

**John E. Sawyer, Ph.D.**  
**Curriculum Vita**

Office: Department of Business Administration  
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**Academic Employment**

University of Delaware:

Administrative Appointments;

2013-2018: Associate Provost, Institutional Research and Effectiveness

2009-2012: Associate Provost, Office of Graduate and Professional Education

2001-2006: Chairperson, Department of Business Administration

1998-2001: Management Area Head

Faculty Appointments

2008-2009: Faculty Fellow, Director of Professional Education Initiatives, Office of  
Graduate and Professional Education

2007-2012: Director, MS in Organizational Effectiveness, Development & Change

2004-2005: Founding Director, MS in Organizational Effectiveness, Development & Change

2002-Present: Professor (Joint appointment: Department of Psychology & Brain Sciences)

1995-2002: Associate Professor

1991-1995: Assistant Professor

Texas A & M University

1987-1991: Assistant Professor, Department of Psychology

University of Illinois, Urbana-Champaign

1982-1987: Teaching Assistant/Lecturer

**Professional Industry Employment**

Xerox Corp., Rochester, NY

May, 1985 - December, 1986: Internal Organizational Consultant

Duties: Selection/promotion/training development and validation. Develop team based service delivery and gain sharing program.

Mercy Hospital, Urbana, IL

May, 1983 - August, 1983: Internal Organizational Consultant

Duties: Job satisfaction & employee needs assessment. Develop employee assistance program.

## Education

Ph. D., University of Illinois, Urbana-Champaign, October 1987

Major: Industrial and Organizational Psychology; Minor: Quantitative Methods

Dissertation: Effects of risk & ambiguity on behavioral choice & resource allocation decisions.

A.M., University of Illinois, Urbana-Champaign, January 1985

Masters Thesis: The effects of goals & outcome contingencies on performance and affective responses.

M.A., California State University, Fresno, May, 1979

Major: Counseling Education (with great distinction)

B. A., California State University, Long Beach, May, 1977

Major: Psychology (with distinction)

## Editorial Boards

- Editorial Board, *Organizational Behavior and Human Decision Processes*, 2007-present
- Editorial Board, *Journal of Behavioral Decision Making*, 2004-present
- Editorial Board, *Journal of Applied Behavioral Science*, 2008 - present
- Editorial Board, *Journal of Management*, 1999-2002.
- Editorial Board, *IEEE Transactions on Engineering Management*, 2010-2014
- Guest Editorial Board, *Academy of Management Journal*, Special Research Forum: *Change and Development Journeys into a Pluralistic World*, 1999
- Guest Editorial Board, *Academy of Management Journal*, Special Research Forum: *Innovation and Organizations*, 1996.

## Grants & Contracts

Smith Richardson Foundation; University of Michigan, "Contemporary Cost Drivers in Higher Education," Sawyer, John (November 1, 2016 - October 31, 2018) Awarded: February 23, 2017, \$68,148.00

NSF HRD-ADVANCE-Institutional Transformation-1409472. "UD ADVANCE Provost's Institute: W2L (Women faculty To Leadership)." L. P. Cook-Ioannidis, R. O. Andreason, H. Doty, & J. Sawyer. August 15, 2014. 60 Months. \$3.3M.

Dow Electronic Materials. "Safety Culture: Plan, implementation and test of a safety culture intervention at Dow Electronic Materials." February – November, 2012. \$25,776

W91 WAW-080C-0031. "Enhancing Employee Dedication and Retention: The Contribution of Perceived Organizational Support." Army Research Institute contract with Robert Eisenberger and Louis Buffardi, February 15, 2008 – February 14, 2011. \$595, 501.

Delaware Valley Innovation Network (DVIN) Innovation Investment Education and Outreach grant. "Professional Science Masters in Biotechnology Program Development. June – December 2009, \$30,612.

NSF SES-0422772, "Collaborative Research: Knowledge, Innovation, and Virtual Work in Science and Engineering Organizations," July, 2004 - December, 2007, \$280,350.

NSF DGE-0221651, Integrative Graduate Education and Research Traineeship (IGERT) Program "Multidisciplinary Graduate Program in Biotechnology." under the direction of Mary J. Wirth, Abraham M. Lenhoff, John E. Sawyer, John F. Rabolt, Mary C. Farach-Carson. FY 2003-2008, \$3.2M.

Anderson Consulting. "The effects of information presentation technology on information processing attention, learning and influence in group decision-making." September 1999-May 2001, \$4000.

CERT, College of Business and Economics, University of Delaware. "Information Sharing and Integration in Culturally Diverse Cross-Functional Groups." June 1999-August 1999. \$6,000.

Delaware Public Policy Institute. "Choices for Delaware: A Study of Major Trends in Key Industries. (with Michael Pohlen). February 1998 - October 1998. \$37,904.

Center for Information Systems Management, Education, and Research (CISMER), University of Delaware. "Effective Problem Solving with Group Systems V" June 1, 1994 through August 31, 1994. \$5,000

General University Research Grant, University of Delaware. "Shared Values, Task Strategies and Product Development Team Effectiveness". June 1, 1993 through August 31, 1993. \$5,875

Texas Higher Education Coordinating Board, Advanced Research Program. "Judgments of Non-linear Contingencies by Individuals and Groups". January 1, 1990 through August 31, 1991. \$32,450

## **Publications**

Pinkley, R. L., Conlon, D. E., Sawyer, J. E., Slesman, D. J., VandeWalle, D., & Kuenzi, M. (2019). The Power of Phantom Alternatives: How What Could Be Haunts What Is. *Organizational Behavior and Human Decision Processes*, 151, 34–48.

Griffith, T. L., Nordbäck, E. S., Sawyer, J. E., & Rice, R. E. (2018). Field study of complements to supervisory leadership in more and less flexible work settings. *Journal of Organization Design*, 7(1), 10. <https://jorgdesign.springeropen.com/articles/10.1186/s41469-018-0034-5>

Hemelt, S. W., Stange, K. M., Furquim, F., Simon, A., & Sawyer, J. E. (2018). Why is math cheaper than English? Understanding cost differences in higher education. IZA - Institute of Labor Economics: Discussion Paper Series. <http://ftp.iza.org/dp11968.pdf>

Pinkley, R. L., Conlon, D. E., Sawyer, J. E., Slesman, D. J., Vandewalle, D., & Kuenzi, M. (2017). Unpacking BATNA Availability: How Probability Can Impact Power in Negotiation. In *Academy of Management Proceedings* (Vol. 2017). Academy of Management.

Winner of the *Academy of Management, Conflict Management Division*, Best Empirical or Theoretical Paper Award. August 2017.

- Griffith, T. L., Nordbäck, E., Sawyer, J. E., & Rice, R. E. (2015). Back to Basics: Facilitating Engagement in Modern Work Environments. In *System Sciences (HICSS), 2015 Proceedings of the 48th Hawaii International Conference on Systems Science*. IEEE.
- Conlon, D. E., Pinkley, R. L., & Sawyer, J. E. (2014). Getting something out of nothing: Reaping or resisting the power of a phantom BATNA. In O. B. Ayoko, N. M. Ashkanasy, & K. A. Jehn (Eds.) *Handbook of Conflict Management* (pp. 328-342). Edward Elgar: Northampton, MA.
- Griffith, T., Sawyer, J. E., & Poole, M. S. (2014). Systems Savvy: Theory, Measurement, and Impact. In *Academy of Management Proceedings* (Vol. 2014, p. 10327). Philadelphia, PA.
- Griffith, T.L., & Sawyer, J.E. (2010). Multilevel Knowledge and Team Performance. *Journal of Organizational Behavior*, 31(7) 1003-1031. DOI: 10.1002/job.660
- Griffith, T.L., & Sawyer, J.E. (2010). Research Team Design and Management for Centralized R&D. *IEEE Transactions in Engineering Management*, 57(2), 211-224.
- Cadiz, D.M., Sawyer, J.E., & Griffith, T.L. (2009). Developing and Validating Field Measurement Scales for Absorptive Capacity and Experienced Community of Practice. *Educational and Psychological Measurement*, 69(6), 1035-1058.
- Griffith, T. L., & Sawyer, J. E. (November, 2008). Changing Perceptions – and Triggering Innovation. *Ivey Business Journal*.  
[http://www.iveybusinessjournal.com/article.asp?intArticle\\_ID=792](http://www.iveybusinessjournal.com/article.asp?intArticle_ID=792).
- Griffith, T. L., & Sawyer, J. E. (2006) Supporting technologies and organizational practices for the transfer of knowledge in virtual environments. *Group Decision and Negotiation*, 15(4), 407-423.
- Sawyer, J. E., Houlette, M. A., & Yeagley, E. L. (2006). Decision performance and diversity structure: Comparing faultlines in convergent, crosscut, and racially homogeneous groups. *Organizational Behavior and Human Decision Processes*, 99(1), 1-15.
- Cadiz, D., Griffith, T. L., & Sawyer, J. E. (January 2006). Experienced Community of Practice and Knowledge Transfer in a Science/Technology Company. *Proceedings of the 39<sup>th</sup> Hawaii International Conference on Systems Science (HICSS-39)*, Kauai, Hawaii.
- Griffith, T., & Sawyer, J. E. (July 2005) *Supporting Technologies for the Transfer of Knowledge in Virtual Environments*. *Proceedings of Group Decision and Negotiations 2005 Conference held at the University of Vienna, University of Vienna, Vienna, Austria, July 10 – 13, 2005*.
- Donatello, J. M., & Sawyer, J. E. (2004) ROAM: The research opportunity assessment model for targeted innovation. *International Journal of Innovation and Technology Management*, 1(1), 93-113.

- Griffith, T.L., Sawyer, J.E., & Neale, M.A. (2003) Virtualness and knowledge in teams: Managing the love triangle of organizations, individuals and information technology. *MIS Quarterly*, 27(2), 265-287.
- Sawyer, J. E., Ferry, D. L. & Kydd, C. (2001). Learning about, and from group support systems. *Journal of Management Education*, 25, 352-371.
- Ferry, D. L., Kydd, C. T., & Sawyer, J. E., (2001). Measuring facets of media richness. *Journal of Computer Information Systems*, 41(4), 69-78.
- Griffith, T., Sawyer, J. E., & Neale, M. A. (2000). *Information Technology as a Jealous Mistress: Competition for Knowledge between Individuals and Organizations*. Stanford University Research Paper Series, Research Paper No. 1611.
- Sawyer, J. E., Latham, W. R., Pritchard, R. D., & Bennett, W. R., Jr. (1999). Analysis of work group productivity in an applied setting: Application of a time series panel design. *Personnel Psychology*, 52, 927-967.
- Gopinath, C. & Sawyer, J. E. (1999). Exploring the learning from an enterprise simulation. *Journal of Management Development*, 18, 477-489.
- Sawyer, J. E., Kernan, M. C., Conlon, D. E., & Garland, H. (1999). Responses to the Michelangelo computer virus threat: The role of information sources and risk homeostasis theory. *Journal of Applied Social Psychology*, 29, 23-51.
- Pohlen, M. F., & Sawyer, J. E. (November, 1998). *Major Trends in Key Industries*. Technical Report Presented at the Delaware Public Policy Institute: Choices for Delaware: Life and the Economy in 2000 and Beyond Forum, Newark, DE.
- Mischel, L. J., & Sawyer, J. E. (May, 1998). *From work teams to entrepreneurial teams: The importance of interpersonal and technical skills*. 1998 Babson College/ Kauffman Foundation Entrepreneurship Research Conference Proceedings, Ghent, Belgium.
- Hedley-Goode, A., Sawyer, J. E., & Pritchard, R. D. (1995). Development of a New Performance Appraisal Instrument: Application of the ProMES Methodology. In R. D. Pritchard (Ed.) *Productivity measurement and improvement: Organizational case studies* (pp. 274-298). New York: Praeger.
- Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review*, 18, 293-321.
- Reprinted in C. L. Cooper (Ed.). *Fundamentals of Organizational Behavior*, Volume 3, 2002. London: Sage Publications Ltd.

Translated to Chinese and Reprinted in Chen, Tsui & Farh (Eds.) *Empirical Methods in Management and Organization Research*, International Association for Chinese Management Research (IACMR), 2014.

- Sawyer, J. E. (1993). Judgment of nonlinear contingencies and applications of contingencies to organizational behavior. In N. J. Castellan (Ed.) *Individual and group decision making: Current issues* (pp. 65-86). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Sawyer, J. E. (1993). Work Process and Goal Clarity Scale (HaPI Record). Pittsburgh, PA: *Behavioral Measurement Database Services (Producer)*. McLean, VA: BRS Search Service (Vendor).
- Sawyer, J. E. (1992). Goal and process clarity: Specification of multiple constructs of role ambiguity and a structural equation model of their antecedents and consequences. *Journal of Applied Psychology*, 77, 130-142.
- Sawyer, J. E. (1992). Work group norms and outcomes. In S. Worchel, W. Wood, & J. Simpson (Eds.) *Group process and productivity* (pp. 245-250). Newbury Park, CA: Sage. (Introductory chapter to unit on work group norms.)
- Sawyer, J. E. (1992). *Judgments of non-linear contingencies by individuals and groups* (Project No. 010366-098). Austin, TX: Texas Higher Education Coordinating Board, Advanced Research Program.
- Carraher, S. M., Buckley, M. R., Whitely, W. T., Hart, D. E., & Sawyer, J. E. (1992). Reconsidering and extending the prediction of turnover using pay, job satisfaction, and labor market variables. *Proceedings of the Southwest Academy of Management Meeting*, San Antonio, TX.
- Sawyer, J. E., (1991). Hypothesis sampling, construction, or adjustment: How are inferences about nonlinear monotonic contingencies developed? *Organizational Behavior and Human Decision Processes*, 49, 124-150.
- Snizek, J. A., May, D. R., & Sawyer, J. E. (1990). Social uncertainty and interdependence: A study of resource allocation decisions in groups. *Organizational Behavior and Human Decision Processes*, 46, 155-180.
- Sawyer, J. E., (1990). Effects of risk and ambiguity on judgments of contingency relations and behavioral resource allocation decisions. *Organizational Behavior and Human Decision Processes*, 45, 85-110.
- Sawyer, J. E., (1988). Measuring attitudes across job levels: When are scale scores truly comparable? *Organizational Behavior and Human Decision Processes*, 42, 324-342.

Sawyer, J. E. (1988). Effects of risk and ambiguity on behavioral choice and resource allocation decisions (Doctoral dissertation, University of Illinois, Urbana, 1987), *Dissertation Abstracts International*, 49, 254.

Kanfer, R., Sawyer, J. E., Earley, P. C., & Lind, E. A. (1987). Fairness and participation in evaluation procedures: Effects on task attitudes and performance. *Social Justice Research*, 1, 235-249.

Kanfer, R., Sawyer, J. E., Earley, P. C., & Lind, E. A. (1984). *Information exchange in evaluation procedures: The effects of input and knowledge on performance and attitudes*. ERIC Document Reproduction Service No. ED 246 363.

### Conference Presentations

Sleesman, D. J., Pinkley, R. L., Sawyer, J. E., & Conlon, D. E. (2016, June). The power of certain and phantom alternatives in dyadic negotiation: How what “could be” haunts what “is.” 29th Annual Meeting of the International Association for Conflict Management. New York, NY: International Association for Conflict Management.

Doty, H. A., Postel, E. B., Cook-Ioannidis, L. P., Andreasen, R. O., & Sawyer, J. E. (2016, May). University of Delaware ADVANCE: Building Bridges Across Campus. AWIS-ADVANCE/GSE Program Workshop. Baltimore, MD: AWIS and NSF.

Doty, H. A., Bonistall Postel, E., Cook-Ioannidis, L. P., Andreasen, R. O., & Sawyer, J. E. (2015, Spring). From PAID to IT: The University of Delaware ADVANCE Institute. AWIS-NSF ADVANCE/GSE Program Workshop. Baltimore, MD: National Science Foundation & Association for Women in Science (AWIS).

Griffith, T.L., Nordbäck, E., Sawyer, J.E., & Rice, R.E. (January 8, 2015). Back to Basics: Facilitating Engagement in Modern Work Environments. Proceedings of the Hawaii International Conference on System Science. Kauai, Hawaii.

Sawyer, J.E., Andreasen, R.O., Doty, H., & Cook, P. (December 15, 2014). Asymmetric Outcomes in Career Progression: Peeling back the layers to understand the sources of gender inequality. Presentation at the 7th annual conference of Faculty studying Asymmetry, Cognitions, and Emotions (FACE), Católica Lisbon School of Business & Economics, Lisbon, Portugal.

Griffith, T.L., Sawyer, J. E., & Poole, M.S. (August 5, 2014). Systems Savvy: Theory, Measurement, and Impact, *ACAD MANAGE PROC* 2014 2014:1 10327; doi:10.5465/AMBPP.2014

Sawyer, J.E., Badade, M.D., Shankar, B. (May 17, 2014). Safety Culture: A Leadership and Empowerment Approach. Presentation at the 29<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, Hawaii.

- Sawyer, J. E., Pinkley, R. & Conlon, D. (December 12, 2011). How the perception of what "isn't" impacts what "is" in dyadic negotiation: Power illusions and other things that go bump in the night. Presentation at the Fourth annual conference on Asymmetry, Cognitions, and Emotions (FACE), HEC Business School, Paris, France.
- Griffith, T. L., McGrath, R., Poole, M. S., & Sawyer, J. E. (August 15, 2011). Systems Savvy and the Evolution of Effective Virtual Teams. In K. M. Bartol & N. S. Hill (Chairs) *New Perspectives on Building Effective Virtual Teams: Key Elements and Evolving Processes*. Symposium presented at the Academy of Management annual meeting, San Antonio, TX.
- Conlon, D, Pinkley, R. & Sawyer, J. E. (December 11, 2009). Psychological Explanations for Phantom BATNA: Asymmetries in Perception of Value and Likelihood of Non-Existent Alternatives. Presentation at the Second annual conference on Asymmetry, Cognitions, and Emotions (FACE), London Business School, London, UK.
- Sawyer, J. E. (December 15, 2009). Asymmetry in R&D teams: Overcoming differences due to status and location. Presentation at the First annual conference on Asymmetry, Cognitions, and Emotions (FACE), University of Leiden, The Netherlands
- Griffith, T. L., & Sawyer, J. E. (August 13, 2008). Research Team Design and Management in a Post "Golden Era" World. Paper presented at the *Academy of Management* annual meeting, Anaheim, CA.
- Eder, P., & Sawyer, J. E. (May, 16, 2008). The Power to be Creative at Work: Examining the Componential Model of Employee Creativity. Paper presented at the Eastern Academy of Management annual meeting, Washington D.C.
- Sawyer, J. E., & Griffith, T. L. (August 7, 2007). The Knowledge Ecosystem: A Multilevel Model of Team Performance in a Fortune 100 Tech Company. Paper presented at the *Academy of Management* annual meeting, Philadelphia, PA.
- Eder, P., & Sawyer, J. E. (April, 2007). A Meta-Analytic Examination of Employee Creativity. Presentation at the conference of the *Society for Industrial and Organizational Psychology*, New York. NY
- Griffith, T. L., Sawyer, J. E., & Shapira, Z. (February 9, 2007). Identification and Measurement of Innovation. Panel discussion & workshop presented at the *Organizational Science Winter Conference*, Steamboat Springs, CO.
- Griffith, T.L., & Sawyer, J.E. (December 12, 2006). Knowledge Transfer and Virtual Environments. Invited presentation, the *Learning Economics Group*, Hosted by Genentech, Inc., South San Francisco, CA
- Griffith, T.L. & Sawyer, J.E. (November 10, 2006). Organizational Practices and Technological Tools for Knowledge Transfer. Presentation to the Business School of the University of Western Ontario.



- Sawyer, J. E., & Griffith, T. (February 3, 2006). Transactive Memory Systems and Innovation in New Product Development Teams. Presented at the *Organizational Science Winter Conference*, Steamboat Springs, CO.
- Sawyer, J. E., & Griffith, T. (December 12, 2005). Location and Impact of Learning in Global Innovation Companies: Individuals, Teams and Communities. Invited presentation, the *Learning Economics Group*, Hosted by Genentech, Inc., South San Francisco, CA
- Griffith, T.L., & Sawyer, J.E. (July 13, 2005). Supporting Technologies for the Transfer of Knowledge in Virtual Environments. Presented at Group *Decision and Negotiation* meeting of *Informs*, Vienna, Austria.
- Griffith, T.L., Sawyer, J.E., & Cadiz, D. (2005). Experienced Community of Practice and Knowledge Transfer in a Science/Technology Company. Presentation given at University of Houston and Washington State University.
- Sawyer, J. E. (October 7, 2004). Using Workload Assessment to Stimulate Productivity. In M. Ginzberg and M. E. Zuckerman (co-chairs) Faculty Development, Retention and Retirements: Plenary Panel presented at the Annual MAACBA Conference. Lehigh Univ., Allentown, PA
- Griffith, T., & Sawyer, J. E. (August 9, 2004). Knowledge Sharing through Socio-technical Systems: Mingling and Measuring the Impact of Virtual Work. In Pamela J. Hinds (Discussant) *Creating Actionable Knowledge in a Virtual Work Context: Knowledge and Virtual Work*. Symposium presented at the Annual Meeting of the Academy of Management, OB, OCIS and MOC Divisions, New Orleans, LA.
- Griffith, T., Sawyer, J., & Cadiz, D (September, 2003). *Distributed Work and Knowledge Transfer*. Silicon Valley eLearning Forum. San Jose, CA. September 12, 2003.
- Houlette, M., Sawyer, J. E., & Muzzy, E. L. (February, 2002). *Convergent Versus Cross-Cut Diversity Structure and Group Decision Performance*. Paper presented at the Third Annual Meeting of the Society for Personality and Social Psychology, Savannah, GA. February 1, 2002.
- Houlette, M., Muzzy, E. L. & Sawyer, J. E. (August, 2000). *Information Sharing and Integration in Culturally Diverse Cross-Functional Groups*. in J. E. Sawyer (Chair) *Decision-Group Composition, Structure and Processes: Applications of The Hidden Profile Paradigm to Group and Organizational Research*. Symposium presented at the Annual Meeting of the Academy of Management, OB and MOC Divisions, Toronto, Ontario, Canada, August 7, 2000.
- Sawyer, J. E., & Shalley, C. (August, 1999) *Individuals, Societies, Loose Groups and Teams: The Effect of Overlapping and Integrating Social Identities on Creative Thinking*. In R. W. Woodman (Chair) *Organizational Creativity: Developing a Research Agenda*. Symposium presented at the Annual Meeting of the Academy of Management, Chicago, IL. August 9, 1999.

- Gopinath, C., & Sawyer, J. E. (August, 1998) *Student Learning From an Enterprise Simulation*. Paper presented in the Management Education and Development Interactive Paper Session at the meeting of the Academy of Management, San Diego, CA.
- Woodman, R., Sawyer, J. E., Shalley, C., & Zhou, J. (June 13, 1998) *Organizational Creativity: New Directions for Future Research*. Panel presentation in *The 21<sup>st</sup> Century Change Imperative: Evolving Organizations & Emerging Networks*. Academic conference sponsored by the Center for the Study of Organizational Change, University of Missouri-Columbia, MO.
- Sawyer, J. (May 13, 1998) Creativity and Innovation in Organizations: A Theoretical Analysis and Conceptual Elaboration Based on Five Case Studies. Colloquium presented to the Department of Psychology, University of Delaware, Newark, DE.
- Sawyer, J. E. (November 24, 1997) *Information Sharing and Integration in Multifunctional Decision Making Groups*. Presentation at the Annual Meeting of the Society for Judgment and Decision Making, Philadelphia, PA.
- Sawyer, J. E. (October 28, 1996) *Information Sharing and Integration in Multifunctional Decision Making Groups*. Colloquium presented to the Graduate School of Applied and Professional Psychology, Rutgers University, Busch Campus, NJ.
- Sawyer, J. E., Kernan, M. C., Conlon, D. E., & Garland, H. (November, 1993) Social amplification of risk and the Michelangelo computer virus threat. Presented at the Society for Judgment and Decision Making Annual Meeting, Washington, DC.
- Bennett, W. R., Sawyer, J. E., & Pritchard, R. D. (June, 1993). Priority Setting and Feedback in Groups: An Effective Strategy for Guiding Work Group Behavior. Presented at the 5th annual conference of the American Psychological Society, Chicago, IL.
- Carraher, S. M., Hart, D. E., Buckley, M., & Sawyer, J. E. (August, 1992). Organizational implications of attitudes toward benefits. Paper presented at the meeting of the Academy of Management, Las Vegas, NV.
- Olivares, O. J., & Sawyer, J. E. (November, 1991). The effects of choice and cue on confidence in judgments in difficult and easy tasks. Paper presented at the annual meeting of the Society for Judgment and Decision Making, San Francisco, CA.
- Hedley-Goode, A., Sawyer, J. E., & Pritchard, R. D. (August, 1991). Obtaining overall performance appraisal scores: Linear combination methods vs the ProMES non-linear method. Paper presented at the meeting of the Academy of Management, Miami, FL.
- Woodman, R. W., & Sawyer, J. E. (August, 1991). An interactionist model of organizational creativity. Paper presented at the meeting of the Academy of Management, Miami, FL.
- Sawyer, J. E. (April, 1991). To err is human, but you will probably have to pay for it: The impact of cost of errors on resource allocation decisions. In R. A. Henry (Chair), Understanding work

motivation through judgment and decision making. Paper presented at the 6<sup>th</sup> annual conference of the Society of Industrial and Organizational Psychology Inc., St Louis, MO.

Sawyer, J. E. (August, 1990). Goal and process clarity: A reconceptualization and specification of the role ambiguity concept and moderators of their relation to satisfaction and behavior. Paper presented at the meeting of the Academy of Management, San Francisco, CA.

Sawyer, J. E. (August, 1990). Judgments of non-linear contingencies by individuals and groups. In S. Edgell (Chair), Decision making: Processing probabilistic information. Invited symposium presented at the Science Weekend, 98th annual convention of the American Psychological Association, Boston, MA.

Hart, D. E., & Sawyer, J. E. (June, 1990). Organizational implications of employee attitudes towards benefits. Paper presented at the 2<sup>nd</sup> annual conference of the American Psychological Society, Dallas, TX.

Fuentes, R. R., Sawyer, J. E., & Lehman, W. E. K. (April, 1990). Moderators of the employee withdrawal and adaptation process. Paper presented at the 5th annual conference of the Society for Industrial and Organizational Psychology, Miami, FL.

Fuentes, R. R., & Sawyer, J. E. (August, 1989). Comparison of the predictive characteristics of three biodata scaling methods. Paper presented at the 97th annual convention of the American Psychological Association, New Orleans, LA.

Sawyer, J. E., Shackelford, S. L., & Weiss, L. G. (June, 1989). Convergent and discriminant validation of ideation/convergence, adaptation/innovation, and ambiguity perceptions measures. Paper presented at the 1st annual conference of the American Psychological Society, Alexandria, VA.

Butemeyer, J. A., & Sawyer, J. E. (June, 1989). Action control: Moderating the relationship between behavioral intentions and actions. Paper presented at the 1st annual conference of the American Psychological Society, Alexandria, VA.

Snizek, J. A., May, D. R., & Sawyer, J. E. (April, 1989). The dilemma of the work group: Commitment decisions under conflict of interest. Paper presented at the 4th annual conference of the Society of Industrial and Organizational Psychology Inc., Boston, MA.

Pritchard, R. D., Arvey, R. D., Naylor, J. C., Arthur, W. E. Jr., Sawyer, J. E., & Steele-Johnson, D. L. (April, 1989). Surviving Academia: The first five years. Roundtable discussion presented at the 4th annual conference of the Society of Industrial and Organizational Psychology Inc., Boston, MA.

Sawyer, J. E. (November, 1988). Learning and judgment of non-linear contingency relations under uncertainty. Paper presented at the 29th annual meeting of The Psychonomic Society, Inc., Chicago, IL.

Sawyer, J. E. (April, 1988). Judgments of contingency relations and behavioral resource allocations under uncertainty. In J. A. Sniezek (Chair), *Applications of judgment and decision making*. Symposium conducted at the 3rd annual conference of the Society of Industrial and Organizational Psychology Inc., Dallas, TX.

Sawyer, J. E. (August, 1988). A structural model of job adaptation. Paper presented at the 96th annual convention of the American Psychological Association, Atlanta, GA.

Sawyer, J. E., Kanfer, R., Earley, P. C., & Lind, E. A. (May, 1984). Information exchange in evaluation procedures: The effects of input and knowledge on performance and attitudes. In E. A. Lind (Chair), *Procedures and participation in organizations*. Symposium conducted at the meeting of the Midwestern Psychological Association, Chicago, IL.

**Other Conference Activities:**

Shalley, C. E., Woodman, R. W., Fleming, L., Zhou, J., Perry-Smith, J., Sawyer, J. E., Griffith, T., & Taylor, A. (August 5, 2007). *Multi-level Issues for the Study of Organizational Creativity and Innovation*. Professional Development Workshop presented at the Academy of Management annual meeting, Philadelphia, PA.

Round Table Discussant. *Creativity Research in Human Resources*. Invited panel discussant at the *Academy of Management Human Resource Management Division Doctoral Consortium*, Seattle, WA, August 2, 2003.

Panel Discussant. *Creativity Research in Human Resources*. Invited panel discussant at the *Academy of Management Human Resource Management Division Doctoral Consortium*, Denver Colorado, August 10, 2002.

Facilitator, *Eureka! Progress in Understanding Creativity*. Paper session at the Annual Meeting of the Academy of Management, OB Division, Washington D.C., August 6, 2001.

Panel participant, *E-media Resources Management*, Professional Development Workshop presented at the annual meeting of the management Education and Development Division, Academy of Management, Washington D.C., August 5, 2001.

Discussant, *Personality and Context as Causes of Creative Behavior*. Paper session presented at the annual meeting of the Organizational Behavior Division, Academy of Management. Toronto, Canada, August, 2000.

Chair and Organizer, *Decision-Group Composition, Structure and Processes: Applications of The Hidden Profile Paradigm to Group and Organizational Research*. Symposium presented at the Annual Meeting of the Academy of Management, OB and MOC Divisions, Toronto, Ontario, Canada, August 7, 2000.

Chair, *Personality and Organizational/Team Performance*. Paper session at the meeting of the Organizational Behavior Division, Academy of Management, San Diego, CA, August, 1998

Chair, "Employment Security and Withdrawal" Paper session presented at the meeting of the Organizational Behavior Division, Academy of Management, Atlanta, GA, August, 1993.

Discussant, "Decision Making and Negotiations", Paper session presented at the annual meeting of the Organizational Behavior Division, Academy Of Management, Las Vegas, NV, August, 1992.

Chair and Organizer of Master Tutorial, "Current Trends in Organizational Productivity", Robert D. Pritchard, Presenter, at the Society for Industrial and Organizational Psychology, Annual Meeting, Miami, FL, April, 1990.

Chair and Organizer of Master Tutorial, "Motivation Theory: New Approaches to Old and New Problems", Ruth Kanfer, Presenter, at the Society for Industrial and Organizational Psychology, Annual Meeting, Miami, FL, April, 1990.

### **Honors and Recognition**

- Academy of Management, Conflict Management Division, Best Empirical Paper Award, 2017.
- Full Member, Delaware Valley Institute for Clinical & Translational Science (DVICTS)
- Nominated for the MBA Excellence in Teaching Award, University of Delaware, 2008
- Nominated by students for the University of Delaware Excellence in Undergraduate Advising Award, 2003
- Nominated by the Department of Business Administration for the College of Business and Economics, Slocumb Professional Service Award, 2001
- Academy of Management Innovation Award, Presented to the Organizational Behavior Division of the Academy of Management, August, 2001
- Recognized for service in the development of the Organizational Behavior Division Website, Organizational Behavior Division of the Academy of Management, Award Presented August 7, 2000
- Nominated for the University of Delaware Excellence in Teaching Award (one of 30 nominees University wide) 1998
- Nominated for the College of Business and Economics, Graduate Teaching Award (one nominee from each department) 1998
- Phi Kappa Phi Honor Society, University of Illinois and California State University, Fresno
- Cited on the "Incomplete List of Teachers Rated as Excellent", University of Illinois
- Graduated with Great Distinction, California State University, Fresno
- Graduated with Distinction, California State University, Long Beach
- Listed in Who'sWho in America, Who'sWho in American Education, Who's Who in Finance and Business

### **Teaching Experience – Graduate**

- Organizational Development and Change (MBA and Executive MBA @ UD)
- Multidisciplinary Biotechnology (joint Ph.D. MBA with UD Chemistry Department)
- Business Consulting Practicum (MBA @ University of Delaware) -Founder.
- New Venture Creation Module: Creativity and Innovation Management (MBA @ University of Delaware).

- Managing for Creativity and Innovation (MBA @ University of Delaware)
- Titans, Teams, and Technology (MBA @ University of Delaware)
- Leadership & Organizational Behavior (MBA @ University of Delaware)
- Psychometric Theory & Methods (Ph.D. @ Texas A&M University)
- Graduate Seminars in Organizational Psychology (Ph.D. @ Texas A&M University)
  - Motivation and Morale in Industry
  - Uncertainty in Organizational Decision Making & Behavior

### **Teaching Experience - Undergraduate**

- Basics of Business (U. of Delaware)
- Management and Organizational Behavior (including Honors)(U. of Delaware)
- Industrial and Organizational Psychology (including Honors)(U. of Illinois & Texas A&M)
- Introductory Statistics (U. of Illinois & Texas A&M)
- Introduction to Social Psychology (U. of Illinois)
- Research Methods in Industrial/Organizational Psychology (U. of Illinois)

### **Doctoral Committees Chaired**

Paul Eder (April 2007) *Integrating the Componential and Interactionist Models of Employee Creativity*, Doctoral Dissertation, Department of Psychology, University of Delaware.

Kammy R. Haynes (October, 1990) *Resistance and resignation as a function of career status and career goal orientation*. Doctoral Dissertation, Department of Psychology, Texas A&M University

Lawrence G. Weiss (June, 1990) *The development of a questionnaire to rate the adequacy of indicators of productivity as perceived by employees*. Doctoral Dissertation, Department of Psychology, Texas A&M University. (co-chair with R.D. Pritchard).

John A. Butemeyer (June, 1990) *The effects of goal type and ability on self-regulation in simple and complex tasks*. Doctoral Dissertation, Department of Psychology, Texas A&M University.

Darren E. Hart (March, 1990) *The effects of perceived reward contingencies, recognition, and benefits equity on turnover functionality*. Doctoral Dissertation, Department of Psychology, Texas A&M University.

Rick R. Fuentes (November, 1989) *Employee responses to job dissatisfaction: The effects of job attitudes, worker perceptions, and individual differences on withdrawal and adaptation action alternatives*. Doctoral Dissertation, Department of Psychology, Texas A&M University.

### **Doctoral Committee Member**

Kathryn Meier (April, 2017) *deconstructing DuPont Discourse: How Storytelling Shaped the Identity and Reputation of an American Enterprise*. Doctoral Dissertation, University of Delaware, Department of English.

Matthew Deegan (April, 2015) *Intergroup Friendship Potential: Exploring Initial Intergroup Interactions and the Desire to Socialize*. Doctoral Dissertation, University of Delaware, Department of Psychology.

Jordan B. Leitner (March, 2014) *Strategic Engagement Regulation: A New Conceptualization of Self-Enhancement*. Doctoral Dissertation, University of Delaware, Department of Psychology.

- Amit J. Mokashi (February, 2012) *An Analysis of Voluntary Environmental Actions for Marine Highways: A stakeholder Perspective*. Doctoral Dissertation, University of Delaware, College of Earth Ocean and Environment.
- Marika J. Lamoreaux (March, 2008) *Reducing Intergroup Bias; When Intergroup Contact is Instrumental for Achieving Group Goals*. Doctoral Dissertation, Department of Psychology, University of Delaware.
- Blake M. Reik (February, 2007) *Reducing Intergroup Threat Through the Use of a Common Ingroup Identity*, Doctoral Dissertation, Department of Psychology, University of Delaware.
- Carol N. Welsh (November 2006) *A Review of the Rowan University College of Business Academic Program Review Process*. Doctoral Dissertation, School of Education, University of Delaware.
- Melissa Houlette (May 2003) *Maximizing the Benefits of Diversity: Effects of Group Boundaries, Time Pressure, and Task Type on Bias and Group Decision Effectiveness*, Doctoral Dissertation, Department of Psychology, University of Delaware.
- Brenda S. Banker (May, 2002) *Bias-reduction processes in complex stepfamilies: A longitudinal analysis of inter-group harmony*, Doctoral Dissertation, Department of Psychology, University of Delaware.
- Patrick D. Lynch (March, 2001) *The Diversity Hypothesis: Benefits of the Contact Conditions for Organizational Diversity*, Doctoral Dissertation, University of Delaware, Department of Psychology.
- Christine M. Ward (May, 1999) *The Hazards of Making Decisions in a Racially Salient Context*, Doctoral Dissertation, Department of Psychology, University of Delaware.
- Amanda Tenglund (November, 1999) *Effects of Gender and Ethnic Identity on Perceptions of Diversity and Fairness: Exploring the Importance of Identity in Organizational Behavior*, Doctoral Dissertation, Department of Psychology, University of Delaware.

### **External Consulting Services**

- Dow Electronic Materials, 2012
- WSFS Bank, 2008
- MBNA America, 2001
- Zeneca Corporation, Manufacturing Professionalism Programme, UK, 1998-1999
- Warner-Lambert Company, Global Organization & Leadership Development, 1996
- Hercules, Food and Functional Products, 1996 & 1997
- Delmarva Power Company, 1994
- DuPont Merck Pharmaceutical Company, 1992
- Texas Department of Mental Health and Mental Retardation, 1989-1990

### **Industry Training Services**

- sdix, 2010-2011
- TA Instruments, 2003
- Delaware River and Bay Authority, 1993
- Beebe Medical Center, Seaford, DE., 1992
- Federal Bureau of Prisons, Bryan, Texas, 1989

## **Professional Associations**

Academy of Management

Divisions:

- Organizational Behavior
- Human Resource Management
- Research Methods
- Conflict Management

Association for Psychological Science

Association for Institutional Research

EDUCAUSE; Higher Education Technology Association

Judgment and Decision Making Society

Society for Industrial and Organizational Psychology

## **Professional Service Activities**

- External Advisory Board, Louisiana State University, NSF-ADVANCE-IT grant, 2018-.
- National Science Foundation, HRD-ADVANCE, UC Davis Site Visit Team, 2015.
- National Science Foundation, Innovation and Organizational Change Directorate, Advisory Panel, 2004 and 2005
- National Science Foundation, Human and Social Dynamics Program, Advisory Panel, 2004
- Research Grants Council of Hong Kong, International Register, 2003
- Academy of Management, Organizational Behavior Division, World Wide Web Director 1997 to 2001
- Academy of Management, Organizational Behavior Communications Committee, Chair 1997 to 2001
- Academy of Management, Organizational Behavior in Practice Committee, Member 1996-1997

## **Program Committees**

- Academy of Management OB Division, 1991-1994, 1998-2000, 2003, 2004, 2007
- Society for Industrial and Organizational Psychology, 1990-1992, 1998-2000, 2006
- Academy of Management MCOG Interest Group, 1996, 1997

## **Ad Hoc Reviewer**

- Academy of Management Journal, 1991- 2004
- Academy of Management Review, 1991
- Academy of Management Learning and Education, 2002
- Administrative Science Quarterly, 2000
- Applied and Preventive Psychology Review, 1999
- Eastern Economic Journal, 2001
- Group Decision and Negotiation, 2005
- Information Systems Research, 2006
- International Journal of Business, 1996
- International Journal of Innovation and Technology Management, 2005
- Journal of Applied Psychology, 1990 - 1993



- Journal of Applied Behavioral Sciences, 2006
- Journal of Behavioral Decision Making, 2003
- Journal of Educational Measurement, 1988
- Journal of Management, 1994
- Journal of Management Inquiry, 1997
- MISQuarterly, 2004-2006
- National Science Foundation, 1990, 1992, 1996, 2003, 2007
- Organizational Behavior and Human Decision Processes, 1991–2007
- Organizational Science, 2002-2004
- Personnel Psychology, 1997
- Psychological Bulletin, 1996

### **Book Reviews**

- Sage Publications 2007; *The Team Revolution: Multidisciplinary Teams @ Work*
- Sage Publications 2007; *Theory and Practice of Multicultural Teams*
- Sage Publications. 2006; *Creativity in Organizations: A Systems Approach*
- South-Western College Publishing, Thompson Learning. 2003; *Creativity & Innovation in Organizations: A Systems Approach*
- South-Western College Publishing, Thompson Learning. 2001; *Becoming a Team.*
- South-Western College Publishing, Thompson Learning. 2001; *Creativity & Innovation: A Systems Approach*
- Prentice Hall, 1994; *Management of Organizational Behavior*; Wagner & Hollenbeck, Second Edition
- Prentice Hall, 1993; *Management of Organizational Behavior*; Wagner & Hollenbeck
- Holt, Rinehart & Winston, 1991; *Understanding organizational and industrial psychology*; Howell, Dipboye & Smith
- McGraw-Hill, 1991; *Psychometrics*; Bernstein

### **Service - University of Delaware**

- President's Budget Steering Committee, and Chair, Undergraduate Tuition Subcommittee, 2017-2018.
- President's Strategic Planning Steering Committee, 2007-2008
- Elected member of the University Chairs' Caucus Steering Committee, 2005-2006
- University of Delaware Rhodes, Marshal & Mitchell Scholarship Committee, 2005
- University of Delaware ad hoc committee for Communication Education, 2003-2005
- University of Delaware, College of Human Services, Education and Public Policy, Leadership Doctoral Program Committee, 2003-2004
- Phi Kappa Phi Honor Society, University of Delaware Chapter, President 2002-2003, President Elect 2001-2002, Vice president 2000-2001
- University of Delaware, Graduate Advisory Council, 2001-2004
- University of Delaware, Graduate Studies Committee, 2001-2006
- University of Delaware, Faculty Development Committee, 1998-1999
- University of Delaware, Faculty Advisory Committee to University IT User Services, 1999-2002
- University Faculty Senate, Graduate Studies Committee, 1994-1997

### **Service - College of Business and Economics**

- Chair, Search committee for Chair of Finance Department, 2003-2004
- Developed and Championed the MBA New Venture Creation Concentration, 2001-2002
- College of Business and Economics, MBA Planning Committee, 2000-2002
- College of Business and Economics, Promotion and Tenure Committee, 1999-2000
- College of Business and Economics, AACSB Reaccreditation Task Force, 1998-2001
- College of Business and Economics, Information Technology Faculty Advisory Committee, 1998-2001
- College of Business and Economics, SAP Implementation Committee, 1998-2000.
- College of Business and Economics, Dean Search Committee, 1999-2000
- College of Business and Economics, MBA Program Director Search Committee, Summer, 1998
- College of Business and Economics, MBA Planning Committee, 1997-1998
- College of Business and Economics, Minority Student Business Program Academic Support subcommittee, 1992-1995
- College of Business and Economics, Computing Advisory Committee, 1994-1995
- Developed three new course proposals (2 of which were accepted) and collaborated on a 4th for the revised MBA & EMBA Curriculum, 1993

### **Service - Department of Business Administration**

- Developed and Founding Director, MS in Organizational Effectiveness, Development and Change program 2003-2005, Director 2007-2012.
- Chair, Human Resource Faculty Recruiting Committee, 1999-2000
- Chair, Organizational Behavior Faculty Recruiting Committee, 1998-1999
- Chair, Information Technology in Management Faculty Recruiting Committee, 1998-1999
- Department Faculty Search Committee member, 1992-1993, 1993-1994, 1994-1995, 1996-1997
- Assisted Howard Garland in the design of the *DuPont Marketing and Administrative Science Laboratory*
- Department Undergraduate Program Committee, 1992-1993, 1993-1994
- Sponsored Distinguished Visiting Scholar Colloquium, April 28, 1993, Robin Hogarth, Center for Decision Research, Graduate School of Business, University of Chicago.
- Sponsored and Coordinated Distinguished Visiting Scholar Colloquium, December 1992, "Social Dilemmas, Economic Self Interest and Evolutionary Theory", Robyn Dawes, Department of Social and Decision Sciences, Carnegie Mellon University
- Area Teaching Evaluation, survey development committee, 1992
- Faculty participant, Honors Program Fall Campus Visit Day, 1992

### **Service - Texas A&M University**

- Developed an undergraduate statistics laboratory proposal, 1987
- Developed a new course, "Psychometric Theory & Methods", 1988
- Obtained university approval and course listing for the above course, 1991
- Developed a computerized laboratory with 9 networked MacIntosh computers, 1988
- Statistics and Computing Committee, -Department- 1987 - 1991
- Industrial & Organizational Faculty Search Committee, -Department- 1988
- Industrial & Organizational Senior Faculty Search Committee, - Department- 1988

- Graduate Admissions Committee -Department- 1988-1991
- Graduate Admissions Coordinator (I/O Program) 1989-1991
- Library Advisory Committee -University- 1988-1989
- Library Advisory Committee -Department- 1989-1990, 1990-1991
- Minority Issues Committee -Department- 1988-1989, 1989-1990
- Quantitative Faculty Search Committee -Department- 1990 & 1991
- Committee to Revise the Graduate Quantitative Curriculum - Department- 1990-1991

### **Community Service**

- Advisory Board for the Delaware Small Business Development Center, Technology Assistance Program 2002-2005
- Key Note Speaker, National Honor Society Induction Ceremony, Caravel Academy, May 15, 2002
- Association for a Better Christina - Christina School District. Founding Member. 1999-2000
- Newark Charter School, Founder and Major Fund Raising Committee, 2000-2001
- Delaware Public Policy Institute, Choices for Delaware: Life and economy in 2000 and Beyond Task Force. 1998-1999