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## **POSITIONS HELD**

Professor, Department of Psychology, University of Central Florida. 2017–present.  
Director, Industrial/Organizational Psychology Program, Department of Psychology, University of Central Florida. 2022–present.  
Associate Director, Industrial/Organizational Psychology Program, Department of Psychology, University of Central Florida. 2020–2022.  
Professor, Department of Psychology, San Diego State University. 2016–2017.  
Associate Chair, Department of Psychology, San Diego State University. 2012–2017.  
Master's Program Co-Advisor, Department of Psychology, San Diego State University. 2010–2012.  
Associate Professor, Department of Psychology, San Diego State University. 2007–2016.  
Assistant Professor, Department of Psychology, San Diego State University. 2001–2007.

## **EDUCATION**

University of Maryland, Industrial/Organizational Psychology	Ph.D., August 2001
University of Maryland, Industrial/Organizational Psychology	M.A., December 1999
Georgia Institute of Technology, Applied Psychology	B.S., May 1996

## **PUBLICATIONS**

### **Books**

*Ehrhart, M. G., Schneider, B., & Macey, W. H. (2025). Organizational climate and culture: An introduction to theory, research, and practice (2nd ed.).* Routledge.

*Ehrhart, M. G., Schneider, B., & Macey, W. H. (2014). Organizational climate and culture: An introduction to theory, research, and practice.* New York: Routledge.

### **Journal Articles**

Currie, R. A., & Ehrhart, M. G. (in press). Mind your business: Developing and validating the workplace nosiness scale. *Journal of Business and Psychology*.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (in press). Organizational climate and culture: History, current status, integration, and change. *Annual Review of Organizational Psychology and Organizational Behavior*.

- Corbin, C. M., Ehrhart, M. G., Brown, E. C., Locke, J., Cook, C. R., Aarons, G. A., & Lyon, A. R. (2025). "Going above and beyond" for implementation in the education sector: Extension and validation of the School Implementation Citizenship Behavior Scale (SICBS). *Implementation Science Communications*, 6, 64.
- Locke, J., Corbin, C. M., Goosey, R., Collins, V. K., Ehrhart, M. G., Hatch, K. D., Espeland, C., & Lyon, A. R. (2025). Not getting better but not getting worse: A cluster randomized controlled pilot trial of a leadership implementation strategy. *Implementation Research and Practice*, 6, 1-13.
- Locke, J., Williams, N. J., Sridhar, A., Ehrhart, M. G., Dopp, A., Thirion, M., Espeland, C., Riddle, B., Schmitz, K., Hatch, K., Buehler, L., & Lyon, A. R. (2025). Study protocol for testing the efficacy of the Helping Educational Leaders Mobilize Evidence (HELM) implementation strategy in elementary schools: A hybrid type 3 effectiveness-implementation randomized controlled trial. *Implementation Science*, 20, 17.
- Schlotzhauer, A. E., & Ehrhart, M. G. (2025). From idea to action: Defining and measuring voice implementation. *Journal of Occupational and Organizational Psychology*, 98, e70028.
- Schlotzhauer, A. E., Ehrhart, M. G., & Jex, S. M. (2025). Extraversion, workplace support, and burnout: The moderating role of neuroticism. *Personality and Individual Differences*, 232, 112845.
- Williams, N. J., Aarons, G. A., Ehrhart, M. G., Esp, S., Vega, N., Sklar, M., Carandang, K., Brookman-Frazee, L., & Marcus, S. C. (2025). Effects of an organizational implementation strategy on sustainment of measurement-based care in community mental health. *Psychiatric Services*, 76, 358–365.
- Aarons, G. A., Sklar, M., Ehrhart, M. G., Roesch, S., Moullin, J. C., & Carandang, K. (2024). Randomized trial of the Leadership and Organizational Change for Implementation (LOCI) strategy in substance use treatment clinics. *Journal of Substance Use and Addiction Treatment*, 165, 209437.
- Collins, V. K., Corbin, C. M., Locke, J. J., Cook, C. R., Ehrhart, M. G., Hatch, K. D., & Lyon, A. R. (2024). Centering school leaders' expertise: Usability evaluation of a leadership-focused implementation strategy to support tier 1 programs in schools. *School Mental Health*, 16, 667-680.
- Corbin, C. M., Lyon, A. R., Collins, V. K., Ehrhart, M. G., Goosey, R., & Locke, J. (2024). The incremental association of implementation leadership and school personnel burnout beyond transformational leadership. *School Psychology*, 39, 269-279.
- Corbin, C. M., Zhang, Y., Ehrhart, M. G., Locke, J., & Lyon, A. R. (2024). Testing an organizational implementation process model related to teachers' implementation-related attitudes and behaviors: A multilevel mediation analysis. *Prevention Science*, 25, 1053-1064.
- Crable, E. L., Sklar, M., Kandah, A., Samuels, H. C., Ehrhart, M. G., Aalsma, M. C., Hulverhsorn, L., Wilging, C. E., & Aarons, G. A. (2024). Utility of the Leadership and Organizational Change for Implementation-Systems Level (LOCI-SL) strategy for a statewide substance use treatment implementation effort. *Journal of Substance Use and Addiction Treatment*, 164, 209433.
- Egeland, K. M., Sklar, M., Aarons, G. A., Ehrhart, M. G., Skar, A-M. H., & Borge, R. H. (2024). Symphony of success: Leader-practitioner reciprocity during evidence-based practice implementation. *Administration and Policy in Mental Health and Mental Health Services Research*, 51, 988-996.

- Locke, J., Corbin, C., Collins, V., Ehrhart, M. G., Goosey, R., Hatch, K., Espeland, C., Cook, C., & Lyon, A. (2024). Helping Educational Leaders Mobilize Evidence (HELM): The iterative redesign of the Leadership and Organizational Change for Implementation (LOCI) intervention for use in schools. *Implementation Research and Practice*, 5, 1-14.
- Sklar, M., Ehrhart, M. G., Ramirez, N., Carandang, K., Kuhn, N., Day, A., Aarons, G. A., & Williams, N. J. (2024). Implementation leadership and implementation climate in context: A single organization intrinsic case study for implementation of digital measurement-based care. *Implementation Research and Practice*, 5, 1-14.
- Williams, N. J., Marcus, S. C., Ehrhart, M. G., Sklar, M., Esp, S., Carandang, K., Vega, N., Gomes, A., Brookman-Frazee, L., & Aarons, G. A. (2024). Randomized trial of an organizational implementation strategy to improve measurement-based care fidelity and youth outcomes in community mental health. *Journal of the American Academy of Child & Adolescent Psychiatry*, 63, 991-1004.
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- Zhang, Y., Larson, M., Ehrhart, M. G., King, K., Locke, J., Cook, C. & Lyon, A. R. (2024). Inter-organizational alignment and implementation outcomes in integrated mental healthcare for children and adolescents: A cross-sectional observational study. *Implementation Science*, 19, 36.
- Lengnick-Hall, R., Williams, N. J., Ehrhart, M. G., Wilging, C. E., Bunger, A. C., Beidas, R. S., & Aarons, G. A. (2023). Eight characteristics of rigorous multilevel implementation research: A step-by-step guide. *Implementation Science*, 18, 52.
- Locke, J., Corbin, C. M., Cook, C. R., Ehrhart, M. G., Davis, C., & Lyon, A. R. (2023). Using stakeholder input to guide data visualization and reporting to promote evidence-based practice use in public schools. *Global Implementation Research and Applications*, 3, 99-111.
- Merle, J. L., Cook, C. R., Locke, J. J., Ehrhart, M. G., Davis, C. J. Brown, E. C., & Lyon, A. R. (2023). Teacher attitudes toward evidence-based practices: Exploratory and confirmatory analyses of the School-adapted Evidence-based Practice Attitudes Scale. *Implementation Research and Practice*, 4, 1-16.
- Shuman, C. J., Ehrhart, M. G., Veliz, P. T., & Titler, M. G. (2023). Perceptual differences in nursing implementation leadership and climate: A cross-sectional study. *Implementation Science Communications*, 4, 9.
- Szota, K., Christiansen, H., Aarons, G. A., Ehrhart, M. G., Fischer, A., Rosner, R., Steil, R., & Barke, A. (2023). Climate for evidence-based mental health care implementation in Germany: Psychometric investigation of the Implementation Climate Scale (ICS). *Scientific Reports*, 13, 5311.
- Zhang, Y., Cook, C. R., Fallon, L., Corbin, C. M., Ehrhart, M. G., Brown, E. C., Locke, J. J., & Lyon, A. R. (2023). The interaction between general and strategic leadership and climate on their multilevel associations with implementer attitudes toward universal prevention programs for youth mental health: A cross-sectional study. *Administration and Policy in Mental Health and Mental Health Services Research*, 50, 427-449.

- Borge, R. H., Egeland, K. M., Aarons, G. A., Ehrhart, M. G., Sklar, M., & Skar, A-M. S. (2022). 'Change doesn't happen by itself': A thematic analysis of first-level leaders' experiences participating in the Leadership and Organizational Change for Implementation (LOCI) strategy. *Administration and Policy in Mental Health and Mental Health Services Research*, 49, 785-797.
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- Ehrhart, M. G., Shuman, C. J., Torres, E. M., Kath, L. M., Prentiss, A., Butler, E., & Aarons, G. A. (2021). Validation of the Implementation Climate Scale in nursing. *Worldviews on Evidence-Based Nursing*, 18(2), 85-92.
- Hatch, M. R., Carandang, K., Moullin, J. C., Ehrhart, M. G., & Aarons, G. A. (2021). Using the nominal group technique to identify emergent and persistent barriers to implementation. *Implementation Research and Practice*, 2, 1-10.
- Hu, J., Gifford, W., Ruan, H., Harrison, D., Li, Q., Ehrhart, M. G., Harrison, M-A., Barrowman, N., & Aarons, G. A. (2021). Validating the Implementation Leadership Scale in Chinese nursing context: A cross-sectional study. *Nursing Open*, 8(6), 3420-3429.
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- Moullin, J. C., Sklar, M., Ehrhart, M. G., Green, A., & Aarons, G. A. (2021). Provider REport of Sustainment Scale (PRESS): Development and validation of a brief measure of inner context sustainment. *Implementation Science*, 16, 86.
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- Hu, J., Gifford, W., Ruan, H., Harrison, D., Li, Q., Ehrhart, M. G., & Aarons, G. A. (2019). Translation and linguistic validation of the Implementation Leadership Scale in Chinese nursing context. *Journal of Nursing Management*, 27, 1030–1038.
- Locke, J., Lee, K., Cook, C. R., Frederick, L., Vázquez-Colón, C., Ehrhart, M. G., Brown, E., Aarons, G. A., Davis, C., & Lyon, A. R. (2019). Understanding the organizational implementation context of schools: A qualitative study of school district administrators, principals, and teachers. *School Mental Health*, 11, 379–399.
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- Lyon, A. R., Cook, C. R., Brown, E. C., Locke, J., Davis, C., Ehrhart, M. G., & Aarons, G. A. (2018). Assessing organizational implementation context in the education sector: Confirmatory factor analysis of measures of implementation leadership, climate, and citizenship. *Implementation Science*, 13, 5.
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### Book Chapters & Encyclopedia Entries

Macey, W. H., Ehrhart, M. G., & Schneider, B. (in press). Organizational culture and climate in the new world of work. In C. Cooper, N. Ashkanasy, & J. Barling (Eds.), *The post-COVID workplace*. Routledge.

Ehrhart, M. G., & Kuenzi, M. (2024). Organizational climate and occupational health. In L. E. Tetrick, G. G. Fisher, M. T. Ford, & J. C. Quick (Eds.), *Handbook of occupational health psychology* (3rd ed., pp. 171-187). Washington, DC: American Psychological Association.

Aarons, G. A., Ehrhart, M. G., Lengnick-Hall, R., & Moullin, J. C. (2023). The role of organizational processes in dissemination and implementation research. In R. C. Brownson, G. A. Colditz, & E. K. Proctor (Eds.), *Dissemination and implementation research in health: Translating science to practice* (3rd ed., pp. 192-211). New York: Oxford University Press.

Whiting, S. W., Ehrhart, M. G., & Podsakoff, P. P. (2023). Organizational citizenship behavior: Revisiting Smith, Organ, & Near (1983) and lessons learned in persistence, determination, and citizenship. In N. Steffens, F. Rink, & M. Ryan (Eds.), *Organizational psychology: Revisiting the classic studies* (pp. 97-110). Thousand Oaks, CA: Sage.

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## **PRESENTATIONS**

### **Workshops**

Schneider, B., & Ehrhart, M. G. (2013, April). *Organizational climate and culture: Manifestations, measurement, and management*. Workshop conducted at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Kath, L. M., & Ehrhart, M. G. (2013, May). *A beginner's guide to multilevel modeling*. Workshop conducted at the 10th international Work, Stress, and Health conference, Los Angeles, CA.

Aarons, G. A., Ehrhart, M. G., & Horowitz, J. (2010, August). *Leadership to facilitate evidence-based practice implementation in healthcare organizations*. Professional development workshop presented at the 70th annual conference of the Academy of Management, Montreal, QC.

### **Invited Presentations**

Lengnick-Hall, R., & Ehrhart, M. G. (2024, March). *Eight characteristics of rigorous multilevel implementation research: A step-by-step guide*. Invited virtual presentation for the VA Health Systems Research Cyberseminars.

Burke, C. S., & Ehrhart, M. G. (2023, October). *Team measurement: Insights and sample resources for implementation science*. Invited virtual presentation at the Advancements in Implementation Science Workshop, University of California, San Diego, San Diego, CA.

Ehrhart, M. G. (2022, April). *Creating a strategically-focused organizational context*. Invited virtual presentation for the U.S. Green Building Council Florida Sustainability Officers Round Table.

Ehrhart, M. G. (2020, April). *Organizational mechanisms of change in implementation science*. Invited virtual presentation for the Prevention Science & Methodology Group Virtual Grand Rounds.

Ehrhart, M. G. (2019, June). *Organizational climate: Where we've been and where we're going*. Invited presentation at the EMLYON Business School, Lyon, France.

Ehrhart, M. G. (2018, October). *Leading for implementation: An organizational perspective on implementation effectiveness*. Invited presentation at the Institute for Translational Research in Children's Mental Health (ITR), University of Minnesota, Minneapolis, MN.

Ehrhart, M. G. (2018, April). *The role of the organizational context in evidence-based practice implementation*. Invited presentation at the Department of Systems, Populations, and Leadership in the University of Michigan School of Nursing, Ann Arbor, MI.

Ehrhart, M. G., & Kath, L. M. (2017, May). *Organizational culture: Drivers, alignment, and impact on safety*. Invited presentation at the Edison Electric Institute 2017 Conference on Testing, San Diego, CA.

Ehrhart, M. G. (2016, December). *Organizational culture and climate: ARL Leadership Fellows*. Invited presentation at the Association of Research Libraries' Leadership Fellows webinar series.

## Professional Conferences

- Locklear, L. R., Kane, M. E., & Ehrhart, M. G. (2025, July). *The relational impacts of appreciation in leader-follower dyads*. Paper to be presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
- Kane, M. E., Locklear, L. R., & Ehrhart, M. G. (2025, July). *The dynamic impact of workplace gratitude on employee well-being*. Paper to be presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
- Kane, M. E., Chaviano, G., Locklear, L. R., & Ehrhart, M. G. (2025, May). *Trait gratitude in positive organizational scholarship: Evaluating and advancing current measures*. Paper presented at the 11th Biennial Positive Organizational Scholarship (POS) Research Conference, Ann Arbor, MI.
- Kane, M. E., Chaviano, G., Bizjak, E., Philio, M., Orellana, A., Locklear, L. R., & Ehrhart, M. G. (2025, May). *The importance of leader gratitude: How supervisors and subordinates perceive and value workplace gratitude*. [Flash Talk]. TLC Global Gratitude Summit, Virtual.
- Ehrhart, M. G. (2025, April). Panelist in A. Bessey & Z. Klinefelter (Co-Chairs), *From battlefield to boardroom: Leadership and climate lessons for reducing harmful behaviors* [Panel]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.
- Filippi, M. J., Roberts, L. E., Ehrhart, M. G., & Burke, C. S. (2025). *“Implementation teams” in implementation science: Connections to I-O psychology* [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.
- Kandah, A., & Ehrhart, M. G. (2025, April). Careerism, turnover intentions, and employees’ willingness to implement innovations. In R. A. Currie & J. Lee (Chair), *The black box of turnover: Outcomes of turnover intentions and job search behavior* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference. Denver, CO.
- Kandah, A., Ehrhart, M. G., Sklar, M., & Aarons, G. A. (2025). *The reciprocal relationship between change fatigue and job satisfaction* [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.
- Kane, M. E., Chaviano, G., Philio, M., Orellana, A., Sonnenberg, S., Locklear, L. R., & Ehrhart, M. G. (2025, April). *Lost in translation: Exploring perceived shortcomings of workplace gratitude*. Poster presented at the 40th Annual Meeting of the Society for Industrial and Organizational Psychology, Denver, CO.
- Kane, M. E., Zachman, J.C., Locklear, L. R., & Ehrhart, M. G. (2025, April). *Envy’s shadow: How envy weakens the impact of support on gratitude and helping*. Poster presented at the 40th Annual Meeting of the Society for Industrial and Organizational Psychology, Denver, CO.
- Schlotzhauer, A. E., Meerson, A., & Ehrhart, M. G. (2025, April). *Actions speak louder than words: How employees define success of constructive voice* [Conference Poster]. Poster presented at the 40th Annual Meeting of the Society for Industrial and Organizational Psychology, Denver, CO.
- Ironside, M. L., Sklar, M., Ehrhart, M. G., & Aarons, G. A. (2024, October). *When substance use treatment providers are offered access to a motivational interviewing fidelity monitoring tool, who chooses to engage?* Poster presented at the 2024 Addiction Health Services Research (AHSR) Conference, San Francisco, CA.

- Kenneally, R. G., Sklar, M., Crable, E. L., Ehrhart, M. G., & Aarons, G.A. (2024, October). *Using implementation strategies to strengthen organizational molar climate and facilitate evidence-based practice use*. Poster presented at the 2024 Addiction Health Services Research (AHSR) Conference, San Francisco, CA.
- Byeon, V., Aarons, G. A., Sklar, M., Ehrhart, M. G., & Lau, A. (2024, October). *Vertical alignment of EBP implementation climate between leaders and providers: testing a theorized mechanism for organizational implementation strategies*. Presentation at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO.
- Ironside, M. L., Sklar, M., Willging, C., Ehrhart, M. G., & Aarons, G. A. (2024, September). *Multilevel predictors of engagement with feedback-based learning tools for motivational interviewing skill development in behavioral healthcare settings*. Poster presented at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO.
- Kane, M. E., Gupta, A., Locklear, L. R., & Ehrhart, M. G. (2024, October). *Thankful at work, thankful at home: How workplace gratitude strengthens personal relationships via spillover and crossover*. Paper presented at the 2024 Meeting of the Southern Management Association, San Antonio, TX.
- Kandah, A., Ehrhart, M. G., & Aarons, G. A., & Sklar, M. (2024, September). *The moderating role of change fatigue on the relationship between implementation leadership and implementation attitudes*. Poster presented at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO.
- Locke, J., Corbin, C. M., Goosey, R., Collins, V. K., Ehrhart, M. G., Hatch, K., Espeland, C., & Lyon, A. R. (2024, September). Adapting the LOCI strategy to advance mental health services integration into medical care in Malawi. In *Multi-level implementation strategies used in school-based research [Symposium]*. Presentation at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO.
- Sklar, M., Pence, B., Kulisewa, K., Ehrhart, M. G., & Aarons, G. A. (2024, September). Not getting better but not getting worse: A cluster randomized controlled pilot trial of a leadership implementation strategy. In N. J. Williams (chair), *How the Leadership and Organizational Change for Implementation (LOCI) strategy inspires and collaborates with leaders for success: LOCI outcomes and adaptations across care contexts and continents [Symposium]*. Presentation at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO. **Note: Winner of the Outstanding Symposium Award at the 2024 SIRC conference.**
- Willging, C., Shattuck, D., Sklar, M., Crable, E., Ironside, M. L., Ehrhart, M. G., Aarons G. A. (2024, September). *Applying the Exploration, Preparation, Implementation, Sustainment model to assess adoption of an artificial intelligence platform for fidelity monitoring in behavioral healthcare*. Poster presented at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO.
- Williams, N. J., Ehrhart, M. G., Vega, N., Aarons, G. A., & Marcus, S. C. (2024, September). Effects of the Leadership and Organizational Change for Implementation strategy on digital measurement-based care implementation in youth mental health: Results from the WISDOM trial. In N. J. Williams (chair), *How the Leadership and Organizational Change for Implementation (LOCI) strategy inspires and collaborates with leaders for success: LOCI outcomes and adaptations across care contexts and continents [Symposium]*. Presentation at the 7th biennial Society for Implementation Research Collaboration (SIRC) conference, Denver, CO.

- Kane, M. E., Locklear, L. R., & Ehrhart, M. G. (2024, August). I (actually) can't thank you enough: How expectations for gratitude expressions impact relationships. In M.E. Kane & S. Sheridan (Co-Chairs), *Diving deep and expanding wide: Fresh perspectives on gratitude and appreciation at work*. [Symposium]. Paper presented at the 84th Annual Meeting of the Academy of Management, Chicago, IL.
- Filippi, M.J., Burke, C. S., & Ehrhart, M. G. (2024, July). A proposal of factors tied to the new team member's comprehension of the team's shared mental model. In *Team composition* [Symposium]. Paper presented at the 2024 INGroup Annual Meeting, Charlotte, NC.
- Kane, M. E., Locklear, L. R., & Ehrhart, M. G. (2024, April). *I (actually) can't thank you enough: How expectations for gratitude expressions impact relationships*. In M. E. Kane & S. Sheridan (Co-Chairs), *Diving deep and expanding wide: Fresh perspectives on gratitude and appreciation at work* [Symposium]. 84th Annual Meeting of the Academy of Management, Chicago.
- Hill, E. G., Ehrhart, M. G., Shoss, M. K., & Powell, A. (2024, April). Faking it 'til you're fired: Exploring the link between the imposter phenomenon and job insecurity on employee work outcomes. In E. J. Ready, T. Bardwell, & A. Bazzoli (Co-Chairs) *The bigger picture: Unsiloeing economic and financial stressors research* [Symposium]. Paper presented at the 39th Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kandah, A., Ehrhart, M. G., Sklar, M., & Aarons, G. A. (2024, April). *How change fatigue impacts the positive effect of implementation leadership* [Poster]. Poster presented at the 39th Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kane, M. E., Geisler, P., Philio, M., Patel, R., Locklear, L. R., & Ehrhart, M. G. (2024, April). *Don't thank me like that: When and why gratitude expressions violate our expectations*. Poster presented at the 39th Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Corbin, C. M., Lyon, A. L., Collins, V. K., Goosey, R., Ehrhart, M. G., & Locke, J. (2023, December). *Reducing teacher burnout through a strategic implementation support*. Paper presented at the Annual Conference on Advancing School Mental Health.
- Byeon, Y. V., Aarons, G. A., Sklar, M., Ehrhart, M. G., & Lau, A. S. (2023, December). *Clinic-level predictors of organizational vertical alignment among mid-level supervisors and front-line providers in substance use disorder treatment clinics*. Poster presented at the 16th Annual Conference on the Science of Dissemination and Implementation in Health, Arlington, VA.
- Kenneally, R., Kandah, A., Sklar, M., Ehrhart, M. G., & Aarons, G. A. (2023, December). *Role overload, burnout, and citizenship behavior to support implementation in behavioral healthcare providers working amidst the workforce shortage: A moderated mediation analysis*. Poster presented at the 16th Annual Conference on the Science of Dissemination and Implementation in Health, Arlington, VA.
- Williams, N. J., Esp, S., Vega, N., Wilson, A., Sklar, M., Carandang, K., Choy-Brown, M., Ehrhart, M. G., & Marcus, S. C. (2024, January). *Creating organizational climates to support implementation of evidence-based practices for vulnerable populations: Results from the WISDOM hybrid type III effectiveness-implementation trial*. Paper presented at the 28th Annual Conference of the Society for Social Work and Research, Washington, D.C.

- Locklear, L. R., Kane, M., & Ehrhart, M. G. (2023, October). *Top-down: The trickle-down effects of gratitude expressions in the workplace*. Paper presented at the 2023 Meeting of the Southern Management Association, St. Petersburg, FL. **Note: Winner of the Best Paper in the Organizational Behavior track and the Best Conference Paper awards.**
- Kane, M., Locklear, L. R., & Ehrhart, M. G. (2023, September). *The Goldilocks effect of gratitude expressions at work*. Flash talk presented at the TLC Global Gratitude Summit, Virtual.
- Locklear, L. R., Kane, M., & Ehrhart, M. G. (2023, September). *Thanks, I hate it: Antecedents of inauthentic gratitude expressions at work*. Flash talk presented at the TLC Global Gratitude Summit, Virtual.
- Kane, M. E., Gupta, A., Locklear, L. R., & Ehrhart, M. G. (2023, August). Trickle out: How gratitude spills over from work to home and crosses over to partners. In A. Gupta & M. E. Kane (Co-Chairs), *The blurred lines between work and home: Highlighting the importance of emotional spillover* [Symposium]. 83rd Annual Meeting of the Academy of Management, Boston.
- Kane, M. E., Locklear, L. R., & Ehrhart, M. G. (2023, August). Trickle down effects of manager gratitude expressions: An affective, behavioral, and cognitive approach. In M. E. Kane & L. R. Locklear (Co-Chairs), *Gratitude at multiple levels of the organization* [Symposium]. 83rd Annual Meeting of the Academy of Management, Boston. (Note: Designated as a showcase symposium)
- Williams, N. J., Marcus, S., Ehrhart, M. G., Vega, N., Carandang, K., Sklar, M., Esp, S., Brookman-Frazee, L., Gomes, A., Choy-Brown, M., & Aarons, G. A. (2023, June). *Effects of an organizational leadership and climate strategy on implementation and clinical outcomes of digital measurement-based care in youth mental health services: A hybrid type III effectiveness-implementation trial*. Oral presentation at the European Implementation Event 2023, Basel, Switzerland.
- Broksch, E. A., Steigerwald, N., Ehrhart, M. G. (2023, April). *Examining how the demanding nature of volunteering influences work-related outcomes* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Corbin, C. M., Hugh, M. L., Ehrhart, M. G., Locke, J., Davis, C., Brown, E. C., Cook, C. R., & Lyon, A. R. (2023, April). *Teacher perceptions of implementation climate related to feasibility of implementing Schoolwide Positive Behavior Interventions and Supports*. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.
- Hill, E. G. & Ehrhart, M. G. (2023, April). *Can feeling like an imposter be favorable? A qualitative study on cognitive appraisal* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Kandah, A., Schlotzhauer, A. E., & Ehrhart, M. G. (2023, April). *Gender as a moderator of the effect of supervisor support on citizenship behavior* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Kandah, A., Ehrhart, M. G., Aarons, G., & Sklar, M. (2023, April). *Buffering the negative impact of change fatigue on citizenship behavior* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Kane, M. E., Locklear, L. R., & Ehrhart, M. G. (2023, April). *Thanks, I hate it: Antecedents of inauthentic gratitude expressions at work* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.



- Kane, M. E., Locklear, L. R., & Ehrhart, M. G. (2023, April). Trickle down effects of manager gratitude expressions: An affective, behavioral, and cognitive approach. In M. E. Kane & L. R. Locklear (Co-Chairs), *Gratitude, appreciation, anger, oh my! Moral emotions in the workplace* [Symposium]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Kane, M. E., Pandey, P., Chaviano, G., Mazur, S., Locklear, L. R., & Ehrhart, M. G. (2023, April). *When and why gratitude expressions spillover from work to home* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Schlotzhauer, A. E., Ehrhart, M. G., & Jex, S. M. (2023, April). *Personality's effects on burnout via workplace support* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Schlotzhauer, A. E., Kandah, A., & Ehrhart, M. G. (2023, April). *Leaders' gender stereotype congruence and followers' organizational commitment* [Poster presentation]. 38th annual conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Collins, V., Corbin, C. M., Cook, C. R., Ehrhart, M. G., Locke, J., & Lyon, A. R. (2022, September). *Usability evaluation of a leadership-focused implementation strategy to support universal prevention programs in schools*. Poster presented at the Society for Implementation Research Collaboration (SIRC) Biennial Conference, San Diego, CA.
- Corbin, C. M., Zhang, Y., Cook, C. R., Lyon, A. R., & Ehrhart, M. G. (2022, September). *Examining the influence of the organizational implementation context in schools*. Oral presentation at the Society for Implementation Research Collaboration (SIRC) Biennial Conference, San Diego, CA.
- Ehrhart, M. G., Lengnick-Hall, R., Williams, N. J., Willging, C. E., Bunger, A. C., Beidas, R., & Aarons, G. A. (2022, September). *Recommendations for conducting rigorous multilevel implementation research with organizations*. Oral presentation at the Society for Implementation Research Collaboration (SIRC) Biennial Conference, San Diego, CA.
- Kandah, A., Ehrhart, M. G., Sklar, M., & Aarons, G. A. (2022, September). *Measuring implementation-focused organizational constructs: An update and extension*. Oral presentation at the Society for Implementation Research Collaboration (SIRC) Biennial Conference, San Diego, CA.
- Sklar, M., Ehrhart, M. G., Vega, N., & Williams, N. J. (2022, September). *Using the Leadership and Organizational Change for Implementation (LOCI) strategy to implement digital measurement-based care in youth behavioral health services: An intrinsic case study*. Oral presentation at the Society for Implementation Research Collaboration (SIRC) Biennial Conference, San Diego, CA.
- Ehrhart, M. G. (2022, August). Panelist in N. P. Podsakoff & M. Ganster (Co-Chairs), *Future of help at work*. Panel discussion at the 82nd Annual Meeting of the Academy of Management, Seattle, WA.
- Locklear, L. R., Kane, M. E., & Ehrhart, M. G. (2022, August). The ripple effect of gratitude: A trickle-down model of gratitude expressions in organizations. In L. Y. Belkin & D. T. Kong (Co-Chairs), *Toward a better workplace: Virtuous emotions, virtuous actions, and tensions in social relationships*. Symposium conducted at the 82nd Annual Meeting of the Academy of Management, Seattle, WA.
- Broksch, E. A., Ehrhart, M. G., Young, I., & LeBron, E. (2022, April). *Influence of continuance: Applying continuance commitment to moral licensing theory*. Poster presented at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.

- Broksch, E. A., Aranda, N., Valentin, A., Rahmankhan, O., & Ehrhart, M. G. (2022, April). *Gratitude and indebtedness in the workplace: The predictors of reciprocity*. Poster presented at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Broksch, E. A., Gonzalez, M., Oney, S., Gonzalez, S., Rodermond, A., Zenon, I., & Ehrhart, M. G. (2022, April). *Paying it forward: For the greater good*. Poster presented at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Cui, C., Baz, G., Ehrhart, M. G., Gates, M., Kath, L. M., & Stichler, J. F. (2022, April). *Predicting burnout from supervisor-subordinate agreement about resources*. Poster presented at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Currie, R. A., Doshi, D., & Ehrhart, M. G. (2022, April). Supportive and nosy coworkers: Linking perceptions of coworker support and nosiness to employee knowledge sharing and knowledge hiding behaviors. In R. A. Currie & M. G. Ehrhart (Co-Chairs), *Transferring knowledge in the workplace: Why employees choose to hide knowledge*. Symposium conducted at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Currie, R. A. & Ehrhart, M. G. (Co-Chairs) (2022, April). *Transferring knowledge in the workplace: Why employees choose to share knowledge*. Symposium conducted at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Schlotzhauer, A. E., & Ehrhart, M. G. (2022, April). *The inherent femininity of perceived supervisor support and its implications*. Poster presented at the 37th annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Crable, E. L., Kandah, A., Samuels, H., Sklar, M., Ehrhart, M. G., Aalsma, M., Johnson-Kwochka, A., Willging, C., & Aarons, G. A. (2021, December). *Inner and outer context determinants driving Motivational Enhancement and Cognitive Behavioral Therapy implementation across state contracted provider organizations*. Poster presented at the 14th Annual Conference on the Science of Dissemination and Implementation in Health, Virtual Conference.
- Crable, E. L., Samuels, H., Kandah, A., Sklar, M., Ehrhart, M. G., Aalsma, M., Johnson-Kwochka, A., Willging, C., & Aarons, G. A. (2021, December). *Impact of inner- and interorganizational (mis)alignment on systems wide effort to implement evidence-based interventions for substance use treatment*. Poster presented at the 14th Annual Conference on the Science of Dissemination and Implementation in Health, Virtual Conference.
- Schlotzhauer, A. E., Horan, K. A., Hill, E. G., Dye, K., Shoss, M. K., & Ehrhart, M. G. (2021, November). *Like fine wine: Age, stress, and resilience during the COVID-19 pandemic*. Poster presented at the 14th international Work, Stress, and Health conference, Virtual Conference.
- Locklear, L. R., Sandvik, A. M., Ehrhart, M. G., Whiting, S. W., & Morrison, H. (2021, August). The emergence and impact of gratitude norms in work groups: Examining member attributes and behavior. In L. R. Locklear (Chair), *Appreciating the relational nature of gratitude in the workplace*. Academy of Management, Virtual Conference.
- Currie, R. A., Lee, J., & Ehrhart, M. G. (2021, April). *Helping hands: When psychological collectivism predicts citizenship behavior in teams*. Poster presented at the 36th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

- DiStaso, M., & Ehrhart, M. G. (2021, April). *Stress outcomes of workplace helping: An application of hindrance appraisals*. Poster presented at the 36th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- DiStaso, M., Nakahara, W., Lassu, R. A., Ehrhart, M. G., & Whiting, S. W. (2021, April). *The role of task interdependence in helping reciprocation*. Poster presented at the 36th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Hu, J., Gifford, W., Ruan, H., Harrison, D., Li, Q., Ehrhart, M. G., Harrison, M., Barrowman, N., & Aarons, G. A. (2020, December). *Validating the Implementation Leadership Scale in Chinese nursing context*. Poster presented at the 10th Hong Kong International Nursing Forum cum 3rd Sigma Asia Region Conference.
- Williams, N. J., Esp, S., Aarons, G. A., Ehrhart, M. G., Ramirez, N., Sklar, M., Carandang, K., Brookman-Frazee, L., & Marcus, S. (2020, December). *Characterizing and explaining interorganizational variance in therapists' attitudes toward and use of measurement-based care*. Poster presented at the 13th Annual Conference on the Science of Dissemination and Implementation in Health.
- Maxwell, C. A., Ehrhart, M. G., Williams, N. J., Moore, T. M., Kendall, P. C., & Beidas, R. S. (2020, November). *The financial climate in publicly-funded mental health clinics: Development and psychometric evaluation of the Agency Financial Status Scales*. Poster (to be) presented at the 54th annual meeting of the Association for Behavioral and Cognitive Therapies, Philadelphia, PA.
- Locklear, L. R., Ehrhart, M. G., & Whiting, S. W. (2020, August). Light versus dark: A team trait approach to helping and performance in teams. In L. Locklear (Chair), *Help offers, receipt, and provisions at work: Individual and team perspectives*. Symposium conducted at the 80th Annual Meeting of the Academy of Management, Virtual Conference.
- Locklear, L. R., Whiting, S. W. & Ehrhart, M. G. (2020, August). Returning the favor: Examining reciprocation of help received. In A. M. Zabinski, K. Byron, & D. Bergeron (Chairs), *New directions in understanding the dynamics of helping at work*. Symposium conducted at the 80th Annual Meeting of the Academy of Management, Virtual Conference.
- Broksch, E. A., Locklear, L. R., Ehrhart, M. G., & Whiting, S. W. (2020, June). *A new hope: The light side of helping prevails*. Poster presented at the 35th annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.
- Currie, R. A., Baz, G., Naranjo, A., Vermilion, B., Stichler, J. F., Kath, L. M., & Ehrhart, M. G. (2020, June). *Job demands and burnout: The buffering role of relative leader-member exchange*. Poster presented at the 35th annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.
- Ehrhart, M. G. (2020, June). *Wiley Award for Excellence in Survey Research*. Presentation at the 35th annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.
- Nakahara, W., DiStaso, M., Lassu, R., Ehrhart, M. G., & Whiting, S. W. (2020, June). *Helping type, hostile attribution bias, and state self-esteem at the daily level*. Poster presented at the 35th annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.
- Lyon, A. R., Cook, C. R., Davis, C., Brown, E., Picozzi, E., Locke, J., Frederick, L., & Ehrhart, M. G. (2019, December). *Comparison of generic vs. intervention-specific referents when measuring the inner*

- organizational context*. Paper presented at the 12th Annual Conference on the Science of Dissemination and Implementation, Arlington, VA.
- Reeder, K., Sklar, M., Moullin, J. C., Green, A. E., Ehrhart, M. G., & Aarons, G. A. (2019, December). *Leading to sustain: A path analysis of leadership and sustainment after implementation*. Poster presented at the 12th Annual Conference on the Science of Dissemination and Implementation, Arlington, VA.
- Aarons, G. A., Ehrhart, M. G., Sklar, M., Carandang, K., Phillips, J., Reeder, K., & Seijo, C. (2019, October). Dealing with chaos in organizational implementation research. In M. McGovern (moderator), *Advances in selecting and measuring implementation strategies in addiction health services research*. Breakout session conducted at the Addiction Health Services Research (AHSR) Conference, Park City, UT.
- Maxwell, C. A., Ehrhart, M. G., Williams, N. J., & Beidas, R. S. (2019, September). *Initial evaluation of the Agency Financial Status Scale: A measure of perceived financial status and financial climate in publicly-funded community mental health agencies*. Poster presented at the 5th biennial meeting of the Society for Implementation Research Collaboration, Seattle, WA.
- Powell, B. J., Mettert, K. D., Dorsey, C. N., Ehrhart, M. G., Aarons, G. A., & Weiner, B. J. (2019, September). Measuring organizational culture and climate: A systematic review. In B. Powell (Chair), *Psychometric and pragmatic properties of inner and outer context measures in implementation science*. Breakout session conducted at the 5th biennial meeting of the Society for Implementation Research Collaboration, Seattle, WA.
- Seijo, C., Reeder, K., Carandang, K., Sklar, M., Ehrhart, M. G., Willging, C. E., & Aarons, G. A. (2019, September). Setting the foundation for successful engagement with implementation strategies: Multilevel perspectives from substance use treatment agencies. In G. Cruden (Chair), *Designated implementation drivers in action to achieve programmatic goals*. Breakout session conducted at the 5th biennial meeting of the Society for Implementation Research Collaboration, Seattle, WA.
- Locklear, L. R., Ehrhart, M. G., & Whiting, S. W. (2019, August). Antecedents of gratitude expressions in the workplace. In L. R. Locklear & S. Sheridan (Chairs), *Gratitude in the workplace: Fostering inclusive organizations*. Symposium conducted at the 79th annual conference of the Academy of Management, Boston, MA.
- Currie, R. A., Naik, P., Madrio, P. A., & Ehrhart, M. G. (2019, May). *Group openness to experience as a predictor of shared leadership*. Poster presented at the 31st annual convention of the Association for Psychological Science, Washington, D.C.
- Ampo, C., Kath, L. M., Stichler, J. F., Ehrhart, M. G., & Gates, M. (2019, April). *Using relative weights analysis to determine the most important stressors for nurse managers*. Poster presented at the 99th Annual convention Western Psychological Association Conference, Pasadena, CA.
- Broksch, E. A., Nakahara, W. H., Ehrhart, M. G., Kath, L. M., Stichler, J. F., & Gates, M. (2019, April). *Stressors, stress appraisals, and strains: The buffering role of resilience*. Poster presented at the 34th annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Currie, R. A., Farah, L., Wieselthier, H. J., & Ehrhart, M. G. (2019, April). *Negative outcomes of a competitive workplace: The role of envy*. Poster presented at the 34th annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

- Nakahara, W. H., DiStaso, M., Ehrhart, M. G., Kath L. M., Gates, M., & Stichler, J. F. (2019, April). *Stress management climate as a buffer of stressor-strain relationships*. Poster presented at the 34th annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Torres, E. M., Ehrhart, M. G., McKnight, A., Kath, L. M., & Aarons, G. A. (2019, April). *Cross-validation of three implementation context measures in nursing*. Poster presented at the 34th annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Devlin, N., & Ehrhart, M. G. (2018, April). *Gender role stereotyping in organizations: The perceptions of followers*. Poster presented at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ehrhart, M. G. (2018, April). Panelist in S. J. Weaver (Chair), *I-O for the greater good: Funding your science with the National Cancer Institute*. Panel discussion at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Hwang, J., & Ehrhart, M. G. (2018, April). *Asian American leadership: Does leadership style matter?* Poster presented at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Johnson, R. A., & Ehrhart, M. G. (2018, April). *Ambivalent supervision: Negative outcomes and cross-domain buffers*. Poster presented at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Young, A., & Ehrhart, M. G. (2018, April). *Leader personality, leader coproduction of leadership beliefs, and outcomes*. Poster presented at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ehrhart, K. H., Ehrhart, M. G., Chung, B. G., Wright, L., & Martinez, S. (2017, August). Customer orientation as a moderator of emotional labor-outcome relationships. In V. L. Kidwell (Chair), *Emotion, interaction, and customers*. Paper session conducted at the 77th annual conference of the Academy of Management, Atlanta, GA.
- Abbott, D. R., Young, A. M., L'Heureux, R., & Ehrhart, M. G. (2017, April). *The implications of being labeled a follower on affect and self-esteem*. Poster presented at the 32nd annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ehrhart, M. G., Williams, N. J., Aarons, G. A., Marcus, S., & Beidas, R. S. (2017, April). Cross-level molar and strategic climate predicting innovation implementation. In A. M. Brawley, E. A., Burnett, & C. L. S. Pury (Chairs), *Multiple climates: Studying the gaps in-between*. Symposium conducted at the 32nd annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Hwang, J., Martinez, S. Y., Topete, R. A., Oleman, W. C., & Ehrhart, M. G. (2017, April). *Gender, gender identity salience, and helping outcomes*. Poster presented at the 32nd annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Beidas, R. S., Williams, N. J., Aarons, G. A., Ehrhart, M. G., & Marcus, S. C. (2016, December). *Testing a theoretical model of the effect of organizational climate on implementation outcomes*. Presentation accepted at the 9th Annual Conference on the Science of Dissemination and Implementation, Washington, DC.

- Conover, K.L., Ehrhart, M.G., Torres, E.M., & Aarons, G.A. (October, 2016). *Leader-member exchange and demoralizing organizational climate effects on clinician turnover intentions*. Poster presented at the Association of Behavioral and Cognitive Therapies 50th annual convention, Dissemination and Implementation Science Special Interest Group Preconference, New York, NY.
- Aarons, G. A., & Ehrhart, M. G. (2016, August). Testing the Leadership & Organizational Change for Implementation (LOCI) intervention in healthcare. In G. A. Aarons (Chair), *Leadership for evidence-based practice implementation in 3 countries and 3 healthcare settings*. Symposium conducted at the 76th annual conference of the Academy of Management, Anaheim, CA.
- Aarons, G. A., Ehrhart, M. G., & Torres, E. M. (2016, August). Organizational support moderates the effect of leadership on organizational citizenship behavior. In E. Guerrero (Chair), *Leadership and implementation of evidence-based practices in health care organizations*. Symposium conducted at the 76th annual conference of the Academy of Management, Anaheim, CA.
- Ehrhart, M. G., Raver, J. L., Lim, B. C., Brykman, K. M., & Koh, C. (2016, August). Culture, cultural integrity, and service climate: predicting patient satisfaction in nursing units. In C. A. Hartnell (Chair), *Connecting culture and context: insights from organizational culture theory and research*. Symposium conducted at the 76th annual conference of the Academy of Management, Anaheim, CA.
- Ehrhart, M. G., Aarons, G. A., Torres, E. M., Finn, N. K., & Roesch, S. C. (2016, April). *Implementation in child welfare: Leadership, climate, attitudes, and citizenship behavior*. Poster presented at the 31st annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Martinez, S. Y., Reynolds, M. B., Topete, R. A., Ehrhart, M. G., Kath, L. M., & Stichler, J. F. (2016, April). *Perceptions of employee stress: The impact of supervisor-subordinate discrepancies on perceived supervisor support*. Poster presented at the 31st annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Torres, E. M., & Ehrhart, M. G. (2016, April). *Follower preferences for transformational leadership: Roles of personality and beliefs*. Poster presented at the 31st annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Wright, L., Ehrhart, M. G., & Aarons, G. A. (2016, January). *Transformational leadership consensus moderates the impact of mean level leadership on innovation climate in human service organizations*. Paper presented at the 20<sup>th</sup> annual Society for Social Work and Research conference, Washington, DC.
- Aarons, G. A., Ehrhart, M. G., & Torres, E. M. (2015, December). *Linking team level leadership and climate to individual level attitudes, behaviors, and implementation outcomes*. Paper presented at the 8th Annual NIH Conference on the Science of Dissemination and Implementation, Washington, DC.
- Willging, C. E., Gunderson, L., Green, A. E., Ehrhart, M. G., & Aarons, G. (2015, December). *Upper-level management perspectives on implementing and sustaining evidence-based interventions in child welfare*. Poster presented at the 8th Annual NIH Conference on the Science of Dissemination and Implementation, Washington, DC.
- Aarons, G. A., Ehrhart, M. G., & Torres, E. M. (2015, October). *The role of leadership in organizational citizenship behaviors: The moderating role of organizational support for EBP*. Paper presented at the 2015 Addiction Health Services Research Conference, Marina Del Rey, CA.

- Aarons, G. A., Torres, E. M., & Ehrhart, M. G. (2015, October). *Validation of implementation climate, leadership, and citizenship measures in substance use disorder treatment organizations*. Paper presented at the 2015 Addiction Health Services Research Conference, Marina Del Rey, CA.
- Finn, N. K., Torres, E. M., Ehrhart, M. G., & Aarons, G. A. (2015, September). *Cross-validation of the Implementation Leadership Scale factor structure in child welfare service organizations*. Poster presented at the 3<sup>rd</sup> Biennial Society for Implementation Research Collaboration, Seattle, WA.
- Aarons, G. A., Green, A. E., Ehrhart, M. G., Trott, E. M., Torres, E. M., & Willging, C. E. (2015, September). *Mixed method examination of strategic leadership for evidence-based practice sustainment*. Paper presented at the 3<sup>rd</sup> Biennial Society for Implementation Research Collaboration, Seattle, WA.
- Aarons, G. A., Green, A., Willging, C., Ehrhart, M. G., & Finn, N. (2015, August). Policy, procurement, and contracting processes in sustainment of an evidence-based intervention. In G. A. Aarons (Chair), *Policy, organizational, and provider factors in sustainment of evidence-based allied health care*. Symposium conducted at the 75th annual conference of the Academy of Management, Vancouver, BC.
- Raver, J. L., Ehrhart, M. G., & Lim, B. C. (2015, April). Incivility norms and the pursuit of empowerment and cultural alignment. In M. G. Gonzalez-Morales (Chair), *Context matters: New perspectives in the study of incivility*. Symposium conducted at the 30th annual conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Finn, N. (2014, December). *Implementation leadership: Confirmatory factor analysis and supervisor-clinician discrepancy in ratings on the Implementation Leadership Scale (ILS)*. Paper presented at the 7th Annual NIH Conference on the Science of Dissemination and Implementation, Bethesda, MD.
- Ehrhart, M. G. (2014, August). Panelist in C. A. Hartnell (Chair), *Clarifying organizational culture: Conceptual clarifications, extensions, and research directions*. Panel discussion at the 74th annual conference of the Academy of Management, Philadelphia, PA.
- Ehrhart, M. G. (2014, May). Panelist in G. A. Aarons (Chair), *New opportunities in implementation science and practice for I/O psychologists*. Panel discussion at the 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Farahnak, L. R., Ehrhart, M. G., & Aarons, G. A. (2014, May). *The influence of transformational leadership and attitudes on implementation success*. Poster presented at the 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Raver, J. L., Ehrhart, M. G., & Lim, B. C. (2013, August). *Difficult team members: Implications for trust, conflict, effectiveness, and leadership*. Paper presented at the 73rd annual conference of the Academy of Management, Lake Buena Vista, FL.
- Kath, L. M., Ehrhart, M. G., & Stichler, J. F. (2013, May). Dr. Jekyll and Mr. Hyde: Effects of ambivalent supervisors who are both supportive and unsupportive. In L-Q. Yang & R. R. Wright (Chairs), *Let all social partners in the social support process count: New perspectives on classical theory*. Symposium conducted at the 10th international Work, Stress, and Health conference, Los Angeles, CA.

- Ali, A., Ryan, A. M., Ehrhart, M. G., & Wessel, J. (2013, April). *Buffering the negative effects of discrimination on job seekers*. Poster presented at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Ehrhart, M. G., Raver, J. L., & Lim, B. C. (2013, April). To whom do team members go for help? A multilevel investigation of sources of advice in teams. In T. Nielsen (Chair), *OCB: Exploring new directions in multilevel, international contexts*. Symposium conducted at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Kath, L. M., Fierro, A. M., Ehrhart, M. G., Gates, M., & Stichler, J. F. (2013, April). Relative importance of social support as predictors of work–family conflict. In M. T. Ford (Chair), *Interactions among support, work, and family: Who, when, and where?* Symposium conducted at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Soltani, B., Ali, A., Ehrhart, M. G., Schultze, T., & Ensey, C. (2013, April). *OCB and gender: A policy capturing approach*. Poster presented at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Aarons, G. A., Ehrhart, M. G., & Dlugosz, L. R. (2012, April). Maximizing a strategic climate for the implementation of evidence-based practice. In M. G. Ehrhart (Chair), *Focused organizational climates: New directions and new possibilities*. Symposium conducted at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Dlugosz, L. R., Ehrhart, M. G., & Aarons, G. A. (2012, April). *The effects of change on innovation climate level and strength*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Drobka, S., Ehrhart, M. G., Ehrhart, K. H., Ali, A., & Waller, K. (2012, April). *A longitudinal study of proactivity during socialization*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ehrhart, M. G., Ehrhart, K. H., Ali, A., Roesch, S., & Palmer, L. E. (2012, April). *A MIMIC model of acculturation and the IPIP FFM measure*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ehrhart, M. G., Schneider, B., & Macey, W. H. (2012, April). Organizational climate, organizational culture, and competitive advantage. In L. Petitta (Chair), *Understanding the culture and climate underpinnings of organizational effectiveness*. Symposium conducted at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Aarons, G. A., Ehrhart, M. G., & Dlugosz, L. (2012, March). *Implementation climate and leadership for evidence-based practice implementation: Development of two new scales*. Paper presented at the 5th Annual NIH Conference on the Science of Dissemination and Implementation: Research at the Crossroads, Rockville, MD.
- Ali, A., Drobka, S. K., Mansell, D., & Ehrhart, M. G. (2011, April). *The interactive effects of social exchange and perceived fit on organizational socialization*. Poster presented at the 91st annual convention of the Western Psychological Association, Los Angeles, CA.
- Ousley, S., Bressler, L., & Ehrhart, M. G. (2011, April). *Gender-based stereotypes for organizational citizenship behavior*. Poster presented at the 91st annual convention of the Western Psychological Association, Los Angeles, CA.



- Ali, A., Ehrhart, M. G., Palmer, L. E., Drobka, S. K., Ehrhart, K. H., & Kath, L. M. (2011, April). *Predictors of new employee socialization to organizations*. Poster presented at the 26th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Stichler, J. F., Kath, L. M., & Ehrhart, M. G. (2011, April). *Predictors of nurse manager workplace stress*. Paper presented at the 44th annual Western Institute of Nursing (WIN) Communicating Nursing Research Conference, Las Vegas, NV.
- Dlugosz, L. R., Aarons, G. A., & Ehrhart, M. G. (2010, August). *Transformational leadership: Leader-member exchange and climate affects organizational citizenship*. Paper presented at the 118th annual convention of the American Psychological Association, San Diego, CA.
- Schultze, T., Ehrhart, M. G., Kath, L. M., & Stichler, J. F. (2010, April). *LMX as a buffer of role stress in nurse managers*. Poster presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Shore, L. M., Ehrhart, M. G., & Coyle-Shapiro, J. (2010, April). POS in teams: Support for all or support for one? In M. G. Gonzalez-Morales & R. Eisenberger (Chairs), *Multilevel perspectives on perceived organizational support*. Symposium presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Vong, S., Ehrhart, M. G., Ehrhart, K. H., & Devos, T. (2010, April). *Gender and organizational citizenship behavior: An implicit association approach*. Poster presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kath, L. M., Ehrhart, M. G., Stichler, J. F., & Sievers, A. J. (2009, November). *Workplace stress experiences of nurse leaders: A dominance analysis of stressors predicting perceptions of stress*. Paper presented at the Work, Stress, and Health 2009: Global Concerns and Approaches conference, San Juan, Puerto Rico.
- Stichler, J. F., Kath, L. M., & Ehrhart, M. G. (2009, September). *Practice environment predictors of nurse management stress*. Paper presented at the 2009 American Nurses Credentialing Center (ANCC) Research Symposium, Louisville, KY.
- Raver, J. L., Ehrhart, M. G., & Chadwick, I. C. (2009, August). The emergence of team helping norms: Foundations within members' attributes and behavior. In E. Stiehl (Chair), *Helping, reciprocity and mutual obligation*. Symposium conducted at the 69th annual conference of the Academy of Management, Chicago, IL.
- Stichler, J. F., Kath, L. M., & Ehrhart, M. G. (2009, June). *Understanding workplace stress experienced by nurse managers in AWHONN*. Paper presented at the annual meeting of the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN), San Diego, CA.
- Stichler, J. F., Kath, L. M., & Ehrhart, M. G. (2009, April). *Understanding workplace stress among nurse managers*. Paper presented at the 42nd annual Western Institute of Nursing (WIN) Communicating Nursing Research Conference, Salt Lake City, UT.
- Ehrhart, M. G., Shore, L. M., & Bommer, W. H. (2009, April). Reciprocity and helping exchange in teams. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Some new developments in the study of organizational citizenship behavior*. Symposium conducted at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

- Naumann, S. E., & Ehrhart, M. G. (2009, April). Moderators of the relationship between helping norms and individual helping. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Some new developments in the study of organizational citizenship behavior*. Symposium conducted at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Peyton, T., Ehrhart, M. G., & Ehrhart, K. H. (2009, April). "My displeasure to serve you today": *Antecedents of emotional deviance*. Poster presented at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Peyton, T., Ehrhart, M. G., Boulanger, C., Sawitzky, A., & Rettenmaier, P. (2008, August). Ethnic composition and perceived discrimination: Predicting diversity climate perceptions & outcomes. In B. J. DeMarr (Chair), *Perceiving diversity in organizations: The effects of perceived discrimination, inclusiveness and psychological contract violation*. Symposium conducted at the 68th annual conference of the Academy of Management, Anaheim, CA.
- Sawitzky, A., Conte, J., & Ehrhart, M. G. (2008, August). Role stressors as mediators of relationships between polychronicity and health. In A. A. Stachowski & S. A. Kaplan (Chairs), *Only time will tell: Time's role in organizational processes and outcomes*. Symposium conducted at the 68th annual conference of the Academy of Management, Anaheim, CA.
- Vong, S., Jackson, A., & Ehrhart, M. G. (2008, August). An empirical investigation of sex-role stereotypes and charismatic leadership. In R. Hawarden (Chair), *Exploring gendered perceptions: Reflexivity, roles and stereotypes*. Symposium conducted at the 68th annual conference of the Academy of Management, Anaheim, CA.
- Ehrhart, M. G., Peyton, L. T., Boulanger, C., & Sawitzky, A. (2008, April). *More helping = More stress? It depends on who you are*. Poster presented at the 23rd annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Naumann, S. E., Ehrhart, M. G., & Miles, J. A. (2007, October). *Helping norms in work groups: A field study*. Poster presented at the 15th annual conference of the Institute of Behavioral and Applied Management, Reno, NV.
- Isaacs, H., & Ehrhart, M. G. (2006, August). Predicting emotional regulation strategies: The influence of customer interaction. In A. A. Grandey & M. Groth (Chairs), *Emotion regulation and emotion perception in work interactions*. Symposium conducted at the 66th annual conference of the Academy of Management, Atlanta, GA.
- Raver, J. L., & Ehrhart, M. G. (2006, August). Interpersonally fair teams: Linking justice climate, affective tone, and team citizenship behaviors. In C. Wu (Chair), *Justice in group and organizational contexts*. Symposium conducted at the 66th annual conference of the Academy of Management, Atlanta, GA.
- Chung-Herrera, B. G., Ehrhart, K. H., Ehrhart, M. G., Solamon, J., & Kilian, B. (2006, May). *Do test preparation and strategies reduce the Black-White performance gap?* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Ehrhart, K. H., Roesch, S., Ehrhart, M. G., & Kilian, B. (2006, May). *Testing gender and ethnic factor structure equivalence of the IPIP*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

- Mohammed, C. J., Ehrhart, M. G., & Czerwinski, M. (2006, May). *Manager-subordinate racial similarity and work outcomes: Examining possible moderators*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Czerwinski, M. C., Schultze, T., & Ehrhart, M. G. (2006, April). *Antecedents and outcomes of leadership preferences: A field study*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Isaacs, H., Chandler, C., & Ehrhart, M. G. (2006, April). *Individual and organizational predictors of emotion regulation strategies*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Westfall, K. J., Stevens, C. M., & Ehrhart, M. G. (2006, April). *Gender and organizational citizenship behavior: Organizational expectations and role definitions*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Chung-Herrera, B. G., Ehrhart, M. G., Ehrhart, K. H., Hattrup, K., & Solamon, J. (2005, August). A new vision of stereotype threat: Testing its effects in a field setting. In M. E. Graham (Chair), *Affirmative action and stereotype threat: Truths, lies, and consequences*. Symposium conducted at the 65th annual conference of the Academy of Management, Honolulu, HI.
- Ehrhart, M. G., Godfrey, E., & Morales, S. (2005, April). *Schemas for organizational citizenship behavior in gender-stereotyped jobs*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. (2005, April). *OCB and service climate: Examining multilevel antecedents of customer satisfaction*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Raver, J. L., & Ehrhart, M. G. (2005, April). *Antecedents of team citizenship behaviors: Leader behaviors and affective tone*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Sears, K. J., & Ehrhart, M. G. (2005, April). *An integrated safety model: Understanding the impact of leadership*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. (2004, August). When does a service climate lead to satisfied customers? An examination of potential moderators. In J. S. MacCormick & S. K. Parker (Chairs), *What matters for work unit and organizational effectiveness? Advances in linkage research*. Symposium conducted at the 64th annual conference of the Academy of Management, New Orleans, LA.
- Ehrhart, M. G., & Bargagliotti, H. (2004, April). *Predicting follower reactions to leaders: Self-concept, ILT, and situational characteristics*. Poster presented at the 19th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ehrhart, M. G., & Godfrey, E. (2003, April). *The role of schemas in gender and OCB research*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- Ehrhart, M. G., Mayer, D. M., & Schneider, B. (2003, April). Leadership, justice climate, and OCB: A climate strength approach. In F. Sala (Chair), *Antecedents and consequences of climate and culture strength*. Symposium conducted at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ehrhart, M. G., Thomas, J. L., & Bliese, P. D. (2003, April). *The incremental impact of unit-level OCB on unit effectiveness*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ehrhart, M. G. (2002, April). Servant-leadership and justice climate as antecedents of unit-level organizational citizenship behavior. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.
- Mayer, D., Schneider, B., Saltz, J. L., Ehrhart, M. G., & Salvaggio, A. N. (2002, April). Service and sales: The role of customer satisfaction. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.
- Saltz, J. L., Schneider, B., Ehrhart, M. G., & Mayer, D. M. (2002, April). Leader personality and leader behavior: Necessary ingredients for service. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.
- Ehrhart, K. M., Ehrhart, M. G., & Schneider, B. (2001, April). There's more to life than service climate: Service climate in context. In R. De Shon (Chair), *The impact of workplace climate on organizational outcomes: A tale of two levels*. Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ehrhart, M. G., & Ployhart, R. E. (2001, April). Methodological issues involving the test-retest reliability of noncognitive measures. In F. L. Oswald (Chair), *If I could put time in a model: Understanding constructs longitudinally*. Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ployhart, R. E., & Ehrhart, M. G. (2001, April). Effects of response instructions on the criterion-related validity, construct validity, and reliability of situational judgment tests. In M. A. Campion (Chair), *Situational judgment tests: What constructs are we measuring?* Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ehrhart, M. G., Holcombe, K. M., Hayes, S. C., & Schneider, B. (2000, August). Service climate, service culture, and service-related outcomes. In J. U. Dietz & S. D. Pugh (Chairs), *A new time in service research: Moving beyond main effects and isolated theoretical perspectives*. Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.
- Smith-Major, V. L., Klein, K. J., & Ehrhart, M. G. (2000, August). Work time, work interference with family, and employee well-being. In J. G. Rosse (Chair), *Stress and health*. Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.
- Ployhart, R. E., & Ehrhart, M. G. (2000, April). *Modeling the practical effects of applicant reactions*. Poster presented at the 15th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

- Ehrhart, M. G., & Klein, K. J. (1999, October). *Follower characteristics and preference for charismatic leadership*. Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.
- Holcombe, K. M., Ehrhart, M. G., & Schneider, B. (1999, October). *The identification and development of leadership potential in adolescence*. Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.
- Ehrhart, M. G., Holcombe, K. M., & Schneider, B. (1999, May). *Leadership in adolescence: Comparing peer and teacher perspectives*. Poster presented at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Grojean, M., Smith, D. B., Dickson, M. W., & Ehrhart, M. G. (1999, May). Values, personality, ethical climate, and leadership: How do they fit into the Army of the 21st century? In Dickson, M. W. (Chair), *Walking the talk: Leaders, followers, and the values between them*. Symposium conducted at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Holcombe, K. M., Ehrhart, M. G., & Schneider, B. (1998, April). Growing leaders: The adolescent years. In D. Campbell (Chair), *Seasons of a leader's life*. Symposium conducted at the 13th annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

## **RESEARCH FUNDING**

- Institute of Educational Sciences (IES) (September 2024 – August 2028). Role: Co-Investigator and Site PI (PI: Jill Locke, University of Washington). Project title: “Testing the Efficacy of the Helping Educational Leaders Mobilize Evidence (HELM) Implementation Strategy” (R305A240030).
- National Institute of Mental Health (NIMH) R01 (June 2023 – March 2028). Role: Co-Investigator and Site PI (PI: Brian Pence, UNC-Chapel Hill). Project title: “Aligning Facility Leadership and Climate to Advance Mental Health Services Integration in Malawi” (R01MH133028).
- National Institute of Mental Health (NIMH) P50 (April 2022 – March 2027). Role: Co-Investigator (Subaward PI: Shawn Burke; Overall PIs: Lauren Brookman-Frazee and Gregory Aarons, UCSD). Project title: “Center for Team Effectiveness to Accelerate EBP Implementation in Children’s Mental Health Services” (P50MH126231).
- Veterans Administration Palo Alto Health Care System (September 2021 – September 2025). Role: PI. Project title: VA Leadership Hub-Leadership and Organizational Change Learning Network Hub Site.
- Institute of Educational Sciences (IES) (September 2020 – August 2023). Role: Co-Investigator and Site PI (PI: Aaron Lyon). Project title: “Helping Educational Leadership Mobilize Evidence (HELM): An Organizational Intervention to Promote Strategic Implementation in Schools” (R305A180210).
- National Institute on Drug Abuse (NIDA) R01 (July 2020 – June 2026). Role: Co-Investigator and Site PI (PI: Gregory Aarons). Project title: “Statewide System and Organizational Strategy for Evidence-Based Practice Implementation and Sustainment in Adolescent Substance Use Disorder Treatment” (R01DA049891).
- National Institute of Mental Health (NIH) R01 (June 2019 – May 2023). Role: Co-Investigator and site PI (PI: Nathaniel Williams). Project title: “Randomized Trial of an Organizational Leadership and Climate Strategy to Improve MBC Implementation in Community Mental Health” (R01MH119127).

Institute of Educational Sciences (IES) Education Research Grants. program (July 2016 – June 2019). Role: Co-Investigator and site PI (PIs: Aaron Lyon & Clayton Cook). Project title: “Measure Adaptation to Address the Science-to-Practice Gap in Education: Development of the Organizational Assessment for Strategic Implementation in Schools (OASIS)” (R305A160114).

National Institute on Drug Abuse (NIDA) R01 Dissemination and Implementation Research in Healthcare grant program (September 2015 – May 2020). Role: Co-Investigator and site PI (PI: Gregory Aarons). Project title: “Testing the Leadership and Organizational Change for Implementation (LOCI) Intervention in Substance Abuse Treatment Programs” (R01DA038466).

National Institutes of Health (NIH) R21 (June 2013 – May 2015). Role: Principal Investigator. Project title: “Development and Validation of Implementation Climate Measures” (R21MH098124).

National Institutes of Health (NIH) R01 Dissemination and Implementation Research in Healthcare grant program (May 2012 – April 2017). Role: Co-Investigator and site PI (PI: Gregory Aarons). Project title: “Mixed-Methods Study of EBP Sustainment in a Statewide Service System” (R01MH072961).

National Institute of Mental Health (NIMH) Implementation Methods Research Group (IMRG) Pilot Study grant (January 2011 – January 2012). Role: Principal Investigator. Project title: “Developing a Measure of Implementation Climate.”

American Nurses Foundation (ANF), Sayle Memorial Fund (August 2008 – August 2009). Role: Co-Principal Investigator (Co-PIs: Jaynelle Stichler & Lisa Kath). Project title: “Understanding Workplace Stress Experienced by Nurse Managers.”

National Institutes of Health (NIH) R21 Dissemination and Implementation Research in Healthcare grant program (January 2009 – November 2010). Role: Co-Investigator (PI: Gregory Aarons). Project title: “Leadership Development for Evidence Based Practice Implementation.”

Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN), Hill-Rom Research Grant (August 2008 – July 2009). Role: Co-Principal Investigator (Co-PIs: Jaynelle Stichler & Lisa Kath). Project title: “Understanding Workplace Stress Experienced by AWHONN Nurse Managers.”

## **TEACHING EXPERIENCE**

Seminar in Industrial and Organizational Psychology (INP 6933 – UCF)

Organizational Psychology I (INP 7310 – UCF)

Organizational Psychology II (INP 7311 – UCF)

Assessment Centers and Leadership (INP 6215 – UCF)

Advanced Seminar in Organizational Psychology (PSY 722 – SDSU)

Seminar in Organizational Psychology (PSY 622 – SDSU)

Organizational Psychology (PSY 321 – SDSU)

Psychological Testing and Measurement (PSY 370 – SDSU)

Leadership in Organizations (PSYC 464 – UMCP)

## **DISSERTATION COMMITTEES**

*University of Central Florida:*

### **Committee Chair: Completed**

- |   |                  |
|---|------------------|
| Ghada Baz. Chair, dissertation committee.<br><i>A stress perspective of leader-follower relationship ambivalence</i><br>Department of Psychology, University of Central Florida   | Completed 4/2024 |
| Emily Broksch. Chair, dissertation committee.<br><i>Employee volunteering: Integrating the volunteering and helping literatures using a latent profile approach</i><br>Department of psychology, University of Central Florida  | Completed 4/2023 |
| Richard Currie. Chair, dissertation committee.<br><i>None of your beeswax: The role of perceived coworker nosiness and interpersonal trust in predicting knowledge provision at work</i><br>Department of Psychology, University of Central Florida   | Completed 6/2021 |
| Emily Hill. Chair, dissertation committee.<br><i>The dual dynamics of succession: Unveiling the interplay among the former leader, the new leader, and followers' implicit theories of leadership on subsequent leader evaluations</i><br>Department of Psychology, University of Central Florida | Completed 3/2025 |
| Ann Schlotzhauer. Chair, dissertation committee.<br><i>Constructive voice feedback loops within and across jobs</i><br>Department of Psychology, University of Central Florida  | Completed 4/2024 |

### **Committee Chair: In Progress**

- |   |             |
|---|-------------|
| Alexandra Kandah. Chair, dissertation committee.<br>Department of Psychology, University of Central Florida | In progress |
| Meghan Kane. Chair, dissertation committee.<br>Department of Psychology, University of Central Florida      | In progress |

### **Committee Member: Completed**

- |   |                   |
|---|-------------------|
| Lauren Locklear. Member, dissertation committee.<br><i>Appreciation agreement and disagreement in supervisor-subordinate dyads: A relational perspective on workplace</i><br>Department of Management, University of Central Florida                      | Completed 5/2021  |
| Anthony Naranjo. Member, dissertation committee.<br><i>Patterns of risk behavior and their value: A latent class growth modeling approach</i><br>Department of Psychology, University of Central Florida  | Completed 10/2023 |
| Xin Peng. Member, dissertation committee.<br><i>Why experienced incivility triggers instigated incivility: Combining the affect-based and resource-based pathways</i><br>Department of Psychology, University of Central Florida                          | Completed 3/2020  |
| Moses Rivera. Member, dissertation committee.<br><i>Is my team as passionate as me? Effects of perceived similarity of occupational passion-intensity on key outcomes among working adults</i><br>Department of Psychology, University of Central Florida | Completed 9/2024  |
| Ed Skelly. Member, dissertation committee.  | Completed 11/2023 |

*Leadership and military power: Can a leadership approach provide a competitive advantage?*

Department of Political Science, University of Central Florida

Krisztina Szabo. Member, dissertation committee. Completed 5/2025

*Thriving through turbulence: Understanding team resilience dynamics*

Department of Psychology, University of Central Florida

Jimmy Zheng. Member dissertation committee. Completed 4/2021

*Examining the indirect effects of the Big-Five traits on the change in job satisfaction via the change in specific work characteristic*

Department of Psychology, University of Central Florida

## **THESIS COMMITTEES**

*University of Central Florida:*

### **Committee Chair: Completed**

Emily Broksch. Chair, thesis committee. Completed 4/2020

*Lego my ego: The puzzling role of self-esteem and goal orientation on appraisals of unsolicited help*

Department of Psychology, University of Central Florida

Colleen Cui. Chair, thesis committee. Completed 5/2021

*How do you feel about your entitled coworker? Effects of perceiver's entitlement and impact type on reactions to workplace entitlement*

Department of Psychology, University of Central Florida

Richard Currie. Chair, thesis committee. Completed 2/2019

*Group composition characteristics as predictors of shared leadership: An exploration of competing models of shared leadership emergence*

Department of Psychology, University of Central Florida

Michael DiStaso. Chair, thesis committee. Completed 2/2020

*Assessing stress outcomes of interpersonal helping: An application of hindrance stress appraisals*

Department of Psychology, University of Central Florida

Madeline Filippi. Co-Chair, thesis committee. Completed 3/2025

*How to join teams: Individual factors that influence an incoming team member's understanding of the team's shared mental models.*

Department of Psychology, University of Central Florida

Alexandra Kandah. Chair, thesis committee. Completed 4/2023

*Predicting implementation citizenship behavior rating discrepancies between supervisor-subordinate dyads*

Department of Psychology, University of Central Florida

Meghan Kane. Chair, thesis committee. Completed 8/2023

*The trickle-down effects of manager gratitude expression*

Department of Psychology, University of Central Florida

Emily Macias/Hill. Chair, thesis committee. Completed 3/2022

*Can feeling like an imposter be favorable? A qualitative study on the role of appraisal in harnessing the imposter phenomenon for growth*

Department of Psychology, University of Central Florida

Sandra Montenegro. Co-Chair (w/Steve Jex), thesis committee. Completed 7/2024

*Impact of social support on turnover intentions and burnout among Hispanic clergy in Florida*



- Department of Psychology, University of Central Florida  
 Sarah Rabon. Chair, thesis committee. Completed 5/2021  
*Online organizational citizenship behavior: An exploration of new avenues for prosocial behavior in the digital age*  
 Department of Psychology, University of Central Florida
- Ann Schlotzhauer. Chair, thesis committee. Completed 3/2021  
*An examination of gender-based differences in perceptions of supervisor support*  
 Department of Psychology, University of Central Florida
- Barret Vermilion. Chair, thesis committee. Completed 5/2022  
*The dialectics of ambivalent identification in the supervisor-subordinate dyad*  
 Department of Psychology, University of Central Florida

### Committee Chair: In Progress

- Josie Zachman. Chair, thesis committee. In progress  
 Department of Psychology, University of Central Florida

### Committee Member: Completed

- Devin Burnell. Member, thesis committee Completed 4/2018  
*Does constructive criticism boost creativity? Examining the moderating role of leader-member exchange, feedback-seeking behavior, and learning goal orientation*  
 Department of Psychology, University of Central Florida
- Wheeler Nakahara. Member, thesis committee. Completed 3/2020  
*Workplace stress and sleep quality: The differential moderating effects of problem- and emotion-focused coping*  
 Department of Psychology, University of Central Florida
- Haroon Perez, Member, thesis committee. Completed 7/2022  
*Leadership emergence: Is there a dark side to leadership claiming behavior?*  
 Department of Psychology, University of Central Florida
- Moses Rivera, Member, thesis committee. Completed 4/2022  
*Team virtuality and psychological safety: An experiment*  
 Department of Psychology, University of Central Florida
- Jamie Striler. Member, thesis committee Completed 6/2019  
*The path of a stressed temporary worker to CWB*  
 Department of Psychology, University of Central Florida
- Krisztina Szabo, Member, thesis committee. Completed 11/2022  
*Examining the I in team: The relationship between narcissism and team decision-making*  
 Department of Psychology, University of Central Florida
- Andy White. Member thesis committee Completed 4/2019  
*Predictors of territorial work behavior: An investigation of individual differences in personality using the HEXACO model*  
 Department of Psychology, University of Central Florida
- Elaine Zhao. Member, thesis committee. Completed 3/2020  
*The effect of economic conditions on the prevalence of abusive supervisory behaviors*  
 Department of Psychology, University of Central Florida
- Jimmy Zheng. Member thesis committee Completed 9/2018  
*Predicting counterproductive work behavior with explicit and implicit measures of conscientiousness, agreeableness, and emotional stability*  
 Department of Psychology, University of Central Florida

San Diego State University:

### Committee Chair

- Tiffany Adams, Co-chair, thesis committee Completed 7/2007  
*The effects of gender on the perceived effectiveness of applicant impression management tactic*  
 Department of Psychology, San Diego State University
- Corinne Boulanger. Chair, thesis committee Completed 5/2013  
*The decision to reciprocate OCB: An examination of the influence of individual characteristics and organizational perceptions*  
 Department of Psychology, San Diego State University
- Leah Bressler. Chair, thesis committee Completed 7/2016  
*The moderating effects of organizational environment on the relationship between gender and OCB role definitions*  
 Department of Psychology, San Diego State University
- Noelle Devlin. Chair, thesis committee Completed 4/2017  
*Gender role stereotyping in organizations: An exploration of the perceptions of followers*  
 Department of Psychology, San Diego State University
- Roxann Diaz. Chair, thesis committee Completed 12/2006  
*Awareness of display rules, perceived dissonance, and emotion regulation: The moderating role of organizational identification*  
 Department of Psychology, San Diego State University
- Susan Drobka. Chair, thesis committee Completed 5/2011  
*A longitudinal study of proactivity during socialization*  
 Department of Psychology, San Diego State University
- Lauren (Dlugosz) Farahnak. Chair, thesis committee Completed 3/2013  
*The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success*  
 Department of Psychology, San Diego State University  
**Winner of the 2012-13 SDSU Psychology Department Becky Award for best master's thesis**
- Joyce Hwang. Chair, thesis committee Completed 4/2017  
*Asian American leadership: Does leadership style matter?*  
 Department of Psychology, San Diego State University
- Hayley Isaacs. Chair, thesis committee Completed 3/2006  
*Customer service performance: The effects of support, emotion regulation strategy, and empowerment*  
 Department of Psychology, San Diego State University  
**Co-winner of the 2005-06 SDSU Psychology Department Becky Award for best master's thesis**
- Andrea Jackson. Chair, thesis committee Completed 5/2006  
*The influence of gender and leadership style on follower preferences*  
 Department of Psychology, San Diego State University
- Joanna Jensen. Co-chair, thesis committee Completed 7/2007  
*An assessment of reactions to 360-degree feedback*  
 Department of Psychology, San Diego State University
- Dominique Mansell. Chair, thesis committee Completed 5/2013  
*An investigation of how the intersection of race and gender influences leadership perceptions*  
 Department of Psychology, San Diego State University
- Sandra Martinez. Chair, thesis committee Completed 8/2016

- Cultural integrity: Employee perceptions of the alignment between espoused and enacted organizational culture*  
 Department of Psychology, San Diego State University  
 Kristen Miller. Chair, thesis committee Completed 4/2004  
*Follower developmental level and preferences for transformational leadership*  
 Department of Psychology, San Diego State University  
 C. J. Mohammed. Chair, thesis committee Completed 4/2005  
*Manager-subordinate demographic similarity and work outcomes: An examination of possible moderators*  
 Department of Psychology, San Diego State University  
 Melissa Oates. Chair, thesis committee Completed 3/2012  
*How do transformational leaders reduce managerial stress? A comparison of mediated and moderated models*  
 Department of Psychology, San Diego State University  
**Winner of the 2011-12 SDSU Psychology Department Becky Award for best master's thesis**  
 Lindsay Palmer. Chair, thesis committee Completed 4/2010  
*Organizational citizenship behavior and role stress: The moderating effects of individual differences.*  
 Department of Psychology, San Diego State University  
 Taylor (Peyton) Roberts. Chair, thesis committee Completed 5/2008  
*Emotional deviance in service employees: The influence of individual differences and perceived job stress.*  
 Department of Psychology, San Diego State University  
 Kevin Sears. Chair, thesis committee Completed 10/2003  
*An integrated safety model: Understanding the impact of leadership*  
 Department of Psychology, San Diego State University  
 Angelina (Carmazzi) Sawitzky, Co-chair, thesis committee Completed 11/2006  
*Stress as a mediator of the relationship between individual-level traits and employee performance*  
 Department of Psychology, San Diego State University  
 Tressa Schultze. Chair, thesis committee Completed 4/2009  
*Leader-member exchange and the demands-control-support theory: A study of role stress experienced by nurse managers*  
 Department of Psychology, San Diego State University  
 Bahareh (Berry) Soltani. Chair, thesis committee Completed 5/2013  
*Organizational citizenship behavior, gender, and performance ratings: Does the rater matter?*  
 Department of Psychology, San Diego State University  
 Serena Stamm. Chair, thesis committee Completed 4/2004  
*Explanatory style and self-leadership as predictors of leader emergence*  
 Department of Psychology, San Diego State University  
 Chiesha Stevens, Chair, thesis committee Completed 11/2007  
*A model of perceived entitlement, organizational justice and work behavior outcomes*  
 Department of Psychology, San Diego State University  
 Elisa Torres. Chair, thesis committee Completed 7/2014  
*Followers' characteristics as predictors of their preference for servant leadership: A followership approach*  
 Department of Psychology, San Diego State University  
 Stephen Vong. Chair, thesis committee Completed 4/2009  
*Gender and organizational citizenship behavior: An implicit attitude approach*  
 Department of Psychology, San Diego State University

- Katie (Hopkins) Wilson. Chair, thesis committee Completed 11/2009  
*A policy-capturing study of organizational characteristics, web site aesthetics, and individual differences predicting organizational attraction in a web-based setting*  
 Department of Psychology, San Diego State University
- Lisa Wright. Chair, thesis committee Completed 5/2015  
*The role of transformational leadership consensus and innovation climate strength in predicting employee attitudes*  
 Department of Psychology, San Diego State University  
**Winner of the 2015 SDSU Student Research Symposium President's Award for Research.**
- Alexa Young. Chair, thesis committee Completed 7/2016  
*The implications for leader-follower congruence on co-production of leadership beliefs for leader and follower outcomes*  
 Department of Psychology, San Diego State University
- Patrick Zvara. Chair, thesis committee Completed 11/2003  
*Leader influence on group organizational citizenship and anti-citizenship behavior*  
 Department of Psychology, San Diego State University

### Committee Member

- Erica Anderson. Member, thesis committee Completed 5/2005  
*The effects of individual and organizational characteristics on applicant fit and organizational attraction*  
 Department of Psychology, San Diego State University
- Karin Anell. Member, thesis committee Completed 3/2003  
*Conceptions on leadership: Cultural and individual differences*  
 Department of Psychology, San Diego State University
- Paige Burtson. Member, thesis committee Completed 4/2008  
*Relationship between nursing workforce factors and nurse caring*  
 School of Nursing, San Diego State University
- Chad Carlile. Member, thesis committee Completed 2/2002  
*The effects of pre-interview comparisons on post-interview evaluations, interviewer confidence, and information recall*  
 Department of Psychology, San Diego State University
- Sam Courtney. Member, thesis committee Completed 12/2014  
*Social influences on decisions to quit: The moderating effects of civility norms and OCB norms on work attitude to turnover intention relationships*  
 Department of Psychology, San Diego State University
- Fabio de Faria. Member, thesis committee Completed 11/2004  
*The incremental validity of type A behavior pattern subcomponents in predicting workplace outcomes*  
 Department of Psychology, San Diego State University
- Richard Drake. Member, thesis committee Completed 6/2011  
*Ambivalence in the workplace*  
 Department of Psychology, San Diego State University
- Seamus Joyce. Member, thesis committee Completed 5/2013  
*Ambivalent supervision and negative outcomes: Creating a measure*  
 Department of Psychology, San Diego State University
- Tomoe Kono. Member, thesis committee Completed 10/2006  
*Examining the relationship between the national origin of a leader and followers' implicit leadership theories in Japan and the U.S.*  
 Department of Psychology, San Diego State University

- Kate LaMons. Member, thesis committee Completed 5/2012  
*Boundary conditions for the relationship between leadership and employee engagement: Moderating effects of personality and attitudes*  
 Department of Psychology, San Diego State University
- Nichole Miller. Member, thesis committee Completed 12/2011  
*Emotional intelligence and academic performance: An evaluation of moderated effects*  
 Department of Psychology, San Diego State University
- Jacob Mraz. Member, thesis committee Completed 6/2012  
*Understanding the relationship between job insecurity and organizational citizenship behaviors: An examination of stress appraisals, core self-evaluation, and perceived organizational support*  
 Department of Psychology, San Diego State University
- Kelsey Seabolt. Member, thesis committee Completed 5/2017  
*Antecedents and outcomes of helping norm level and strength*  
 Department of Psychology, San Diego State University

### **PROFESSIONAL AFFILIATIONS**

Academy of Management  
 Society for Industrial and Organizational Psychology

### **AWARDS AND HONORS**

Best Conference Paper, 2023 Meeting of the Southern Management Association, St. Petersburg, FL.  
 Best Paper in the Organizational Behavior track, 2023 Meeting of the Southern Management Association, St. Petersburg, FL.  
 Wiley Award for Excellence in Survey Research, Society for Industrial and Organizational Psychology, 2019.  
 Fellow, Society for Industrial and Organizational Psychology, 2018.  
 San Diego State University Department of Psychology Outstanding Faculty Member, 2016-17.  
 Mortar Board Outstanding Faculty and Staff Award, 2010-11.  
 S. Rains Wallace Dissertation Award, Society for Industrial and Organizational Psychology, 2003.

### **SERVICE**

#### **Department/College/University Service**

*University of Central Florida:*

Director, Industrial/Organizational Psychology Program, University of Central Florida, Fall 2022 – present.  
 Associate Director, Industrial/Organizational Psychology Program, University of Central Florida, Spring 2020 – Summer 2022.  
 Member, Industrial/Organizational Psychology Faculty Search Committee, Department of Psychology, University of Central Florida, Fall 2024– Spring 2025.  
 Member, Industrial/Organizational Psychology Faculty Search Committee, Department of Psychology, University of Central Florida, Fall 2023– Spring 2024.  
 Member, John Mattone Graduate Scholarship Fund for Executive Coaching & Leadership Award Committee, University of Central Florida, Spring 2023, Spring 2024.

Chair, Industrial/Organizational Psychology Faculty Search Committee, Department of Psychology, University of Central Florida, Fall 2021 – Spring 2022.

Senator, Faculty Senate, University of Central Florida, Summer 2020 – Spring 2022.

Member, Faculty Senate Personnel Committee, University of Central Florida, Summer 2020 – Spring 2022.

Member, Industrial/Organizational Psychology Lecturer Search Committee, Department of Psychology, University of Central Florida, Spring 2021 – Summer 2021.

Member, Human Factors and Cognitive Psychology Faculty Search Committee, Department of Psychology, University of Central Florida, Fall 2019 – Spring 2020.

Member, Department Space Committee, Department of Psychology, University of Central Florida, Fall 2018 – Spring 2019.

Department Representative, Dean's Advisory Council, College of Sciences, University of Central Florida, Fall 2018 – Spring 2020.

Member, Industrial/Organizational Psychology Faculty Search Committee, Department of Psychology, University of Central Florida, Fall 2017 – Spring 2018.

*San Diego State University:*

Faculty Hearing Panel, Department of Psychology Representative, San Diego State University. Spring 2013 – Spring 2015 (two-year term).

Member, Master's Committee, Department of Psychology, San Diego State University. Summer 2012 – Summer 2017.

Co-Chair, Master's Committee, Department of Psychology, San Diego State University. Summer 2010 – Spring 2012.

Member, Policy & Planning Committee, Department of Psychology, San Diego State University. Fall 2009 – Summer 2010.

Advisor, Applied Psychology Student Association, Department of Psychology, San Diego State University. Fall 2003 – Spring 2008, Fall 2009 – Summer 2017.

Chair, Curriculum Committee, Department of Psychology, San Diego State University. Fall 2007 – Summer 2008.

Co-Chair, College of Sciences Research Committee, College of Sciences, San Diego State University, Fall 2007.

Member, College of Sciences Research Committee, College of Sciences, San Diego State University, Fall 2006 – Fall 2007.

Member, Industrial/Organizational Psychology Faculty Search Committee, Department of Psychology, San Diego State University, Fall 2005 & Fall 2007.

Member, Curriculum Committee, Department of Psychology, San Diego State University. Fall 2002 – Summer 2008.

Participant, Applied Psychology Program Area, Department of Psychology, San Diego State University. Fall 2001 – present.

Member, Becky Award Committee, Department of Psychology, San Diego State University. Spring 2004.

Member, Outstanding Student Award Committee, Department of Psychology, San Diego State University. Spring 2004.

Speaker, Psi Chi and Psychology Club speaker series, Department of Psychology, San Diego State University. Spring 2003.

Judge, Psi Chi/Psychology Club Student Research Conference, Department of Psychology, San Diego State University. Spring 2003.

Member, Ad Hoc Part-Time Faculty Evaluation Planning Committee, Department of Psychology, San Diego State University. Fall 2002 – Spring 2003.

Participant, Panel on Success in Doctoral Programs, PSY 600, Department of Psychology, San Diego State University. Fall 2002.

Member, Human Subjects Committee, Department of Psychology, San Diego State University.  
Spring 2002.

Member, Parker Award Committee, Department of Psychology, San Diego State University.  
Spring 2002.

Judge, Psi Chi/Psychology Club Student Research Conference, Department of Psychology, San Diego State University. Spring 2002.

Speaker, Social Psychology Colloquium Series, Department of Psychology, San Diego State University. Spring 2002.

Guest lecturer on leadership, PSY 321, Department of Psychology, San Diego State University.  
Spring 2002.

Participant, Social Psychology faculty search, Department of Psychology, San Diego State University. Winter 2002.

## Professional Service

### *Journal Reviewing:*

#### Editorial boards:

*Journal of Applied Psychology, Academy of Management Journal, Implementation Research and Practice, Personnel Psychology.*

#### Ad hoc reviewing:

*Human Performance, Organizational Behavior and Human Decision Processes, Journal of Personality and Social Psychology: Attitudes and Social Cognition, Journal of Business and Psychology, Sex Roles, European Journal of Work and Organizational Psychology, Journal of Applied Social Psychology, Journal of Management, Small Group Research, Human Relations, Organization Science, Zeitschrift für Psychologie/Journal of Psychology, Implementation Science, Journal of Occupational and Organizational Psychology, Administration and Policy in Mental Health and Mental Health Services Research, Human Resource Management Review, Journal of Occupational Health Psychology, European Journal of Social Psychology, Anxiety, Stress, & Coping, Journal of Personnel Psychology, The International Journal of Human Resource Management, Journal of Organizational Behavior, American Psychologist, Journal of Maternal-Fetal & Neonatal Medicine, Administrative Science Quarterly, Implementation Science Communications, Applied Psychology: An International Review, Nursing Open.*

### *Society for Industrial and Organizational Psychology (SIOP):*

Member, SIOP Program Committee.  
Summer 2002 – present.

Panelist, SIOP Early Career Faculty Consortium.  
Spring 2023

Panelist, SIOP Lee Hakel Doctoral Consortium.  
Spring 2023

Member, SIOP S. Rains Wallace Dissertation Award Committee.  
Summer 2003, Summer 2017, Summer 2018, Summer 2020.

Local Arrangements Coordinator, SIOP 2012.  
Summer 2011 – Spring 2012.

Member, SIOP Distinguished Contributions in Teaching Award Committee.  
Summer 2008, Summer 2009, Summer 2010.

Member, SIOP William A. Owens Scholarly Achievement Committee.

Summer 2005.

*Academy of Management:*

Member, Center for Leadership at Florida International University and the AOM Network of Leadership Scholars (NLS) Alvah H. Chapman Jr. Outstanding Dissertation Award.  
Summer 2017.

Reviewer, Academy of Management Annual Conference, Human Resources (HR) Division.  
Winter 2004, Winter 2005.

Member, Academy of Management HR Division's Ralph Alexander Dissertation Award Committee.  
Spring 2008.

Reviewer, Academy of Management Annual Conference, Organizational Behavior (OB) Division.  
Winter 2003, Winter 2020.

*SDIOP:*

Treasurer, San Diego Industrial/Organizational Professionals (SDIOP).  
Summer 2007 – Summer 2008.

Member, San Diego Industrial/Organizational Professionals (SDIOP) Program Committee.  
Spring 2005 – Spring 2006.

*Other:*

Reviewer, Implementation Science and Team Effectiveness in Practice (IN STEP) Center  
(P50MH126231) R03 pilot project proposals  
Spring 2023, Spring 2024.

Reviewer, Implementation Science and Team Effectiveness in Practice (IN STEP) Center  
(P50MH126231) mock grant review panel  
Spring 2024.

Reviewer, Austrian Science Fund  
Spring 2019.

Reviewer, Israel Science Foundation  
Spring 2018.

Reviewer, National Science Foundation.  
Spring 2007, Spring 2015, Fall 2015, Spring 2016.

External reviewer, Research Grants Council (RGC) of Hong Kong, Humanities, Social Sciences & Business Studies Panel.  
Winter 2009, 2013, 2014, Summer 2015, Spring 2018.

American Psychological Association Division 14 Program Committee for the 2009 and 2010 APA Conferences.  
Winter 2008-09, 2009-10.