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BRADLEY L. KIRKMAN

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EDUCATION:

Ph.D.	1996	University of North Carolina at Chapel Hill Kenan-Flagler Business School Organizational Behavior (minor: Social Psychology)
M.B.A.	1991	University of North Carolina at Greensboro Joseph M. Bryan School of Business and Economics
B.A.	1988	University of North Carolina at Chapel Hill James M. Johnston Scholar (Double Major - Industrial Relations and Communications)

EXPERIENCE:

July 2012 – present	Professor and Department Head Poole College of Management North Carolina State University
September 2011 – June 2012	Professor and Foreman R. and Ruby Bennett Chair in Business Administration Mays Business School Texas A&M University
May 2012	Visiting Professor Guanghua School of Management Peking University, Beijing, China

September 2007 – August 2011	John E. Pearson Associate Professor of Management Mays Business School Texas A&M University
July 2005 – August 2007	Associate Professor of Management Mays Research Fellow Mays Business School Texas A&M University
May – June 2006	Visiting Associate Professor Management and Organizations University of Western Australia
January 2005 – December 2007	Associate Editor <i>Academy of Management Journal</i>
July 2002 – June 2005	Associate Professor of Management The College of Management Georgia Institute of Technology
August 2001 – June 2002	Associate Professor of Management Joseph M. Bryan School of Business and Economics University of North Carolina at Greensboro
August 1996 – July 2001	Assistant Professor of Management Joseph M. Bryan School of Business and Economics University of North Carolina at Greensboro
August 1996- August 1999	Adjunct Researcher Center for Creative Leadership Greensboro, NC
July 1991- August 1995	Lecturer Joseph M. Bryan School of Business and Economics University of North Carolina at Greensboro
April 1991- August 1992	Research Assistant Center for Creative Leadership, Greensboro, NC
August 1990- April 1991	Retail Bank Assistant First American Savings Bank, Greensboro, NC

June 1988-
December 1988

Department Manager
Garfinckels, Washington, D.C.

ACADEMIC HONORS AND AWARDS

- 2011 Li, Kirkman, & Harris. Winner of the Best Paper led by a doctoral student in the Organizational Behavior Track and Best Overall Doctoral Paper for the 2011 Southern Management Association Meeting.
- 2011 “Best Reviewer Award” from the *Academy of Management Journal*
- 2011 Mays Faculty Teaching Fellow, Texas A&M
- 2011 Foreman R and Ruby Bennett Endowed Chair in Business Administration, Texas A&M
- 2010 Association of Former Students College-Wide Distinguished Teaching Award, Texas A&M
- 2010 Kirkman and Mathieu (2005; *JOM*), Best Paper Award - recognized as one of the top five most cited articles in the *JOM* 2005 volume
- 2010 Taras, Kirkman, and Steel (2010; *JAP*) designated as a *Journal of Applied Psychology* Monograph
- 2009 Chen, Kirkman, Kim, and Farh (2009); Academy of Management Organizational Behavior Division’s Award for Best International Paper
- 2008 Ricky W. Griffin Outstanding Research Award, Texas A&M
- 2008 “Best Reviewer Award” from the *Academy of Management Journal*
- 2007-2011
John E. Pearson Endowed Professorship, Texas A&M
- 2005-2007
Mays Research Fellow, Texas A&M
- 2005-2007
Associate Editor, *Academy of Management Journal*
- 2005 Undergraduate Excellence in Teaching Award – Honorable Mention, Georgia Tech
- 2004 “Best Reviewer Award” from the *Academy of Management Journal*

- 2003 Kirkman, Rosen, Tesluk, Gibson, and McPherson (2004; *AME*); Nominee for best article in *Academy of Management Executive*.
- 2003 “Best Reviewer Award” from the *Academy of Management Journal*.
- 2003 “Outstanding Reviewer Award” from the International Management Division (IMD) of the Academy of Management.
- 2002 “Best Reviewer Award” from the *Academy of Management Journal*.
- 2002 “Outstanding Reviewer Award” from the International Management Division (IMD) of the Academy of Management.
- 2000 “Outstanding Reviewer Award” from the International Management Division (IMD) of the Academy of Management.
- 1999 Junior Faculty Teaching Excellence Award, Bryan School of Business and Economics, University of North Carolina at Greensboro
- 1998 Kirkman and Shapiro (1997; *AMR*), Runner-up for the 1997 Outstanding Publication in Organizational Behavior, Academy of Management
- 1995 Winner, Outstanding Ph.D. Student Teaching Award (35 eligible Ph.D. students), University of North Carolina at Chapel Hill
- 1995 Richard D. Irwin Dissertation Fellow

PUBLICATIONS:

REFEREED JOURNAL ARTICLES

- Firth, B., Chen, G., Kirkman, B.L., & Kim, K. (in press). Newcomers abroad: Expatriate adaptation during early phases of international assignments. *Academy of Management Journal*.
- Schilpzand, M., Martins, L.L., Kirkman, B.L., & Lowe, K.B. (in press). The relationship between organizational justice and organizational citizenship behavior: The moderating role of cultural value orientation. *Management & Organization Review*.
- Martins, L.L., Schilpzand, M., Kirkman, B.L., Ivanaj, S., & Ivanaj, V. (in press). A contingency view of the effects of cognitive diversity on team performance. *Small Group Research*.
- Li, N., Chiaburu, D.S., Kirkman, B.L., & Xie, Z.T. (in press). Spotlight on the followers: An examination of moderators of relationships between transformational leadership and subordinates’ citizenship and taking charge. *Personnel Psychology*.

- Kirkman, B.L., Cordery, J.L., Mathieu, J.E., Rosen, B., & Kukenberger, M. (2013). Global organizational communities of practice: The effects of nationality diversity, psychological safety and media richness on community performance. *Human Relations*, 66(3), 333-362.
- Taras, V., Steel, P., & Kirkman, B.L. (2012). Improving national cultural indices using a longitudinal meta-analysis of Hofstede's dimensions. *Journal of World Business*, 47(3), 329-341.
- Triana, M.D., Kirkman, B.L., & Garcia, F. (2012). Does the order of face-to-face and computer-mediated communication matter in diverse project teams? An investigation of communication order effects on minority inclusion, participation, and performance. *Journal of Business and Psychology*, 27(1), 57-70.
- Kirkman, B.L., & Chen, G. (2011). Maximizing your data or data slicing? Recommendations for managing multiple submissions from a single dataset. *Management & Organization Review*, 7(3), 433-446. **Invited, refereed commentary for special issue on ethics in publishing.**
- Kirkman, B.L., Mathieu, J.E., Cordery, J.L., Rosen, B., & Kukenberger, M. (2011). Managing a new collaborative entity in business organizations: Understanding organizational communities of practice effectiveness. *Journal of Applied Psychology*, 96(6), 1234-1245.
- Taras, V., Steel, P., & Kirkman, B.L. (2011). Three decades of research on national culture in the workplace: Do national cultures still make a difference? *Organizational Dynamics*, 40(3), 189-198.
- 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 cultural distance and support. *Academy of Management Journal*, 53(5), 1110-1130.
- Taras, V., Steel, P., & Kirkman, B.L. (2010). Negative practice-value correlations in the GLOBE data: Unexpected findings, questionnaire limitations and research directions. *Journal of International Business Studies*, 41(8), 1330-1338. **Invited, refereed commentary for special issue on culture.**
- Taras, V., Kirkman, B.L., & Steel, P. (2010). Examining the impact of *Culture's Consequences*: A three-decade, multi-level, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, 95(3), 405-439. **Designated as a *Journal of Applied Psychology* "Monograph."**
- 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(4), 744-764.

- Cordery, J.L., Soo, C., Kirkman, B.L., Rosen, B., & Mathieu, J.E. (2009). Leading parallel global virtual teams: Lessons from Alcoa. *Organizational Dynamics*, 38(3), 204-216.
- 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(2), 331-346.
- Kirkman, B.L., Lowe, K.B., & Gibson, C.B. (2006). A quarter century of *Culture's Consequences*: A review of empirical research incorporating Hofstede's cultural value framework. *Journal of International Business Studies*, 37(3), 285-320.
- Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2006). Enhancing the transfer of computer-assisted training proficiency in geographically-distributed teams. *Journal of Applied Psychology*, 91(3), 706-716.
- Kirkman, B.L., & Mathieu, J.E. (2005). The dimensions and antecedents of team virtuality. *Journal of Management*, 31(5), 700-718. **Best Paper Award - recognized as one of the top five most cited articles in the *JOM* 2005 volume, Academy of Management meetings, Montreal, Canada (August 2010).**
- Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2004). The impact of team empowerment on virtual team performance: The moderating role of face-to-face interaction. *Academy of Management Journal*, 47(2), 175-192.
- Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2004). The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness. *Group & Organization Management*, 29(3), 334-368.
- Kirkman, B.L., Rosen, B., Gibson, C.B., Tesluk, P.E., & McPherson, S.O. (2002). Five challenges to virtual team success: Lessons from Sabre, Inc. *Academy of Management Executive*, 16(3), 67-79. **Finalist for best article in *Academy of Management Executive*, 2003.**
- Kirkman, B.L., Tesluk, P.E., & Rosen, B. (2001). Assessing the incremental validity of team consensus ratings over aggregation of individual-level data in predicting team effectiveness. *Personnel Psychology*, 54(3), 645-667.
- Brockner, J., Ackerman, G., Greenberg, J., Gelfand, M. J., Francesco, A.M., Chen, Z.X., Leung, K., Bierbrauer, G., Gómez, C., Kirkman, B. L., Shapiro, D. L. (2001). Culture and procedural justice: The moderating influence of power distance on reactions to voice. *Journal of Experimental Social Psychology*, 37(4), 300-315.
- Kirkman, B.L., Gibson, C.B., & Shapiro, D.L. (2001). "Exporting" teams: Enhancing the implementation and effectiveness of work teams in global affiliates. *Organizational Dynamics*, 30(1), 12-29.

- Kirkman, B.L., & Shapiro, D.L. (2001). The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance. *Academy of Management Journal*, 44(3), 557-569.
- Kirkman, B.L., & Shapiro, D.L. (2001). The impact of employee cultural values on productivity, cooperation, and empowerment in self-managing work teams. *Journal of Cross-Cultural Psychology*, 32(5), 597-617.
- Gomez, C.B., Kirkman, B.L., & Shapiro, D.L. (2000). The impact of collectivism and ingroup/outgroup membership on the evaluation generosity of team members. *Academy of Management Journal*, 43(6), 1097-1106.
- Kirkman, B.L., Jones, R.G., & Shapiro, D.L. (2000). Why do employees resist teams? Examining the “resistance barrier” to work team effectiveness. *The International Journal of Conflict Management*, 11(1), 74-92.
- Kirkman, B.L., & Rosen, B. (2000). Powering up teams. *Organizational Dynamics*, 28(3), 48-66.
- Kirkman, B.L., & Shapiro, D.L. (2000). Understanding why team members won't share: An examination of factors affecting employee receptivity to team-based rewards. *Small Group Research*, 31(2), 175-209.
- Kirkman, B.L., & Rosen, B. (1999). Beyond self-management: The antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58-74.
- Shapiro, D.L., & Kirkman, B.L. (1999). Employees' reaction to the change to work teams: The influence of “anticipatory” injustice. *Journal of Organizational Change Management*, 12(1), 51-66.
- Kirkman, B.L., Lowe, K.B., & Young, D.P. (1998). The challenge of leadership in high performance work organizations. *Journal of Leadership Studies*, 5(2), 3-15.
- Kirkman, B.L., & Shapiro, D.L. (1997). The impact of cultural values on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness. *Academy of Management Review*, 22(3), 730-757.
- Finalist, Best Article, Organizational Behavior Division, Academy of Management, 1998.**
- Kirkman, B.L., Shapiro, D.L., Novelli, L., Jr., & Brett, J.M. (1996). Employee concerns regarding self-managing work teams: A multidimensional justice perspective. *Social Justice Research*, 9(1), 47-67.

ACADEMY OF MANAGEMENT BEST PAPER PROCEEDINGS

- Smith, T., & Kirkman, B.L. (2012). *Understanding leadership: The followers' influence on leader effectiveness*. Academy of Management Best Paper Proceedings, Boston, MA (August).
- 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 Best Paper Proceedings, Chicago (August). **Winner of the Organizational Behavior Division Award for Best International Paper and finalist for the Academy-wide Carolyn Dexter Award.**
- Kim, K., Kirkman, B.L., & Chen, G. (2006). *Cultural intelligence and international assignment effectiveness*. Academy of Management Best Paper Proceedings, Atlanta (August).
- 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 Best Paper Proceedings, Honolulu, Hawaii (August).
- Kirkman, B.L., & Mathieu, J.E. (2004). *The role of virtuality in work team effectiveness*. Academy of Management Best Paper Proceedings, New Orleans, Louisiana (August).
- Kirkman, B.L., & Shapiro, D.L. (1996). *The impact of national culture on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness*. Academy of Management Best Paper Proceedings, Cincinnati, Ohio (August).

ACADEMY OF MANAGEMENT JOURNAL – FROM THE EDITORS COLUMN

- Shapiro, D.L., Kirkman, B.L., & Courtney, H.G. (2007). From the Editors - Perceived causes and solutions of the “translation problem” in management research. *Academy of Management Journal*, 50(2), 249-266.
- Rynes, S.L., Hillman, A., Ireland, R.D., Kirkman, B.L., Law, K.S., Miller, C.C., Rajagopalan, N., & Shapiro, D.L. (2005). From the Editors - Everything you've always wanted to know about *AMJ* (but may have been afraid to ask). *Academy of Management Journal*, 48(5), 732-737.
- Kirkman, B.L., & Law, K.S. (2005). From the Editors - International management research in *AMJ*: Our past, present, and future. *Academy of Management Journal*, 48(3), 377-386.

PUBLISHED BOOKS

- Kirkman, B.L., Lowe, K.B., & Young, D.P. (1999). *High performance work organizations: Definitions, practices, and an annotated bibliography*. Greensboro, NC: Center for Creative Leadership.

BOOK CHAPTERS

- Cordery, J.L., Soo, C., Kirkman, B.L., Rosen, B., & Mathieu, J.E. (in press). The Alcoa experience of shared virtual leadership through parallel global teams. In H.P. Sims, Jr., C.L. Pearce, and C.C. Manz (Eds.), *Share the Lead!* Palo Alto, CA: Stanford University Press. **Reprinted from Cordery et al. (2009), *Organizational Dynamics*.**
- Kirkman, B.L., & Mistry, S. (in press). Global teams. In R. Griffin (Ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.
- Kirkman, B.L., Gibson, C.B., & Kim, K. (2012). Across borders and technologies: Advancements in virtual teams research. In S.W.J. Kozlowski (Ed.), *Oxford Handbook of Industrial and Organizational Psychology*, vol. 1 (pp. 789-858). New York: Oxford University Press.
- Gibson, C.B., Maznevski, M.L., & Kirkman, B.L. (2009). When does culture matter? In R.S. Bhagat & R.M. Steers (Eds.), *Cambridge Handbook of Culture, Organizations, and Work* (pp. 46-70). Cambridge: Cambridge University Press.
- Kim, K., Kirkman, B.L., & Chen, G. (2008). Cultural intelligence and international assignment effectiveness: A conceptual model and preliminary findings. In S. Ang & L. Van Dyne (Eds.), *Handbook on Cultural Intelligence: Theory, Measurement, and Applications* (pp. 71-90). New York: M.E. Sharpe.
- Kirkman, B.L., & Shapiro, D.L. (2005). The impact of cultural value diversity on multicultural team performance. In D.L. Shapiro, M.A. VonGlinow, & J.L. Cheng (Eds.), *Advances in International Management*, vol. 18: *Managing Multinational Teams* (pp. 33-67). London: Elsevier.
- Kirkman, B.L., & den Hartog, D.N. (2004). Performance management in global teams. In H.W. Lane, M.L. Maznevski, M.E. Mendenhall, & J. McNett (Eds.), *Handbook of Global Management: A Guide to Managing Complexity*. (pp. 250-272). London: Blackwell.
- Lowe, K.B., Kirkman, B.L., & Holderness, C. (2003). Team teaching an MBA leadership course: Mechanisms for integrating university faculty with executive in residence faculty. In R. Pillai & S. Stites-Doe (Eds.), *Teaching Leadership: Innovative Approaches for the 21st Century*. (pp. 179-201) Greenwich, CT: Information Age Publishing, Inc.
- Shapiro, D.L., & Kirkman, B.L. (2001). Anticipatory injustice: The consequences of *expecting* injustice in the workplace. In J. Greenberg & R. Cropanzano (Eds.), *Advances in Organizational Justice*. (pp. 152-178). Palo Alto, CA: Stanford University Press.
- Gibson, C.B., & Kirkman, B.L. (1999). Our past, present, and future in teams: The role of human resources professionals in managing team performance. In A.I. Kraut & A.K. Korman (Eds.), *Evolving Practices in Human Resources Management: Responses to a Changing World of Work*. (pp. 90-117). San Francisco: Jossey-Bass.

Kirkman, B.L. (1998). Leadership in a team-based organization. In M.K. Schwartz, K.M. Axtman, & F.H. Freeman (Eds.), *Leadership Education: A Source Book of Courses and Programs*, 7th ed. (pp. 153-155). Greensboro, NC: Center for Creative Leadership.

Kirkman, B.L., & Rosen, B. (1997). A model of work team empowerment. In R. Woodman & W. Pasmore (Eds.), *Research in Organizational Change and Development* (Vol. 10, pp. 131-167). Greenwich, CT: JAI Press.

Novelli, L., Jr., Kirkman, B.L., & Shapiro, D.L. (1995). Effective implementation of organizational change: An organizational justice perspective. In C. Cooper & D. Rousseau (Eds.), *Trends in Organizational Behavior* (Vol. 2, pp. 15-36). San Francisco: Jossey-Bass.

OTHER PUBLICATIONS

Kirkman, B.L., Lowe, K.B., & Young, D.P. (1999). What is a high-performance work organization? *Leadership in Action*, 19(2), 13-15.

PAPERS UNDER REVISION

[OMITTED TO PROTECT THE DOUBLE BLIND REVIEW PROCESS]

PAPERS UNDER REVIEW

[OMITTED TO PROTECT THE DOUBLE BLIND REVIEW PROCESS]

WORKING PAPERS

[OMITTED TO PROTECT THE DOUBLE BLIND REVIEW PROCESS]

INVITED PRESENTATIONS

2012 Kirkman, B.L. *Toward a new theoretical model of team leadership*. Guanghai School of Management, Peking University, Beijing, China (May).

2010 Kirkman, B.L. *The relationship between organizational justice and organizational citizenship behavior: The moderating effects of cultural values in the People's Republic of China and the United States*. Keynote Speaker, International Association of Chinese Management Research Conference, Shanghai, China (June).

- 2008 Kirkman, B.L. *Making the “global” in global virtual teams count: A contingency view of nationality diversity effects in global virtual communities of practice*. School of Management, George Mason University (March).
- 2007 Kirkman, B.L. *Making the “global” in global virtual collaboration count: A contingency view of nationality diversity effects in global virtual communities of practice*. Haskayne Business School, University of Calgary, Canada (September).
- 2007 Kirkman, B.L. *Making the “global” in global virtual teams count: A contingency perspective on nationality diversity effects*. R.H. Smith School of Business, University of Maryland (May).
- 2007 Kirkman, B.L. *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Cox School of Business, Southern Methodist University (March).
- 2006 Kirkman, B.L. *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Australian Graduate School of Management, University of New South Wales (June).
- 2006 Kirkman, B.L. *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Department of Management, University of Florida (April).
- 2005 Kirkman, B.L. *Dimensions and antecedents of team virtuality*. Department of Industrial and Labor Relations, Rutgers University (December).
- 2004 Kirkman, B.L., & Mathieu, J.E. *On the genesis, nature and role of virtuality in work teams*. Invited talk at the Department of Organisational and Labour Studies at the University of Western Australia, Perth (June).
- 2003 Maznevski, M.L., Gibson, C.B., & Kirkman, B.L. *When does culture matter?* Invited talk at the *Journal of International Business Studies* 1st annual conference on emerging research frontiers in international business at Duke University, Durham, NC (March).
- 1999 Kirkman, B.L., Tesluk, P.E., & Rosen, B. *The impact of team demography on team empowerment experiences and team effectiveness*. Invited talk at the Department of Organisational and Labour Studies at the University of Western Australia, Perth (June).
- 1997 Kirkman, B.L. *The impact of cultural values on employee resistance to teams: A comparative analysis of self-managing work team effectiveness in Belgium, Finland, the Philippines, and the United States*. Invited talk at the Department of Organisational and Labour Studies at the University of Western Australia, Perth (June).

REFEREED CONFERENCE PRESENTATIONS

2012 Harris, T.B., Kirkman, B.L., & Li, N. *Beyond leader-member dyadic relationships in teams: A multi-foci perspective on team leadership*. Paper presented at the annual meeting of the Academy of Management, Boston, Massachusetts (August).

2012 Martins, L.L., Schilpzand, M., Kirkman, B.L., Ivanaj, S., & Ivanaj, V. *A contingency view of the effects of cognitive diversity on team performance: The moderating roles of team psychological safety and relationship conflict*. Paper presented at the INGRoup Conference, Chicago, Illinois (July).

2011 Li, N., Kirkman, B.L., & Harris, T.B. *Standing out or fitting in? A multilevel examination of leader-member exchange theory in the workgroup context*. Paper presented at the annual meeting of the Southern Management Association, Savannah, Georgia (November). **Winner of the Best Paper led by a doctoral student in the Organizational Behavior Track and Best Overall Doctoral Paper for the 2011 Southern Management Association Meeting.**

2011 Firth, B.M., Chen, G., Kirkman, B.L., & Kim, K. *Newcomers abroad: Expatriate adaptation at early phases of international assignments*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas (August).

2011 Harris, T.B., & Kirkman, B.L. *Task interdependence, relational focus, and lifecycle stages as contingencies to team leadership*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas (August).

2011 Kirkman, B.L. *Maximizing your data or data slicing? Recommendations for managing multiple submissions from the same dataset*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas (August).

2011 Kukenberger, M.R., Mathieu, J.E., Cordery, J.L., Kirkman, B.L., & Rosen, B. *Knowledge processes in virtual organizational communities of practice*. Paper presented at the 26th annual meeting of the Society for Industrial and Organizational Psychology, Chicago (April).

2010 Martins, L.L., Schilpzand, M., Kirkman, B.L., Ivanaj, S., & Ivanaj, V. *A contingency view of the effects of cognitive diversity on team performance*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, Florida (October).

2010 Li, N., & Kirkman, B.L. *When should leaders treat their followers differently? Examining the positive and negative effects cross-level effects of LMX differentiation on employee performance in a team context*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, Florida (October).

2010 Huang, L., Gibson, C.B., Kirkman, B.L., & Shapiro, D.L. *Different, yet so similar ...close, yet so far: Effect of heterogeneity in trust and culture on virtual team innovation*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).

2010 Wu, N.H., Littrell, R.F., & Kirkman, B.L. *Exploring gender differences in preferred leader behaviors in Ghana, Kenya and Zambia*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).

2010 Shapiro, D.L., Kirkman, B.L., Gibson, C.B., & Huang, L. *What, really, do we know about managing global virtual teams?* Paper presented at the 25th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta (April).

2009 Harris, T.B., & Kirkman, B.L. *Toward a new model of virtual team development*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).

2009 Li, N., Kirkman, B.L., & Porter, C.O.L.H. *Beyond organizational citizenship: Toward a multilevel model of team citizenship behavior*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL (August).

2009 Taras, V., Kirkman, B.L., Steel, P. *Examining the impact of Culture's Consequences: A three-decade, multi-level, meta-analytic review of Hofstede's cultural value dimensions*. Paper presented at the annual meeting of the Academy of International Business, San Diego (June).

2009 Mathieu, J.E., Cordery, J.L., Kirkman, B.L., & Kukenberger, M. *Modeling virtual team participation trajectories*. Paper presented at the 24th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans (April).

2009 Triana, M.D., Kirkman, B.L., & Garcia, F. *Communication order matters for minority members of virtual teams*. Paper presented at the 24th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans (April).

2008 Mathieu, J.E., Kirkman, B.L., Cordery, J.L., & Rosen, B. *Cross-level influences on organizational communities of practice members' viability*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA (August).

2008 Kim, K., Kirkman, B.L., & Chen, G. *A process model of cultural intelligence on expatriate job performance*. Paper presented at the 23rd annual meeting of the Society for Industrial and Organizational Psychology, San Francisco (April).

2008 Kirkman, B.L., Chen, G., Farh, J.L., Chen, Z.X., Lowe, K.B., & Cheng, B.S. *Power distance and reactions to transformational leaders: Cross-cultural examination*. Paper presented at the 23rd annual meeting of the Society for Industrial and Organizational Psychology, San Francisco (April).

2008 Mathieu, J.E., Kirkman, B.L., Cordery, J.L., Kukenberger, M., & Rosen, B. *Leading organizational communities of practice: Empower them? It depends...* Paper presented at the 23rd annual meeting of the Society for Industrial and Organizational Psychology, San Francisco (April).

- 2007 Chakrabarty, S., Whitten, D., & Kirkman, B.L. *Towards a “big shoes to fill” theory of succession: An empirical test for teams*. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).
- 2007 Kirkman, B.L., Mathieu, J.E., Cordery, J.L., & Rosen, B. *A contingency model of global virtual team leadership*. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).
- 2007 Onypchuk, I., Rosen, B., & Kirkman, B.L. *Toward a model of team resilience: Identifying dimensions, antecedents, and consequences and a future research agenda*. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).
- 2007 Kim, K., Chen, G., & Kirkman, B.L. *Does cultural intelligence predict cross-cultural adaptation?* Paper presented at 22nd annual meeting of the Society for Industrial and Organizational Psychology, New York (April).
- 2006 Schilpzand, M.C., Martins, L.L., & Kirkman, B.L. *Relationship between organizational justice and organizational citizenship behavior: The moderating effects of cultural values*. Paper presented at the Southern Management Association Meetings, Clearwater Beach, Florida (October). **Winner of the Best Paper led by a doctoral student in the Ethics, Social Issues, and Diversity Track.**
- 2006 Kirkman, B.L., Chen, G., Chen, Z.X., & Lowe, K.B. *A multi-level and cross-cultural examination of transformational leadership in the U.S. and China*. Paper presented at the annual meeting of the Academy of Management, Atlanta (August).
- 2005 Gomez, C., & Kirkman, B.L. *Organizational justice: Its applicability and predictive power on employee commitment in Mexico*. Paper presented at the Academy of International Business conference, Quebec City, Canada (July).
- 2005 Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. *The influence of team virtuality, trust, technology support, and leadership on the relationship between team training proficiency and performance in virtual teams*. Paper presented at the 20th annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles (April).
- 2004 Kirkman, B.L., Rosen, B., & Gibson, C.B. *Exploring the impact of demographic heterogeneity on virtual team performance*. Paper presented at the annual meeting of the Academy of Management, New Orleans (August).
- 2004 Kirkman, B.L., Chen, Z.X., & Lowe, K.B. *The relationship between organizational justice and organizational citizenship behavior in the People’s Republic of China and the United States*. Paper presented at the 1st annual meeting of the International Association of Chinese Management Research, Beijing, PRC (June).

- 2004 Flury, A., Kirkman, B.L., Shalley, C., Thursby, M., & Vincent, L. *Technological innovation: Generating economic results: An immersion approach to graduate education in engineering*. Paper presented at the 8th annual NCIIA meeting, San Jose (March).
- 2003 Lowe, K.B., Kirkman, B.L., & Chen, Z.X. *A dual country investigation of the impact of transformational and transactional leadership on employee justice perceptions: The case of China and the U.S.* Paper presented at the Australian and New Zealand Academy of Management, Freemantle, Australia (December).
- 2003 Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. *The impact of CDROM-based team training on virtual team processes and performance: An empirical investigation*. Paper presented at the Southern Management Association, Clearwater Beach, Florida (November).
- 2003 Kirkman, B.L., Chen, Z.X., & Lowe, K.B. *Exploring country differences in the organizational justice-OCB relationship: The PRC and the U.S.* Paper presented at the annual meeting of the Academy of Management, Seattle, WA (August).
- 2003 Kirkman, B.L., Rosen, B., & Gibson, C.B. *Exploring the role of team empowerment in the performance of virtual teams*. Paper presented at the annual meeting of the Academy of Management, Seattle, WA (August).
- 2002 Tesluk, P.E., Kirkman, B.L., Gibson, C.B., & Rosen, B. *Connecting at the team-member boundary: Characteristics of teams predicting members' satisfaction with working virtually*. Paper presented at the annual meeting of the Academy of Management, Denver, CO (August).
- 2002 Kirkman, B.L., Shapiro, D.L., & Gidley, A.J. *Assessing the relative impact of cultural values and demographic heterogeneity on work team processes and performance*. Paper presented at the annual meeting of the Academy of Management, Denver, CO (August).
- 2002 Tesluk, P.E., Kirkman, B.L., Gibson, C.B., & Rosen, B. *Understanding reactions to working in virtual team environments: Integrating team and technology factors*. Paper presented at the 17th annual meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada (April).
- 2002 Kirkman, B.L., Rosen, B., Gibson, C.B., and Tesluk, P.E. *The seven secrets to virtual team success: Lessons from Sabre, Inc.* Paper presented at the Western Academy of Management Meeting, Santa Fe, New Mexico (March).
- 2001 Kirkman, B.L., & Shapiro, D.L. *The impact of cultural values on the relationship between team empowerment and team effectiveness: A four-country study*. Paper presented at the annual meeting of the Academy of Management, Washington, DC (August).
- 2001 Lowe, K.B., & Kirkman, B.L. *Culture's consequences and leadership research: A quantitative review*. Paper presented at the annual meeting of the Academy of Management, Washington, DC (August).

2001 Lowe, K.B., Kirkman, B.L., Holderness, C.D., & Weitzel, S.R. *Team teaching an MBA leadership course: Mechanisms for integrating internal and external faculty*. Paper presented at the annual meeting of the Academy of Management, Washington, DC (August).

2000 Kirkman, B.L., Lowe, K.B., & Peng, D. *The role of procedural justice, perceived organizational support, and individualism-collectivism in motivating organizational citizenship behavior of employees in the People's Republic of China*. Paper presented at the annual meeting of the Academy of Management, Toronto, Canada (August).

2000 Kirkman, B.L., Tesluk, P.E., & Rosen, B. *The impact of empowerment, task type, and leader-team demographic fit on the relationship between team demography and effectiveness*. Paper presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA (April).

2000 Lowe, K.B., Kirkman, B.L., & Peng, D. *Employee reactions to leader power, organizational justice, and organizational support: Do they differ in the People's Republic of China versus the U.S.?* Paper presented at the annual meeting of the Academy of Management, Toronto, Canada (August).

2000 Tesluk, P.E., Kirkman, B.L., & Cordery, J.L. *Situational factors influencing the effectiveness of self-managing teams*. Paper presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA (April).

1999 Gomez, C.B., Kirkman, B.L., & Shapiro, D.L. *The impact of power distance on the relationship between participation and organizational commitment in Argentina, Mexico, and the United States*. Paper presented at the annual meeting of the Academy of Management, Chicago (August).

1999 Kirkman, B.L. *The impact of cultural values on employee job satisfaction and organizational commitment in self-managing work teams*. Paper presented at the annual meeting of the Academy of Management, Chicago (August).

1999 Kirkman, B.L., Lowe, K.B., Young, D.P., & Palmer, A.A. *High performance work organizations: Toward a common definition and propositions for implementation*. Paper presented at the annual meeting of the Academy of Management, Chicago (August).

1999 Kirkman, B.L., Tesluk, P.E., & Rosen, B. *The impact of team demography on team empowerment experiences and team effectiveness*. Paper presented at the 3rd annual Industrial and Organisational Psychology Conference, Brisbane, Australia (June).

1998 Gomez, C.B., Kirkman, B.L., & Shapiro, D.L. *The impact of task and maintenance behavior and ingroup-outgroup relations on reward allocation: A cross-cultural comparison of Mexico and the United States*. Paper presented at the annual meeting of the Academy of Management, San Diego (August).

1998 Kirkman, B.L., & Lowe, K.B. *Implementing high performance work organizations in global contexts*. Paper presented at the 5th International Western Academy of Management Conference, Istanbul, Turkey (June).

1998 Kirkman, B.L., Tesluk, P.E., & Rosen, B. *Comparing the aggregation of individual responses versus team consensus ratings in measuring team level data: If you want team level data, shouldn't you ask the team?* Paper presented at the annual meeting of the Academy of Management, San Diego (August).

1998 Maznevski, M.L., Gibson, C.B., & Kirkman, B.L. *When does culture matter?* Paper presented at the annual meeting of the Academy of Management, San Diego (August).

1997 Kirkman, B.L. *Contextual predictors of work team empowerment: The role of leadership, production/service environment, human resources, and organizational structure in creating empowered teams*. Paper presented at the 12th annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO (April).

1997 Kirkman, B.L. *The impact of cultural values on employee resistance to teams: A comparative analysis of self-managing work team effectiveness in Belgium, Finland, the Philippines, and the United States*. Paper presented at the annual meeting of the Academy of Management, Boston, MA (August).

1997 Kirkman, B.L., & Shapiro, D.L. *Why team members won't share: Individual- and team-level correlates of employee receptivity to team-based rewards*. Paper presented at the annual meeting of the Academy of Management, Boston, MA (August).

1997 Kirkman, B.L., Tesluk, P.E., & Cordery, J.L. *Toward a model of team performance for the 21st Century: How the interaction of skill development, team empowerment, and self-management creates high performance work teams*. Paper presented at the 2nd annual Industrial and Organisational Psychology Conference, Melbourne, Australia (June).

1996 Kirkman, B.L., & Rosen, B. *Testing a model of team empowerment: An empirical investigation of the antecedents and outcomes of empowered self-managing work teams*. Paper presented at the national meeting of the Academy of Management, Cincinnati, OH (August).

1996 Kirkman, B.L., & Rosen, B. *Toward a model of team empowerment*. Paper presented at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA (April).

1994 Kirkman, B.L., Shapiro, D.L., & Novelli, L., Jr. *Employee resistance to teams: A justice perspective*. Paper presented at the annual meeting of the Academy of Management, Dallas, TX (August).

RESEARCH GRANTS

- 2009 Co-Recipient of a (\$30,000) National Science Foundation of China Grant
- 2007 Co-Recipient of a (\$54,000) Society for Human Resources (SHRM) Grant
- 2006 Co-Recipient of a (\$10,000) Center for Cultural Intelligence Grant
Nanyang Technological University, Singapore
- 2005 Co-Recipient of a (\$5000) Center for Human Resources Research
Grant, Mays Business School, Texas A&M University
- 2000 Recipient of a (\$10,900) faculty enhancement grant from the
Bryan School of Business, UNC Greensboro
- 2000 Recipient of a (\$4,200) faculty enhancement grant from the
Bryan School of Business, UNC Greensboro

**PROFESSIONAL
SERVICE ACTIVITIES**

- | | |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Associate Editor | <i>Academy of Management Journal</i> (January 2005-
December 2007) |
| Editorial Board Member: | <i>Academy of Management Journal</i> (July 2007 – present)
(July 2001-June 2004) |
| | <i>Journal of Applied Psychology</i> (January 2008 – present) |
| | <i>Personnel Psychology</i> (July 2010 – present) |
| | <i>Organizational Psychology Review</i> (July 2010 – present) |
| | <i>Journal of International Business Studies</i> (October 2005 –
December 2007) |
| Member, IACMR Research
Committee | Selected Best Paper Based on a Dissertation and
Ning Li Best Paper for IACMR (2010 – present) |
| Member, OB Division Best
Dissertation Paper Award
Committee | Selected Best Paper Based on a Dissertation for AOM
OB Division (February 2012) |
| Chair, <i>AMJ</i> Advisory Board
Special Task Force | Selected Best Article in <i>AMJ</i> for 2010 (May-June 2011) |

Member, Outstanding Publication in Organizational Behavior (OPOB) Award Committee, OB Division	Selected Best Publication in OB Winner for 2009 (January 2010 – May 2010)
Chair, Cummings Award Selection Committee OB Division	Selected Cummings Award Winner for 2008 (February – March 2008)
Member, <i>AMJ</i> Advisory Board Special Task Force	Selected Best Article in <i>AMJ</i> for 2003 (January-May 2004)
Research Committee, International Management (IM) Division, Academy of Management	Selected Barry M. Richman Dissertation Award Winner (March 2005 – March 2007) Best Paper in IM Division, Best Paper from an Under- Represented Country (March 2005, March 2007)

Chair/Discussant Roles:

Discussant - “Empowerment Research: Enabling Employees to Make a Difference”
Academy of Management, Montreal, Canada (August 2010)

Chair/Discussant – “Group/Team Dynamics and Outcomes” International Association of
Chinese Management Research Conference, Shanghai, China (June 2010)

Chair - “Virtual Team Leadership in Organizations” Academy of Management,
Philadelphia, Pennsylvania (August 2007).

Discussant - “Leveraging Diversity in Virtual Settings: Promises, Challenges, and
Directions for Future Research” Academy of Management, Honolulu, Hawaii (August
2005).

Discussant - “Job Satisfaction, Social Cognition” Southern Management Association
meetings Clearwater Beach, Florida (November 2003).

Invited Panelist Roles:

Doctoral Consortium for the Organizational Behavior Division, Academy of
Management meetings, San Antonio (August 2011)

Junior Faculty Workshop for the Organizational Behavior Division, Academy of
Management meetings, Chicago (August 2009)

Bridging Across the Micro-Macro Divide: Enhancing Cross-Disciplinary Management
Research, PDW for the Academy of Management Meetings, Chicago (August 2009)

AMJ Associate Editor Presentations:

Meet the Editor's Panel, CMS PDW Meeting, Academy of Management, Anaheim, California (August 2008)

Meet the Editor's Panel, OB/HR Junior Faculty Consortium, Academy of Management, Philadelphia, Pennsylvania (August 2007).

Meet the Editor's Panel, New Doctoral Student Consortium, Academy of Management, Atlanta, Georgia (August 2006).

Meet the Editor's Panel, International Management Junior Faculty and Doctoral Student Consortium, Academy of Management, Atlanta, Georgia (August 2006).

Meet the Editor's Panel, Learning the Art and Craft of Reviewing: From Best Reviewers of Today to Best Reviewers of Tomorrow, Academy of Management, Atlanta, Georgia (August 2006).

Meet the Editor's Panel, Society for Industrial and Organizational Psychology, Dallas, Texas (May 2006)

Meet the Editor's Panel, Southern Academy of Management Meetings, Charleston, South Carolina (November 2005)

Meet the Editor's Panel, International Management Junior Faculty and Doctoral Student Consortium, Academy of Management, Honolulu, Hawaii (August 2005).

Meet the Editor's Panel, OB Junior Faculty and Doctoral Student Consortium, Academy of Management, Honolulu, Hawaii (August 2005).

**SCHOOL/COLLEGE
SERVICE ACTIVITIES**

February 2013	Chair, Shelton Leadership Center Review Committee, NC State
August 2011-June 2012	Member, Promotion and Tenure Committee, Texas A&M
May 2011-June 2011	Member, AFS College-Level Teaching Award Committee, Texas A&M
August 2003-June 2005	Member, MBA Program Committee, Georgia Tech
August 2003-May 2004	Member, Faculty Development Committee, Georgia Tech

DEPARTMENTAL SERVICE ACTIVITIES

July 2012 – present	Department Head, NC State
February 2012 – June 2012	Member, Management Major Concentration Committee, Texas A&M
June 2011 – December 2011	Chair, OB/HR Search Committee, Texas A&M
February 2010 – May 2010	Department Head Search Committee, Texas A&M
October 2007 – May 2008	Member, Journals Task Force, Texas A&M
August 2007 – June 2012	Member, Departmental Executive Council, Texas A&M
August 2007 – June 2012	Doctoral Program Coordinator, Texas A&M
January 2006 – August 2007	Member, MSHRM Selection Committee, Texas A&M

PROFESSIONAL MEMBERSHIPS

Academy of International Business (AIB)
 Academy of Management (AOM)
 American Psychological Association (APA)
 Society for Industrial and Organizational Psychology (SIOP)
 Southern Management Association (SMA)
 Beta Gamma Sigma National Business Honor Society

TEACHING EXPERIENCE

<u>Year</u>	<u>Degree</u>	<u>Courses Taught</u>	<u>Institution</u>
Spring 2013 to present	MBA	Leading Teams	NC State
Spring 2007 to Spring 2012	EMBA	Increasing Team Effectiveness	Texas A&M
Spring 2007 to Spring 2012	MSHRM	Organizational Behavior	Texas A&M
Fall 2006 to Fall 2011	Ph.D.	Organizational Behavior	Texas A&M
Spring 2006	Ph.D.	Group Dynamics	Texas A&M
Spring 2006 to Spring 2011	MSHRM	Teamwork in Organizations	Texas A&M
Spring 2004	Ph.D.	Group Dynamics	Georgia Tech
Spring 2003 to Fall 2004	M.B.A.	Teamwork in Organizations	Georgia Tech
Spring 2003	B.S.	Organizational Behavior	Georgia Tech
Fall 2002 to Spring 2005	B.S.	Leadership and Teams	Georgia Tech
Spring 1997 to Spring 2002	M.B.A.	Organizational Behavior	UNC Greensboro
Fall 1996 to Spring 2002	B.S.	Organizational Behavior	UNC Greensboro
Fall 1996 to Fall 2001	M.B.A.	Increasing Work Team Effectiveness	UNC Greensboro
Fall 1993 to Fall 1994	B.S.	Organizational Behavior	UNC Chapel Hill

DISSERTATION CHAIR

Adam Stoverink, Management (*placement: Northern Illinois University*)
 Title: Hungry for respect: The moderating influence of status on emotional reactions to interpersonal justice.
 (Spring 2010 – present; Texas A&M)

Ning Li, Management (co-chair with Murray Barrick; *placement: University of Iowa*)
 Title: Is everyone created equal? A social network perspective on personality in teams.
 (Spring 2010 – August 2012; Texas A&M)

Brad Harris, Management (*placement: University of Illinois*)
 Title: The functionality of focus: An investigation into the interactive effects of leader focus and task interdependence.
 (Spring 2010 – May 2012; Texas A&M)

Kwanghyun (Harry) Kim, Management (*placement: Cal State – East Bay*)
 Title: An investigation of the relationship between cultural competence and expatriate job performance.
 (Spring 2006 – May 2008; Texas A&M)

Mary Triana, Management (*placement: University of Wisconsin - Madison*)
 Title: Are virtual teams more just? An investigation of how reducing social categorization can increase female participation in male-dominated teams.
 (Spring 2006 – June 2008; Texas A&M)

DISSERTATION COMMITTEE MEMBER

Brian Swider, Management
 Title: Recruiting practices and candidate reactions: Time is of the essence.
 (Spring 2009 – May 2012)

Andrew Hinrichs, Management
 Title: Motivation to lead: Examining its antecedents and consequences in a team context.
 (Spring 2008 – August 2011)

Claudia Benavides-Espinoza, Department of Sports Management
 Title: Bystanders' reactions to sexual harassment
 (Spring 2008 – May 2009; Texas A&M)

Steven Caldwell, Organizational Behavior
 Title: Viewing person-environment fit through the lens of organizational change: A cross-level study.
 (Fall 2002 – May 2005; Georgia Tech)

Kimberly Andrews Wrenn, Industrial/Organizational Psychology
Title: The big five as predictors of procedural justice perceptions.
(Fall 2002 – August 2005; Georgia Tech)

Kathleen Connolly, Department of Counseling Education
Title: The relationship among wellness, mattering, and job satisfaction.
(Fall 1998 – Spring 2000; UNCG)

MASTER'S THESIS COMMITTEE MEMBER

Allison Cook, Industrial/Organizational Psychology
Title: Job Satisfaction and Job Performance: Is the Relationship Spurious?
(Spring 2007 – May 2008; Texas A&M)

Erin Page, Industrial/Organizational Psychology
(Fall 2003 – Spring 2004; Georgia Tech)

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Spring 2012	MGT 630-600	Organizational Behavior (MSHRM)	11	13	4.91*	n/a	4.64*	n/a
Spring 2012	MGT 675-655	Increasing Team Effectiveness (EMBA)	43	49	4.95	n/a	4.82	n/a
Fall 2011	MGT 630-600	Organizational Behavior (MSHRM)	27	30	4.85	n/a	4.78	n/a
Fall 2011	MGT 634-600	Organizational Behavior (PhD)	9	9	5.00	n/a	5.00	n/a
Spring 2011	MGT 626-600	Teamwork in Organizations (MSHRM)	9	10	4.89	n/a	4.89	n/a
Spring 2011	MGT 675-655	Increasing Team Effectiveness (EMBA)	40	44	4.90	n/a	4.80	n/a
Fall 2010	MGT 630-600	Organizational Behavior (MSHRM)	26	29	4.85	n/a	4.69	n/a
Fall 2010	MGT 634-600	Organizational Behavior (PhD)	4	4	5.00	n/a	5.00	n/a
Spring 2010	MGT 689-601	Teamwork in Organizations (MSHRM)	19	21	4.68	n/a	4.42	n/a
Spring 2010	MGT 675-655	Increasing Team Effectiveness (EMBA)	29	45	4.31	n/a	4.17	n/a
Fall 2009	MGT 630-600	Organizational Behavior (MSHRM)	23	24	4.87	n/a	4.83	n/a
Fall 2009	MGT 634-600	Organizational Behavior (PhD)	10	10	5.00	n/a	5.00	n/a
Spring 2009	MGT 630-600	Organizational Behavior (MSHRM)	27	29	4.74	n/a	4.67	n/a
Spring 2009	MGT 689-601	Teamwork in Organizations (MSHRM)	17	18	4.94	n/a	4.76	n/a
Spring 2009	MGT 637-600	Increasing Team Effectiveness (EMBA)	41	47	4.83	4.64	4.69	4.52
Fall 2008	MGT 634-600	Organizational Behavior (PhD)	7	8	5.00	n/a	4.86	n/a
Spring 2008	MGT 637-600	Increasing Team Effectiveness (EMBA)	27	29	4.90	n/a	4.89	n/a
Spring 2008	MGT 630-600	Organizational Behavior (MSHRM)	26	27	4.81	n/a	4.69	n/a
Fall 2007	MGT 630-600	Organizational Behavior (MSHRM)	35	36	4.63	n/a	4.34	n/a
Fall 2007	MGT 634-600	Organizational Behavior (PhD)	9	9	5.00	n/a	4.89	n/a
Spring 2007	MGT 637-600	Increasing Team Effectiveness (EMBA)	20	20	4.80	n/a	4.65	n/a
Spring 2007	MGT 630-600	Organizational Behavior (MSHRM)	18	18	4.94	n/a	4.89	n/a
Fall 2006	MGT 634-600	Organizational Behavior (PhD)	5	5	5.00	n/a	5.00	n/a
Spring 2006	MGT 689-602	Group Dynamics (PhD)	4	4	5.00	4.50	5.00	4.30
Spring 2006	MGT 689-601	Work Team Effectiveness (MSHRM)	13	13	4.77	4.50	4.62	4.30
Spring 2005	MGT 4803TS3	Leadership and Teams (Undergraduate)	42	45	4.80	n/a	4.90	n/a
Fall 2004	MGT 6106TS1	Teamwork in Organizations (MBA)	30	33	4.80	n/a	4.90	n/a

*Rating Scale (1 = Far *below* average; 5 = Far *above* average).

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Spring 2004	MGT 6106TS1	Teamwork in Organizations (MBA)	29	35	4.80**	4.25	4.80	n/a
Spring 2004	MGT 7106TS1	Group Dynamics (PhD)	7	8	4.80	4.80	4.90	n/a
Fall 2003	MGT 4803TS2	Leadership and Teams (Undergraduate)	14	15	4.90	-	5.00	n/a
Spring 2003	MGT 3101D	Organizational Behavior (Undergraduate)	64	72	4.90	4.29	4.90	n/a
Spring 2003	MGT 6106A	Teamwork in Organizations (MBA)	20	29	4.90	4.68	4.90	n/a
Fall 2002	MGT 4803D	Leadership and Teams (Undergraduate)	14	15	4.90	4.65	5.00	n/a
Spring 2002	MGT 312.03	Organizational Behavior	33	37	1.27*	1.77	1.58	1.88
Spring 2002	MGT 312.04	Organizational Behavior	13	18	1.38	1.77	1.62**	1.88
Spring 2002	MBA 604.11	Organizational Behavior	34	36	1.48	1.97	1.58	2.00
Fall 2001	MGT 312.02	Organizational Behavior	22	35	1.32	1.86	1.59*	1.94
Fall 2001	MGT 312.03	Organizational Behavior	24	32	1.13	1.86	1.42	1.94
Fall 2001	MBA 678.01	Work Team Effectiveness	15	15	1.27	1.96	1.47	2.05
Spring 2001	MGT 312.03	Organizational Behavior	36	38	1.42	1.83	1.67	1.94
Spring 2001	MBA 678.01	Work Team Effectiveness	16	18	1.53	1.87	1.29	1.88
Spring 2001	MBA 604.11	Organizational Behavior	29	36	1.24	1.87	1.45	1.88
Fall 2000	MGT 312.04	Organizational Behavior	38	46	1.26	1.84	1.55	1.96
Fall 2000	MGT 312.05	Organizational Behavior	40	44	1.45	1.84	1.80	1.96
Fall 2000	MBA 678.01	Work Team Effectiveness	20	22	1.30	1.91	1.80	2.06
Spring 2000	MGT 312.04	Organizational Behavior	32	45	1.48	1.83	1.55	1.91
Spring 2000	MBA 711D.01	Work Team Effectiveness	14	17	1.50	1.88	1.50	1.91
Spring 2000	MBA 604.11	Organizational Behavior	23	23	1.35	1.88	1.48	1.91
Fall 1999	MGT 312.01	Organizational Behavior	34	49	1.41	1.86	1.71	2.00
Fall 1999	MGT 312.02	Organizational Behavior	33	46	1.59	1.86	1.91	2.00
Fall 1999	MBA 711J.01	Work Team Effectiveness	30	31	1.27	2.03	1.52	2.08
Spring 1999	MGT 312.04	Organizational Behavior	33	44	1.72	1.83	1.81	1.94

*Rating Scale (1 = Far above average; 5 = Far below average).

** Rating Scale (1 = Far below average; 5 = Far above average).

TEACHING EVALUATIONS

SEMESTER	COURSE NUMBER	COURSE NAME	NUMBER OF RESPONSES	NUMBER OF STUDENTS IN COURSE	OVERALL TEACHER RATING	COLLEGE OR DEPT. MEAN	OVERALL COURSE RATING	COLLEGE OR DEPT. MEAN
Spring 1999	MBA 604.01	Organizational Behavior	18	23	1.50*	1.92	1.50	2.00
Spring 1999	MBA 711C.01	Work Team Effectiveness	14	17	1.07	1.92	1.43	2.00
Fall 1998	MGT 312.05	Organizational Behavior	41	46	1.36	1.73	1.74	1.86
Fall 1998	MGT 312.06	Organizational Behavior	33	50	1.24	1.73	1.59	1.86
Fall 1998	MBA 711D.01	Work Team Effectiveness	26	29	1.39	2.06	1.89	2.10
Spring 1998	MGT 312.05	Organizational Behavior	54	62	2.00	1.95	-	-
Spring 1998	MBA 604.11	Organizational Behavior	29	35	1.90	2.02	2.14	2.04
Fall 1997	MGT 312.01	Organizational Behavior	53	67	1.52	1.90	-	-
Fall 1997	MGT 470.01	Small Business Management	36	43	2.18	1.90	-	-
Fall 1997	MBA 604.01	Organizational Behavior	31	34	1.84	2.14	2.37	2.13
Fall 1997	MBA 711D.01	Work Team Effectiveness	27	33	1.74	2.14	1.89*	2.13
Spring 1997	MGT 312.02	Organizational Behavior	42	60	1.57	1.84	-	-
Spring 1997	MBA 604.01	Organizational Behavior	21	22	1.57	2.09	1.76	2.18
Spring 1997	MBA 711A.01	Work Team Effectiveness	14	19	1.60	2.15	2.31	2.21
Fall 1996	MGT 312.04	Organizational Behavior	47	58	1.93	1.89	-	-
Fall 1996	MGT 470.01	Small Business Management	38	44	1.53	1.89	-	-
Fall 1996	MBA 711A.01	Work Team Effectiveness	29	35	1.68	2.15	2.34	2.17
Fall 1994	BA 150.01	Organizational Behavior	44	45	4.80**	-	4.20**	-
Spring 1994	MGT 403.01	Small Business Consulting	14	15	4.00	4.00	4.10	-
Fall 1993	BA 150.01	Organizational Behavior	47	47	4.70	-	4.40	-
Spring 1993	MGT 403.01	Small Business Consulting	12	18	4.90	3.80	4.80	-
Fall 1992	MGT 403.01	Small Business Consulting	28	31	4.70	3.80	4.50	-
Spring 1992	MBA 403.01	Small Business Consulting	17	25	4.40	3.80	4.50	-
Spring 1992	MGT 307.01	Selling/Sales Management	33	47	4.50	3.80	4.20	-
Fall 1991	MGT 403.01	Small Business Consulting	17	18	4.50	3.80	4.70	-

*Rating Scale (1 = Far *above* average; 5 = Far *below* average).

** Rating Scale (1 = Far *below* average; 5 = Far *above* average).

EXECUTIVE EDUCATION TEACHING RATINGS

DATE	COURSE NAME/CLIENT	TOPIC	NUMBER OF STUDENTS	OVERALL TEACHER RATING	MEAN TEACHER RATING	OVERALL CONTENT RATING	MEAN CONTENT RATING
3/11/13, 3/13/13 & 3/15/13	Joint Special Operations Command (NC State)	Leadership & Organizational Change	25	5.00	n/a	5.00	n/a
2/28/13 & 3/1/13	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/12/12	Business Growth Innovation Program/NetApp (NC State)	Leading Teams	7	4.80	n/a	4.80	n/a
12/11/12	Business Growth Innovation Program/NetApp (NC State)	Organizational Change	7	4.86	n/a	4.75	n/a
12/5/12 – 12/6/12	Halliburton President's Leadership Excellence Program (Denver, CO)	Leadership	30	n/a	n/a	n/a	n/a
10/26/12	Business Essentials (NC State)	Leadership	12	4.91	n/a	n/a	n/a
10/25/12	Business Essentials (NC State)	Organizational Change	12	4.88	n/a	n/a	n/a
10/25/12	PRA Strategic Planning (NC State)	Generational/ Global Teams	20	n/a	n/a	n/a	n/a
9/28/12	Blue Cross Blue Shield of North Carolina (NC State)	Leadership	18	n/a	n/a	n/a	n/a
9/15/12	North Carolina National Guard (NC State)	Leadership	115	n/a	n/a	n/a	n/a
8/24/12	Joint Special Operations Command (NC State)	Leadership	30	n/a	n/a	n/a	n/a
8/22/12	Joint Special Operations Command (NC State)	Generational/ Global Teams	30	5.00	4.90	5.00	4.67
4/27/12	Joint Special Operations Command (NC State)	Organizational Change	30	n/a	n/a	n/a	n/a
4/26/12	Joint Special Operations Command (NC State)	Leadership	30	4.86	4.64	4.90	4.82
4/17/12	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Leadership	31	4.07	n/a	4.16	n/a
4/16/12	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Leadership	30	4.53	n/a	4.43	n/a
3/22/12	ExxonMobil Upstream Research Company (Houston, TX)	Coaching and Counseling	60	n/a	n/a	n/a	n/a
3/5/12 & 3/8/12	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
2/3/12	Opportune Leadership Development Program (Houston, TX)	Leadership in a Team-Based Organization	48	n/a	n/a	n/a	n/a
12/7/11 – 12/8/11	Halliburton President's Leadership Excellence Program (Pittsburgh, PA)	Leadership	30	n/a	n/a	n/a	n/a
9/23/11	Halliburton Global Technology (Houston, TX)	Organizational Change	17	n/a	n/a	n/a	n/a
7/27/11 – 7/28/11	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
3/10/11	Halliburton Digital Assets Group (Houston, TX)	Organizational Change	20	n/a	n/a	n/a	n/a

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3/2/11 – 3/3/11	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
12/7/10 – 12/8/10	Halliburton President's Leadership Excellence Program (Dubai, UAE)	Leadership	24	n/a	n/a	n/a	n/a
9/21/10 – 9/23/10	Texas Transportation Institute Leadership Development Program	Leadership	30	n/a	n/a	n/a	n/a
8/4/10 – 8/5/10	AT&T Leadership Development Program (Dallas, TX)	Leadership, Org. Culture, & Change	19	4.7*	n/a	4.5*	n/a
7/28/10 – 7/29/10	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
6/24/10	Texas Engineering Extension Service (Texas A&M)	Leadership	11	n/a	n/a	n/a	n/a
6/1/10 – 6/3/10	Texas Transportation Institute Leadership Development Program	Leadership	20	n/a	n/a	n/a	n/a
2/17/10 – 2/18/10	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	24	n/a	n/a	n/a	n/a
2/9/10 – 2/11/10	Texas Transportation Institute Leadership Development Program	Leadership	30	n/a	n/a	n/a	n/a
12/9/09 – 12/10/09	Halliburton President's Leadership Excellence Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a
8/3/09 – 8/4/09	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
7/23/09	Halliburton Digital Assets Group	Organizational Change	13	n/a	n/a	n/a	n/a
4/20/09 – 4/21/09	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
12/10/08 – 12/11/08	Halliburton President's Leadership Excellence Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a
10/31/08	Petroleum Equipment Suppliers Association Emerging Leaders Forum	Closing the Generational Gap	20	n/a	n/a	n/a	n/a
10/22/08	KBR Business Leadership Development I Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a
6/16/08 – 6/17/08	Halliburton Business Leadership Development III Program (Texas A&M)	Leading Project Teams & Org. Change	25	n/a	n/a	n/a	n/a
5/7/08	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.80*	n/a	4.40*	n/a
12/5/07 – 12/6/07	Halliburton President's Leadership Excellence Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a

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10/10/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	34	4.80	n/a	4.60	n/a
8/9/07	CenterPoint Energy Leadership Development Program (The Woodlands, TX)	High Impact Leadership	32	n/a	n/a	n/a	n/a
6/28/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.90	n/a	4.80	n/a
6/27/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.80	n/a	4.50	n/a
6/6/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	27	4.80	n/a	4.50	n/a
5/23/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.70	n/a	4.50	n/a
5/21/07	ExxonMobil Development Company (Houston, TX)	Leadership	80	n/a	n/a	n/a	n/a
5/9/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	32	4.30	n/a	4.20	n/a
4/26/07	ExxonMobil Global Real Estate and Facilities (The Woodlands, TX)	Leading a Global Workforce	140	n/a	n/a	n/a	n/a
4/24/07	ExxonMobil Development Company (Houston, TX)	Leadership	80	n/a	n/a	n/a	n/a
3/28/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	31	4.70*	n/a	4.50*	n/a
3/7/07	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	32	4.50	n/a	4.40	n/a
1/30/07	Halliburton Landmark TECH Conference (Galveston, TX)	Global Virtual Teams	160	n/a	n/a	n/a	n/a
12/6/06 – 12/7/06	Halliburton President's Leadership Excellence Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a
9/27/06	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	29	4.50	n/a	4.40	n/a
8/10/06	R.H. Donnelley (Cary, NC)	Leadership	20	n/a	n/a	n/a	n/a
8/2/06 – 8/3/06	PPD Global Project Management Training Program (Chapel Hill, NC)	Leadership and Global Virtual Teams	21	n/a	n/a	n/a	n/a
7/25/06	ExxonMobil U.S. Production - Supervisors (Houston, TX)	Teamwork	54	n/a	n/a	n/a	n/a
7/24/06	ExxonMobil U.S. Production - Senior Professionals (Houston, TX)	Teamwork and Mentoring	65	n/a	n/a	n/a	n/a

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7/10/06	Advanced Leadership Program – U.S. Postal Service (Potomac, MD)	Leadership	39	n/a	n/a	n/a	n/a
4/6/06	R.H. Donnelley (Pinehurst, NC)	Leadership	9	n/a	n/a	n/a	n/a
3/8/06	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	33	4.50	n/a	4.30	n/a
12/6/05 – 12/7/05	Halliburton President's Leadership Excellence Program (Texas A&M)	Leadership	24	n/a	n/a	n/a	n/a
10/18/05 – 10/20/05	PPD Global Project Management Training Program (Raleigh, NC)	Leadership and Teamwork	18	n/a	n/a	n/a	n/a
9/01/05	ExxonMobil Exploration Supervisor Support Team (Houston, Texas)	Motivation and Feedback	52	n/a	n/a	n/a	n/a
8/23/05	ExxonMobil U.S. Production (Houston, Texas)	Feedback	63	n/a	n/a	n/a	n/a
5/18/05	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	36	4.50	n/a	4.30	n/a
5/16/05	ExxonMobil U.S. Production (Houston, Texas)	Motivation	55	n/a	n/a	n/a	n/a
5/09/05	Management Development for Enhanced Performance (Georgia Tech)	Leadership	22	4.80	n/a	4.40	n/a
4/28/05	Project Management Leadership (Georgia Tech)	The Role of Leadership	16	9.20**	n/a	8.80**	n/a
3/16/05	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	33	4.70*	n/a	4.50*	n/a
3/09/05	ExxonMobil Enterprise Leadership Program (UNC-Chapel Hill)	Global Teams	27	4.20*	n/a	4.30*	n/a
10/28/04	Project Management Leadership (Georgia Tech)	The Role of Leadership	12	10.0**	n/a	9.70**	n/a
10/25/04	Management Development for Enhanced Performance (Georgia Tech)	Leadership	9	4.44*	n/a	4.30*	n/a
10/15/04-10/16/04	Management for International Public Health (Centers for Disease Control, Atlanta, GA)	Leadership	33	4.80*	n/a	4.70*	n/a
5/5/04	Leadership for Experienced Managers (Georgia Tech)	Working in Teams	12	9.90**	n/a	9.80**	n/a
4/14/04	Leadership for Newly Appointed Managers (Georgia Tech)	Working in Teams	6	10.0**	9.24	10.0**	9.22

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BIOGRAPHY FOR BRADLEY L. KIRKMAN

Bradley L. Kirkman is a Professor and Department Head of the Management, Innovation, and Entrepreneurship Department in the Poole College of Management at North Carolina State University. He received his Ph.D. in Organizational Behavior from the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. His research focuses on team empowerment and effectiveness, leadership, organizational justice, and cross-cultural organizational behavior. He was formerly the Foreman R. and Ruby Bennett Endowed Chair in Business Administration in the Mays Business School at Texas A&M University. He has also worked in the College of Management at The Georgia Institute of Technology and the Bryan School of Business and Economics at the University of North Carolina Greensboro. He has held visiting professor positions in the Department of Management and Organizations at the University of Western Australia in 2006 and the Guanghua School of Management at Peking University in 2012.

He has authored several articles and book chapters on topics such as increasing the effectiveness of virtual teams, cross-cultural management issues, leadership, and team empowerment. His articles have appeared in such journals as the *Academy of Management Journal*, the *Academy of Management Review*, the *Academy of Management Executive*, *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of Management*, *Journal of International Business Studies*, *Human Relations*, *Journal of Experimental Social Psychology*, *Group & Organization Management*, *Journal of Cross Cultural Psychology*, *Organizational Dynamics*, and others. His book chapters have appeared in: *Oxford Handbook of Industrial and Organizational Psychology*; *Cambridge Handbook of Culture, Organizations, and Work*; *Advances in International Management*; and *Handbook of Global Management: A Guide to Managing Complexity*.

He was the winner of the 2008 Ricky W. Griffin Outstanding Research Award at Texas A&M University for his scholarly research contributions. He won the Academy of Management's Organizational Behavior Division Award for Best International Paper in 2009. He was an Associate Editor for the *Academy of Management Journal* from 2005 to 2008 and is a current Editorial Board member for the *Academy of Management Journal*, *Journal of Applied Psychology*, *Personnel Psychology*, and *Organizational Psychology Review*. He also received Outstanding Reviewer Awards from *AMJ* in 2002, 2003, 2004, 2008, and 2011, and was an outstanding reviewer for the International Management Division of the Academy of Management in 2000, 2002, and 2003. He has also won several teaching awards including the Association of Former Students Distinguished Teaching Award at Texas A&M in 2010 and the Junior Faculty Teaching Excellence Award at the University of North Carolina at Greensboro in 1999. He is a member of the Academy of Management, Academy of International Business, American Psychological Association, Society for Industrial and Organizational Psychology, and Southern Management Association.

He has worked with several companies on issues such as leading global virtual teams, enhancing team effectiveness, working across cultural boundaries, facilitating organizational change and development, and increasing leadership effectiveness that include: AT&T, Alcoa, Blue Cross Blue Shield of North Carolina, R.H. Donnelley, Cisco Systems, NetApp, CenterPoint Energy, Opportune, the Texas Transportation Institute, The Home Depot, ExxonMobil, Halliburton,

Conoco-Phillips, PPD, Sabre, the Centers for Disease Control, Motorola, General Electric, IBM, the Sara Lee Corporation, Prudential Insurance, Allstate Insurance, Eastman Chemical Company (Kodak), the Cone Corporation, MEMC, the United States Bankruptcy Court, United States Postal Service, Joint Special Operations Command (JSOC), and the North Carolina National Guard. He has conducted research, presented papers, and taught in several countries including Argentina, Australia, Belgium, Canada, Dubai (UAE), England, Finland, France, Mexico, the People's Republic of China, the Philippines, Saudi Arabia, Turkey, and the United States.