

Vita

Steve W. J. Kozlowski

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Education

Ph.D. 11/82 The Pennsylvania State University
University Park, PA
Major area: Industrial & Organizational Psychology
Minor areas: Organizational Behavior & Measurement

M.S. 11/79 The Pennsylvania State University
University Park, PA
Major area: Industrial & Organizational Psychology

B.A. 12/76 University of Rhode Island
Kingston, RI
Major area: Psychology

Professional Experience

7/94 - to date Professor

7/87 - 6/94 Associate Professor

9/82 - 6/87 Assistant Professor

Department of Psychology
Michigan State University
East Lansing, MI 48824-1117

12/80 - 9/82 Instructor
Department of Organizational Behavior
The Pennsylvania State University
University Park, PA

6/80 - 9/80 Research Associate
Strategic Studies Group
Corporate Personnel Research
IBM Corporation
Armonk, NY

Research Interests and Activities

My research is directed by a meta-theoretical perspective that views organizations as dynamic systems of cross-level and multilevel processes unfolding over time. *Top-down* effects operate through organizational contexts by exerting influence on groups and individuals, shaping their experiences, perceptions, and behavior. *Bottom-up* phenomena emerge through individual cognition, affect, and behavior—and the interactions among individuals over time—to create unique phenomena at the group and organizational levels. Resulting organizational behavior within these systems cuts across levels: people perceive the context and seek information to interpret salient events, features, and processes comprising their settings; they develop emergent systems of knowledge and meaning; and they adapt accordingly.

My primary research interests focus on the processes by which individuals, teams, and organizations learn, develop, and adapt. I have conducted research in several substantive areas that relate to this theme over the course of my career. Early work focused on factors influencing organizational change (technological innovation, organizational downsizing), processes of individual adaptation (newcomer socialization, organizational climate), and judgment (knowledge structures, judgment accuracy).

More contemporary work has centered on developing theory and conducting research to integrate learning processes across the individual, team, and organizational levels. Foci include: (1) active, self-regulated learning and technology-based learning systems; (2) team learning, leadership, and development; team adaptation and effectiveness; knowledge emergence; and (3) aligning training and learning with the organizational system. The first area has been concerned with the development of active learning techniques that stimulate mindful, self-regulated learning and which can be deployed across distributed computer networks. A key focus of this research has been on the effects of individual differences in how learners actively interact with learning techniques, and how technology-based training can be designed to adapt to learner characteristics and to guide them to effective learning. The goal of the second area is to examine processes of team regulation, learning, and adaptation. Theoretical work has focused on multilevel regulation of individual and team learning, team knowledge building as a phenomenon that emerges across levels, normative processes of team development that promote adaptability, and team leadership. Empirical work has centered on multilevel and cross-level modeling of individual and team regulation of learning and performance processes. More recent work in this area has focused on the theoretical mechanisms of emergent phenomena in teams and capturing emergence as a dynamic process using computational models and agent-based simulation. My current research (AHRQ, ARI, NASA, ONR) is advancing team research design by developing unobtrusive methods and technologies that capture team process dynamics directly. The third area, at the organizational level, has addressed theoretically how formal and informal learning activities interface with the organizational system, and how the impact of learning systems on organizational level outcomes can be enhanced when it is appropriately aligned with key organizational system characteristics. The purpose of these combined research streams is to develop a theoretically based, application relevant foundation for the design of *active learning systems* that promote continuous learning for individuals, teams, and organizations. Representative work includes:

Active Learning and Technology-Based Learning Systems

- Developing Active Learning Techniques
- Designing Effective Distributed Learning Systems
- Individual Differences, Active Learning Interventions, and Interactions
- Core Active Learning Components and Self-Regulatory Process Pathways

Team Learning, Leadership, Development, and Effectiveness

- Virtual Teams: Implications for Leadership and Development
- Dynamic Leadership, Team Development, and Adaptive Performance
- The Process of Team Development, Skill Compilation, and Adaptive Performance
- A Multilevel Model of Individual and Team Regulation, Learning, and Performance
- The Emergence of Team Knowledge and Decision Effectiveness
- A Theory of Emergence: Computational Modeling of Emergent Team Phenomena

Aligning Learning with the Organizational System

- Aligning the Organizational System to Enhance Training Implementation and Transfer
- A Multilevel Approach to Training Effectiveness: Processes of Horizontal and Vertical Transfer
- Organizational Learning Systems

Awards, Honors, and Recognition

Distinguished Scientific Contributions Award, SIOP (2017)
McGrath Award for Lifetime Achievement in the Study of Groups, INGRoup (2017)
Beal Outstanding Faculty Award (aka Distinguished Faculty Award), Michigan State University (2016)
William A. Owens Scholarly Achievement Award, SIOP 2015 (for Kozlowski et al., 2013)
Organizational Research Methods Best Paper Award 2014 (for Kozlowski et al., 2013)
Fellow of the Association for Psychological Science (2007)
Charter Fellow of the International Association of Applied Psychology (2006)
Fellow of the American Psychological Association (1994)
Fellow of the Society for Industrial and Organizational Psychology (1994)
Ralph W. Tyler Award, Cooperative Education Association (1994)
Navy-ASEE Fellowship. Naval Training Systems Center, Orlando, FL (1990)
Navy-ASEE Fellowship. Navy Personnel Research and Development Center, San Diego, CA (1989)

Professional Activities and Affiliations

Research and Science Officer, *Society for Industrial and Organizational Psychology* (SIOP; 2017-2020)
President, *SIOP* (APA Div. 14, 2015-2016)
Series Editor, *Organizational Psychology*, Oxford University Press (2010-ongoing)
Editor, *SIOP Translational Science Series*, Oxford University Press (2017-2020)
Editor, *Journal of Applied Psychology* (Incoming Editor 1/ 2008-12/2008; Editor-in-Chief 1/2009-12/2014)
Member, *Task Force on Replication and Data Sharing*, American Psychological Association (2013-2014)
Chair, *Council of Editors*, American Psychological Association (APA), (2012-2013)
Associate Editor, *Archives of Scientific Psychology* (2012-present)
Chair, *SIOP Task Force on Science Advocacy* (2010-2012)
Associate Editor, *Journal of Applied Psychology* (1/ 2002 to 12/2008)
Consulting Editor, *Journal of Applied Psychology* (1994-2003)
Advisory Board, *Current Directions in Psychological Science* (2010-2012)
Editorial Board, *Academy of Management Journal* (1993-2000)
Editorial Board, *Academy of Management Review* (2017-current)
Editorial Board, *Journal of Management* (2011-current)
Editorial Board, *Leadership Quarterly* (2017-current)
Editorial Board, *Organizational Behavior and Human Decision Processes* (1998-2003)
Editorial Board, *Human Factors* (2000-2003)
Editorial Board, *SIOP Frontiers Series* (2003-2008)
Chair, *SIOP Scientific Affairs Committee* (2007-2009)
Editor, *The Industrial-Organizational Psychologist* (*TIP*; 1989-1992)
Editorial Board, *Test Validity Yearbook* (1989-1992)
Member-at-Large, *MAIOP Executive Committee* (1989-1992)
Member, *SIOP Conference Program Committee* (1989)
Member, *Division 14 (SIOP) APA Convention Program Committee* (1988)
Member, *P/HR Division Program Committee for the Academy of Management Meeting* (1988)
Academy of Management Association (Organizational Behavior Division; Human Resources Division);
American Psychological Association; Association for Psychological Science; International Association of Applied Psychology; Personnel/Human Resources Research Group; Society for Organizational Behavior; Society for Industrial and Organizational Psychology

Advisory Boards

(2013-2015) National Academy of Sciences Committee on the Science of Team Science (Consensus Committee).
(2013-2014) Task Force on Replication and Data Sharing, American Psychological Association.
(2010-2012) Chair, Task Force on Science Advocacy, Society for Industrial and Organizational Psychology.
(2009-2011) National Academy of Sciences Committee on Behavioral and Social Science Research to Improve Intelligence Analysis for National Security (Consensus Committee).

(2008-2010) National Academy of Sciences, Committee on Human Factors, Committee on Human-Systems Integration, Board on Human-Systems Integration.
(2005-2008) *Senior Review Group for the Leading Multinational Teams Research Program*, U.S. Army Research Institute for the Behavioral and Social Sciences.
(2004) *External Technical Review of the Accelerating Leader Development Science and Technology Objective*, U.S. Army Research Institute for the Behavioral and Social Sciences.

Departmental Assignments

Program Chair, I/O Interest Group (1/96 to 5/00; 6/16 to 12/17); Acting Chair, I/O Interest Group (9/87 to 1/88); Advisory Committee (9/87 to 8/90; 9/96 to 8/99; 9/06 to 8/09; 9/14 to 8/17); Chair Review Committee (9-2/2015); Psychology Futures Committee (9/96 to 5/97); I/O-OB Colloquium Committee (9/88 to 8/90); Human Research Committee (9/98 to current); Chair, I/O Brown Bag Committee (9/88 to 8/90); Selection Committee, I/O Psychologist (85-86, 86-87); Applied Cognitive Scientist (98-99, 99-00, 05-06); John A. Hannah Distinguished Professor of Psychology and Management (06-07); Admissions Committee (9/84-8/86, 9/90-8/91, 9/93-8/95; 9/04-8/06); Space Committee (9/87 to 8/90)

Contracts and Grants

Kozlowski, S. W. J. (PI), Biswas, S. (Co-I), & Chang, C-H. (Co-I). *Team cohesion monitoring badge: Development of galvanic skin resistance modality*. National Aeronautics and Space Administration (NNX16AR52G). August 2016 to August 2017 [\$100,000 total costs].

Kozlowski, S. W. J. (PI). *Multicultural teams: Advancing team effectiveness in a globalized world* (Conference). National Science Foundation (1533947). August 2015 to July 2018 [\$47,916 total costs].

Kozlowski, S. W. J. (PI), & Chao, G. T. (Co-PI). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. National Science Foundation (1533499). [\$106,605 total costs]. August 2015 to August 2017.

Chao, G. T. (PI), & Kozlowski, S. W. J. (Co-PI). *Michigan State University symposium on multicultural psychology: Multicultural teams*. American Psychological Association CEMRRAT Implementation Grants Fund for Ethnic Minority Recruitment, Retention and Training in Psychology. June 2014 to November 2015 [\$5000 total costs].

Kozlowski, S. W. J. (PI), Chao, G. T. (Co-PI), Braun, M. T. (Co-I), Grand, J. A. (Co-I), & Kuljanin, G. (Co-I). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). May 2014 to December 2017 [\$734,574 total costs].

Kozlowski, S. W. J. (PI), Biswas, S. (Co-I), & Chang, C-H. (Co-I). *Measuring, monitoring, and regulating teamwork for long duration missions*. National Aeronautics and Space Administration (NNX13AM77G). August 2013 to December 2017 [\$1,279,843 total costs].

Kozlowski, S. W. J. (PI), Biswas, S. (Co-I), & Chang, C-H. (Co-I). *Monitoring and regulating teamwork*. National Aeronautics and Space Administration (NNX12AR15G). September 2012 to September 2014 [\$100,000 total costs].

Fernandez, R. (PI), Kozlowski, S. W. J. (Co-I) et al. *Improving patient safety through simulation research*. Agency for Healthcare Research and Quality (HS20295). June 2011 to September 2015. [\$1,050,000 total costs].

Kozlowski, S. W. J. (PI). *The Emergence, Assessment, and Measurement of Macrocognition: TEAM Macrocog Lab*. Office of Naval Research, Defense University Research Instrumentation Program (N00014-11-1-0778). June 2011 to September 2012 [\$108,000 total costs].

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- Kozlowski, S. W. J. (PI), & Chao, G. T. (Co-PI). *Team knowledge: Origins, emergence, and measurement*. Office of Naval Research (N00014-09-1-0519). January 2009 to May 2014 [\$1,365,614 total costs].
- Kozlowski, S. W. J. (PI), DeShon, R. P. (Co-I), Schmitt, N. (Co-I), & Biswas, S. (Co-I). *Developing, maintaining, and restoring team cohesion*. National Aeronautics and Space Administration (NNX09AK47G). August 2009 to August 2013 [\$1,199,857 total costs].
- Kozlowski, S. W. J. (PI), & DeShon, R. P. (Co-I). *Optimizing dynamic resource allocation in teamwork*. Air Force Office of Scientific Research (FA9550-07-1-0483). June 2007 to November 2007 [\$108,248 total costs].
- Kozlowski, S. W. J. (PI), & DeShon, R. P. (Co-I). *OPTIMA Lab: Dynamic resource allocation and adaptability in teamwork*. Air Force Office of Scientific Research, Defense University Research Instrumentation Program (FA9550-05-1-0201). April 2005 to March 2006 [\$98,492 total costs].
- Kozlowski, S. W. J. (PI), & DeShon, R. P. (Co-I). *Dynamic resource allocation and adaptability in teamwork*. Air Force Office of Scientific Research (FA9550-05-1-0065). January 2005 to May 2007 [\$440,000 total costs].
- Klein, K. J. (PI), Kozlowski, S. W. J. (Co-I), & Xiao, Y. (Co-I). *Leadership: Enhancing team adaptability in dynamic settings*. Army Research Institute for the Behavioral and Social Sciences (1435-04-03-CT-71272 / Z856402). January 2002 to September 2006 [\$699,878 total costs].
- Kozlowski, S. W. J. (PI), & DeShon, R. P. (Co-I). *Enhancing learning, performance, and adaptability*. Air Force Office of Scientific Research (F49620-01-1-0283). May 2001 to December 2004 [\$805,738 total costs].
- Kozlowski, S. W. J. (PI). *Instructional principles for the design of distributed training systems*. Battelle Scientific Services Program (TCN 00156, DO 0659). September 2000 to March 2002 [\$36,379 direct costs].
- Kozlowski, S. W. J. (PI), & DeShon, R. P. (Co-I). *A network-based approach to team situational awareness, coordination, and adaptive performance*. Air Force Office of Scientific Research (F49620-98-1-0363). April 1998 to May 2001 [\$537,720 total costs].
- Kozlowski, S. W. J. (PI). *Guiding the development of deployable shipboard training systems: Enhancing skill acquisition, adaptability, and effectiveness*. Naval Air Warfare Center Training Systems Division (N61339-96-K-0005). May 1996 to May 2000 [\$362,980 total costs].
- Schmitt, N. (PI), & Kozlowski, S. W. J. (Co-I). *Formative and summative evaluation of the MIEP initiative*. NASA/NIST. June 1995 to August 1998 [\$330,000 total costs].
- Kozlowski, S. W. J. (PI). *Composition of team mental models*. AURIG, Michigan State University, May 1994 to August 1995 [\$14,997 direct costs].
- Kozlowski, S. W. J. (PI). *Specifying instructional content for enhancing team leadership and TDM performance*. U.S. Army Research Office (DAAL03-91-C-0034, 93367). July 1993 to July 1996 [\$66,772 direct costs].
- Kozlowski, S. W. J. (PI), & Ford, J. K. (Co-PI). *Guidelines for training transfer, retention, and skill enhancement for tactical decision-making*. Naval Training Systems Center (N61339-91-C-0117). September 1991 to May 1993 [\$95,949 total costs].
- Kozlowski, S. W. J. (PI). *Training leadership skills to enhance team tactical decision making*. U.S. Army Research Office (DAAL03-86-D-0001, 2666). May 1991 to June 1993 [\$37,676 direct costs].

- Ford, J. K. (PI), & Kozlowski, S. W. J. (Co-PI). *Outreach to small manufacturing firms: Development of an integrated training strategy*. AULEG, Michigan State University, Sept. 1990 to June 1991 [\$15,000 direct costs].
- Kozlowski, S. W. J. (PI), & Chao, G. T. (Co-I). *Review of the organizational downsizing literature*. U.S. Army Research Office (DAAL03-86-D-0001, 2221). July 1990 to May 1991 [\$56,000 direct costs].
- Kozlowski, S. W. J. (PI). *Mapping rater strategies in officer fitness report ratings*. U.S. Army Research Office (DAAL03-86-D-0001, 2055). May 1990 to June 1990 [\$5,000 direct costs].
- Ford, J. K. (PI), & Kozlowski, S. W. J. (Co-PI). *Organization development, advanced technology, and skill upgrades: A proposal to manage change through training initiatives*. Great Lakes Trade Adjustment Assistance Center, The University of Michigan. January 1990 to June 1990 [\$15,000 direct costs].
- Kozlowski, S. W. J. (PI), & Chao, G. T. (Co-PI). *Organizational socialization tactics and newcomer adjustment*. Employment Research Institute, Michigan State University. January 1990 to June 1991 [\$10,000 direct costs].
- Kozlowski, S. W. J. (PI). *An investigation of socialization, assimilation, and adjustment processes: What newcomers experience in organizational contexts*. AURIG, Michigan State University. July 1987 to June 1989 [\$6,973 direct costs].
- Kozlowski, S. W. J. (PI). *Technology transfer*. Center for Redevelopment of Industrialized States, Michigan State University. June 1987 to May 1989 [\$20,000 direct costs].
- Kozlowski, S. W. J. (PI). *An investigation of early career experiences: Socialization, assimilation, and adjustment processes*. Employment Research Institute, Michigan State University. June 1986 to May 1987 [\$10,000 direct costs].
- Kozlowski, S. W. J. (PI), & Ilgen, D. R. (Co-PI). *Implementation of state-of-the-art technology*. Center for Redevelopment of Industrialized States, Michigan State University. June 1986 to May 1987 [\$33,000 direct costs].

Citation Indices (Google Scholar)

	<u>All</u>	<u>Since 2012</u>
Citations	22005	11630
h-Index	52	44
i10-Index	86	74

http://scholar.google.com/citations?hl=en&user=XEiiPNEAAAAJ&pagesize=100&view_op=list_works&is_public_preview=1

Journals, Chapters, and Books

- Kozlowski, S. W. J., & Chao, G. T. (under review). Unpacking team process dynamics and emergent phenomena: Challenges, conceptual advances, and innovative methods. *American Psychologist*.
- Fernandez, R., Shah, S., Rosenman, E. D., Kozlowski, S. W. J., Parker, S. H., & Grand, J. A. (in press). Developing team cognition: A role for simulation. *Simulation in Healthcare*.
- Kozlowski, S. W. J. (in press). Enhancing the effectiveness of work groups and teams: A reflection. *Perspectives on Psychological Science*.
- Kozlowski, S. W. J., & Bell, B. S. (in press). Advancing team learning: Process mechanisms, knowledge outcomes, and implications. In L. Argote & J. Levine (Eds.), *Oxford handbook of organizational learning*. New York, NY: Oxford University Press.

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- Kozlowski, S. W. J., & Bell, B. S. (in press). State of the science: Team functioning and performance. In K. Hall, R. Croyle, & A. Vogel (Eds.), *Advancing social and behavioral health research through cross-disciplinary team science: Principles for success*. New York: Springer. [Refereed]
- Rosenman, E. D., Dixon, A. J., Webb, J. M., Broliar, S., Golden, S. J., Jones, K. A., Shah, S., Grand, J. A., Kozlowski, S. W. J., Chao, G. T., Fernandez, R. (in press). A simulation-based approach to measuring team situational awareness in emergency medicine: A multicenter, observational study. *Academic Emergency Medicine*.
- Kozlowski, S. W. J. (2017). Reflections on the *Journal of Applied Psychology* for 2009-2014: Infrastructure, operations, innovations, impact, evolution, and desirable directions. *Journal of Applied Psychology*, *102*, 580-588.
- Kozlowski, S. W. J., & Chao, G. T. (2017). The licensure of industrial and organizational psychologists: It's déjà vu all over again. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *10*, 200-204.
- Kozlowski, S. W. J., Chen, G., & Salas, E. (2017). One hundred years of the *Journal of Applied Psychology*: Background, evolution, and scientific trends. *Journal of Applied Psychology*, *102*, 237-253.
- Salas, E., Kozlowski, S. W. J., & Chen, G. (2017). A century of progress in industrial and organizational psychology: Discoveries and the next century. *Journal of Applied Psychology*, *102*, 589-598.
- Braun, M. T., & Kozlowski, S. W. J. (2016). Systems and organizations. In H. Miller (Ed.), *Encyclopedia of theory in psychology*. Thousand Oaks, CA: SAGE.
- Grand, J. A., Braun, M. T., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2016). The dynamics of team cognition: A process-oriented theory of knowledge emergence in teams [Monograph]. *Journal of Applied Psychology*, *101*, 1353-1385.
- Kozlowski, S. W. J. (2016). Group development. In S. G. Rogelberg (Ed.), *Encyclopedia of industrial and organizational psychology (2nd Edition)*. Thousand Oaks, CA: Sage.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2016). Capturing the multilevel dynamics of emergence: Computational modeling, simulation, and virtual experimentation. *Organizational Psychology Review*, *6*, 3-33.
- Kozlowski, S. W. J., Mak, S., & Chao, G. T. (2016). Team-centric leadership: An integrative review. *Annual Review of Organizational Psychology and Organizational Behavior*, *3*, 21-54.
- Kozlowski, S. W. J. (2015). Advancing research on team process dynamics: Theoretical, methodological, and measurement considerations. *Organizational Psychology Review*, *5*, 270-299.
- Kozlowski, S. W. J., & Bell, B. S. (2015). Work teams. *Neuroscience and biobehavioral psychology*. San Diego, CA: Science Direct / Elsevier.
- Kozlowski, S. W. J., Chao, G. T., Chang, C.-H., & Fernandez, R. (2015). Team dynamics: Using "big data" to advance the science of team effectiveness. In S. Tonidandel, E. King, & J. Cortina (Eds.), *Big data at work: The data science revolution and organizational psychology* (pp. 272-309). New York, NY: Routledge Academic.
- Kozlowski, S. W. J., Grand, J. A., Baard, S. K., & Pearce, M. (2015). Teams, teamwork, and team effectiveness: Implications for human systems integration. In D. Boehm-Davis, F. Durso, & J. Lee (Eds.), *The handbook of human systems integration* (pp. 555-571). Washington, DC: APA. [refereed]
- National Research Council. (2015). *Enhancing the effectiveness of team science*. Committee on the Science of Team Science; Board on Behavioral, Cognitive, and Sensory Sciences; Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.
- *Committee Member and coauthor of the Consensus Report*. [Refereed]

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- Pearce, M., Powers, C. L., & Kozlowski, S. W. J. (2015). The development of project teams. In F. Chiochio, E. K. Kelloway, & B. Hobbs (Eds.), *The psychology and management of project teams* (pp. 423-456). New York: Oxford University Press.
- Salas, E., Tannenbaum, S. I., Kozlowski, S. W. J., Miller, C., Mathieu, J. E., & Vessey, W. B. (2015). Teams in space exploration: A new frontier for the science of team effectiveness. *Current Directions in Psychological Science*, 24(3), 200-207.
- Santoro, J. M., Dixon, A. J., Chang, C.-H., & Kozlowski, S. W. J. (2015). Measuring and monitoring the dynamics of team cohesion: Methods, emerging tools, and advanced technologies (pp.115-146). In W. B. Vessey, A. X. Estrada, & E. Salas (Eds.), *Team cohesion: Advances in psychological theory, methods and practice*. Bingley, UK: Emerald Group Publishing.
- Vosburgh, R., Connell, L., Jackson, H., Kozlowski, S., Smart, J., & Wright, P. (2015). What can HR associations do to advance the profession? *People + Strategy Journal*, 38(4), 26-32.
- Baard, S. K., Rench, T. A., & Kozlowski, S. W. J. (2014). Performance adaptation: A theoretical integration and review. *Journal of Management*, 40, 48-99.
- Ford, J. K., Kozlowski, S. W. J., & Ryan, A. M. (2014). Solutions in search of the problem: Innovation, flexibility, and graduate education. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 99, 390-403.
- Hoch, J., & Kozlowski, S. W. J. (2014). Leading virtual teams: Hierarchical leadership, structural supports, and shared team leadership. *Journal of Applied Psychology*, 99, 390-403.
- Fernandez, R., Pearce, M., Grand, J.A., Rench, T.A., Jones, K.A., Chao, G.T., & Kozlowski, S.W.J. (2013). Evaluation of a computer-based educational intervention to improve medical teamwork and performance during simulated patient resuscitations. *Critical Care Medicine*, 11, 2551-2562.
- Following medical convention, senior authors Kozlowski & Chao appear last.
- Grand, J. A., & Kozlowski, S. W. J. (2013). Eight basic principles for adaptability training in synthetic learning environments. In C. Best, G. Galanis, J. Kerry, & R. Sottolare (Eds.), *Fundamental issues in defense training and simulation* (pp. 97-113). Surrey, UK: Ashgate.
- Grand, J.A., Pearce, M., Rench, T., Fernandez, R., Chao, G.T., & Kozlowski, S.W.J. (2013). Going DEEP: Guidelines for building simulation-based team assessments. *BMJ Quality & Safety*, 22(5), 436-448.
- Hannah, S. T., Schaubroeck, J. M., Peng, C., Lord, R., Trevino, L. K., Kozlowski, S. W. J., Avolio, B. J., Dimotakis, N., & Doty, D. (2013). Multilevel influences of abusive leaders on follower values, moral conation, and ethical intentions and behaviors. *Journal of Applied Psychology*, 98, 579-592.
- Kozlowski, S. W. J., & Bell, B. S. (2013). Work groups and teams in organizations. In N. Schmitt & S. Highhouse (Eds.), *Handbook of psychology: Industrial and organizational psychology* (pp. 412-469, Vol. 12, 2nd Ed). London: Wiley.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2013). Advancing multilevel research design: Capturing the dynamics of emergence. *Organizational Research Methods*, 16, 581-615.
- Awarded *Best Paper of 2013* by the Editorial Board of *Organizational Research Methods*.
 - Awarded the *William A. Owens Scholarly Achievement Award* in recognition of the best publication (appearing in a refereed journal) in the field of industrial and organizational psychology during the past full year (2013) by the Society for Industrial and Organizational Psychology.
 - Awarded an *Emerald Citation of Excellence for 2016* (based on 2013 publications).

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- Bell, B. S., & Kozlowski, S. W. J. (2012). Three conceptual themes for future research on teams. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 45-48.
- Bell, B. S., Kozlowski, S. W. J., & Blawath, S. (2012). Team learning: An integration and review. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (pp. 859-909). New York: Oxford University Press.
- Kozlowski, S. W. J. (2012). Editor. *The Oxford handbook of organizational psychology*. New York: Oxford University Press.
- Kozlowski, S. W. J. (2012). On the horizon. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (pp. 1385-1389). New York: Oxford University Press.
- Kozlowski, S. W. J. (2012). The nature of organizational psychology. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (pp. 3-21). New York: Oxford University Press.
- Kozlowski, S. W. J. (2012). Groups and teams in organizations: Studying the multilevel dynamics of emergence. In A. B. Hollingshead & M. S. Poole (Eds.), *Research methods for studying groups and teams: A guide to approaches, tools, and technologies* (pp. 260-283). New York, NY: Routledge.
- Kozlowski, S. W. J. & Chao, G. T. (2012). Macrocognition, team learning, and team knowledge: Origins, emergence, and measurement. In E. Salas, S. Fiore, & M. Letsky (Eds.), *Theories of team cognition: Cross-disciplinary perspectives* (pp. 19-48). New York, NY: Routledge Academic.
- Kozlowski, S. W. J., & Chao, G. T. (2012). The dynamics of emergence: Cognition and cohesion in work teams. *Managerial and Decision Economics*, 33, 335-354.
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Invited Presentations/Meetings

- Kozlowski, S. W. J., & Bell, B. S. (2017, April). *Editorial Landscape – Where We've Been and Where We're Going*. Community of Interest Discussion to be presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2017, April). Panelist. In R. N. Landers & T. Kinney (Chairs), *How the world changes I-O as I-O changes the world*. Panel discussion to be presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2017, January). *Increasing the impact of organizational psychology on public policy*. European Association of Work and Organizational Psychology (EAWOP) Task Force on Policy. Zurich, Switzerland.
- Kozlowski, S. W. J. (2016, October). *Big data and computational organizational science: A peak on and over the horizon*. SIOP Leading Edge Consortium. Atlanta, GA.
- Kozlowski, S. W. J. (2016, January). *Increasing the impact of psychology in public policy: An international perspective. A discussion with the BPS President and the Presidents of SIOP and EAWOP*. British Psychological Society, Division of Occupational Psychology Annual Conference. Nottingham, UK.
- Kozlowski, S. W. J. (2016, January). *Occupational psychology and terrorism: Promoting individual, team and organizational resilience*. Panel Discussion with Stephen Covington (NATO) and Franz Josef Radermacher (University of Ulm). British Psychological Society, Division of Occupational Psychology Annual Conference. Nottingham, UK.
- Kozlowski, S. W. J. (2015, August). *Best practices for multidisciplinary science research teams*. Colloquium presented at the Michigan State University, College of Veterinary Medicine Strategic Thinking@CVM Summer Seminar Series, East Lansing, MI.
- Kozlowski, S. W. J. (2015, July). *Computational social science approaches to teams and groups*. Panel discussion presented at the Interdisciplinary Network for Group Research Consortium, Pittsburgh, PA.
- Kozlowski, S. W. J. (2015, June). *Enhancing team processes and team effectiveness*. Presented at the Fundamentals of Team Science and the Science of Team Science Workshop, National Institute of Health, Bethesda, MD.

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- Kozlowski, S. W. J. (2015, June). *Emergent phenomena and process dynamics: The next frontier for team research*. Colloquium presented at Management and Human Resources Department, HEC Paris, France.
- Kozlowski, S. W. J. (2015, May). *Emergent phenomena and process dynamics: The frontier for multilevel theory and research*. Presented at the Multilevel Theory and Research Conference, The Pennsylvania State University, State College, PA.
- Kozlowski, S. W. J., & Klein, K. J. (2015, May). *Reflections on progress, problems and prospects for multilevel theory and research*. Presented at the Multilevel Theory and Research Conference, The Pennsylvania State University, State College, PA.
- Chen, G., Kozlowski, S. W. J., & Morgeson, F. (2014, November). *An open conversation about enhancing transparency in the peer review process*. Presented at the Society for Organizational Behavior Meeting, University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2014, November). *Emergent phenomena and process dynamics: The next frontier for team research*. Presented at the Society for Organizational Behavior Meeting, University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2014, June). *The emergence and dynamics of team processes: Implications for leadership*. Presented at the New Directions in Leadership Research Conference, Erasmus Centre for Leadership Studies, Rotterdam School of Management, Erasmus University, Netherlands.
- Kozlowski, S. W. J. (2014, April). *Emergent phenomena and process dynamics: The next frontier for team research*. Colloquium presented at the Department of Organizational Studies, Tilburg University, Netherlands.
- Kozlowski, S. W. J. (2014, April). *Multilevel theory, research design, and measurement*. Workshop held at the Department of Organizational Studies, Tilburg University, Netherlands.
- Kozlowski, S. W. J. (2014, April). *Publishing in top-tier journals and publishing trends in science*. Colloquium presented at the Department of Organizational Studies, Tilburg University, Netherlands.
- Kozlowski, S. W. J. (2014, February). *Emergent phenomena and process dynamics: The next frontier for team research*. Colloquium presented at the Department of Management, National University of Singapore.
- Kozlowski, S. W. J. (2014, January). *Emergent phenomena and process dynamics: The next frontier for team research*. Keynote address presented at the Israel Organizational Behavior Conference, Recanati Business School, Tel Aviv University, Tel Aviv, Israel.
- Kozlowski, S. W. J. (2013, December). *Emergent phenomena and team dynamics: Theory, methods, and new research directions*. Colloquium presented at the Durham University Business School, Durham, UK.
- Kozlowski, S. W. J. (2013, November). *Emergent phenomena and team dynamics: Theory, methods, and new research directions*. Colloquium presented at the Department of Psychology, Virginia Technological University, Blacksburg, VA.
- Kozlowski, S. W. J. (2013, August). *The Journal of Applied Psychology*. Meet the editors panel discussion. HR Junior Faculty Consortium. Presented at the 73rd Annual Convention of the Academy of Management Association, Orlando, FL.
- Kozlowski, S. W. J. (2013, July). *Research design: Experiments, simulations, & quasi-experiments*. Workshop presented to *The International Association for Chinese Management Research*, Shanghai, China.

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- Kozlowski, S. W. J. (2013, July). *The dynamics of emergence: Examining bottom-up phenomena in systems*. Workshop presented to *The International Association for Chinese Management Research*, Shanghai, China.
- Kozlowski, S. W. J. (2013, April). *The Journal of Applied Psychology*. Meet the editors panel discussion. Doctoral Student Consortium. Presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Kozlowski, S. W. J. (2013, April). *The Journal of Applied Psychology*. Meet the editors panel discussion. Junior Faculty Consortium. Presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Kozlowski, S. W. J. (2012, November). *Publishing in top-tier journals: Tips and guidelines*. Colloquium presented at the Department of Management, Chinese University of Hong Kong, HK, China.
- Kozlowski, S. W. J. (2012, November). *Emergent phenomena: Theory and methodologies*. Colloquium presented at the Department of Management, Chinese University of Hong Kong, HK, China.
- Kozlowski, S. W. J. (2012, September). *Emergent phenomena: Theory and methodologies*. Workshop / webcast presented at the Center for the Advancement of Research Methods and Analysis (CARMA), School of Business Administration, Wayne State University, Detroit, MI.
- Kozlowski, S. W. J. (2012, August). *Multilevel emergence: Macrocognition, team collaboration, and team processes*. Colloquium presented at Aptima, Inc. Woburn, MA
- Kozlowski, S. W. J. (2012, August). *Capturing the dynamics of team cohesion and collaboration*. Presented at the NASA Behavioral Health and Performance Working Group Meeting, Houston, TX.
- Kozlowski, S. W. J. (2012, July). *Emergent phenomena: Theory and methodologies*. Seminar presented at the Faculty of Social Psychology, University of Valencia, Valencia, Spain.
- Kozlowski, S. W. J. (2012, July). *Macrocognition, team collaboration, and team processes*. Seminar presented at the Faculty of Social Psychology, University of Valencia, Valencia, Spain.
- Kozlowski, S. W. J. (2012, July). *Leadership in context: Systems, space, and time*. Seminar presented at the Faculty of Social Psychology, University of Valencia, Valencia, Spain.
- Kozlowski, S. W. J., & Chao, G. T. (2012, June). *Team knowledge: Origin, emergence, and measurement*. Presented at the Office of Naval Research (ONR) Command Decision Making Program Review, Naval Research Laboratory, Washington, DC.
- Kozlowski, S. W. J. (2012, May). *The science of team effectiveness: Findings and future directions*. Presented at *The Role of Health Care Teams in Cancer Care*, National Cancer Institute, Bethesda, MD.
- Kozlowski, S. W. J. (2012, May). *Modeling team knowledge emergence in collaborative decision making: Boids, droids, and noids*. Presented at the DoD Human Factors Engineering Technical Advisory Group Meeting #67, Dayton, OH.
- Kozlowski, S. W. J. (2012, April). *The Journal of Applied Psychology*. Meet the editors panel discussion. Junior Faculty Consortium. Presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J. (2012, April). *Leadership in team science: Context, process, and dynamics*. Presented at the 3rd Annual Science of Team Science Conference, Chicago, IL.
- Kozlowski, S. W. J. (2012, March). *Modeling emergent phenomena and interaction dynamics: Team cognition, collaboration, and cohesion*. Colloquium presented for the Shidler College of Business Distinguished Speaker Series. Department of Management, University of Hawai'i, Manoa, HI.

- Kozlowski, S. W. J. (2012, February). *Leadership in context: Systems, space, and time*. Colloquium presented for the Teams and Leadership Speaker Series. Department of Psychology, Georgia Technological Institute, Atlanta, GA.
- Kozlowski, S. W. J. (2011, July). *Research design: Experiments, simulations, & quasi-experiments*. Workshop presented to *The International Association for Chinese Management Research*, Xiamen, China.
- Kozlowski, S. W. J. (2011, July). *The dynamics of emergence*. Workshop presented to *The International Association for Chinese Management Research*, Xiamen, China.
- Kozlowski, S. W. J., & Chao, G. T. (2011, June). *Team knowledge: Origin, emergence and measurement*. Presented at the Command Decision Making (CDM) Program Review, Office of Naval Research, Arlington, VA.
- Kozlowski, S. W. J. (2011, April). Chair. *A strategy for building an infrastructure for science advocacy within S/OP*. Panel discussion presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J. (2011, April). Panelist. *Meet the editors*. Panel discussion presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J. (2011, March). *Team cognition: The emergence of learning processes and knowledge outcomes*. Colloquium presented at the Department of Management, Moore School of Business, University of South Carolina, Columbia, SC.
- Kozlowski, S. W. J. (2010, September). *Publishing in top-tier journals: Tips and guidelines*. Colloquium presented at the Department of Human Resource Management and Organizational Behavior, Faculty of Business and Economics, Groningen University, Netherlands.
- Kozlowski, S. W. J. (2010, September). *The origins of team cognition: Team learning, regulation, and development*. Colloquium presented at the Department of Human Resource Management and Organizational Behavior, Faculty of Business and Economics, Groningen University, Netherlands.
- Kozlowski, S. W. J. (2010, August). Participant. NASA Behavioral Health & Performance Research Working Group. Universities Space Research Association, Houston, TX.
- Kozlowski, S. W. J., & Chao, G. T. (2010, August). *Team knowledge: Origin, emergence and measurement*. Presented at the Collaboration and Knowledge Interoperability (CKI) Program Review, Office of Naval Research, Arlington, VA.
- Kozlowski, S. W. J. (2010, June). *Enhancing individual and team adaptation: Learning, regulation, and development*. Colloquium presented at the Department of Management & Marketing, Hong Kong Polytechnic University, Hong Kong, SAR.
- Kozlowski, S. W. J. (2010, June). *Enhancing team processes and team effectiveness*. Workshop presented at the Department of Management & Marketing, Hong Kong Polytechnic University, Hong Kong, SAR.
- Kozlowski, S. W. J. (2010, June). *Enhancing team processes and team effectiveness*. Workshop presented at the Faculty of Social Psychology, University of Valencia, Valencia, Spain.
- Kozlowski, S. W. J. (2010, June). *Publishing in top-tier journals: Tips and guidelines*. Colloquium presented at the Faculty of Social Psychology, University of Valencia, Valencia, Spain.
- Kozlowski, S. W. J. (2010, May). *Team effectiveness: A half century of progress and prospects for the future*. Keynote Address presented at the TTCP Defence Human Systems Symposium, Sydney, Australia.

- Kozlowski, S. W. J. (2010, April). *Publishing in top-tier journals*. Presented to the Junior Faculty Consortium at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J. (2009, September). NASA Annual Behavioral Health and Performance Autonomy Workshop, Universities Space Research Association, Houston, TX.
- Kozlowski, S. W. J. (2009, August). NASA Annual Behavioral Health and Performance Working Group Meeting, Universities Space Research Association, Houston, TX.
- Kozlowski, S. W. J. (2009, August). Panelist. *Meet the editors: OB/HR micro journals*. Panel presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.
- Kozlowski, S. W. J. (2009, May). *Enhancing individual and team adaptation: Learning, regulation, and development*. Colloquium presented at the School of Management, Queensland University of Technology, Brisbane, Queensland, Australia.
- Kozlowski, S. W. J. (2009, May). *Enhancing individual and team adaptation: Learning, regulation, and development*. Colloquium presented at the Department of Psychology, University of Queensland, Brisbane, Queensland, Australia.
- Kozlowski, S. W. J. (2009, April). *Enhancing individual and team adaptation: Learning, regulation, and development*. Colloquium presented at the Department of Management, Bond University, Gold Coast, Queensland, Australia.
- Kozlowski, S. W. J. (2009, April). *Publishing in top-tier journals: Tips and guidelines*. Colloquium presented at the Department of Management, Bond University, Gold Coast, Queensland, Australia.
- Kozlowski, S. W. J. (2009, March). *Team knowledge: Origin, emergence, and measurement*. Collaboration and Knowledge Interoperability (CKI) Program Review, University of Central Florida, Institute for Simulation and Training, Orlando, FL.
- Kozlowski, S. W. J. (2008, October). *Enhancing individual and team adaptation: Learning, regulation, and development*. Colloquium presented at the Department of Management, George Mason University, Fairfax, VA.
- Kozlowski, S. W. J. (2008, October). *The origins of team cognition: Team learning, development, and adaptation*. Colloquium presented at the Institute for Simulation and Training-ONR Macro Cognition Workshop. Orlando, Florida.
- Kozlowski, S. W. J. (2008, August). *Journal editors: HR Doctoral Consortium*. Panel presented at the 68th Annual Convention of the Academy of Management Association, Anaheim, CA.
- Kozlowski, S. W. J. (2008, August). *Meet the editors: OB/HR micro journals*. Panel presented at the 68th Annual Convention of the Academy of Management Association, Anaheim, CA.
- DeShon, R. P., & Kozlowski, S. W. J. (2008, July). The emergence of team performance through self-regulation dynamics. In S. W. J. Kozlowski (Chair), *Enhancing team processes and effectiveness: Fifty years of progress and prospects for the future*. Invited symposium presented at the 29th International Congress of Psychology, Berlin, Germany.
- Kozlowski, S. W. J. (2008, July). Enhancing team processes and effectiveness: Fifty years of progress and prospects for the future. In S. W. J. Kozlowski (Chair), *Enhancing team processes and effectiveness: Fifty years of progress and prospects for the future*. Invited symposium presented at the 29th International Congress of Psychology, Berlin, Germany.
- Kozlowski, S. W. J. (2008, June). Dynamic team leadership: Developing adaptive teams. Presented at the Leadership Research Conference, INSEAD-Wharton Alliance, Fontainebleau, France.

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- Kozlowski, S. W. J. (2008, May). *Group expertise and teamwork*. Panel expert, Defining and developing expertise: A national agenda for simulation research, Society for Academic Emergency Medicine, Washington, DC.
- Kozlowski, S. W. J. (2008, March). *Career reflections: Musings on a "work in progress."* The Team Leadership Micro-Conference, Robert H. Smith School of Business, University of Maryland, College Park, MD.
- Kozlowski, S. W. J. (2008, March). *Individual and team adaptation: Regulation, leadership, and development*. The Team Leadership Micro-Conference, Robert H. Smith School of Business, University of Maryland, College Park, MD.
- Kozlowski, S. W. J. & DeShon, R. P. (2007, July). *Understanding team processes and performance: A multiple goal, multilevel theory of team regulation*. Presented at the 2nd Annual INGRoup Conference, Lansing, MI.
- Kozlowski, S. W. J. (2007, June). *Leading organizations in the twenty-first century: Challenges and responsibilities*. Invited talk, University of Western Australia, Perth, Australia.
- Kozlowski, S. W. J. (2007, May). *Enhancing team effectiveness*. Presented at the Annual Meeting of the Council of Scientific Society Presidents. Washington, DC.
- Kozlowski, S. W. J. (2007, March). *Team effectiveness*. Presented to the Navy Personnel Research, Studies, and Technology Division (NPRST). Millington, TN.
- Kozlowski, S. W. J. (2006, December). *Team leadership and team effectiveness*. Invited participant at LCIOR-Net Workshop III, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2006, November). *Multilevel Theory, research, and methods*. Keynote address presented at National Taiwan University of Science and Technology, Taipei, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Research and publication guidelines: Advice and tips*. Presented at National Taiwan University of Science and Technology, Taipei, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Multilevel Theory, research, and methods*. Keynote address presented at National Cheng Kung University, Tainan, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Research and publication guidelines: Advice and tips*. Presented at National Cheng Kung University, Tainan, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Multilevel Theory, research, and methods*. Keynote address presented at National Chung Hsing University, Taichung, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Research and publication guidelines: Advice and tips*. Presented at National Chung Hsing University, Taichung, Taiwan.
- Kozlowski, S. W. J. (2006, July). *The science of learning, training, and development*. Science of Learning Workshop, Co-sponsored by Commanding General, U.S. Army Training and Doctrine Command (CG TRADOC) and Deputy Chief of Staff for Personnel (G1)., Hosted by U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) with assistance from the Institute for Defense Analyses (IDA). Hampton, VA.
- Kozlowski, S. W. J., & DeShon, R. P. (2006, April). *Dynamic resource allocation and adaptability in teamwork*. Presented at the Air Force Office of Scientific Research, Cognition & Decision Program Review, Dayton, OH.

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- Mathieu, J. E., & Kozlowski, S. W. J. (2006, April). *Cutting-edge topics in team research*. Workshop presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J. (2005, November). *Active learning: Enhancing self-regulation, learning, and adaptability*. Workshop presented at the Annual Meeting of the International Military Testing Association, Singapore.
- Kozlowski, S. W. J. (2005, November). *Developing adaptive teams: A theory of dynamic team leadership*. Keynote address presented at the Annual Meeting of the International Military Testing Association, Singapore.
- Kozlowski, S. W. J. (2005, September). *The science of learning, training, and development*. Presented at the Investing in Human Capital: Selection, Training and Work Socialization in the Railroad Industry, Beckman Center of the National Academies, Irvine, CA
- Kozlowski, S. W. J. (2005, July). *Team development and leadership: Learning, regulation, and adaptability*. Presented at LCIOR-Net Workshop II, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2004, December). *Team development and leadership: Learning, regulation, and adaptability*. Presented at Moving Toward the Next Frontier in Team Effectiveness Research, sponsored by the Army Research Institute and the University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2004, September). *Active learning: Enhancing self-regulatory processes, learning, and adaptive performance*. Presented at the Department of Psychology Colloquium Series, Rice University, Houston, TX.
- Kozlowski, S. W. J. (2004, June). *Active learning: Enhancing self-regulatory processes, learning, and adaptive performance*. Colloquium presented at the Department of Psychology Distinguished Speaker Series, University of Giessen, Giessen, Germany.
- Kozlowski, S. W. J. (2004, June). *Multilevel theory, research and methods in organizations*. Colloquium presented at the Department of Psychology, University of Giessen, Giessen, Germany.
- Kozlowski, S. W. J. (2004, June). *Work team socialization, development, and effectiveness*. Colloquium presented at the Department of Psychology, University of Giessen, Giessen, Germany.
- Kozlowski, S. W. J. (2003, February). *Active learning: Enhancing regulatory processes, learning, and performance*. Colloquium presented at the Department of Psychology Distinguished Speaker Series, University of Amsterdam, Amsterdam, Netherlands.
- Kozlowski, S. W. J. (2002, October). *Active learning systems: Enhancing self-regulation, learning, and adaptive performance*. Colloquium presented at the School of Psychology Distinguished Speaker Series, Georgia Institute of Technology, Atlanta, GA.
- Kozlowski, S. W. J. (2002, October). *Active learning systems: Enhancing self-regulation, learning, and adaptive performance*. Colloquium presented at the Annual Meeting of the Society of Organizational Behavior, Atlanta, GA.
- Kozlowski, S. W. J. (2001, December). Invited participant. Human Factors in Remote Collaboration. National Research Council, Committee on Human Factors, Washington DC.
- Kozlowski, S. W. J. (2001, November). *Active learning systems: Enhancing self-regulation, learning, and adaptive performance*. Colloquium presented at the Department of Psychology, University of Maryland, College Park, MD.

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- Kozlowski, S. W. J. (2001, October). *Adaptive teams: Training strategies, learning processes, and performance*. Presented at the AFOSR Workshop on Team Performance, George Mason University, Fairfax, VA.
- Kozlowski, S. W. J. (2001, June). *Developing adaptability: Theory, research, and emerging principles*. Invited workshop presented at the 4th Biennial National Conference on Industrial and Organisational Psychology, Sydney, Australia.
- Kozlowski, S. W. J. (2001, June). *Skills for the 21st century: Developing adaptability*. Keynote address presented at the 4th Biennial National Conference on Industrial and Organisational Psychology, Sydney, Australia.
- Kozlowski, S. W. J. (2001, May). *Multilevel theory and research in organizations*. Presented at the Levels of Analysis Workshop, Bond University, Gold Coast, Australia.
- Kozlowski, S. W. J. (2001, May). *Training in the 21st century: Creating learning systems to build adaptive skills*. Presented at the Work Effectiveness Seminar Series, Australian Center in Strategic Management, Queensland University of Technology, Brisbane, Australia.
- Kozlowski, S. W. J. (2001, March). *Training for adaptability*. Presented at the College of Business Seminar Series, Bond University, Gold Coast, Australia.
- Kozlowski, S. W. J. (2000, May). *Building adaptive teams: The role of leadership, training, and development*. Presented at the 3rd Conference of the Chinese Society for Industrial and Organizational Psychology and Cognitive Ergonomics, Hangzhou, China.
- Kozlowski, S. W. J., & DeShon, R. P. (1999, June). *TEAMSIm: Examining the development of basic, strategic, and adaptive performance*. Presented at the International Synthetic Task Development Conference/Scaled Worlds: Current Issues in Simulation-Based Human Performance Research, University of Georgia, Athens, GA.
- Kozlowski, S. W. J., Toney, R. J., Weissbein, D. A., Mullins, M. E., Brown, K. G., & Bell, B. S. (1998, May). *Developing adaptive expertise*. Paper presented at the 4th Conference on Naturalistic Decision Making, Airlie, VA.
- Kozlowski, S. W. J. (1998, March). *Extending and elaborating models of emergent phenomena*. Presented to the MESO Organization Studies Group, Arizona State University, Tempe, AZ.
- Kozlowski, S. W. J., Brown, K. G., Toney, R. J., Mullins, M. E., Weissbein, D. A., & Bell, B. S. (1997, October). *Principles for deployable training*. Presented at the Naval Air Warfare Center Training Systems Division, Orlando, FL.
- Kozlowski, S. W. J. (1997, September). *Adapting to new technology and work processes*. Facilitated and presented at the Conference on The Interface of Leadership and Team Processes, George Mason University, Fairfax, VA.
- Kozlowski, S. W. J. (1996, March). *TEAMS / TANDEM: An experimental platform for examining skill acquisition, adaptability, and effectiveness at individual and team levels of analysis*. Presented at the Personnel Human Resource Research Group, University of Florida, Gainesville, FL.
- Kozlowski, S. W. J., & Gully, S. M. (1995, June). *TEAMS / TANDEM: A simulation for examining team training and adaptive expertise*. Presented to the Crew Technology Group, U.S. Air Force Armstrong Laboratory, San Antonio, TX.
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1995, June). *Team leadership and development: Theory, principles, and guidelines for training leaders and teams*. Presented at the Third Annual University of North Texas Symposium on Work Teams, Dallas, TX.

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- Kozlowski, S. W. J. (1995, March). *Training for adaptive expertise*. Presented at the Personnel Human Resource Research Group, Tulane University, New Orleans, LA.
- Kozlowski, S. W. J., & Chao, G. T. (1995, May). *Conducting integrative and creative research: Principles for pushing the envelope*. Presented at the Doctoral Consortium for the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (1994, May). *Emerging issues in training and development research*. Presented at the Second Annual Lydia S. and Samuel S. Dubin Lecture, Systemwide Conference on Continuing Education and Retraining, The Pennsylvania State University, University Park, PA.
- Kozlowski, S. W. J. (1993, October). *Organizational systems, training principles, and issues relevant to advancing integrated training technologies*. Presented at the Advancements in Integrated Training Technologies Conference, University of Colorado - Denver, Sponsored by the U.S. Air Force Armstrong Laboratory.
- Kozlowski, S. W. J. (1991, November). *Organizational downsizing*. Invited talk sponsored by the U.S. Army War College, Strategic Studies Institute and hosted by Southern Methodist University, Dallas, TX.
- Kozlowski, S. W. J. (1991, October). *A multilevel contextual model for training implementation and transfer*. Presented at the Training Effectiveness Conference, Michigan State University, East Lansing, MI, Sponsored by the Naval Training Systems Center.
- Kozlowski, S. W. J., & Chao, G. T. (1991, May). *Organizational downsizing: Individual and organizational implications and recommendations*. Presented at the Army Research Institute for the Social and Behavioral Sciences, Arlington, VA.
- Kozlowski, S. W. J. (1990, January). *Problems associated with the implementation of advanced manufacturing technologies*. Colloquium presented to the Social Science Research Bureau, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J. (1987, April). *Socialization and climate: Sense-making processes in organizations*. Presented at the International Conference on the Biopsychosocial Model in Industrial Medicine and Management, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., & Chao, G. T. (1984, February). *Preparing the organization for technological innovation*. The General Motors Organization Research and Development Heads Meeting, Warren, MI.

Refereed Conference and Meeting Presentations

- Kozlowski, S. W. J. (2017, August). Investigating emergent phenomena: Concepts and methods. In R. Eckardt, A. Crocker, A. Yoojung, & T. Moliterno (Chairs), *Multilevel methodological advances: A focus on emergence and bottom-up effects*. Professional development workshop presented at the 77th Annual Convention of the Academy of Management Association, Atlanta, GA.
- Kozlowski, S. W. J. (2017, August). Science advocacy by the Society for Industrial and Organizational Psychology (SIOP). In G. Grote (Chair), *Caucus on science advocacy*. Presented at the 77th Annual Convention of the Academy of Management Association, Atlanta, GA.
- Kozlowski, S. W. J. (2017, August). Team effectiveness. In C. Hartnell, J. Koopman, & F. Matta (Chairs), *OB Division Making Connections Networking Event*. Presented at the 77th Annual Convention of the Academy of Management Association, Atlanta, GA.
- Grand, J. A., Kuljanin, G., Braun, M. T., Kozlowski, S. W. J., & Chao, G. T. (2017, April). Task environments and team effectiveness: A computational exploration. In G. Kuljanin & M. T. Braun (Chairs), *Demonstrating the varied uses of computational models*. Symposium presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- Kozlowski, S. W. J. (2017, April). Panelist. *More than just average: Novel approaches to measurement in teams*. Panel discussion presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2017, April). Panelist. *Workplace automation and the future of IO psychology*. Panel discussion presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kuljanin, G., Mak, S., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2017, April). The component processes of team performance in distributed expertise tasks. In M. T. Braun (Chair), *The dynamics within: Understanding and improving intra-team states*. Symposium presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Dixon, A. J., Webb, J. M., Olenick, J., Ayton, J., Harvey, R., Karner, J., Chang, C.-H., & Kozlowski, S. W. J. (2017, April). Using experience sampling data to examine relationships between team processes. In L. DeChurch, S. Bell, & N. Contractor (Chairs), *Exploring new frontiers: Building better teams on Earth and beyond*. Symposium presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Olenick, J., Dixon, A. J., Dishop, C., Kozlowski, S. W. J., & Chang, C.-H. (2017, April). Applying linguistic analysis to isolated, and confined, extreme environmental teams. In S. K. B. Perry & G. F. Goodwin (Chairs), *Beyond unobtrusive methodologies: The intrusive component of "big data" research*. Symposium presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Webb, J. M., Olenick, J., Dixon, A. J., Binsted, K., Chang, C.-H., & Kozlowski, S. W. J. (2017, April). Comparing long-duration team dynamics in a Mars exploration simulation. In L. DeChurch, S. Bell, & N. Contractor (Chairs), *Exploring new frontiers: Building better teams on Earth and beyond*. Symposium presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Binsted, K. A., Basner, M., Bedwell, W., Bishop, S., Caldwell, B., Chang, C.-H., Hunter, J., Kozlowski, S. W. J., Roma, P., Shiro, B., & Wu, P. (2017, January). *Investigations at HI-SEAS into team function and performance on, and crew composition for, long duration exploration missions*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Dixon, A. J., Webb, J. M., Chang, C.-H., & Kozlowski, S. W. J. (2017, January). *An investigation into team dynamics with the Human Exploration Research Analog*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Chang, C.-H., & Biswas, S. (2017, January). *Measuring team functioning via multiple methods*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Olenick, J., Morrison, M., Dixon, A., Dishop, C., Harvey, R., Karner, J., Chang, C.-H., & Kozlowski, S. W. J. (2017, January). *Using linguistic analysis tools to study teams in ICE environments*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Webb, J. M., Olenick, J., Ayton, J., Chang, C.-H., & Kozlowski, S. W. J. (2017, January). *An examination of the relationships between the big five personality factors and team processes*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Webb, J. M., Olenick, J., Dixon, A. J., Binsted, K., Chang, C.-H., & Kozlowski, S. W. J. (2017, January). *Comparing team functioning of three teams living in the Hawai'i space exploration analog and simulation*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.

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- Avolio, B. J., Keng-Highberger, F. T., Schaubroeck, J., Trevino, L. K., & Kozlowski, S. W. J. (2016, August). Behind the eye of the beholder: How follower attributes affect ratings of ethical and transformational leadership. In J. B. De Four-Babb (Chair), *Can you lead me? Developing leaders*. Symposium presented at the 76th Annual Convention of the Academy of Management Association, Anaheim, CA.
- Chang, C-H., Kozlowski, S. W. J., Santoro, J. M., Olenick, J., Dixon, A. J., & Ayton, J. (2016, August). Tracking long-term team dynamics in the Antarctic. In J. Ayton (Chair), *Human biology and medicine*. Symposium presented at XXXIV SCAR Biennial Meetings and the 2016 Open Science Conference, Kuala Lumpur, Malaysia.
- Kozlowski, S. W. J. (2016, August). Contextual effects and emergence: Linking macro and micro phenomena. In A. Crocker, R. Eckardt, Y. Ahn, & S. Floyd (Chairs), *The micro-macro divide in management research: Origins, current state, and future directions*. Professional development workshop held at the 76th Annual Convention of the Academy of Management Association, Anaheim, CA.
- Kozlowski, S. W. J. (2016, August). Emergence and process dynamics: The frontier of multilevel theory and research. In M. Renkema & J. Meijerink (Chairs), *Advancing multilevel thinking and methods in HRM research*. Professional development workshop held at the 76th Annual Convention of the Academy of Management Association, Anaheim, CA.
- Braun, M. T., Grand, J. A., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2016, April). A computational integration of procedural and outcome interdependence in teams. In X. Li & J. Vancouver (Chairs), *Formally modeling I-O psychology phenomena: Instructional exemplars*. Symposium presented at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Kozlowski, S. W. J. (2016, April). Dynamic processes in space teams. In L. Larson, B. Jones, & L. DeChurch (Chairs), *Organizing that's out of this world! Ignite Panel Discussion* presented at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Kozlowski, S. W. J. (2016, April). Research relevance. In S. Fiore (Chair), *Developing national research policy with use-inspired science for organizational research*. Panel Discussion presented at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Kozlowski, S. W. J., Chang, C-H., Beard-Perry, S. K., & Biswas, S. (2016, April). Capturing real-time team process dynamics. In G. Plummer & N. Contractor (Chairs), *Novel ways to understand and assess teamwork*. Symposium presented at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Dixon, A. J., Santoro, J. M., Lauricella, T. K., Chang, C.-H., & Kozlowski, S.W.J. (2016, February). *An investigation into team dynamics within the Human Exploration Research Analog*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Chang, C-H., & Biswas, S. (2016, February). *Measuring the dynamics of teamwork*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Santoro, J. M., Dixon, A. J., Binsted, K., Chang, C.-H., & Kozlowski, S. W. J. (2016, February). *Tracking long-term dynamics: The Hawai'i Space Exploration Analog and Simulation*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Santoro, J. M., Olenick, J., Dixon, A. J., Ayton, J., Chang, C-H., & Kozlowski, S. W. J. (2016, February). *Tracking long-term team dynamics in the Antarctic*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.

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- Grand, J. A., Braun, M. T., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2015, August). An investigation of team knowledge-building processes: A multilevel, multi-temporal perspective. In T. Maynard & L. D'Innocenzo (Chairs), *Teams research - The need to consider time in order to: "Keep on slippin' into the future."* Symposium presented at the 75th Annual Convention of the Academy of Management Association, Vancouver, British Columbia, Canada.
- Kozlowski, S. W. J. (2015, August). Using big data to unpack team process dynamics. In R. R. Piccolo & C. Buengeler (Chairs), *Big data in team research: Applications, techniques, and implications*. Symposium presented at the 75th Annual Convention of the Academy of Management Association, Vancouver, British Columbia, Canada.
- Kozlowski, S. W. J., Chang, C.-H., Baard, S. K., & Biswas, S. (2015, August). Capturing team process dynamics. In A. Yu (Chair), *Unobtrusive measures in organizational research: The potential of wearable sensor technology*. Symposium presented at the 75th Annual Convention of the Academy of Management Association, Vancouver, British Columbia, Canada.
- Kozlowski, S. W. J., Chang, C.-H., Biswas, S., Baard, S. K., Golden, S., Santoro, J., Dixon, A., Lauricella, T., & Stobaugh, D. (2015, July). A sensor technology for capturing real-time team process dynamics. In N. Contractor & L. DeChurch (Chairs), *Technology for studying and enabling teams*. Symposium presented at the Interdisciplinary Network for Group Research Conference, Pittsburgh, PA.
- Kozlowski, S. W. J. (2015, June). The science of team effectiveness. In M. Hilton & N. Cooke (Chairs), *The National Academy of Sciences (NAS) report: Enhancing the effectiveness of team science*. Panel discussion presented at the Science of Team Science (SciTS) Conference, National Institute of Health, Bethesda, MD.
- Fiore, S. M., & Kozlowski, S. W. J. (2015, April). The science of team science. In S. Stark (Chair), *National Research Council Reports: I/O psychology impacts at the federal level*. Symposium presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Kozlowski, S. W. J. (2015, April). Aligning research with funding agency priorities. In A. Sinclair & D. Costanza (Chairs), *Applying for and getting grants*. Symposium presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Kozlowski, S. W. J., & Chang, C.-H. (2015, April). (Chairs). *Team dynamics: Capturing process phenomena in extreme teams*. Symposium presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Kozlowski, S. W. J., & Chang, C.-H., Baard, S. K., Pearce, M., Dixon, A. J., & Santoro, J. M. (2015, April). Capturing team process dynamics. In W. B. Vessey (Chair), *Teams on ICE: Team research in spaceflight analogs*. Symposium presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Kuljanin, G., Braun, M. T., Grand, J. A., Chao, G. T., & Kozlowski, S. W. J. (2015, April). Modeling the temporal dynamics of team process. In J. A. Grand (Chair), *Modeling and simulation in I/O psychology: A world of opportunity*. Symposium presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Baard, S. K., Pearce M., Golden S., Harvey, R. P., Karner, J., Ayton, J., Chang, C.-H., Kozlowski, S. W. J. (2015, January). *The dynamics of teamwork on the ice: A multi-year, multi-national effort*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Binsted, K., Bedwell, W., Caldwell, B., Hunter, J., Kozlowski, S., Miller, C., Roma, P. (2015, January). Preliminary results on team function and performance from the Hawaii Space Exploration Analog and Simulation (HI-SEAS). In B. Vessey & L. Langdon (Chairs), *Behavioral health and performance risk assessment*. Symposium presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.

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- Kozlowski S. W. J., Chang C.-H., & Biswas S. (2015, January). A multi-method approach for capturing teamwork dynamics. In L. Leveton & L. Bollweg (Chairs), *Behavioral health and performance standards*. Symposium presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Santoro, J. M., Dixon, A. J., Chang, C.-H., & Kozlowski, S. W. J. (2015, January). *A multi-site investigation into team dynamics in isolated, confined, extreme environments*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Binsted, K., Bedwell, W., Caldwell, B., Hunter, J., Kozlowski, S., Miller, C., Roma, P. (2014, October). *Determining key contributors to the maintenance and regulation of team function and performance on long duration exploration missions at the HI-SEAS analog habitat*. Presented at the 65th International Astronautical Congress, Toronto, Canada. IAC-14, A1, P, 27, x27063.
- Kozlowski, S. W. J. (2014, October). Capturing the dynamics of teamwork. In C. Miller & U. Fischer (Chairs), *Research in long-term human performance in space: Methods and implications*. Panel discussion presented at the International Annual Meeting of the Human Factors and Ergonomics Society, Chicago, IL.
- Baard, S. K., Kermond, C., Pearce, M., Ayton, J., Chang, C.-H., & Kozlowski, S. W. J. (2014, August). Understanding team affect, cohesion and performance dynamics in long duration Antarctic missions. In J. Ayton (Chair), *Human biology and Medicine*. Symposium presented at 2014 Open Science Conference XXXIII SCAR Biennial Meetings, Auckland, New Zealand.
- Baard, S. K. & Kozlowski, S. W. J. (2014, August). Self-regulation: A driver of adaptive performance over time. In S. A. Sommer (Chair), *Adapting across levels: Empirical advancements in performance adaptation theory*. Symposium presented at the 74th Annual Convention of the Academy of Management Association, Philadelphia, PA.
- Hoch, J. E., Kozlowski, S. W. J., & Dulebohn, J. H. (2014, August). Kickoff-meetings, transformational and shared leadership, and virtual team performance. In A. D. Schantz & V. L. Pace (Chairs), *Leadership and teamwork in the global-virtual workplace*. Symposium presented at the 74th Annual Convention of the Academy of Management Association, Philadelphia, PA.
- Kozlowski, S. W. J. (2014, August). Expert panelist. In I. Purvanova, S. Charlier, & J. Hoch (Chairs), *Researching virtual teams: Tips and strategies from virtual teams scholars and practitioners*. Professional development workshop conducted at the 74th Annual Convention of the Academy of Management Association, Philadelphia, PA.
- Kozlowski, S. W. J., Chang, C.-H., Beard, S. K., & Ayton, J. (2014, August). *Understanding team psychosocial dynamics in long duration Antarctic missions*. Paper presented at at the XXXIII Scientific Committee on Antarctic Research (SCAR) Biennial Meetings and Open Science Conference, Auckland, New Zealand.
- Pearce, M., Beard, S. K., Harvey, R. P., Karner, J., Chang, C.-H., & Kozlowski, S. W. J. (2014, August). *Tracking the psychosocial health of ICE teams*. Poster presented at the XXXIII Scientific Committee on Antarctic Research (SCAR) Biennial Meetings and Open Science Conference, Auckland, New Zealand.
- Baard, S. K., & Kozlowski, S. W. J. (2014, July). Self-regulation: A driver of adaptive performance over time. In S. A. Sommer (Chair), *Adaptation: A multi-level approach*. Symposium presented at the 9th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Raleigh, NC.
- Baard, S. K., Kermond, C., Pearce, M., Ayton, J., Chang, C.-H., & Kozlowski, S. W. J. (2014, July). *Understanding team dynamics in long duration Antarctic missions*. Poster presented at the 9th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Raleigh, NC.

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- Grand, J. A., Chao, G. T., Kozlowski, S. W. J., Braun, M. T., & Kuljanin, G. (2014, May). A methodological framework for studying multilevel emergent dynamics. In J. Grand & G. Chao (Chairs), *Computational modeling: Advancing research on team dynamics*. Symposium presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Kozlowski, S. W. J. (2014, May). Big data: Capturing the dynamics of team processes. In L. DeChurch & R. Asencio (Chairs), *Little teams, big data: Understanding teams using digital traces*. Symposium presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Kozlowski, S. W. J. (2014, May). Panelist. In F. Chiochio (Chair), *Challenges facing project teams: Towards a specific research agenda*. Panel discussion held at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Pearce, M., Kozlowski, S. W. J., Kermond, C. M. Y., & Xie, H. C. (2014, May). *Exploring the emergence and dynamics of team cohesion*. Poster presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Baard, S. K., Lorenz, S., Pearce, M., Bo, D., Kermond, C., Golden, S., Biswas, S., Chang, C.-H., & Kozlowski, S. W. J. (2014, February). *Monitoring team dynamics through physical and physiological indicators*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Binsted, K., Bedwell, W., Caldwell, B., Doumas, A., Hunter, J., Kozlowski, S. W. J., Roma, P., & Shiro, B. (2014, February). *Determining key contributors to the maintenance and regulation of team function and performance on long duration exploration missions at the HI-SEAS habitat*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2014, February). *Capturing and regulating the dynamics of team collaboration and cohesion*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Pearce, M., Beard, S. K., Chang, C.-H., & Kozlowski, S. W. J. (2014, February). *Analog team dynamics: A multi-year effort toward understanding fluctuations in team cohesion over time*. Poster presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J. (2014, January). Expert Panel Member. In R. Fernandez (Chair), *Simulation-based team leadership training in healthcare action teams: an overview of the literature and insight into team leadership science*. International Meeting on Simulation in Healthcare, San Francisco, CA.
- Grand, J. A., Pearce, M., & Kozlowski, S. W. J. (2013, August). Investigating the episodic relationship between team processes and performance. In M. R. Kukenberger (Chair), *Modeling and understanding teams as dynamic entities*. Symposium presented at the 73rd Annual Convention of the Academy of Management Association, Orlando, FL.
- Kozlowski, S. W. J. (2013, August). Emergent phenomena. In R. Eckardt, A. Crocker, & T. P. Moliterno (Chairs), *Empirical investigation of multilevel research questions in strategy*. Professional Development Workshop presented at the 73rd Annual Convention of the Academy of Management Association, Orlando, FL.
- Kozlowski, S. W. J. (2013, August). Longitudinal research designs: Key considerations. In A. Shipp & Y. Fried (Chairs), *How should I study time? A temporal tutorial and workshop*. Professional Development Workshop presented at the 73rd Annual Convention of the Academy of Management Association, Orlando, FL.

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- Kozlowski, S. W. J., & Liao, H. (2013, August). Looking upward and downward in the organization: Multilevel theory and methods in strategic HRM research. In I. Fulmer, J. Delery, & J. Guthrie (Chairs), *The next big questions: Expanding the HR-performance research agenda*. Professional Development Workshop presented at the 73rd Annual Convention of the Academy of Management Association, Orlando, FL.
- Kozlowski, S. W. J. (2013, July). Panelist. In R. Asencio (Chair), *Computational social science: Leveraging "big data" for groups research*. Panel discussion presented at the 8th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Atlanta, Georgia.
- Kozlowski, S. W. J., Chang, C.-H., Pearce, M., Baard, S. K., Kermond, C. M., Xie, H. & Golden, S. (2013, July). *Teamwork in the Antarctic: Cohesion in isolated, confined, and extreme (ICE) environments*. Presented at the 19th Humans in Space Symposium, Cologne, Germany.
- Chao, G. T., Kozlowski, S. W. J., Grand, J. A., Braun, M. T., Kuljanin, G., Pickhardt, D., & Mak, S. (2013, April). Macrocognition in teams: Agent-based interventions and emergence of team knowledge. In G. T. Chao & J. R. Rentsch (Chairs), *Building shared knowledge in teams: Shaping macrocognitive processes*. Symposium presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Kozlowski, S. W. J. (2013, April). Statics and dynamics in causal inference. In G. Chen & M. Wang (Chairs), *Causal inferences in our science: Perspectives from editorial experts*. Panel discussion presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Kozlowski, S. W. J., Pearce, M., Baard, S. K., Chang, C.-H., Biswas, S., Braun, M. T., Rench, T. A., Kermond, C. M., & Xie, H. C. (2013, April). Capturing the dynamics of collaboration and teamwork. In W. B. Vessey (Chair), *Looking forward to Mars: Researching teams for future exploration missions*. Symposium presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Baard, S. K., Bo, D., Pearce, M., Kermond, C., Xie, H. C., Lorenz, S., Tomlinson, W., Golden, S., Biswas, S., Chang, C.-H., & Kozlowski, S. W. J. (2013, February). *An innovative methodology for monitoring team effectiveness*. NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2013, February). *Capturing and regulating the dynamics of team collaboration and cohesion*. NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Pearce, M., Rench, T. A., Braun, M. T., Baard, S. K., DeShon, R. P., Chang, C.-H., & Kozlowski, S. W. J. (2013, February). *Exploring cohesion over time in an astronaut analog environment*. NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Fernandez, R., Pearce, M., Grand, J. A., Rench, T. A., Brooks-Buza, H., Chao, G. T., & Kozlowski, S. W. J. (2013, January). *A computer-based educational intervention improves medical teamwork and performance during simulated patient resuscitations*. Poster presented at the 13th International Meeting on Simulation in Healthcare, Orlando, Florida.
- Grand, J. A., Pearce, M., Rench, T. A., Chao, G. T., Fernandez, R., & Kozlowski, S. W. J. (2013, January). *Going DEEP: A procedural methodology for developing and improving assessment tools for simulation-based team training initiatives*. Podium presentation at the 13th International Meeting on Simulation in Healthcare, Orlando, Florida.
- Hoch, J. E., Kozlowski, S. W. J., Dulebohn, J. H. (2012, August). Structural supports, kickoff-meetings, and shared leadership in virtual teams. In K. Bartol & B. Bush (Chairs), *Advances in highly virtual teams: Key composition, leadership, and shared process components*. Symposium presented at the 72nd Annual Convention of the Academy of Management Association, Boston, MA.

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- Baard, S. K., Braun, M. T., Rench, T. A., Pearce, M., Bo, D., Piolet, Y., Biswas, S., DeShon, R. P., & Kozlowski, S. W. J. (2012, July). Monitoring team collaboration and cohesion in real-time. In A. L. Thayer and R. Grossman (Co-chairs), *Current directions in cohesion research*. Symposium presented at the 7th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Chicago, IL.
- Pearce, M., Rench, T. A., Braun, M. T., Beard, S. K., DeShon, R. P., & Kozlowski, S. W. J. (2012, July). Investigating the dynamics of cohesion and its time-varying covariates in astronaut analog teams. In A. L. Thayer and R. Grossman (Co-chairs), *Current directions in cohesion research*. Symposium presented at the 7th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Chicago, IL.
- Baard, S. K., Kozlowski, S. W. J., DeShon, R. P., Biswas, S., Braun, M. T., Rench, T. A., Pearce, M., Bo, D., & Piolet, Y. (2012, April). Assessing team process dynamics: An innovative methodology for team research. In G. F. Goodwin & A. H. DeConstanza (Co-Chairs), *Get out of the way! Unobtrusive measures of team constructs*. Symposium presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Golden, S., & Kozlowski, S. W. J. (2012, April). *Addressing inconsistencies: Negative feedback level effects over time*. Poster presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J. (2012, April). Emergence and the dynamics of team processes. In A. L. Thayer, M. L. Shuffler, & E. Salas (Chairs), *Critical considerations of teamwork research and practice: The next frontier*. Panel discussion presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2012, April). Boids, droids, and noids: Description and implications of an integrative research paradigm on macrocognition. In S. W. J. Kozlowski & G. T. Chao (Chairs), *Macrocognition in teams: Understanding knowledge building for team problem solving*. Symposium presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Pearce, A., Kozlowski, S. W. J., Chao, G. T., Fernandez, R., Grand, J. A., Rench, T. A., Huang, J. L., & Curran, P. G. (2012, April). Enhancing emergency medical team performance via team process training. In S. J. Weaver (Chair), *Is there an organizational scientist in the house? How the science of I-O is helping healthcare enter a new era*. Symposium presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Pearce, M., Rench, T. A., Braun, M. T., Beard, S. K., DeShon, R. P., & Kozlowski, S. W. J. (2012, April). Life on the ice: Examining cohesion dynamics in Antarctic search teams. In W. L. Bedwell & S. W. J. Kozlowski (Chairs), *The Science of teams: Learning from the extremes*. Symposium presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J., DeShon, R. P., Biswas, S., & Chang, C-H. (2012, February). *Capturing the dynamics of team cohesion and collaboration*. Presented at the NASA Behavioral Health and Performance Investigator's Workshop, Houston, TX.
- Baard, S. K., Piolet, Y., Pearce, M., Quwaidar, M., Rench, T. A., Bo, D., Braun, M. T., Biswas, S., DeShon, R. P., & Kozlowski, S. W. J. (2012, February). *Monitoring team effectiveness*. Presented at the NASA Behavioral Health and Performance Investigator's Workshop, Houston, TX.
- Pearce, M., Rench, T. A., Braun, M. T., Beard, S. K., DeShon, R. P., & Kozlowski, S. W. J. (2012, February). *Investigating the dynamics of cohesion and its time-varying covariates in analog teams*. Presented at the NASA Behavioral Health and Performance Investigator's Workshop, Houston, TX.

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- Baard, S. K., Piolet, Y., Pearce, M., Quwaider, M., Rench, T. A., Bo, D., Braun, M. T., Biswas, S., DeShon, R. P., & Kozlowski, S. W. J. (2011, August). *Monitoring team effectiveness*. Presented at the NASA Behavioral Health and Performance Working Group, Houston, TX.
- Braun, M. T., Rench, T. A., Pearce, M., Beard, S. K., DeShon, R. P., & Kozlowski, S. W. J. (2011, August). *Understanding dynamic behavioral cohesion*. Presented at the NASA Behavioral Health and Performance Working Group, Houston, TX.
- Pearce, M., Rench, T. A., Braun, M. T., Beard, S. K., DeShon, R. P., & Kozlowski, S. W. J. (2011, August). *Dynamic interplay of cohesion, conflict, and performance in virtual teams*. Presented at the NASA Behavioral Health and Performance Working Group, Houston, TX.
- Pearce, M., Rench, T. A., Braun, M. T., Beard, S. K., DeShon, R. P., & Kozlowski, S. W. J. (2011, August). *Examining daily fluctuations in cohesion in two field ICE teams*. Presented at the NASA Behavioral Health and Performance Working Group, Houston, TX.
- Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W. J., Lord, R., Trevino, L. K., Dimotakis, N., & Peng, C. (2011, August). Abusive supervision, strain, and moral motivation among deployed soldiers. In R. J. Franklyn, G. Eissa, & J. Paul (Chairs), *The causes, nature, and effects of job stress in unique jobs/occupations*. Symposium presented at the 71st Annual Convention of the Academy of Management Association, San Antonio, TX.
- Pearce, M., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Rench, T. A., Huang, J. L., & Curran, P. G. (2011, July). *A high-fidelity research paradigm for examining action teams*. Presented at the 6th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Minneapolis, MN.
- Powers, C.L., & Kozlowski, S.W.J. (July, 2011). *Team cohesion and conflict: Where's the connection? Factor analysis and nomological network for critical team processes*. Presented at the 6th Annual INGRoup Conference, Minneapolis, MN.
- Braun, M., Rench, T., Firth, B, Pearce, M., Beard, S., DeShon, R. P., & Kozlowski, S. W. J. (2011, April). Success or failure? Antecedents and consequences of dynamic team cohesion. In T. Rench & S. W. J. Kozlowski (Chairs), *Teams in space – A new frontier for organizational psychology*. Symposium presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Jundt, D. K., Kuljanin, G., Curran, P., & Kozlowski, S. W. J. (2011, April). Extending adaptive guidance: Influence of guidance framing and implicit theories. In T. Sitzmann & K. Bauer (Chairs), *Self-regulated learning interventions: A recipe for training success*. Symposium presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Pearce, M., Rench, T., Braun, M., Firth, B, Beard, S., DeShon, R. P., & Kozlowski, S. W. J. (2011, April). Dynamic interplay of cohesion, conflict, and performance in virtual teams. In T. Rench & S. W. J. Kozlowski (Chairs), *Teams in space – A new frontier for organizational psychology*. Symposium presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J. (2011, April). Discussant. In E. David & K. Keeton (Chairs), *Staying alive! Training high-risk teams for self-correction*. Symposium presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J., Chao, G. T., Grand, J., Keeney, J., Braun, M., & Kuljanin, G. (2011, April). Macrocognition and teams: The emergence and measurement of team knowledge In G. T. Chao & S. W. J. Kozlowski (Chairs), *Macrocognition: The next frontier for team cognition research*. Symposium presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

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- Kozlowski, S. W. J., DeShon, R. P., Schmitt, N., Biswas, S., Hough, L., & Locke, J. (2011, April). *Developing, maintaining, and restoring team cohesion*. Presented at the 18th IAA Humans in Space Symposium, Houston, TX. [<http://www.dsIs.usra.edu/meetings/iaa2011/pdf/2056.pdf>]
- Curran, P. G., Kozlowski, S. W. J., Firth, B., Kuljanin, G., Park, G., & DeShon, R. P. (2010, August). Metacognition and frequency of feedback: Effects on self-regulation. In A. M. Schmidt & J. W. Beck (Chairs), *Any which way you can: Resource allocation among competing demands*. Symposium presented at the 70th Annual Convention of the Academy of Management Association, Montreal, Quebec, Canada.
- Kozlowski, S. W. J. (2010, August). Editor/Participant. In J. R. Edwards (Chair), *Ethics in the publication process: Policy, practice, and consequences*. Symposium presented at the 70th Annual Convention of the Academy of Management Association, Montreal, Quebec, Canada.
- Kozlowski, S. W. J. (2010, August). Human capital: A psychological perspective. In J. C. Molloy & C. Chadwick (Chairs), *Do You See What I See? Bridging Disciplinary Divides in Human Capital Scholarship*. Symposium presented at the 70th Annual Convention of the Academy of Management Association, Montreal, Quebec, Canada.
- Kozlowski, S. W. J. (2010, February). *Developing, maintaining, and restoring team cohesion*. NASA Behavioral Health and Performance Investigator's Workshop, Houston, TX.
- Kozlowski, S. W. J. (2010, April). Discussant. In M. Kolbe, N. Bienefeld-Seall, & G. Grote (Chairs), *High-risk teams: Transferability of findings between domains*. Symposium presented at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J. (2010, April). Panelist. In L. DeChurch & S. Mohammed (Chairs), *Forging the way forward for team mental model research*. Panel discussion presented at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J., Ployhart, R. P., & Lim, B. C. (2010, April). The developmental role of team leaders. In C. Resick & D. Doty (Chairs), *Current perspectives on leadership in collective work arrangements*. Symposium presented at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J. (2010, January). *Methodological considerations for medical simulations*. Workshop presented at the Annual Meeting of the Society for Simulation in Healthcare, Phoenix, AZ.
- Rench, T. A., Fernandez, R., Chao, G. T., Kozlowski, S. W. J., Grand, J. A., Huang, J. L., & Curran, P. (2010, January). *An evidence-based approach to rater training and assessment in human patient simulations: Building a quality research tool*. Poster presented at the Annual Meeting of the Society for Simulation in Healthcare, Phoenix, AZ.
- Kozlowski, S. W. J. (2009, August). Researching team effectiveness: Principles of multilevel theory. In A. Homans, G. Van Kleff, & B. Nijstad (Chairs), *Dealing with common pitfalls and misconceptions in team research*. Symposium presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.
- Kozlowski, S. W. J. (2009, August). Workshop Presenter. In J. Molloy & R. Ployhart (Chairs), *Narrowing the micro-macro divide through intellectual capital research*. Professional Development Workshop presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.
- Schaubroeck, J., Avolio, B., Doty, J., Hannah, S. T., Kozlowski, S. W. J., Lord, B. G., & Treviño, L. K. (2009, August). A multilevel investigation of ethical leadership and ethical climate on unethical behavior. In C. Resick & D. Den Hartog (Chairs), *Current perspectives on ethical and unethical leadership*. Symposium presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.

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- Curran, P., Jundt, D., Kuljanin, G., & Kozlowski, S. W. J. (2009, April). Adaptive guidance and metacognition: Effects on self-regulation, learning, performance, and adaptation. In K. Ely & T. Sitzmann (Chairs), *Self-regulatory interventions: Effective approaches to enhancing training performance*. Symposium presented at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Park, G., Curran, P., Kuljanin, G., Firth, B., Kozlowski, S. W. J., & DeShon, R. P. (2009, April). Implementation intentions and multiple goal self-regulation in teams. In R. Ilies & N. Dimotakis (Chairs), *Goal setting, self-efficacy, and performance: New research directions*. Symposium presented at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Grand, J. A., Fernandez, R., Kozlowski, S. W. J., Chao, G. T., Huang, J. L., & Curran, P. (2009, January). *Designing, developing, and evaluating event-based team simulations: Helping medical educators put theory into practice*. Poster session presented at the Annual Meeting of the Society for Simulation in Healthcare, Orlando, FL.
- Kozlowski, S. W. J. (2008, September). A multilevel approach for training multiteam systems. In J. MacMillan (Chair), *Challenges of team-of-teams training and assessment*. Symposium presented at the Annual Meeting of the Human Factors and Ergonomics Society, New York, NY.
- Jundt, D. K., Kuljanin, G., Curran, P. G., & Kozlowski, S. W. J. (2008, April). Adaptive guidance, performance norms, and goal orientation: Effects on self-regulation, learning, performance, and adaptation. In T. Sitzmann & K. Ely (Chairs), *Goals, feedback, and performance: A dynamic self-regulation perspective*. Symposium presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S. W. J., Salas, E., & Pritchard, R. (2008, April). SIOP Frontiers Series: Learning, training, and development in organizations. Panel session presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kuljanin, G., Park, G., Curran, P. G., Boyce, A. S., DeShon, R. P., Kozlowski, S. W. J. (2008, April). The effects of feedback on self-regulation, resource allocation, and adaptation. In T. Sitzmann & K. Ely (Chairs), *Goals, feedback, and performance: A dynamic self-regulation perspective*. Symposium presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S. W. J., Jundt, D. K., Curran, P., & Kuljanin, G. (2007, August). Leadership regulatory functions: Leveraging learning, skill development, and adaptation. In S. W. J. Kozlowski (Chair), *Leadership: Learning, development, and adaptation*. Symposium presented at the 67th Annual Convention of the Academy of Management Association, Philadelphia, PA.
- Boyce, A. S., Kuljanin, G., Park, G., Curran, P., Kozlowski, S. W. J., & DeShon (2007, April). Locomotion-assessment, action-state orientation, and goal orientation: A case for higher order motives. In D. S. Chiaburu & S. V. Marinova (Chairs), *Goal orientation research across levels: The role of motives and context*. Symposium presented the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Kozlowski, S. W. J. (2006, July). Individual and team regulation: Implications for learning, motivation, and performance. In G. Chen (Chair), *Collective work motivation*. Symposium presented at the 26th International Congress of Applied Psychology, Athens, Greece.
- Kozlowski, S. W. J. (2006, July). Active leadership: Developing adaptive teams. In S. W. J. Kozlowski & D. R. Ilgen (Chairs), *Emerging issues in team development and effectiveness*. Symposium presented at the 26th International Congress of Applied Psychology, Athens, Greece.

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- Bell, B. S., & Kozlowski, S. W. J. (2006, April). Aligning training and technology: A theoretical framework for the design of distributed learning systems. In S. M. Taylor (Chair), *Theoretical advances in e-learning research*. Symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J. (2006, April). Dynamic team leadership: Developing adaptive teams. In C. J. Resick & L. A. DeChurch (Co-Chairs), *Team adaptation to environmental forces: Current research and theory*. Symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J. (2005, August). The emergence of multilevel organizational phenomena. In C. G. Collins & C. M. Mason (Co-Chairs), *Measuring group constructs: Alternative methods to provide novel insights into group-level effects*. Symposium presented at the 65th Annual Convention of the Academy of Management Association, Honolulu, HI.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Boyce, A. S., & Park, G. (2005, April). Effect of velocity feedback on individual and team performance. In J. M. Nowakowski & S. W. J. Kozlowski (Chairs), *Feedback interventions and feedback seeking: Implications for self-regulation*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Kozlowski, S. W. J. (2005, April). Discussant. In A. P. Knight, L. M. Leslie, & M. J. Gelfand (Chairs), *Levels of analysis in cross-cultural organizational research*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Kozlowski, S. W. J. (2005, April). Emergence and multilevel homology. In G. Chen (Chair), *Homology models: Generalizing organizational theories and practices to new levels*. Panel discussion presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Nowakowski, J. M., & Kozlowski, S. W. J. (2005, April). Effects of feedback content on goal-directed behavior and self-regulation. In J. M. Nowakowski & S. W. J. Kozlowski (Chairs), *Feedback interventions and feedback seeking: Implications for self-regulation*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Watola, D. J., & Kozlowski, S. W. J. (2005, April). Leader competencies for developing adaptive teams. In D. V. Day & S. M. Halpin (Chairs), *Leader development theory and research in the United States Army*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Bell, B. S., Kozlowski, S. W. J., & Nowakowski, J. M. (2004, April). An examination of the influence of enduring and transitory individual differences on training effectiveness. In B. S. Bell (Chair), *Advances in research on individual differences in training contexts*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Boyce, A. S., & Chambers, B. (April, 2004). Effects of implementation intentions on individual and team oriented behavior. In A.M. Schmidt & S.W.J. Kozlowski (Chairs), *What to do? Multiple goals, resource allocation, and self-regulation*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J., Watola, D. J., Nowakowski, J. M., Kim, B. H., & Botero, I. C. (2004, April). A functional theory of dynamic and adaptive leadership. In S. W. J. Kozlowski (Chair), *An exploration of the dynamics of adaptive leadership*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

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- Nowakowski, J. M., & Kozlowski, S. W. J. (2004, April). Goal orientation and feedback seeking during learning: Processes and prospects. In B. S. Bell (Chair), *Advances in research on individual differences in training contexts*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- DeShon, R. P., Kozlowski, S. W. J., & Schmidt, A. M. (2003, August). A multiphase, repeated measures model of team development. In G. Chen (Chair), *The changing nature of performance revisited: New extensions, levels, and directions*. Symposium presented at the 63rd Annual Convention of the Academy of Management Association, Seattle, WA.
- Kozlowski, S. W. J., DeShon, R. P., & Schmidt, A. M. (2003, August). A multilevel model of self- and team regulation during complex skill acquisition. In H. Liao & A. Joshi (Chairs), *Through a multilevel perspective: Understanding individual and team performance*. Symposium presented at the 63rd Annual Convention of the Academy of Management Association, Seattle, WA.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2003, May). A multilevel, multiple goal model of self- and team regulation during complex skill acquisition. In V. Gonzalez-Roma (Chair), *Diversity and agreement in teams*. Symposium presented at the 11th European Congress on Work and Organizational Psychology, Lisbon, Portugal.
- Bell, B. S. & Kozlowski, S. W. J. (2003, April). An examination of the instructional, motivational, and emotional elements of active learning. In B. S. Bell & S. W. J. Kozlowski (Chairs), *Active learning: Critical elements, instructional supports, and learning processes*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2003, April). Discussant. In J. E. Mathieu (Chair), *Investigations of multi-team systems*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2003, April). Using science to enhance the design of remote learning systems. In S. W. J. Kozlowski (Chair), *Getting learning into web-based, distance, and distributed training*. Panel Discussion presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., & Chambers, B. A. (2003, April). Trait, goal, and feedback effects on individual and team regulatory processes. In B. S. Bell & S. W. J. Kozlowski (Chairs), *Active learning: Critical elements, instructional supports, and learning processes*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Bell, B. S. & Kozlowski, S. W. J. (2002, August). *A typology of virtual teams: Implications for theory and research*. In S. S. Webber & R. J. Klimoski (Chairs), *Virtual teams: The hidden truth*. Symposium presented at the 62nd Annual Convention of the Academy of Management Association, Denver, CO.
- Bell, B. S., Kozlowski, S. W. J., Dobbins, H. W. (2002, April). Effects of learning frame, goal content, and goal sequence on learning processes and training outcomes. In S. W. J. Kozlowski (Chair), *Advances in training effectiveness: Traits, states, learning processes, and outcomes*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Dobbins, H. W., Bell, B. S., & Kozlowski, S. W. J. (2002, April). *A comparison of the Button and VandeWalle goal orientation measures*. Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.

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- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., & Chambers, B. A. (2002, April). Effects of feedback and goal orientation on individual and team regulation, learning, and performance. In S. W. J. Kozlowski (Chair), *Advances in training effectiveness: Traits, states, learning processes, and outcomes*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Kozlowski, S. W. J. (2002, April). Discussant: In V. J. Fortunato (Chair), *An examination of the motivational consequences of goal orientation*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Kozlowski, S. W. J. (2002, April). Discussant: In J. C. Ziegert & K. J. Klein (Chairs), *Team leadership: Current theoretical and research perspectives*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Mullins, M. E., Devendorf, S. A., & Kozlowski, S. W. J. (2002, April). *Modes of measuring self-regulation: Appropriate assessment of the construct?* Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Kozlowski, S. W. J. (2001, August). Team development and adaptability. In S. W. J. Kozlowski (Chair), *Team effectiveness*. Panel discussion presented at the 28th Interamerican Congress of Psychology, Santiago, Chile.
- Bell, B. S., Kozlowski, S. W. J., & Dobbins, H. (2001, April). Creating the balanced learner: Interactive effects of goals and goal orientation on multiple training outcomes. In K. Smith-Jentch & L. Rhodenizer (Chairs), *When do learning and performance orientations enhance learning outcomes?: Interactions with individual and contextual variables*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Wiechmann, D., & Milner, K. R. (2001, April). Developing team adaptability: Shifting regulatory focus across levels. In S. W. J. Kozlowski & R. P. DeShon (Chairs), *Enhancing team performance: Emerging theory, instructional strategies, and evidence*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Schmidt, A. M., Chambers, B. A., Kozlowski, S. W. J., & DeShon, R. P. (2001, April). Can I do it and do I care? Examining the antecedents of state goal orientation. In K. Smith-Jentch & L. Rhodenizer (Chairs), *When do learning and performance orientations enhance learning outcomes?: Interactions with individual and contextual variables*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Bell, B. S., & Kozlowski, S. W. J. (2000, April). Goal orientation and ability: Interactive effects on affective, cognitive, and behavioral training outcomes. In K. A. Smith-Jentsch (Chair), *Goal orientation, training processes, and outcomes*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Bell, B. S., & Kozlowski, S. W. J. (2000, April). Guiding individuals through training: The effects of behavioral and cognitive guidance in a complex training environment. In S. W. J. Kozlowski (Chair), *Developing complex adaptive skills: Individual- and team-level training strategies*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- DeShon, R. P., Kozlowski, S. W. J., Wiechmann, D., Milner, K. R., Davis, C. A., & Schmidt, A. M. (2000, April). Training and developing adaptive performance in teams and individuals. In S. W. J. Kozlowski (Chair), *Developing complex adaptive skills: Individual- and team-level training strategies*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

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- Kozlowski, S. W. J. (2000, April). The role of leadership in the development of adaptive teams. In R. Wageman & R. J. Hackman (Chairs), *Perspectives on team coaching*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kozlowski, S. W. J., Brown, K. G., Weissbein, D., Salas, E., & Cannon-Bowers, J. A. (2000, April). A multilevel approach to training effectiveness: Enhancing horizontal and vertical transfer. In K. J. Klein & S. W. J. Kozlowski (Chairs), *Multilevel theory in I/O psychology: Examples and lessons for theory development*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Mullins, M. E., & Kozlowski, S. W. J. (2000, April). Declarative and strategic knowledge: Effects on transfer of training. In J. A. Cannon-Bowers (Chair), *The cognitive basis of training*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Toney, R. J., & Kozlowski, S. W. J. (2000, April). Contribution of goal orientation to discrepancies between goals and performance. In K. A. Smith-Jentsch (Chair), *Goal orientation, training processes, and outcomes*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Bell, B. S., Mullins, M. E., Toney, R. J., Kozlowski, S. W. J. (1999, April). Goal orientation: Elaborating the effects of state and trait conceptualizations. In S. L. Fisher & J. M. Beaubien (Chairs), *Goal orientation: Expanding the nomological network*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Brown, K. G., & Kozlowski, S. W. J. (1999, April). Toward an expanded conceptualization of emergent organizational phenomena: Dispersion theory. In F. P. Morgeson & D. A. Hofmann, (Chairs), *New perspectives on higher-level phenomena in industrial/organizational psychology*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- DeShon, R. P., Milner, K. R., Kozlowski, S. W. J., Toney, R. J., Schmidt, A., Wiechmann, D., & Davis, C. (1999, April). The effects of team goal orientation on individual and team performance. In D. Steele-Johnson (Chair), *New Directions in goal orientation research: Extending the construct, the nomological net, and analytic methods*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J. (1999, April). A typology of emergence: Theoretical mechanisms undergirding *bottom-up* phenomena in organizations. In F. P. Morgeson & D. A. Hofmann, (Chairs), *New perspectives on higher-level phenomena in industrial/organizational psychology*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Mullins, M. E., Kozlowski, S. W. J., Toney, R. J., Brown, K. G., Weissbein, D. A., & Bell, B. S. (1999, April). *Adaptive performance: Mastery versus performance goals and feedback consistency*. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Toney, R. J., & Kozlowski, S. W. J. (1999, April). Shifting feedback from positive to negative: Benefits of evaluative feedback on learning and training performance. In S. M. Gully & S. W. J. Kozlowski (Chairs), *Learning to fail or failing to learn? The role of errors, failures, and feedback in learning environments*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J. (1998, August). Discussant in D. Milanovich and C. Bowers (Chairs), *The good, bad, and ugly of team research*. Symposium presented at the 106th Annual Conference of the American Psychological Association, San Francisco, CA.
- Major, D. A., Hofler, K. L., Fink, A., & Kozlowski, S. W. J. (1998, August). *The role of proaction in newcomer organizational socialization: Insiders make the difference*. Paper presented at the 24th International Congress of Applied Psychology, San Francisco, CA.

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- Brown, K. G., Weissbein, D. A., & Kozlowski, S. W. J. (1998, April). One step beyond: Expanding transfer research to include vertical transfer. In E. L. Holton III & R. A. Bates (Chairs), *Recent trends in the study of transfer climate: Research, theory, and consultation*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Howell, A. W., Mullins, M. E., Fisher, S. L., Schmitt, N. W., & Kozlowski, S. W. J. (1998, April). *Using the internet for competitive advantage*. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J. (1998, April). Discussant in R. J. Klimoski & S. S. Webber (Chairs), *When is a team a crew -- and does it matter?* Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J., Toney, R. J., Weissbein, D. A., Mullins, M. E., Brown, K. G., & Bell, B. S. (1998, April). Training adaptive performance. In S. W. J. Kozlowski, S. K. Parker, & M. Frese (Chairs), *Beyond task performance: Proactivity and learning*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Mullins, M. E., Brown, K. G., Toney, R. J., Weissbein, D. A., & Kozlowski, S. W. J. (1998, April). Individual differences, self-efficacy, and training outcomes. In S. M. Gully & J. E. Mathieu (Chairs), *Individual differences, learning, motivation, and training outcomes*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Brown, K. G., & Kozlowski, S. W. J. (1997, April). *Self-evaluation and training outcomes: Training strategy and goal orientation effects*. Paper presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Brown, K. G., Mullins, M. E., Weissbein, D. A., Toney, R. J., & Kozlowski, S. W. J. (1997, April). Mastery goals and strategic reflection: Preliminary evidence for learning interference. In S. W. J. Kozlowski (Chair), *Metacognition in training: Lessons learned from stimulating cognitive reflection*. Symposium presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Brown, K. G., Kozlowski, S. W. J., & Hattrup, K. (1996, August). Theory, issues, and recommendations in conceptualizing agreement as a construct in organizational research: The search for consensus regarding consensus. In S. Kozlowski & K. Klein (Chairs), *The meaning and measurement of within-group agreement in multi-level research*. Symposium presented at the 56th Annual Convention of the Academy of Management Association, Cincinnati, OH.
- Gully, S. M., & Kozlowski, S. W. J. (1996, August). The influence of self-efficacy and team-efficacy on training outcomes in a team training context. In J. George-Flavey (Chair), *Defining, measuring, and influencing group-level efficacy beliefs*. Symposium presented at the 56th Annual Convention of the Academy of Management Association, Cincinnati, OH.
- Kozlowski, S. W. J., & Gully, S. M. (1996, August). TEAMS/TANDEM: Examining skill acquisition, adaptability, and effectiveness. In J. Vancouver & A. Williams (Chairs), *Using computer simulations to study complex organizational behavior*. Symposium presented at the 56th Annual Convention of the Academy of Management Association, Cincinnati, OH.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Brown, K. G., Mullins, M. E., & Williams, A. E. (1996, April). Sequenced mastery goals and advance organizers: Enhancing the effects of practice. In K. Smith-Jentsch (Chair), *When, how, and why does practice make perfect?* Symposium presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

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- Kozlowski, S. W. J., Gully, S. M., Smith, E. A., Nason, E. R., & Brown, K. G. (1995, May). Sequenced mastery training and advance organizers: Effects on learning, self-efficacy, performance, and generalization. In R. J. Klimoski (Chair), *Thinking and feeling while doing: Understanding the learner in the learning process*. Symposium presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Nason, E. R., Gully, S. M., Brown, K. G., & Kozlowski, S. W. J. (1995, May). *Skill acquisition and declarative knowledge: Where structural knowledge fits*. Paper presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Smith, E. A., & Kozlowski, S. W. J. (1995, May). Newcomer socialization: The relationships between individual and contextual factors, learning strategies, and learning outcomes. In N. R. Anderson & C. Ostroff (Chairs), *The socialization process: Organizational tactics, individual differences, learning, and outcomes*. Symposium presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Chao, G. T., & Kozlowski, S. W. J. (1994, August). An international comparison of organizational downsizing strategies. In M. A. Evans (Chair), *Downsizing dilemmas: Strategy, implications, and recommendations*. Symposium presented at the 54th Annual Convention of the Academy of Management Association, Dallas, TX.
- Kozlowski, S. W. J., Ford, J. K., & Salas, E. (1994, July). Team development: Levels, process, and learning outcomes. In D. R. Ilgen (Chair), *Work team performance: Some critical issues*. Symposium presented at the 23rd International Congress of Applied Psychology, Madrid, Spain.
- Chao, G. T., Kozlowski, S. W. J., Major, D. A., & Gardner, P. (1994, April). The effects of individual and contextual factors on organizational socialization and outcomes. In S. W. J. Kozlowski (Chair), *Transitions during organizational socialization: Newcomer expectations, information-seeking, and learning outcomes*. Symposium presented at the 9th Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., Ford, J. K., Smith, E. M., Smith, M. R., & Futch, C. J. (1994, April). A composition theory of team development: Levels, content, process, and learning outcomes. In J. E. Mathieu (Chair), *Developmental views of team processes and performance*. Symposium presented at the 9th Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Smith, E. M., & Kozlowski, S. W. J. (1994, April). Socialization and adaptation: Individual and contextual influences on social learning strategies. In S. W. J. Kozlowski (Chair), *Transitions during organizational socialization: Newcomer expectations, information-seeking, and learning outcomes*. Symposium presented at the 9th Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Kozlowski, S. W. J., & Chao, G. T. (1993, April). A conceptual framework for downsizing theory and research. In S. W. J. Kozlowski & G. T. Chao (Chairs), *Organizational downsizing: Implications for research and practice*. Symposium presented at the 8th Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S. W. J., Gully, S. M., & McHugh, P. P. (1993, April). Leadership and team effectiveness: A developmental - task contingent model. In J. A. Cannon-Bowers (Chair), *Optimizing team performance through team leader behavior*. Symposium presented at the 8th Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Chao, G. T., & Kozlowski, S. W. J. (1992, August). *Mentoring phases and outcomes*. Paper presented at the 52nd Annual Convention of the Academy of Management Association, Las Vegas, NV.

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- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. (1992, May). Newcomer expectations regarding learning and early experiences: Factors influencing a realistic match. In S. W. J. Kozlowski (Chair), *Proactive organizational newcomers: Manifestations of the paradigm shift in socialization research*. Symposium presented at the 7th Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Quebec, Canada.
- Kozlowski, S. W. J., & Klein, K. J. (1991, April). *The implementation of technological innovation: Theory, research, and practice*. Panel Discussion presented at the 6th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Kozlowski, S. W. J., & Salas, E. (1991, April). Application of a multilevel contextual model to training implementation and transfer. In J. K. Ford (Chair), *Training as an integrated activity: An organization system perspective*. Symposium presented at the 6th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Major, D. A., & Kozlowski, S. W. J. (1991, April). *Organizational socialization: The effects of newcomer, coworker, and supervisor proaction*. Paper presented at the 6th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Kozlowski, S. W. J., & Hattrup, K. (1990, August). *Problems associated with the implementation of advanced manufacturing technologies*. Paper presented at the 50th Annual Convention of the Academy of Management Association, San Francisco, CA.
- Major, D. A., & Kozlowski, S. W. J. (1990, August). *Self-efficacy and proaction in the socialization context*. Paper presented at the 50th Annual Convention of the Academy of Management Association, San Francisco, CA.
- Klein, K. J., & Kozlowski, S. W. J. (1990, April). *Computerized technologies in the workplace: A new area for I/O psychology*. Round Table presented at the 5th Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kozlowski, S. W. J. (1990, April). Chair: *Defining and measuring power in organizations: Seeking congruence across levels*. Symposium presented at the 5th Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kozlowski, S. W. J., & Morrison, R. F. (1990, April). Games raters play: Mapping intentional distortions in the rating process. In J. Cleveland & B. Nathan (Chairs), *The purpose and politics of performance appraisal: Goals of appraisal constituents*. Panel Discussion presented at the 5th Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kozlowski, S. W. J. (1989, April). Chair: *Empirical perspectives on organizational socialization*. Symposium presented at the 4th Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Kozlowski, S. W. J. (1989, April). Discussant: *The relation between memory and judgment: Implications for performance appraisal*. Symposium presented at the 4th Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Ostroff, C., & Kozlowski, S. W. J. (1989, April). Information acquisition in the organizational socialization of newcomers. In S. Kozlowski (Chair), *Empirical perspectives on organizational socialization*. Symposium presented at the 4th Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Ford, J. K., & Kozlowski, S. W. J. (1988, April). *Ratee familiarity, performance, and information acquisition: Tracing raters' search processes*. Paper presented at the 3rd Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

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- Kozlowski, S. W. J., & Ford, J. K. (1988, August). The effects of familiarity, performance, constraint, and memory on rater information acquisition strategies. In A. DeNisi (Chair), *Memory issues in the performance appraisal process*. Symposium presented at the 48th Annual Meeting of the Academy of Management Association, Anaheim, CA.
- Kozlowski, S. W. J. (1987, August). Chair: *The implementation of advanced manufacturing technologies: Research and application perspectives*. Symposium presented at the 95th Annual Convention of the American Psychological Association, New York, NY.
- Kozlowski, S. W. J., & DeGregorio, M. (1987, August). *The nature of conceptual similarity schemata: An examination of systematic distortion hypothesis assumptions*. Paper presented at the 47th Annual Meeting of the Academy of Management Association, New Orleans, LA.
- Kozlowski, S. W. J., Doherty, M. L., & Marcy, L. D. (1987, August). *An integration of climate and leadership: Examination of a neglected issue*. Paper presented at the 47th Annual Meeting of the Academy of Management Association, New Orleans, LA.
- Kozlowski, S. W. J., Kirsch, M. P., & Cohen, S. (1987, April). The effects of individual differences on information use and rating strategies in performance appraisal. In J. K. Ford (Chair), *Applying policy capturing and process tracing methodologies to study rater cognitive processes*. Symposium presented at the 2nd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J., & Ostroff, C. L. (1987, April). The role of mentoring in the early socialization experiences of organizational newcomers. In G. T. Chao (Chair), *The role of mentoring in organizational settings*. Symposium presented at the 2nd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
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Courses

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- PSY 862 -- *Organizational Psychology and Behavior: A Systems View* (graduate seminar)
- PSY 992 – *Team Effectiveness in Organizations* (graduate seminar)
- PSY 992 -- *Multilevel Theory and Research in Organizations* (graduate seminar)

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