panel discussion conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kim, K., Kirkman, B. L., & Chen, G. (2008, April). A process model of cultural intelligence on expatriate job performance. In Ang, S. (Chair) and Van Dyne, L. (Discussant), *Empirical advances in expanding the cultural intelligence nomological network*. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

- Kirkman, B. L., Chen, G., Farh, J. L., Chen, Z. X., Lowe, K. B., & Cheng, B. S. (2008, April). Power distance and reactions to transformational leaders: Cross-cultural examination. In Morgeson, F. (Chair) and Zaccaro, S. (Discussant), *Leadership in groups and teams: How and why it matters*. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Nangia, P., Chen, G., Shapiro, D., & Farh, J. L. (2008, April). What leads leaders to empower? Person and situational antecedents. In Chen, G. (Chair) and Ruddy, T. (Discussant), *Empowering leadership: Theoretical extensions across levels and cultures*. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Chen, G. (2007, August). Discussant, *What we know: Knowledge in teams, groups, and communities of practice*. Symposium conducted at the 67th Annual Meeting of the Academy of Management, Philadelphia, PA.
- Chen, G. & Kanfer, R. (2007, August). Co-chairs, *New perspectives in work motivation: When context and time matter*. Symposium conducted at the 67th Annual Meeting of the Academy of Management, Philadelphia, PA.
- Takeuchi, R., Chen, G., & Lepak, D. P. (2007, August). *Cross-level effects of high performance work systems on employees' attitudes*. Paper presented at the 67th Annual Meeting of the Academy of Management, Philadelphia, PA.
- Chen, G. & Klimoski, R. J. (2007, April). Training and development of human capital at work: Is the state of our science strong? In Stone, D. L. (Chair) and Saari, L. M. (Discussant), *Critical Issues in Industrial and Organizational Psychology Research*. Symposium conducted at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Kim, K., Chen, G., & Kirkman, B. L. (2007, April). Does cultural intelligence predict cross-cultural adaptation? In Oswald, F. (Chair) and Pulakos, E. (Discussant), *Adaptive Skills and Adaptive Performance: Today's Organizational Reality*. Symposium conducted at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Chen, G. (2006, August). Discussant, *Multilevel Research*. Symposium conducted at the 66th Annual Meeting of the Academy of Management, Atlanta, GA.
- Chen, G. (2006, August). *Conceptual and methodological considerations in multilevel constructs and theory development*. Pre-conference development workshop conducted at the 66th Annual Meeting of the Academy of Management, Atlanta, GA.
- Kim, K., Kirkman, B. L., & Chen, G. (2006, August). *Cultural intelligence and international assignment effectiveness*. Paper presented at the 66th Annual Meeting of the Academy of Management, Atlanta, GA.

- Kirkman, B. L., Chen, G., Chen, Z. X., & Lowe, K. B. (2006, August). *A multilevel and cross-cultural examination of transformational leadership effects in the U.S. and China*. Paper presented at the 66th Annual Meeting of the Academy of Management, Atlanta, GA.
- Chen, G., Ployhart, R. E., Cooper-Thomas, H. D., Anderson, N., & Bliese, P. D. (2006, May). Can job satisfaction change predict turnover inclination? In Newman, D. A. (Chair) and Chan, D. (Discussant), *Time and job satisfaction*. Symposium conducted at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Chen, G. (2006, May). Discussant, *Recent developments in efficacy research: Interventions and temporal relationships*. Symposium conducted at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Chen, G. (2006, May). Chair, *Getting more respect: Informing multiple constituents about I-O scientific contributions*. Panel session conducted at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Wallace, J. C., & Chen, G. (2006, May). A multilevel integration of personality, climate, regulatory strategies, and performance. In Probst, T. M. (Chair) and Sinclair, R. R. (Discussant), *New directions in organizational safety climate research*. Symposium conducted at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Chen, G. (2006, March). A systems theory of motivated behavior in teams: Implications to top-management teams. Paper presented at the 2006 BYU-INSEAD Executive Leadership Conference, Sundance, UT.
- Chen, G., Kirkman, B. L., Kanfer, R., & Allen, D. (2005, August). *A multilevel quasi-experimental study of leadership, empowerment, and performance in teams*. Paper presented at the 65th Annual Meeting of the Academy of Management, Honolulu, HI.
- Chen, G., & Bliese, P. D. (2005, August). *Conceptual framework and statistical procedures for delineating and testing multilevel theories of homology*. Paper presented at the 65th Annual Meeting of the Academy of Management, Honolulu, HI.
- Chen, G., Coglisier, C. C., & Vandenberg, R. J. (2005, August). *The neverending story: A workshop on survey scale development and validation*. Pre-conference development workshop conducted at the 65th Annual Meeting of the Academy of Management, Honolulu, HI.
- Chen, G. (2005, August). Panelist in *Meeting multilevel experts*. Panel discussion in the 65th Annual Meeting of the Academy of Management, Honolulu, HI.
- Chen, G. (2005, August). Panelist in *Ask the quantitative experts*. Panel discussion in the 65th Annual Meeting of the Academy of Management, Honolulu, HI.

- Chen, G., Ployhart, R. E., & Bliese, P. D. (2005, May). *The Dynamic Nature of Job Attitudes: Antecedents and Consequences*. Presentation at the Annual Meeting of the Personnel and Human Resources Research Group, Amsterdam, Netherlands.
- Chen, G. (2005, April). Modeling the cross-level interplay between individual and team motivation. In J. E. Mathieu (Chair) and R. P. DeShon (Discussant), *Examining meso-mediation relationships in industrial/organizational psychology*. Symposium conducted at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Chen, G., Ployhart, R. E., & Bliese, P. D. (2005, April). Explaining turnover intentions: Changes over time in job attitudes matter. In G. Stewart (Chair) and P. J. Hanges (Discussant), *Modeling dynamic criteria: New insights for theories involving longitudinal change*. Symposium conducted at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Chen, G. (2005, April). Chair, *Homology models: Generalizing organizational theories and practices to new levels*. Panel session conducted at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Cortina, J. M., & Chen, G. (2005, April). Supporting inferences from the observational design. In J. M. Cortina (Chair) and L. R. James (Discussant), *Let the wicked fall, while I escape safely: Avoiding methodological pitfalls in I/O*. Symposium conducted at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Wallace, J. C., Chen, G., & Kanfer, R. (2005, April). Regulatory focus in the workplace. In J. C. Wallace and R. Landis (Chairs) and E. D. Heggstad (Discussant), *Work motivation: A changing of the guard for motivational processes*. Symposium conducted at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Chen, G., & Kanfer, R. (2004, August). *A theory of motivated behavior in work teams*. Paper presented at the 64th Annual Meeting of the Academy of Management, New Orleans, LA.
- Chen, G., Kirkman, B., & Rosen, B. (2004, August). Empowerment creation across organizational levels: The disseminating role of leadership. In R. Peterson (Chair), *Leader member relationships in the 21st century: Facilitating group member motivation and performance*. Symposium conducted at the 64th Annual Meeting of the Academy of Management, New Orleans, LA.
- Chen, G. & Ployhart, R. E. (2004, April). Time for a change: Towards a theory of performance change. In G. Chen (Chair) and K. R. Murphy (Discussant), *The Substantive Nature of Performance Change: New Conceptualizations and Findings*. Symposium conducted at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

- Chen, G. (2004, April). Chair, *The Substantive Nature of Performance Change: New Conceptualizations and Findings*. Symposium conducted at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Page, E., & Chen, G. (2004, April). Team performance change: The roles of team composition variables. In G. Chen (Chair) and K. R. Murphy (Discussant), *The Substantive Nature of Performance Change: New Conceptualizations and Findings*. Symposium conducted at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Cortina, J. M., & Chen, G. (2004, April). Validity versus validation: Distinguishing between inference and evidence. In J. M. Cortina (Chair) and L. R. James (Discussant), *We know in part and prophesy in part: Supporting complex inferences in I-O*. Symposium conducted at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Chen, G. (2003, August). Longitudinal analysis of newcomer-in-team performance: Evidence for bi-directional influences. In G. Chen (Chair) and J. M. Cortina and P. J. Hanges (Discussants), *The changing nature of performance revisited: New extensions, levels, & directions*. Symposium conducted at the 63rd Annual Meeting of the Academy of Management, Seattle, WA.
- Chen, G. (2003, August). Chair, *The changing nature of performance revisited: New extensions, levels, & directions*. Symposium conducted at the 63rd Annual Meeting of the Academy of Management, Seattle, WA.
- Chen, G., Thomas, B. A., Wallace, J. C., & Page, E. (2003, August). A multilevel examination of the relationships among post-training efficacy beliefs, mediating regulatory processes, and transfer-of-training performance. In S. M. Gully (Chair) and J. E. Mathieu (Discussant), *Exploring the nomological network of collective efficacy: Recent findings, new directions*. Symposium conducted at the 63rd Annual Meeting of the Academy of Management, Seattle, WA.
- Chen, G. (2003, August). Discussant, *Organizational citizenship, extra role and prosocial behavior*. Symposium conducted at the 63rd Annual Meeting of the Academy of Management, Seattle, WA.
- Chen, G., Thomas, B. A., Wallace, J. C., & Page, E. (2003, June). *A multilevel examination of transfer-of-training performance in teams*. Presentation at the Annual Meeting of the Personnel and Human Resources Research Group, College Park, MD.
- Chen, G. (2003, May). *On the nature, meaning, and function of multilevel psychological constructs*. Invited talk conducted at the 15th Annual American Psychological Society Conference, Atlanta, GA.

- Chen, G. (2003, April). Chair, *Occupational health and safety: Encompassing personality, emotion, teams, and automation*. Symposium conducted at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Chen, G., Bliese, P. D., & Mathieu, J. E. (2003, April). A new procedure for testing homologous models across levels of analysis. In J. Cortina (Chair) and L. James (Discussant), *H.L. Mencken would be proud: Solutions for complex methodological problems*. Symposium conducted at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Hanges, P. J., & Chen, G. (2003, March). Longitudinal effects of work and stress on soldier retention. In R. R. Sinclair & J. L. Thomas (Chairs), *Modeling military stressors: The WRAIR occupational stress research program*. Symposium conducted at the 5th Interdisciplinary Conference on Occupational Stress & Health, Toronto, Canada.
- Kilcullen, R., Goodwin, J., Chen, G., Wisecarver, M., & Sanders, M. (2002, December). *Identifying agile and versatile officers to serve in the objective force*. Paper presented at the 23rd Army Science Conference, Orlando, FL.
- Chen, G. (2002, August). Chair, *Safety in the new millennium: Multi-level examination of safety in organizations*. Symposium conducted at the 62nd Annual Meeting of the Academy of Management, Denver, CO.
- Chen, G. (2002, August). Discussant, *New directions in measurement and analysis*. Symposium conducted at the 62nd Annual Meeting of the Academy of Management, Denver, CO.
- Chen, G., Webber, S. S., Bliese, P. D., Mathieu, J. E., Payne, S. C., Born, D. H., & Zaccaro, S. J. (2002, August). *Simultaneous examination of the antecedents and consequences of efficacy beliefs at multiple levels of analysis*. Paper presented at the 62nd Annual Meeting of the Academy of Management, Denver, CO.
- Wallace, J. C., & Chen, G. (2002, August). Development and validation of the workplace cognitive failure scale. In G. Chen (Chair) and D. A. Hofmann (Discussant), *Safety in the new millennium: Multi-level examination of safety in organizations*. Symposium conducted at the 62nd Annual Meeting of the Academy of Management, Denver, CO.
- Chen, G. (2002, April). Panelist, *Airing contrary views on efficacy beliefs' nature, meaning, and application*. Panel discussion conducted at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Chen, G., & Klimoski, R. J. (2002, April). Modeling early newcomer role performance: The roles of distal individual differences and proximal motivational and interpersonal processes. In S. J. Zaccaro (Chair) and E. Van Velsor (Discussant), *Developmental experiences and growing leadership capacities: Theoretical and empirical perspectives*. Symposium conducted at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.

- Chen, G., & Bliese, P. D. (2001, April). Towards a framework for conducting multilevel construct validation. In J. Cortina (Chair) and L. James (Discussant), *Method to our madness or madness in our methods?: A look back*. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Chen, G., Bliese, P. D., & Jex, S. M. (2001, April). Examination of the predictors of self-efficacy and collective efficacy: Evidence for discontinuity across levels of analysis. In D. Eden (Chair) and J. Mathieu (Discussant), *Raising and extending self-efficacy research to new levels and domains*. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Chen, G. (2001, April). *Surveys in cyberspace: The bits and bytes*. Panelist in a panel discussion conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Chen, G., Gully, S. M., & Eden, D. (2000, August). Validation of a new general self-efficacy scale. In T. Bauer (Chair) and A. DeNisi (Discussant), *The self in organizations: Self-love, efficacy, esteem and awareness*. Symposium conducted at the 60th Annual Meeting of the Academy of Management, Toronto, Canada.
- Chen, G., Gully, S. M., & Eden, D. (2000, August). General self-efficacy and self-esteem are distinguishable constructs. In T. Bauer (Chair) and A. DeNisi (Discussant), *The self in organizations: Self-love, efficacy, esteem and awareness*. Symposium conducted at the 60th Annual Meeting of the Academy of Management, Toronto, Canada.
- Chen, G., Casper, W. J., & Cortina, J. A. (2000, April). *The roles of self-efficacy and task complexity in the relationships among cognitive ability, conscientiousness, and task performance: A meta-analytic examination*. Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Chen, G., Donahue, L. M., & Banks, D. J. (2000, April). Training undergraduates to work in organizational teams. In M. D. Hakel (Chair) and K. J. Klein (Discussant), *Utilizing I/O methods and techniques as means of impacting higher education practices*. Symposium conducted at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Donahue, L. M., Chen, G., & Griepentrog, B. K. (2000, April). Application of the assessment center method for the development of teamwork competencies. In M. D. Hakel (Chair) and K. J. Klein (Discussant), *Utilizing I/O methods and techniques as means of impacting higher education practices*. Symposium conducted at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Chen, G., Goddard, T. G., & Casper, W. J. (1999, August). Be specific! The role of context in core evaluations of the world and the self. In K. Brown (Chair) and K. James (Discussant), *Views*

of oneself and the organization. Symposium conducted at the 59th Annual Meeting of the Academy of Management, Chicago, IL.

- Casper, W. J., Chen, G., & Cortina, J. A. (1999, April). Meta-analytic examination of the relationships among cognitive ability, conscientiousness, self-efficacy, and performance. In W. Borman (Chair) and F. Schmidt (Discussant), *Personality and performance: Boundary conditions for measurement and structural models*. Symposium conducted at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Chen, G., Webber, S. S., Payne, S. C., & Zaccaro, S. J. (1999, May). Examining multilevel input-process-output relationships in action teams. In R. Klimoski (Chair) and M. Barrick (Discussant), *Individual differences and team performance*. Symposium conducted at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Cortina, J. M., Chen, G., & Dunlap, W. P. (1999, May). An idiot's guide to multiplicative effects in structural equation models. In P. E. Tesluk (Chair) and J. R. Edwards (Discussant), *Current issues in the use of structural equation modeling*. Symposium conducted at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kilcullen, R., Chen, G., Zazanis, M., & Carpenter, T. (1999, May). Cognitive flexibility and performance in unstructured environment. In S. Zaccaro (Chair) and O. Jacobs (Discussant), *Leader flexibility and the assessment of leader performance and executive potential*. Symposium conducted at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Donahue, L. M., Johnson, C. D., & Chen, G. (1999, March). *IOOB competencies for the new millennium: A survey of graduate training "best practices."* Co-chairs for a roundtable discussion at the 20th annual IOOB Conference, Fairfax, VA.
- Chen, G., Zaccaro, S. J., Webber, S. S., Payne, S. C., & Marsh, S. (1998, September). *Team-level influences on athletes' self-regulation: Cross-level analyses*. Poster presented at the Annual Conference of the Association for the Advancement of Applied Sport Psychology, Cape Cod, MA.
- Webber, S. S., Chen, G., Marsh, S., & Payne, S. C. (1998, August). Performance appraisal research contributes to team mental model measurement. In S. J. Zaccaro (Chair) and D. A. Hofmann (Discussant), *Breaking barriers in team research: New methodologies and applications for team research and practice*. Symposium conducted at the 58th Annual Meeting of the Academy of Management, San Diego, CA.
- Chen, G., Whiteman, J. A., & Kilcullen, R. N. (1998, April). A longitudinal examination of the unique roles of trait-like and state-like individual differences in self-regulation. In M. A. Mone (Chair) and D. Eden and R. Kanfer (Co-Discussants), *Longitudinal examination of self-efficacy: Methodological, theoretical, and practical contributions*. Symposium conducted at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Chen, G., & Gully, S. M. (1997, August). Specific self-efficacy, general self-efficacy, and self-esteem: Are they distinguishable constructs? In E. M. Whitener (Chair) and M. Erez (Discussant), *Self-esteem, efficacy, and behavior*. Symposium conducted at the 57th Annual Meeting of the Academy of Management, Boston, MA.

Chen, G. (1997, March). *Task interdependence, causal attributions, and motivational processes in teams: Toward an understanding of regulation mechanisms in teams*. Paper presented at the 18th annual Industrial/Organizational-Organizational Behavior Graduate Conference, Radford University, VA.

INVITED PRESENTATIONS, ADDRESSES, & WORKSHOPS

Academic-Oriented:

- Keynote speaker, *Australian Psychological Society's 11th Industrial and Organisational Psychology Conference*, Melbourne, Australia (2015)
- Invited speaker, Annual Association for Psychological Science Conference, New York (2015)
- Panelist at the *SIOP Doctoral & Junior Faculty Consortia* (2015)
- Panelist at the *Academy of Management (OB Division) Doctoral Consortium* (2014)
- Panelist at the *Academy of Management (HR Division) Doctoral & Junior Faculty Consortia* (2014)
- Presenter, *SIOP Friday Seminar on Cultural encounters: The impact of cultural differences on interpersonal processes in work organizations*. Annual Conference of the Society for Industrial and Organizational Psychology (2014)
- Panelist on the Editorial Mentorship Workshop, 2nd Israel Organizational Behavior Conference, Tel-Aviv, Israel. (2014)
- Presenter, *Center for the Advancement of Research Methods and Analysis (CARMA)* (2013)
- Presenter, *SIOP Friday Seminar on Multilevel Theory, Methods, and Analyses*, Annual Conference of the Society for Industrial and Organizational Psychology (2013)
- Faculty fellow at the *Academy of Management (OB Division) Junior Faculty Consortium* (2012)
- Keynote speaker, *3rd Biennial IWP International Conference 2012 on Work, Wellbeing and Performance*, Sheffield, England (2012)
- Panelist on the *Journal Editors' Panel*, 1st Israel Organizational Behavior Conference, Tel-Aviv, Israel. (2011)
- Panelist at the *Academy of Management (OB Division) Doctoral Consortium* (2011)
- Panelist at the *Academy of Management (OB Division) Junior Faculty Consortium* (2010, 2011)
- *Conceptualizing and Analyzing Multilevel Models*, Research workshop conducted at:
 - Center for the Advancement of Research Methods and Analysis (CARMA) (2005, 2014)
 - Tel Aviv University (2011, 2012)
 - Portland State University (2010)
 - Hong Kong University of Science & Technology (2010)
 - Nanyang Technological University (2010, 2012)
- Keynote speaker, *4th biennial conference of the International Association for Chinese Management Research (IACMR)*, Shanghai, China (2010)

- Panelist, *SIOP Junior Faculty Consortium*, Annual Conference of the Society for Industrial and Organizational Psychology (2009)
- Panelist, *SIOP Doctoral Consortium*, Annual Conference of the Society for Industrial and Organizational Psychology (2009)
- *Early Career Award Address*, Annual Conference of the Society for Industrial and Organizational Psychology (2008)
- Panelist at the *Academy of Management (HR Division) Doctoral Consortium* (2007)
- Panelist, *SIOP Junior Faculty Consortium*, Annual Conference of the Society for Industrial and Organizational Psychology (2007)
- Research Address, *Annual American Society for Training and Development Conference*, Dallas (2006)
- Keynote speaker, Academy of Management Research Methods Division Asian Conference, *Chinese University of Hong Kong* (2006)
- Panelist, *SIOP Doctoral Consortium*, Annual Conference of the Society for Industrial and Organizational Psychology (2004)
- Research presentation, *Annual American Psychological Society Conference*, Atlanta (2003)

Practice-Oriented:

- Speaker, *When Managers Succeed Abroad: Factors Contributing to Expatriate Managers' Effectiveness*, presentation to the American Chamber of Commerce, Beijing, China (2013)
- Speaker, *Motivation at work: Individual and team perspectives*, workshop conducted at Behavioural Sciences Institute, Singapore Management University (2012)
- Panelist, *Shared leadership and the Orpheus process: Creative dialogue*, Clarice Smith Performing Arts Center, University of Maryland (2012)
- Speaker, *Personnel Testing Council Luncheon Series*, Arlington, VA (2012)
- Keynote speaker, *Goodmove 2011* – practitioner conference on global relocation, Tel Aviv University, Israel (2011)
- Speaker, *ThoughtLeadership @ Smith Breakfast Series*, Washington, DC (2011)
- Presenter, *Self-Management Symposium*, The Morning Star Self-Management Institute, Sacramento, CA (2010)
- Presenter, *SIOP Friday Seminar on Work Motivation*, Annual Conference of the Society for Industrial and Organizational Psychology (2010)

INVITED RESEARCH COLLOQUIA

- University of Western Australia Business School (2015)
- Indian School of Business (2015)
- Singapore Management University – Lee Kong Chian School of Business (2014)
- National University of Singapore (2010, 2012, 2014)
- Pennsylvania State University – Smeal College of Business (2014)
- Hong Kong University of Science & Technology (2006; 2010; 2014)
- Hong Kong Polytechnic University – Centre for Leadership & Innovation (2014)
- George Mason University (2005; 2008; 2010, 2014)
- North Carolina State University – Poole College of Management (2013)

- Michigan State University, Psychology Department (2013)
- Technion (2001, 2012)
- University of North Carolina, Chapel Hill – Kenan-Flagler School (2003, 2012)
- Tsinghua University (2012)
- Arizona State University – Carey School (2012)
- University of Florida – Warrington College of Business Administration (2012)
- National University of Singapore (2010, 2012)
- New York University – Stern School (2011)
- University of Washington – Foster School (2011)
- Washington University in St. Louis – Olin School (2010)
- City University of Hong Kong (2006; 2010)
- University of South Carolina – Moore School (2010)
- Drexel University – LeBow School (2010)
- Nanyang Technological University (2010)
- George Washington University (2009)
- Tulane University – Freeman School (2009)
- University of Kansas (2008)
- Tel-Aviv University (2001; 2008)
- University of Maryland (2005; 2006; 2007)
- Texas A&M University – Mays School (2005)
- London Business School (2003)
- Rice University (2003)
- Georgia Institute of Technology (2000; 2003)
- University of Illinois (2000)
- Hebrew University (2000)

TECHNICAL REPORTS

Chen, G. & Ployhart, R. E. (2005). *An interactionist analysis of soldier retention across career stages and time*. Interim report to the Army Research Institute for the Behavioral and Social Sciences.

Smith, E. M., Chen, G., & Carter, G. W. (2001). *Development and revision of mastery evaluation tools for the Defense Leadership and Management Program strategic staffing and workforce management course* (Institute Report#374). Arlington, VA: Personnel Decision Research Institute, Inc.

Smith, E. M., Chen, G., & Carter, G. W. (2000). *Development and revision of mastery evaluation tools for the Defense Leadership and Management Program principles of human resource management course* (Institute Report#360). Arlington, VA: Personnel Decision Research Institute, Inc.

Kilcullen, R. N., Chen, G., & Simsarian, S. T. (1997). Selection measures for Special Forces. In J. E. Brooks & M. M. Zazanis (Eds.), *Enhancing U.S. Army Special Forces: Research and*

applications (ARI Special Report 33, pp. 19-25). Alexandria, VA: US Army Research Institute.

TEACHING EXPERIENCE

- Undergraduate-Level Courses: Organizational Behavior; Working in Groups and Teams; Industrial-Organizational Psychology; Social Psychology
- MBA/EMBA-Level Courses and Workshops: Leadership & Human Capital; Global Leadership; Leadership Development; Cross-Cultural Management; Cross-Cultural Communication & Teamwork; Human Resource Management
- Ph.D.-Level Seminars: Advanced Research Methods; Regression Analysis; Small Group Behavior in Work Organizations; Multilevel Theory & Analyses.

EDITORIAL AND REVIEWING SERVICE

- Editor, *Journal of Applied Psychology* (Incoming Editor, 2014; Editor, 2015-2020)
- Associate Editor, *Journal of Applied Psychology* (2008 – 2013)
- Editorial Board Member:
 - Academy of Management Journal (2004 – present)
 - Archives of Scientific Psychology (2012 – present)
 - Organizational Research Methods (2007; 2014 – present)
 - SIOP Organizational Frontiers Series (2013 to present)
 - Journal of Applied Psychology (2004 – 2007)
 - Organizational Behavior and Human Decision Processes (2007)
 - Personnel Psychology (2007)
 - Applied Psychology: An International Review (2002 – 2006)
 - Journal of Management (2003 – 2007)
- Ad-Hoc Reviewer:
Academy of Management Conference, Academy of Management Learning & Education, Academy of Management Review, Group and Organization Management, Human Performance, Israel Science Foundation, Journal of Applied Social Psychology, Journal of Experimental Psychology: Applied, Journal of Occupational and Organizational Psychology, Leadership Quarterly, Military Psychology, MIS Quarterly, Motivation and Emotion, National Science Foundation, Organization Science, Psychological Science in the Public Interest, Small Group Research, Society for Industrial-Organizational Psychology Conference, Strategic Management Journal.

ACADEMIC SERVICE

Dissertation and Masters Committees:

Served as committee chair:

- Crystal C. I. Farh (Ph.D., 2012); Placement: Eli Broad School, Michigan State University
- Payal Nangia Sharma (Ph.D., 2011); Placement: Rutgers Business School
- J. Craig Wallace (Ph.D., 2004); Placement: Psychology Department, Tulane University
- Erin Page (M.A., 2004)
- Brian Thomas (M.A., 2003)

Served as committee member:

- Brady M. Firth (Ph.D., expected 2014);
- Lynn Imai (Ph.D., 2012); Placement: Ivey School of Business, University of Western Ontario
- Andrew Schmidt (Ph.D., 2012); Placement: Booz Allen Hamilton
- Alon Lisak (Ph.D., 2011); Placement: Glazer Faculty of Management, Ben-Gurion University
- Natalia Lorinkova (Ph.D., 2010); Placement: Wayne State University
- Ryan Fehr (Ph.D., 2010); Placement: Foster School of Business, University of Washington
- Hilary Gettman (Ph.D., 2008); Placement: Stonehill College
- Steven Johnson (Ph.D., 2008); Placement: Fox School of Business, Temple University
- Pedro Leiva (Ph.D., 2006)
- Michael Lippstreu (M.A., 2003)
- Margaret Beier (Ph.D., 2003); Placement: Psychology Department, Rice University
- Kimberly Wrenn (Ph.D., 2003)
- Mark Wolf (M.A., 2004)
- Jennifer Swift (M.A., 2003)

University of Maryland:

- Department Chair, Management & Organization Department (2011 – 2015)
- Member, Dean's Task Force on Summer Funding (2013)
- Member, Smith School of Business Office of Career Services Faculty Advisory Committee (2012 – present)
- Member, Smith School of Business Advisory Committee on Global Programs (2012 – 2013)
- Member, Dean's Task Force on Smith Innovation and Entrepreneurship Initiatives (2012)
- Ph.D. Adviser, Organizational Behavior and Human Resources Areas (2010-2011)
- Member, University Senate-Provost task force on aging (2010-2011)
- Member, Strategy search committee (2008-2010)
- Chair, OB/HR search committee (2007-2008)
- Chair, OB/HR comprehensive exam committee (2007-2008)
- Chair, research enhancement committee (2006-2007)
- Member, endowed chair search committee (2006-2007)
- Member, strategic planning committee (2007)

Texas A&M University:

- Chair, task force for subject pool procedures (2004).
- Member, doctoral program committee (2005-2006)

Georgia Institute of Technology:

- Task force for subject pool procedures (2002)
- Multivariate position selection committee (2002-2003)

Academy of Management:

- Member, Organizational Behavior Division's Best Paper with International Implications committee (2015)
- Member, Organizational Behavior Division's Outstanding Publication in OB Award committee (2009, 2013)
- Chair, Organizational Behavior Division's Scientific Affairs committee (2008 – 2010)
- Member, Organizational Behavior Division's Cummings Award committee (2009)
- Member, Organizational Behavior Division's Scientific Affairs committee (2007)
- Chair, Research Method Division's Awards Committee (2005 – 2007)
- Member, Research Method Division's Awards Committee (2008)
- Representative-at-Large, Research Method Division (2004 – 2007)
- Member, Human Resources Division Awards Committee (2006-2007)
- Member, Research Method Division's New Member Socialization Committee (2003 – 2004)

Society for Industrial/Organizational Psychology (SIOP):

- Member, Distinguished Early Career Contributions Award Committee (2007, 2008)
- Chair, Scientific Affairs Committee (2005 – 2007)
- Member, Scientific Affairs Committee (2002 – 2005)
- Member, Program Strategic Planning Committee (2003 – 2005)
 - Chair, Invited Speaker Sub-Committee (2004-2005)
- Member, Graduate Student Scholarship Award Committee (2004)

CONSULTING

- Consulted to a variety of organizations on such issues as team and leadership effectiveness, work climate and attitudes, recruitment, staffing and onboarding, and performance management.
- Organizations consulted to include, among others, Lockheed Martin, MedStar, Under Armour, BTG, Getronics, The Home Depot, Intel, Morning Star, NYLCare Health Plans, Halliburton, SAIC, Perot Systems, Self-Management Institute, Virginia State Police, and the U.S. Army.

MEDIA ARTICLES AND MENTIONS

- Baltimore Business Journal (June 28, 2013)
- Baltimore Sun (November 19, 2012; January 5, 2013; March 14, 2013)
- CNN/Fortune (October 13, 2011; September 21, 2012)
- Washington Post (December 20, 2010; May 13, 2012)
- Pittsburg Post-Gazette (March 30, 2012)

- China Economic Review (October 23, 2006)
- PBS (February 10, 2011)

ACADEMIC AFFILIATIONS

- Academy of Management
- American Psychological Association
- Association for Psychological Sciences
- Personnel and Human Resources Research Group
- Society for Industrial and Organizational Psychology
- Society of Organizational Behavior

Vita last updated: June 10, 2015