

BENJAMIN SCHNEIDER, Ph.D.

2020

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GENERAL INFORMATION

Professor Emeritus of Psychology at the University of Maryland; Adjunct Professor of Psychology, San Diego State University; and Affiliate Research Scientist, Center for Effective Organizations, Marshall School of Business, University of Southern California. From 1982 to 2003 (also 1971-1979) Head, Industrial and Organizational (I/O) Psychology Program at Maryland. From 2003-2016 employed as researcher and consultant at Valtera and then CEB, most recently as lead on the talent Management Lab's Engagement Project. John A. Hannah Professor of Organizational Behavior in Psychology and Management at Michigan State University (1979-1982). Visiting Professor at: Peking University (5/88-6/88), University of Aix-Marseille (9/92-12/92 and 4/99-5/99), and the Tuck School at Dartmouth College (8/99-12/99). Also, Fulbright Scholar, Bar-Ilan University, 1973-1974. Assistant Professor of Administrative Sciences and Psychology, Yale University, 1967-1971. Holder of the Ph.D. in Psychology and the M.B.A. Scholarly accomplishments include more than 150 professional journal articles and book chapters, twelve books and appointment to the editorial review boards of seven major professional journals. Professional recognition includes election to Fellowship in the American Psychological Association, the Association for Psychological Science, the Academy of Management (President, Organizational Behavior Division, 1982-1983), the Society for Industrial and Organizational Psychology (SIOP, President, 1984-1985), the International Association of Applied Psychology, and winner of the Year 2000 Distinguished Scientific Contribution Award from the Society for Industrial and Organizational Psychology, the 2006 Career Contributions to the Service Discipline Award from the Services Marketing Special Interest Group (SERVSIG) of the American Marketing Association, the 2009 Michael R. Losey Award from the Society for Human Resource Management (SHRM) for career contributions to HR, the 2009 Herbert J. Heneman Jr. Career Contributions Award from the HR Division of the Academy of Management and the 2013 Lifetime Achievement Award from the Organizational Behavior Division of the Academy of Management. Co-Editor, 1984-1994 (with A.P. Brief) of Lexington Books' "Issues in Organization and Management Series" (25 books) and Editor, 1994- 2006 of Sage Books' "Organizational Behavior Series" (10 books) within the Foundations of Organization Science Series. Recent consulting clients have included the Wharton School (University of Pennsylvania), Lilly, INGAA, the Marshall School of Business at USC, and PDRI.

EDUCATION

- University of Maryland - Ph.D. in Organizational and Social Psychology 1967
- City University of N.Y. (Baruch College) - M.B.A. in Industrial Psychology 1962
- Alfred University - B.A. in Psychology and Business Administration 1960

PROFESSIONAL MEMBERSHIPS

- Academy of Management (Fellow; President, Organizational Behavior Division, 1982-1983; Heneman Career Contributions Award in HR, 2009; Lifetime Achievement Award, OB Division, 2013)
- American Psychological Association (Fellow; Member, Board of Professional Affairs, 1988-1991)
- Society for Industrial and Organizational Psychology (Fellow; President, 1984-85; Member-at-large 1978-1981; Chair of Scientific Affairs Committee 1981-1982; Frontiers Series Editorial Board, 1988-1993; Year 2000 Distinguished Scientific Contribution Award)
- Society for Organizational Behavior (Chief SOB, 1981-1982)
- Association for Psychological Science (Charter Fellow)
- San Diego Industrial and Organizational Professionals (Founder and First President, 2005-2006)
- International Association of Applied Psychology (Fellow)

ACADEMIC EXPERIENCE

- San Diego State University, (2003-2012; 2016-2019). Adjunct Professor of Psychology.
- University of Southern California, (2016-). Affiliate Research Scientist, Center for Effective Organizations, Marshall School of Business.
- University of Arizona, (2012-2014). Scholar in Residence, Eller College of Management.
- University of Maryland (8/82-8/03). Professor of Psychology and Business Management; Head of the I/O Psychology Program. Major theoretical efforts directed at the integration of marketing and organizational behavior in the service sector, the conceptual and empirical exploration of the organizational climate and culture constructs, and the role of personality in organizational life.
- Amos Tuck School of Business, Dartmouth College, (9/99-12/99). Visiting Professor of Organizational Behavior. Taught "Corporate Climate and Culture" and OB core.
- Institute for Administration and Enterprise, University of Aix-Marseille (France), (9/92-12/92; 4/99-5/99). Visiting Professor of Services Management. Taught M.A. and Ph.D. seminars in Services Management and Human Resources Management. Wrote early draft of *Winning the Service Game* during the 1992 visit.
- Peking University, People's Republic of China (5/88-6/88)
Visiting Professor of Psychology, Department of Psychology. Offered a series of lectures on Industrial and Organizational Psychology. Stay included visits to Jiang Tao University (Shanghai), Hangzhou University (Hangzhou) and the I/O Section of the China Academy of Sciences in Beijing.
- Michigan State University (8/79-7/82)

John A. Hannah Professor of Organizational Behavior in Psychology and Management. Responsible for coordinating the efforts of MSU faculty involved in organizational studies and for coordinating relevant doctoral programs for the education of students. Research interests focused on understanding socialization to work and the interactionist perspective for organizational behavior.

- University of Maryland (7/71-7/79)

Professor of Psychology, Chair of the I/O Psychology Program, Research Professor in the Bureau of Business and Economic Research, and Professor of Business and Management. Research interests focused on the definition and empirical study of organizational climates.

- Bar-Ilan University, Israel 9/73-8/74)

Fulbright-Hays Award as visiting Professor to teach undergraduate and graduate courses in Industrial Psychology and Field Research Methods; wrote *Staffing Organizations, 1st ed.*

- Yale University (7/67-7/71)

Assistant Professor of Administrative Sciences and Psychology. Focused on problems associated with assessing organizational climates and learning the rudiments of organizational diagnosis.

- University of Maryland (9/66-6/67)

Instructor in Industrial Psychology while completing Ph. D. Dissertation.

- Performance Research, Inc. (Summers 1966, 1965)

Research Associate engaged in research on military, government and industrial problems. Areas included test validation, review of literature on job structure and design, development of behavioral criterion measures, and the development of performance appraisal techniques.

- University of Maryland (Semesters during academic years 1964 and 1965)

Teaching Assistant in Tests and Measurement and Introductory Psychology.

NON-ACADEMIC EXPERIENCE

- Valtera then CEB (9/03 – 2/16): last position was as Principal Research Scientist, CEB's Talent Management Labs heading up the Engagement Project. Worked both as a researcher (service climate, engagement) and as a consultant on engagement, and service, safety and innovation climate to various clients over the years including INGAA, the Wharton School, The Marsall School of Business (USC), State Farm, Allstate, and Eli Lilly.
- Organizational and Personnel Research, Inc. (1982-2003): Vice President of a boutique consulting firm specializing in service quality assessment in organizations and the development and validation of personnel selection and promotion procedures for public sector agencies.
- National Science Foundation (8/78-8/79): Program Associate, Applied Social and Behavioral Sciences Section, Division of Applied Research (half-time). Responsibilities were the development and implementation of a coherent research program in I/O Psychology through the identification of high priority researchable problems, the encouragement of proposals to address these issues, to have such proposals evaluated, and to disseminate research results.

- United States Army (8/62-8/64): Personnel Psychologist, U.S. Armed Forces Entrance and Examining Station. Supervised administration of all tests to inductees and enlistees.
- New York State Department of Labor (7/60-7/62): Employment Counselor and Interviewer, Division of Employment. Interviewed, tested, and counseled young men and women seeking full time employment. Employed on this job full time while working for M.B.A.

SAMPLE OF CONSULTING CLIENTS

- PDRI, an SHL Company: Project to conceptualize and develop and validate measure of corporate-level adaptability, resilience and agility (2017 - 2020).
- PwC: Project on employee health and well-being (2018 - 2019).
- The Marshall School of Business, USC: Project to assess the sense of community at the Marshall School for clinical (teaching) and tenure track faculty and their engagement in the School (2014).
- INGAA: Safety climate/culture project for a consortium of energy companies (2012-2015)
- Eli Lilly: Project on service climate and its link to market penetration through customer satisfaction; project on innovation climate and its link to innovation/creativity in relevant units (2007-2011).
- Sempra Energy: Project on unit-level safety climate throughout the utility and the validation of a safety climate measure (2006- 2008).
- The Wharton School of Business Administration-project on understanding the drivers of M.B.A. students' engagement in their M.B.A. program (2007); faculty experiences survey development, administration and action planning (2008); follow-up survey and analysis to faculty project in 2013.
- Microsoft-project to assess the internal service quality offered by the legal division within Microsoft to its internal clients (2006).
- Allstate-Benchmarking study of 9 Fortune 500 companies known for their service excellence to identify the policies, practices, and procedures they have adopted to make them excellent (2005).
- Nextel-Organizational culture diagnosis to identify the features of the organizations that employees wish to retain as the organization moves increasingly into high technology solutions for communication in organizations (2004).
- NCB (Jamaica)-Project linking employee perceptions of service climate to customer satisfaction followed by recommendations for change (2004).
- MeadWestvaco-Implementation of a service climate survey in a manufacturing environment (2003-2005).
- Toyota-Assessment of the service climate/culture of an HR Department and the experiences of the HR department's clients (2004).

- Giant Eagle—exploration of a model of leader personality, leader behavior, citizenship behavior, and service climate in relationship to employee turnover, customer satisfaction and profits in a supermarket chain (1999 - 2003). Major interventions implemented to improve service climate and customer satisfaction.
- Antigenics—Organizational diagnosis of a bio-tech start-up and the acquisitions it has made (2000-2001).
- American Express—testing Schneider’s ASA model at the team level of analysis regarding the personality of team leaders and the climate for service they create for team members—and the relationship of team service climate to team effectiveness. Spearheaded development of new forms of customer satisfaction measurement focusing on customer need satisfaction (1998-2001).
- IBM—work on the relationship between employee experiences at work and customer satisfaction across countries (1998-2001).
- State of Alabama Personnel Department--Design of personnel selection and promotion procedures for all levels of the Alabama Department of Public Safety; diagnosis of working relationships between State Personnel Department and State agencies, oversight for new personnel selection and promotion system in the Department of Transportation (1985 - 2000).
- Sotheby’s--Organizational climate and culture diagnosis focusing on service quality issues. Conducted focus groups with a cross-section of staff to illuminate practices and procedures characterizing the complex set of internal patterns of communication and dependencies required for effectiveness in this unique service organization (1996).
- Prudential Real Estate Affiliates, Inc.--Design and validation of employee attitude surveys as correlates of real estate office profitability and follow-up attempts at interventions to improve practices and procedures and, ultimately, profitability (1995-1996).
- Allstate Research and Planning Center--Design and validation of a series of strategically focused (on service quality) employee attitude surveys (1993-1996).
- State of Pennsylvania--Design of Sergeant and Lieutenant promotional examinations for Pennsylvania State Police (1995-1997).
- Chase Manhattan Bank, NA, New York City--Introduction of service excellence as a corporate theme through organizational diagnosis and organizational change (1989-1993).
- GEICO, Washington, D.C.--Comprehensive job/organizational diagnosis plus development of selection/training and job redesign efforts for insurance sales/service, claims, and supervisory personnel (1987-1992).
- American Telephone and Telegraph, Basking Ridge, NJ--Design and validation of interview procedures to predict turnover; job and organizational analysis of non-management jobs; development of standards for entry into “fast track” management program; participant in studies of high performing teams (various projects 1978-1989).

- Citicorp--Various projects at Citibank, NA (New York City), Citibank (New York State) and Citicorp Savings (Oakland, CA) including employee-consumer interface, the conceptualization and measurement of service quality and establishment of the link between employee experiences of service climate and customer satisfaction across branches (1974-1985).

AWARDS AND HONORS

- Recognized by the *Journal of Organizational Behavior* as having one of the top 20 most read papers in 2017-2018 for the paper: Schneider, B., Yost, A. B., Kropp, A., Kind, C. & Lam, H. (2017). Workforce engagement: What it is, what drives it, and why it matters for organizational performance. *Journal of Organizational Behavior*, 39, 462-480.
- Winner of the Walker Award for the best article published in *People + Strategy* for 2017: Schneider, B. (2017). How companies can really impact service quality. *People + Strategy*, 40, 20-25.
- Winner of the 2014 Best Paper Award from the *Journal of Service Research* for this article: Bowen, D. E., & Schneider, B. (2014). A service climate synthesis and future research agenda. *Journal of Service Research*, 17, 5-22.
- Winner of the 2013 Career Lifetime Achievement Award from the Organizational Behavior Division of the Academy of Management.
- Wrote the lead article in the first volume of the *Annual Review of Organizational Psychology and Organizational Behavior* (2014, with Lyman Porter).
- Wrote the 2013 *Annual Review of Psychology* article on "Organizational Climate and Culture" (with Mark G. Ehrhart and William H. Macey).
- Nominated in 2012 for possible editorship of the *Journal of Applied Psychology*; declined the honor.
- Awarded (with Karen Paul) the 2011 SIOP Presidential Coin for the article *In People We Trust*, published in *HR Magazine* (January, 2011).
- Winner of the 2010 *Journal of Service Research* Best Article award for "Organizational Service Climate Drivers of the American Customer Satisfaction Index (ACSI) and Financial and Market Performance" with William H. Macey, Wayne C. Lee, and Scott A. Young. *Journal of Service Research*. 2009, 12, 3-14.
- Winner of the 2009 Michael R. Losey Award for career contributions to human resources management and presented by the Society for Human Resources Management (SHRM), New Orleans, 2009.
- Winner of the 2009 Herbert J. Heneman Jr. Career Contributions to Human Resources Management Award by the Human Resources Management Division of the Academy of Management.

- Winner of the 2008 Best Reviewer Award given by the *Journal of Service Research*, Frontiers in Service Conference, University of Maryland, October 2008.
- Winner of the 2006 Career Contributions to the Service Discipline Award from the Services Marketing Special Interest Group (SERVSIG) of the American Marketing Association, Frontiers in Service Conference, Brisbane, Australia.
- Winner (with Paul J. Hanges, D. Brent Smith and Amy Nicole Salvaggio) of the 2004 Scholarly Contributions Award from the Organizational Behavior Division of the Academy of Management for the best article published in a journal in the year 2003: Schneider, B., Hanges, P. J., Smith, D. B., & Salvaggio, A. N. (2003). Which comes first: Employee attitudes or organizational financial and market performance? *Journal of Applied Psychology*, 88, 836-851.
- Winner (with Paul J. Hanges, D. Brent Smith and Amy Nicole Salvaggio) of the 2004 Scholarly Contributions Award from the Human Resources Management Division of the Academy of Management for the best article published in a journal in the year 2003: Schneider, B., Hanges, P. J., Smith, D. B., & Salvaggio, A. N. (2003). Which comes first: Employee attitudes or organizational financial performance? *Journal of Applied Psychology*, 88, 836-851.
- Winner (with Amy Nicole Salvaggio and Montse Subirats) of the 2003 William A. Owens Scholarly Achievement Award from SIOP for the best article published in *I/O Psychology* in 2002: Schneider, B., Salvaggio, A. N., & Subirats, M. (2002). Climate strength: A new direction for climate research. *Journal of Applied Psychology*, 87, 220-229.
- Winner of the year 2000 Distinguished Scientific Contributions Award from the Society for Industrial and Organizational Psychology.
- Winner of the 1999 Scholarly Contributions Award from the Human Resources Division of the Academy of Management for the best paper published in 1998 regarding human resources management: Schneider, B., Smith, D.B., Taylor, S., & Fleenor, J. (1998). Personality and organizations: A test of the homogeneity of personality hypothesis. *Journal of Applied Psychology*, 83, 462-470.
- Author of two of the ten most frequently cited articles published in the first 50-year history of *Personnel Psychology*: "Organizational Climates: An Essay" (1975) and "The People Make the Place" (1987). See *Personnel Psychology*, Winter 1998, Vol. 51.
- Awarded a National Science Foundation grant to study the effects of team leader personality on team climate using a three-year quasi-experimental design (1998-2001).
- Awarded an Army Research Institute Grant to study the tendency of organizations to become homogeneous in personality over time (1995-1999).
- Appointed to three-year term (November 1994 - October 1997) on the Committee on Human Factors, of the Commission on Behavioral and Social Sciences and Education, of the National Research Council, National Academy of Sciences.
- Distinguished Faculty Research Fellowship Award, 1994-1995, University of Maryland. One-year release for research activities.

- Elected Fellow of the Academy of Management (1992).
- Best paper award, 1988 American Marketing Association Services Marketing Conference, Arlington, VA (with Elizabeth Clemmer).
- President, Society for Industrial and Organizational Psychology (1984-1985).
- President, Organizational Behavior Division of the Academy of Management (1982-1983).
- Wrote the 1985 *Annual Review of Psychology* article on Organization Behavior.
- Office of Naval Research Contract to study the role of managers in facilitating and constraining subordinate effectiveness (with F. David Schoorman, 1983-1986).
- Office of Naval Research Contract to study a cyclical/developmental model of work/organization participation and withdrawal, 1979-1982.
- Office of Naval Research Contract to study the impact of race and situational characteristics on whole-group and differential validity, 1975-1978 (with C. J. Bartlett).
- Elected to A.P.A. Fellowship through Society for Industrial and Organizational Psychology, September, 1975.
- Recipient of a Fulbright-Hays Act Award as visiting Professor of industrial Psychology, Bar-Ilan University, Ramat-Gan, Israel, Academic year 1973-74.
- Honorable Mention, James McKeen Cattell Award, Society for Industrial and Organizational Psychology, 1972. Proposal title: Organizational Participation and Withdrawal: The Impact of the Organization, the Family and Individual Motivation (with H. Peter Dachler).
- Recipient of an Office of Naval Research Contract to study work, family and careers factors regarding withdrawal, 1972-1975 (with H. Peter Dachler).
- Recipient of an award by the Life Insurance Marketing and Research Association for one semester's independent study (Fall, 1970-1971) regarding the role of organizational climate in the initial success of life insurance salesmen.
- Recipient of a Summer Faculty Research Fellowship from the Travelers Insurance Company for independent study on the development and refinement of a measure of life insurance agency climate (1971).
- First prize winner (1966) James McKeen Cattell Award for proposed research, SIOP, 1966. Proposal title: Individual and Organizational Patterns of Managerial Climate Attitudes: Predictive and Construct Validation (with C. J. Bartlett).

OTHER ACTIVITIES AND INFORMATION

- Journal Editorial Review Boards: *Academy of Management Journal* (1972-1984); *Administrative Science Quarterly* (1976-1982); *Journal of Applied Psychology* (1988-1998; 2001-); *British Journal of Management* (1989-2001); *The Journal of Service Management* (1989-); *Personnel Psychology* (1994-1998); *Journal of Service Research* (1997-); *Organizational Behavior and*

Human Decision Processes (2001-2010); *Annual Review of Organizational Psychology and Organizational Behavior* (2010-2015).

- Consulting editor for Sage Publications Organizational Behavior Series within the Foundations of Organizational Science Series (1994-2007); ten books published.
- Consulting Editor (with Arthur P. Brief) for Lexington Books' Series on Organization and Management; 25 books published (1984-1994).
- Panelist for the National Research Council's Committee on Human Factor's Panel on Organization Linkages (1990-1993).
- Appointed to the Advisory Committee on Federal Workforce Quality Assessment, Office of Personnel Management and Merit Systems Protection Board (1991-1993).
- Designated "Adjunct Research Scientist," Center for Creative Leadership, (1992-1993).
- Public Member, Board of Examiners for the Foreign Service, U.S. Department of State (1986-1995).
- Appointed as a member of the Educational Testing Service's Subpanel on Technology and Measurement (1985-1988).
- Frontiers Series Editorial Board (for SIOP Jossey-Bass Series) (1988-1993).
- Appointed to American Psychological Association Committee on Research Support of the Board of Scientific Affairs (1982-1984).
- Member of the Services Marketing Steering Group, Marketing Science Institute (1984-2000).
- Appointed to three-year term (1979-1980 through 1981-1982) on the Advisory Screening Committee in Psychology for the Council for International Exchange of Scholars (Fulbright Award).
- Professional Listings in *Who's Who in America* and numerous derivative publications.

BOOKS

Hall, D.T., & Schneider, B. (1973). *Organizational climates and careers: The work lives of priests*. New York: Academic Press.

Schneider, B. (1976). *Staffing organizations*. Pacific Palisades, CA: Goodyear.

Schneider, B., & Schmitt, N. (1986). *Staffing organizations*. 2nd ed. Glenview, IL: Scott, Foresman. Translated into Russian in 2004.

Schoorman, F.D., & Schneider, B. (Eds.) (1988). *Facilitating work effectiveness*. Lexington, MA: Lexington Books.

Schneider, B. (Ed.) (1990). *Organizational climate and culture*. San Francisco: Jossey-Bass.

Schneider, B., & Bowen, D.E. (1995). *Winning the service game*. Boston, MA: Harvard Business School Press. Translations published in Hebrew, Dutch, Korean, Portuguese, Thai, and Indonesian.

- Schneider, B., & Smith, D. B. (Eds.) (2004). *Personality and organizations*. Mahwah, NJ: Erlbaum.
- Schneider, B., & White, S. S. (2004). *Service quality: Research perspectives*. Thousand Oaks, CA: Sage.
- Ployhart, R., Schneider, B., & Schmitt, N. (2006). *Staffing organizations: Contemporary practice and theory, 3rd ed.* Mahwah, NJ: Erlbaum.
- Macey, W. H., Schneider, B., Barbera, K., & Young, S. A. (2009). *Employee engagement*. London, UK: Wiley/Blackwell.
- Ehrhart, M. G., Schneider, B., & Macey, W. H. (2014). *Organizational climate and culture: An introduction to theory, research and practice*. New York: Routledge.
- Schneider, B., & Barbera, K. M. (Eds.) (2014). *The Oxford handbook of organizational climate and culture*. New York: Oxford University Press.
- Meyer, J. P., & Schneider, B. (Eds.) (In Press). *Research agenda for employee engagement in the changing world of work*. London, UK: Elgar Publishing

REFEREED JOURNAL PUBLICATIONS

- Schneider, B. (1966). The care and feeding of graduate students: A graduate student view. *The Industrial Psychologist*, 4, 27-30.
- Schneider, B., & Bartlett, C.J. (1968). Individual differences and organizational climate, I: The research plan and questionnaire development. *Personnel Psychology*, 21, 323-333.
- Schneider, B., & Bartlett, C.J. (1969). Individual differences and organizational climate. *The Industrial Psychologist*, 7, 27-33.
- Schneider, B., & Bartlett, C.J. (1970). Individual differences and organizational climate, II: Measurement of organizational climate by the multitrait-multirater matrix. *Personnel Psychology*, 23, 493-512.
- Schneider, B. (1970). Relationships between various criteria of leadership in small groups. *Journal of Social Psychology*, 82, 253-261.
- Schneider, B. (1970). Differences between prospective students of industrial organizational psychology in psychology and non-psychology departments. *Professional Psychology*, 2, 11-16.
- Hall, D.T., Schneider, B., & Nygren, H.T. (1970). Personal factors in organizational identification. *Administrative Science Quarterly*, 15, 176-190.
- Schneider, B., Lawler, E.E., III & Carlson, R.E. (1971). Hickory, dockery, dick, let's get off the stick. *Professional Psychology*, 2, 232-234.
- Schneider, B. (1972). Organizational climate: Individual preferences and organizational realities. *Journal of Applied Psychology*, 56, 211-217.
- Schneider, B., & Hall, D.T. (1972). Toward specifying the concept of work climate: A study of Roman Catholic Diocesan priests. *Journal of Applied Psychology*, 56, 447-455.

- Hall, D.T. & Schneider, B. (1972). Correlates of organizational identification as a function of career pattern and organizational type. *Administrative Science Quarterly*, 17, 340-350.
- Schneider, B., Hall, D.T., & Nygren, H.T. (1972). Self-image and job characteristics as correlates of changing organizational identification. *Human Relations*, 24, 397-416.
- Schneider, B., & Olson, L.K. (1972). Effort as a correlate of organizational reward system and individual values. *Personnel Psychology*, 23, 313-326.
- Schneider, B. (1973). Answering questions and questioning answers: A reply to Levin. *Journal of Social Psychology*, 89, 301-302.
- Schneider, B. (1973). The perception of organizational climate: The customer's view. *Journal of Applied Psychology*, 57, 248-256.
- Schneider, B., & Alderfer, C.P. (1973). Three studies of need satisfaction in organizations. *Administrative Science Quarterly*, 18, 489-505.
- Dieterly, D., & Schneider, B. (1974). The effects of organizational environment on perceived power and climate: A laboratory study. *Organizational behavior and Human Performance*, 11, 316-337.
- Pfeifer, C.M., Jr., & Schneider, B. (1974). University climate perceptions by black and white students. *Journal of Applied Psychology*, 59, 660-662.
- Schneider, B., & Snyder, R.A. (1975). Some relationships between job satisfaction and organizational climate. *Journal of Applied Psychology*, 60, 318-328.
- Schneider, B. (1975). Organizational climate: Individual preferences and organizational realities revisited. *Journal of Applied Psychology*, 60, 459-465.
- Schneider, B. (1975). Organizational climates: An essay. *Personnel Psychology*, 28, 447-479.
- Translated into Italian in *Psicologia E Lavoro*, 1978, 10, 12-56.
- Schneider, B. (1976). A note on Johnston's "A new conceptualization of source of organizational climate." *Administrative Science Quarterly*, 21, 502-504.
- Schneider, B. (1978). Increasing the validity of ability measures: Look at your work environment. *Personnel*, 55, 62-68.
- Schneider, B. (1978). Person-situation selection: A review of some ability situation interaction research. *Personnel Psychology*, 31, 281-289.
- Schneider, B. (1978). Implications of the conference: A personal view. *Personnel Psychology*, 31, 299-304.
- Schneider, B., & Dachler, H.P. (1978). A note on the stability of the Job Descriptive Index (J.D.I.). *Journal of Applied Psychology*, 63, 650-653.
- Parkington, J.P., & Schneider, B. (1979). Some correlates of experienced job stress: A boundary role study. *Academy of Management Journal*, 22, 270-281.

- Schneider, B., Parkington, J.P., & Buxton, V.M. (1980). Employee and customer perceptions of service in banks. *Administrative Science Quarterly*, 25, 252-267.
- Schneider, B. (1980). The service organization: Climate is crucial. *Organizational Dynamics*, Autumn, 52-65.
- Reprinted in Bateson, J.E.G. (Ed.) (1989). *Managing services marketing: Text and readings*. Orlando, FL: Dryden Press.
- Reprinted in Bateson, J.E.G. (Ed.) (1992). *Managing services marketing: Text and readings, 2nd ed.* Orlando, FL: Dryden Press.
- Reprinted in Zemke, R., & Bell, C.R. (Ed.) (1990). *Service wisdom: Creating and maintaining the customer service edge*. Minneapolis: Lakewood.
- Schneider, B., Reichers, A.E., & Mitchell, T.M. (1982). Some relationships between the aptitude requirements and reward attributes of tasks. *Academy of Management Journal*, 25, 567-574.
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- Schneider, B., & Bowen, D.E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology*, 70, 423-433.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.
- Translated into Italian in *Psicologia E Lavoro*, 1987, 17, 6-16.
- Reproduced in Cooper, C. L. (Ed.) (2002). *Fundamentals of organizational behavior*. UK: Sage Publications.
- Reproduced in N. R. Anderson & U. R. Hülsheger (Eds.) (2008). *Employee Selection and Performance Management, Vol. 1: Key Theoretical Issues and Concerns in ESPM, Chapter 3*. Thousand Oaks, CA: Sage.
- Schneider, B. (1987). E=f(P,B): The road to a radical approach to P-E fit. *Journal of Vocational Behavior*, 31, 353-361.
- Wagner, J.A., III, & Schneider, B. (1987). Legal regulation and the constraint of constituent satisfaction. *Journal of Management Studies*, 24, 189-200.
- Bowen, D.E., Siehl, C., & Schneider, B. (1989). A framework for analyzing customer service orientations in manufacturing. *Academy of Management Review*, 14, 75-95.
- Schneider, B. & Konz, A.M., (1989). Strategic job analysis. *Human Resource Management*, 28, 51-63.
- Hanges. P.J., & Schneider, B. (1990). Stability of performance: An interactionist perspective. *Journal of Applied Psychology*, 75, 658-667.

- Schneider, B. (1991). Service quality and profits: Can you have your cake and eat it too? *Human Resources Planning, 14*, 151-157.
- Rentsch, J.R., & Schneider, B. (1991). Expectations for post-combination organizational life: A study of responses to merger and acquisition scenarios. *Journal of Applied Social Psychology, 21*, 233-252.
- Schneider, B., Wheeler, J. K., & Cox, J. F. (1992). A passion for service: Using content analysis to explicate service climate themes. *Journal of Applied Psychology, 77*, 705-716.
- Schneider, B., & Bowen, D. E. (1993). The service organization: Human resources management is crucial. *Organizational Dynamics, 21*, 39-52.
- Schneider, B., Chung, B., & Yusko, K. (1993). Service climate and service quality. *Current Directions in Psychological Science, 2*, 197-200.
- Schneider, B., Gunnarson, S. K., & Niles-Jolly, K. (1994). Creating the climate and culture of success. *Organizational Dynamics, 23*, 17-29.
- Schneider, B. (1994). HRM--A service perspective: Towards a customer focused HRM. *International Journal of Service Industry Management, 5*, 64-76.
- Schneider, B., & Bowen, D. E. (1994). L'organisation des services. *Personnel*, (March-April), No. 349, 23-27. (In French).
- Schneider, B., Hanges, P., Goldstein, H. W., Braverman, E. P. (1994). Do customer perceptions generalize: The case of student and chair ratings of faculty effectiveness. *Journal of Applied Psychology, 79*, 685-690.
- Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology, 40*, 747-773.
- Schneider, B., Brief, A. P., & Guzzo, R. A. (1996). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics, 24*, 7-19.
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- Schneider, B. & Ledford, G. E., Jr. (2020). Climate for feedback: The key to performance management effectiveness. In E. D. Pulakos & M. Battistia (Eds.), *Performance management transformation: Lessons learned and next steps* (pp. 185-210). New York: Oxford University Press.
- Schneider, B. (2020). Strategic climate research: How what we know should influence what we do. In W. H. Macey & A. A. Fink (Eds.), *Employee surveys and sensing: Challenges and opportunities* (pp. 121-134). New York: Oxford University Press.
- Meyer, J. P. & Schneider, B. (In Press). The promise of engagement. In J. P. Meyer & B. Schneider (Eds.), *Research agenda for employee engagement in the changing world of work*. London, UK: Elgar Publishing.
- Schneider, B. & Meyer, J. P. (In Press). Learnings and future directions. In J. P. Meyer & B. Schneider (Eds.), *Research agenda for employee engagement in the changing world of work*. London, UK: Elgar Publishing.

ENCYCLOPEDIA CONTRIBUTIONS

- Schneider, B., & Smith, D.B. (1997). Attraction-selection-attrition. In L. A. Peters, C.R. Greer & S.A. Youngblood (Eds.), *Encyclopedic dictionary of human resource management* (pp. 13-14). Malden, MA: Blackwell.
- Schneider, B., & Smith, D.B. (1997). Organizational culture and selection. In L. A. Peters, C.R. Greer & S.A. Youngblood (Eds.), *Encyclopedic dictionary of human resource management* (pp. 240-241). Malden, MA: Blackwell.
- Schneider, B., & Smith, D.B. (1997). Strategic job analysis. In L. A. Peters, C.R. Greer & S.A. Youngblood (Eds.), *Encyclopedic dictionary of human resource management* (p. 332). Malden, MA: Blackwell.
- Schneider, B., Ehrhart, K. H., & Ehrhart, M. G. (2005). Organizational climate. In N. Nicholson, P. G. Audia, & M. Pillutla (Eds.), *The Blackwell encyclopedic dictionary of management: Organizational behavior, 2nd ed.* (pp. 270-272). Oxford, UK: Blackwell.
- Ehrhart, M. G., & Schneider, B. (2017). Organizational climate and culture. In *Oxford Research Encyclopedia of Psychology*.

BOOK REVIEWS

- Schneider, B. (1993). Review of Trice, H.M., & Beyer, J.M. (1993), *The cultures of work organizations*. *Contemporary Psychology*, 38, 1055-1056.

Schneider, B., & Chung, B. (1993). Review of Norman, R. (1991), *Service management: Strategy and leadership in service business*, 2nd ed. *Journal of Organizational Behavior*, 14, 294-297.

Schneider, B. (2006). Review of M Buckingham & C. Coffman, *First break all the rules: What the world's greatest managers do differently*. *The Academy of Management Perspectives*, 20, 125-129.

Schneider, B. (2008). Review of D. M. Cable, *Change to strange: Create a great organization by building a strange workforce*. *Personnel Psychology*, 61, 673-675.

INVITED SPEECHES AND CONFERENCE PRESENTATIONS

"Revision of evaluation techniques for peace corps trainees: Construction and validation." E.P.A., Boston, 1966.

"Individual and organizational patterns of managerial climate attitudes: Predictive and construct validation." Individual Address by the 1966 Cattell Award winner, A.P.A., Washington, D.C., 1967 (with C.J. Bartlett).

"A theoretical model for the collection and interpretation of career development data: Piaget." A.P.A., San Francisco, 1968.

"Job characteristics of the priesthood: Positional and time differences." A.P.A., Washington, D.C., 1969.

"The role of assignment characteristics in the career experiences of diocesan priests." Invited address presented at a conference, Vocational Development of Religious Careers, University of Notre Dame, October, 1969 (with D.T. Hall).

"Student reactions to the study of industrial psychology in psychology and non-psychology departments." A.P.A., Washington, D.C., 1969.

"The role of personal and job characteristics in predicting changing organizational identification." A.P.A., Miami, 1970.

"Organizational climate: Individual preferences and organizational realities." The Institute for Management Science (TIMS), Washington, D.C., March, 1971.

"Organizational climate: Does it extend beyond formal organizational boundaries?" The International Congress of Applied Psychology, Liege, Belgium, 1971.

"Organizational climate and personnel selection." A.P.A., Washington, D.C., 1971.

"Correlates of organizational identification as a function of career pattern and organizational type" Academy of Management, Minneapolis, 1972 (with D.T. Hall).

"Some thoughts on organizational climate with reference to obsolescence." Invited address presented at a Conference on the Older Engineer, South Berwick, Maine, 1973.

"The perceived environment: Organizational climate." M.P.A., Chicago, 1973.

"Some stormy thoughts on climate." American Institute for Decision Sciences (AIDS), Atlanta, 1974.

- Workshop participant (“Organizational climate: Is it a useful theoretical construct”), Eastern Academy of Management, Penn State, 1975.
- “Job satisfaction research: What have we been measuring?” Academy of Management, New Orleans, 1975.
- Conversation hour leader, “Organization climates,” Academy of Management, Kansas City, 1976.
- Doctoral consortium participant, Organization and Management Theory Division, Academy of Management, Kansas City, 1976.
- Tutorial leader, “Conceptualizing and measuring organizational climate,” American Institute for Decision Sciences (AIDS), San Francisco, 1976.
- Symposium participant, “Current issues and perspectives in organizational climate research.” A.P.A., San Francisco, 1977.
- Symposium participant, “Problems in aggregating data.” A.P.A., Toronto, 1978.
- Symposium participant, “Organizational effectiveness.” Academy of Management, Atlanta, 1979.
- Doctoral consortium participant, OB-OMT-OD Divisions, Academy of Management, Atlanta, 1979.
- Invited keynote speaker, First Annual National I/O Graduate Student Conference, Ohio State University, April 5, 1980.
- Invited speaker, Third Annual Symposium on Applied Behavioral Science, Virginia Tech, May 8, 1980.
- Symposium participant, “Late career issues.” Academy of Management, Detroit, 1980.
- Invited speaker, Canadian Psychological Association, Toronto, June 3, 1981.
- Doctoral consortium coordinator (with Noel Tichy and Warner Burke) and participant, OB-OD-OMT Divisions, Academy of Management, New York, 1982.
- Symposium participant, “Organizational climate: Second generation research.” Academy of Management, New York, 1982.
- Symposium participant, “Personnel programs for productivity and quality of work life improvements.” Academy of Management, New York, 1982.
- Chair, Division 14 James McKeen Cattell Award Presentation by Robert M. Guion. APA, Washington, D.C., 1982.
- Symposium participant, “Needed areas of research in personnel management.” Midwest Academy of Management, Columbus, Ohio, 1982.
- Symposium participant, “Organizational behavior and the service sector.” International Association of Applied Psychology, Edinburgh, 1982.
- Invited workshop presenter, “Research into the management of service businesses.” London Business School, 1982.

- Invited speaker, "On the nature of services and service organizations," Michigan Association of Industrial-Organization Psychologists, March 23, 1982.
- Invited speaker, "Overview of productivity research in I/O Psychology," Institute for Retail Management, NYU, June, 17, 1983.
- Doctoral Consortium participant, Personnel and Human Resources Division of the Academy of Management, Dallas, 1983 (with Neal Schmitt).
- Invited speaker, "Creating climates for productivity," Air Force Human Resources Laboratory Conference on Productivity in the Air Force, Brooks Air Force Base, Texas, September 20-23, 1983.
- Invited speaker, "New services design, development and implementation and the employee," Symposium on Developing New Services, Villanova University, October 17-18, 1983 (with David E. Bowen).
- Invited speaker, "Toward understanding boundary-spanning roles in service organizations: Some research findings and future directions," Workshop on The Service Encounter, New York University, December 5-6, 1983 (with David E. Bowen).
- Featured Gaudet lecturer at Steven's Institute of Technology (Hoboken, NJ), "Service and service organizations: Theory and management," March 1984.
- Symposium Discussant, "Thoughts on the management of service organizations," Academy of Management, Boston, August 1984.
- Symposium discussant, "The successful woman manager: How did she get there," APA, Toronto, August 1984.
- Symposium Chair, "Marketing behavioral and psychological research," APA, Toronto, August 1984.
- Invited speaker, "The interactionist model of organizational effectiveness," Personnel Testing Council of Metropolitan Washington, December 1984.
- Keynote address, "Interactional psychology, organizational process, and organizational effectiveness," Sixth Annual I/O and OB Graduate Student Conference, University of Akron, April 1985.
- Commencement speaker, "Some propositions on the quality of life," Division of Behavioral and Social Sciences, University of Maryland, May 1985.
- Faculty Consortium presenter, "The service employee," American Marketing Association Faculty Consortium on Services Marketing, Texas A&M, July 1985.
- Presidential address, "The people make the place," Society for Industrial and Organizational Psychology, APA, Los Angeles, August 1985.
- Keynote speaker, "Notes on climate and culture," American Marketing Association Services Marketing Conference, San Francisco, September 1985.
- Conference presenter, "The future work culture," Center for Innovation's Futures of Organization Conference, University of Maryland, September 1985.

- Panel member, "Defining the roles of the I/O Psychologist," METRO, New York City, January 1986.
- Symposium discussant, "Integrating theory and practice in I/O Psychology," SIOF, Chicago, April 1986.
- Symposium participant, "Society perspectives," SIOF, Chicago, April 1986.
- Symposium participant, "Entering an organization: A case analysis," SIOF, Chicago, April 1986.
- Symposium participant, "Non-traditional approaches to employment decision making," IAAP, Jerusalem, July 1986.
- Symposium participant, "Concepts and controversies in I/O Psychology," IAAP, Jerusalem, July 1986.
- Symposium participant, "Recent trends in personality and I/O Psychology," APA, Washington, D.C., August 1986.
- Symposium participant, "Levels of analysis in Industrial and Organizational Psychology," APA, Washington, D.C., August 1986.
- Chair of session on "Corporate culture in Silicon Valley," APA, Washington, D.C., August 1986.
- Participant, SIOF I/O and OB Doctoral Consortium, APA, Washington, D.C., August 1986.
- Chair of session on "Effective organization," American Marketing Association Services Marketing Conference, Boston, September 1986.
- Featured invited speaker, "The people make the place," APA, Washington, D.C., April 1987.
- Roundtable participant, "Level of analysis issues," SIOF, Atlanta, GA, April 1987.
- Invited speaker, "Leadership vs. Management," U.S. Naval Academy Conference on Military Leadership: Traditions and Future Trends, Annapolis, MD, June 10-12, 1987.
- Speaker, "Principles for the design and management of service organizations," American Marketing Assoc. Services Marketing Conference, San Diego, September 1987.
- Speaker (with Sarah Gunnarson), "Opportunity is the big satisfier," Bowling Green Conference on Job Satisfaction: Advances in Research and Applications, October 1987.
- Discussant, "Competing in a deregulated or volatile market," Marketing Sciences Institute, Cambridge, MA, December 1987.
- Invited speaker, "What is service and how do you manage it?," Metropolitan New York Association for Applied Psychology, New York City, February 1988.
- Invited workshop presentation, "Strategic job analysis," SIOF, Dallas, April 1988.
- Symposium discussant, "Merging and acquiring organizations," SIOF, Dallas, April 1988.
- Invited speaker, "Development of a personnel selection system for service jobs," Quality in Service International Symposium, Karlstad, Sweden, August 1988.

- Symposium discussant, "An interdisciplinary perspective on the management of customers in service organizations," Academy of Management, Los Angeles, August 1988.
- Speaker (with Elizabeth Clemmer), "Improving customer dissatisfaction with waiting time," American Marketing Association Services Marketing Conference, Arlington, VA, October 1988.
- Invited speaker (with David Bowen) "A service perspective for competitive manufacturing," University of Pittsburgh, October 1988.
- Invited speaker, "Where I/O is going as a profession," SEIOPA, Washington, D.C., April 1989.
- Doctoral consortium participant, Personnel and Human Resources Division, Academy of Management, Washington, D.C., August 1989.
- Presenting faculty participant, Junior Workshop of the OB and OMT Divisions, Academy of Management, Washington, D.C., August 1989.
- Invited Keynote Speaker, "Creating a service culture," Closing The Service Gap Conference, Lake Buena Vista, FL, November 1989.
- Visiting Scholar in Management, University of Virginia, March 8-9, 1990.
- Workshop presenter, "Excellence in service management," University of Michigan Executive Education Center, March 26-30, 1990.
- Invited keynote speaker, Eleventh Annual I/O-OB Graduate Student Convention, Ohio State University, April 1990.
- Workshop leader, "Services management," SIOP Conference, Miami, April 1990 (with D.E. Bowen).
- Panel participant, "Organizational change: Diverse approaches, common themes," SIOP Conference, Miami, April 1990.
- Panel participant, "I/O Psychology in the PRC," SIOP, Miami, April 1990.
- Symposium discussant, "Service quality and management effectiveness: So what and who cares?" SIOP Conference, Miami, April 1990.
- Panel chair, "Organizational climate and culture: Perspective on the constructs," SIOP Conference, Miami, April 1990.
- Panel participant, "Situational and dispositional causality in OB: Towards an integration," SIOP Conference, Miami, April 1990.
- Symposium participant, "Where groups fit in a multi-level conceptualization of organizational functioning," IAAP Conference, Kyoto (Japan), July 1990.
- Invited speaker, "Services research and I/O Psychology", D.C. Personnel Testing Council, February 1991.
- Invited Keynote Speaker, "Creating a service culture--A necessity for the '90s," Training Director's Forum Conference, Scottsdale, AZ, May 1991.

- Invited Keynote Speaker, "Activating your firm's service culture", First interstate Center for Services Marketing, Tempe, AZ, February 1992.
- Symposium chair, "Non-traditional research on and use of job analysis", SIOP Conference, Montreal, May 1992.
- Symposium discussant, "Customer service: The employee's perspective", SIOP Conference, Montreal, May 1992.
- Doctoral consortium faculty member, SIOP Conference, May 1992.
- Program organizer (Human Resources Management Track), "Seminar in services management", La Londe (France) June 1992.
- Speaker, "Everything you always wanted to know to deliver service quality", Seminar in Services Management, La Londe (France), June 1992.
- Invited Keynote speaker, "Service culture and service quality", MAKUB Conference, Tilburg Management School, The Netherlands, October 1992.
- Workshop leader, "Staffing and development for organization fit", SIOP Conference, San Francisco, April 1993 (with Susan Jackson).
- Symposium discussant, "Issues concerning test validity and adverse impact", SIOP Conference, San Francisco, April 1993.
- Panel member, "Multi-level theories, methodologies, and analyses: A comparative and interactive session", SIOP Conference, San Francisco, April 1993.
- Workshop leader, "Climate for service and service quality", METRO (Metropolitan Association of I/O Psychologists, New York City), May 18, 1993.
- Faculty consortium presenter, "Service climate and culture", AMA Faculty Consortium on Services Marketing, Tempe, AZ, June 1993.
- Invited Keynote Speaker, "What employees can tell you about service quality", Belcore Measurements Research Symposium, St. Louis, MO June 11, 1993.
- Symposium participant, "Services and service quality in the 21st century", World Future Society, Washington, D.C., June 28, 1993.
- Invited Keynote Speaker, "The human resources keys to culture", Frontiers in Services, Services Marketing Conference, Vanderbilt University, October 1993.
- Symposium participant, "Building bridges between I/O Psychology and Customer Satisfaction Research," SIOP, Nashville, April 1994.
- Symposium discussant, "Applying 360 degree feedback for development and change," SIOP, Nashville, April 1994.
- Symposium Chair and presenter, "Current thinking on person-environment fit," SIOP, Nashville, April 1994.

Program co-chair, 3rd International Research Seminar in Services Management, La Londe (France), May 1994.

Symposium participant, "Emerging issues in selection research in complex environments," International Association for Applied Psychology, Madrid, July 1994.

Symposium participant, "Issues in understanding the subjective economy," International Association of Applied Psychology, Madrid, July 1994.

Invited Speaker, "Listening for change," College of Business, The University of Tennessee, for the "Symposium on Organizational Change" in honor of the University's bicentennial, December 1, 1994.

Workshop organizer and presenter, "Effective customer service work environments: Lessons learned," SIOP, Orlando, April 1995.

Symposium discussant, "The linkage between customer satisfaction data and employee-based measures of a company's strategic business intent," SIOP, Orlando, April 1995.

Keynote Speaker, "Personnel assessment: A service quality paradigm," International Personnel Management Association Assessment Council, New Orleans, June 1995.

Invited Speaker, "HR and service quality: Lessons learned," METRO, December 12, 1995, New York City.

Symposium discussant, "Attraction-selection-attrition at the job, team, and organizational level," SIOP, San Diego, April 1996.

Symposium chair, "The really early identification of management potential," SIOP, San Diego, April 1996.

Symposium discussant, "Determinant of customer satisfaction," SIOP, San Diego, April 1996.

Senior Faculty Consortium facilitator (with D.T. Hall and D. Rousseau), Organizational Behavior Division, Academy of Management, Cincinnati, August 1996.

Symposium contributor, "Searching for just-right--Issues in P-E fit," Academy of Management, Cincinnati, August 1996.

Featured luncheon speaker, "HR and service quality: Lessons learned," D.C. Testing Council, Washington, D.C., October 1996.

Keynote Speaker, "Employee attitude surveys and organizational performance," U.S. Office of Personnel Management launching of Performance America! OPM, Washington, D.C., November 15, 1996.

Workshop presenter, "Service climate and customer satisfaction," The Eleventh International Conference of the Israel Society for Quality, Jerusalem, November 21, 1996.

Workshop presenter, "Is the Sky Falling?: I/O Psychology in a Changing World,," SIOP, St. Louis, April 1997.

- Invited presenter to the Board of Trustees Meeting, Marketing Science Institute (with Susan White), "Climbing the commitment ladder: The influence of service quality on customer commitment," Boston, April 1997.
- Invited panelist, Distinguished Fellows Discussion and Specialty Reception, American Psychological Society, Washington, D.C., May 1997.
- Chair and panelist, "Managing Human Resources for Service Quality in Different Cultures," at a conference on New and Evolving Paradigms: The Emerging Future of Marketing, Dublin, Ireland, June 1997.
- Featured presenter at the Practitioner Series, "Design and use of useful employee attitude surveys," Academy of Management, Boston, August 1997.
- Workshop presenter, "Psychology of Customer Service," Hong Kong Customer Service Consortium, Hong Kong, March 1998.
- Workshop presenter, "Service Quality: Lessons Learned," SIOP, Dallas, April 1998.
- Symposium contributor, "Executive Selection in Context," SIOP, Dallas, April 1998.
- Symposium contributor, "What Causes Behavior?: Contemporary Viewpoints on Personality, Situation, and Fit" (with S. Kim and A. N. Salvaggio), SIOP, Dallas, April 1998.
- Symposium contributor, "Growing Leaders: The Adolescent Years" (with K. M. Holcombe and M. Ehrhart, SIOP, Dallas, April 1998.
- Panelist, "Service Quality," International Association of Applied Psychology, San Francisco, August 1998.
- Panelist, "Metaphor in Organizational Research," International Association of Applied Psychology, San Francisco, August 1998.
- Closing keynote address, "High Tech, High Touch: The I/O Psychology of the Future," I/O-OB Doctoral Student Conference, George Mason University, March 1999.
- Keynote speaker, "ASA: Toward a person-environment psychology of organizations," Industrial and Organizational Psychology Doctoral Consortium, SIOP, Atlanta, April 1999.
- Symposium participant (with S. S. White & M. C. Paul), "Building the total service-oriented organization," SIOP, Atlanta, April 1999.
- Chair for Michael Beer's presentation, "Developing organizational fitness: Toward a theory and practice of organizational alignment," SIOP, Atlanta, April 1999.
- Poster (with M. Ehrhart & K. Holcombe), "Leadership in adolescence: Comparing peer and teacher perspectives," SIOP, Atlanta, April 1999.
- Symposium discussant, "Person-environment fit: Alternative conceptualizations at different phases of organizational entry," SIOP, Atlanta, April 1999.
- Workshop presenter, "Creating a Service Organization," Australian Industrial and Organizational Psychology Conference, Brisbane, June 1999.

- Invited keynote address, "Services Management and I/O Psychology: Lessons Learned," Australian Industrial and Organizational Psychology Conference, Brisbane, June 1999.
- Symposium facilitator, "Service Dynamics," Academy of Management, Chicago, August 1999.
- Symposium discussant, "Personality and the Modern Workplace," Academy of Management, Chicago, August 1999.
- Symposium participant, "Personnel selection psychology: Multi-level views," SIOP, New Orleans, April, 2000.
- Poster presentation (with A. N. Salvaggio & M. Subirats), "Climate strength: A new way to think about organizational climate," SIOP, New Orleans, April, 2000.
- Symposium participant, "Organizational climate and culture ten years later," SIOP, New Orleans, April, 2000.
- Symposium participant (with M. G. Ehrhart and K. M. Holcombe) "Service climate, service culture, and service-related outcomes." Academy of Management, Toronto, August, 2000.
- Symposium participant, "Toward a person-environment psychology of organizations," APA, Washington, DC, August, 2000.
- Invited Plenary Address, "Linkage research: Tying employee experiences to customer satisfaction," Services Management Conference, Vanderbilt University, September 2000.
- Invited Society for Industrial and Organizational Psychology Distinguished Scientific Contributions Award Address, " $E = f(P, B) + e$," SIOP, San Diego, April 2001.
- Workshop presenter (with Lise Saari), "Going Global: Surveys and Beyond," SIOP. San Diego, April 2001.
- Symposium participant, "Climate strength: Development and preliminary validation of the construct," Academy of Management, Washington DC, August 2001.
- "Team Leader Personality, Team Service Climate, and Team Performance: Three Studies in Service Delivery Firms," Frontiers in Services Conference, R. H. Smith School of Business, University of Maryland, October 2001.
- Symposium Chair, "Aligning Culture and Strategy: Diagnosis of a Retail Bank," SIOP, Toronto, April 2002.
- Symposium Chair, "From Personality to Profits," SIOP, Toronto, April 2002.
- Invited Plenary address, "Antecedents and Consequences of Service Climate in Service Organizations," Quality in Services Conference (QUIS 8), Victoria, BC, July 2002.
- Symposium discussant, "Personality across individual, team, job, and organizational levels of analysis." SIOP, Orlando, April 2003.
- Symposium participant (with Ellen Godfrey, and Jonathan Ziegert), "Student perspectives on innovations and extended training beyond the classroom." SIOP, Orland, April 2003.

- Symposium participant, "Contemporary cases of corporate corruption: Any relevance for I-O Psychology?" SIOP, Orlando, April 2003.
- Symposium participant (with Mark Ehrhart and David Mayer), "Antecedents and consequences of climate and culture strength." SIOP, Orlando, April 2003.
- Workshop presenter (with Susan White) on "Service Climate: Tactics and Measures" at SIOP, Chicago, March 2004.
- Symposium participant (with David Mayer, Lisa Nishii, and Harold Goldstein), "Creating a Fair Environment: The Effect of Leader Personality on Justice Climate Levels and Outcomes," at the Academy of Management Conference, New Orleans, August 2004.
- Symposium participant (with David Mayer, and Mark Ehrhart), "When Does a Service Climate Lead to Satisfied Customers? An Examination of Potential Moderators," at the Academy of Management Conference, New Orleans, August 2004.
- Symposium participant (with Hillary Gettman, Michele Gelfand, Lisa Leslie, and Amy Salvaggio), "The Effects of Manager Practices and Service Climate on Sexual Harassment: An Integrated Model," at the Academy of Management Conference, New Orleans, August 2004.
- Panelist for "The Usefulness of Personality Variables at Work," SIOP, Los Angeles, 2005.
- Symposium discussant, "Elucidating 'This Thing Called Fit': Toward a Multidimensional Approach." SIOP, Los Angeles, 2005.
- Symposium participant, "Organizational Climate and Culture: Two Perspectives Separated by a Common Construct." SIOP, Los Angeles, 2005.
- Panelist for "Gaining Visibility for Your Work." SIOP, Los Angeles, 2005.
- Invited Plenary Speaker, "Personality and Organizations," IXth Annual Social Psychology Conference, La Coruna, Spain, September 17, 2005.
- "Employee Service Engagement and Customer Satisfaction: Understanding Internal-External Linkages in Service Settings" (with William Macey and Scott Young). Frontiers in Services Conference, Arizona State University, Tempe, AZ, October 2005.
- Discussant for "Building Service Relationships Through the Science of Social Influence," Frontiers in Services Conference, Arizona State University, October 2005.
- Symposium participant, "Service Climate, Service Engagement and the American Customer Satisfaction Index" (with W. H. Macey, S. A. Young, & W. Lee), SIOP Dallas, 2006.
- Symposium participant, "Managing Networked Organizations: The Role of Internal Service" (with K. H. Ehrhart & L. A. Witt), SIOP Dallas, 2006.
- Symposium participant, "Aligning Employee Surveys with Organizational Strategy: The Service Quality Case" (with William H. Macey), International Congress of Applied Psychology, Athens, Greece, July 2006.
- Keynote speaker, "Linking Organizational Design to Customer Satisfaction: Reports from the Service Economy," International Congress of Applied Psychology, Athens, Greece, July 2006.

- Workshop presenter, "Lessons Learned from the World of Services Management" (with William H. Macey), International Congress of Applied Psychology, Athens, Greece, July 2006.
- OB Doctoral Consortium participant, "The Essentials of Getting Published," Academy of Management, Atlanta, August, 2006.
- Workshop presenter (with N. Tippins, and S. Young), "Fits About Fit: Can You Have too Much of a Good Thing and is There Anything You can Do About it?" SIOP, New York, April 2007.
- Symposium Discussant, "Services Management," SIOP, New York, April 2007.
- Symposium Discussant, "Fit Happens," SIOP, New York, April 2007.
- Symposium Discussant, "Survey Stakeholders," SIOP, New York, April 2007.
- Symposium Discussant, "What does employee engagement predict?," SIOP, San Francisco, 2008.
- Panelist (with William H. Macey), "SIOP's new journal: Continuing the dialogue on employee engagement." SIOP, San Francisco, 2008.
- Keynote address, "Preparing for the future: A critical and constructive look at I-O education." SIOP, San Francisco, 2008.
- Panelist, "The future of I-O education: Theme track integration and open forum." SIOP, San Francisco, 2008.
- Symposium participant (with W. H. Macey & H. Lam), "Organizational financial and market performance consequences of service climate," SIOP, New Orleans, 2009.
- Panelist, "Practicing I-O Psychology from EBMgt perspective—Is this what we do now?," SIOP, New Orleans, 2009.
- Symposium Discussant, "An international symposium on disentangling engagement," SIOP, New Orleans, 2009.
- Host, Roundtable Discussion Hour, "The Zeitgeist of the future," SIOP, New Orleans, 2009.
- Panelist, "Getting to know your SIOP fellows," SIOP, New Orleans, 2009.
- Symposium Discussant, "An international symposium on disentangling engagement," EAWOP, Santiago de Compostela (Spain), 2009.
- Symposium Chair and Discussant, "Employee engagement: Individual and organizational consequences," EAWOP, Santiago de Compostela (Spain), 2009.
- Panelist, "Fit Happens – Person Environment Fit and Misfit," Academy of Management, Chicago, 2009.
- Panelist, "Current Controversies in Recruitment and Selection," Academy of Management, Chicago, 2009.
- Featured Speaker, "Things I've Learned," Academy of Management, Chicago, 2009.
- Panelist, I/O Doctoral Consortium, SIOP, Atlanta, 2010.

- 2009 Losey Award Recipient Valedictory Address, SHRM, San Diego, 2010.
- Evidence-based management and employee engagement, SHRM, San Diego, 2010.
- Symposium Discussant, "Engagement and related constructs: Antecedents and Consequences," SIOF, Atlanta, 2010.
- Symposium participant, "Internal service as a moderator of the service climate – outcome link," (with K. H. Ehrhart, L. A. Witt., & S. J. Perry), SIOF, Atlanta, 2010.
- Panelist, "Toxic emotions: Considering the hidden consequences of the recession," SIOF, Chicago, 2011.
- Panelist, "Controversies and challenges in employee engagement: Perspectives from leading experts," SIOF, Chicago, 2011.
- Presenter (with William H. Macey), "Employee engagement and corporate financial performance," EAWOP, Maastricht (Holland), 2011.
- Chair, "Employee well-being and engagement at work," EAWOP, Maastricht (Holland), 2011.
- Symposium discussant, "Employee engagement: Defining new frontiers," SIOF, San Diego, 2012.
- Symposium discussant, "Focused organizational climates: New directions and new possibilities," SIOF, San Diego, 2012.
- Panelist, "Contrasting culture strength and climate strength: Perspectives from leading researchers," SIOF, San Diego, 2012.
- Panelist, "SIOF – SHRM collaboration: I-O nuggets for HR professionals," SIOF, San Diego, 2012.
- Symposium participant (with M. Ehrhart and W. H. Macey), "Organizational climate, organizational culture and competitive advantage," SIOF, San Diego, 2012.
- Workshop presenter (with Mark Ehrhart), "Organizational Climate and Culture," SIOF, Houston, 2013.
- Symposium discussant, "Current thinking and research about the ASA cycle." SIOF, Hawaii, 2014.
- Symposium discussant, "Punching the clock: Engagement implications for the hourly workforce." SIOF, Hawaii, 2014.
- Panelist, "Holistic challenges, narrow answers: Can we collaborate?" SIOF, Hawaii, 2014.
- Workshop presenter (with John Meyer), "Employee Engagement," SIOF Anaheim, 2016.
- Symposium panelist, "New directions in personality research—where do we go now?" Academy of Management, Atlanta, 2017
- Panelist for discussion session on work engagement, SIOF Chicago, 2018.

COLLOQUIUM PRESENTATIONS

Bowling Green State University, Georgia Institute of Technology, Rice University, Yale University, University of Illinois (Champaign), University of Maryland, Northwestern

University, The Ohio State University, University of Minnesota, Carnegie-Mellon University, SUNY-Binghamton, Baruch School-CUNY, Old Dominion University, University of Sheffield (England), University of Manchester (England), St. Gallen University (Switzerland), Cornell University, University of South Carolina, Peking University (P.R.C.), Stanford University, University of Michigan, Southern Methodist University, Wayne State University, Center for Creative Leadership, Arizona State University, Hebrew University (Israel), University of Bologna (Italy), University of Aix-Marseilles (France), Tulane University, Concordia University (Canada), Tilburg University (Netherlands), George Mason University, University of Tennessee, Cranfield University (England), The Technion (Israel), Tel Aviv University (Israel), New York University, University of Ghent (Belgium), Hong Kong University of Science and Technology (Hong Kong), University of Hong Kong (Hong Kong), The Pennsylvania State University, The Free University (Holland), University of Amsterdam (Holland), Dartmouth College, University of South Florida, University of Florida, Concordia University (Canada), University of Victoria (Canada), Giessen University (Germany), Alliant International University, San Diego State University, University of Valencia (Spain), UC Irvine, University of Iowa, California State University San Marcos, Michigan State University, University of Illinois (Chicago), University of Arizona.