

MAHESH SUBRAMONY, PH.D.

Professor, Department of Management, Northern Illinois University

245F Barsema Hall, DeKalb, IL 60115-2897

W: (815) 753-6311; msubramony@niu.edu

EDUCATION

Central Michigan University. Mt. Pleasant, MI.

Doctor of Philosophy, Industrial and Organizational Psychology (1994-1999).

Master of Arts, Industrial and Organizational Psychology (1994-1996).

University of Delhi. New Delhi, India.

Master of Arts, Applied Psychology (1991-1993).

Bachelor of Arts, Psychology (1988-1991).

ACADEMIC EXPERIENCE

Department of Management, College of Business

Northern Illinois University, DeKalb, IL.

Full Professor of Management (2018 - Present).

Associate Professor of Management (2012 – 2018).

Director, Center for Human Capital and Leadership (2012 – Present).

Assistant Professor of Management (2009-2012).

Department of Psychology, College of Letters and Sciences

University of Wisconsin - Oshkosh; Oshkosh, WI.

Assistant Professor of Industrial/Organizational Psychology (2003 – 2009).

PROFESSIONAL EXPERIENCE

Whirlpool Corporation, Benton Harbor, MI.

Manager, Organizational Effectiveness (2000 - 2003)

Ford Motor Company, Dearborn, MI.

HR Research Associate (1998 - 2000)

Indian Market Research Bureau, New Delhi.

Consultant, Customer Satisfaction Measurement (1994)

TEACHING INTERESTS

Strategic Human Resource Management, Organizational Behavior, Service Management, Talent & Leadership Development, Change Management

TEACHING AWARDS AND RECOGNITIONS

NIU College of Business Excellence in Undergraduate Teaching (2017 & 2020).

NIU College of Business Chicago MBA Golden Apple (2019).

NIU College of Business Engaged Learning Exemplar (2018).

NIU College of Business Global MBA Highest Rated Professor (2013 & 2014).

RESEARCH INTERESTS

Frontline Service Employees and Customers, Strategic Human Resource Management, Diversity and Inclusion, External Context and Organizational Behavior

JOURNAL EDITORSHIPS [5 Year Impact Factor]

Associate Editor (2017-2021). Journal of Service Research [9.21]

Associate Editor (2015-2021). Journal of Service Management. [5.12]

Special Issue Co-Editor (2021). Service Work in a Changing World. Journal of Service Research. [9.21]

Special Issue Co-Editor (2016). Customer Service. Human Resource Management Review. [3.47]

RESEARCH HONORS AND APPOINTMENTS

Research Faculty (2018-2021). Arizona State University, Center for Services Leadership.

W. James Whyte Visiting Research Fellow (Summer 2018). University of Queensland Business School

Global Research Fellow (2016-2017). NIU College of Business

Best Reviewer Award (2016). Journal of Service Research.

PEER REVIEWED PUBLICATIONS

1. **Subramony, M., & Chadwick, C.** (Accepted). Too Much Tenure? Non-Linear and Moderated Influences of Unit-Level Tenure on Labor Productivity. *Human Resource Management*. DOI: 10.1002/HRM.22023.

2. **Subramony, M.**, Guthrie, J.P., & Dooney, J. (Accepted). Investing in HR? Human Resource Function Investments and Labor Productivity in US Organizations. *International Journal of Human Resource Management*. DOI org/10.1080/09585192.2020.1783343.
3. Solnet, D., **Subramony, M.**, Golubovskaya, M., Snyder, H., Gray, W., Liberman, O., Verma, R. (2020). Frontline service worker wellness: Lessons from interactional psychology. *Journal of Service Management*, 31, DOI: 10.1108/JOSM-12-2019-0377.
4. Solnet, D., **Subramony, M.**, Ford, R., Golubovskaya, M., Kang, H., & Hancer, M. (2019). Leveraging human touch in service interactions: Lessons from hospitality. *Journal of Service Management*, 30, 392-409.
5. **Subramony, M.** (2019). Linking I-O and Lean: Lessons from High Performance Work Systems. *Industrial and Organizational Psychology*, 12, 264-266. Peer Reviewed Commentary.
6. **Subramony, M.**, Solnet, D., Groth, M., Yagil, D., Kim, P., Hartley, N., & Golubovoskya, M., (2018). Service Work in 2050: Toward a Work Ecosystems Perspective. *Journal of Service Management*, 29, 956-974.
7. **Subramony, M.**, Segers, J., Chadwick, C., & Shyamsunder, A. (2018). Leadership Development Practices and Organizational Performance: The Mediating Role of Human Capital and Social Capital. *Journal of Business Research*, 83, 120-129.
8. **Subramony, M.**, Ehrhart, K.H, Groth, M., Holtom, B.C., van Jaarsveld, D., Yagil, D., et al. (2017). Accelerating Employee-Related Scholarship in Service Management: Research Streams, Propositions, and Commentaries. *Journal of Service Management*, 28, 837-865. Winner of Robert Johnston Award 2017 & Emerald Publishing Highly Commended Paper 2018.
9. **Subramony, M.** (2017). Transformative Service Research as an Exemplar for Humanitarian I-O Psychology. *Industrial and Organizational Psychology*, 10, 385-388. Peer Reviewed Commentary
10. **Subramony, M.** (2017). Service Organizations and their Communities: Perspectives and New Directions for Management Research. *Academy of Management Perspectives*, 31, 28-43.
11. Pugh, S.D., & **Subramony, M.** (2016). Taking Services Seriously: New Directions in Services Management Theory and Research. *Human Resource Management Review*, 26, 1-3. Guest Editorial for the Special Issue on Organizational Drivers of Customer Service Outcomes.
12. **Subramony, M.**, & Pugh, S.D. (2015). Services Management Research: Review, Integration, and Future Directions. *Journal of Management*, 41, 349-373.

13. Chung, Y., Liao, H., Jackson, S.E., **Subramony, M.**, Colakoglu, S., & Jiang, Y (2015). Cracking but Not Breaking: Joint Effects of Faultline Strength and Diversity Climate on Loyal Behavior. *Academy of Management Journal*, 58, 1495-1515.
14. **Subramony, M.**, & Stetz, T.A. (2014). If we build it, will they come? Marketing Employee Metrics that Matter. *Industrial and Organizational Psychology*, 7, 571-573. Peer Reviewed Commentary
15. **Subramony, M.** (2014). Client Supportiveness in Contingent Employment: The Role of Relationship Quality. *European Journal of Work and Organizational Psychology*, 23, 131-144.
16. Stetz, T.A., & **Subramony, M.** (2013). Research Registries and the Trustworthiness of I/O Psychological Research. *Industrial and Organizational Psychology*, 6, 302-305. Peer Reviewed Commentary
17. **Subramony, M.**, & Holtom, B.C. (2012). The Long-Term Influence of Service Employee Attrition on Customer Outcomes and Profits. *Journal of Service Research*, 15, 462 – 477.
18. **Subramony, M.** (2011). Antecedents and Outcomes of Contingent Workers' Attitudes toward their Temporary Help Services Firm: A Unit Level Longitudinal Investigation. *Journal of Organizational Behavior*, 32, 850-868. Included in the JOB Best Papers of the Year Virtual Issue.
19. **Subramony, M.**, & Holtom, B.C. (2011) Customer Satisfaction as a Mediator of the Turnover-Performance Relationship. *Journal of Organizational Psychology*, 11, 49-62.
20. **Subramony, M** (2009). A Meta-analytic Investigation of the Relationship between HRM Bundles and Firm Performance. *Human Resource Management*, 48, 745-768. Web of Science (December 2016) placed this article in the top 1% of the academic field of Economics & Business based on a highly cited threshold for the field and publication year.
21. **Subramony, M.**, Krause, N., Norton, J. A., & Burns, G. (2008). The Relationship between Human Resource Investments and Organizational Performance: A Firm-Level Examination of Equilibrium Theory. *Journal of Applied Psychology*, 93, 778-788.
22. Liao, H & **Subramony, M.** (2008). Employee Customer Orientation in Manufacturing Organizations: Joint Influences of Customer Proximity and Senior Leadership Team. *Journal of Applied Psychology*, 93, 317-328. Both authors contributed equally.
23. Jarvis, A., Milis, S., Desai, A., **Subramony, M.**, & Sridhar, B. (2006). Employee Reactions to Outsourcing: Development of the Attitudes toward Outsourcing Scale. *Competition Forum*, 4, 405-413.

24. **Subramony, M.** (2006). Why Organizations Select some Human Resource Management Practices and Reject Others: An Exploration of Rationales. *Human Resource Management*, 45, 195-210.
25. **Subramony, M.**, Beehr, T.A., & Johnson, C.M. (2004). Employee and Customer Perceptions of Service Quality in an Indian Firm. *Applied Psychology: An International Review*, 53, 311-327.
26. **Subramony, M.** (2000). The Impact of Performance Feedback on Student Learning from Community Service. *Michigan Journal of Community Service Learning*, 6, 46-53.

ACADEMY OF MANAGEMENT BEST PAPER PROCEEDINGS

(Papers receiving the top 10% reviewer-ratings at the *Annual Meeting of the Academy of Management*).

1. Imose, R., Rogers, A., & **Subramony, M.** (2017). Customer Emotional Labor in Service Settings: A Mixed-Method Investigation of Display Rules. *Academy of Management Best Paper Proceedings*, DOI: 10.5465/AMBPP.2017.207.
2. **Subramony, M.**, Segers, J., Chadwick, C., Shyamsundar, A., & Dooney, J. (2015). Leadership Development Practices and Organizational Outcomes: The Mediating Role of Intangible Assets. *Academy of Management Best Paper Proceedings*, DOI: 10.5465/AMBPP.2015.37
3. Delaney, M., **Subramony, M.**, & Durik, A (2014). The Joint Effects of Climates for Empowerment and Rewards on Organizational Performance. *Academy of Management Best Paper Proceedings*, DOI: 10.5465/AMBPP.2014.279.
4. Chung, Y., Liao, H., **Subramony, M.**, Jackson, S.E., Colakoglu, S., & Jiang, Y (2011). A Cross-level Analysis of Demographic Faultlines and Diversity Climate on Job Dedication. *Academy of Management Best Paper Proceedings*, DOI: 10.5465/AMBPP.2011.65869692
5. **Subramony, M.**, Krause, N., & Norton, J. (2007). Organizational Performance, Human Resource Investments, and Employee Attitudes. *Academy of Management Best Paper Proceedings*, DOI: 10.5465/AMBPP.2007.26524117.

RESEARCH PIPELINE (Full Titles Available Upon Request)

1. Subramony, M. *Journal of Organizational Behavior* (2nd Revise/Resubmit)
2. Subramony, M., Groth, M., Hu, X.J., Wu, Y.J. *Journal of Service Research* (1st Review)
3. Subramony, M., & Hu, X.J. *Journal of Occupational Health Psychology* (1st Review)
4. Subramony, M., Vogus, T., Chadwick, C., McFadden, K.M., & Gowen, C. *Human Resource Management* (Target)

5. Subramony, M., Imose, R., & Rogers, A. *Journal of Service Management Research* (Target)
6. Ostrom, A., Lemon, K., Field, J., McColl-Kennedy, J., Subramony, M., et al. *Journal of Service Research* (Target)

PEER REVIEWED CONFERENCE PRESENTATIONS

1. Subramony, M., Groth, M., Wu, Y., Hu, X.J. (February 2020). *Frontline Service Employees across Research Streams: An Integrative Bibliometric Review*, in Subramony, M (Chair). *Frontline Service Employees: Current Evidence & Future Directions*. Organizational Frontlines Research 6th Symposium, Winter Conference of the American Marketing Association, San Diego, CA.
2. Solnet, D., Subramony, M., Ford, R., Golubovskaya, M., Kang, J.H., & Hancer, M. (August 2019). *Positioning frontline employees for the delivery of hospitable services*, in Subramony, M (Chair). *Evolving role of frontline service employees: Multidisciplinary perspectives & research directions*. Annual Meeting of the Academy of Management, Boston, MA.
3. Subramony, M., Solnet, D., & Ford, R. (June 2019). *Leveraging human touch opportunities in a high-tech world: A configurational model*. 16th International Research Symposium on Service Excellence in Management (QUIS 16), Karlstad, Sweden.
4. Subramony, M., Chadwick, C., Gowen, C., McFadden, K., & Vogus, T.J. (August 2018). *Hospital workload, nurse turnover, and patient mortality: A moderated-mediation model*. Presentation at the annual meeting of the Academy of Management, Chicago, IL.
5. Subramony, M., Imose, R., Rogers, A., & Martinez, J. (August 2018). *Racial representativeness and similarity-preference effects in service establishments*. Presentation at the annual meeting of the Academy of Management, Chicago, IL.
6. Subramony, M., Imose, R., Rogers, A., Martinez, J., & Ferguson, A. (April 2018). *Representativeness Moderates the Relationship between Racial Diversity and Sales Performance*. Society for Industrial-Organizational Psychology Annual Meeting, Chicago, IL.
7. Subramony, M., Solnet, D., Hartley, N., Golubovoskya, M., Groth, M., Kim, P., Yagil, D. (November 2017). *Service workers in 2050: A work ecosystems perspective*. Presentation at the Theorizing Beyond the Horizon: Service Research in 2050 Thought Leadership Conference, Brisbane, Australia.

8. Imose, R., Rogers, A., & Subramony, M. (August 2017). *Customer emotional labor in service settings: A mixed-method investigation of display rules*. Presentation at the annual meeting of the Academy of Management, Atlanta, GA.
9. Subramony, M. (June 2017). *Toward a multilevel conceptualization of transformative value co-creation*. 15th International Research Symposium on Service Excellence in Management (QUIS 15), Porto, Portugal.
10. Imose, R., Rogers, A., & Subramony, M. (June 2017). *The role of emotional labor in the co-creation of service value*. 15th International Research Symposium on Service Excellence in Management (QUIS 15), Porto, Portugal.
11. Imose, R., Subramony, M., & Finkelstein, L. (April 2017). *Demographic similarity and emotional labor - Interesting findings concerning measurement specificity*. Society for Industrial-Organizational Psychology Annual Meeting, Orlando, FL.
12. Stetz, T., & Subramony, M. (April 2017). *Adoption of HRM practices: A study of managerial decision making*. Society for Industrial-Organizational Psychology Annual Meeting, Orlando, FL.
13. Subramony, M., Gowen, C., & McFadden, K. (June 2016). *Why Human Capital Matters for Healthcare Services: Interactive Effects of Human Capital Resources and Physician Turnover on Healthcare Outcomes*. SERVSIG 2016 conference, Maastricht, Netherlands.
14. Imose, R., Rogers, A., & Subramony, M. (June 2016). *Development and validation of a customer emotional labor scale*. Frontiers in Service 2016 conference, Bergen, Norway.
15. Subramony, M. (August 2015). *Services Management: An Integrative Framework*, in *Beyond Customer Service: Renewing Service Research in Management*. Panel Symposium at the annual meeting of the Academy of Management, Vancouver, BC.
16. Subramony, M., Segers, J., Chadwick, C., Shyamsundar, A., & Dooney, J. (August 2015). *Leadership Development Practices and Organizational Outcomes: The Mediating Role of Intangible Assets*. Presentation at the annual meeting of the Academy of Management, Vancouver, BC.
17. Delaney, M., Subramony, M., & Durik, A (August 2014). *The Joint Effects of Empowerment and Rewards on Organizational Performance*. Presentation at the annual meeting of the Academy of Management, Philadelphia, PA.
18. Subramony, M., & Chadwick, C. (June 2014). *The Relationship between Tenure and Performance at Different Levels of Analysis*. Presentation at the Strategic Management Society – Special Conference on Micro foundations of Strategic Management, Copenhagen, Denmark.

19. Subramony, M. (May 2014). *Work Relationships in Service Settings: A Unit-Level Investigation*. Poster at the annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
20. Delaney, M., Subramony, M., & Durik, A (May 2014). *The Effects of Empowerment and Reward Climates on Organizational Performance*. Poster at the annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
21. Delaney, M., Subramony, M., & Durik, A (May 2014). *Design and validation of two climate measures*. Poster at the annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
22. Subramony, M., Dell, J., Stetz, T., & Seger, J. (October 2013). *The Adoption and Implementation of HRM Practices: A Qualitative Investigation*. Presentation at the Annual Meeting of the Midwest Academy of Management, Milwaukee. WI.
23. Subramony, M., Guthrie, J.A., Dooney, J., & Mariotti, A. (September 2012). *HR Functional Investments, HRM Systems and Organizational Effectiveness*. Roundtable at the 4th People and Organizations Conference, Philadelphia, PA.
24. Subramony, M. (August 2012). Session Chair for *Novel Perspectives on the Intersection of HR and Organizational Strategy*. Paper session at the annual meeting of the Academy of Management, Boston, MA.
25. Subramony, M. (August 2012). Client Supportiveness in Contingent Employment: The Role of Relationship Quality. Presentation at the annual meeting of the Academy of Management, Boston, MA.
26. Subramony, M., Guthrie, J.A., Dooney, J., & Mariotti, A. (August 2012). *Does HR Matter? The Relationship between HR Functional Investments, HRM Systems and Organizational Effectiveness*. Presentation at the annual meeting of the Academy of Management, Boston, MA.
27. Subramony, M., & Pugh, S.D. (April 2012). *The Influence of Customer Service Training on Unit Performance*. Poster at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
28. Subramony, M., & Holtom, B. (April 2011). *Customer satisfaction as a mediator of the turnover-performance relationship*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago

29. Subramony, M., & Holtom, B. (June 2010). *Investigating the Relationship between Turnover and Customer Outcomes using Latent Growth Modeling*. Presented at the 19th Annual Frontiers in Service Conference, Karlstad, Sweden.
30. Subramony, M. (August 2009). Discussant, *Customer Service*. Paper session at the annual meeting of the Academy of Management, Chicago, IL.
31. Subramony, M. (August 2008). Chair, *Human Resource Management and Innovation*. Paper session at the annual meeting of the Academy of Management, Anaheim, CA.
32. Subramony, M. (August 2008). *A Unit-Level Investigation of the Relationship between Staffing Firm's Client Orientation, Contract Workers' Job Attitudes, and Client Attitudes*. Interactive poster at the annual meeting of the Academy of Management, Anaheim, CA.
33. Subramony, M. (August 2008). *A Longitudinal Investigation of the Relationship between Contract-Worker and Client Attitudes in Temporary Help Services*. Presentation at the annual meeting of the Academy of Management, Anaheim, CA.
34. Krause, N., & Subramony, M. (April 2008). *Supervisor Support and HRM Practices as Substitutes of Trust in Leadership*. Poster presented at the annual meeting of the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
35. Liao, H., & Subramony, M. (October, 2007). *Employee Customer Orientation in Manufacturing Organizations: Joint Impact of Customer Proximity and Senior Leadership Team*. Presentation at the 16th Annual Frontiers in Service Conference. San Francisco, CA.
36. Subramony, M., Krause, N., & Norton, J. (August 2007). *Organizational Performance, Human Resource Investments, and Employee Attitudes*. Interactive poster at the annual meeting of the Academy of Management, Philadelphia, PA.
37. Subramony, M. (April 2007). *The Relationship between Boundary-Employee and Customer Attitudes: A Longitudinal Examination*. Poster featured in best in conference (Top 20) poster session at the annual meeting of the Society for Industrial and Organizational Psychology, New York.
38. Webster, J. R., Adams, G. A., Subramony, M., & Perlman, B. (April 2007). *The development of a scale to measure career embeddedness*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, NY.
39. Jarvis, A., Milis, S., Desai, A., Subramony, M., & Sridhar, B. (October 2006). *Employee reactions to outsourcing: Development of the attitudes toward outsourcing (ATO) scale*. Presentation at the annual meeting of the American Society for Competitiveness. Fairfax, VA.

40. Subramony, M. (August 2006). Chair, *HR Strategy and Organizational Performance*. Paper session at the annual meeting of the Academy of Management, Atlanta, GA.
41. Subramony, M., Adams, G.A., Webster, J., & Bentz, K. (August 2006). *Human Resource Management Bundles and Business Performance: A Meta-Analytic Investigation*. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.
42. Schwarz, E., Subramony, M., & Adams, G.A. (August 2006). *Reactions to Upward Performance-Feedback in the Context of Higher Education*. Poster at the annual meeting of the American Psychological Association. New Orleans, LA.
43. Subramony, M. (April 2005). *Influence of Leader Attitudes on Customer-Oriented: A Multilevel, Multifunctional Investigation*. Interactive poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
44. Subramony, M. (April 2005). Presentation in W. Cascio (Chair), *HR Metrics: Measuring what Matters*. Round table at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
45. Subramony, M. (April 2005). Panel discussant in S. Brooks (Chair), *The Split Personality of HR: Operational Efficiency and Strategic Partner*. Panel discussion at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
46. Lenz, B., Adams, G., Moon, S., & Subramony, M. (April 2005). *A Review of Interpersonally Directed Organizational Deviance*. Poster at the annual meeting of the Society of Industrial-Organizational Psychologists. Los Angeles, CA.
47. Subramony, M. (April 2004). Panel discussant in W. Cascio (Chair), *HR Metrics - Continuing the Journey*. Panel discussion at the annual meeting of the Society of Industrial-Organizational Psychologists, Chicago, IL.
48. Biro, M., & Subramony, M. (April 2004). Evaluating Strategic Change in a Technology Organization. In E.J. Davidson (Chair), *Challenges in Strategic Evaluation*. Practitioner Forum at the annual meeting of the Society of Industrial-Organizational Psychologists. Chicago, IL.
49. Subramony, M. (April 2003). Alignment before Measurement. In W. Cascio (Chair), *Implementing HR Metrics: Best Practices, Lessons Learned, Future Directions*. Practitioner Forum at the annual meeting of the Society of Industrial-Organizational Psychologists, Orlando, FL.

50. Subramony, M. (April 2003). Panel discussant in J.C. Scott (Chair), *A Multi-Source Assessment of 360-Degree Feedback*. Panel discussion at the annual meeting of the Society of Industrial-Organizational Psychologists, Orlando, FL.
51. Subramony, M. (April 2002). Communicating the Change: The Impact of Communication Methods on Employee Understanding of Change and Goal Alignment. In D.W. Bracken (Chair), *Conceptualizing & Studying Alignment in Organizations*. Symposium presentation at the annual meeting of the Society of Industrial-Organizational Psychologists, Toronto, ON.
52. Subramony, M. (September 2000). *The Relationship between Performance Feedback and Student Learning from Community Service*. Paper presented at the 43rd annual meeting of the Midwest Academy of Management, Chicago, IL.
53. Subramony, M. (1998). *Evaluating the Impact of Performance Feedback on Service Learning: Reflections on a Field Experiment*. Workshop for the 3rd annual Faculty Institute on Service-Learning, Olivet College, Olivet, MI.
54. Subramony, M., Johnson, C M., & Beehr, T.A. (September 2000). *Multiple Perspectives and Theories on the Use of Performance Feedback in Service Improvement*. Paper presented at the 43rd annual meeting of the Midwest Academy of Management, Chicago, IL.
55. Subramony, M., Beehr, T.A., & Johnson, C.M. (September 1997). *Service Role Effectiveness and Service Quality*. Paper presented at the 40th annual meeting of the Midwest Academy of Management, Ann Arbor, MI.

RESEARCH CONTRACTS

Primary Investigator for a *Society of Human Resource Management (SHRM)* contract to analyze the human capital survey database (2011-2012). Funded through the SHRM foundation. James Guthrie (University of Kansas) was the co-investigator. (Total Contract Amount: \$18,000)

COMPETITIVE RESEARCH GRANTS

1. Influence of COVID-19 on Telecommuters (2020). NIU Summer Research Grant.
2. Future of the Service Workforce (2018). NIU Summer Research Grant.
3. Diversity and Service Performance (2015). NIU Summer Research Grant.
4. Leadership Development & Organizational Performance (2013). NIU Summer Research Grant.
5. Investing in the HR Function (2012). NIU Summer Research Grant.

6. Customer Service Training and Unit Performance (2011). NIU Summer Research Grant.
7. Employee-Related Outcomes of Organizational Investments (2010). NIU Summer Research Grant.
8. Staffing Firms' Client Orientation & Client Outcomes (2008). UWO Summer Research Grant.
9. HRM Practices and Business Performance (2006). UWO Summer Research Grant.
10. Predictors of the Decision to Adopt or Reject HR Practices (2005). UWO Summer Research Grant.
11. Measuring Customer Loyalty Orientation (2004). UWO Summer Research Grant.

TEACHING EXPERIENCE

Graduate-Level Courses:

1. Seminar in Management: Leadership Development (MBA) – One-Year MBA Format [*Experiential*]
2. Organizational Behavior (MBA) – Full-Time, Part-Time, & Cohort Formats
3. Strategic Human Resource Management (MBA)
4. Managerial Leadership (MS Accountancy)
5. Organizational Psychology (MS – I/O Psychology)
6. Seminar in I/O Psychology (MS – I/O Psychology)
7. Organizational Change & Development (MS – I/O Psychology)
8. Organizational Research Methods (MS – I/O Psychology)
9. Supervised Graduate I/O Practicum (MS – I/O Psychology) [*Experiential*]
10. Ethics in Psychology (MS – I/O Psychology)

Undergraduate-Level Courses:

11. Introduction to Human Resource Management (BS - Management)
12. Training and Development (BS - Management)
13. Change Management (BS - Management)
14. HR Business Partner (BS - Management)
15. Management Consulting (BS - Management) [*Experiential*]
16. Globalization –Interdisciplinary Honors Seminar
17. Psychology and Marketing Seminar (BS – Psychology)
18. History and Systems of Psychology (BS – Psychology)
19. Social Psychology (BS – Psychology)

DISSERTATION AND THESES COMMITTEES

Chaired Graduate (MS) Theses (12)

Ruth Imose (2016), J.Dell (2009), M. Hirschberger (2009), B. Schoessow (2009), N. Krause (2007), A. Prust (2007), K. Bentz (2006), J. Biladeau (2006), A. Jarvis (2006), S. Milis (2006), A. Zehner (2006), E. Schwarz (2005).

Member of MS Theses Committees (16)

J. Martinez (2017), C. Woodcock (2010), K. Dilger (2009), B. Whitman (2009), B. Keuchler (2008), A. Kuhn (2008), J. Norton (2007), J. Finnigan (2006), J. Webster (2006), D. Kossow (2005), E. Pease (2005), J. Woolf (2005), N. Merwin (2005), B. Lentz (2004), G. Giese (2004), C. Singsank (2003).

Co-Chaired PhD Dissertation (1)

M. Delaney (2013)

Member of PhD Dissertation Committees (5)

R. Imose (2020), A. Rogers (2018), P. Waltz (2016), C. Woodcock (2012), L. Patel (2012), G. Simenek (2012)

SUPERVISED STUDENT EXPERIENTIAL LEARNING PROJECTS

Student Consulting Projects

1. CDK Global, Hoffman Estates, IL: *Assessment of Values Rollout*
2. Dexter Magnetic Technologies, Elk Grove Village, IL: *Employee Selection Tools*
3. Nalco Water, Naperville, IL: *Engagement Actions Implementation Tracker*
4. Verizon Wireless, Rolling Meadows, IL: *Sales Organization Talent Strategy*
5. Nalco – Water, Naperville, IL: *Drivers of Employee Engagement*
6. College of Business, NIU, DeKalb, IL: *Brand Identity and Attributes Assessment*
7. Cintas Corporation, Chicago, IL: *Drivers of Turnover in Production Facilities*
8. Caterpillar Corporation, Peoria, IL: *Assessment of Collaborative Culture*
9. Caterpillar Corporation, Peoria, IL: *Design of an Executive Onboarding Program*
10. College of Business, NIU, DeKalb, IL: *Faculty Engagement & Retention Study*
11. S.C. Johnson Company, Racine, WI: *Evaluation of Leadership Assessment Center*
12. Oshkosh Trucks, Oshkosh, WI: *Applicant Reactions to Recruiting Process*
13. YMCA of the Fox Valley, Appleton, WI: *HR Research Projects*

14. Oshkosh WI Police Department: *Program Evaluation Projects*
15. Evergreen Retirement Community, Oshkosh, WI: *Employee Opinion Surveys*
16. Three Pillars Community, Milwaukee, WI: *Employee Opinion Surveys*

NIU Undergraduate Research and Artistry Day (URAD) Research Project Mentor

1. URAD 2020: *Assessment of Values Implementation Process*
2. URAD 2019: *Sensemaking During an Experiential Learning Project*
3. URAD 2018: *Assessment of Brand Identity*
4. URAD 2017: *Drivers of Retention and Turnover in Production Facilities*
5. URAD 2016: *Culture for Collaboration: An Assessment Project*
6. URAD 2015: *Needs Analysis for an Onboarding Program*
7. URAD 2014: *The Work- and Non-Work Factors Driving Faculty Retention*

PRACTITIONER EXPERIENCE

Whirlpool Corporation. (2000-2003). Designed and managed global employee-survey and 360-degree feedback processes. Developed and tracked workforce-metrics. Selected and managed employees and external consultants. Managed annual budget of approximately \$350,000.

Ford Motor Company. (1998-2000). Designed and managed the development and administration of selection tools. Assessed and improved applicant-satisfaction with the staffing process. Assisted in redesigning the staffing process for North American operations.

Indian Market Research Bureau. (1994). Conducted customer-satisfaction and service-culture research for multinational clients.

CONSULTING PROJECTS

1. NIU Office of the President. *Strategic Planning*. 2018-2020
2. Robert Family Holdings, International. *Leadership System Design*. 2017-2018
3. Caterpillar Inc., Peoria, IL. *Engagement Survey Strategy*. 2015-2016
4. Northern Illinois University Division of IT. *Leadership Curriculum Design*. 2016-2017
5. Symbria Healthcare, Warrenville, IL. *Talent Management System Design*. 2014-2015
6. Symbria Analytics, Oak Brook, IL. *Employee and Customer Analytics*. 2013-2016
7. TCF Bank, Minneapolis, MN. *Workforce Analytics*. 2013-2014

8. Society for Human Resource Management, Alexandria, VA. *Workforce Analytics*. 2012-2014.
9. Follett Higher Education Group, Oak Brook, IL. *Customer Service Analytics*. 2010-2012.
10. Manpower Corporation, Milwaukee, WI. *Workforce Analytics*. 2005-2010.
11. Right Management Associates, Milwaukee, WI. *Validation of Global Employee Survey*. 2006.
12. Whirlpool Corporation, Benton Harbor, MI. *Analysis of Global Survey Results*. 2004.

INVITED TALKS

1. *Why Employees Matter in Services: Understanding the Science and Art of the Human Capital Value Chain*. Strategic Service Institute, ASU Center for Services Leadership. February 2020.
2. *Building Bridges: Ongoing Reflections and Directions*. Let's Talk About Service Symposium. New York, NY. December 2019.
3. *The Three Paradoxes of Service*. Service Council Annual Workshop. Chicago, IL. October 2019.
4. *Series of Surprises: Planned and Unplanned Learning in the Experiential Learning Context*. Jean W. Pierce Colloquium, Northern Illinois University. DeKalb, IL. April 2019
5. *HR Practices and Organizational Performance - An Evidence-based Approach*. Kishwaukee Association for Human Resource. Sycamore, IL. March 2019.
6. [*The HR Value Chain: A Guide to Aligning People, Performance, and Profits*](#). Podcast for Human Capital Growth Inc. June 2017.
7. *Competing through HRM. The HR Value Chain*. Community of Organizational Science in India. Webinar. May 2017.
8. *The Role of HR in the Management of Services*. Illinois Society for Human Resource Management (SHRM) Student Conference. DeKalb, IL. April 2017.
9. *The HRM Value Chain*. Antwerp School of Management, Belgium. May 2015.
10. *Establishing the Value of Human Resource Investments*. Annual Meeting of the Society for Human Resource Management (SHRM). Orlando, FL. July 2014.
11. *Establishing the Value of Human Capital Investments*. Human Resource Management Association of Chicago (HRMAC). Naperville, IL. December 2011.
12. *The Strategic Management of Talent*. Chicago Industrial Organizational Psychologists (CIOP). Hoffman Estates, IL. March 2011.
13. *Designing and Implementing Linkage Models*. Chicago Industrial Organizational Psychologists (CIOP). Hoffman Estates, IL. April 2010.

14. *Strategic Value of Employee Engagement*. Manpower Corporation, Milwaukee, WI. May 2009.
15. *Strategic Value of Human Resource Investments: Review of the Evidence*. Society of Human Resource Management, Wisconsin State Conference, La Crosse, WI. October 2007.
16. *Why Organizations Adopt Some Human Resource Management Practices (and Not Others)...and Should We Care?* Dean's Symposium, University of Wisconsin Oshkosh. May 2006.
17. *Establishing Credibility Early in I/O Psychology*. 20th Annual Society for Industrial-Organizational Psychology Doctoral Consortium, Los Angeles, CA. April 2005.
18. *Innovation and Problem Solving Tools in Higher Education*. Leadership Development Academy, University of Wisconsin Oshkosh. May 2004.
19. *Service Learning in Graduate Education*. Service Learning in Psychology conference, Oshkosh, WI. May 2004.

INVITED BLOGS

1. [*What is Reviewer 2 Thinking?*](#) Blog for American Marketing Association – Service Special Interest Group (SERVSIG). 09/19/2017.
2. [*Service Organizations and their Communities*](#). Blog for American Marketing Association – Service Special Interest Group (SERVSIG). 12/29/2016.
3. [*Services Management Research*](#). Blog for American Marketing Association – Service Special Interest Group (SERVSIG). 06/27/2015.
4. [*Discovering the Human in Human Capital*](#). Blog for the Human Capital Institute. 06/03/2014.
5. [*The Sweet Maker's Tale*](#). Blog for the Human Capital Institute. 08/08/2013.
6. [*The HRM Value Blog*](#). Blog for the SIOP Exchange. 03/13/2012.

SERVICE AND PROFESSIONAL ACTIVITIES

Service to the Profession

Journal Associate-Editor: Journal of Service Research, Journal of Service Management

Paper Development Workshop Planning & Implementation:

Research Forum on Innovations in Service Work, *Journal of Service Research* (September 26-29, 2019).

Research Forum on Service Management, *Journal of Service Management* (October 4-6, 2018).

Journal Reviewer:

Academy of Management Perspectives, Human Relations, Human Resource Management, Human Resource Management Journal, Journal of Management, Journal of Management Studies, Journal of Organizational Behavior, Organizational Behavior and Human Decision Processes, Journal of Service Management, Journal of Service Research, Journal of Service Theory & Practice

External Tenure Reviewer: Babson College, 2014, University of Indiana, 2019

Service to the University

Significant Contributions to Northern Illinois University

Founded and led the *Center for Human Capital and Leadership* (2013-2021)

Led the design of competency models for BS in Management and MBA programs (2013, 2017)

Designed & implemented 360-degree feedback systems for BS and MBA students (2014, 2017)

Co-led the design of a graduate (MS) program in management (2018-2020)

Facilitated College of Business strategic planning process (2016, 2017)

Facilitated NIU enrollment strategic planning process (2018, 2019)

Committee Assignments, Northern Illinois University

University Faculty Senate (2018-2021)

University Academic Planning Council (2016-2017)

College of Business Strategic Planning Council (2012-2015)

College of Business Research Committee (2012-Ongoing)

Department Personnel Committee (2014-2017; 2018-2020)

Department Curriculum Committee (2009-2011; Chair, 2012-2014; 2017-2018)

Faculty Search Committee (2009, 2011, 2012, 2013, 2017)

Committee Assignments, University of Wisconsin Oshkosh

University Faculty Development Board (2005-2009)

University Employee Support & Development (2006-2008)

College Program Review Committee (2007-2009)

Graduate Admissions Committee (2004-2009)

Department Budget (2004-2009)

Department Curriculum Committee (2007-2009)

Professional Organizations

Board member of the Chicago Industrial Organizational Psychologists (2010-2011)

Member of SIOP Visibility (2005-2006) & Membership Committees (2001-2005)