

## Vita

*Steve W. J. Kozlowski*

### Address

Department of Psychology  
4202 East Fowler Avenue PCD 4118G  
University of South Florida  
Tampa, FL 33620

813-974-0352  
skozlowski@usf.edu  
[Web Site](#)  
[Research Web Site](#)

### 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

8/20 to date      World Class Scholar and Professor  
Department of Psychology  
University of South Florida  
Tampa, FL

7/94 – 8/20      Professor

7/87 - 6/94      Associate Professor

9/82 - 6/87      Assistant Professor  
Department of Psychology  
Michigan State University  
East Lansing, MI

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

## Theory & Research Interests

My research is directed by a meta-theoretical perspective that views organizations as dynamic systems of multilevel processes unfolding over time (Kozlowski & Klein, 2000). *Top-down* effects operate through organizational contexts by exerting influence on teams 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 team and organizational levels. Resulting organizational behavior within these systems cuts across multiple 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 that manifest at the team level; and they adapt accordingly.

My primary research interests focus on the processes by which individuals, teams, and organizations learn, develop, perform, and adapt. I have conducted research in several substantive areas that relate to these interrelated themes over the course of my career. My early research in the 1980s and 1990s focused on factors influencing organizational change (technological innovation, organizational downsizing), processes of individual adaptation (newcomer socialization, organizational climate), and judgment (knowledge structures, judgment accuracy). During the 2000s, my interests evolved to focus on developing multilevel theory (MLT) and conducting research to integrate learning processes across the individual, team, and organizational levels, including (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.

My contemporary research (since 2010) is designed to understand dynamic phenomena and their interplay across individuals, teams, and organizational systems. Team effectiveness is the core substantive focus. My research examines team dynamics (team interaction processes over time), emergent phenomena – such as shared cognition, team cohesion, and team conflict – that manifest from those interaction dynamics and the effects of those emergent phenomena on individual, team, and system performance. Studying multilevel system dynamics, which necessitate intensive longitudinal data, requires a range of innovative research methodologies, research settings, and multidisciplinary collaborations (e.g., engineering, computer science, and medicine). My recent research has involved emergency medical teams (e.g., high fidelity simulations and a live trauma center); interaction dynamics of teams that serve as analogs for long duration space missions (i.e., multi-month experiences in Antarctica or in NASA mission simulations); and computational modeling / agent-based simulations used to conduct virtual experiments to examine team and system interaction dynamics, emergent phenomena, and system adaptation at scale (i.e., hundreds of thousands of teams and millions of agents).

## Lab & Projects

- *Organizations, Processes, Teams, & Individuals: Modeling & Analysis*



- *Advanced Research on Complex Adaptive Systems*



- *Modeling & Analysis Group: Networks & Emergence in Teams & Organizations*



## Awards, Honors, and Recognition

*Cross-Disciplinary Research Award*, Michigan State University, College of Social Sciences (2019)  
*Distinguished Scientific Contributions Award*, Society for Industrial and Organizational Psychology (2017)  
*McGrath Award for Lifetime Achievement in the Study of Groups*, INGRoup (2017)  
*Distinguished Faculty Award (aka Beal Outstanding Faculty)*, 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)  
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

Editor Search Chair, *Journal of Experimental Psychology: Learning, Memory, & Cognition* (2022-2023)  
Editor Search Co-Chair, *Evolutionary Behavioral Sciences* (2022-2023)  
Editor Search Co-Chair, *Journal of Personality and Social Psychology*, Attitudes & Social Cognition (2021-2022)  
Editor Search Committee, *Journal of Applied Psychology* (2018-2019)  
Research and Science Officer, *Society for Industrial and Organizational Psychology* (2017-2023)  
President, *Society for Industrial and Organizational Psychology* (APA Div. 14, 2015-2016)  
Series Editor, *Organizational Psychology*, Oxford University Press (2010-ongoing)  
Series Editor, *Organizational Science, Translation, & Application*, Oxford University Press (2017-2025)  
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* (2012-2015)  
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* (2017-2020)  
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, Human Resources, Research Methods, Organizational Neuroscience Divisions); 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 and Committees

(2021-2027) Publications & Communications Board (P&C), American Psychological Association  
(2022-2023) P&C, Journal Advisory Committee, American Psychological Association  
(2020-2023) Scientific Advisory Board, Aptima  
(2019-2021) Advocacy Coordinating Committee, American Psychological Association

(2019-2020) Chair, Open Science and Methodology Committee, American Psychological Association  
(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

### University, College, & Departmental Service

University of South Florida: Chair, Psychology Awards Committee (Spring 2022); College of Arts and Sciences, Faculty Development Committee (Fall 2022-Spring 2024)  
Michigan State University: Admissions Committee (9/84-8/86, 9/90-8/91, 9/93-8/95; 9/04-8/06); Acting Chair, I/O Interest Group (9/87 to 1/88); Program Director, I/O Interest Group (1/96 to 5/00; 6/16 to 6/19); 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 (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); Space Committee (9/87 to 8/90); Selection Committees: 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)

### Research Grants and Contracts

Kozlowski, S. W. J. (PI), Chao, G. T. (Co-PI), Braun, M. T. (Co-I), Grand, J. A. (Co-I), & Kuljanin, G. (Co-I). *Adaptation dynamics in team systems: A multilevel process-oriented computational modeling paradigm*. Army Research Institute for the Behavioral and Social Sciences (W911NF2210005). January 2022 to January 2027 [\$1,362,799 total costs].

Kozlowski, S. W. J. (PI). *Multicultural teams: Advancing team effectiveness in a globalized world* (Conference). National Science Foundation (1533947). August 2015 to December 2019 [\$47,916 total costs].

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 July 2020 [\$100,000 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 July 2020 [\$1,234,579 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 August 2018 [\$1,279,843 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), 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].
- 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 Metrics (01/12/2023) [Google Scholar](#)

	<u>All</u>	<u>Since 2018</u>
<b>Citations</b>	41389	14849
<b>h-Index</b>	68	52
<b>i10-Index</b>	115	99

Scientific impact ranked among the top 2% of all scientists in the world (Ioannidis, Boyack, & Baas, 2020)  
<https://journals.plos.org/plosbiology/article?id=10.1371/journal.pbio.3000918>  
<https://elsevier.digitalcommonsdata.com/datasets/btchxktzyw/3>

**Journals, Chapters, and Books**

Gedik, E., Olenick, J., Chang, C.-H., Kozlowski, S. W. J., & Hung, H. (in press). Capturing interaction quality in long duration (simulated) space missions with wearables. *IEEE Transactions on Affective Computing*.  
<https://doi.org/10.1109/TAFFC.2022.3176967>

Grote, G., & Kozlowski, S. W. J. (in press). Teamwork doesn't just happen - Policy recommendations from half a century of team research. *Behavioral Science & Policy*.

Misisco, A. T., & Kozlowski, S. W. J. (in press). An integrated process theory of multilevel team adaptation. In G. Grote & M. Griffin (Eds.), *Handbook of uncertainty management in work organizations*. Oxford University Press.

Avolio, B. J., Keng-Highberger, F. T., Lord, R. G., Hannah, S. T., Schaubroeck, J., & Kozlowski, S. W. J. (2022). How leader and follower prototypical and antitypical attributes influence ratings of transformational leadership in an extreme context. *Human Relations*, 75, 441-474. <https://doi.org.ezproxy.lib.usf.edu/10.1177%2F0018726720958040>

Braun, M. T., Kuljanin, G., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2022). The power of process theories to better understand and detect consequences of organizational interventions. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 15, 99-104.

Kozlowski, S. W. J. (2022). The data revolution and the interplay between theory and data. In K. R. Murphy (Ed.), *Data, methods and theory in the organizational sciences* (pp. 206-240). Routledge Academic. [Refereed]

Somaraju, A., Griffin, D., Olenick, J., Chang, C.-H., & Kozlowski, S. W. J. (2022). The dynamic nature of interpersonal conflict and psychological strain in extreme work settings. *Journal of Occupational Health Psychology*, 27, 53-73. <https://psycnet.apa.org/doi/10.1037/ocp0000290>

Braun, M. T., Kozlowski, S. W. J., & Kuljanin, G. (2021). Multilevel theory, methods, and analyses in management. *The Oxford Research Encyclopedia of Business and Management*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190224851.013.227>

Escartín, J., Dollard, M. F., Zapf, D., & Kozlowski, S. W. J. (2021). Multilevel emotional exhaustion: Psychosocial safety climate and workplace bullying as higher level contextual and individual explanatory factors. *European Journal of Work and Organizational Psychology*, 30, 742-752. <https://doi.org/10.1080/1359432X.2021.1939412>

Kozlowski, S. W. J., Chao, G. T., & Van Fossen, J. (2021). Leading virtual teams. *Organizational Dynamics*, 50, 1-11. <https://doi.org/10.1016/j.orgdyn.2021.100842>

Rosenman, E., Misisco, A., Olenick, J., Broliar, S. M., Chipman, A. K., Vrablik, M. C., Chao, G. T., Kozlowski, S. W. J., Grand, J. A., & Fernandez, R. (2021). Does team leader gender matter? A Bayesian reconciliation of leadership and patient care during trauma resuscitations. *Journal of the American College of Emergency Physicians Open*, 2, 1-9.

- Van Fossen, J. A., Olenick, J., Ayton, J., Chang, C.-H., & Kozlowski, S. W. J. (2021). Relationships between personality and social functioning, attitudes towards the team and mission, and well-being in an ICE environment. *Acta Astronautica*, *189*, 658-670.
- Braun, M. T., Brown, T., DeShon, R. P., & Kozlowski, S. W. J. (2020). Exploring the dynamic team cohesion–performance and coordination–performance relationships of newly formed teams. *Small Group Research*, *51*, 551-580.
- Fernandez, R., Rosenman, E. D., Olenick, J., Misco, A., Brolliar, S. M., Chipman, A. K., Vrablick, M. C., Kalynych, C., Nichol, G., Kozlowski, S. W. J., & Chao, G. T. (2020). Simulation-based team leadership training improves team leadership during actual trauma resuscitations: A randomized controlled trial. *Critical Care Medicine*, *48*, 73-82.
- Kozlowski, S. W. J., & Bell, B. S. (2020). Advancing team learning: Process mechanisms, knowledge outcomes, and implications. In L. Argote & J. Levine (Eds.), *Oxford handbook of organizational learning* (pp. 195-230). New York, NY: Oxford University Press.
- Eckardt, R., Crocker, A., Ahn, Y., Floyd, S. W., Boyd, B., Hodgkinson, G. P., Kozlowski, S. W. J., Moliterno, T. P., & Starbuck, W. H. (2019). Reflections on the micro-macro divide: Ideas from the trenches and moving forward. *Strategic Organization*, *17*, 385-402.
- Fernandez, R., Rosenman, E., Olenick, J., Misco, A., Brolliar, S. M., Chipman, A. K., Vrablick, M. C., Kalynych, C., Nichol, G., Kozlowski, S. W. J., & Chao, G. T. (2019). Leadership training improves performance during trauma resuscitations: A randomized controlled trial. *Academic Emergency Medicine*, *26*(S1): S104. (Top 100 abstracts)
- Kozlowski, S. W. J. (2019). Human capital resource emergence: Reflections, insights, and recommendations. In A. J. Nyberg & T. Moliterno (Eds.), *Handbook of research on strategic human capital resources* (pp. 113-129). Cheltenham, UK; Northampton, MA: Edward Elgar Publishing.
- Kozlowski, S. W. J., & Bell, B. S. (2019). Evidence-based principles and strategies for optimizing team functioning and performance in science teams. In K. Hall, R. Croyle, & A. Vogel (Eds.), *Strategies for team science success: Handbook of evidence-based principles for cross-disciplinary science and practical lessons learned from health researchers* (pp. 269-293). New York: Springer. [Refereed]
- Mak, S., & Kozlowski, S. W. J. (2019). Virtual teams: Conceptualization, integrative review, and research recommendations. In R. Landers, (Ed.), *The Cambridge handbook of technology and employee behavior* (pp. 441-479). Cambridge, UK. The Cambridge University Press.
- Rosenman, E. D., Misco, A., Olenick, J., Chipman, A. K., Vrablick, M. C., Brolliar, S. M., Kalynych, C., Grand, J. A., Chao, G. T., Kozlowski, S. W. J., Fernandez, R. (2019). Does gender matter? Addressing the question of gender superiority in resuscitation leadership. *Circulation*, *140*, no. Suppl\_2: A190.
- Dudzik, B., Broekens, J., Neerinx, M., Olenick, J., Chang, C.-H., Kozlowski, S. W. J., & Hung, H. (2018). Discovering digital representations for remembered episodes from lifelog data. *Proceedings of the workshop on modeling cognitive processes from multimodal data*. Article No. 13. DOI: 10.1145/3279810.3279850.
- Golden, S. J., Chang, C.-H., & Kozlowski, S. W. J. (2018). Teams in isolated, confined, and extreme (ICE) environments: A review and integration. *Journal of Organizational Behavior*, *39*, 701-715.
- Kozlowski, S. W. J. (2018). Enhancing the effectiveness of work groups and teams: A reflection. *Perspectives on Psychological Science*, *13*, 205-212.
- Kozlowski, S. W. J., & Chao, G. T. (2018). Unpacking team process dynamics and emergent phenomena: Challenges, conceptual advances, and innovative methods. *American Psychologist*, *73*, 576-592.



- Rosenman, E. D., Dixon, A. J., Webb, J. M., Brolliar, S., Golden, S. J., Jones, K. A., Shah, S., Grand, J. A., Kozlowski, S. W. J., Chao, G. T., Fernandez, R. (2018). A simulation-based approach to measuring team situational awareness in emergency medicine: A multicenter, observational study. *Academic Emergency Medicine, 25*, 196-204.
- Zhang, Y., Olenick, J., Chang, C.-H., Kozlowski, S. W. J., & Hung, H. (2018). TeamSense: Assessing personal affect and group cohesion in small teams through dyadic interaction and behavior analysis with wearable sensors. *Proceedings of the ACM on Interactive, Mobile, Wearable and Ubiquitous Technologies, 2*(3). Article No. 150. DOI: 10.1145/3264960.
- Zhang, Y., Olenick, J., Chang, C.-H., Kozlowski, S. W. J., & Hung, H. (2018). The I in team: Mining personal social interaction routine with topic models from long-term team data. *Proceedings of the ACM 23rd International Conference on Intelligent User Interfaces* (pp. 421-426). DOI: 10.1145/3172944.3172997.
- Fernandez, R., Shah, S., Rosenman, E. D., Kozlowski, S. W. J., Parker, S. H., & Grand, J. A. (2017). Developing team cognition: A role for simulation. *Simulation in Healthcare, 12*, 96-103.
- 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., Beard, 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]

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, 2<sup>nd</sup> 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).
- 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.
- Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W. J., Lord, R., Trevino, L. K., Peng, C., & Dimotakis, N. (2012). Embedding ethical leadership within and across organizational levels. *Academy of Management Journal*, 55, 1053-1078.
- Bell, B. S., & Kozlowski, S. W. J. (2011). Collective failure: The emergence, consequences, and management of errors in teams. In D. A. Hoffman & M. Frese (Eds.), *Errors in organizations* (pp. 113-141). New York, NY: Routledge Academic.
- Kozlowski, S. W. J. (2011). Workforce effectiveness: Acquiring human resources and developing human capital. In B. Fischhoff & C. Chauvin (Eds.), *Intelligence analysis: Behavioral and social scientific foundations*. Washington, DC: National Academies Press.
- National Research Council. (2011). *Intelligence Analysis for tomorrow: Advances from the behavioral and social sciences*. Committee on Behavioral and Social Science Research to Improve Intelligence Analysis for National Security, 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]
- Bell, B. S., & Kozlowski, S. W. J. (2010). Toward a theory of learner centered training design: An integrative framework of active learning. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations* (pp. 261-298). New York, NY: Routledge Academic.
- Bell, B. S., & Kozlowski, S. W. J. (2010). Work teams. In J. M. Levine & M. A. Hogg (Eds.), *Encyclopedia of group processes and intergroup relations* (pp. 955-958). Thousand Oaks, CA: Sage.

- Kozlowski, S. W. J., Chao, G. T., & Jensen, J. M. (2010). Building an infrastructure for organizational learning: A multilevel approach. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations* (pp. 361-400). New York, NY: Routledge Academic.
- Kozlowski, S. W. J. & Salas, E., Editors. (2010). *Learning, training, and development in organizations* (SIOP Frontiers Series). New York, NY: Routledge Academic.
- Salas, E., & Kozlowski, S. W. J. (2010). Learning, training, and development in organizations: Much progress and a peek over the horizon. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations* (pp.457-472). New York, NY: Routledge Academic.
- Chen, G., Kanfer, R., DeShon, R. D., Mathieu, J. E., & Kozlowski, S. W. J. (2009). The motivating potential of teams: Test and extension of Chen & Kanfer's (2006) cross-level model of motivation in teams. *Organizational Behavior and Human Decision Processes*, 110, 45-55.
- Kozlowski, S. W. J. (2009). Editorial. *Journal of Applied Psychology*, 94, 1-4.
- Kozlowski, S. W. J., Watola, D., Jensen, J. M., Kim, B., & Botero, I. (2009). Developing adaptive teams: A theory of dynamic team leadership. In E. Salas, G. F. Goodwin, & C. S. Burke (Eds.), *Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches* (pp. 113-155). New York, NY: Routledge Academic.
- Bell, B. S., Kanar, A. M., & Kozlowski, S. W. J. (2008). Current issues and future directions in simulation-based training in North America. *International Journal of Human Resource Management*, 19, 1416-1434.
- Bell, B. S., & Kozlowski, S. W. J. (2008). Active learning: Effects of core training design elements on self-regulatory processes, learning, and adaptability. *Journal of Applied Psychology*, 93, 296-316.
- Awarded an *Emerald Management Reviews* Citation of Excellence as one of the 50 best articles published in 2008 in management.
- Fernandez, R., Kozlowski, S. W. J., Shapiro, M., & Salas, E. (2008). Toward a definition of teamwork in emergency medicine. *Academic Emergency Medicine*, 15, 1104-1112.
- Fernandez, R., Vozenilek, J., Hegarty, C., Motola, I., Reznick, M., Phrampus, P., & Kozlowski, S. W. J. (2008). Developing expert medical teams: Toward an evidence-based approach. *Academic Emergency Medicine*, 15, 1025-1036.
- Kozlowski, S. W. J., & Bell, B. S. (2008). Team learning, development, and adaptation. In V. I. Sessa & M. London (Eds.), *Group learning* (pp. 15-44). Mahwah, NJ: LEA.
- Mullins, M., Kozlowski, S. W. J., Schmitt, N., & Howell, A. (2008). The role of the idea champion in innovation: The case of the internet in the mid-1990s. *Computers in Human Behavior*, 24, 451-461.
- Bell, B. S., & Kozlowski, S. W. J. (2007). Advances in technology-based training. In S. Werner (Ed.), *Managing human resources in North America* (pp. 27-42). Oxon, UK: Routledge.
- Kozlowski, S. W. J., & Bell, B. S. (2007). A theory-based approach for designing distributed learning systems. In S. M. Fiore & E. Salas (Eds.), *Where is the learning in distance learning? Toward a science of distributed learning and training* (pp. 15-39). Washington, DC: APA Books.
- Kozlowski, S. W. J., & Ilgen, D. R. (2007, June/July). The science of team success. *Scientific American Mind*, 54-61.
- Kozlowski, S. W. J. (2006). Group development. In S. G. Rogelberg (Ed.), *Encyclopedia of industrial and organizational psychology* (pp. 293-295). Thousand Oaks, CA: Sage.
- Kozlowski, S. W. J., & Bell, B. S. (2006). Disentangling achievement orientation and goal setting: Effects on self-regulatory processes. *Journal of Applied Psychology*, 91, 900-916.

- Kozlowski, S. W. J., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams [Monograph]. *Psychological Science in the Public Interest*, 7, 77-124.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2004). A multiple goal, multilevel model of feedback effects on the regulation of individual and team performance. *Journal of Applied Psychology*, 89, 1035-1056.
- Kozlowski, S. W. J., & Bell, B. S. (2004). Work teams. In C. Spielberger (Ed.), *Encyclopedia of applied psychology* (Vol. 3, pp. 725-732). San Diego, CA: Elsevier.
- Kozlowski, S. W. J. & DeShon, R. P. (2004). A psychological fidelity approach to simulation-based training: Theory, research, and principles. In S. G. Schflett, L. R. Elliott, E. Salas, & M. D. Coovert (Eds.), *Scaled Worlds: Development, validation, and applications* (pp. 75-99). Burlington, VT: Ashgate Publishing.
- Kozlowski, S. W. J., & Bell, B. S. (2003). Work groups and teams in organizations. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (Vol. 12, pp. 333-375). London: Wiley.
- Bell, B. S., & Kozlowski, S. W. J. (2002). Adaptive guidance: Enhancing self-regulation, knowledge and performance in technology-based training. *Personnel Psychology*, 55, 267-306.
- Bell, B. S., & Kozlowski, S. W. J. (2002). Goal orientation and ability: Interactive effects on self-efficacy, performance, and knowledge. *Journal of Applied Psychology*, 87, 497-505.
- Bell, B. S., & Kozlowski, S. W. J. (2002). A typology of virtual teams: Implications for effective leadership. *Group and Organization Management*, 27, 14-49.
- Kozlowski, S. W. J., Gully, S. M., Brown, K. G., Salas, E., Smith, E. A., & Nason, E. R. (2001). Effects of training goals and goal orientation traits on multi-dimensional training outcomes and performance adaptability. *Organizational Behavior and Human Decision Processes*, 85, 1-31.
- Kozlowski, S. W. J., Toney, R. J., Mullins, M. E., Weissbein, D. A., Brown, K. G., & Bell, B. S. (2001). Developing adaptability: A theory for the design of integrated-embedded training systems. In E. Salas (Ed.), *Advances in human performance and cognitive engineering research* (Vol. 1, pp. 59-123). Amsterdam: JAI/Elsevier Science.
- Klein, K. J., & Kozlowski, S. W. J. (2000). From micro to meso: Critical steps in conceptualizing and conducting multilevel research. *Organizational Research Methods*, 3, 211-236.
- Klein, K. J., & Kozlowski, S. W. J. (2000). *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions* (SIOF Frontiers Series). San Francisco, CA: Jossey-Bass.
- Klein, K. J., Bliese, P. D., Kozlowski, S. W. J., Dansereau, F., Gavin, M. B., Griffin, M. A., Hofmann, D. A., James, L. R., Yammarino, F. J., & Bligh, M. C. (2000). Multilevel analytical techniques: Commonalities, differences, and continuing questions. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions* (pp. 512-553). San Francisco, CA: Jossey-Bass.
- Kozlowski, S. W. J., Brown, K. G., Weissbein, D., Cannon-Bowers, J. A., & Salas, E. (2000). A multilevel approach to training effectiveness: Enhancing horizontal and vertical transfer. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions* (pp. 157-210). San Francisco, CA: Jossey-Bass.
- Kozlowski, S. W. J., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions* (pp. 3-90). San Francisco, CA: Jossey-Bass.

- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., & Smith, E. M. (1999). Developing adaptive teams: A theory of compilation and performance across levels and time. In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of work performance: Implications for staffing, personnel actions, and development* (pp. 240-292). San Francisco: Jossey-Bass.
- Kozlowski, S. W. J. (1998). Training and developing adaptive teams: Theory, principles, and research. In J. A. Cannon-Bowers & E. Salas (Eds.), *Decision making under stress: Implications for training and simulation* (pp. 115-153). Washington, DC: APA Books.
- Kozlowski, S. W. J., Chao, G. T., & Morrison, R. F. (1998). Games raters play: Politics, strategies, and impression management in performance appraisal. In J. W. Smither (Ed.), *Performance appraisal: State of the art methods for performance appraisal* (pp. 163-205). San Francisco, CA: Jossey-Bass.
- Mullins, M. E., Fisher, S. L., Howell, A. E., Schmitt, N., & Kozlowski, S. W. J. (1998/1999). Motivational and contextual influences on training effectiveness: A field study. *Training Research Journal*, 4, 11-26.
- Ford, J. K., Kozlowski, S. W. J., Kraiger, K., Salas, E., & Teachout, M. (1997). *Improving training effectiveness in work organizations*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Kozlowski, S. W. J., & Salas, E. (1997). An organizational systems approach for the implementation and transfer of training. In J. K. Ford, S. W. J. Kozlowski, K. Kraiger, E. Salas, & M. Teachout (Eds.), *Improving training effectiveness in work organizations* (pp. 247-287). Mahwah, NJ: Lawrence Erlbaum Associates.
- Major, D. A., & Kozlowski, S. W. J. (1997). Newcomer information seeking: Individual and contextual influences. *International Journal of Selection and Assessment*, 5, 16-28.
- Salas, E., Cannon-Bowers, J. A., & Kozlowski, S. W. J. (1997). The science and practice of training: Current trends and emerging themes. In J. K. Ford, S. W. J. Kozlowski, K. Kraiger, E. Salas, & M. Teachout (Eds.), *Improving training effectiveness in work organizations* (pp. 357-368). Mahwah, NJ: Lawrence Erlbaum Associates.
- Smith, E. M., Ford, J. K., & Kozlowski, S. W. J. (1997). Building adaptive expertise: Implications for training design. In M. A. Quinones & A. Dudda (Eds.), *Training for a rapidly changing workplace: Applications of psychological research* (pp. 89-118). Washington, DC: APA Books.
- Kozlowski, S. W. J., Gully, S. M., McHugh, P. P., Salas, E., & Cannon-Bowers, J. A. (1996). A dynamic theory of leadership and team effectiveness: Developmental and task contingent leader roles. In G. R. Ferris (Ed.), *Research in personnel and human resource management* (Vol. 14, pp. 253-305). Greenwich, CT: JAI Press.
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1996). Team leadership and development: Theory, principles, and guidelines for training leaders and teams. In M. Beyerlein, D. Johnson, & S. Beyerlein (Eds.), *Advances in interdisciplinary studies of work teams: Team leadership* (Vol. 3, pp. 251-289). Greenwich, CT: JAI Press.
- Devine, D. J., & Kozlowski, S. W. J. (1995). Expertise and task characteristics in decision making. *Organizational Behavior and Human Decision Processes*, 64, 294-306.
- Kozlowski, S. W. J. (1995). Enhancing the training and development of adaptive expertise. *Psychological Science Agenda*, 8 (5), 7-9.
- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. (1995). Newcomer expectations and early socialization outcomes: The moderating effect of role development factors. *Journal of Applied Psychology*, 80, 418-431.
- Kozlowski, S. W. J. (1995). Organizational change, informal learning, and adaptation: Emerging trends in training and continuing education. *Journal of Continuing Higher Education*, 43, 2-11.

- Gardner, P., & Kozlowski, S. W. J. (1993). Learning the ropes: Co-ops do it faster. *The Journal of Cooperative Education*, 28(3), 30-41.
- Hattrup, K., & Kozlowski, S. W. J. (1993). An across-organization analysis of the implementation of advanced manufacturing technologies. *Journal of High Technology Management Research*, 4, 175-196.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., & Hedlund, J. A. (1993). Organizational downsizing: Strategies, interventions, and research implications. In C. L. Cooper & I. T. Robertson (Eds.), *International review of I/O psychology* (Vol. 8, pp. 263-332). New York: Wiley.
- Ostroff, C., & Kozlowski, S. W. J. (1993). The role of mentoring in the information gathering processes of newcomers during early organizational socialization. *Journal of Vocational Behavior*, 42, 170-183.
- Kozlowski, S. W. J., & Hattrup, K. (1992). A disagreement about within-group agreement: Disentangling issues of consistency versus consensus. *Journal of Applied Psychology*, 77, 161-167.
- Kozlowski, S. W. J., & Mongillo, M. (1992). The nature of conceptual similarity schemata: Examination of some basic assumptions. *Personality and Social Psychology Bulletin*, 18, 88-95.
- Ostroff, C., & Kozlowski, S. W. J. (1992). Organizational socialization as a learning process: The role of information acquisition. *Personnel Psychology*, 45, 849-874.
- Gardner, P. D., Kozlowski, S. W. J., & Hults, B. M. (1991). Will the *real* prescreening criteria please stand up? *Journal of Career Planning and Employment*, 51(2), 57-60.
- Kozlowski, S. W. J., & Ford, J. K. (1991). Rater information acquisition processes: Tracing the effects of prior knowledge, performance level, search constraint, and memory demand. *Organizational Behavior and Human Decision Processes*, 49, 282-301.
- Kozlowski, S. W. J., & Doherty, M. L. (1989). An integration of climate and leadership: Examination of a neglected issue. *Journal of Applied Psychology*, 74, 546-553.
- Kozlowski, S. W. J. (1988). Technological innovation and human resource management: Facing the challenge of change. In R. S. Schuler, S. A. Youngblood, & V. L. Huber (Eds.), *Readings in personnel and human resource management* (3rd ed.). New York: West Publishing (reprint).
- Kozlowski, S. W. J., & Farr, J. L. (1988). An integrative model of updating and performance. *Human Performance*, 1, 5-29.
- Kozlowski, S. W. J. (1987). Technological innovation and strategic human resource management: Facing the challenge of change. *Human Resource Planning*, 10, 69-79.
- Kozlowski, S. W. J., & Hults, B. M. (1987). An exploration of climates for technical updating and performance. *Personnel Psychology*, 40, 539-563.
- Kozlowski, S. W. J., & Kirsch, M. P. (1987). The systematic distortion hypothesis, halo, and accuracy: An individual-level analysis. *Journal of Applied Psychology*, 72, 252-261.
- Chao, G. T., & Kozlowski, S. W. J. (1986). Employee perceptions on the implementation of robotic manufacturing technology. *Journal of Applied Psychology*, 71, 70-76.
- Kozlowski, S. W. J., & Hults, B. M. (1986). Joint moderation of the relationship between task complexity and job performance for engineers. *Journal of Applied Psychology*, 71, 196-202.
- Kozlowski, S. W. J., Kirsch, M. P., & Chao, G. T. (1986). Job knowledge, ratee familiarity, conceptual similarity, and halo error: An exploration. *Journal of Applied Psychology*, 71, 45-49.

- Sackett, P. R., Callahan, C., DeMeuse, K., Ford, J. K., & Kozlowski, S. W. J. (1986). Changes over time in research involvement by academic and non-academic psychologists. *The Industrial-Organizational Psychologist*, 24 (1), 40-43.
- Jacobs, R. R., & Kozlowski, S. W. J. (1985). A closer look at halo error in performance ratings. *Academy of Management Journal*, 28, 201-212.
- Farr, J. L., Dubin, S. S., Enscore, E. E., Kozlowski, S. W. J., & Cleveland, J. N. (1983). Relationships among individual motivation, work environment and updating in engineers. *Psychological Documents*, 13, 16. (Ms. No. 2563).
- Farr, J. L., Enscore, E. E., Dubin, S. S., Cleveland, J. N., & Kozlowski, S. W. J. (1983). Behavior anchored scales - A method for identifying continuing education needs of engineers. *Psychological Documents*, 13, 16. (Ms. No. 2562).
- Jacobs, R. R., Kozlowski, S. W. J., & Shotland, R. L. (1982). The problem in predicting the outcomes of National Football League games and other phenomena of equivalent interest. *Basic and Applied Social Psychology*, 3, 249-257.

### Invited Presentations/Meetings

- Kozlowski, S. W. J., Chao, G. T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2022, March). *Adaptation dynamics in team systems: A multilevel process-oriented computational modeling paradigm*. Army Research Institute for the Behavioral and Social Sciences (W911NF2210005). Program Kick Off. Fort Belvoir, VA. [Virtual].
- Kozlowski, S. W. J. (2021, October). *Organizational systems, leadership, and teamwork*. NSF- Engineering Research Center Workshop. [Virtual].
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2020, December). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Close Out Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA. [Virtual].
- Kozlowski, S. W. J. (2020, October). *Organizational systems, teamwork and leadership*. FDA/CDER Seminar Series. [Virtual].
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2020, March). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Program Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA. [Virtual].
- Kozlowski, S. W. J. (2019, October). *Organizational systems, leadership, and teamwork*. NSF-ASEE Engineering Research Center Workshop. Alexandria, VA.
- Kozlowski, S. W. J. (2019, May). *Science, translation, and policy impact*. Keynote address presented at the European Association for Work and Organizational Psychology Congress. Turin, Italy.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2019, March). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Program Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Kozlowski, S. W. J. (2018, December). *Capturing team dynamics: Team interaction sensors (Keynote)*. Symposium on Interdisciplinary Insights into Group Dynamics. Technical University Delft. Delft, The Netherlands.



- Kozlowski, S. W. J. (2018, October). *Organizational systems, leadership, and teamwork (Keynote)*. Accelerating Engineering Research Center Preparedness Workshop. Arlington, VA.
- Kozlowski, S. W. J. (2018, September). *Opening the black box: Unpacking emergent phenomena and team process dynamics*. Department of Psychology, University of South Florida. Tampa, FL.
- Kozlowski, S. W. J. (2018, July). *Opening the black box: Unpacking emergent phenomena and team process dynamics*. McGrath Lecture for the 2017 Award for Lifetime Achievement in the Study of Groups presented at the 14<sup>th</sup> Annual Conference of the Interdisciplinary Network for Group Research (INGROUP), Bethesda, MD.
- Kozlowski, S. W. J. (2018, July). *Managing uncertainties for a human mission to Mars* (Public Lecture). International Conference on Creating Uncertainty: Benefits for Individuals, Teams, and Organizations. Centro Stefano Franscini, Monte Verità, Ascona, Switzerland.
- Kozlowski, S. W. J. (2018, July). *Uncertainty, team process dynamics, and emergence: A multilevel systems and temporal perspective (Keynote)*. International Conference on Creating Uncertainty: Benefits for Individuals, Teams, and Organizations. Centro Stefano Franscini, Monte Verità, Ascona, Switzerland.
- Kozlowski, S. W. J. (2018, June). *Capturing team dynamics: Team interaction sensors*. International Conference on Leadership, Teams and Innovation. Zhejiang Gongshang University, School of Business Administration and Zheshang Research Institute. Hangzhou, China.
- Kozlowski, S. W. J. (2018, May). *Capturing team process dynamics*. Presented at the Rice University Team Science Summit. Rice University, Houston, TX.
- Misisco, A. T., Webb, J. M., Morrison, M., Dishop, C., Olenick, J., Kozlowski, S. W. J., Biswas, B., & Chang, C.-H. (2018, May). *Evaluation of a galvanic skin response (GSR) sensor within a sociometric badge array*. Presented at the Rice University Team Science Summit. Rice University, Houston, TX.
- Kozlowski, S. W. J., Mathieu, J. E., & Barnes, C. (2018, April). *Building a pipeline and sustaining success as an I-O scientist*. Presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J. (2018, March). *Robust and reliable science: Problems and prospects*. NSF workshop on promoting research practices for a robust and reliable science of organizations, University of Florida, Gainesville, FL.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2018, March). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Program Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Kozlowski, S. W. J. (2017, December). *Big data and computational organizational science: On and over the horizon*. Metro. New York, NY.
- Kozlowski, S. W. J. (2017, November). *Team adaptability*. Workshop on preparing the engineering and technical workforce for adaptability and resilience to change, National Academy of Engineering, Washington, DC.
- Kozlowski, S. W. J. (2017, May). *A human expedition to Mars: Why it is so difficult and what we are doing about it*. Astro Horizons Lecture Series. Abrams Planetarium, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., & Bell, B. S. (2017, April). *Editorial Landscape – Where We've Been and Where We're Going*. Community of Interest Discussion presented at the 32<sup>nd</sup> 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 presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2017, March). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Program Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- 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.
- 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.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2015, March). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Program Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- 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., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2014, March). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Program Review. U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- 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 73<sup>rd</sup> 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.
- 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 28<sup>th</sup> 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 28<sup>th</sup> 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 27<sup>th</sup> 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 3<sup>rd</sup> 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 SIOF*. Panel discussion presented at the 26<sup>th</sup> 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 26<sup>th</sup> 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 25<sup>th</sup> 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 69<sup>th</sup> 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 68<sup>th</sup> 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 68<sup>th</sup> 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 29<sup>th</sup> 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 29<sup>th</sup> 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.
- 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 2<sup>nd</sup> 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.
- Mathieu, J. E., & Kozlowski, S. W. J. (2006, April). *Cutting-edge topics in team research*. Workshop presented at the 21<sup>st</sup> 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.
- 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 4<sup>th</sup> Biennial National Conference on Industrial and Organisational Psychology, Sydney, Australia.
- Kozlowski, S. W. J. (2001, June). *Skills for the 21<sup>st</sup> century: Developing adaptability*. Keynote address presented at the 4<sup>th</sup> 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 21<sup>st</sup> 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). *TEAMS<sub>Sim</sub>: 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.
- 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. (2022, April). The data revolution and the interplay between theory and data. In K. R. Murphy (Chair), *Organizational frontiers series presents data, methods and theory in the organization*. Panel discussion presented at the 37<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Kozlowski, S. W. J. (2022, April). Virtual teaming and leadership. In L. Handke & T. A. O'Neill (Co-Chairs), *Past, present, and future of virtual teamwork in organizations*. Panel discussion presented at the 37<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Kozlowski, S. W. J., Braun, M. T., Chao, G. T., Grand, J. A., & Kuljanin, G. (2022, April). Advancing process-oriented theorizing via computational modeling. In S. W. J. Kozlowski & J. Olenick (Co-Chairs), *Process-oriented theorizing and computational modeling*. Symposium presented at the 37<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Seattle, WA.
- Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2021, April). Dynamic bottom-up effects of a newcomer on team cohesion. In S. W. J. Kozlowski, G. T. Chao, & G. A. Ruark (Chairs), *Dissecting the dynamics of team, multiteam, and organizational systems*. Symposium presented at the 36<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA. (Virtual; In-person conference cancelled)
- Kozlowski, S. W. J. (2021, April). Team effectiveness across virtual environments. In *EB, Igniting SIOP's Top Ten Workplace Trends With I-O Thought Leaders*. Panel discussion presented at the 36<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA. (Virtual; In-person conference cancelled)
- Kozlowski, S. W. J. (2021, April). Computational theorizing, simulation, and scientific progress. In M. T. Braun & G. Kuljanin (Chairs), *Understanding what, when, why, and how to begin using computational models*. Panel discussion presented at the 36<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA. (Virtual; In-person conference cancelled)

- Kuljanin, G., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2021, April). Local versus global optimization in multi-team systems. In S. W. J. Kozlowski, G. T. Chao, & G. A. Ruark (Chairs), *Dissecting the dynamics of team, multiteam, and organizational systems*. Symposium presented at the 36<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA. (Virtual; In-person conference cancelled)
- Somaraju, A., Olenick, J., Griffin, D.J., Chang, C.H., & Kozlowski, S.W.J. (2021, April). *Dynamics of Conflict Contagion*. Poster presented at the 36<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA. (Virtual; In-person conference cancelled)
- Binsted, K., Basner, M., Bedwell, W., Bishop, S., Caldwell, B., Hunter, J., Kozlowski, S. W. J., Roma, P., Schmer-Galunder, S., & Shiro, B. (2021, February). *HI-SEAS: Results from five long-duration exploration mission simulations*. Presented at the NASA Human Research Program Investigators' Workshop. Virtual Conference.
- Hoch, J. E., Kozlowski, S. W. J., & Dulebohn, J. H. (2020, August). *The moderating role of geographic dispersion dimensions on virtual team processes and performance*. Paper presented at the 80<sup>th</sup> Annual Convention of the Academy of Management Association, Vancouver, BC, Canada.
- Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2020, April). Bottom-up influence in organizational systems: Does one person make a difference? In S. W. J. Kozlowski, G. T. Chao, & G. A. Ruark (Chairs), *Unpacking organizational, multiteam, and team system dynamics*. Symposium accepted for presentation at the 35<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Austin, TX. (In-person conference cancelled)
- Kozlowski, S. W. J. (2020, April). Panelist. In F. Oswald (Chair), *Open Science: What is it, and where is SIOP going from here?* SIOP Select Event accepted for presentation at the 35<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Austin, TX. (In-person conference cancelled)
- Kozlowski, S. W. J. (2020, April). Panelist. In L. Handke & T. A. O'Neill (Chairs), *Past, Present, and Future of Virtual Teamwork in Organizations*. Panel discussion accepted for presentation at the 35<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Austin, TX. (In-person conference cancelled)
- Griffin, D. J., Olenick, J., Van Fossen, J., Misisco, A., Chang, C.-H., & Kozlowski, S. W. J. (2020, June). Team dynamics: Predicting psychological events using team interaction sensors. In M. Marcinkowski & S. T. Bell (Chairs), *Moon 2024: Translating research to practice for the upcoming Artemis lunar exploration*. Symposium presented at the 35<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology. (Virtual conference)
- Misisco, A., Grand, J. A., Olenick, J., Rosenman, E., Fernandez, R., Broliar, Chao, G. T., & Kozlowski, S. W. J. (2020, April). A Bayesian reconciliation of leadership gender effects in emergency medical teams. In A. Misisco & S. W. J. Kozlowski (Chairs), *Modern advances in the study of team composition and diversity*. Symposium accepted for presentation at the 35<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Austin, TX. (In-person conference cancelled)
- Van Fossen, J., Misisco, A., Olenick, J., Griffin, D. J., Chang, C.-H., & Kozlowski, S. W. J. (2020, April). An idiographic approach to understanding team process dynamics. In Yang, H., Burns, T. H., & Bezurkova, K. (Chairs), *Trapped together: Teamwork in isolated, confined, and extreme contexts*. Symposium accepted for presentation at the 35<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Austin, TX. (In-person conference cancelled)
- Fernandez, R., Rosenman, E. D., Olenick, J., Misisco, A. T., Broliar, S., Chipman, A. K., Vrablik, M. C., Kalynych, C., Nichol, G., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (January, 2020). *Simulation-based team leadership training improves team leadership and patient care during actual trauma resuscitations: A randomized controlled trial*. Presented at the 20<sup>th</sup> International Meeting on Simulation and Healthcare, San Diego, CA.

- Fernandez, R., Rosenman, E. D., Misco, A. T., Grand, J. A., Olenick, J., Broliar, S., Chao, G. T., & Kozlowski, S. W. J. (November, 2019). *Men Versus women: Addressing the question of gender superiority in resuscitation leadership*. Presented at the 2019 Resuscitation Science Symposium of the American Heart Association, Philadelphia, PA.
- Fernandez, R., Rosenman, L., Broliar, S., Misco, A., Olenick, J., Grand, J. A., Chao, G. T., & Kozlowski, S. W. J. (2019, August). Simulation-based leadership training for emergency medical teams. In J. Olenick & S. W. J. Kozlowski (Chairs), *A matter of time: Advancing the study of team processes in extreme environments*. Symposium presented at the 79<sup>th</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- Grand, J. A., Braun, M. T., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2019, August). How can teams be more (or less) than the sum of their parts? In E. Archibold & L. Bao (Chairs), *Application of agent-based modeling in organizational research on teams and groups*. Symposium presented at the 79<sup>th</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- Kozlowski, S. W. J. (2019, August). Multilevel theory, dyadic networks, and emergent phenomena in organizational systems. In A. Crocker, R. Eckardt, Y. Ahn, & S. W. Floyd (Organizers), *Dyads in multilevel theory and methods: Deeper appreciation for an essential level of analysis*. Professional development workshop presented at the 79<sup>th</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- Kozlowski, S. W. J., Chang, C.-H., Biswas, S., Dishop, C., Olenick, J., Morrison, M., & Misco, A. (2019, August). Capturing the dynamics of team interaction processes. In C. G. Collins, & N. Quigley (Chairs), *Explorations of team dynamics: Advances in theory and methodology*. Symposium presented at the 79<sup>th</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- Misco, A., Olenick, J., Dishop, C., Chang, C.-H., & Kozlowski, S. W. J. (2019, August). Frozen over time? dynamic equilibrium in ICE teams. In J. Olenick & S. W. J. Kozlowski (Chairs), *A matter of time: Advancing the study of team processes in extreme environments*. Symposium presented at the 79<sup>th</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2019, July). Unpacking team cohesion and leadership emergence. In J. A. Grand (Chair), *Exploring teams as complex systems: Mechanisms of emergent affective/motivational team properties*. Symposium presented at the 15<sup>th</sup> Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Lisbon, Portugal.
- Kozlowski, S. W. J., & Chao, G. T. (2019, May). An introduction to computational modeling. In S. W. J. Kozlowski & G. T. Chao (Chairs), *Advancing organizational research with computational modeling*. Symposium presented at the Congress of the European Association for Work and Organizational Psychology, Turin, Italy.
- Braun, M. T., Grand, J. A., Kuljanin, G., Kozlowski, S. W. J., & Chao, G. T. (2019, April). A computational understanding of team synergy: How dream teams can fail. In G. Kuljanin & J. Grand (Chairs), *Modeling emergent phenomena: Implementations and process insights*. Symposium presented at the 34<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Dishop, C. R., DeShon, R. P., Kozlowski, S. W. J., & Hays, N. (2019). *Perceiving the trend: How task construal shapes performance perceptions and effort*. Poster presented at the 34<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Dishop, C. R., Olenick, J., Misco, A., Morrison, M., Chang, C.-H., & Kozlowski, S. W. J. (2019, April). Issues when combining different data sources. In L. Zhou (Chair), *Methodological developments in research using organic data: An interdisciplinary view*. Symposium presented at the 34<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

- Kozlowski, S. W. J. (2019, April). Computational modeling: Unpacking multilevel process dynamics. In K. Sodhi (Chair), *Translating complexity: From science to practice*. Symposium presented at the 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Kozlowski, S. W. J. (2019, April). Adaptability in organizations. In T. Kantrowitz (Chair), *Organizational survival of the fittest: Exploring adaptability as a talent strategy*. Presentation and panel discussion presented at the 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Kozlowski, S. W. J., Chang, C.-H., Dishop, C., Olenick, J., Morrison, M., & Misco, A. (2019, April). Capturing team process dynamics. In I. Gokhman & L. DeChurch (Chairs), *Failure is not an option: Discovering the dynamics of space teams*. Symposium presented at the 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Kozlowski, S. W. J., & Chao, G. T. (2019, April). An introduction to computational modeling. In S. W. J. Kozlowski & G. T. Chao (Chairs), *Advancing organizational research with computational modeling*. Symposium presented at the 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Kozlowski, S. W. J. (2019, February). Capturing the dynamics of team processes. In N. Contractor (Chair), *Understanding and enabling teams for future missions to Mars*. Symposium presented at the American Association for the Advancement of Science (AAAS) Annual Meeting, Washington, DC.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2019, January). *Team cohesion badge: Development of galvanic skin resistance modality*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Chang, C.-H., & Biswas, S. (2019, January). *Measuring, monitoring, and regulating teamwork for long duration missions*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J. (2018, October). *Opening the black box: Unpacking emergent phenomena and team process dynamics (Keynote)*. Group Interaction Frontiers in Technology (GIFT) Workshop. 20th Association for Computing Machinery (ACM) International Conference on Multimodal Interaction (ICMI). Boulder, CO.
- Zhang, Y., Olenick, J., Chang, C.-H., Kozlowski, S. W. J., & Hung, H. (2018, October). *TeamSense: Assessing personal affect and group cohesion in small teams through dyadic interaction and behavior analysis with wearable sensors*. The ACM on Interactive, Mobile, Wearable and Ubiquitous Technologies (Ubicomp). Singapore.
- Zhang, Y., Olenick, J., Chang, C.-H., Kozlowski, S. W. J., & Hung, H. (2018, October). *The I in team: Mining personal social interaction routine with topic models from long-term team data*. The ACM 23rd International Conference on Intelligent User Interfaces. Tokyo, Japan.
- Kozlowski, S. W. J. (2018, July). Panel discussion member. *Advancing the study of science teams: Future directions informed by a review of a decade of empirical literature on science teams and reflections from experts across fields*. Presented at the 14th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Bethesda, MD.
- Kozlowski, S. W. J. (2018, July). Panel discussion member. *Studying teams in extreme contexts: What changes?* Presented at the 14th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Bethesda, MD.
- Kozlowski, S. W. J. (2018, July). Panel discussion member. *Using computational simulation to study dynamics and emergence in team research*. Presented at the 14th Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Bethesda, MD.

- Kozlowski, S. W. J., Chang, C.-H., & Biswas, S. (2018, June). *"Ice-tronauts:" Antarctica as a space exploration analog for team functioning*. Presented at Polar2018 Open Science Conference, Davos, Switzerland.
- Kozlowski, S. W. J., Chang, C.-H., Webb, J. M., Olenick, J. & Ayton, J. (2018, June). *Innovative methods for unpacking team process dynamics*. Presented at Polar2018 Open Science Conference, Davos, Switzerland.
- Kozlowski, S. W. J. (2018, May). Team interaction sensors and the dynamics of team cohesion. In D. Carter (chair), *IO and space teams*. Symposium presented at the Annual Conference of the Association for Psychological Science, San Francisco, CA.
- Kozlowski, S. W. J., Chang, C.-H., & Dishop, C. (2018, April). Targeted big data: Team interaction sensors. In G. Kuljanin (Chair), *Big data acquisition: web-scraping, APIs, sociometric badges, corporate E-mails*. Symposium presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Dishop, C. R., Olenick, J., Webb, J., Perry, S., Chang, C.-H., Biswas, S., & Kozlowski, S. W. J. (2018, January). *Algorithm validation in the application of sensor data to team processes*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2018, January). *Measuring, monitoring, and regulating teamwork for long duration missions*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2018, January). *Team cohesion badge: Development of galvanic skin resistance modality*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- Olenick, J. Webb, J., Dishop, C., Binsted, K., Chang, C.-H., & Kozlowski, S. W. J. (2018, January). *Team dynamics and Granger causality in a long duration flight analog*. Presented at the NASA Human Research Program Investigators' Workshop, Galveston, TX.
- 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 77<sup>th</sup> 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 77<sup>th</sup> 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 77<sup>th</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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.
- 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 76<sup>th</sup> 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 76<sup>th</sup> 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 76<sup>th</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Kozlowski, S. W. J., Chang, C-H., Baard-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 31<sup>st</sup> 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.
- 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 75<sup>th</sup> 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 75<sup>th</sup> 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 75<sup>th</sup> 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 30<sup>th</sup> 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 30<sup>th</sup> 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 30<sup>th</sup> 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 30<sup>th</sup> 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 30<sup>th</sup> 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.
- 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 65<sup>th</sup> 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 74<sup>th</sup> 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 74<sup>th</sup> 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 74<sup>th</sup> 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 9<sup>th</sup> 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 9<sup>th</sup> Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Raleigh, NC.
- 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 29<sup>th</sup> 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 29<sup>th</sup> 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 29<sup>th</sup> 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 29<sup>th</sup> 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., Dumas, 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., Baard, 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 73<sup>rd</sup> 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 73<sup>rd</sup> 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 73<sup>rd</sup> Annual Convention of the Academy of Management Association, Orlando, FL.
- 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 73<sup>rd</sup> 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 8<sup>th</sup> 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 19<sup>th</sup> 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 28<sup>th</sup> 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 28<sup>th</sup> 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 28<sup>th</sup> 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 13<sup>th</sup> 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 13<sup>th</sup> 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 72<sup>nd</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- 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 7<sup>th</sup> Annual Conference of the Interdisciplinary Network for Group Research (INGRoup), Chicago, IL.
- Pearce, M., Rench, T. A., Braun, M. T., Baard, 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 7<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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. Shuffer, & E. Salas (Chairs), *Critical considerations of teamwork research and practice: The next frontier*. Panel discussion presented at the 27<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Pearce, M., Rench, T. A., Braun, M. T., Baard, 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 27<sup>th</sup> 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., Quwaider, 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., Baard, 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.
- 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., Baard, 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., Baard, 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., Baard, 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 71<sup>st</sup> 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 6<sup>th</sup> 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 6<sup>th</sup> Annual INGRoup Conference, Minneapolis, MN.
- Braun, M., Rench, T., Firth, B., Pearce, M., Baard, 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 26<sup>th</sup> 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 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Pearce, M., Rench, T., Braun, M., Firth, B., Baard, 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 26<sup>th</sup> 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 26<sup>th</sup> 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 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- 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 18<sup>th</sup> 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 70<sup>th</sup> 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 70<sup>th</sup> 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 70<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 69<sup>th</sup> 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 69<sup>th</sup> 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 69<sup>th</sup> Annual Convention of the Academy of Management Association, Chicago, IL.
- 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 24<sup>th</sup> 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 24<sup>th</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 67<sup>th</sup> 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 22<sup>nd</sup> 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 26<sup>th</sup> 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 26<sup>th</sup> International Congress of Applied Psychology, Athens, Greece.
- 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 the 21<sup>st</sup> 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 21<sup>st</sup> 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 65<sup>th</sup> 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 20<sup>th</sup> 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 20<sup>th</sup> 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 20<sup>th</sup> 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 20<sup>th</sup> 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 20<sup>th</sup> 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 19<sup>th</sup> 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 19<sup>th</sup> 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 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- 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 19<sup>th</sup> 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 63<sup>rd</sup> 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 63<sup>rd</sup> 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 11<sup>th</sup> 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 18<sup>th</sup> 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 18<sup>th</sup> 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 18<sup>th</sup> 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 18<sup>th</sup> 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 62<sup>nd</sup> 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 17<sup>th</sup> 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 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- 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 17<sup>th</sup> 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 17<sup>th</sup> 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 17<sup>th</sup> 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 17<sup>th</sup> 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 28<sup>th</sup> 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 16<sup>th</sup> 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 16<sup>th</sup> 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 16<sup>th</sup> 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 15<sup>th</sup> 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 15<sup>th</sup> 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 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- 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 15<sup>th</sup> 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 15<sup>th</sup> 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 15<sup>th</sup> 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 15<sup>th</sup> 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 14<sup>th</sup> 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 14<sup>th</sup> 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 14<sup>th</sup> 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 14<sup>th</sup> 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 14<sup>th</sup> 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 14<sup>th</sup> 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 106<sup>th</sup> 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 24<sup>th</sup> International Congress of Applied Psychology, San Francisco, CA.
- 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 13<sup>th</sup> 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 13<sup>th</sup> 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 13<sup>th</sup> 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 13<sup>th</sup> 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 13<sup>th</sup> 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 12<sup>th</sup> 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 12<sup>th</sup> 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 56<sup>th</sup> 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 56<sup>th</sup> 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 56<sup>th</sup> 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 11<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- 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 10<sup>th</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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 54<sup>th</sup> 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 23<sup>rd</sup> 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 9<sup>th</sup> 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 9<sup>th</sup> 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 9<sup>th</sup> 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 8<sup>th</sup> 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 8<sup>th</sup> 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 52<sup>nd</sup> Annual Convention of the Academy of Management Association, Las Vegas, NV.
- 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 7<sup>th</sup> 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 6<sup>th</sup> 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 6<sup>th</sup> 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 6<sup>th</sup> 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 50<sup>th</sup> 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 50<sup>th</sup> 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 5<sup>th</sup> 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 5<sup>th</sup> 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 5<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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 3<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- 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 48<sup>th</sup> 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 95<sup>th</sup> 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 47<sup>th</sup> 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 47<sup>th</sup> 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 2<sup>nd</sup> 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 2<sup>nd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J., & Kirsch, M. P. (1986, April). *The systematic distortion hypothesis and halo error: An individual-level analysis*. Paper presented at the 1<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Hults, B. M., & Kozlowski, S. W. J. (1985, August). *The relative contributions of continuing education activities and job characteristics to the performance of engineers*. Paper presented at the 45<sup>th</sup> Annual Meeting of the Academy of Management Association, San Diego, CA.
- Chao, G. T., & Kozlowski, S. W. J. (1984, August). *Employee perceptions on the implementation of robotic technology in manufacturing*. Paper presented at the 92<sup>nd</sup> Annual Convention of the American Psychological Association, Toronto, Ontario.
- Kozlowski, S. W. J. (1984, August). Technology and structure: Contexts for engineer technical performance and updating. In J. L. Farr (Chair), *Strategies for adapting professional skills to changing technologies*. Symposium presented at the 92<sup>nd</sup> Annual Convention of the American Psychological Association, Toronto, Ontario.

- Kozlowski, S. W. J., & Hulst, B. M. (1984, August). *Task complexity and job performance: The moderating effects of job longevity for R&D engineers*. Paper presented at the 44<sup>th</sup> Annual Convention of the Academy of Management Association, Boston, MA.
- Kozlowski, S. W. J. (1983, August). *Engineer performance and updating: A model and empirical evaluation*. Paper presented at the 91<sup>st</sup> Annual Convention of the American Psychological Association, Anaheim, CA.
- Kozlowski, S. W. J. (1983, May). Managing the technical performance and updating of engineers: A model and evaluation of relevant factors. In S. Kozlowski (Chair), *Managing technical professionals*. Symposium presented at the Management of Technological Innovation Conference, Washington, DC.
- Kozlowski, S. W. J., & Jacobs, R. R. (1982, May). *An exploration of halo error in performance ratings*. Paper presented at the 19<sup>th</sup> Annual Academy of Management Convention, Baltimore, MD.
- Farr, J. L., Kozlowski, S. W. J., Cleveland, J. N., Ensore, E. E., & Dubin, S. S. (1980, August). *The measurement of organizational factors affecting the technical updating of engineers*. Paper presented at the 40<sup>th</sup> Annual Academy of Management Association Convention, Detroit, MI.

### Technical Reports

- Kozlowski, S. W. J., Biswas, S., Chang, C.-H., & Misco, A. (2021). *Team cohesion monitoring badge: Development of galvanic skin resistance modality*. Final Report, National Aeronautics and Space Administration (NNX16AR52G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2021). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Final Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2020). *Team cohesion monitoring badge: Development of galvanic skin resistance modality*. Annual Report, National Aeronautics and Space Administration (NNX16AR52G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2020). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Kozlowski, S. W. J. (2019). *Multicultural teams: Advancing team effectiveness in a globalized world*. Final Report. National Science Foundation (1446393). Arlington, VA.
- Kozlowski, S. W. J. (2019). *Multicultural teams: Advancing team effectiveness in a globalized world*. Annual Report. National Science Foundation (1446393). Arlington, VA.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2019). *Team cohesion monitoring badge: Development of galvanic skin resistance modality*. Annual Report, National Aeronautics and Space Administration (NNX16AR52G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2019). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Fernandez, R., et al. (2018). *Translating simulation-based team leadership training into patient-level outcomes*. Final Report. Agency for Healthcare Research and Quality (1R18HS022458-01A1). Rockville, MD.



- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2018). *Measuring, monitoring, and regulating teamwork for long duration missions*. Final Report. National Aeronautics and Space Administration (NNX13AM77G). Houston, TX.
- Kozlowski, S. W. J. (2018). *Multicultural teams: Advancing team effectiveness in a globalized world*. Annual Report. National Science Foundation (1446393). Arlington, VA.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2018). *Measuring, monitoring, and regulating teamwork for long duration missions*. Annual Report, National Aeronautics and Space Administration (NNX13AM77G). Houston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2018). *Team cohesion monitoring badge: Development of galvanic skin resistance modality*. Annual Report, National Aeronautics and Space Administration (NNX16AR52G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2018). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Olenick, J., Webb, J. M., Kozlowski, S. W. J., & Chang, C.-H. (2018) *Team psycho-social functioning in isolated, confined, and extreme environments*. Final Report. Australian Antarctic Division. Hobart, Tasmania, Australia.
- Kozlowski, S. W. J. (2017). *Multicultural teams: Advancing team effectiveness in a globalized world*. Annual Report. National Science Foundation (1446393). Arlington, VA.
- Kozlowski, S. W. J., & Chao, G. T. (2017). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report. National Science Foundation (1533499). Arlington, VA.
- Kozlowski, S. W. J., Chang, C.-H., & Biswas, S. (2017). *Measuring, monitoring, and regulating teamwork for long duration missions*. Annual Report, National Aeronautics and Space Administration (NNX13AM77G). Houston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2017). *Team cohesion monitoring badge: Development of galvanic skin resistance modality*. Annual Report, National Aeronautics and Space Administration (NNX16AR52G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2017). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Dixon, A. J., Olenick, J., Santoro, J. M., Baard, S. K. P., Chang, C.-H., & Kozlowski, S. W. J. (2016). *ANSMET research report*. Department of Psychology, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J. (2016). *Multicultural teams: Advancing team effectiveness in a globalized world*. Annual Report. National Science Foundation (1446393). Arlington, VA.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2016). *Measuring, monitoring, and regulating teamwork for long duration missions*. Annual Report, National Aeronautics and Space Administration (NNX13AM77G). Houston, TX.
- Kozlowski, S. W. J., & Chao, G. T. (2016). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report. National Science Foundation (1533499). Arlington, VA.

- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2016). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Olenick, J., Santoro, J. M., Chang, C.-H., Kozlowski, S.W.J., & Dixon, A. J. (2015). *Investigating teams in isolated, confined, and extreme environments: A look into AAD missions*. Department of Psychology, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2015). *Measuring, monitoring, and regulating teamwork for long duration missions*. Annual Report, National Aeronautics and Space Administration (NNX13AM77G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2015). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Olenick, J., Santoro, J. M., Kozlowski, S. W. J., Chang, C.-H., & Dixon, A. (2015). *Investigating teams in isolated, confined, and extreme environments: A look into Australian Antarctic Division (AAD) missions*. Department of Psychology, Michigan State University, East Lansing, MI.
- Baard, S. K., Santoro, J. M., Kozlowski, S. W. J., Chang, C.-H., Pearce, M., & Dixon, A. (2014). *Investigating teams in isolated, confined, and extreme environments: A look into Australian Antarctic Division (AAD) missions*. Department of Psychology, Michigan State University, East Lansing, MI.
- Dixon, A. J., Pearce, M., Santoro, J. M., Beard, S. K., Chang, C.-H., & Kozlowski, S. W. J. (2014). *ANSMET teams research report*. Department of Psychology, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2014). *Monitoring and regulating teamwork*. Final Report, National Aeronautics and Space Administration (NNX12AR15G). Houston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2014). *Measuring, monitoring, and regulating teamwork for long duration missions*. Annual Report, National Aeronautics and Space Administration (NNX13AM77G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., & Kuljanin, G. (2014). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual Report, U. S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., Kuljanin, G., Pickhardt, D., & Mak, S. (2014). *Team knowledge: Origins, emergence, & measurement*. Final Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2013). *Developing, maintaining, and restoring team cohesion*. Final Report, National Aeronautics and Space Administration (NNX09AK47G). Houston, TX.
- Kozlowski, S. W. J., Biswas, S., & Chang, C.-H. (2013). *Monitoring and regulating teamwork*. Annual Report, National Aeronautics and Space Administration (NNX12AR15G). Houston, TX.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., Kuljanin, G., Pickhardt, D., & Mak, S. (2013). *Team knowledge: Origins, emergence, & measurement*. Annual Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Pearce, M., Kozlowski, S. W. J., Chang, C.-H., & Beard, S. K. (2013). *ANSMET teams research report*. Department of Psychology, Michigan State University, East Lansing, MI.

- Kozlowski, S. W. J. (2012). *The Emergence, Assessment, and Measurement of Macrocognition: TEAM Macrocog Lab*. Final Report, Office of Naval Research (N00014-11-1-0778). Arlington, VA.
- Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., Kuljanin, G., Pickhardt, D., & Mak, S. (2012). *Team knowledge: Origins, emergence, & measurement*. Annual Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Kozlowski, S. W. J., DeShon, R. P., Schmitt, N., & Biswas, S. (2012). *Developing, maintaining, and restoring team cohesion*. Annual Report, National Aeronautics and Space Administration (NNX09AK47G). Houston, TX.
- Pearce, M., Rench, T. A., DeShon, R. P., Chang, C.-H., Kozlowski, S. W. J., Braun, M. T., & Beard, S. K. (2012). *ANSMET teams research report*. Department of Psychology, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., & Chao, G. T. (2011). *Team knowledge: Origins, emergence, and measurement*. Annual Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Kozlowski, S. W. J., DeShon, R. P., Schmitt, N., & Biswas, S. (2011). *Developing, maintaining, and restoring team cohesion*. Annual Report, National Aeronautics and Space Administration (NNX09AK47G). Houston, TX.
- Kozlowski, S. W. J., Kanfer, R., Major, D. A., & Weiss, H. (2011). *A strategy for building an infrastructure for science advocacy within SIOF*. Task Force Report. Society for Industrial and Organizational Psychology. Bowling Green, OH.
- Pearce, M., Rench, T. A., Kozlowski, S. W. J., DeShon, R. P., Braun, M. T., & Beard, S. K. (2011). *ANSMET teams research report*. Department of Psychology, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., & Chao, G. T. (2010). *Team knowledge: Origins, emergence, and measurement*. Annual Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.
- Kozlowski, S. W. J., DeShon, R. P., Schmitt, N., & Biswas, S. (2010). *Developing, maintaining, and restoring team cohesion*. Annual Report, National Aeronautics and Space Administration (NNX09AK47G). Houston, TX.
- Kozlowski, S. W. J., & Rench, T. (2009). *Individual differences, adaptability, and adaptive performance: A conceptual analysis and research summary*. (Final Report; Contract No. W911NF-07-D-0001, TCN: 08146). Research Triangle Park, NC: Battelle Scientific Services.
- Kozlowski, S. W. J. (2008). *An active learning approach for the development of soldier cognitive competencies*. (ARI white paper). Arlington, VA: Consortium Research Fellows Program.
- Kozlowski, S. W. J., DeShon, R. P., Park, G., Curran, P., Kuljanin, G., & Firth, B. (2007). *Dynamic resource allocation and adaptability in teamwork*. (Final Report, Grant No. FA9550-05-100065). Arlington, VA: Air Force Office of Scientific Research.
- Mathieu, J., Connaughton, S., Kozlowski, S. W. J., Kraiger, K., Osland, J., & Rentsch, J. (2007). *Leading multi-national teams: Program review*. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. (2006). *Leadership and team effectiveness focus area*. Senior Advisory Panel, Leading Multi-National Teams. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. & DeShon, R. P. (2006). *OPTIMA Lab: Dynamic resource allocation and adaptability in teamwork*. (DURIP Final Report, Grant No. FA9550-05-1-0201). Arlington, VA: Air Force Office of Scientific Research.

- Mathieu, J., Connaughton, S., Kozlowski, S. W. J., Kraiger, K., Osland, J., & Rentsch, J. (2006). *Leading multi-national teams: Program review*. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. (2005). *Team leadership and team effectiveness*. Senior Advisory Panel, Leading Multi-National Teams. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. (2005). *The science of learning, training, and development*. The National Academy of Sciences, Transportation Research Board, Task Force on Railroad Operational Safety, Cambridge, MA.
- Kozlowski, S. W. J. & DeShon, R. P. (2005). *Enhancing learning, performance, and adaptability for complex tasks*. (Final Report, Grant No. F49620-01-1-0283). Arlington, VA: Air Force Office of Scientific Research.
- Kozlowski, S. W. J. & Bell, B. S. (2002). *Enhancing the effectiveness of distance learning and distributed training: A theoretical framework for the design of remote learning systems*. (Final Report; Contract No. DAAH04-96-C-0086, TCN: 00156). Research Triangle Park, NC: Battelle Scientific Services.
- Kozlowski, S. W. J. & DeShon, R. P. (2001). *Developing adaptive teams: Training strategies, learning processes, and performance adaptability*. (Final Report, Grant No. F49620-98-1-0363). Arlington, VA: Air Force Office of Scientific Research.
- Kozlowski, S. W. J. & Bell, B. S. (2000). *Guiding the development of shipboard training systems*. (Summary Project Report; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.
- Kozlowski, S. W. J., Bell, B. S., & Mullins, M. E. (2000). *Guiding the development of deployable shipboard training systems: Enhancing skill acquisition, adaptability, and effectiveness* (Final Report 3; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.
- Kozlowski, S. W. J., Toney, R. J., Mullins, M. E., Bell, B. S., & Weissbein, D. A. (1998). *Guiding the development of deployable shipboard training systems: Enhancing skill acquisition, adaptability, and effectiveness* (Final Report 2.1; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.
- Mullins, M. E., Kozlowski, S. W. J., & Schmitt, N. (1998). *An evaluation of NEM Online*. East Lansing, MI: Michigan State University, Department of Psychology. [<http://www.io.psy.msu.edu/nem/nemfinal.htm>]
- Kozlowski, S. W. J., Weissbein, D. A., Brown, K. G., Toney, R. J., & Mullins, M. E. (1997). *Guiding the development of deployable shipboard training systems: Enhancing skill acquisition, adaptability, and effectiveness* (Final Report 1.1; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.
- Mullins, M. E., Toney, R. J., Brown, K. G., Weissbein, D. A., & Kozlowski, S. W. J. (1997). *The development of deployable shipboard training systems: An annotated bibliography and training principles* (Final Report 1.2; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. A., Nason, E. R., & Brown, K. G. (1996). *Learning objectives and training for complex tasks: The effects of sequenced mastery goals and advance organizers on learning outcomes and skill generalization* (Final Report 1; Contract No. DAAL03-91-C-0034, DO No. 93367). Research Triangle Park, NC: U.S. Army Research Office.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Brown, K. G., Mullins, M. E., & Williams, A. E. (1996). *Sequenced mastery goals and advance organizers: Enhancing the effects of practice* (Final Report 2; Contract No. DAAL03-91-C-0034, DO No. 93367). Research Triangle Park, NC: U.S. Army Research Office.

- Nason, E. R., Brown, K. G., Gully, S. M., & Kozlowski, S. W. J. (1996). *Skill acquisition and knowledge development: Further evidence for the unique contributions of knowledge structure to skilled performance* (USAFA-TR-96-3). Colorado Springs, CO: US Air Force Academy.
- Kozlowski, S. W. J., Schmitt, N., Reed, C. S., Fisher, S., Mullins, M., & Williams, A. (1995). *Formative evaluation report on the projects comprising the Network for Excellence in Manufacturing (NEM)*. East Lansing, MI: Michigan State University, Department of Psychology.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. A., Nason, E. R., & Brown, K. G. (1994). *Leader/instructor skills and learning orientation: The effects of sequenced mastery training and advance organizers on learning, self-efficacy, performance, and skill generalization for complex tasks*. In progress report prepared for the Naval Air Warfare Center, Human Factors Division, Orlando, FL.
- Kozlowski, S. W. J., Ford, J. K., & Smith, E. M. (1993). *Training concepts, principles, and guidelines for the acquisition, transfer, and enhancement of team tactical decision making skills I: A conceptual framework and literature review* (Contract No. N61339-91-C-0117). Orlando, FL: Naval Training Systems Center.
- Kozlowski, S. W. J., Gully, S. M., & McHugh, P. P. (1993). *Leadership skills to enhance team tactical decision making effectiveness: Theory, principles, and guidelines* (Contract No. DAAL03-86-D-0001, D.O. No. 2666). Research Triangle Park, NC: Battelle Scientific Services.
- Smith, E. M., Smith, M. R., Futch, C. J., Ford, J. K., & Kozlowski, S. W. J. (1993). *Training concepts, principles, and guidelines for the acquisition, transfer, and enhancement of team tactical decision making skills II: An annotated bibliography* (Contract No. N61339-91-C-0117). Orlando, FL: Naval Training Systems Center.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., Hedlund, J. A., & Wall, P. M. (1991). *Organizational downsizing: Individual and organizational implications and recommendations for action* (Report No. 929). Arlington, VA: U.S. Army Research Institute for the Social and Behavioral Sciences.
- Kozlowski, S. W. J., & Morrison, R. F. (1991). *Officer career development: Mapping rater strategies in officer fitness report ratings* (Report No. TR-91-2). San Diego, CA: Navy Personnel Research and Development Center.
- Kozlowski, S. W. J. (1990). *Mapping rater strategies in officer fitness report ratings*. Research Triangle Park, NC: Battelle Scientific Services.
- Gardner, P. D., Kozlowski, S. W. J., Broadus, A. (1989). *The ideal job candidate: What recruiters would like to see*. East Lansing, MI: Michigan State University, Collegiate Employment Research Institute.
- Kozlowski, S. W. J., & Hattrup, K. (1989). *Technology transfer: Problems associated with the implementation of advanced manufacturing technologies*. East Lansing, MI: Michigan State University, Center for Redevelopment of Industrialized States.
- Hults, B. M., Gardner, P. D., & Kozlowski, S. W. J. (1988). *Screening job applicants: Recruiter decision strategies*. East Lansing, MI: Michigan State University, Collegiate Employment Research Institute.
- Major, D. A., McKellin, D. B., & Kozlowski, S. W. J. (1988). *The socialization and assimilation of college graduates: How new hires learn the ropes II*. East Lansing, MI: Michigan State University, Collegiate Employment Research Institute.
- Kozlowski, S. W. J., & Ostroff, C. (1987). *The socialization and assimilation of college graduates: How new hires learn the ropes*. East Lansing, MI: Michigan State University, Collegiate Employment Research Institute.
- Kozlowski, S. W. J., Kirsch, M. P., & Chao, G. T. (1985). *Job knowledge, ratee familiarity, conceptual similarity, and halo error: An exploration* (Tech. Rep. No. 85-2). East Lansing: Michigan State University, Department of Psychology.

- Farr, J. L., Enscore, E. E., Steiner, D. S., & Kozlowski, S. W. J. (1984). *Factors that influence the technical updating of engineers*. Washington, D.C.: National Science Foundation (SED80-19680).
- Chao, G. T., Kozlowski, S. W. J., & Shute, S. (1980). *The impact of rater training on two types of performance evaluation* (Tech. Rep. No. 80-03). University Park: The Pennsylvania State University, Department of Psychology.
- Farr, J. L., Dubin, S. S., Enscore, E. E., Kozlowski, S. W. J., & Cleveland, J. N. (1980). *Relationships among individual motivation, work environment and updating in engineers*. Washington, D.C.: National Science Foundation (SED78-21941).
- Farr, J. L., Enscore, E. E., Dubin, S. S., Cleveland, J. N., & Kozlowski, S. W. J. (1980). *Behavior anchored scales - A method for identifying continuing education needs of engineers*. Washington, D.C.: National Science Foundation (SED78-21940).
- Kozlowski, S. W. J. (1979). *Performance appraisal report: Philadelphia Electric Company, 1978* (Tech. Rep. No. 79-04). University Park: The Pennsylvania State University, Department of Psychology.
- Kozlowski, S. W. J., & Yankowski, L. (1979). *The Pennsylvania State Civil Service project: Analysis of task statement ratings* (Tech. Rep. No. 79-06). University Park: The Pennsylvania State University, Department of Psychology.
- Kozlowski, S. W. J. (1978). *The validity of personality inventories for the selection of personnel: A review of the literature and recommendations for research* (Tech. Rep. No. 78-04). University Park: The Pennsylvania State University, Department of Psychology.
- Kozlowski, S. W. J. (1978). *Summary of correction officer/matron job analysis perceptions*. Harrisburg: Pennsylvania State Civil Service Commission.

## Courses

- *Organizational Psychology in the Workplace* (undergraduate)
- *Advanced Organizational Psychology* (graduate seminar)
- *Organizational Psychology and Behavior: A Systems View* (graduate seminar)
- *Team Effectiveness in Organizations* (graduate seminar)
- *Multilevel Theory and Research in Organizations* (graduate seminar)

## References

References are available upon request