

**Jessica Siegel Christian**

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UNC's Kenan-Flagler Business School  
Department of Organizational Behavior  
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**EDUCATION**

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- Ph.D.** 2011 (December), Eller College of Management, University of Arizona
- B.A.** 2007, Psychology and Sociology, School of Science and Engineering,  
Tulane University, *magna cum laude*

**EMPLOYMENT HISTORY**

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- Kenan-Flagler Business School, University of North Carolina, 2017-present**  
Clinical Associate Professor, Organizational Behavior Department
- Kenan-Flagler Business School, University of North Carolina, 2013-2017**  
Clinical Assistant Professor, Organizational Behavior Department
- Kenan-Flagler Business School, University of North Carolina, 2011-2013**  
Lecturer, Organizational Behavior Department

**REFEREED PUBLICATIONS**

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- Kalmanovich-Cohen, H., Pearsall, M.J., & **Christian, J.S.** (2018). The effects of leadership change on team escalation of commitment. *The Leadership Quarterly*, 29, 597-608.
- Christian, J.S.**, Christian, M.S., Pearsall, M.J., & Long, E.C. (2017). Team adaptation in context: An integrated conceptual model and meta-analytic review. *Organizational Behavior and Human Decision Processes*, 140, 62-89.
- Mai, K.M., Ellis, A.P.J, **Christian, J.S.**, & Porter, C.O.L.H. (2016). Examining the effects of turnover intentions on organizational citizenship behaviors and deviance behaviors: A psychological contract approach. *Journal of Applied Psychology*, 101, 1067-1081.
- Methot, J.R., LePine, J.A, Podsakoff, N.P, & **Christian, J.S** (2016). Are workplace friendships a mixed blessing? Exploring tradeoffs of multiplex relationships and their associations with job performance. *Personnel Psychology*, 69, 311-355.
- Christian, J.S.**, Pearsall, M.J., Christian, M.S., & Ellis, A.P.J. (2014). Exploring the benefits and boundaries of transactive memory systems in adapting to team member loss. *Group Dynamics: Theory, Research, and Practice*, 18, 69-86.

**Christian, J.S.**, & Ellis, A.P.J. (2014). The crucial role of turnover intentions in transforming moral disengagement into deviant behavior at work. *Journal of Business Ethics*, 119, 193-208.

Ellis, A.P.J., Mai, K.M., & **Christian, J.S.** (2013). Examining the asymmetrical effects of goal faultlines in groups: A categorization-elaboration approach. *Journal of Applied Psychology*, 98, 948-961.

**Christian, J.S.**, Christian, M.S., Garza, A.S., & Ellis, A.P.J. (2012). Examining retaliatory responses to justice violations and recovery attempts in teams. *Journal of Applied Psychology*, 97, 1218-1232.

## **OTHER REFEREED PUBLICATIONS**

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Pearsall, M.J., **Christian, J.S.**, Kohn, J., Christian, M.S., Hofmann, D., & Larson, C. (2016). Overcoming temporal construal of future threats in teams. *Proceedings of the 76<sup>th</sup> Annual Meeting of the Academy of Management*.

Hughes, J., Enlow, S., **Siegel, J.L.**, & Weiss, J. (2012). From individual competence to organizational capability: Leveraging insights from organizational learning to improve negotiated results in the 21<sup>st</sup> century enterprise. In B.M. Goldman & D.L. Shapiro (Eds.), *The psychology of negotiations in the 21<sup>st</sup> century workplace* (pp. 327-361). San Francisco, CA: Jossey-Bass.

## **REQUESTED REVISIONS**

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Pearsall, M.J., **Christian, J.S.**, Burgess, R., & Leigh, A. Topic: Team regulatory focus. *Revision requested at JAP*.

Barbera, T., Pearsall, M.J., & **Christian, J.S.** Topic: Team resilience. *Revision requested at JOM*.

## **UNDER REVIEW**

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Rogers, B., **Christian, J.S.**, Jennings, R.E., & Lanaj, K. Topic: Growth mindset and job outcomes. *Under review at Org Science*.

Pearsall, M.J., **Christian, J.S.**, Christian, M.S., Kohn, J., Hofmann, D., & Larson, C. Topic: Overcoming adverse events in teams. *Under review at JOM*.

Pearsall, M.J., **Christian, J.S.**, & Croitoru, N. Categorizing adaptive stimuli. *Under review at the Academy of Management Annals*.

## **WORK IN PROGRESS**

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Barbera, T., **Christian, J.S.**, Pearsall, M.J., & Burgess, R. Topic: Team resilience and creativity. *Data analysis stage*

Croitoru, N., Barbera, T., **Christian, J.S.**, & Pearsall, M.J. Topic: Injustice and motivation in teams. *Study design stage*.

Croitoru, N., Pearsall, M.J., & **Christian, J.S.** Topic: Team adaptation. *Study design stage*.

Burgess, R., Pearsall, M.J., **Christian, J.S.**, & Barbera, T. Topic: Team regulatory focus and ethical decision making. *Study design stage.*

Burgess, R., **Christian, J.S.**, & Pearsall, M.J. Topic: Emergent leadership in teams. *Study design stage.*

## **MEDIA MENTIONS AND RESEARCH SUMMARIES FOR PRACTITIONERS**

- New boss? There might be a silver lining. Kenan-Flagler Business school Media Release <https://www.kenan-flagler.unc.edu/news/new-boss-there-might-be-a-silver-lining/>
- Cringeworthy: A theory of awkwardness. Awkward silences at the office. Melissa Dahl.
- Are workplace friendships good for business? UNC Kenan-Flagler News. <http://www.kenan-flagler.unc.edu/news/2016/12/Workplace-Friendships>
- Researchers study consequences of work-based friendships. NPR Morning Edition. [http://www.npr.org/2016/06/21/482900150/researchers-study-the-consequences-of-work-based-friendships?utm\\_source=npr\\_newsletter&utm\\_medium=email&utm\\_content=20160622&utm\\_campaign=npr\\_email\\_a\\_friend&utm\\_term=storyshare](http://www.npr.org/2016/06/21/482900150/researchers-study-the-consequences-of-work-based-friendships?utm_source=npr_newsletter&utm_medium=email&utm_content=20160622&utm_campaign=npr_email_a_friend&utm_term=storyshare)
- Employees ready to quit might behave badly before heading out of the door. Kenan-Flagler Business school Media Release. <http://www.kenan-flagler.unc.edu/news/2016/06/Jessica-Siegel-Christian-study-quitting>
- A synopsis of Christian, Christian, Garza, & Ellis (2012) by Wall Street Journal, *Bullying is a Buzzkill for Colleagues, Too*. <http://wsj.com/atwork/2012/07/18/bullying-is-a-buzzkill-for-colleagues-too/?KEYWORDS=workplace+bullying>
- The Mixed Blessing of Workplace Friendships by The Association for Psychological Science. <http://www.psychologicalscience.org/index.php/news/minds-business/the-mixed-blessing-of-workplace-friendships-2.html>

## **REFEREED CONFERENCE PRESENTATIONS**

McBee, D., Barbera, T., **Christian, J.S.**, & Pearsall, M.J. (2020). Team processes and social networks: The early development of interdisciplinary project teams. Poster presented at the 2020 SciTS Conference, Durham, NC.

Burgess, R. V., **Christian, J.S.**, Pearsall, M. J., Barbera, T. (2020) Sins of omission: How prevention focus leads teams toward unethical behavior in times of crisis. Poster accepted at the 15<sup>th</sup> annual INGroup conference, Bellevue, WA.

Barbera, T., Pearsall, M.J., & **Christian, J.S.** (2020). Team failure and the creative process: The effect of team failure and reflexivity on creativity. Paper presented at the 80<sup>th</sup> annual conference for the Academy of Management, Vancouver, BC.

Rogers, B.A., **Christian, J.S.**, & Jennings, R.E. (2019). "If I can change, so can you": The growth mindset at work and daily prosocial behavior. Paper presented at the 79<sup>th</sup> annual conference for the Academy of Management, Boston, MA.

- Barbera, T., Pearsall, M.J., & **Christian, J.S.** (2019). Making sense of a setback together: How team learning orientation affects team thriving. Paper presented at the 79<sup>th</sup> annual conference for the Academy of Management, Boston, MA.
- Pearsall, M.J., **Christian, J.S.**, Kohn, J., Christian, M.S., Hofmann, D.H., & Larson, C. (2016). Overcoming temporal construal of future threats in teams. Paper presented at the 76<sup>th</sup> annual conference for the Academy of Management, Anaheim, CA.
- Kalmanovich-Cohen, H., Pearsall, M.J., **Christian, J.S.** (2016). Minimizing escalation and maximizing adaptation: The effect of leadership change on team performance. Paper presented at the 76<sup>th</sup> annual conference for the Academy of Management, Anaheim, CA.
- Eisenkraft, N., & **Christian, J.S.** (2014). The effects of negotiator expertise: Evidence from 18,156 real estate negotiations. Symposium presented at the 74<sup>th</sup> annual conference for the Academy of Management, Philadelphia, PA.
- Mai, K.M., Ellis, A.P.J., & **Christian, J.S.**, (2014). Examining the effects of turnover intentions on OCBs and WDBs. Poster presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Mai, K.M., Ellis, A.P.J., & **Christian, J.S.**, (2013) Examining the asymmetrical effects of goal faultlines in groups. Paper presented at the 73<sup>rd</sup> annual conference for the Academy of Management, Lake Buena Vista, FL.
- Christian, J.S.**, & Ellis, A.P.J. (2012). Abusive supervision in context: Examining the impact of unit-level culture. Symposium presented at the 72<sup>nd</sup> annual conference for the Academy of Management, Boston, MA.  
*Selected as a Showcase Symposium*
- Christian, J.S.**, & Ellis, A.P.J. (2012). The crucial role of turnover intentions in transforming moral disengagement into deviant behavior. Paper presented at the 72<sup>nd</sup> annual conference for the Academy of Management, Boston, MA.
- Siegel, J.L.**, Christian, M.S., Garza, A.S., & Ellis, A.P.J. (2012). A role-based relational approach to examining injustice in teams. Poster presented at the 27<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Siegel, J.L.**, & Birk, S.J. (2011). Review and application of the known-groups validation technique to management research. Symposium presented at the 71<sup>st</sup> annual conference for the Academy of Management, San Antonio, TX.  
*Selected as a Showcase Symposium*
- Whiting, S.W., Maynes, T., & **Siegel, J.L.** (2011). The impact of helping, voice, and gender on hiring decisions in selection interviews. Symposium presented at the 71<sup>st</sup> annual conference for the Academy of Management, San Antonio, TX.
- Siegel, J.L.**, Pearsall, M.J., Christian, M.S., & Ellis, A.P.J. (2011). Transactive memory networks in adaptation to team member loss. Poster presented at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

- Podsakoff, N.P., **Siegel, J.L.**, Whiting, S., Maynes, T., & Podsakoff, P. (2011). Effects of task performance, OCBs, and CWBs on selection decisions. Poster presented at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Siegel, J.L.**, Ellis, A.P.J., & Birk, S.J. (2010). Getting rejected and getting even: The effect of applicant envy on organizational retaliation. Paper presented at the 70<sup>th</sup> annual meeting of the Academy of Management, Montreal, Canada.
- Methot, J.R., LePine, J.A., Podsakoff, N.P., & **Siegel, J.L.** (2010). Multiplex ties and job performance: Beyond instrumental and friendship networks. Poster presented at the 25<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Siegel, J.L.**, Christian, M.S., Pearsall, M.J., & Ellis, A.P.J. (2009). Expanding definitions of adaptive performance in teams: The conflicting roles of mental models. Paper presented at the 69<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL.
- Siegel, J.L.**, Pearsall, M.J., Goldman, B., & Connolly, T. Claimant characteristics and credibility in discrimination claims. (2009). Paper presented at the 24<sup>th</sup> Annual Conference of the Society for Industrial Organizational Psychology, New Orleans, LA.
- Christian, M.S., **Siegel, J.L.** Edwards, B.D., & Tubre, T. (2008). Personality test administration format: A role in socially desirable responding? Poster presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology, San Francisco, CA.

### **MBA TEACHING**

- 2019 *Negotiations*, Organizational Behavior Dept., UNC (**4.89**/5.00)
- 2019 *Negotiations*, Organizational Behavior Dept., UNC (**4.68**/5.00)
- 2018 *Negotiations*, Organizational Behavior Dept., UNC (**4.73**/5.00)
- 2018 *Negotiations*, Organizational Behavior Dept., UNC (**4.71**/5.00)
- 2017 *Negotiations*, Organizational Behavior Dept., UNC (**4.50**/5.00)
- 2013 *Leading and Managing*, Organizational Behavior Dept., UNC (**8.7**/10.00)
- 2013 *Bargaining and Negotiations*, Management Dept., Elon University (no ratings provided)
- 2012 *Groups and Teams in Organizations*, Organizational Behavior Dept., UNC (**4.75, 4.81**/5.00)

### **PhD TEACHING**

- 2019 *Special Topics in OB: Organizational Justice*, Organizational Behavior Dept., UNC

### **BSBA TEACHING**

- 2021 *Negotiations*, Organizational Behavior Dept., UNC (virtual)
- 2020 *Leading and Managing*, Organizational Behavior Dept., UNC (virtual)
- 2020 *Leading and Managing*, Organizational Behavior Dept., UNC (virtual)
- 2020 *Negotiations*, Organizational Behavior Dept., UNC (virtual) (**4.89**/5.00)
- 2019 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.86**/5.00)
- 2019 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.85**/5.00)
- 2018 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.72**/5.00)
- 2018 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.72**/5.00)

- 2018 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.50, 4.73**/5.00)  
 2017 *Negotiations*, Organizational Behavior Dept., UNC (**4.77**/5.00)  
 2017 *Negotiations*, Organizational Behavior Dept., UNC (**4.82**/5.00)  
 2017 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.59, 4.88**/5.00)  
 2017 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.57, 4.71**/5.00)  
 2017 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.70, 4.75**/5.00)  
 2017 STAR faculty advisor, Organizational Behavior Dept., UNC  
 2016 *Negotiations*, Organizational Behavior Dept., UNC (**4.92, 4.92**/5.00)  
 2016 *Negotiations*, Organizational Behavior Dept., UNC (**4.92, 4.94**/5.00)  
 2016 *Leading and Managing*, Organizational Behavior Dept., UNC (**3.77, 4.50**/5.00)  
 2016 *Negotiations*, Organizational Behavior Dept., UNC (**4.82, 4.95**/5.00)  
 2016 *Negotiations*, Organizational Behavior Dept., UNC (**4.67, 4.76**/5.00)  
 2015 *Negotiations*, Organizational Behavior Dept., UNC (**4.84, 4.95**/5.00)  
 2015 *Negotiations*, Organizational Behavior Dept., UNC (**4.90, 4.90**/5.00)  
 2014 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.33, 4.67**/5.00)  
 2014 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.39, 4.72**/5.00)  
 2014 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.10, 4.61**/5.00)  
 2014 *Negotiations*, Organizational Behavior Dept., UNC (**4.77, 5.00**/5.00)  
 2014 *Negotiations*, Organizational Behavior Dept., UNC (**4.77, 4.95**/5.00)  
 2014 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.71, 4.94**/5.00)  
 2013 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.58, 4.72**/5.00)  
 2013 *Leading and Managing*, Organizational Behavior Dept., UNC (**4.44, 4.79**/5.00)  
 2013 *Groups and Teams in Organizations*, Organizational Behavior Dept., UNC (**4.79, 4.89**/5.00)  
 2012 *Negotiations*, Organizational Behavior Dept., UNC (**4.89, 4.89**/5.00)  
 2012 *Negotiations*, Organizational Behavior Dept., UNC (**5.00, 4.90**/5.00)  
 2011 *Negotiations*, Management and Organizations Dept., Arizona (**4.80**/5.00)  
 2010 *Organizational Behavior*, Management and Organizations Dept., Arizona (**4.70**/5.00)  
 2009 *The Human Side of Organizations*, Management and Organizations Dept., Arizona (**5.00**/5.00)  
 2008 *The Human Side of Organizations*, Management and Organizations Dept., Arizona (**4.70**/5.00)

## **EXECUTIVE EDUCATION**

- 2020 *Collaboration in Dual & Multi-Party Environments*, American Financial Services Program  
 2019 *Collaboration in Dual & Multi-Party Environments*, American Financial Services Program  
 2018 *Collaboration in Dual & Multi-Party Environments*, American Financial Services Program  
 2017 *Leading Individuals and Teams: Collaboration*, Sunbelt Executive Leadership Program  
 2017 *Collaboration in Dual & Multi-Party Environments*, Air Force Leadership Seminar  
 2016 *Collaboration in Dual & Multi-Party Environments*, UNC Finance & Administration  
 2016 *Collaboration in Dual & Multi-Party Environments*, UNC Finance & Administration  
 2016 *Collaboration in Dual & Multi-Party Environments*, UNC Finance & Administration  
 2016 *Negotiations*, JFK Special Warfare Center Leadership Course

## **INVITED LECTURES AND WORKSHOPS**

**Team Decision Making and Collaboration**, *Undergraduate Business Program Offsite Retreat*, Kenan-Flagler Business School, University of North Carolina, January 2019

**Integrative Negotiation**, *Unified Pediatric Fellows Course*, Children's Hospital of Pittsburgh, UPMC, University of Pittsburgh School of Medicine, March 2015

**Decision Making**, *Unified Pediatric Fellows Course*, Children's Hospital of Pittsburgh, UPMC, University of Pittsburgh School of Medicine, March 2014

**Negotiations: An Introduction**, *Executive Development workshop*, Department of Management, Elon University, July 2012

**Negotiating a Job Offer**, *BSBA Professional Development workshop*, Department of Management, Elon University, March 2012

**Integrative Negotiation**, *Organizational Behavior course*, Department of Organizational Behavior, University of North Carolina at Chapel Hill, October 2011

**Conflict Management**, *Business Administration course*, Department of Management, University of Arizona, March 2011

**Integrative Negotiation**, *Sports Management course*, Department of Education, Ohio State University, November 2010

**Integrative Negotiation**, *Masters of Accounting course*, Department of Accounting, University of Arizona, October 2010

## **AWARDS**

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2020	<b>Teaching All-Star</b> , MBA Teaching Award (MBA 822)
2019	<b>Teaching All-Star</b> , MBA Teaching Award (MBA 822)
2018	<i>Personnel Psychology</i> Best Article Award
2018	<b>Teaching All-Star</b> , MBA Teaching Award (MBA 822)
2010 (September)	<b>Graduate and Professional Student Council Travel Grant</b>
2010 (April)	<b>Graduate and Professional Student Council Travel Grant</b>
2009	<b>Dean's Teaching Award</b> , Eller College of Management
2009	<b>Dean's Service Award</b> , Eller College of Management
2007	<b>Rosa Cahn Hartman Award in Psychology for Outstanding Academic Achievement</b> , School of Science and Engineering, Tulane University
2003-2007	<b>Tulane University Distinguished Honors Merit Scholarship</b>

## **PROFESSIONAL SERVICE: TO DISCIPLINE**

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- 2015-           **Ad Hoc Reviewer**, *Academy of Management Journal*, *Journal of Business Ethics*
- 2008-           **Ad Hoc Reviewer**, Academy of Management, OB & RM Divisions
- 2009-2011      **Graduate Student Representative**, University of Arizona

## **PROFESSIONAL SERVICE: TO UNIVERSITY**

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### Committees and Service

- 2020    Search Committee for Postdoctoral Research Fellow
- 2015-    PhD. Teaching Coordinator for OB Area
- 2015-    Organizational Behavior Area course planner and scheduler

### Dissertation Committees

- 2021    Benjamin Rogers, Organizational Behavior, UNC, *Meaningfulness at work*

### Second-Year Doctoral Student Paper Reader

- 2020    Ricky Burgess, Organizational Behavior, UNC, *Prevention Focus and Team Unethical Behavior*
- 2018    Benjamin Rogers, Organizational Behavior, UNC, *Growth Mindset and Job Outcomes* (chair)
- 2017    Tracy Barbera, Organizational Behavior, UNC, *Team Learning Orientation and Team Thriving*
- 2015    Hanna Kalmanovich, Organizational Behavior, UNC, *Leadership Transitions in Teams*
- 2014    Jamie Kohn, Organizational Behavior, UNC. *Emotional States and Team Cognition*

### Undergraduate Thesis Committees

- 2019    Christina Penland, UNC, *Commodifying Cult Fitness Through Tribalism*
- 2016    Tyler Powell, UNC. *Factors Influencing Pediatric Health Choices*
- 2014    Caitlin Williamson, UNC. *The Effect of Family-Work Biases on Women's Promotions.*



**PROFESSIONAL AFFILIATIONS**

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American Psychological Association  
Society for Industrial and Organizational Psychology  
Academy of Management