

JAMES M. DIEFENDORFF

Department of Psychology
The University of Akron
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ACADEMIC EMPLOYMENT

Assistant Professor of Psychology, University of Akron, *August, 2006 – Present*

Visiting Assistant Professor of Management, Singapore Management University,
June, 2007 – July, 2007

Assistant Professor of Management, University of Colorado at Denver, *July, 2004 – August, 2006*

Assistant Professor of Psychology, Louisiana State University, *August, 1999 – June, 2004*

EDUCATION

Ph.D., August, 1999	The University of Akron Industrial/Organizational Psychology
M.A., May, 1995	The University of Akron Industrial/Organizational Psychology
B.A., May, 1993	The University of Akron Major: <i>Psychology</i>

RESEARCH

Peer Reviewed Journal Publications

Copeland, A. L., Diefendorff, J. M., Kendzor, D., Rash, C., Patterson, S., & Williamson, D. A. (*In press*). Measurement of Smoking Outcome Expectancies in Children: Development of the Smoking Consequences Questionnaire-Child. *Psychology of Addictive Behaviors*.

Diefendorff, J. M., & Croyle, M. H. (*In press*). Antecedents of emotional display rule commitment. *Human Performance*.

- Diefendorff, J. M., & Mehta, K. (2007). The relations of motivational traits with workplace deviance. *Journal of Applied Psychology, 92*, 967-977.
- Diefendorff, J. M., Richard, E. M., & Croyle, M. H. (2006). Are emotional display rules formal job requirements? Examination of employee and supervisor perceptions. *Journal of Occupational and Organizational Psychology, 79*, 273-298.
- Diefendorff, J. M., Richard, E. M., & Gosserand, R. H. (2006). Examination of situational and attitudinal moderators of the hesitation and performance relation. *Personnel Psychology, 59*, 365-393.
- Richard, E. M., Diefendorff, J. M., & Martin, J. H. (2006). Revisiting the within-person self-efficacy and performance relation. *Human Performance, 19*, 67-87.
- Small, E. E., & Diefendorff, J. M. (2006). The impact of contextual self-ratings and observer ratings of personality on the personality-performance relationship. *Journal of Applied Social Psychology, 36*, 297-320.
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior, 66*, 339-357.
- Diefendorff, J. M., Silverman, S. B., & Greguras, G. J. (2005). Measurement equivalence and multisource ratings for non-managerial positions: Recommendations for research and practice. *Journal of Business and Psychology, 19*, 399-425.
- Gosserand, R. H., & Diefendorff, J. M. (2005). Display rules and emotional labor: The moderating role of commitment. *Journal of Applied Psychology, 90*, 1256-1264.
- Diefendorff, J. M. (2004). Examination of the roles of action-state orientation and goal orientation in the goal-setting and performance process. *Human Performance, 17*, 375-395.
- Diefendorff, J. M., & Gosserand, R. H. (2003). Understanding the emotional labor process: A control theory perspective. *Journal of Organizational Behavior, 24*, 945-959.
- Diefendorff, J. M., & Lord, R. G. (2003). The volitional and strategic effects of planning on task performance and goal commitment. *Human Performance, 16*, 365-387.
- Diefendorff, J. M., & Richard, E. M. (2003). Antecedents and consequences of emotional display rule perceptions. *Journal of Applied Psychology, 88*, 284-294.

- Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2002). Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior*, 23, 93-108.
- Diefendorff, J. M., Hall, R. J., Lord, R. G., & Streat, M. (2000). Action-state orientation: Construct validity of a revised measure and its relationship to work-related variables. *Journal of Applied Psychology*, 85, 250-263.
- Diefendorff, J. M., Lord, R. G., Hepburn, E. T., Quickle, J., Hall, R. J., & Sanders, R. E. (1998). Perceived self-regulation and individual differences in selective attention. *Journal of Experimental Psychology: Applied*, 4, 228-247.

Book Chapters/Encyclopedia Entry

- Diefendorff, J. M. (2007). Motivational Traits. In S. G. Rogelberg (Ed). *Encyclopedia of Industrial and Organizational Psychology*. Thousand Oaks, CA: Sage Press.
- Diefendorff, J. M., & Lord, R. G. (In press). Self-regulation and goal striving processes. In R. Kanfer, G. Chen, & R. Pritchard (Eds.). *Work motivation: Past, present, and future*. Mahwah, NJ: Lawrence Erlbaum & Associates.
- Diefendorff, J. M., & Richard, E. M. (In press). Not all emotional display rules are created equal: Distinguishing between prescriptive and contextual display rules. In N. M. Ashkanasy, & C. L. Cooper (Eds.). *Research Companion to Emotion in Organizations*. Northampton, CT: Edward Elgar.

Manuscripts Under Review

- Diefendorff, J. M., & Greguras, G. J. (Revising at *Journal of Management*). *Contextualizing emotional display rules: Examining the roles of targets and discrete emotions in shaping display rule perceptions*.
- Diefendorff, J. M., Richard, E. M., & Yang, J. (Under second review at *Journal of Organizational Behavior*). *Emotion regulation: Linking strategies to affective events and discrete emotions*.
- Greguras, G. J., & Diefendorff, J. M. (Revising at *Journal of Applied Psychology*). *Different fits satisfy different needs: Linking person-environment fit to employee attitudes and performance using self-determination theory*.
- Greguras, G. J., & Diefendorff, J. M. (Under review at *Personnel Psychology*). *Why does proactive personality predict employee attitudes and behaviors? A field investigation of the mediating role of the self-concordance model*.

Loi, R., Yang, J., & Diefendorff, J. M. (Under review at *Journal of Applied Psychology*). *Four-factor justice and daily job satisfaction: A multi-level investigation*

Yang, J., & Diefendorff, J. M. (Under review at *Personnel Psychology*). *The relations of daily counterproductive workplace behavior with emotions, situational antecedents, and personality moderators: A diary study in Hong Kong.*

Conference Presentations

Loi, R., Yang, J., & Diefendorff, J. M. (2007, December). Four-factor justice and daily job satisfaction: A multi-level Investigation. Paper to be presented at the Annual Australian and New Zealand Academy of Management meeting, Sydney, Australia.

Greguras, G. J., & Diefendorff, J. M. (2007, August). Different fits satisfy different needs: Linking person-environment fit to employee attitudes and performance using self-determination theory. Paper presented at the 67th Annual Academy of Management Conference, Philadelphia, PA.

Yang, J., & Diefendorff, J. M. (2007, August). A diary study of counterproductive work behavior and its antecedents in Hong Kong. Paper presented at the 67th Annual Academy of Management Conference, Philadelphia, PA.

Diefendorff, J. M. (2007, May). Toward an understanding of emotional display rules at work: The importance of context. Invited address presented at the 19th Annual Association for Psychological Science meeting, Washington, D.C.

Diefendorff, J. M., & Richard, E. M. (2007, April). Developing a theory of prescriptive and contextual emotional display rules. Poster presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.

Greguras, G. J., & Diefendorff, J. M. (2007, April). Why does proactive personality predict employee attitudes and behaviors? Poster presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.

Richard, E. M., & Diefendorff, J. M. (2007, April). Breaking the rules: Examining predictors of display rule deviance. In P. B. Barger & J. Z. Gillespie (Chairs), *When smiles are required: Understanding display rules and emotional labor*. Symposium presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.

Yang, J., Diefendorff, J. M., & Luk, D. (2007, April). The relations of daily counterproductive workplace behavior with emotions and situational antecedents: A diary study in Hong Kong. In Z. Song & J. Yang (Chairs), *The daily affective*

experience: Its antecedents and consequences. Symposium presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.

- Diefendorff, J. M., Greguras, G. J., Richard, E. M., & Aguinis, H. (2006, August). Exploring the relations between leader characteristics, leader emotional displays, and subordinate leadership perceptions. In S. J. Ashford & E. Darling (Chairs), *Emotion regulation and its implications for action*. Symposium conducted at the 66th Annual Academy of Management Conference, Atlanta, GA.
- Diefendorff, J. M. (2006, May). *Effects of Emotions*. Facilitator of interactive poster session conducted at the 21st Annual Society for Industrial and Organizational Psychology meeting, Dallas, TX.
- Diefendorff, J. M., & Greguras, G. J. (2006, May). Contextualizing emotional display rules: Taking a closer look at targets, discrete emotions, and behavioral responses. In E. M. Richard, & J. C. Wallace (Chairs), *New directions in emotional labor research*. Symposium conducted at the 21st Annual Society for Industrial and Organizational Psychology meeting, Dallas, TX.
- Diefendorff, J. M., & Richard, E. M. (2006, May). Examining the within-person relationships among effort, affect, and motivation in a single performance episode. In A. M. Schmidt (Chair), *The evolution and utilization of personal resources in self-regulation*. Symposium conducted at the 21st Annual Society for Industrial and Organizational Psychology meeting, Dallas, TX.
- Diefendorff, J. M., Croyle, M. H. (2005, October). Commitment to emotional display rules: Development and test of a theoretical model. Paper presented at the Conference on Commitment, Columbus, OH.
- Diefendorff, J. M., & Mehta, K. (2005, April). The relationship of motivational traits with counterproductive work behaviors. Poster presented at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.
- Diefendorff, J. M., Richard, E. M., & Robie, C. (2005, April). Motivational traits and performance: The mediating role of daily self-regulation. In J. C. Wallace & R. S. Landis (Chairs), *Advances in work motivation: A changing of the guard for motivational processes*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.
- Diefendorff, J. M., Richard, E. M., & Yang, J. (2005, April). Emotion regulation: Linking strategies to affective events and discrete emotions. In R. H. Gosserand & J. M. Diefendorff (Chairs), *Toward a better understanding of emotion regulation at work*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.

- Gosserand, R. H., & Diefendorff, J. M. (2005, April). *Toward a better understanding of emotion regulation at work*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.
- Richard, E. M., & Bourgeois, N. T., & Diefendorff, J. M. (2005, April). A process model of the psychological experience of emotional labor. In R. H. Gosserand & J. M. Diefendorff (Chairs), *Toward a better understanding of emotion regulation at work*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.
- Croyle, M. H., & Diefendorff, J. M. (2004, April). Commitment to displaying positive emotions at work: An examination of individual difference and situational antecedents. In A. A. Grandey, & J. M. Diefendorff (Chairs), *Toward an understanding of the motivation behind emotional labor*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Diefendorff, J. M., Richard, E. M., & Croyle, M. H. (2004, April). Are emotional display rules perceived as formal job requirements? Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Diefendorff, J. M., Richard, E. M., Gosserand, R. H., & Hardman, L. (2004, April). An examination of moderators of the hesitation and performance relationship. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Diefendorff, J. M., Richard, E. M., & Mehta, K. (2004, April). Action-state orientation and self-regulatory processes during goal-striving. In P. M. Mangos (Chair), *Individual differences in self-regulatory effectiveness: Action-state orientation, volitional competencies, and performance*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Gosserand, R. H., & Diefendorff, J. M. (2004, April). Display rules and emotional labor: The moderating role of commitment. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Grandey, A. A., & Diefendorff, J. M. (2004, April). *Toward an understanding of the motivation behind emotional labor*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Richard, E. M., & Diefendorff, J. M. (2004, April). Goal orientation and feedback sign as predictors of changes in self-efficacy. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

- Diefendorff, J. M. (2003, April). *Work motivation: Theoretical approaches to understanding contextual performance behaviors*. Panel member in panel discussion conducted at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2003, April). Dispositional and situational antecedents of genuine emotional expressions and emotional labor strategies. In M. A. Vey & T. M. Glomb (Chairs), *Individual differences' impact on emotional labor antecedents, processes, and outcomes*. Symposium conducted at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Levy, P. E., Silverman, S. B., Norris-Watts, C., Diefendorff, J. M., & Ramakrishnan, M. (2003, April). Differences across cultures in developmental feedback. In L. W. Porter (Chair), *Cross-cultural perspectives on the feedback giving and responding process*. Symposium conducted at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Martin, J. H., & Diefendorff, J. M. (2003, April). Differential effects of facets of neuroticism on motivation and performance. Poster presented at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Richard, E. M., Diefendorff, J. M., & Martin, J. H. (2003, April). Revisiting the within-person self-efficacy and performance relationship. Poster presented at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Diefendorff, J. M., & Gosserand, R. H. (2002, August). A control theory conceptualization of the emotional labor process. In R. J. Aldag (Chair), *Emotions at work: Types and consequences*. Symposium conducted at the 62nd Annual Academy of Management meeting, Denver, CO.
- Diefendorff, J. M., Gosserand, R. H., Hall, R. J., & Chang, D. (2002, April). Distinguishing action-state orientation from other motivational and self-regulatory traits. In J. M. Diefendorff (Chair), *New directions in research on motivational traits*. Symposium conducted at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.
- Diefendorff, J. M. (2002, April). *New directions in research on motivational traits*. Symposium conducted at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.
- Diefendorff, J. M. (2002, April). Effects of action-state orientation and goal orientation on performance. Poster presented at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.

- Diefendorff, J. M., & Richard, E. (2002, April). Antecedents and consequences of emotional display rule perceptions. Poster presented at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.
- Engel, E. A., & Diefendorff, J. M. (2002, April). Personality and job performance: The impact of contextual self-ratings and observer ratings. Poster presented at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.
- Diefendorff, J. M., Hughes, R. R., & Kamin, A. M. (2001, April). Development of an action-state orientation measure for the workplace. In D. Steele-Johnson & P. Mangos (Chairs), *Action-state orientation: The concept, its measurement, and implications for the workplace*. Symposium conducted at the 16th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.
- Diefendorff, J. M., & Silverman, S. B. (2001, April). Examining the equivalence of 360E ratings across sources: Recommendations for research and practice. In J. Williams (Chair), *Has 360-degree feedback really gone amok? New empirical data*. Symposium conducted at the 16th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.
- Hughes, R. R., Schmitz, A., Ladner, H., & Diefendorff, J. M. (2001, April). Individual differences in volitional competencies: Examining the volitional components inventory. Poster presented at the 16th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.
- Diefendorff, J. M., & Lord, R. G. (2000, April). The volitional effects of planning on performance and goal commitment. Poster presented at the 15th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Diefendorff, J. M., & Silverman, S. B. (2000, April). Differences and similarities of 360E feedback ratings across multiple countries. In S. B. Silverman (Chair), *Business as usual? Are I-O psychology practices applicable across cultures?* Symposium conducted at the 15th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (1999, April). The effects of job involvement on organizational citizenship behaviors. Poster presented at the 14th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.
- Brown, D. J., Diefendorff, J. M., Kamin, A. M., & Lord, R. G. (1999, April). Predicting organizational citizenship with the Big Five: The source matters! Poster presented at the 14th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.

- Brown, D. J., Gradwohl-Smith, W., Lord, R. G., Kamin, A., & Diefendorff, J. M. (1998, June). Developing the nomological network for a measure of leadership self-schema. Poster presented at the Annual American Psychological Society meeting, Washington, D.C.
- Diefendorff, J. M., Snyder, D. J., & Lord, R. G. (1997, April). The effects of goal directed cognitions on inhibitory processes. Poster presented at the 12th Annual Society for Industrial and Organizational Psychology meeting, St. Louis, MO.
- Lord, R. G., & Diefendorff, J. M. (1996, April). Control theory: Past contributions, future promise. In J. L. Farr (Chair), *Contemporary approaches to work motivation*. Symposium conducted at the 11th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.
- Strean, M., Diefendorff, J. M., Lord, R. G., & Hall, R. J. (1996, August). Construct validity of the Action Control Scale. Poster presented at the Annual Academy of Management meeting, Cincinnati, OH.
- Diefendorff, J. M., Lord, R. G., Quickle, J., Sanders, R. E., & Hepburn, E. T. (1995, April). Goal-related inhibition: Application of a negative priming paradigm. Poster presented at the 10th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Hepburn, E. T., Lord, R. G., Diefendorff, J. M., Quickle, J., Hall, R. J., & Sanders, R. E. (1995, April). Goal attainment and individual differences in selective attention. Poster presented at the 10th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

Conference Presentations Under Review

- Bourgeois, N. T., & Diefendorff, J. M. (Under review). Error training: Examining emotion control and system knowledge as mediators. Poster submitted to the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Chau, S. L., Levy, P. E., & Diefendorff, J. M. (Under review). A longitudinal study of emotional labor and turnover. In A. A. Grandey, & J. M. Diefendorff (Chairs), *A tale of two emotion strategies: Surface and deep acting*. Symposium proposed to be conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Diefendorff, J. M., Erickson, R. J., Grandey, A. A., & Dahling, J. (Under review). A multilevel analysis of emotional labor among nurses. In A. A. Grandey, & J. M. Diefendorff (Chairs), *A tale of two emotion strategies: Surface and deep acting*. Symposium proposed to be conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.

- Diefendorff, J. M., Greguras, G. J., Fleenor, J., & Chandler, M. (Under review). Distinguishing perceived emotional demands-abilities fit from other fit perceptions. Poster submitted to the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Grandey, A. A., & Diefendorff, J. M. (Under review). A tale of two emotion strategies: Surface and deep acting. Symposium proposed to be conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Greguras, G. J., & Diefendorff, J. M. (Under review). Proactive personality, core self-evaluations, and self-determination theory. In D. L. Ferris, & D. Brown (Chairs), *Self-determination theory in the workplace*. Symposium proposed to be conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.

In Progress

- Diefendorff, J. M. (In progress). *Exploring the dimensionality and nomological network of motivational traits: Toward a parsimonious representation of the dispositional basis of motivation*. Analyzing data.
- Diefendorff, J. M., Erickson, R. J., Grandey, A. A., & Dahling, J. (In progress). *Are emotional display rules really 'rules'? Examining the effect of group-level emotional display rules on emotional labor processes*. Preparing manuscript for review
- Diefendorff, J. M., Hall, R. J., & Gosserand, R. H. (In progress). *Development and validation of the Work Action Control Scale (WACS)*. Preparing manuscript for review.
- Diefendorff, J. M., Richard, E. M., Grandey, A. A., & Chandler, M. (In progress). *The origins of emotional display rules and their relationships with employee behavior*. Analyzing data.
- Richard, E. M., & Diefendorff, J. M. (In progress). *Motivational traits and daily self-regulatory activities*. Preparing manuscript for review

AWARDS

Recipient of the College of Business Researcher of the Year Award, University of Colorado at Denver, Denver, CO, 2005

Recipient of the Louisiana State University Volunteer Service Award, Louisiana State University, Baton Rouge, LA, 2003-2004

FELLOWSHIPS AND GRANTS

Co-Investigator (with J. Yang) on City University of Hong Kong Strategic Research Grant funded at \$171,856 HKD, 2007-2008.

Co-Investigator (with G. Greguras) on Wharton-Singapore Management University Research Center Grant funded at \$17,767 SGD, 2005-2006.

Co-Investigator (with G. Greguras & J. Fleenor) on Wharton-Singapore Management University Research Center Grant funded at \$25,982 SGD, 2007-2008.

College of Arts and Sciences Research Fellowship, Louisiana State University, Baton Rouge, LA, Spring, 2003

Council on Research Fellowship, Louisiana State University, Baton Rouge, LA, Summer, 2002

TEACHING EXPERIENCE

Assistant Professor, University of Akron, Fall, 2006 – Present

- Introduction to I/O Psychology (undergraduate); average evaluation: 4.00/5.00
- Human Resource Management (undergraduate); average evaluation: 4.40/5.00

Visiting Assistant Professor, Singapore Management University, Summer, 2007

- Management of People at Work (undergraduate); average evaluation:

Assistant Professor, University of Colorado at Denver, Fall, 2004 – Summer, 2006

- Managing Individuals and Teams (MBA); average evaluation: 3.42/4.00
- Human Resource Management (undergraduate); average evaluation: 2.38/4.00

Assistant Professor, Louisiana State University, Fall, 1999 – Summer, 2004

- General Statistics (undergraduate); average evaluation: 3.44/4.00
- Introduction to I/O Psychology (undergraduate); average evaluation: 2.81/4.00
- Job Attitudes and Work Motivation (doctoral); average evaluation: 3.29/4.00
- Groups and Teams in Organizations (doctoral); average evaluation: 3.67/4.00

- Training and Development (doctoral); average evaluation: 3.68/4.00

Instructor, The University of Akron, Fall, 1995 – Spring, 1999

- Human Behavior at Work (undergraduate); average evaluation: 4.10/5.00
- Cognitive Psychology (undergraduate); average evaluation: 4.50/5.00
- Introduction to Psychology (undergraduate); average evaluation: 4.30/5.00

APPLIED EXPERIENCE

Independent Consultant, *SSA Consultants, LLC.*, January, 2003 – January, 2006

- Developed a grant writing guide to be used by nonprofit state-funded agencies.
- Developed a performance appraisal instrument.
- Assisted in the creation of a Leadership Assessment Battery; wrote tailored feedback reports to aid in executive coaching and development.
- Analyzed data and developed reports for a variety of consulting projects.

Board Member, *Greater Baton Rouge Community Clinic*, January, 2002 – July, 2004

- Developed and implemented a program evaluation of the clinic's effectiveness; developed patient and service provider satisfaction surveys; analyzed data and developed a report for the Board of Directors.
- Modified and implemented a performance assessment tool of the Executive Director of the Board.

Staff Consultant, *Human Resource Decisions, Inc.*, September, 1997 – August, 1999

- Developed a 360E feedback performance appraisal instrument for an international manufacturing firm.
- Constructed an employee development guide.
- Updated a managerial 360E feedback instrument and development guide.

Associate Consultant, *The Brinoth Group*, July, 1996 – December, 1996

- Conducted a validation study for a large banking firm. Developed a

comprehensive report concerning all stages of the validation process and implications for legal responsibility.

- Analyzed and interpreted both qualitative and quantitative data. Prepared technical reports.

Graduate Assistant, *The Equal Employment Opportunity Office, The University Of Akron*, August, 1993 – June, 1995

- Developed and maintained statistical reports on employment activity throughout the university. Collaborated with EEO officers on data analyses and reports.

STUDENT ADVISING

Dissertation Chair

- S. Chau, 2007, University of Akron (co-chair)
- N. Bourgeois, 2007, Louisiana State University (co-chair)
- J. Dahling, 2007, University of Akron (co-chair)
- R. Gosserand, 2003, Louisiana State University
- W. Muller, in progress, University of Akron
- J. Martin, 2002, Louisiana State University
- E. Richard, 2005, Louisiana State University (co-chair)

Membership on Dissertation Committees

- N. Sestak, in progress, University of Akron
- G. Dutton, 2004, Louisiana State University
- L. Faulk, 2002, Louisiana State University
- K. McCook, 2002, Louisiana State University
- M. Medvedeff, in progress, University of Akron
- A. Merz, 2002, Louisiana State University
- L. Polly, 2001, Louisiana State University
- S. Premeaux, 2002, Louisiana State University
- D. Romano, 2002, Louisiana State University
- Y. Swee, in progress, University of Akron
- A. Shyamsunder, in progress, University of Akron
- B. Wech, 2001, Louisiana State University
- D. Zickafoose, 2001, Louisiana State University

Master's Thesis Chair

- C. Becker, in progress, University of Akron
- M. Chandler, in progress, University of Akron
- G. Leung, in progress, University of Akron

M. Croyle, 2003, Louisiana State University
J. Martin, 2000, Louisiana State University
K. Mehta, 2003, Louisiana State University
C. Saluan, in progress, University of Akron
E. Richard, 2002, Louisiana State University

Membership on Master's Thesis Committees

N. Bourgeois, 2003, Louisiana State University
R. Hughes, 2000, Louisiana State University
H. Ladner, 2001, Louisiana State University
N. McConnell, 2007, University of Akron
Z. Petkova, in progress, University of Akron
M. Russ, 2003, Louisiana State University

Honor's Thesis Chair

E. Engel, 2001, Louisiana State University
K. Meacham, 2001, Louisiana State University
J. Morehart, in progress, University of Akron

PROFESSIONAL SERVICE

SIOP's S. Rains Wallace Dissertation Award Committee Member

- Reviewed and evaluated nominees for best dissertation nominated to SIOP.

SIOP's KARE (Katrina Aid and Relief Effort) Leadership Team Member

- Developed ways to assist SIOP member affected by Hurricane Katrina
- Developed a plan for assisting businesses in the areas affected by Hurricane Katrina.
- Organized a 2-day program to help businesses in New Orleans at the 2006 APA conference.
- Assisted the Audubon Institute in New Orleans, LA in a performance appraisal project.

Editorial Board Member

- *Journal of Organizational Behavior*, 2007 – present
- *Journal of Business and Psychology*, 2004 – present
- *Organizational Behavior and Human Decision Processes*, 2007 – present

Ad Hoc Journal Reviewer

- *Academy of Management Executive*, 2005 – present
- *Academy of Management Journal*, 2003 – present
- *Academy of Management Review*, 2006 – present
- *Administrative Science Quarterly*, 2003 – present
- *Emotion*, 2007 – present
- *European Journal of Personality*, 2006 – present
- *European Journal of Work and Organizational Psychology*, 2003 – present
- *Group and Organizational Management*, 2007 – present
- *Human Performance*, 2003 – present
- *Human Resource Management Review*, 2007 – present
- *International Journal of Hospitality Management*, 2006 – present
- *International Journal of Psychology*, 2003 – present
- *Journal of Applied Social Psychology*, 2002 – present
- *Journal of Business Ethics*, 2005 - present
- *Journal of Business and Psychology*, 2002 - 2004
- *Journal of Management*, 2005 - present
- *Journal of Managerial Issues*, 2001 – present
- *Journal of Occupational Health Psychology*, 2006 – present
- *Journal of Occupational and Organizational Psychology*, 2003 – present
- *Journal of Vocational Behavior*, 2006 – present
- *Organizational Behavior and Human Decision Processes*, 2005 – 2007
- *Organizational Research Methods*, 2005 - present
- *Personality and Social Psychology Bulletin*, 2004 – present
- *Personnel Psychology*, 2004 – present
- *Social Behavior and Personality: An International Journal*, 2003 – present
- *The Sociological Quarterly*, 2007 – present
- *Work and Stress*, 2006 – present

Conference Reviewer

- Society for Industrial and Organizational Psychology Conference, 2001 – present
- Emonet Conference, 2002 - present
- Academy of Management Conference, 2002 - present

Book Reviewer

- Wadsworth Publishing, 2001 - 2004
- Houghton Mifflin Publishing, 2001 - 2004

Invited Addresses

- “The relations of motivational traits with workplace deviance,” (2007), Department of Management, City University of Hong Kong, Hong Kong.
- “The relations of motivational traits with workplace deviance,” (2006), Department of

Management, Singapore Management University, Singapore.

- “Introduction to structural equation modeling,” (2006), Department of Psychology, University of Osnabrück, Osnabrück, Germany.
- “Understanding the emotional labor process: Development of a theoretical model and test of a key component,” (2006), Department of Psychology, University of Osnabrück, Osnabrück, Germany.
- “Emotional display rules and emotional labor: The moderating role of commitment,” (2005), Department of Psychology, The University of Akron, Akron, OH.
- “The motivation to perform emotional labor: Examining the effects of display rule commitment,” (2005), Department of Psychology, Colorado State University, Fort Collins, CO.
- “Understanding emotional labor: Development of a theoretical model and examination of a key component,” (2004), Department of Psychology, Tulane University, New Orleans, LA.
- “Understanding groups and teams,” (2004), Department of Oceanography, Louisiana State University, Baton Rouge, LA.

UNIVERSITY AND COMMUNITY SERVICE

- Member of Psychology Department Library Committee, U. of Akron 2006 - present
- Faculty Sponsor for Human Resource Management Internship, CU-Denver, 2005
- Chair of People Committee for Strategic Planning Workshop, CU-Denver, 2005
- Organizer of Management Research Seminars, CU-Denver, 2004 - 2006
- Alternate Member of the University Benefits Advisory Board (UBAB), CU-System, 2005 - 2006
- Director of I/O Psychology Doctoral Program, Louisiana State University, 2003 - 2004
- Chair of Faculty Search Committee, Louisiana State University, 2003 - 2004
- Member of Faculty Search Committees, Louisiana State University, 1999 – 2003
- Graduate Student Search Committee Member, Louisiana State University, 1999 – 2004
- Dean’s Representative, College of A&S, Louisiana State University, 1999 – 2004

- Transfer Student Advisor, Louisiana State University, 2000 – 2004
- Chancellor's Young Leaders in Research Mentor, Louisiana State University, 2002 – 2004
- Presenter of a Continuing Education Workshop entitled “Managing emotions in the workplace: Keeping your workforce happy,” Louisiana State University, 2000
- Judge for the Capitol District Science and Engineering Fair, Baton Rouge, LA, 2000
- Judge for the Louisiana State Science and Engineering Fair, Baton Rouge, LA, 2002

PROFESSIONAL AFFILIATIONS

- Society for Industrial and Organizational Psychology – Member
- Academy of Management – Member
- American Psychological Association – Member