

January 2013

KATHERINE J. KLEIN

Department of Management
The Wharton School
University of Pennsylvania
Steinberg Hall - Dietrich Hall
Philadelphia, PA 19104-6370
Office: (215) 898-6342 Cell: (202) 491-7177
KleinK@wharton.upenn.edu

EDUCATION

University of Texas at Austin, Ph.D., Community Psychology, 1984

Yale University, B.A., Psychology (*magna cum laude*), 1978

EXPERIENCE

University of Pennsylvania

Vice Dean, Wharton Social Impact Initiative (July 2011 – Present)

Edward H. Bowman Professor of Management, The Wharton School (July 2005 – Present)

Professor, Department of Management, The Wharton School (July 2004 – June 2005))

University of Maryland, College Park

Affiliate, Robert H. Smith School of Business, Management and Organizations (2002 –2004)

Associate Professor, Industrial and Organizational Psychology (1991 - 2004)

Acting Area Head, Industrial and Organizational Psychology (January - December 1999)

Assistant Professor, Industrial and Organizational Psychology (1984 - 1991)

Stanford University Graduate School of Business, Stanford, CA

Visiting Associate Professor (2000-2001)

National Center for Employee Ownership, Arlington, VA and San Francisco, CA

Research Director (1982 - 1985)

RESEARCH GRANTS AND CONTRACTS

Principal Transitions: A Longitudinal, Multilevel Social Network Analysis

Co-Principal Investigator

W.T. Grant Foundation (\$24,990), July 2011 – December 2012

(Co-Principal Investigators: Andrew Cohen, George Washington University; Alan Daly, U.C., San Diego; Kara Finnigan, University of Rochester)

Leadership: Enhancing Team Adaptability in Dynamic Settings

Principal Investigator

Army Research Institute (\$699,878), January 2003 – September 2006

(Co-Principal Investigators: Steve Kozlowski, Ph.D., Michigan State University and Yan Xiao, Ph.D., University of Maryland School of Medicine, Baltimore)

Distance Leadership Under Stress: Understanding the Effects of Leadership on Emergency Medical Team Performance

Co-Principal Investigator

Army Research Institute Award /University of Maryland School of Medicine (Total: \$607,866; University of Maryland at College Park subcontract: \$126,873), August 1999 - July 2002

Society for Industrial and Organizational Psychology Annual Conference 1997 and Annual Conference 1998

Society for Industrial and Organizational Psychology (\$20,535), Fall 1996 - Fall 1998

Organizational Impacts of Technological Change: Computer-Assisted Survey Information Collection

Principal Investigator

University of Michigan/Bureau of Labor Statistics (\$44,681), Fall 1995 - Fall 1997

Implementing Manufacturing Technology: A Multi-Organizational Study of Implementation Effectiveness

Principal Investigator

National Science Foundation (\$90,000), August 1993 - December 1997

Intra-organizational Conflict During the Implementation of Computerized Technologies: Survey Development and Analysis

Principal Investigator

Human Resource Planning Society (\$3,500), June 1990 - May 1992

The Implementation of Manufacturing Resource Planning: A Longitudinal Study

Principal Investigator

Research contract with McCormick & Company, Inc. (\$50,000), October 1990 - December 1994

The Implementation of Computerized Technology

Principal Investigator

University of Maryland General Research Board Semester Research Award, Full reduction in teaching load, September - December 1989

Implementing Information Technology: A Test of the Organizational Determinants of Technology Outcomes

Principal Investigator

National Science Foundation (\$12,000), June - December, 1989

The Cartographic Design Project: Mapping the Human Side of Technological Change

Principal Investigator

Research contract with National Geographic Society (\$8,000), September - December 1987

The Human Side of CADD (Computer-Aided Design and Drafting)

Principal Investigator

Research contract with Bechtel Corporation (\$2,000), October - December 1986

The Social Impact of Computerized Manufacturing Automation

Principal Investigator

University of Maryland Scholarship Incentive Award

Partial reduction in teaching load, January - May 1986

Level of Analysis Issues in Organizational Psychology

Principal Investigator

University of Maryland General Research Board Award

Summer salary award, June - August 1985

AWARDS AND HONORS

Sage Publications/Robert McDonald Advancement of Organizational Research Method, 2012 for:

Harrison, D. A. & Klein, K. J. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *Academy of Management Review*, 32, 1198-1228.

Administrative Science Quarterly Scholarly Contributions Award, 2012 for:

Klein, K. J., Ziegert, J. C., Knight, A. P., Xiao, Y. (2006). Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams. *Administrative Science Quarterly*, 50, 590-621

Fellow, Academy of Management, 2011

Society for Industrial and Organizational Psychology William A. Owens Scholarly Achievement Award for the best refereed publication in the field of Industrial and Organizational Psychology in 2008 for:

Harrison, D. A. & Klein, K. J. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *Academy of Management Review*, 32, 1198-1228.

Academy of Management, Saroj Parasuraman Award for the Outstanding Publication in Gender and Diversity in 2008 for:

Harrison, D. A. & Klein, K. J. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *Academy of Management Review*, 32, 1198-1228.

Fellow, Association for Psychological Science, 2008

Society for Industrial and Organizational Psychology William A. Owens Scholarly Achievement Award for the best refereed publication in the field of Industrial and Organizational Psychology in 2001 for:

Klein, K. J., Conn, A. B. & Sorra, J. S. (2001). Implementing computerized technology: An organizational analysis. *Journal of Applied Psychology*, 86, 3-16.

Fellow, American Psychological Association, 1997

Fellow, Society for Industrial and Organizational Psychology, 1997

Member, Society for Organizational Behavior, since 1996

National Research Council, Seminar Faculty, Hungary, June 1995

Co-Teacher, NRC Office of International Affairs, Management of Technology Seminar

Academy of Management Outstanding Publication Award for the best publication in the field of Organizational Behavior in 1987 for:

Klein, K. J. (1987). Employee stock ownership and employee attitudes: A test of three models. *Journal of Applied Psychology Monograph*, 72, 319-332.

EDITORIAL REVIEWING

Associate Editor, *Administrative Science Quarterly* (beginning March, 2011)

Editor for Organizational Science, *Behavioral Science and Policy* (BSP is a new journal, which will be launched in 2012)

Editorial Committee, *Annual Review of Industrial and Organizational Psychology* (2011 – present)

Associate Editor, *Journal of Applied Psychology* (2002 - 2007)

Guest Editor (with Henry Tosi and Albert Cannella). *Academy of Management Review*, Special Topic Forum on Multilevel Theory and Research, published April 1999.

Editorial Board:

Administrative Science Quarterly (2008 – present)
Society for Industrial and Organizational Psychology Frontiers Series (1999 - 2002)
Academy of Management Review (1996 - 2002)
Journal of Applied Psychology (1996 – 2001, 2010 to present)
Technology Studies (1994 - 1998)
Academy of Management Journal (1994 -1996)
Leadership Quarterly (1994 - 1996)
Journal of Community Psychology (1993 - 1996)
American Journal of Community Psychology (1993 - 1996)

PUBLICATIONS

1. ARTICLES PUBLISHED IN REFEREED JOURNALS

Tornatzky, L. G. & Klein, K. J. (1982). Innovation characteristics and innovation adoption-implementation: A meta-analysis of findings. *IEEE Transactions on Engineering Management*, 29, 28-45.

Hetzner, W. A., Tornatzky, L. G., & Klein, K. J. (1983). Manufacturing technology in the 1980's: A survey of federal programs and practices. *Management Science*, 29, 951-961.

Rosen, C. & Klein, K. J. (1983). Job-creating performance of employee-owned firms. *Monthly Labor Review*, 106 (8), 15-19.

Klein, K. J. & D'Aunno, T. A. (1986). Psychological sense of community in the workplace. *Journal of Community Psychology*, 14, 365-377.

Klein, K. J. (1987). Employee stock ownership and employee attitudes: A test of three models. *Journal of Applied Psychology Monograph*, 72, 319-332.

Majchrzak, A. & Klein, K. J. (1987). Things are always more complicated than you think: An open systems approach to the organizational effects of computer-automated technology. *Journal of Business and Psychology*, 2, 27-49.

Reprinted: In J. W. Jones, B. D. Steffy, & D. W. Bray (Eds.), Applying psychology in business: The manager's handbook (pp. 653-667). Lexington, MA: Lexington Books.

Klein, K. J. & Hall, R. J. (1988). Correlates of employee satisfaction with stock ownership: Who likes an ESOP most? *Journal of Applied Psychology*, 73, 630-638.

Klein, K. J., Dansereau, F., & Hall, R. J. (1994). Levels issues in theory development, data collection, and analysis. *Academy of Management Review*, 19, 195-229.

Klein, K. J. & House, R. J. (1995). On Fire: Charismatic leadership and levels of analysis. *Leadership Quarterly*, 6, 183-198.

Reprinted: In F. Dansereau & F. J. Yammarino (Eds.), Leadership: The multiple level approaches (Monographs in Organizational Behavior and Industrial Relations, Vol. 24, Part B, pp. 3-22). Greenwich, CT: JAI Press.

Klein, K. J. & Sorra, J. S. (1996). The challenge of innovation implementation. *Academy of Management Review*, 21, 1055-1080.

Reprinted: In J. Storey (Ed.), The management of innovation (in the series, International Library of Critical Writings in Business and Management). Northampton, MA: Edward Elgar Publishing.

Klein, K. J., Cannella, A. & Tosi, H. (1999). Multilevel theory: Challenges and contributions. *Academy of Management Review*, 24, 243-248.

Klein, K. J. and Kozlowski, S. W. J. (2000). From micro to meso: Critical steps in conceptualizing and conducting multilevel research. *Organizational Research Methods*, 3, 211-236.

Klein, K. J. Berman, L. & Dickson, M. (2000). May I work part-time? An exploration of predicted employer responses to employee requests for part-time work. *Journal of Vocational Behavior*, 57, 85-101.

Klein, K. J., Conn, A. B., Smith, D. B., & Sorra, J. S. (2001). Is everyone in agreement? An exploration of within-group agreement in employee perceptions of the work environment. *Journal of Applied Psychology*, 86, 3-16.

Ehrhart, M. G. & Klein, K. J. (2001). Predicting followers' preferences for charismatic leadership: The influence of follower values and personality. *Leadership Quarterly*, 12, 153-179.

Klein, K. J., Conn, A. B. & Sorra, J. S. (2001). Implementing computerized technology: An organizational analysis. *Journal of Applied Psychology*, 86, 3-16.

Bell, B. S., & Klein, K. J. (2001). Effects of disability, gender, and job level on ratings of job applicants. *Rehabilitation Psychology*, 46, 229-246.

Major, V. S., Klein, K. J., & Ehrhart, M. G. (2002). Work time, work interference with family, and employee distress. *Journal of Applied Psychology*, 87, 427-436.

Klein, K. J., Lim, B. C., Saltz, J. L., & Mayer, D. M. (2004). How do they get there? An examination of the antecedents of network centrality in team networks. *Academy of Management Journal*, 47, 952-963.

Klein, K. J. & Zedeck, S. (2004). Theory in applied psychology: Lessons (re)-learned. (Introduction to the Special Section on Theoretical Models and Conceptual Analyses). *Journal of Applied Psychology*, 89, 931-933.

Klein, K. J. & Knight, A. P. (2005). Innovation implementation: Overcoming the challenge. *Current Directions in Psychological Science*, 14, 243-246.

Lim, B. C. & Klein, K. J. (2006). Team mental models and team performance: A field study of the effects of team mental model similarity and accuracy. *Journal of Organizational Behavior*, 27, 403-418.

Klein, K. J., Ziegert, J. C., Knight, A. P., Xiao, Y. (2006). Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams. *Administrative Science Quarterly*, 50, 590-621.

Harrison, D. A. & Klein, K. J. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *Academy of Management Review*, 32, 1199 – 1228.

Klein, K. J., Knight, A. P., Ziegert, J. C., Lim, B.C., & Saltz, J. L. (2011). When team members' values differ: The moderating role of team leadership. *Organizational Behavior and Human Decision Processes*, 114, 25–36

Schulte, M., Cohen, N. A., & Klein, K. J. (2012). The coevolution of network ties and perceptions of team psychological safety. *Organization Science*, 23, 564-581.

2. OTHER ARTICLES, INCLUDING CHAPTERS IN BOOKS

Klein, K. J. & Gomperts, J. S. (1982). Case comment: U.S. Multinationals and Worker Participation in Management: The American Experience in the European Community (by Ton Devos). Law and Policy in International Business, 14, 279- 290.

Klein, K. J. (1985). The pleasures and paradoxes of participative work. (Book Review: William Ronco and Lisa Peattie, Making work: Self-created jobs in participatory organizations.) *Contemporary Psychology*, 30, 236.

Klein, K. J. & Rosen, C. (1986). Employee stock ownership in the United States. In R. N. Stern and S. McCarthy (Eds.), The organizational practice of democracy. New York: John Wiley.

Rosen, C., Klein, K. J., & Young, K. M. (1986). When employees share the profits. *Psychology Today*, 20 (1), 30- 36.

Klein, K. J. (1986). Employee ownership. *New Management*, 3 (4), 55-61.

Klein, K. J. (1987). Book Review: Kelso & Kelso, Democracy and economic power: Extending the ESOP revolution. *Industrial and Labor Relations Review*, 41, 162- 163.

Klein, K. J. & Hall, R. J. (1988). Innovations in human resource management: Strategies for the future. In J. Hage (Ed.), Futures of organizations (pp. 147-162). Lexington, MA: Lexington Books.

Klein, K. J. (1989). Book review: Joseph R. Blasi, Employee ownership: Revolution or rip-off? *Administrative Science Quarterly*, 34, 486-489.

Klein, K. J., Hall, R. J., & Laliberte, M. (1990). Training and the organizational consequences of technological change: A case study of computer aided design and drafting. In U. E. Gattiker & L. Larwood (Eds.), Technological innovation and human resources: End-user training (pp. 7-36). New York: Walter de Gruyter.

Guzzo, R. A. & Klein, K. J. (1991). Communication in times of change. In R. S. Schuler (Ed.), Managing HR in the information age. Washington, DC: Bureau of National Affairs.

Schneider, B. & Klein, K. J. (1994). What is enough? A systems perspective on individual-organizational performance linkages. In D. H. Harris (Ed.), Organizational Linkages: Understanding the productivity paradox (pp.81-104). Washington, D.C.: National Academy Press.

Klein, K. J., Dansereau, F., & Hall, R. J. (1995). On the level: Homogeneity, independence, heterogeneity, and interactions in organizational theory (Dialogue commentary) . *Academy of Management Review*, 20, 7-9.

Klein, K. J. & Ralls, R. S. (1995). The organizational dynamics of computerized technology implementation: A review of the empirical literature. In L. R. Gomez-Mejia and M. W. Lawless (Eds.), Advances in global high-technology management (Volume 5, Part A, pp. 31-79). Greenwich, CT: JAI Press.

Klein, K. J. & Ralls, R. S. (1997). The unintended organizational consequences of technology training: Implications for training theory, research, and practice. In J. K. Ford, S. Kozlowski, K. Kraiger, E. Salas, & M. Teachout (Eds.), Improving training effectiveness in organizations (pp.323-354). Hillsdale, NJ: Lawrence Erlbaum.

Klein, K. J. & House, R. J. (1998). Further thoughts on fire: Charismatic leadership and levels of analysis. In F. Dansereau & F. J. Yammarino (Eds.), Leadership: The multiple level approaches (Monographs in Organizational Behavior and Industrial Relations, Vol. 24, Part B, pp. 45-52). Greenwich, CT: JAI Press.

Klein, K. J. & Smith, V. (1999). Worker participation: Current promise, future prospects. In Kraut, A. I. & Korman, A. K. (Eds.), Evolving practices in human resource management: Responses to a changing world of work (pp. 226-258). San Francisco: Jossey-Bass.

Klein, K. K., Bliese, P. D., Kozlowski, S. W. J., Dansereau, F., Gavin, M. B., Griffin, M. A., Hofmann, D. A., James, L. R., Yammarino, F. J., & Bligh, M. C. (2000). Multilevel analytical techniques: Commonalities, differences, and continuing questions. In Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions (pp. 512-553).

Klein, K. J., Ralls, R. S., Smith-Major, V. & Douglas, C. (2000). Power and participation in the workplace: Implications for empowerment theory, research, and practice. In J. Rappaport and E. Seidman (Eds.), Handbook of community psychology (pp. 273-295). New York: Plenum.

Klein, K. J., Palmer, S., & Conn, A. B. (2000). Inter-organizational relationships: A multilevel perspective. In Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions (pp. 267-307).

Kozlowski, S. W. J. & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions (pp. 3-90).

Klein, K. J. (2001). Creating a strong, positive climate for technology implementation: Organizations should but often don't ... Why? In M. Erez, U. Kleinbeck, & H. Thierry (Eds.) Work motivation in the context of a globalizing economy (pp. 261-278). Hillside, NJ: Lawrence-Erlbaum.

Klein, K. J. & Zeigert, J. C. (2004). Leader development and change over time: A conceptual integration and exploration of research challenges. In D. V. Day, S. J. Zaccaro, & S. M. Halpin (Eds.), Leader development for transforming organizations. Hillside, NJ: Laurence Erlbaum.

Klein, K. J. & Harrison, D. A. (2007). On the diversity of diversity: Tidy logic, messier realities. *Academy of Management Perspectives*, 21, 26-33.

3. BOOKS

Rosen, C., Klein, K. J., and Young, K. M. (1986). Employee ownership in America: The equity solution. Lexington, MA: Lexington Books. (270 pages)

Klein, K. J. & Kozlowski, S. W. J., (Eds.). (2000). Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions. Society for Industrial and Organizational Psychology Frontiers Series. San Francisco: Jossey-Bass. (605 pages)

SELECTED INVITED ADDRESSES AND PROFESSIONAL PAPERS

Klein, K. J. (August 1982). Community Psychology and workplace research: Studying employee ownership. American Psychological Association, Washington, D.C.

Klein, K. J. (August 1983). Employee ownership: More and less than the rhetoric suggests. American Psychological Association, Anaheim, CA.

Klein, K. J. (August 1984). The effects of Employee Stock Ownership Plans (ESOPs) on employees' perceptions of ownership and work satisfaction. Academy of Management, Boston, MA.

Klein, K. J. & Hall, R. J. (August 1986). Choices and challenges in cross-level data analysis: A view from the trenches. American Psychological Association, Washington, D.C.

Klein, K. J. & Hall, R. J. (August 1986). Individual correlates of employee satisfaction with ESOP employee ownership. Academy of Management, Chicago, IL.

Klein, K. J. (April 1987). Participant. Level of analysis issues in industrial and organizational psychology. Society for Industrial and Organizational Psychology, Atlanta, GA.

Klein, K. J. & Clemmer, E. (August 1987). The human side of computer-aided design and drafting: A case study. American Psychological Association, New York.

Klein, K. J., Rentsch, J. R., & Schneider, B. (August 1987). Work(ing) on self-esteem: New directions for future research. Academy of Management, New Orleans, LA.

Klein, K. J. (August 1988). Interpreting cross-level data analyses: It ain't so simple. American Psychological Association, Atlanta, GA.

Klein, K. J., Hall, R. J., & Dansereau, F. (April 1989). Analyzing multi-level data: When, why, how, and what to make of your results. Society for Industrial and Organizational Psychology, Boston, MA.

Klein, K. J. & Ralls, R. S. (January 1990). Implementing computerized technology: What does it take to do it right? Second International Conference on "Strategic Leadership in High Technology Organizations," Boulder, CO.

Klein, K. J. (April 1990). Co-leader. Computer technologies in the workplace: A new area for I/O Psychology. Society for Industrial and Organizational Psychology, Miami, FL.

Klein, K. J. (April 1990). Participant. Organizational change: Diverse approaches, common themes. Society for Industrial and Organizational Psychology, Miami, FL.

- Klein, K. J. (August 1990). Implementing computerized technology: Dynamics and determinants. Academy of Management, San Francisco, CA.
- Klein, K. J. (April 1991). Panel discussant. The implementation of technological innovation: Theory, research, and practice. Society for Industrial and Organizational Psychology, St. Louis, MO.
- Ralls, R. S., & Klein, K. J. (April 1991). Trainee cognitive ability and motivation: Effects on computer training performance. Society for Industrial and Organizational Psychology, St. Louis, MO.
- Klein, K. J., Bittle, S. Y., & Berman, L. (May 1992). Technology implementation: The differing reactions of differing organizational groups. Society for Industrial and Organizational Psychology, Montreal, Canada.
- Klein, K. J., & Dansereau, F. (May 1992). Multi-level theory and research: The implications of assumptions of variability. Society for Industrial and Organizational Psychology, Montreal, Canada.
- Klein, K. J., Berman, L. M., Chung, B., Holke, J. A., Niles-Jolly, K., & Laney, C. (May 1992). Part-time women lawyers: Culture, impression management, and balancing acts. Society for Industrial and Organizational Psychology, Montreal, Canada
- Klein, K. J. (May 1993). Discussant. Psychological ownership: Individual and organizational consequences. Society for Industrial and Organizational Psychology, San Francisco.
- Nelson, G. & Klein, K. J. (April 1994). Leader-member exchange versus average leadership style. Society for Industrial and Organizational Psychology, Nashville.
- Klein, K. J., Berman, L., & Dickson, M. W. (August 1994). Deciding to employ contingent workers: A policy-capturing study of part-time work among attorneys. Academy of Management, Dallas, TX.
- Klein, K. J., Sorra, J. S., Paul, M., & Buhl, A. (May 1995). Organizational climate for implementation: Determinants and consequences. Society for Industrial and Organizational Psychology, Orlando.
- Klein, K. J., Buhl, A. L., & Berman, L. (February 1996). The motivation to change: Motivational issues during the implementation of new technologies. Conference on Work Motivation in the Face of a Global World. Ein-Gedi, Israel.
- Klein, K. J., Sorra, J. S., & Buhl, A. L. (August 1996). Exploring the determinants of within-group agreement. Academy of Management, Cincinnati.

Klein, K. J. (August 1997). Co-chair. Exploring the possibilities of multi-level and meso theory and research. Academy of Management, Boston.

Klein, K. J., Conn, A. B., & Sorra, J. S. (October 1997). What Does It Take? Towards an Understanding of Organizational Success and Failure in Implementing Technological Innovations. Society of Organizational Behavior, Eugene, Oregon.

Klein, K. J., Conn, A. B., & Sorra, J. S. (March 1998). Towards an Understanding of Organizational Success and Failure in Implementing Technological Innovations: Cross-Sectional and Longitudinal Analyses. Meso Organizational Studies Group, Arizona State University.

Klein, K. J. (April 1998). Discussant. Alternative work arrangements: Using theory-driven research to understand practice. Society for Industrial and Organizational Psychology, Dallas.

Conn, A. B. & Klein, K. J. (April 1998). Determinants and consequences of social networks: An exploration of the relationships between personality, job performance, organizational citizenship behavior and network centrality. Society for Industrial and Organizational Psychology, Dallas.

Klein, K. J., Palmer, S. L., Ziets, G., & Hanges, P. J. (April 1999). The effects of response bias in multilevel research. Society for Industrial and Organizational Psychology, Atlanta.

Hall, R. J., Makiney, J. D., Marchiori, C. A., Tan, J. A., & Klein, K. J. (April 1999). Applying multilevel structural equation modeling techniques to the study of organizational behavior. Society for Industrial and Organizational Psychology, Atlanta.

Klein, K. J., Conn, A. B., & Sorra, J. S. (April 1999). Understanding organizational success and failure in implementing technological innovations. Society for Industrial and Organizational Psychology, Atlanta.

Palmer, S. L. & Klein, K. J. (April 1999). Effects of part-time work on full-time coworkers: Implications for fairness. Society for Industrial and Organizational Psychology, Atlanta.

Klein, K. J. (August 1999). Hierarchical linear modeling: Preliminary procedures, promises, pains, and puzzles. Academy of Management, Chicago.

Klein, K. J. (March 2000). Towards an understanding of fundamental levels issues: Variance is the key. Cornell University, Department of Industrial and Labor Relations, Ithaca, New York.

Klein, K. J. (March 2000). Within-group agreement and dispersion: Conceptual issues and preliminary findings. Tulane University, A.B. Freeman School of Business New Orleans, Louisiana.

Klein, K. J., Palmer, S. L., & Conn, A. B. (April 2000). Inter-organizational relationships: A

multilevel perspective. Society for Industrial and Organizational Psychology, New Orleans.

Klein, K. J. (April 2000). Panel discussant. The state of research and practice in creativity and innovations in organizations. Society for Industrial and Organizational Psychology, New Orleans.

Major, V. S., Klein, K. J., & Ehrhart, M. (August 2000). Work time, work interference with family, and employee well-being. Academy of Management, Toronto.

Klein, K. J. (August 2000). Panel discussant. A timely look at multilevel research methodology: Taking stock of where we are and perspectives on where we need to go. Academy of Management, Toronto.

Klein, K. J. (November 2000). Effectiveness in implementing manufacturing resource planning. Stanford University, Center for Work, Technology, and Organization.

Klein, K. J. (February 2001). Innovation implementation: An organizational analysis. Stanford University, Graduate School of Business.

Klein, K. J. (March 2001). Dispersion constructs in OB: Similarities, dissimilarities, and new directions for theory and research. University of North Carolina, Kenan-Flagler Business School.

Klein, K. J. (March 2001). Within-group dispersion: Different topics, common approaches, and common challenges. Stanford University, Department of Psychology.

Klein, K. J. & Hanges, P.J. (April 2001). Multilevel theory-building and research: Expanded tutorial. Society for Industrial and Organizational Psychology, San Diego.

Klein, K.J., Ziegert, J., & Xiao, Y. (April 2001). Action team leadership: A multi-method examination of emergency medical teams. Society for Industrial and Organizational Psychology, Toronto.

Klein, K. J. & Hanges, P. J. (August 2001). Workshop on levels of analysis: Theoretical and empirical issues in multilevel research. Academy of Management, Washington, DC.

Ziegert, J., Klein, K. J., & Xiao, Y. (August 2001). Team leadership: A review and extension of existing theory through a qualitative study of shock trauma teams. Academy of Management, Washington, DC.

Klein, K. J., Lim, B. C. & Saltz, J. L. (August 2002). Individuals in context: Relational demography, network centrality, and team leadership. Academy of Management, Denver.

Klein, K. J., Saltz, J. L., & Lim, B. C. (August 2002). Demographic diversity, deep diversity, and team outcomes over time. Academy of Management, Denver.

Klein, K. J. (September 2002). An introduction to multilevel theory and research. Kellogg Graduate School of Management, Northwestern University, Evanston, IL.

Edwards, J. R., Klein, K. J., Shipp, A. J., & Lim, B. C. (April 2003). The study of dispersion in organizational behavior research: An analytical framework using distribution moments. Society for Industrial and Organizational Psychology, Orlando.

Klein, K. J., Lim, B. C., & Saltz, J. L. (April 2003). The fire of charisma: Antecedents and consequences of subordinate homogeneity of charisma. Society for Industrial and Organizational Psychology, Orlando, FL.

Klein, K. J., Lim, B. C., & Saltz, J. L. (August 2003). Antecedents of individual centrality in team networks: How do they get there? Academy of Management, Seattle.

Klein, K. J., Bates, A. L., Ramesh, A., & Carberry, E. J. (August 2003). Employee responses to stock options: Understanding, interpretation, and satisfaction. Academy of Management, Seattle.

Klein, K. J. (January, 2004). The process of innovation. Invited presentation. Conference on Leading Through Innovation Research: Emerging Research Directions. Robert H. Smith School of Business, University of Maryland, College Park.

Klein, K. J. (April, 2004). Emergency shock trauma teams in action: Lessons in adaptive team leadership. Invited address: Distinguished Speaker Series, Department of Work and Organizational Psychology, University of Amsterdam.

Klein, K. J., Knight, A. P., & Ziegert, J. C. (April, 2004). A qualitative study of dynamic leadership in an extreme setting. Society for Industrial and Organizational Psychology, Chicago.

Lim, B. C., & Klein, K. J. (April, 2004). Team composition and team performance: The role of personality. Society for Industrial and Organizational Psychology, Chicago.

Ziegert, J. C., Klein, K. J., & Xiao, Y. (April, 2004). Virtual leaders: The impact of distance and leadership on teams. Society for Industrial and Organizational Psychology, Chicago.

Klein, K. J. (2004, April). Panelist. In J. S. Sorra (Chair), Opportunities and challenges conducting organizational research in medical settings. Society for Industrial and Organizational Psychology, Chicago.

Klein, K. J. (2004, August). Multi-level theory and research in organizations. Professional Development Workshop (PDW). Academy of Management, New Orleans.

Klein, K. J. (2004, August). When team members' values differ: The moderating effects of team leadership and network structure, Academy of Management, New Orleans.

Bates, A. L. & Klein, K. J. (2004, August). Multilevel analysis of the impact of surface and deep diversity and identification on mentoring. Academy of Management, New Orleans.

Knight, A. P. & Klein, K. J. (2004, August). Examining the consequences of mindfulness: Safety and service outcomes. Academy of Management, New Orleans.

Klein, K. J. (2005, August). Multilevel theory and research in organizations. Professional Development Workshop (PDW). Academy of Management, Honolulu.

Klein, K. J. (2005, August). Discussant. Advances in aggregate-level research: Toward establishing causal priority. Academy of Management, Honolulu.

Klein, K. J. & Knight, A. P. (2005, August). Social network analysis and multilevel theory and research: Bridging the divide. Academy of Management, Honolulu.

Klein, K. J., Harrison, D. A., Knight, A. P. (2005, August). Time and ties in teams: Development and determinants of intra-group network structures. Academy of Management, Honolulu.

Klein, K. J. (2005). What's the difference? Diversity constructs as separation, variety, or disparity in organizations.

Erasmus University, Rotterdam, Holland. (September 2005)

Concordia University, Montreal, Canada. (October 2005)

Klein, K. J. (2006). Leadership in extreme action teams: Hierarchy, depersonalization, and dynamic delegation.

Olin School of Business, Washington University, St. Louis, MO. (February 2006)

Carnegie Mellon University and University of Pittsburgh, Pittsburgh, PA. (March 2006)

School of Management and Labor Relations, Rutgers University, NJ. (April 2006)

University of Michigan, POS Links (April 2008)

Klein, K. J. (2006, April). Discussant. Applying the Social Network Approach to I/O Psychology. Society for Industrial and Organizational Psychology, Dallas.

Knight, A. P., Klein, K. J., Borgatti, S. P., & Schulte, M. (2006, August). Diversity at the Dyad Level: Realigning Levels of Analysis in Diversity Research. Academy of Management, Atlanta.

Knight, A. P., Klein, K. J., & Schulte, M. (2007, April). Decomposing the Black Box of Diversity: A Multilevel Variance Partitioning Approach. Society for Industrial and Organizational Psychology, New York City.

Klein, K. J. (2007, April). Panelist: Is the Future of I/O Psychology at Risk? Society for Industrial and Organizational Psychology, New York City.

Klein, K. J. (2007, April). Discussant: Advancing Diversity Research Using Social Network Analysis. Society for Industrial and Organizational Psychology, New York City.

Klein, K. J., Schulte, M., & Carberry, E. (2007). Employee Stock Options: A Double-Edged Sword.

Cornell University, ILR (Spring, 2007)

University of Toronto (Spring, 2007)

Dartmouth University, Tuck School, Management Department (Spring, 2008)

Klein, K. J. (2007, August). Presenter: Coalition for Faculty Diversity Publishing Workshop. Academy of Management, Philadelphia.

Klein, K. J. (2007, August). Presenter: Organizational Behavior Junior Faculty Consortium. Academy of Management, Philadelphia.

Klein, K. J. (2007, August). Presenter: OB/HR Joint Session with Micro-Oriented Journal Editors. Academy of Management, Philadelphia.

Knight, A. P., Klein, K. J., & Bates, A. L. (2007, August). The Relational Underpinnings of Conflict and Cohesion in Teams. Academy of Management, Philadelphia.

Schulte, M., Cohen, A., & Klein, K. J. (2007, August). Chicken or Egg: A Cross-Lagged Analysis of Team Network Structure and Psychological Safety. Academy of Management, Philadelphia.

Klein, K. J., Knight, A. P., Ziegert, J. C., Lim, B.-C., & Saltz, J. L. (2008, June). When Team Members' Values Differ: The Moderating Role of Team Leadership. INSEAD – Wharton Leadership Research Conference, Fontainebleau, France.

Klein, K. J., Schulte, M., Knight, A. P., & Harrison, D. A. (2008, September). Ties in Teams: How Much Homophily, of What, When, and Why? Intra-Organizational Networks Conference, Lexington, KY.

Lebel, R. D., Klein, K. J., Rothbard, N., & Wilk, S. L. (2009, August). Is it safe to speak up? The effects of voice behavior on individual performance ratings. Academy of Management, Chicago

Klein, K. J. (2009, August). Presenter: Dealing with Common Pitfalls and Misconceptions in Team Research. Academy of Management, Chicago.

Klein, K. J. (2009, August). Presenter: Coalition for Faculty Diversity Publishing Workshop. Academy of Management, Chicago.

Klein, K. J. (2009, August). Presenter: Organizational Behavior Junior Faculty Consortium.

Academy of Management, Chicago.

Klein, K. J. (2009, August). Discussant: Longitudinal perspectives on leadership in autonomous work teams. Academy of Management, Chicago.

Klein, K. J., Knight, A. P., Harrison, D. A., & Schulte, M. (2009, September). Ties in Teams: How Much Homophily, of What, and When? (Max D. Richards Distinguished Speaker Series, Smeal College of Business, Pennsylvania State University).

Klein, K. J. (2010, April). Panelist: The SIOP Conference Past and Present: A Retrospective and Critique. Society for Industrial and Organizational Psychology, Atlanta.

Klein, K. J. (2010, April). Discussant: Team Processes and Outcomes – Relationships Across Levels and Cultures. Society for Industrial and Organizational Psychology, Atlanta.

Klein, K. J. (2010, April). Panelist: Interdisciplinary Research – Challenges and Solutions. Society for Industrial and Organizational Psychology, Atlanta.

Klein, K. J., Schulte, M., Knight, A. P., & Harrison, D. A. (2010, April). Ties in Teams: How Much Homophily, of What, and When? Invited presentation. University of North Carolina, Kenan-Flagler Business School

Klein, K. J. (2010, May). Taking a New Direction: Exploring the Dynamics of Leadership Succession. Invited presentation, New Directions in Leadership Conference, Erasmus University, Rotterdam, Holland

Klein, K. J. (2011, August). Panelist: How to Write and Publish Research Methods Papers. Academy of Management, San Antonio.

Klein, K. J. (2011, August). Panelist: Taking Management Research to (and Between) the Next Level: A Meso-Paradigm Research Agenda. Academy of Management, San Antonio.

Klein, K. J., Schulte, M., Knight, A. P., & Harrison, D. A. (2012, April). Ties in Teams: How Much Homophily, of What, and When? Invited presentation. Harvard Business School.

TEACHING

Doctoral Classes and Seminars

- Advanced Topics in Organizational Behavior and Organizational Psychology (UMD)
- Innovation and Organizational Change (UMD)
- Introduction to Industrial and Organizational Psychology (UMD)
- Organizational Theory (UMD)

Research Methods in Industrial and Organizational Psychology (UMD)
Work and Well-being (UMD)
Research Methods (Wharton)

MBA Classes

Knowledge Management (Stanford Graduate School of Business)
Managing People at Work (Wharton)
Conflict, Leadership and Change: Lessons From Rwanda (Wharton)

Undergraduate Classes (University of Maryland)

Field Research in Organizational Psychology
Honors Seminar in Organizational Psychology
Psychology of Leaders in Work Organizations
Organizational Psychology and Technological Innovation
Survey of Industrial and Organizational Psychology

Executive Education

Knowledge Management; Leading Organizational Change; Social Networks;
Performance Feedback and Coaching

DISSERTATION COMMITTEES CHAIRED

Hall, Rosalie. (1988). *A level of analysis approach to construct validity and relationship issues in perceived climate and job satisfaction measures*. University of Maryland.

Crandell, Stuart S. (1990). *The effects of gender differences in relational style on work unit dynamics: Are male and female dominated units different?* University of Maryland.

Ralls, Scott R. (1997). *Age and computer training performance: A test of training enhancement through cognitive performance*. University of Maryland.

Sorra, Joan Speer. (1999). *An examination of organizational subculture value differences and inter-unit conflict and cooperation*. University of Maryland.

Palmer, Shannon L. (2000). *Top management group diversity and decision making performance: Moderating influences of generating issues and ideas, evaluating outcomes, and group roles*. University of Maryland.

Lim, Beng-Chong. (2003). *Do the leader and members make the team? The role of personality and cognitive ability*. University of Maryland.

Saltz, Jessica. (2004). *Beyond simple similarity: The relationship of leader-follower*

personality fit with follower satisfaction with the leader and follower commitment to the organization. University of Maryland.

Major, Virginia Smith. (2004). *Pregnancy in the workplace: Stigmatization and Identity Management among Pregnant Employees.* University of Maryland.

Dyer, Naomi. (2005). *360 degrees of diversity: How the work community affects employee withdrawal behaviors.* University of Maryland.

Ziegert, Jonathan (2005). *Does more than one cook spoil the broth? An examination of shared team leadership.* University of Maryland.

Bates, Archie L. (2006). *Do you think you have been the beneficiary of affirmative action? Perception of affirmative action benefits, self-efficacy, and academic achievement.* University of Maryland.

Knight, Andrew P. (2009). *Positive affect and project team development and effectiveness.* University of Pennsylvania.

Cohen, N. Andrew (2011). *Bridging the gap: The effects of managers' external relationships on their subordinate employees' performance and work attitudes.* University of Pennsylvania.

Eisenkraft, Noah (2011). *Should we trust our first impressions? Reconciling the thin slices and interview validity literatures.* University of Pennsylvania.

Leeds, Alexander (2012). *The credibility constraint: Credibility and leadership in professional service firms.* University of Pennsylvania.

Lebel, R. David (2012). *Overcoming the fear factor: Exploring what leads employees to speak up despite fear.* University of Pennsylvania.

PROFESSIONAL SERVICE

Member, External Review Committee, London Business School, Organizational Behavior Department. (2005)

Elected Member-at-Large, Society for Industrial and Organizational Psychology (2000 - 2003)

Chair, Society for Industrial and Organizational Psychology Ad Hoc Committee on Visibility and Public Policy Initiatives (1998-2001)

Conference Chair, Society for Industrial and Organizational Psychology (1996 - 1998) (San Diego, St. Louis, and Dallas)

Member, Task Force 2000, Academy of Management Organizational Behavior Division (1996)

Program Chair, 1992 Society for Industrial and Organizational Psychology Conference (Montreal)

Member, Program Committee, Academy of Management Organization Management and Theory Division (1985, 1987, 1989)

Member, Scientific Affairs Committee, Society for Industrial and Organizational Psychology (1986 - 1988)

Member, Program Committee, Society for Industrial and Organizational Psychology (1988 - 1990, 1994 - 1995)

Member, Program Committee, Academy of Management Organizational Behavior Division (1990, 1994, 1995)

Program Chair, Society for Industrial and Organizational Psychology's program at the 1991 American Psychological Association Convention, in San Francisco, CA. (1990-1991)

Program Chair, Society for Industrial and Organizational Psychology Conference in May 1992, in Montreal, Canada (1991-1992)

Member, Outstanding Publication in Organizational Behavior Award Committee, Academy of Management (1989)

Member, Program Committee, Academy of Management Personnel / Human Resources Division (1989, 1990, 1993, 1994)

UNIVERSITY SERVICE

University of Maryland

Clinical/Community Search Committee (1991-92, 1992-93)

Cognitive Psychology Search Committee (1985-86)

Colloquium Committee (1989-91, 1997-2000)

Committee to Draft a Policy on Intimacy Within the Department (1990)

Core Exceptions Committee (1998-1999)

Counseling Psychology Search Committee (1999-2000)

Grading Appeals Committee (1995-1997)

Graduate Committee (1984-86, 1995-2000)

Honor Review Board (1998 - 2000)

Honors Committee (1991-1993, 1994-95, 1995-2000)

I/O Psychology Search Committee (1985-87, 1988-89, 1995-96, 1998-99, 2001-2002)
Internal Review Committee of the Department of Psychology (1995-1997)
Merit Review Committee (1986, 1989, 1990, 1999)
Minority Affairs Committee (1991-93)
Policy Review Committee (1986-88, 1989-91, 1999, 2003-4)
Promotion and Tenure Committee (1994-95)
Psi Chi (Chair 1994-2000, 2001-2003)
Research Activities Working Group (1993)
Social Psychology Search Committee (1989-91)
Undergraduate Committee (1994-1995, 2001-2003)
University of Maryland Undergraduate Medical Advisor Search Committee (1991)

University of Pennsylvania

Member, Multinational Management Search Committee (2004-5)
Member, Research Committee, Center for Leadership and Change Management (2005-9)
Member, Wharton School Publishing Editorial Board (2005-7)
Member, MBA Core Faculty Advisory Committee (2005-6)
Chair, Management Department, HRM Search Committee (2005-8)
Member, Management Department, Doctoral Committee (2005-9)
Member, Wharton Personnel Committee (2006 – 8)
Member, Organizational Behavior Search Committee (2006 – 2009)
Member, Wharton Social Impact and Responsibility Committee (2007-8)
Co-Chair, Faculty Committee on MBA Education and Experience (2007-8)
Co-Chair, Faculty Survey Steering Committee (2008)
Co-Chair, Committee on Faculty Attraction and Retention (2008 – 2010)
Faculty Liaison to MBA Cohort K (2007-9)
Member, Identity and Branding Committee (2009 – 2013)
Member, Dean's Advisory Council (2009 – 2012)
Member, Finance Department Review Committee (2011-2012)
Member, Management Department, Doctoral Committee (2012-2013)