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ACADEMIC POSITIONS

Professor and Area Coordinator of OBHR, 2023 – present	Singapore Management University
Professor of OBHR, 2014 – present	Singapore Management University
Lee Kong Chian Research Fellow, 2017-2018	Singapore Management University
Chairman, Institutional Review Board, 2013 – 2016	Singapore Management University
Visiting Professor, 2014 – 2016	Singapore University of Technology and Design
Associate Professor of OBHR, 2007 – 2014 (tenured)	Singapore Management University
Visiting Associate Professor, 2014	Singapore University of Technology and Design
Area Coordinator of OBHR, 2008-2011	Singapore Management University
Associate Professor of OBHR, 2003 – 2007 (untenured)	Singapore Management University
Director, I/O Psychology Doctoral Program, 2001 – 2003	Louisiana State University
Assistant Professor of Psychology, 1998 – 2003	Louisiana State University

EDUCATION

Ph.D., August, 1998	Bowling Green State University Industrial/Organizational Psychology Dissertation: <i>Beyond Current Models of Job Performance Ratings: Supervisors' Perceptions of Ratee, Rater, and Contextual Characteristics</i> Advisor: Dr. William K. Balzer
M.A., August, 1996	Bowling Green State University Industrial/Organizational Psychology Thesis: <i>Performance Appraisal Ratings</i>

as a Function of Rating Purpose
Advisor: Dr. William K. Balzer

B.A., December, 1991

University of Nebraska-Lincoln
Major: Psychology
Minors: Business Admin. & Sociology

ADDITIONAL GRADUATE STUDIES

Graduate Program

University of Nebraska at Omaha
Industrial/Organizational Psychology
Dates: August, 1992 - May, 1994

PUBLICATIONS – PEER REVIEWED JOURNAL ARTICLES

Chintakananda, K., Diefendorff, J. M., Oc, B., Daniels, M. A., Greguras, G. J., & Bashshur, M. R. (2023). Leader-expressed humility: Development and validation of scales based on a comprehensive conceptualization. *Journal of Business Ethics*, 1-18.

Oc, B., Daniels, M. A., Diefendorff, J. M., Bashshur, M. R., & Greguras, G. J. (2020). Humility breeds authenticity: How authentic leader humility shapes follower vulnerability and felt authenticity. *Organizational Behavior and Human Decision Processes*, 158, 112-125.
<https://doi.org/10.1016/j.obhdp.2020.03.004>

Reb, J., Luan, S., & Greguras, G. J. (2018). Performance trends matter: But when and why? *Academy of Management Discoveries*, 4, 501-503. <https://doi.org/10.5465/amd.2018.0140>

Diefendorff, J. M., Greguras, G. J., & Fleenor, J. (2016). Perceived emotional demands – abilities fit. *Applied Psychology: An International Review*, 65, 2-37. <https://doi.org/10.1111/apps.12032>

Gabriel, A., Daniels, M. A., Diefendorff, J. M., & Greguras, G. J. (2015). Latent profile analysis of emotional labor strategies. *Journal of Applied Psychology*, 100, 863 – 879.
<https://doi.org/10.1037/apl0000004>

Paddock, E. L., Ko, J., Cropanzano, R., Bagger, J., El Aklemi, A., Camerman, J., Greguras, G. J., Mladinic, A., Moliner, C., Nam, K., Tornblom, K., & Van den Bos, K. (2015). Voice and culture: A Prospect Theory approach. *Journal of Behavioral Decision Making*, 28, 167 – 175.
<https://doi.org/10.1002/bdm.1841>

Oc, B., Bashshur, M., Daniels, M. A., & Greguras, G. J., & Diefendorff, J. M. (2015). Leader humility in Singapore. *The Leadership Quarterly*, 26, 68-80.
<https://doi.org/10.1016/j.leaqua.2014.06.001>

- Schleicher, D. J., Smith, T. A., Casper, W. J., Watt, J. D., & Greguras, G. J. (2015). It's all in the attitude: The role of job attitude strength in job attitude – outcome relationships. *Journal of Applied Psychology*, 100, 1259 – 1274. <https://doi.org/10.1037/apl0000005>
- Daniels, M. A., & Greguras, G. J. (2014). Exploring the nature of power distance: Implications for micro- and macro-level theories, processes, and outcomes. *Journal of Management*, 40, 1202-1229. <https://doi.org/10.1177/0149206311423012>
- Gabriel, A., Diefendorff, J. M., Chandler, M., Moran, C. M., & Greguras, G. J. (2014). The dynamic relationships of work affect with perceptions of fit. *Personnel Psychology*, 67, 389-420. <https://doi.org/10.1111/peps.12042>
- Moran, C. M., Diefendorff, J. M., & Greguras, G. J. (2013). Understanding emotional display rules at work and outside of work: The effects of country and gender. *Motivation and Emotion*, 37, 323 – 334. <https://doi.org/10.1007/s11031-012-9319-2>
- Greguras, G. J., & Diefendorff, J. M. (2010). Why does proactive personality predict employee life satisfaction and behaviors? A field investigation of the mediating role of the self-concordance model. *Personnel Psychology*, 63, 539-560. <https://doi.org/10.1111/j.1744-6570.2010.01182.x>
- Reb, J., & Greguras, G. J. (2010). Understanding performance ratings: Dynamic performance, attributions, and rating purpose. *Journal of Applied Psychology*, 95, 213-220. <https://doi.org/10.1037/a0018263>
- Diefendorff, J. M., & Greguras, G. J. (2009). Contextualizing emotional display rules: Taking a closer look at targets, discrete emotions, and behavioral responses. *Journal of Management*, 35, 880-898. <https://doi.org/10.1177/0149206308321534>
- Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs: Linking person-environment fit to employee commitment and performance using self-determination theory. *Journal of Applied Psychology*, 94, 465 – 477. <https://doi.org/10.1037/a0013252>
- Highhouse, S., Brooks, M. E., & Greguras, G. (2009). An organizational impression management perspective on the formation of corporate reputations. *Journal of Management*, 35, 1481- 1493. <https://doi.org/10.1177/0149206309347595>
- Slaughter, J. E., & Greguras, G. J. (2009). Initial attraction to organizations: The influence of trait inferences. *International Journal of Selection and Assessment*, 17, 1-18. <https://doi.org/10.1111/j.1468-2389.2009.00459.x>
- Brutus, S., & Greguras, G. J. (2008). Self-construals, motivation, and feedback-seeking behaviors. *International Journal of Selection and Assessment*, 16, 282- 291. <https://doi.org/10.1111/j.1468-2389.2008.00432.x>
- Reb, J., & Greguras, G. J. (2008). Dynamic performance and the performance-performance rating link.

Industrial and Organizational Psychology: Perspectives on Science and Practice, 194 – 196.
<https://doi.org/10.1111/j.1754-9434.2008.00062.x>

Slaughter, J., & Greguras, G. J. (2008). Bias in performance ratings: Clarifying the role of positive versus negative escalation. *Human Performance*, 21, 414 – 426.
<https://doi.org/10.1080/08959280802243995>

Greguras, G. J., Robie, C., Born, M. Ph., & Koenigs, R. J., (2007). A social relations analysis of team performance ratings. *International Journal of Selection and Assessment*, 15, 434-448. <https://doi.org/10.1111/j.1468-2389.2007.00397.x>

Greguras, G. J. & Ford, J. M. (2006). An examination of the multidimensionality of supervisor and subordinate perceptions of leader-member exchange. *Journal of Occupational and Organizational Psychology*, 79, 433-465. <https://doi.org/10.1348/096317905X53902>

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, 399-426. <https://doi.org/10.1007/s10869-005-4525-4>

Greguras, G. J. (2005). Managerial experience and the measurement equivalence of performance ratings. *Journal of Business and Psychology*, 19, 383-398. <https://doi.org/10.1007/s10869-005-4524-5>

Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2004). Reexamining the illusory correlation: The complexity of the satisfaction - performance relationship. *Journal of Applied Psychology*, 89, 165-177. <https://doi.org/10.1037/0021-9010.89.1.165>

Greguras, G. J., Ford, J., & Brutus, S. (2003). Manager attention to multisource feedback. *The Journal of Management Development*, 22, 345 – 361. <https://doi.org/10.1108/02621710310477847>

Greguras, G. J., Robie, C., Schleicher, D. J., & Goff, M. III. (2003). A field study of the effects of rating purpose on the quality of multisource ratings. *Personnel Psychology*, 56, 1 – 21.
<https://doi.org/10.1111/j.1744-6570.2003.tb00135.x>

Greguras, G. J., Robie, C., & Born, M. Ph. (2001). Applying the Social Relations Model to self and peer evaluations. *The Journal of Management Development*, 20, 508-525.
<https://doi.org/10.1108/EUM00000000006162>

Ryan, A. M., Brutus, S., Greguras, G. J., & Hakel, M. D. (2000). Receptivity to assessment-based feedback for management development. *The Journal of Management Development*, 19, 252-276.
<https://doi.org/10.1108/02621710010374845>

Greguras, G. J., & Robie, C. (1998). A new look at within-source interrater reliability of 360-degree feedback ratings. *Journal of Applied Psychology*, 83, 960-968. <https://doi.org/10.1037/0021-9010.83.6.960>

Ryan, A. M., Ployhart, R. E., Greguras, G. J., & Schmit, M. J. (1998). Test preparation programs in selection contexts: Self-selection and program effectiveness. *Personnel Psychology*, 51, 599-621.
<https://doi.org/10.1111/j.1744-6570.1998.tb00234.x>

Ryan, A. M., Greguras, G. J., & Ployhart, R. E. (1996). Perceived job relatedness of physical ability testing for firefighters: Exploring variations in reactions. *Human Performance*, 9, 219-240.
https://doi.org/10.1207/s15327043hup0903_2

OTHER PUBLICATIONS

Greguras, G. J. (2016). Performance appraisal. In Steven G. Rogelberg and Charlie Reeve (Eds.), *The SAGE Encyclopedia of Industrial/Organizational Psychology*.

Greguras, G. J. (2016). Performance appraisal subjective indices. In Steven G. Rogelberg and Charlie Reeve (Eds.), *The SAGE Encyclopedia of Industrial/Organizational Psychology*.

Greguras, G. J., Difendorff, J. M., Carpenter, J., & Troester, C. (2014). Person-environment fit and self-determination theory. In M. Gagne (Ed.), *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. New York, NY: Oxford University Press, pp. 143 – 161.

Reb, J., Greguras, G. J., Luan, S., & Daniels, M. A. (2014). Performance appraisals as heuristic judgments under uncertainty. In Highhouse, S., Dalal, R., & Salas, E. (Eds.), *Judgment and Decision Making at Work*. New York, NY: Routledge, pp. 13-36.

Day, D. V., & Greguras, G. J. (2009). Performance management in multinational companies. In J. W. Smither and M. London (Eds.), *Performance management: Putting research into practice*. San Francisco, CA: Jossey-Bass, pp. 271-295.

Greguras, G. J. (2007). Performance appraisal. In Steven G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology* (Vol. 2, pp. 597-598). Thousand Oaks, CA: Sage Publications, Inc.

Greguras, G. J. (2007). Performance appraisal subjective indices. In Steven G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology* (Vol. 2, pp. 601-604). Thousand Oaks, CA: Sage Publications, Inc.

Balzer, W. K., Greguras, G. J., & Raymark, P. (2004). Multisource feedback. In Michel Hersen and Jay Thomas (Eds.), *Comprehensive Handbook of Psychological Assessment* (Vol. 4, pp. 390-411). New York, NY: John Wiley & Son

Greguras, G. J. & Ford, J. M. (2004). Organizational politics and multisource feedback: An opportunity or a threat? *Proceedings from The 3rd Asian Conference of the Academy of Human Resource Development in Asia: Harmony and Partnership* (pp. 703-711). Seoul, S. Korea.

Born, M. Ph., Robie, C., & Greguras, G. J. (2001). Using the Social Relations Model to assess managerial potential (Abstract). *The Tenth European Congress on Work and Organizational Psychology: Globalization Opportunities and Threats* (p. S52). Prague, Czech Republic: Ceska Asociace Psychologu Prace a Organizace.

Greguras, G. J., Ford, J., & Brutus, S. (2001). Manager attention to and use of multisource feedback (Abstract). *The Tenth European Congress on Work and Organizational Psychology: Globalization Opportunities and Threats* (p. S50). Prague, Czech Republic: Ceska Asociace Psychologu Prace a Organizace.

Ryan, A. M., & Greguras, G. J. (1998). Life is not multiple choice: Reactions to the alternatives. In M. Hakel (Ed.), *Alternatives to Traditional Testing* (pp. 183-202). Mahwah, NJ: Lawrence Erlbaum Associates.

Greguras, G. J., & Stanton, J. (1996). Three considerations for I/O graduate students seeking academic positions: Publish, publish, publish. *The Industrial - Organizational Psychologist*, 33, 92-98.

Ryan, A. M., & Greguras, G. (1995). The SIOP conference review process: How it works. *The Industrial -Organizational Psychologist*, 33, 30-35.

MANUSCRIPTS UNDER REVIEW/REVISION

Gabriel, A. S., Daniels, M. A., Greguras, G. J., Diefendorff, J. M., & Bennett, A. A. (Under Review, *Personnel Psychology*). Fit for one, or fit for all? Exploring the presence and outcomes of profiles of perceived at work.

Liu, Y., & Greguras, G. J. (2nd Revise and Resubmit *Journal of Management*). How followers respond to leader differentiation: The importance of considering all leader differentiation properties.

MANUSCRIPTS IN PROGRESS

Daniels, M. A., Greguras, G. J., & Gillespie, J. Z. (In Progress). Simple movements or self-concept: Effects of construal and control on emotional labor and well-being.

REFEREED CONFERENCE PRESENTATIONS

Gabriel, A. S., Daniels, M. A., Greguras, G. J., Diefendorff, J. M., & Bennett, A. A. (2022). A Person-Centered Approach for Studying Profiles of Perceived Fit at Work. In C. Wanberg & S. Ren (Chairs), *Person Environment Fit: New Conceptualizations and the Role in Recruiting and Job Search*. Symposium presented at the 82nd Annual Meeting of the Academy of Management: Seattle, WA.

Liu, Y., Greguras, G. J., & Chintakananda, K. (2019, August). *Integrating LMX components: How LMX components interactively influence justice and deviance*. Paper presented at the Annual Meeting of the Academy of Management, 2019, Boston, Massachusetts.

- Chintakananda, K. P., Liu, Y., & Greguras, G. J. (2018, April). *Ostracism and deviance: The roles of anger, guilt and avoidance coping*. Paper to be presented at the 33rd Annual Conference of the Society for Industrial and Organizational Psychology (Chicago, IL).
- Oc, B., Bashshur, M. R., & Greguras, G. J. (2018, May). *An upside of narcissism: Leaders who think highly of themselves are less reactive to threats to their power*. Invited presentation at the 3rd Interdisciplinary Perspectives on Leadership Symposium (Crete, Greece).
- Oc, B., Daniels, M. A., Diefendorff, J., Bashshur, M., & Greguras, G. (2018). Humility Breeds Authenticity: How Humble Leaders Shape Follower Authenticity and Job Performance. In M. Lehmann & A. Ou (Chairs), *The Virtue of Humility in the Workplace: Antecedents, Benefits, and Boundary Conditions*. Symposium presented at the 78th Annual Meeting of the Academy of Management: Chicago, IL.
- Daniels, M. A. Highhouse, S., & Greguras, G. J. (2017, August). Abusive supervision as a symbolic act: The roles of shame and power distance. In J. Gooty & C. Williams (Chairs), *The Role of Discrete Emotions in Organizations: An Empirical Investigation of Work Outcomes*. Symposium presented at the 77th Annual Meeting of the Academy of Management (Atlanta, Georgia).
- Chintakananda, K. & Greguras, G. J. (2017, August). Abusive supervision and power distance: Exploring discrete emotions. Paper presented at the 77th Annual Meeting of the Academy of Management (Atlanta, Georgia).
- Daniels, M. A., Greguras, G. J., Bashshur, M. R., & Oc, B. (2016, August). Who's Judging?: Humility and Competence as Sources of Leader Legitimacy. In M. A. Daniels & M. R. Bashshur (Chairs), *Leader Humility: Outcomes, Moderators, And Assessment At Multiple Levels*. Symposium presented at the 76th Annual Meeting of the Academy of Management (Anaheim, California).
- Daniels, M. A., Greguras, G. J., Bashshur, M. R., & Oc, B. (2016, June). Humility and Competence as Sources of Leader Legitimacy: The Role of Power Distance Orientation. Paper presented at the Annual Meeting of the European Academy of Management (Paris, France).
- Gabriel, A.S., Daniels, M.A., Greguras, G.J., & Diefendorff, J.M. (2016, April). Fit for one or fit for all? Profiles of perceived fit. In C.M. Harold (Chair), *Contemporary approaches to person-environment fit research*. Symposium presented at the 31st Annual Conference of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Bashshur, M. R., Daniels, M. A., Greguras, G. J., Diefendorff, J. M., & Oc, B. (2015, August). Leader humility in Singapore: An inductively developed measure. Paper to be presented at the 75th Annual Meeting of the Academy of Management (Vancouver, BC, Canada).
- Greguras, G. J., Daniels, M. A., Bashshur, M., Oc, B., Diefendorff, J. M., & Ramakrishnan, M. (2015, May). Leader humility, LMX, and subordinate need satisfaction: The role of power distance values. In M.

Gagne (Chair), *Using self-determination theory to understand respectful leadership in turbulent times*. Symposium presented at the 17th European Congress of Work and Organizational Psychology: Oslo, Norway.

Daniels, M.A., Greguras, G.J., Bashshur, M. R., & Oc, B. (2014, August). Do humble leaders affect all followers similarly? The role of power distance. In C. Chia-Yen (Chair), *Leader humility: The boundary conditions, cross-cultural comparisons, and practical implications*. Symposium presented at the 74th Annual Meeting of the Academy of Management: Philadelphia, PA.

Daniels, M.A., Greguras, G.J., & Gillespie, J.Z. (2014, August). Mental construal and perceived job control as antecedents of emotional labor and well-being. Paper presented at the 74th Annual Meeting of the Academy of Management: Philadelphia, PA.

Heyden, M. L. M., Reimer, M., Can Doorn, S., & Greguras, G. J. (2014, June). CEO career horizon, top management team composition, and R&D intensity. In P. Greve (Chair), *TMT compositional features: Refinements*. Symposium presented at the 14th Annual Meeting of the European Academy of Management: Valencia, Spain.

Oc, B., Bashshur, M. R., Daniels M. A., Greguras, G. J., & Ramakrishnan, M. (2014, May). Leader humility: A Singaporean perspective. In B. J. Hoffman & A. L. Hetrick (Chairs), *The narcissistic leadership paradox: Causes, consequences, and responses*. Symposium presented at the 29th Annual Meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Greguras, G. J. (2014, May). Personality's Flynn Effect: Recent upward trends in personality scores. Discussant for the symposium at the 29th Annual Meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Daniels, M.A., & Greguras, G.J. (2013, August). Humble leaders and satisfied followers: The roles of LMX and neuroticism. In D.L. Ferris (Chair), *Self-determination theory research in organizations*. Symposium presented at the 73rd Annual Meeting of the Academy of Management: Orlando, FL.

Daniels, M. A., Oc, B., Bashshur, M. R., & Greguras, G. J. (2013, August). To be effective, incompetent leaders should at least be humble. In M. A. Daniels & B. Oc, *Leading from the back or the front: A look at humble and narcissistic leadership*. Symposium presented at the 73rd annual meeting of the Academy of Management (Orlando, Florida).

Gabriel, A. S., Daniels, M. A., Diefendorff, J. M., & Greguras, G. J. (2013, April). Distinguishing emotional labor actors using latent profile analysis. In A. S. Gabriel & J. J. Dahling (Chairs), *Understanding employee motivation to perform emotional labor*. Symposium conducted at the 28th Annual Society for Industrial and Organizational Psychology meeting. Houston, TX.

Greguras, G. J., Daniels, M. A., & Diefendorff, J. M. (2013, April). The overlooked role of individual identity in transformational leadership processes. Paper presented at the 28th Annual Society for Industrial and Organizational Psychology meeting. Houston, TX.

- Daniels, M. A., Greguras, G. J., Thompson, L. F., & Diefendorff, J. M. (2012, August). Making work fun: A process model of goal concordance at work. In E. Adriasola & K. Unsworth (Chairs), *Self-concordance: How connecting a person's needs to their behaviors affects workplace outcomes*. Symposium conducted at the 72nd Annual Academy of Management meeting, Boston, MA.
- Daniels, M. A., & Greguras, G. J. (2012, April). *Emotional Dissonance and Well-being: The Role of Personal Agency*. Paper presented at the 27th Annual Society for Industrial and Organizational Psychology meeting. San Diego, CA.
- Chandler, M. M., Greguras, G. J., Diefendorff, J. M., Gabriel, A. S., & Moran, C. M., (2011, April). An event-level analysis of links of SDT with employee well-being. In J. M. Diefendorff & M. M. Chandler (Chairs). *Advances in research on self-determination theory at work*. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Diefendorff, J. M., Gabriel, A. S., Greguras, G. J., Chandler, M. M., & Moran, C. M. (2011, April). Affect and perceived person-environment fit: An event-level analysis. In L. Petitta & J. M. Diefendorff (Chairs), *Advances in understanding the links of emotions and context*. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.
- Diefendorff, J. M., Saluan, C., & Greguras, G. J. (2009, April). *Emotional display rules at work and outside of work: An international comparison*. In A. A. Grandey (Chair), *Contextualizing emotion display requirements and their outcomes*. Symposium conducted at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Diefendorff, J. M., & Greguras, G. J. (2008, August). Perceived emotional demands-abilities fit: Exploring a new type of person-environment fit. In D. J. Glew (Chair), *Fit and feelings: Person environment fit and affect*. Symposium conducted at the 68th Annual Academy of Management meeting, Anaheim, CA.
- Diefendorff, J. M., Greguras, G. J., Fleenor, J., & Chandler, M. (2008, April). *Distinguishing perceived emotional demands-abilities fit from other fit perceptions*. Interactive poster presented at the 23rd Annual Conference of the Society of Industrial and Organizational Psychology, San Francisco, CA.
- Greguras, G. J., & Diefendorff, J. M. (2008, April). Proactive personality, core self-evaluations, and self-determination theory. In L. Ferris & D. Brown (Chairs), *Self-determination Theory in the Workplace*. Symposium conducted at the 23rd Annual Conference of the Society of Industrial and Organizational Psychology, San Francisco, CA.
- Greguras, G. J., & Diefendorff, J. M. (2007, August). *Linking person-environment fit to employee attitudes and behavior using self-determination theory*. Paper presented at the 67th Annual Academy of Management Conference, Philadelphia, PA.
- Brutus, S., & Greguras, G. J. (2007, April). *Culture, motivation, and feedback-seeking behaviors: Test of a mediated model*. Poster presented at the 22nd Annual Conference of the Society of Industrial and Organizational Psychology, New York City, NY.
- Greguras, G. J., & Diefendorff, J. M. (2007, April). *Why does proactive personality predict employee attitudes and behaviors?* Poster presented at the 22nd Annual Conference of the Society of Industrial and Organizational Psychology, New York City, NY.

- Reb, J. & Greguras, G. J. (2007, April). Dynamic performance, ratings, and attributions: Frequently discussed but infrequently investigated. In D. J. Schleicher & L. M. Keeping (Chairs), *Performance Appraisal in the Real World: Bridging the Science-Practitioner Gap*. Symposium conducted at the 22nd Annual Conference of the Society of Industrial and Organizational Psychology, New York City, 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. & 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 Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Greguras, G. J. (2006, May). Similarities and differences between Psychology and Business Schools. In D. J. Schleicher (Chair), *Panel Discussion: Making the move from Psychology to B-Schools: Issues to Consider*. Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Ko, J., Paddock, L., Van den Bos, K., Greguras, G. J., et al. (2005, April). *Retesting the shape of the voice value function*. Poster presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- McCook, K., & Greguras, G. J. (2005, April). *An investigation of the antecedents and consequences of job attitudes*. Poster presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Greguras, G. J. & Ford, J. M. (2004, November). *Organizational politics and multisource feedback: An opportunity or a threat?* Paper presented to the 3rd Asian Conference of the Academy of Human Resource Development, Seoul, S. Korea.
- Greguras, G. J., Robie, C., Born, M. Ph, & Koenigs, R. J. (2004, August). *What do self and peer ratings really measure?* Paper presented at the Academy of Management Conference, New Orleans, LA.
- Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2004, April). *The strength of job satisfaction attitudes*. Poster presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Slaughter, J. E., Greguras, G. J., & Sellers, E. A. (2004, April). Initial attraction to organizations: The influence of trait inferences. In B. R. Dineen (Chair), *Current person-based and message-based approaches to understanding recruitment*. Symposium conducted at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ford, J., & Greguras, G. J. (2003, April). *Organizational politics and multisource feedback*. Poster

presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.

- Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2003, April). Reexamining the job satisfaction – performance relationship: The complexity of attitudes. In J. W. Huff & C. P. Parker (Chairs), *Job satisfaction revisited: Addressing unanswered questions with attitude theory*. Symposium conducted at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Slaughter, J., Greguras, G. J., Mehta, K., & Russ, M. (2003, April). *Escalation in performance ratings: Effects of responsibility and rater perspective*. Poster presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Ford, J., & Greguras, G. J. (2002, April). *Examining the influence of supervisor-subordinate agreement on LMX relationships*. Poster presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2002, August). *The complexity of job attitudes*. Paper presented at the 110th Annual Conference of the American Psychological Association, Chicago, IL.
- Born, M. Ph., Robie, C., & Greguras, G. J. (2001, May). Using the Social Relations Model to assess managerial potential. In M. P. Born & M. E. G. van der Velde (Co-chairs), *Managerial behaviour and assessment*. Symposium conducted at the 10th Annual Conference of the European Congress on Work and Organizational Psychology, Prague, Czech Republic.
- Greguras, G. J., Ford, J., & Brutus, S. (2001, May). Manager attention to and use of multisource feedback. In M. P. Born & M. E. G. van der Velde (Co-chairs), *Managerial behaviour and assessment*. Symposium conducted at the 10th Annual Conference of the European Congress on Work and Organizational Psychology, Prague, Czech Republic.
- Barnard, A. M., & Greguras, G. J. (2001, April). Feedback seeking in customer service relationships. In G. J. Greguras & E. P. Braverman (Co-chairs), *Extending our understanding of customer service through field research*. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ford, J., & Greguras, G. J. (2001, April). *Examining the multidimensionality of supervisor perceptions of leader-member exchange*. Poster presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Greguras, G. J., & Braverman, E. P. (2001, April). *Extending our understanding of customer service through field research*. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Greguras, G. J., & Robie, C. (2001, April). Effects of rating purpose on the quality of multisource

ratings. In J. R. Williams (Chair), *Has 360-degree feedback really gone amok? New empirical data*. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Ladner, H. S., & Greguras, G. J. (2001, April). Effects of mean rating level, interrater agreement, and self-other agreement on ratee reactions to peer feedback. In J. R. Williams (Chair), *Has 360-degree feedback really gone amok? New empirical data*. Symposium conducted at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Greguras, G. J., Ford, J., & Brutus, S. (2000, April). Which rater source matters most? A policy-capturing study. In J. W. Johnson & Ferstl, K. L. (Co-chairs), *Cognitive reactions to performance feedback*. Symposium conducted at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Robie, C., Greguras, G. J., & Born, M. Ph. (2000, April). *Applying the social relations model to self and peer evaluations in team settings*. Poster presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Greguras, G. J., & Balzer, W. K. (1999, April). *An integrated and expanded model of supervisory performance ratings*. Poster presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Greguras, G. J., & Balzer, W. K. (1999, April). *Assessing the robustness of previous supervisory performance rating models*. Poster presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Robie, C., Greguras, G. J., & Goff, M. (1999, April). 360-degree measurement equivalence: Effects of managerial Experience. In B. Fisher & C. Robie (Chairs), *360-degree feedback assessments: Psychometric and substantive issues*. Symposium conducted at the 14th Annual Meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Brutus, S., Ryan, A. M., Greguras, G. J., & Hakel, M. (1998, August). *Receptivity to assessment-based Feedback for management development*. Poster presented at the 13th Annual Meeting of the Academy of Management, San Diego, CA.

Greguras, G. J., & Robie, C. (1997, June). *Comparing measurement error of 360-degree feedback ratings*. Paper presented at the 21st Annual Conference of the International Personnel Management Association Assessment Council, Newport Beach, CA.

Greguras, G. J. (1997, April). Reducing the scientist-practitioner gap: New ideas for an old problem. In J. M. Stanton & T. C. Harris (Co-chairs), *Panel Discussion: The scientist-practitioner and the case of the missing competencies*. Paper presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.

Greguras, G. J., & Robie, C. (1997, April). *Generalizability of 360-degree feedback ratings*. Poster presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.

- Greguras, G. J., & Ryan, A. M. (1997, April). *Test taker reactions, negative affectivity, and test performance*. Poster presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Ryan, A. M., Ployhart, R. E., Greguras, G. J., & Schmit, M. J. (1997, April). *Predicting applicant withdrawal from applicant attitudes*. Poster presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Greguras, G. J. (1996, March). *Performance appraisal ratings as a function of rating purpose*. Paper presented at 17th Annual IO/OB Conference, Toledo, OH.
- Balzer, W., Greguras, G., Ployhart, R., Irwin, J., Thorsteinson, T., O'Connor, G., & Roberts, D. (1996, April). *Rater and ratee perspectives on sources of performance information*. Poster presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ryan, A. M., Greguras, G. J., & Ployhart, R. E. (1996, April). *Perceived job relatedness of physical ability testing for firefighters: Exploring variations in reactions*. Poster presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

INVITED PRESENTATIONS AND SESSIONS

- Greguras, G. J. (2014, June). *Meet the Editors*. Invited presentation at the 14th Annual Meeting of the European Academy of Management: Valencia, Spain.
- Greguras, G. J. (2014, March). *Latent Profile Analysis of Emotional Labor Strategies*. Invited presentation presented at University of Western Australia, Perth, Australia.
- Greguras, G.J. (2014, February). *Leaders, Attitudes, Emotions, & Unanswered Questions*. Invited presentation presented at Singapore Management University, Singapore.
- Greguras, G. J. (2013, August). *Meet the Editors*. OBHR Doctoral Consortium at the 73rd Annual Meeting of the Academy of Management: Orlando, FL.
- Greguras, G. J. (2012, August). *Meet the Editors*. OBHR Doctoral Consortium at the 72nd Annual Academy of Management meeting, Boston, MA.
- Greguras, G. J. (2012, July). *Research and Publishing*. Invited presentation at Kühne Logistics University – THE KLU, Hamburg, Germany.

NEWSPAPER OR ARTICLE CONTRIBUTIONS

2018, Humble Leaders

<https://research.smu.edu.sg/news/smuresearch/2015/02/18/humble-leaders#.Vxcu1mPKMy4>

Research Cited, *HQ Asia* featured our research on leader humility in Singapore, Issue 8, 2014.

Article Contributor, Interviewed for and contributed to the following article: Ragsdale, D. (2005, April). Can you trust psychometric testing? *Human Resources*.

Research Cited, *Toronto Globe and Mail's Monday Morning Manager* featured my research on Proactive Personality. June 11, 2007.

Research Cited: Why does proactivity relate to favourable employee attitudes and behaviours? *SMU Knowledge Hub*, May, 2007.

TECHNICAL REPORTS

Daniels, M. A., Greguras, G. J., Diefendorff, J. M., Bashshur, M. R., & Oc, B. (2014). *Leader Humility: Development of Scales*. Human Capital Leadership Institute (HCLI), Singapore

Oc, B., Daniels, M. A., Bashshur, M., Greguras, G. J., & Diefendorff, J. M. (2013). *Leader Humility in Singapore*. Human Capital Leadership Institute (HCLI), Singapore.

Greguras, G. J., & Reb, J. (2011). *Customer Fair Dealing Perceptions*. Institute of Service Excellence at Singapore Management University.

Greguras, G. J. (2011). *Employee Job Satisfaction Across Organizations*. Institute of Service Excellence at Singapore Management University.

Ford, J., Greguras, G. J., & Hughes, R. (1999). *Greater Baton Rouge Community Clinic: Feedback Report for Executive Director*. Baton Rouge, LA: Louisiana State University, The Industrial-Organizational Psychology Practicum Team.

Greguras, G. J., Ford, J., & Hughes, R. (1999). *Development of a performance evaluation system for the position of executive director of the Greater Baton Rouge Community Clinic*. Baton Rouge, LA: Louisiana State University, The Industrial-Organizational Psychology Practicum Team.

Balzer, W. K., Greguras, G. J., & Ployhart, R. E. (1996). *Development of an agency-wide performance appraisal system for the WCCADA*. Bowling Green, OH: Bowling Green State University, Institute for Psychological Research and Application.

Greguras, G. J., Hakel, M., & Ryan, A. M. (1996). *Receptivity to feedback: Coder's manual*. Bowling Green, OH: Bowling Green State University, Institute for Psychological Research and Application.

Greguras, G. J., Ployhart, R. E., & Balzer, W. K. (1996). *Performance appraisal training program for*

Wood County Council on Alcohol and Drug Abuse. Bowling Green, OH: Bowling Green State University, Institute for Psychological Research and Application.

Balzer, W., Greguras, G., Irwin, J., O'Connor, G., Ployhart, R., Thorsteinson, T., Roberts, D., & Utrata, M. (1995). *An evaluation of the O-I performance review training workshop*. Bowling Green, OH: Bowling Green State University, Institute for Psychological Research and Application.

Greguras, G. J., & Ryan, A. M. (1995). *Examination of the relation between WorkKeys assessments and P&G's plant technician selection system*. Bowling Green, OH: Bowling Green State University, Institute for Psychological Research and Application.

TEACHING EXPERIENCE

Professor, Singapore Management University, 2014 – present

Courses Taught: Personnel Selection, Talent Acquisition, Management of People at Work, Graduate Seminar on Leadership, Graduate Seminar on Criteria, Masters Class on Talent Management, Master Class on Business Analytics, Master Class on Solving a Business Issue.

Visiting Professor, Singapore University of Technology and Design, 2014 – present

Course Taught: Organisation and People.

Associate Professor, Singapore Management University, 2003 – 2014

Courses Taught: Personnel Selection, Management of People at Work, Graduate Seminar on Scale Development.

Visiting Associate Professor, Singapore University of Technology and Design, 2014.

Course Taught: Organisation and People.

Assistant Professor, Louisiana State University, 1998 – 2003.

Courses Taught: Graduate Seminar on Job Attitudes and Employee Motivation; Graduate Seminar on Performance Appraisal and Employee Feedback and Development; Undergraduate Introduction to Industrial/Organizational Psychology; Undergraduate Introduction to Psychology.

Instructor, Bowling Green State University, Fall, 1996 - Spring, 1997

Course Taught: Introduction to Psychology.

Teaching Assistant, Bowling Green State University, Spring, 1996

Course Taught: Introduction to Psychology.

Lab Instructor and Teaching Assistant, Bowling Green State University, Spring, 1996

Course Taught: Introduction to Quantitative Methods.

Lab Instructor and Teaching Assistant, Bowling Green State University, Fall, 1995

Course Taught: Introduction to Quantitative Methods.

Teaching Assistant, University of Nebraska at Omaha, Spring, 1994

Course Taught: Research Methods.

Teaching Assistant, University of Nebraska at Omaha, Fall, 1992 - Fall, 1993
Course Taught: Introduction to Psychology.

MAJOR ACADEMIC ADVISOR:

Major Advisor – Dissertations:

- | | |
|----------------------------|---|
| S. Banerjee (2023) | <i>Why and how leaders differentiate.</i> |
| D. Tedjakumara (2023) | <i>Exploring diversity and depth of knowledge, metacognition, and individual ambidexterity.</i> |
| Y. Liu (2020). | <i>Followers' reactions to leader differentiation.</i> |
| H. A. Falcao Filho (2019). | <i>Gender, emotional displays, and negotiation outcomes.</i> |
| J. Kang P. T. (2019). | <i>Transformational leadership and follower risk-taking: Examining the effects of psychological safety and power distance orientation.</i> |
| Ang Y. T. (2017). | <i>Emotional labor and discretionary behaviors: Exploring the mediating and moderating effects of felt inauthenticity and emotional exhaustion.</i> |
| J. M. Ford (2003). | <i>Organizational politics and multisource feedback.</i> |
| K. M. McCook (2003). | <i>Organizational perceptions and their relationships to job attitudes, effort, performance, and organizational citizenship behaviors.</i> |
| D. M. Romano (2003). | <i>The nature of trust.</i> |
| A. M. Barnard (2002). | <i>Feedback seeking in customer service relationships.</i> |

Major Advisor – Thesis:

- | | |
|----------------------|--|
| H. S. Ladner (2001). | <i>Effects of mean rating level, interrater agreement, and self-other agreement on ratee reactions to peer feedback.</i> |
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CONSULTING EXPERIENCE

Institute for Service Excellence at Singapore Management University, Singapore, 2011.

Project: Employee job satisfaction across organizations.

Duties: Developed questionnaire, analyzed data, and prepared report regarding employee job satisfaction across organizations.

Institute for Service Excellence at Singapore Management University, Singapore, 2010 – 2012.

Project: Customer fair dealings perceptions of UOB.

Duties: Developed questionnaire, analyzed data, and prepared report linking financial advisors to their customers to better understand customer perceptions of service quality, satisfaction, and fairness.

Singapore Institute of Management University, Singapore, August 2006 – 2009.

Position: External Examiner for various courses.

Duties: Review and provide feedback regarding course content, exams, grading, and grade distributions.

Adult Literacy Advocates of Greater Baton Rouge, Baton Rouge, LA, January 2002 – July 2003.

Position: Member, Board of Directors.

Adult Literacy Advocates of Greater Baton Rouge, Baton Rouge, LA, January 2002 – July 2003.

Project: Development, implementation, and evaluation of an agency-wide multisource feedback system.

Duties: Developed multisource feedback system for all positions within agency.

Greater Baton Rouge Community Clinic, Baton Rouge, LA, July, 1999 – January, 2002.

Position: Member, Board of Directors

Greater Baton Rouge Community Clinic, Baton Rouge, LA, July, 1999 – January, 2002.

Project: Development, implementation, and evaluation of an applicant screening training program.

Duties: Developed a training program for volunteer screeners, trained volunteers and assessed training outcomes.

Greater Baton Rouge Community Clinic, Baton Rouge, LA, July, 1999 – October, 1999

Project: Development, implementation, and evaluation of an agency-wide performance appraisal system.

Duties: Developed performance appraisal instrument and training program; prepared technical report.

Wood County Council on Alcohol and Drug Abuse, Bowling Green, OH, June, 1995 – December, 1997

Project: Development, implementation, and evaluation of an agency-wide performance appraisal system.

Duties: Reviewed and evaluated agency's current performance appraisal system; developed performance appraisal instrument and training program; conducted rater/ratee training programs; prepared technical report; currently conducting program evaluation.

Civil Service Examination Company, Newton Centre, MA, Spring, 1997

Project: Test administrator for civil service positions.

Duties: Administered civil service exams.

Center for Creative Leadership, Greensboro, NC, Summer, 1996

Project: Trained as a feedback specialist.

Duties: Participated in a week-long training program designed to train feedback specialists in effective feedback techniques and skills.

The Procter & Gamble Company, Cincinnati, OH, March, 1995 - September, 1995

Project: Assessment of equivalence of alternative selection tests.

Duties: Collected and analyzed data to ascertain relations between various Procter and Gamble's selection tests and various ACT WorkKeys Assessments. Prepared technical report; presented results to Procter & Gamble and ACT WorkKeys.

Owens - Illinois, Toledo, OH, February, 1995 - June, 1995

Project: Evaluation of a rater training program.

Duties: Designed survey to evaluate rater training program; analyzed rater/ratee responses; prepared and presented technical report to the Human Resource Department at Owens - Illinois.

US WEST, Denver, CO, November, 1993 - July, 1994

Project: Development and implementation of a selection system for sales representatives.

Duties: Developed, evaluated, and revised selection simulation; role-played as part of the simulation; recorded and rated applicants' responses.

Lincoln Fire Department, Lincoln, NE, Fall, 1993

Project: Development and validation of fire promotional exam.

Duties: Developed promotional exam; conducted a content validation study.

Lincoln Police Department, Lincoln, NE, Spring, 1993

Project: Benchmarking and scoring promotional exam.

Duties: Scored exam responses.

RESEARCH GRANTS AND FELLOWSHIPS

Singapore Management University, Research Grant, 2015 – 2017 : SGD: 144,506

Human Capital Leadership Institute, Research Grant, 2012 -- 2014: SGD 54,125

Singapore Management University, Research Grant, 2012 – 2013: SGD 20,400

Singapore Management University, Research Grant, 2008 – 2011: SGD 123,436

Singapore Management University, Research Grant, 2007 – 2009: SGD 32,632

Singapore Management University, Research Grant, 2005 – January, 2007: SGD 17,767

Singapore Management University, Research Grant, 2003 – January, 2004: SGD 20,277

College of Arts & Sciences Research Fellowship, Louisiana St. Univ., Baton Rouge, LA, Spring, 2002

Center for Creative Leadership, Greensboro, NC, February, 1999 - 2000

Grant: A Closer Look at Multisource Feedback and Recipient Responses

Center for Creative Leadership, Greensboro, NC, February, 1999 - 2000

Grant: Rater and Ratee Viewpoints of 360-Degree Feedback

Council on Research Fellowship, Louisiana State University, Baton Rouge, LA, Summer, 2000

Graduate Student Fellowship, Bowling Green State University, August, 1997 - August, 1998

Ohio Board of Regents Academic Challenge Award, Independent Research, Summer 1996, 1997

Center for Creative Leadership, Greensboro, NC, July, 1996 - May, 1997

Grant: Receptivity to Managerial Developmental Feedback

The Proctor & Gamble Company, Cincinnati, OH, March, 1995 - September, 1995

Grant: Assessment of Equivalence of Alternative Selection Tests

AWARDS AND HONORS

2021 *Dean's Teaching Honour List (Postgraduate Programmes)*, Lee Kong Chian School of Business, Singapore management University.

2020 *Dean's Teaching Honour List (Postgraduate Programmes)*, Lee Kong Chian School of Business, Singapore management University.

2017-2018 *Lee Kong Chian Research Fellow*, Singapore Management University

2016-17 *Dean's Teaching Honour List (Undergraduate Programmes)*, *Top 20 Faculty Members*, Lee Kong Chian School of Business, Singapore management University.

2015 *Exemplary Institutional Review Board Award*, Singapore Management University.

2014-15 *Dean's Teaching Honour List (Underrgraduate Programmes)*, *Tope 20 Faculty Members*, Lee Kong Chian School of Business, Singapore Management University.

2014 *SMU Research Excellence* (nominee), Singapore Management University.

2014 *Dean's Teaching Honor List*, Lee Kong Chian School of Business, Singapore Management University.

2006 *Dean's Teaching Honor List*, Lee Kong Chian School of Business, Singapore Management University.

2005 Semi-finalist for SIOP's *Owens Scholarly Achievement Award* (award for top article published in 2004 in the field of OBHR and I/O Psychology). The following paper was a semi-finalist (top ten) for this award: Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2004). Reexamining the illusory correlation: The complexity of the satisfaction - performance relationship. *Journal of Applied Psychology*, 89, 165-177.

2001 Louisiana State University's *Volunteer Service Award*.

2001 Louisiana State University's *Tiger Athletic Foundation Award for Outstanding Undergraduate Teaching*.

2001 Louisiana State University's *Faculty Honor Roll*.

1998, 1999, 2000, 2001, 2002 Alpha Lambda Delta Freshman Honor Society's *Acknowledgement for Superior Instruction of Freshman Students*, Louisiana State University.

1998 *Best Paper in Management Development*, Management Education and Development Division of the Academy of Management for the following paper: Brutus, S., Ryan, A. M., Greguras, G. J., & Hakel, M. (1998, August). *Receptivity to assessment-based feedback for management development*. Paper presented at the 58th Annual Meeting of the Academy of Management, San Diego, CA.

1997 International Personnel Management Association Assessment Council's *Research Award*.

1997 *Cecil M. Freeburne Outstanding Teaching Award*, Bowling Green State University.

JOURNAL EDITORIAL ACTIVITIES AND SERVICE

Associate Editor, *Journal of Management*, 2011 – 2014: Editor Deborah Rupp

Associate Editor, *Journal of Management*, 2010 – 2011: Editor Talya Bauer

Editorial Board, *Journal of Applied Psychology*, 2008- 2021

Editorial Board, *Human Performance*, 2006 – 2021

Editorial Board, *Journal of Management*, 2005 – 2021

Editorial Board, *Journal of Business and Psychology*, 2004 – 2010

Editorial Advisory Board, *American Journal of Business*, 2011 – 2014

Ad Hoc Reviewer, *Personnel Psychology*, 1998 – present

Ad Hoc Reviewer, *Journal of Business Research*, 1999 – present

Ad Hoc Reviewer, *Journal of Management Studies*, 2007 – present

Ad Hoc Reviewer, *International Journal of Selection and Assessment*, 2000 – present

Ad Hoc Reviewer, *European Journal of Work and Organizational Psychology*, 2000 – present

Ad Hoc Reviewer, *Organizational Research Methods*, 2001 – present

Ad Hoc Reviewer, *Organizational Behavior and Human Decision Processes*, 2001 – present

Ad Hoc Reviewer, *Journal of Managerial Issues*, 2001 – present

Ad Hoc Reviewer, *Groups and Organizational Management*, 2003 – present

Ad Hoc Reviewer, *Journal of Occupational and Organizational Psychology*, 2004 – present

Ad Hoc Reviewer, *Journal of Management Studies*, 2007 – present

Ad Hoc Reviewer, *Asia Pacific Journal of Management*, 2008 – present

Ad Hoc Reviewer, *Journal of Business and Psychology*, 2002 – 2004

SERVICE ACTIVITIES: SOCIETIES, ASSOCIATIONS, AND EXTERNAL

Conference Reviewer, Academy of Management Conference

Conference Reviewer, Society for Industrial and Organizational Psychology Conference

SIOP Small Grant Committee, Society for Industrial and Organizational Psychology, 2021, 2022

SIOP International Affairs Subcommittee, Society for Industrial and Organizational Psychology, 2003 – 2007

SIOP Professional Practice Salary Survey Subcommittee, Society for Industrial and Organizational Psychology, 2003 – 2005

SIOP William A. Owens Scholarly Achievement Award Committee (Chair), SIOP, 2007 – 2008

SIOP William A. Owens Scholarly Achievement Award Committee, SIOP, 2004 – 2006

AoM Conference Award Reviewer, AoM Conference, Ralph Alexander Dissertation Award, 1999

Promotion to Associate or Full Professor Reviewer (numerous times)

Dissertation External Reviewer, Pompeu Fabra University (2 dissertations)

Dissertation External Reviewer, University of Western Australia (1 dissertation)

Dissertation External Reviewer, National University of Singapore (2 dissertations)

Dissertation External Reviewer, Southern Cross University, Australia (1 dissertation)

National Science Foundation East Asia & Pacific Summer Institute Program Sponsor, 2009

SERVICE ACTIVITIES: SMU -- UNIVERSITY LEVEL

SMU Provost's External Grant Evaluation Committee, 2023 – present

SMU Research Evaluation Committee, 2022 - present

SMU Disciplinary Panel, Member, 2020 -- present

SMU Institutional Review Board, Chairman, 2013 – 2016

President's Committee for Staff Evaluation System Review, Member, 2014.

Provost's Committee for Faculty Survey, Member, 2014.

SMU Institutional Review Board, Deputy Chairman, 2008 – 2010

SMU Institutional Review Board, Member, 2007 – 2008

SMU Faculty Senate, 2005 – 2007; 2009 – 2010; 2015 – 17

Provost's Dean Search Committee, 2009

SMU QAFU Curriculum Committee, 2003 – 2004

SMU Faculty Host for International Students, 2008 – 2009

SMU Committee on Graduate Research Programs, 2004 – 2005

SMU Asian Leadership Institute Committee, 2004 – 2005

SMU Student Disciplinary Committee, 2003 – 2005

SERVICE ACTIVITIES: SMU -- SCHOOL AND AREA LEVEL

Area Coordinator of OBHR, 2023 - present

Area Coordinator of OBHR, 2008-2011 (excluding one semester during which I was on sabbatical)

LKCSB MBA Selection Committee, 2012 – 2014.

LKCSB Teaching Excellence Committee, 2010 – 2016

Faculty Search Committee, 2003 – present (Chair all years excluding 2003, 2009, 2011, 2013)

LKCSB Reading and School Evaluation Committees, 2007 – present

OBHR PhD Research Programme Committee, 2019 -- present

OBHR Ph.D. Student Selection Committee, 2011 – present

Undergraduate Student Admissions Interviewer: SUTD, 2014 – present

Undergraduate Student Admissions Interviewer: SMU, 2003 – present

MPW Course Coordinator, 2012 – 2013

OB Speakers Series Committee 2006 (chair); 2003 – 2004 (committee member)

Organizational Behavior Major Committee, 2004-2005

Lim Kim San Fellowship Student Sponsor, 2011, 2013

SERVICE ACTIVITIES: PRIOR TO SMU

Director, I/O Psychology Doctoral Program, Louisiana State University, 2001 – 2003

Faculty Search Committee, Louisiana State University, 1998 – 2002

Dean's Representative, College of Arts and Sciences, Louisiana State University, 1999 – 2003

Graduate Student SIOP Representative, Bowling Green State University, Fall, 1995 - Fall, 1997

**Graduate Student Representative, American Psychological Association of Graduate Students,
Fall, 1996 – Fall, 1998**

IO/OB Conference Committee Member and Subcommittee Chair, Fall, 1995 - Spring, 1996

Graduate Student Search Committee, Louisiana State University, 1999 – 2003

Transfer Student Advisor, Louisiana State University, 1999 – 2003

High School Student Mentor, Louisiana State University, 2001 – 2003

PROFESSIONAL AFFILIATIONS

Academy of Management (OB/HR Divisions) – Member

Society for Industrial and Organizational Psychology – Member