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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*. Routledge.

Journal Articles

Locklear, L. R., Kane, M. E., & *Ehrhart, M. G.* (in press). Grateful leaders and attentive followers: How cascading gratitude expressions influence coworker relationships through grateful attention. *Journal of Applied Psychology*.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. H. (2026). Organizational climate and culture: History, current status, integration, and change. *Annual Review of Organizational Psychology and Organizational Behavior, 13,* 309-335.

Williams, N. J., Aarons, G. A., *Ehrhart, M. G.*, Vega, N., & Marcus, S. C. (2026). Effects of a leadership-focused implementation strategy on uptake of digital measurement-based care in mental health clinics: A cluster randomized trial. *Translational Behavioral Medicine, 16*, ibag007.

Williams, N. J., Choy-Brown, M., Vega, N., Aarons, G. A., *Ehrhart, M. G.*, & Marcus, S. C. (2026). Testing normalization process theory in a randomized trial of mental health clinics implementing digital measurement-based care. *Implementation Science, 21,* 16.

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.

Currie, R. A., & *Ehrhart, M. G.* (2025). Mind your business: Developing and validating the workplace nosiness scale. *Journal of Business and Psychology, 40,* 1299-1322.

Ehrhart, M. G., Williams, N. J., Sklar, M., Vega, N. R., Kandah, A., & Aarons, G. A. (2025). Validation of the extended version of the Implementation Leadership Scale (ILS-X). *Implementation Science Communications, 6,* 133.

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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.

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.

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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.

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Maxwell, C. A., Ehrhart, M. G., Williams, N. J., Moore, T. M., Kendall, P. C., & Beidas, R. S. (2021). The organizational financial context of publicly-funded mental health clinics: Development and preliminary psychometric evaluation of the Agency Financial Status Scales. *Administration and Policy in Mental Health and Mental Health Services Research, 48,* 780-792.

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.

Powell, B. J., Mettert, K. D., Dorsey, C. N., Weiner, B. J., Stanick, C. F., Lengnick-Hall, R., *Ehrhart, M. G.*, Aarons, G. A., Barwick, M. A., Damschroder, L. J., & Lewis, C. C. (2021). Measures of organizational culture, organizational climate, and implementation climate in behavioral health: A systematic review. *Implementation Research and Practice, 2*, 1-29.

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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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Cook, C. R., Davis, C., Brown, E. C., Locke, J., *Ehrhart, M. G.*, Aarons, G. A., Larson, M., & Lyon, A. R. (2018). Confirmatory factor analysis of the Evidence-Based Practice Attitudes Scale with school-based behavioral health consultants. *Implementation Science, 13,* 116.

Ehrhart, M. G., Torres, E. M., Green, A. E., Trott, E. M., Willging, C. E., Moullin, J. C., & Aarons, G. A. (2018). Leading for the long haul: A mixed-method evaluation of the Sustainment Leadership Scale (SLS). *Implementation Science, 13,* 17.

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Smith-Major, V. L., Klein, K. J., & *Ehrhart, M. G.* (2002). Work time, work interference with family, and psychological distress. *Journal of Applied Psychology, 87*, 427-436.

Dickson, M. W., Smith, D. B., Grojean, M., & *Ehrhart, M. G.* (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *Leadership Quarterly, 12*, 197-217.

Ehrhart, M. G., & Klein, K. J. (2001). Predicting followers' preferences for charismatic leadership: The influence of follower values and personality. *Leadership Quarterly, 12*, 153-179.

Book Chapters & Encyclopedia Entries

Macey, W. H., *Ehrhart, M. G.*, & Schneider, B. (2025). Organizational culture and climate in the new world of work. In C. Cooper, N. Ashkanasy, & J. Barling (Eds.), *The post-COVID workplace* (pp. 58-73). Routledge. https://doi.org/10.4324/9781003396604-4

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.

Aarons, G. A., & *Ehrhart, M. G.* (2022). Leading implementation by focusing on strategic implementation leadership. In F. Rapport, R. Clay-Williams, & J. Braithwaite (Eds.), *Implementation science: The key concepts* (pp. 178-180). New York: Routledge.

Ehrhart, M. G., & Aarons, G. A. (2022). Alignment: Impact on implementation processes and outcomes. In F. Rapport, R. Clay-Williams, & J. Braithwaite (Eds.), *Implementation science: The key concepts* (pp. 171-174). New York: Routledge.

Ehrhart, M. G., & Kuenzi, M. (2020). Organizational climate. In R. W. Griffin (Ed.), *Oxford bibliographies in management*. New York: Oxford University Press.

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Ehrhart, M. G. (2018). Helping in organizations: A review and directions for future research. In P. M. Podsakoff, S. B. MacKenzie, & N. P. Podsakoff (Eds.), *The Oxford handbook of organizational citizenship behavior* (pp. 475-505). New York: Oxford University Press.

Ehrhart, M. G., & Ehrhart, K. H. (2017). Service climate. In S. G. Rogelberg (Ed.), *The SAGE encyclopedia of industrial and organizational psychology* (2nd ed., pp. 1422-1424). Thousand Oaks, CA: Sage.

Ehrhart, M. G., & Kuenzi, M. (2017). The impact of organizational climate and culture on employee turnover. In H. Goldstein, E. Pulakos, J. Passmore, & C. Semedo (Eds.), *The Wiley Blackwell handbook of the psychology of recruitment, selection, and employee retention*. Chichester, UK: Wiley.

Ehrhart, M. G. (2016). Organizational climate and culture. In H. L. Miller, Jr. (Ed.), *Encyclopedia of theory in psychology* (pp. 632-634). Thousand Oaks, CA: Sage.

Ehrhart, M. G., & Schneider, B. (2016). Organizational climate and culture. In O. Braddick (Ed.), *Oxford research encyclopedia of psychology* (pp. 1-29). New York: Oxford University Press.

Ehrhart, M. G., & Kuenzi, M. (2015). Organizational climate in the work setting. In J. D. Wright (Ed.), *International encyclopedia of the social & behavioral sciences* (2nd ed., Vol. 17, pp. 327–333). Oxford, UK: Elsevier.

Aarons, G. A., Farahnak, L. R., & *Ehrhart, M. G.* (2014). Leadership and strategic organizational climate to support evidence-based practice implementation. In R. S. Beidas & P. C. Kendall (Eds.), *Dissemination and implementation of evidence-based practices in child and adolescent mental health* (pp. 82-97). New York: Oxford University Press.

Ehrhart, M. G., Ehrhart, K. H., & Schneider, B. (2014). Organizational climate. In P. Flood & Y. Freeney (Eds.), *Wiley encyclopedia of management: Vol. 11. Organizational behavior* (3rd ed., pp. 333-335). Chichester, UK: Wiley.

Ehrhart, M. G., & Raver, J. L. (2014). The effects of organizational climate and culture on productive and counterproductive behavior. In B. Schneider & K. Barbera (Eds.), *The Oxford handbook of organizational climate and culture* (pp. 153-176). New York: Oxford University Press.

Kath, L. M., Roesch, S. C., & *Ehrhart, M. G.* (2013). An overview of multilevel modeling in occupational health psychology. In R. R. Sinclair, M. Wang, & L. E. Tetrick (Eds.), *Research methods in occupational health psychology: Measurement, design, and data analysis* (pp. 323-348). New York: Routledge.

Aarons, G. A., Horowitz, J. D., Dlugosz, L. R., & *Ehrhart, M. G.* (2012). 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* (pp. 128-153). New York: Oxford University Press.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. H. (2011). Organizational climate research: Achievements and the road ahead. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *The handbook of organizational culture and climate* (2nd ed., pp. 29-49). Thousand Oaks, CA: Sage.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. H. (2011). Perspectives on organizational climate and culture. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology: Vol. 1. Building and developing the organization* (pp. 373-414). Washington, DC: American Psychological Association.

Naumann, S. E., & *Ehrhart, M. G.* (2005). A unit-level perspective on organizational citizenship behavior. In D. L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior: A review of "good soldier" activity in organizations* (pp. 143-156). Hauppauge, NY: Nova Science Publishing.

Schneider, B., Ehrhart, K. H., & *Ehrhart, M. G.* (2005). Organizational climate. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *Blackwell encyclopedic dictionary of management: Vol. 11. Organizational behavior* (2nd ed., pp. 270-272). Oxford, UK: Blackwell.

Schneider, B., Bowen, D. E., *Ehrhart, M. G.*, & Holcombe, K. M. (2000). The climate for service: Evolution of a construct. In N. M. Ashkanasy, C. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 21-36). Thousand Oaks, CA: Sage.

PRESENTATIONS

Workshops

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.

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.

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

Ehrhart, M. G., Sklar, M., & Aarons, G. A. (2026, June). *Building and sustaining implementation climate that supports mental health practices and programs*. Invited virtual presentation for the Center for Mental Health Implementation Support (CMHIS).

Ehrhart, M. G., Sklar, M., & Aarons, G. A. (2026, June). *Leadership for implementing mental health practices*. Invited virtual presentation for the Center for Mental Health Implementation Support (CMHIS).

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

Ehrhart, M. G., & Kandah, A. (2026, April/May). Utilizing the Leadership and Organizational Change for Implementation (LOCI) strategy to influence healthcare outcomes. [Paper]. In A. S. Davenport (Chair), *Research incubator: Healthcare solutions through the lens of I-O psychology* [Symposium]. 41st Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Kane, M. E., Zachman, J., *Ehrhart, M. G.*, Locklear, L. R., & Whiting, S. W. (2026, April). Motivations for reciprocating help: A mixed-methods examination of reciprocity in the workplace. [Paper]. In Palmeri, A. E., (Co-Chair) & Grandey. A. A. (Co-Chair), *Workplace relationships: Challenging traditions and advancing methodologies* [Symposium]. 41st Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Bizjak, E., Kane, M. E., *Ehrhart, M. G.*, & Locklear, L. R. (2026, April). *Checking in on appreciation: Lessons in appreciation from the hotel industry* [Poster]. 41st Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Aarons, G. A., Egeland, K., Skar, A-M., *Ehrhart, M. G.*, Sklar, M., Williams, N. J., Brookman-Frazee, L., & Stahmer, A. (2025, December). Seven randomized trials support the effectiveness of the Leadership and Organizational Change for Implementation (LOCI) strategy in diverse national and international contexts. Presentation in E. Proctor (chair), *Organizational and system-level implementation strategies*. Symposium conducted at the 18th Annual Conference on the Science of Dissemination and Implementation in Health, National Harbor, MD.

Aarons, G. A., *Ehrhart, M. G.*, Sklar M., Chapman, J., Ironside, M., Crable, E., Friedman, J., Kandah, A., Wilging, C., & Shattuck, D. (2025, December). *The Leadership and Organizational Change for Implementation–System Level (LOCI-SL) Trial: Inner context organization and clinic level outcomes*. Poster presented at the 18th Annual Conference on the Science of Dissemination and Implementation in Health, National Harbor, MD.

Brookman-Frazee, L., Burke, C.S., Sklar, M., Stadnick, N., *Ehrhart, M. G.*, Brubaker, A., Conradi, L., & Aarons, G. A. (2025, December). *Team effectiveness mechanism and outcomes: Testing team-based implementation strategies and children's mental health*. Poster presented at the 18th Annual Conference on the Science of Dissemination and Implementation in Health, National Harbor, MD.

Ehrhart, M. G., Williams, N. J., Sklar, M., Kandah, A., Vega, N. R., & Aarons, G. A. (2025, December). *Validation of the extended version of the Implementation Leadership Scale (ILS-X)*. Poster presented at the 18th Annual Conference on the Science of Dissemination and Implementation in Health, National Harbor, MD.

Wilging, C., Shattuck, D., Sklar, M., Crable, E., Friedman, J., *Ehrhart, M. G.*, Ironside, M., Kandah, A., & Aarons, G. A. (2025, December). Documenting and troubleshooting challenges to experimental trial designs in implementation science. In A. Hamilton (chair), *Managing complexity and dynamism in implementation research and practice: Innovations in qualitative methods*. Symposium conducted at

the 18th Annual Conference on the Science of Dissemination and Implementation in Health, National Harbor, MD.

Kane, M. E., Locklear, L. R., & *Ehrhart, M. G.* (2025, July). The impact of gratitude variability on employee well-being. [Paper]. In J. Völker (Co-Chair) & J. Iser-Potempa (Co-Chair), *Interpersonal interactions and employee well-being: Exploring coworker, leader, and follower roles*. [Symposium]. 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Locklear, L. R., Kane, M. E. & *Ehrhart, M. G.* (2025, July). The relational impact of appreciation in leader-follower dyads. [Paper]. In F. Bernays (Co-Chair) & M. Nour Eddin (Co-Chair), *Emerging perspectives on gratitude and appreciation in organizations*. [Symposium]. 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, April). *"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 20th 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 3rd 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 3rd 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 fo 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, Betheseda, 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 2024). 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 2025). 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)

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.