

Dustin J. Sleesman, Ph.D.
Associate Professor of Management
Department of Business Administration
Alfred Lerner College of Business & Economics
University of Delaware
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EDUCATION

Ph.D., Organizational Behavior & Human Resource Management	Michigan State University (East Lansing, MI) Eli Broad College of Business	2012
B.S., Business Administration	The Ohio State University (Columbus, OH) Max M. Fisher College of Business	2007
B.A., Psychology	The Ohio State University (Columbus, OH) College of Social and Behavioral Sciences	2007

RESEARCH INTERESTS

Commitment to decisions and projects
Negotiation and conflict resolution
Team effectiveness

PEER-REVIEWED ACADEMIC PUBLICATIONS

400+ citations (Google Scholar)

Nederveen Pieterse, A., Hollenbeck, J. R., van Knippenberg, D., Spitzmuller, M., Dimotakis, N., Karam, E. P., & Sleesman, D. J. (in press). Hierarchical leadership versus self-management in teams: Goal orientation diversity as moderator of their relative effectiveness. *The Leadership Quarterly*.

Sleesman, D. J. (in press). Pushing through the tension while stuck in the mud: Paradox mindset and escalation of commitment. *Organizational Behavior and Human Decision Processes*. doi: 10.1016/j.obhdp.2019.03.008. ([view](#))

Pinkley, R. L., Conlon, D. E., Sawyer, J. E., Sleesman, D. J., Vandewalle, D., & Kuenzi, M. (2019). The power of phantom alternatives in negotiation: How *what could be* haunts *what is*. *Organizational Behavior and Human Decision Processes*, 151(1), 34-48. doi: 10.1016/j.obhdp.2018.12.008. ([view](#))

Sleesman, D. J., Hollenbeck, J. R., Spitzmuller, M., & Schouten, M. E. (2018). Initial expectations of team performance: Specious speculation or framing the future? *Small Group Research*, 49(5), 600-635. doi: 10.1177/1046496418767554. ([view](#))

Sleesman, D. J., Lennard, A. C., McNamara, G., & Conlon, D. E. (2018). Putting escalation of commitment in context: A multilevel review and analysis. *Academy of Management Annals*, *12*(1), 178-207. doi: 10.5465/annals.2016.0046. ([view](#))

Sleesman, D. J. & Conlon, D. E. (2017). Encouraging prosocial decisions: The role of fairness salience and uncertainty. *Journal of Behavioral Decision Making*, *30*(2), 502-515. doi: 10.1002/bdm.1970. ([view](#))

Sleesman, D. J. (2015). Wanted: A better psychological understanding of how individuals integrate “big data” into their decision-making. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *8*(4): 534-538. doi: 10.1017/iop.2015.79. ([view](#))

Sleesman, D. J., Conlon, D. E., McNamara, G., & Miles, J. E. (2012). Cleaning up the big muddy: A meta-analytic review of the determinants of escalation of commitment. *Academy of Management Journal*, *55*(3): 541-562. doi: 10.5465/amj.2010.0696. ([view](#))

Davison, R. B., Hollenbeck, J. R., Barnes, C. M., Sleesman, D. J., & Ilgen, D. R. (2012). Coordinated action in multiteam systems. *Journal of Applied Psychology*, *97*(4): 808-824. doi: 10.1037/a0026682. ([view](#))

PRACTITIONER-FOCUSED PUBLICATIONS

Sleesman, D. J. (2018). When it comes to decisions, breaking up is hard to do. *Lerner Business and Economics “Seeing Opportunity” website*, May 24.
Also published as a University of Delaware *UDaily* authored press release, July 27. ([view](#))

Sleesman, D. J. (2018). There is a dark side to big data, and you can see it in the mirror. *Delaware Business Times*, February 23. ([view](#))

Sleesman, D. J. (2014). Want to make more money? Ask for what’s fair, not what you deserve. *Forbes*, August 28. ([view](#))

PUBLISHED BEST PAPER PROCEEDINGS

Pinkley, R. L., Conlon, D. E., Sawyer, J. E., Sleesman, D. J., Vandewalle, D., & Kuenzi, M. (2017). Unpacking BATNA availability: How probability can impact power in negotiation. In Guclu Atinc (Ed.). *Proceedings of the 77th Annual Meeting of the Academy of Management*. doi: 10.5465/AMBPP.2017.235. ([view](#))

CONFERENCE PRESENTATIONS

Sleesman, D. J. (2019). Pushing through the tension: Paradox mindset and escalation of commitment. Paper presented at the 79th Annual Meeting of the Academy of Management. Boston, Massachusetts.

- Bhatia, N., Pinkley, R. L., Barsness, Z., Bear, J., & Sleesman, D. J. (2019). Do women face backlash for negotiating assertively or aggressively? Re-examining gender and assertiveness in negotiation. Paper presented at the 32nd Annual Meeting of the International Association for Conflict Management. Dublin, Ireland.
- Sleesman, D. J., Takacs Haynes, K., & Weaver, G. (2018). The pursuit of fairness: How fairness salience influences escalation of commitment. In Sleesman, D. J. (Chair), *Extending escalation of commitment across domains: Performance appraisals, learning, and fairness*. Paper presented at the 78th Annual Meeting of the Academy of Management. Chicago, Illinois.
- Pinkley, R. L., Conlon, D. E., Sawyer, J. E., Sleesman, D. J., Vandewalle, D., & Kuenzi, M. (2017). Unpacking BATNA availability: How probability can impact power in negotiation. Paper presented at the 77th Annual Meeting of the Academy of Management. Atlanta, Georgia.
- Spitzmuller, M., Gielnik, M. M., Maerz, A., & Sleesman, D. J. (2017). "There is no 'I' in TEAM, and that can be a problem: Multilevel performance feedback in teams. In Corner, A. J. and Kirkman, B. L. (Co-chairs), *New insights into the individual team member experience and its relationship with team performance*. Paper presented at the 77th Annual Meeting of the Academy of Management. Atlanta, Georgia.
- Sleesman, D. J., Hollenbeck, J. R., Davison, R. B., & Scott, B. A. (2017). Effects of leader intuition on group performance: The role of information load and introversion. Paper presented at the 12th Annual Meeting of the Interdisciplinary Network for Group Research (INGRoup). St. Louis, Missouri.
- Sleesman, D. J., Hollenbeck, J. R., Spitzmuller, M., & Schouten, M. E. (2017). Defeating ourselves: Effects of initial team expectations on performance. Paper presented at the 32nd Annual Meeting of the Society for Industrial and Organizational Psychology. Orlando, Florida.
- Sleesman, D. J., Pinkley, R. L., Sawyer, J. E., & Conlon, D. E. (2016). The power of certain and phantom alternatives in dyadic negotiation: How what "could be" haunts what "is". Paper presented at the 29th Annual Meeting of the International Association for Conflict Management. New York, New York.
- Sleesman, D. J. & Conlon, D. E. (2014). Extending uncertainty management theory: How "fairness awareness" affects decision-making. Paper presented at the 29th Annual Meeting of the Society for Industrial and Organizational Psychology. Honolulu, Hawaii.
- Nederveen Pieterse, A., van Knippenberg, D., Spitzmueller, M., Karam, E. P., & Sleesman, D. J. (2013). Self-management in teams: Good or bad? The role of goal orientation diversity.

Paper presented at the 73rd Annual Meeting of the Academy of Management. Lake Buena Vista, Florida.

Sleesman, D. J. & Conlon, D. E. (2012). Pay what you want? How fairness influences payment for an ostensibly free good. In Greenberg, J., Stoverink, A. C., & Umphress, E. E. (Co-chairs), *Novel applications of organizational justice: Promising new directions*. Paper presented at the 72nd Annual Meeting of the Academy of Management. Boston, Massachusetts.

Sleesman, D. J., Hollenbeck, J. R., Scott, B. A., Davison, R. B., & Ilgen, D. R. (2012). Leader fit in multiteam systems: An information processing perspective. In Carter, D. R. & DeChurch, L. A. (Co-chairs), *The power of collaboration: Investigations of multiteam systems*. Paper presented at the 27th Annual Meeting of the Society for Industrial and Organizational Psychology. San Diego, California.

Sleesman, D. J., Hollenbeck, J. R., Spitzmueller, M., & Schouten, M. E. (2011). Team risk-taking: The effects of social influence and interdependence between leaders and followers. In Courtright, S. H. & Stewart, G. (Co-chairs), *Team interdependence: Looking back and moving forward*. Paper presented at the 71st Annual Meeting of the Academy of Management. San Antonio, Texas.

Conlon, D. E. & Sleesman, D. J. (2011). Pay what you want or pay what is fair? How fairness concerns influence payment for an ostensibly free good. Paper presented at the 18th Annual International Conference on Advances in Management. Cancun, Mexico.

Davison, R. B., Hollenbeck, J. R., Ilgen, D. R., Barnes, C. M., & Sleesman, D. J. (2010). Role of action and transition processes in large multiteam systems. In DeChurch, L. (Chair), *Multiteam Imperatives for Leadership and Organization*. Paper presented at the 25th Annual Meeting of the Society for Industrial and Organizational Psychology. Atlanta, Georgia.

Davison, R. B., Hollenbeck, J. R., Ilgen, D. R., Barnes, C. M., & Sleesman, D. J. (2010). Why size matters: The role of action and transition processes in large multiteam systems. Paper presented at the 2010 Air Education and Training Command Symposium, United States Air Force. San Antonio, Texas.

Davison, R. B., Sleesman, D. J., & Conlon, D. E. (2008). Relationship, pseudo-relationship, or encounter? The effects of service context on justice, anger, and repatronage. In Wagner, D.T. & Ilies, R. (Co-chairs), *What Makes Customers Tick...and Ticked Off? Affect, justice, and emotions in customer service*. Paper presented at the 68th Annual Meeting of the Academy of Management. Anaheim, California.

Arkes, H. R., Mayes, R. S., Shoots-Reinhard, B., & Sleesman, D. J. (2007). The incongruence between jurors' probability judgments and their verdicts. Paper presented at the 28th Annual Meeting of the Society for Judgment and Decision Making. Long Beach, California.

MEDIA CITATIONS AND OUTREACH

Carrier Management (August 29, 2019)

Another 'team project'? Snap judgments, leader expectations impact results

Cheddar TV (August 14, 2019)

How to leverage potential opportunities during a negotiation

University of Delaware UDaily press release (July 19, 2019)

The power of counteroffers

Lerner Business and Economics "Seeing Opportunity" website (July 9, 2019)

The power of counteroffers

University of Delaware UDaily press release (March 28, 2019)

The dreaded group project

Lerner Business and Economics "Seeing Opportunity" website (March 27, 2019)

The dreaded group project

WDPN-TV Wilmington/Philadelphia (September 15 and 16, 2018)

The Delaware Way show

ElPlural.com (August 13, 2018)

Por qué nos cuesta tanto tomar la decisión de romper (Why it is so hard for us to stop our decision)

Smith Business Insight (August 9, 2018)

How reckless teams are born

Asian Campus Tribune (August 8, 2018)

When it comes to decisions, breaking up is hard to do

Technical.ly (August 6, 2018)

How the power of positivity can hurt you

Delaware Public Radio (July 31, 2018)

Why don't people give up when they're failing? UD study asks

Phys.org/Science X (July 30, 2018)

When it comes to decisions, breaking up is hard to do

Tekk.tv – Oppenheim, Germany (July 30, 2018)

Wenn es um entscheidungen geht, ist eine trennung schwierig (When it comes to decisions, a break up is difficult)

Infosurhoy (July 30, 2018)

Science: When it comes to decisions, breaking up is hard to do

University of Delaware UDaily press release (July 27, 2018)

When it comes to decisions, breaking up is hard to do

Lerner Business and Economics "Seeing Opportunity" website (May 24, 2018)

When it comes to decisions, breaking up is hard to do

National Affairs (May 6, 2018)

Unto others: Competition and social support (A daily roundup of academic studies)

Delaware Business Times (February 23, 2018)

There is a dark side to big data, and you can see it in the mirror

MIT Sloan Management Review (February 8, 2017)

Protect your project from escalating doubts

European Business Review (December 1, 2016)

Have we lost the ability to listen to bad news?

School Business Affairs – Assoc. of School Business Officials International (September 2016)

Don't blink: The sunk-cost fallacy

Forbes (August 28, 2014)

Want to make more money? Ask for what's fair, not what you deserve

La Tercera – Santiago, Chile (July 20, 2013)

Es el ego el que nos hace tomar malas decisiones (It is the ego that makes us make bad decisions)

HuffPost (July 9, 2013)

How to escape from bad decisions

Philanthropy Journal (July 30, 2012)

Throwing good money after bad? Questions to ask yourself

RECOGNITION AND INVITED PRESENTATIONS

Featured Speaker, Executive Reception (Delaware BioScience Association)	2019
Facilitator, Faculty Retreat (Dept. of Mechanical Engineering, University of Delaware)	2019
Outstanding Junior Faculty Award (Lerner College of Business and Economics)	2019
Outstanding Research Award (Department of Business Administration)	2019
Dean's Office Research Recognition Award (Lerner College of Business and Economics)	2019
Nominated for Excellence in Teaching Award (University of Delaware)	2019
Presentation at Lerner Teaching and Research Showcase (University of Delaware)	2018
Best Empirical or Theoretical Paper Award (Conflict Management division, Academy of Management)	2017
Presentation to Department of Business Administration (University of Delaware)	2017
Presenter, <i>The art of negotiation</i> workshop for Honors Program (University of Delaware)	2016
General University Research grant: <i>The ethical foundations of escalation of commitment</i> \$6000 (University of Delaware)	2014
<i>Data Freaks</i> competition winner – Selected for conducting the most interesting research using the Qualtrics survey platform: 1 of 10 selected among 500+ applicants (Qualtrics, LLC)	2014
Outstanding Reviewer Award (Organizational Behavior div., Academy of Management)	2014
Nominated for Excellence in Teaching Award (University of Delaware)	2013
Graduate School Dissertation Completion Fellowship, \$4000 (Michigan State University)	2012
Presenter, Squadron Officer College – Montgomery, Alabama (U.S. Air Force)	2010

TEACHING EXPERIENCE

University of Delaware

BUAD 309 (*Organizational behavior*), including honors sections

BUAD 364 (*Business administration in practice*)

BUAD 423 (*Negotiation and conflict resolution*)

BUAD 870 (*Managing people, teams, and organizations*)

BUAD 879 (*Negotiation and conflict resolution*)

BUAD 866 (*Independent study, MBA program*)

Professional Engineering Outreach (PEO)/Professional & Continuing Studies (PCS) program
(*Management essentials for engineers and scientists*)

Professional & Continuing Studies (PCS) program
(*Management essentials for emerging leaders*)

Michigan State University

MGT 315 (*Managing human resources*)

MGT 325 (*Organizational behavior*)

MGT 460 (*Management capstone*), teaching assistant

MGT 840 (*Leadership*), teaching assistant

MBA 808 (*Leadership and teamwork*), teaching assistant

Executive development program (*Effective decision-making*), teaching assistant

EMPLOYMENT

University of Delaware (Newark, Delaware)

Department of Business Administration

Associate Professor of Management

2019 - Current

Assistant Professor of Management

2012 - 2019

Michigan State University (East Lansing, Michigan)

Department of Management

Research/Teaching Assistant

2007 - 2012

Supervisors: John R. Hollenbeck, Remus Ilies, & Frederick P. Morgeson

Queensland University of Technology (Brisbane, Australia)

School of Advertising, Marketing, and Public Relations

Research Assistant

Summer 2007

Supervisor: Rebekah Bennett

The Ohio State University (Columbus, Ohio)

Department of Management and Human Resources

Research Assistant

2005 - 2007

Supervisor: Jerald Greenberg

Department of Psychology

Research Assistant

2005 - 2007

Supervisor: Hal R. Arkes

Cardinal Health, Inc. (Dublin, Ohio)

Global healthcare firm

Information Technology Support Analyst

2004 - 2006

SERVICE

Department:

Behavioral research lab coordinator (2017-current)
Undergraduate management major curriculum revision committee, chair (2018-current)
Marketing faculty recruiting committee (2019-2020)
Adjunct faculty policy and oversight committee (2017-2018)
Organizer of “work-in-progress” periodic workshops that facilitate support of research projects among management area faculty (2015-2017)
Management faculty recruiting committee (2013-2014, 2014-2015, 2015-2016)
MBA management concentration curriculum revision committee (2015-2016)
Honors committee for recognition of outstanding students, chair (2014-2015)
Undergraduate management major curriculum revision committee (2013-2014)
Committee to enhance faculty research productivity (2013-2014)

College:

MBA open house, strategic leadership major representative (2018)
Graduate programs committee (2015-2016)
“Discovery Days” event for prospective students in high school, management major rep. (2015)
Lerner College Peer Mentorship Program, advisor (2014-2015)
Undergraduate programs committee (2013-2014)

University:

Presented negotiation workshop to Honors Program (2016)
Honors Program annual faculty/student networking social (2014, 2015)

Profession:

Teaching Resources committee, chair – Conflict Management division, Academy of Management (2017-current)
Co-organizer of annual Academy of Management formal dinner for (approximately 50+) recent management Ph.D. graduates (2014-current)
Group facilitator for a professional development workshop: “Microfoundations of paradox: Where are we and what is next?” Academy of Management annual meeting (2019)
Chaired a research symposium: “Extending escalation of commitment across domains: Performance appraisals, learning, and fairness,” Academy of Management annual meeting (2018)
Group facilitator for a professional development workshop: “Designing experiential classroom exercises,” Academy of Management annual meeting (2018)
Inter-university committee to establish negotiation competitions among business schools – Dispute Resolution Research Center, Northwestern University (2015-2017)
“Adopt-a-Member” program mentor – Academy of Management (2013, 2014)

Ad hoc reviewer for academic journals:

Academy of Management Journal
Administrative Science Quarterly

Decision Sciences
Journal of Applied Psychology
Journal of Management
Journal of Organizational Behavior
Managerial and Decision Economics
Negotiation and Conflict Management Research
Organization Science
Organizational Behavior and Human Decision Processes
Psychological Science
Small Group Research

Ad hoc reviewer for professional associations and grant agencies:

Academy of Management (annual meetings)
Centre for European Economic Research (grant proposals)
International Association for Conflict Management (annual meetings)
Research Grants Council of Hong Kong (grant proposals)
Society for Industrial and Organizational Psychology (annual meetings)

Ad hoc reviewer for textbooks:

Managing Organizational Behavior: What Great Managers Know and Do (2013), 2nd ed.,
McGraw-Hill.
The Influential Negotiator (2019), 1st ed., SAGE.

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM):

Conflict Management (CM) division

Managerial and Organizational Cognition (MOC) division

Interdisciplinary Network for Group Research (INGRoup)

International Association for Conflict Management (IACM)