

JOHN PAUL STEPHENS, PH.D.

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Department of Organizational Behavior, Weatherhead School of Management
Case Western Reserve University, 11119 Bellflower Rd., Peter B. Lewis Bldg. #428,
Cleveland OH 44106-7235

EDUCATION

Doctor of Philosophy, Psychology (Organizational)

University of Michigan, Ann Arbor, MI – 2010

Dissertation Title: Towards a Psychology of Coordination: Exploring Feeling and Focus
in the Individual and Group in Music-Making.

Honors: One-Term Dissertation Fellowship, 2009

Graduate Student Instructor Honor Roll, 2006, 2007

Master of Science, Psychology (Organizational)

University of Michigan, Ann Arbor, MI – 2006

Bachelor of Science, Psychology,

Morgan State University, Baltimore, MD – 2004

Honors: Summa cum laude, 2004

Mae P. Claytor Award for Research Excellence, 2004

Howard Hughes Summer Research Fellowship, 2003

Outstanding Morgan Man, 2003

EMPLOYMENT

Case Western Reserve University, Cleveland, Ohio, USA.

Weatherhead School of Management, Department of Organizational Behavior

Associate Professor (with tenure) (July 2019 – present)

Associate Professor (without tenure) (July 2016 – July 2019)

Assistant Professor (July 2010 – July 2016)

University of Michigan, Ann Arbor, Michigan, USA.

Intermittent Lecturer (2010) and *Teaching Assistant* (2008; 2010). Department of Management
& Organizations, Stephen M. Ross School of Business.

Graduate Student Instructor (2005-2009), Department of Psychology.

Project Leader (2005), Department of Organizational Studies.

Johns Hopkins University, Baltimore, Maryland, USA.

Research Assistant (2003-2004), Department of Cognitive Science, Landau Language and Cognition Lab.

Morgan State University, Baltimore, Maryland, USA.

Resident Assistant (2001-2004) and *Desk Attendant* (2000-2001), Office of Residence Life.

Republic Bank, Ltd., Trinidad & Tobago
Teller, (1999).

PROFESSIONAL HONORS, AWARDS AND RECOGNITIONS

Undergraduate Teaching Award Nominee, Weatherhead School of Management, Case Western Reserve University, Cleveland, OH, 2018.

MOC Outstanding Service Award, Managerial and Organizational Cognition Division Academy of Management, Atlanta, GA, 2017.

Outstanding Reviewer Award, Managerial and Organizational Cognition Division, Academy of Management Annual Meeting, Atlanta, GA, 2017.

Undergraduate Teaching Award Nominee, Weatherhead School of Management, Case Western Reserve University, Cleveland, OH, 2017.

Outstanding Reviewer Award, Managerial and Organizational Cognition Division, Academy of Management Annual Meeting, 2016.

Bruce Jackson, M.D. Award for Excellence in Undergraduate Mentoring Nominee, Case Western Reserve University, Cleveland, OH, 2016.

John S. Diekhoff Award for Distinguished Graduate Student Teaching Nominee, Case Western Reserve University, Cleveland, OH, 2016.

Outstanding Reviewer Award, Managerial and Organizational Cognition Division, Academy of Management Annual Meeting, 2015.

Ethics Table Fellow, Case Western Reserve University, Cleveland, OH, 2015.

Editorial Board Outstanding Reviewer Award, Academy of Management Review, Academy of Management, 2015

Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management Annual Meeting, 2015.

Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management Annual Meeting, 2014.

John S. Diekhoff Award for Distinguished Graduate Student Mentoring Nominee, Case Western Reserve University, Cleveland, OH, 2014.

Best Paper Award, UC Davis Conference on Qualitative Research, University of California, Davis, CA, 2013

Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management Annual Meeting, 2011.

Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management Annual Meeting, 2011.

Above and Beyond the Call of Duty Award, Organization and Management Theory Division, Academy of Management Annual Meeting, 2011.

RESEARCH AND PUBLICATIONS

Research Interests

The roles of individual-level perception and knowledge in interdependent work, particularly:

- Forms of embodied cognition in coordinated, collective performance
- Emotional and behavioral qualities of interpersonal work relationships

Grants

American Nurses Foundation, “Pilot Evaluation of eSMART-HF: A Dyadic Intervention for Heart Failure Management” (Start date, 09/01/2018, End date 08/31/2019), \$15, 000. PI: Elliane Irani, Co-PIs: Ronald L. Hickman, Jr., and John Paul Stephens.

Cleveland Clinic Foundation, “The roles of relationships, communication, and coordination in construction project management” (Start date 11/20/2015, End date 12/31/2019), \$259 285, PI: John Paul Stephens.

Weatherhead School of Management, Case Western Reserve University, Intramural Funding Grant, “How do medical students’ emerging professional identities shape their appreciation and application of relational competencies in the clinical setting?” (Start date 10/10/2015, End date 1/31/2016), \$2400, PI: John Paul Stephens.

Weatherhead School of Management, Case Western Reserve University, Intramural Funding Grant, “The impact of mixed emotions on intragroup adaptive coordination” (Start date 6/1/2015, End date 6/30/2016), \$2500, PI: John Paul Stephens.

NSF ACES+ (Academic Careers in Engineering and Science Plus) Advance Opportunity Grant, Case Western Reserve University, “The impact of mixed emotions on intragroup adaptive coordination” (Start date 3/14/12, End date 3/31/2013), \$6800, PI: John Paul Stephens.

Rackham School of Graduate Studies, University of Michigan, Graduate Student Research Grant. 2009, \$1600.

Department of Psychology, University of Michigan, Dissertation/Thesis Grant. 2008, \$990.

Articles in Refereed Journals

Stephens, J.P. How the show goes on: Using the aesthetic experience of collective performance to adapt while coordinating (Forthcoming at *Administrative Science Quarterly*).

Thomas, N.*, Sugiyama, K.*, Rochford, K.*, **Stephens, J.P.*** & Kanov, J. (2018). Experiential organizing: Pursuing relational and bureaucratic goals through symbolically and experientially oriented work. *Academy of Management Review*, 43(4), 749-771.

<https://doi.org/10.5465/amr.2016.0348>

*Indicates shared first-authorship

Stephens, J.P. & Kanov, J. (2017). Stories as artworks: Giving form to felt dignity in connections at work*. *Journal of Business Ethics*, 144(2), 235-249.

<https://doi.org/10.1007/s10551-016-3067-0>

*Awarded the Dennis R. Murphy Faculty Research Award by Western Washington University College of Business and Economics (to Jason Kanov)

Stephens, J.P. & Carmeli, C. (2016). The positive effect of expressing negative emotions on knowledge creation capability and performance in project teams. *International Journal of Project Management*, 34(5), 862-873. <https://doi.org/10.1016/j.ijproman.2016.03.003>

Stephens, J.P. & Lyddy, C.J. (2016). Operationalizing heedful interrelating: How attending, responding, and feeling comprise coordinating and predict performance in self-managing teams. *Frontiers in Psychology - Organizational Psychology*, 7:362. doi: 10.3389/fpsyg.2016.00362.

Stephens, J.P. & Boland, B.J. (2015). The aesthetic knowledge problem of problem-solving with design thinking. *Journal of Management Inquiry*, 24(3), 219-232.

<https://doi.org/10.1177/1056492614564677>

Stephens, J.P., Heaphy, E., Carmeli, A., Spreitzer, G., & Dutton, J. (2013). Relationship quality and virtuousness: Emotional carrying capacity as a source of individual and team resilience. *Journal of Applied Behavioral Science*, 49(1), 13-41. <https://doi.org/10.1177/0021886312471193>

Spreitzer, G., **Stephens, J.P.**, & Sweetman, D. (2009). The Reflected Best Self field experiment with adolescent leaders: Exploring the psychological resources associated with feedback source and valence. *Journal of Positive Psychology*, 4(5), 331-348.

<https://doi.org/10.1080/17439760902992340>

Refereed Conference Proceedings

Varley, A. & **Stephens, J.P.** (2017). *The laws of energy at work: How interdependent work affects the creation and loss of human energy*. Paper presentation at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.

Stephens, J.P. & Carmeli, A. (2014). *Knowledge creation and project team performance: The role of emotional carrying capacity*. Paper presentation at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Chapters in Edited Volumes

Stephens, J.P. From parts to whole: A place for individual tacit knowledge in organizational adaptability and resilience. Forthcoming in E. Powley, B. Caza & A. Caza (Eds.) *Handbook of Organizational Resilience*. Northampton, MA: Edward Elgar.

Stephens, J.P., & Carmeli, A. (2017). Relational leadership and creativity: The effects of respectful engagement and caring on meaningfulness and creative work involvement. In M. Mumford & S. Hemlin (Eds.) *Handbook of Research on Leadership and Creativity*, pp. 273-296. Northampton, MA: Edward Elgar.

Stephens, J.P. (2016). Adapting for the sake of beauty: The role of leaders, levels, and learning in the coordination of a choral group. In B.A. Bechky & K.D. Elsbach (Eds.) *Qualitative Organizational Research, Vol. 3: Best Papers from the Davis Conference on Organizational Research*, pp. 225-263. Charlotte, NC: Information Age Publishing.

Stephens, J.P. (2014). Leading a group through feeling: Teaching by the movement of learning. In D. Ladkin & S.S. Taylor (Eds.) *The Physicality of Leadership: Gesture, Entanglement, Taboo, Possibilities*. Monographs in Leadership and Management, (Vol. 6), pp. 17-36. Bingley, U.K.: Emerald Group.

Stephens J.P., Heaphy, E. & Dutton, J. (2012). High-quality Connections. In K. Cameron & G. Spreitzer (Eds.) *The Oxford Handbook of Positive Organizational Scholarship*, pp. 385-399. New York: Oxford University Press.

Stephens, J.P. (2011). Making research sing: Sharing, building, and feeling knowledge in conversation. In A. Carlsen & J. Dutton (Eds.) *Research Alive: Exploring Generative Moments of Doing Qualitative Research*, pp. 142-145. Copenhagen Business School Press.

Peterson, C., **Stephens, J.P.,** Lee, F., Park, N., & Seligman, M.E.P. (2009). Strengths of character and work. In P.A. Linley, S. Harrington, & N. Garcea (Eds.), pp. 221 – 231. *The Oxford Handbook of Positive Psychology and Work*. New York: Oxford University Press.

Manuscripts under Revision

Lyddy, C., Good, D., Thompson, P., & **Stephens, J.P.** Mindfulness and depleting interactions. First-round Revise and Re-submit to *Journal of Applied Psychology*.

Manuscripts in Preparation

Stephens, J.P., Varley, A., & Hinz, J. The role of project design in coordinating complex interdependent work. Manuscript in preparation for submission to *Administrative Science Quarterly*.

Hinz, J., **Stephens, J.P.**, & Van Oosten, E. Listening as positive critical practice in management education. Manuscript in preparation for submission to *Management Learning*

Archibold, E., **Stephens, J.P.**, & Bilimoria, D. Embodying organizational knowledge: The role of the body in confidence and sensemaking. Manuscript in preparation for submission to *Academy of Management Review*.

Ongoing Projects

Stephens, J.P. & McBride-Walker, S.M. Adaptability across complexity levels: A comparative case study approach to leading coordination in two multi-team systems. Data analysis ongoing; Targeted for submission to *Administrative Science Quarterly*

Stephens, J.P., & Lyddy, C. Happy, sad, or both?: The impact of mixed emotions on individual and intragroup adaptive coordination. Data analysis ongoing; targeted for submission to *Journal of Applied Psychology*

Stephens, J.P. & Thomas, N. Relational competencies in leading collectives. Conceptual development ongoing; targeted for submission to *Organization Science*.

Stephens, J.P. & Taylor, S.S. Beauty and connection: Aesthetic knowledge and perceiving relatedness to organizational systems. Conceptual development ongoing; targeted for submission to *Organization Science*

Refereed Conference Presentations and Symposia

Stephens, J.P., & Mc-Bride-Walker, M. (2019). Leading MTSs: Unpacking the challenges of balancing external and internal system demands. In **J.P. Stephens** (Chair/Organizer) Towards more inclusive theory and organizing: Advancements in multi-team systems research. Showcase Symposium presentation at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Stephens, J.P., & Mc-Bride-Walker, M. (2018). *Getting on the same temporal page: Constructing timely communication in role-based relationships for project commitment and success*. Presentation at the Relational Coordination Research Collaborative Roundtable, Cambridge, MA.

Thomas, N., Sugiyama, K., Rochford, K., **Stephens, J.P.**, & Kanov, J. (2017). *Experiential organizing: Pursuing relational and bureaucratic goals through symbolic and experiential work*.

Paper presentation at the Positive Organizational Scholarship Research Conference, Ann Arbor, MI.

Suchman, T., **Stephens, J.P.**, & Varley, A. (2016). *Relational coordination: A framework for exploring and improving the inner workings of collaborative work processes*. Practice Showcase Presentation at Taos Institute Conference on Relational Practices in Health & Healthcare: Healing through Collaboration, Cleveland, OH.

Stephens, J.P. & Varley, A. (2016). *Developing relational coordination in temporary organizations: The role of relationships in construction project management*. Presentation at the Relational Coordination Research Collaborative Roundtable, Portland, OR.

Stephens, J.P. (2015). *Orchestrating the physical space for the learning of coordination*. In D. Mannen & A. Perlmutter (Chairpersons) Physicality of relational processes; Space and the interactions within them. Symposium presentation at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

Stephens, J.P. & Thomas, N. (2014). *The experience of learning to adaptively coordinate with others: A phenomenological perspective across levels of hierarchy and time*. In **J. P. Stephens** & S. Baard (Chairpersons) Adapting across levels: Empirical advancements in performance adaptation theory. Symposium presentation at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Stephens, J.P. & LeBaron, C. (2014). *Teaching and learning through doing and feeling organizational routines*. Paper presentation at the 6th International Symposium on Process Organization Studies, Rhodes, Greece.

Jernigan, A., **Stephens, J.P.**, & Knight, J. (2014). *Surgeons as active leaders in the operating room: Potential cost-saving behaviors*. Featured Poster presentation at the 45th Annual Meeting on Women's Cancer of the Society of Gynecologic Oncology, Tampa, FL.

Stephens, J.P. (2012). *Leading in coordination: The meta-feedback role of leaders of performative groups*. In J. Hoffer Gittell & A. Douglass (Chairpersons) Relational leadership: New developments in theory and practice. Symposium presentation at the 72nd Annual Meeting of the Academy of Management, Boston, MA.

Stephens, J.P., Lindberg, A., & Heaphy, E. (2012). *Bringing the body back in: The role of bodily movement in organizational routines*. Paper presentation at the Qualitative Research in Management and Organization Conference, Albuquerque, NM.

Stephens, J.P. (2011). *Performing beauty: Attention, aesthetics and action in the coordination of a community choir*. Paper presentation at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P. (2011). *Learning to coordinate as a large performative group: The roles of leaders and rehearsals*. In **J. P. Stephens** & J. Hoffer Gittell (Chairpersons) Learning to

coordinate: The dynamic interplay between relationships and structure. Symposium presentation at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P., Heaphy, E., Carmeli, A., Spreitzer, G., Dutton, J., & Bagozzi, R. (2011). *Relationship capacity as a source of resilience in individuals and teams in the workplace*. Paper presentation at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P., & Boland, B. (2011). *Legitimizing convergence: Aesthetics as a bridge between managing and designing*. Paper presentation at the Colloquium of the European Group for Organizational Studies (EGOS), Gothenburg, Sweden.

Stephens, J.P., & LeBaron, C. (2011). *Aesthetic routines: Examining communication and leadership in intragroup coordination*. Paper presentation at the Colloquium of the European Group for Organizational Studies (EGOS), Gothenburg, Sweden.

Dutton, J., Spreitzer, G., Heaphy, E., & **Stephens, J.P.** (2010). *When and how coworkers lend a hand: Compassionate responding to “gray-zone” events in coworkers’ lives*. In J. Kanov & J. Lillius (Chairpersons) Compassion research incubator: Emerging perspectives on the scholarship and practice of compassion. Symposium presentation at the 70th Annual Meeting of the Academy of Management, Montreal, QC, Canada.

Stephens, J.P. (2009). *The importance of choirs to organizing*. In **J.P. Stephens** (Chairperson) The work of making music: New notes and fresh sounds. Symposium presentation at the 69th Annual Meeting of the Academy of Management, Chicago, IL.

Stephens, J.P., Heaphy, E.D., Spreitzer, G., Dutton, J. (2008). *Developing a measure of high-quality connections at work: toward construct validation*. In J.A. Cobb & F. G. Stevens (Chairpersons) Toward theory refinement: Advancing Positive Organizational Scholarship through measure development. Symposium presentation at the 68th Annual Meeting of the Academy of Management, Anaheim, CA.

Stephens, J.P. (2008). *Sideways organizing at center stage: The case of choral singing*. In M., Worline & M. Feldman (Chairpersons) Sideways organizing: A new stance for questions about practices and routines. Symposium presentation at the 68th Meeting of the Academy of Management, Anaheim, CA.

Stephens, J.P. (2007). *Relatedness as a context for the experience of the self: The role of attention in coordination*. Cognition in the Rough Workshop at the 67th Meeting of the Academy of Management, Philadelphia, PA.

Stephens, J.P. (2007). *Making music together: The role of attention to relatedness in organizing*. Paper presentation at the 67th Meeting of the Academy of Management, Philadelphia, PA.

Spreitzer, G., **Stephens, J.P.**, Rosso, B., Sweetman, D., & Dekas, K. (2006). *The roles of source and valence of feedback in leadership development: Preliminary findings from a field experiment*. Paper presentation at the Gallup Leadership Institute Summit, Washington D.C.

Other (Non-Refereed) Conference Research Presentations, Abstracts, and Posters

Stephens, J.P. (2008). *Coordination in music-making: Primary elements of organizing*. Paper presentation at the Black Graduate Conference in Psychology, Ann Arbor, MI.

Stephens, J.P. (2006). *Learning by singing: Lessons about organizational routines from choirs*. Presentation at the Positive Organizational Scholarship Research Conference, Ann Arbor, MI.

Stephens, J.P. (2006). *Character strengths and work satisfaction: Trying to live the good life at work*. Paper presentation at the Students of Color of Rackham Conference, University of Michigan, Ann Arbor, MI.

Invited Keynote Addresses, Panels, Talks, and Workshops

Stephens, J.P. (2020). *The co-creation of human connection*. Talk at the Positive Business Conference, Ross School of Business, University of Michigan, Ann Arbor MI.

Stephens, J.P. (2020). *Diversity and inclusion: Top down or bottom up?* Community Forum at Unitarian Universalist Congregation of Cleveland, Shaker Heights, OH/

Stephens, J.P. (2019). (Lead facilitator) *Boundary conditions for high-quality work relationships in inter-organizational contexts*. Workshop at Norwegian Business School, Oslo, Norway.

Stephens, J.P. (2019). *Researching work relationships: Challenges and opportunities*. Presentation at Norwegian Business School, Oslo, Norway.

Stephens, J.P. (2019). *Practical dilemmas and directions for communication and relationships in construction project management*. Presentation at Center for the Construction Industry Trade Partners Breakfast, Norwegian Business School, Oslo, Norway.

Stephens, J.P. (2019). *Personalizing role-based coordination: Scaffolding relationality on a construction site*. Brown Bag Presentation at Norwegian Business School, Oslo, Norway.

Stephens, J.P. (2019). (Keynote speaker) *Envisioning one's future as a leader*. 19th Annual Oracle ITA Division III National Men's Team Indoor Championship Banquet, Cleveland, OH.

Cooperrider, D., Fry, R., & **Stephens, J.P.** (2018). (Lead facilitator) *Change starts now: A strengths-based approach to transforming teams and projects for good*. Town Hall for COGENCE Alliance: Owners + Architects + Engineers + Contractors, Cleveland, OH.

Stephens, J.P. (2018). *Getting on the same temporal page: Constructing timely communication in role-based relationships for project commitment and success.* Presentation at the Positive Relationships at Work Meeting, George Mason University, Washington, D.C.

Stephens, J.P. (2016). *The roles of relationships, communication, and coordination in construction project management.* Presentation at the Positive Relationships at Work Meeting, Cornell University, Ithaca, NY.

Stephens, J.P. (2016). *Organizing for beauty: From parts to whole and back again.* Presentation at the Center for Positive Organizations +Lab, University of Michigan, Ann Arbor, MI.

Stephens, J.P. (2015). (Panelist) *Innovation by design at UNICEF.* UNICEF Innovation Brown Bag, UNICEF Headquarters, New York, NY.

Stephens, J.P. (2014). *Leading parts and whole in orchestrating adaptive groups.* Presentation at the Positive Relationships at Work Meeting, Drexel University, Philadelphia, PA.

Stephens, J.P. (2013). (Keynote speaker) *Emotional intelligence is not just for smart people.* Summit on Student Retention and Degree Completion, Cleveland Transfer Connection, Cleveland State University & Cuyahoga Community College, Cleveland, OH.

Stephens, J.P. (2013). **Repair in collective group performance: How individuals know and respond to breaches in coordination.* Presentation at the UC Davis Conference on Qualitative Research, Davis, CA.

*Winner, Best Paper Award

Stephens, J.P. (2012). *Leading in coordination: The meta-feedback role of leaders of performative groups.* Presentation at the Positive Relationships at Work Meeting, Boston University, Ashland, MA.

Stephens, J.P. (2011). *The broadening and narrowing effects of emotions in intragroup coordination.* Presentation at the May Meaning Meeting, Sundance, UT.

Stephens, J.P. (2010). *The experience of individuals in a collective coordinating for beauty.* Presentation at the May Meaning Meeting, Duxbury, MA.

Stephens, J.P. (2009). *Performing coordination: Enacting interdependent work in song.* Presentation at the May Meaning Meeting, Topsail Island, NC.

Stephens, J.P. (2008). *Exploring meaning through organizing in musicking.* Presentation at the May Meaning Meeting, Belleville, TX.

Stephens, J.P. (2007). *Studying high-quality organizing in Psychology.* Invited Colloquium Presentation, Psi Chi Honor Society, Hope College, Holland, MI.

Conference Session Chair, Panelist, Facilitator, Discussant or Organizer

Stephens, J.P. & Massie, D. (2019). (Organizers) *Designing the future of relationship science*. Panel Presentation at the Relational Coordination Research Collaborative Roundtable, Denver, CO.

Stephens, J.P. (2019). (Chair/Organizer) Towards more inclusive theory and organizing: Advancements in multi-team systems research. Showcase Symposium presentation at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Gittell, J.H., & **Stephens, J.P.** (2019). (Organizers) Relational Organizing for Multi-Level Systems Change. Professional Development Workshop at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Lepisto, D. & **Stephens, J.P.** (2019) (Co-Hosts) The power of gathering. Annual Gathering of Positive Organizational Scholarship Scholars at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Stephens, J.P. (2019). (Facilitator) Reviewing in the Rough: A PDW for doctoral students and junior faculty members. Professional Development Workshop at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Stephens, J.P. (2019). (Facilitator) "Exploring the layers of inclusivity through PRW: The microfoundations of inclusion in organizations. Professional Development Workshop at the 79th Annual Meeting of the Academy of Management, Boston, MA.

Gittell, J.H., **Stephens, J.P.**, & Bartunek, J. (2018). (Organizers) Understanding the relational dynamics of multi-level systems change. Professional Development Workshop at the 78th Annual Meeting of the Academy of Management, Chicago, IL.

Stephens, J.P. (2018). (Facilitator) Reviewing in the Rough: A PDW for doctoral students and junior faculty members. Professional Development Workshop at the 78th Annual Meeting of the Academy of Management, Chicago, IL.

Stephens, J.P. (2018). (Facilitator) Navigating qualitative dissertations: Advice from the experts. Professional Development Workshop at the 78th Annual Meeting of the Academy of Management, Chicago, IL.

Stephens, J.P. (2017). (Panelist) 'What were you thinking?' Developing cognitive sensibilities for inductive coding. Professional Development Workshop at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.

Stephens, J.P. (2017). (Facilitator) Hatching new ideas through conversation: A research incubator on positive relationships at work. Professional Development Workshop at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.

Reid, E. & **Stephens, J.P.**, Nguyen, H., & Sugiyama, K. (2017). (Organizers) Cognition in the Rough. Professional Development Workshop at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.

Stephens, J.P. (2016). (Panelist) In J. Hoffer Gittell & M. Uh-Bien (Organizers) Relational coordination and complexity leadership: Enabling the dynamics of adaptive systems. Symposium at the 76th Annual Meeting of the Academy of Management, Anaheim, CA.

Stephens, J.P., Reid, E., & Devine, B. (2016). (Organizers) Cognition in the Rough. Professional Development Workshop at the 76th Annual Meeting of the Academy of Management, Anaheim, CA.

Stephens, J.P. (2016) (Presenter) Being generative: Teaching about relationships and teaching relationship courses. Professional Development Workshop at the 76th Annual Meeting of the Academy of Management, Anaheim, CA.

Stephens, J.P. (2016). (Panelist) From coding to construction: Building and elaborating theoretical models in qualitative research. Professional Development Workshop at the 76th Annual Meeting of the Academy of Management, Anaheim, CA.

Barton, M., **Stephens, J.P.**, & Myers, C. (2015). (Organizers) Cognition in the Rough. Professional Development Workshop at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

Stephens, J.P. (2014). (Chairperson). Positive energy in organizations: Antecedents and outcomes. Paper session at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Stephens, J.P. (2014). (Chairperson). Group creativity and team personalities. Paper session at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Stephens, J.P. & Baard S. (2014). (Chairpersons) Adapting across levels: Empirical advancements in performance adaptation theory. Symposium presentation at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Stephens, J.P. (2014). (Presenter) Innovative teaching of Positive Organizational Scholarship in the management classroom. Professional Development Workshop at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

Stephens, J.P. (2012). (Presenter) Halfway there, but now what? Advice for pre-dissertation doctoral students. Professional Development Workshop at the 72nd Annual Meeting of the Academy of Management, Boston, MA.

Stephens, J.P. & Hoffer Gittell, J. (2011). (Chairpersons) *Learning to coordinate: The dynamic interplay between relationships and structure*. Symposium at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P. (2010). (Panelist) *The American orchestra: Orchestras in communities and as communities* (with Fabio Rojas, Mark Clague, Michael Mauskapf, & Michael Jensen). Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan, Ann Arbor, MI.

Stephens, J.P. (2010). (Panelist) *Thinking outside the box: Organizational structures and strategies* (with Michael Jensen, Michael Mauskapf, Drew McManus, and Larry Tamburri). American Orchestras Summit, University of Michigan, Ann Arbor, MI.

Stephens, J.P. (2009). (Chairperson) The work of making music: New notes and fresh sounds. Symposium at the 69th Annual Meeting of the Academy of Management, Chicago, IL.

Stephens, J.P. (2006). (Chairperson). *Organizing with self-awareness*. Symposium at the 66th Annual Meeting of the Academy of Management, Atlanta GA.

University Presentations

Case Western Reserve University

Stephens, J.P. (2019). (Panelist) Listening Session on the *Future of Work at the Human-Technology Frontier*, University Industry Demonstration Partnership.

Stephens, J.P. (2019). *Muddying up the works: Transferring lessons learned about functional diversity at work to managing diversity in life*. Power of Diversity Lecture Series, Office of Inclusion, Diversity and Equal Opportunity.

Stephens, J.P. (2017). *Towards a phenomenology of coordinating: The role of aesthetic experience in re-establishing collective performance*. Presentation at the Organizational Behavior Departmental Brown Bag.

Stephens, J.P. (2016). *Organizing: From parts to whole and back again*. Presentation at the Organizational Behavior Departmental Brown Bag.

Stephens, J.P. (2012). *Repairing intragroup coordination via attention, aesthetics, and leaders*. Presentation at the Marketing and Policy Studies-Information Systems Interdepartmental Seminar.

Stephens, J.P. (2011). *Performing beauty: Attention, aesthetics and action in the coordination of a community choir*. Presentation at the Organizational Behavior Departmental Community Session.

University of Michigan

Stephens, J.P. (2008). *Feeling high-quality coordination*. Presentation at the Positive Organizational Scholarship Research Incubator.

Stephens, J.P. (2007). *A psychology of coordination: Exploring the individual and the group*. Presentation at the Positive Organizational Scholarship Research Incubator.

Stephens, J.P. (2007). *Aircraft carriers, choirs and attention to self-in-relation-to-other: Foundations for a psychology of organizing*. Poster presentation at the ICOS Dissertation Poster Session.

TEACHING

Case Western Reserve University, Weatherhead School of Management, Cleveland, OH Associate Professor (with tenure)

Course: Organizational Behavior (Undergraduate)	Spring 2020
ORBH 251 – Leading Organizations	
Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2019
IIME 425 – Understanding People and Change	
Course: Organizational Behavior (Undergraduate)	Fall 2019
ORBH 380 – Managing Negotiations	
Course: Organizational Behavior (Executive Doctorate in Management)	Fall 2019
EDMP 641 – Qualitative Inquiry II	
Course: Organizational Behavior (PhD)	Fall 2019
ORBH 701 – Dissertation Supervision	

Associate Professor (without tenure)

Course: Organizational Behavior (PhD)	Spring 2019
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior Module Seminar (PhD)	Spring 2019
ORBH 533 – The Practice Turn in Organizational Research	
Course: Organizational Behavior (PhD)	Fall 2018
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (Undergraduate)	Fall 2018
ORBH 380 – Managing Negotiations	
Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2018
IIME 425 – Understanding People and Change	
Course: Organizational Behavior (PhD)	Spring 2018
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (Master’s in Engineering and Management)	Spring 2018
ORBH 470 – Independent Study	
Course: Organizational Behavior (Undergraduate)	Fall 2017
ORBH 380 – Managing Negotiations	
Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2017
IIME 425 – Understanding People and Change	
Course: Organizational Behavior (PhD)	Fall 2017
ORBH 601 – Integrated Scholarship Paper	
Course: Organizational Behavior (PhD)	Summer 2017
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior Module Seminar (PhD)	Spring 2017

ORBH 533 – The Practice Turn in Organizational Research	
Course: Organizational Behavior (PhD)	Spring 2017
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (PhD)	Spring 2017
ORBH 601 – Qualifying Examination Supervision	
Course: Organizational Behavior (Undergraduate)	Fall 2016
IIME 425 – Understanding People and Change	
Course: Organizational Behavior (PhD)	Fall 2016
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (PhD)	Fall 2016
ORBH 601 – Qualifying Examination Supervision	
 <u>Assistant Professor</u>	
Course: Organizational Behavior (PhD)	Spring 2016
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (Undergraduate)	Fall 2015
ORBH 360 – Independent Study	
Course: Organizational Behavior (Undergraduate)	Fall 2015
ORBH 250 – Leading People I	
Course: Organizational Behavior (Undergraduate)	Fall 2015
ORBH 380 – Managing Negotiations	
Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2015
IIME 425 – Understanding People and Change	
Course: Organizational Behavior (PhD)	Fall 2015
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (PhD)	Fall 2015
ORBH 601 – Qualifying Examination Supervision	
Course: Organizational Behavior (Undergraduate)	Summer 2015
ORBH 360 – Independent Study	
Course: Organizational Behavior (PhD)	Summer 2015
ORBH 501 – Special Problems and Topics (Independent Study)	
Course: Organizational Behavior (Undergraduate)	Spring 2015
ORBH 380 – Managing Negotiations	
Course: Organizational Behavior Module Seminar (PhD)	Spring 2015
ORBH 533 – The Practice Turn in Organizational Research	
Course: Organizational Behavior Module Seminar (PhD)	Spring 2015
ORBH 511 – Research and Theory in Micro-OB	
Course: Organizational Behavior (PhD)	Spring 2015
ORBH 601 – Qualifying Examination Supervision	
Course: Organizational Behavior (PhD)	Spring 2015
ORBH 701 – Dissertation Supervision	
Course: Organizational Behavior (Undergraduate)	Fall 2014
ORBH 250 – Leading People I	
Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2014
IIME 425 – Understanding People and Change	
Course: Organizational Behavior (PhD)	Fall 2014

ORBH 701 – Dissertation Supervision Course: Organizational Behavior (PhD)	Spring 2014
ORBH 701 – Dissertation Supervision Course: Organizational Behavior (Undergraduate)	Fall 2013
MGMT 250 – Managing Organizations and People I Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2013
IIME 425 – Understanding People and Change Course: Organizational Behavior (PhD)	Fall 2013
ORBH 701 – Dissertation Supervision Course: Organizational Behavior Module Seminar (PhD)	Spring 2013
ORBH 533 – The Practice Turn in Organizational Research Course: Organizational Behavior (PhD)	Spring 2013
ORBH 701 – Dissertation Supervision Course: Organizational Behavior (Undergraduate)	Fall 2012
MGMT 250 – Managing Organizations and People I Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2012
IIME 425 – Understanding People and Change Course: Organizational Behavior (PhD)	Fall 2012
ORBH 701 – Dissertation Supervision Course: Organizational Behavior (Undergraduate)	Fall 2011
MGMT 250 – Managing Organizations and People I Course: Organizational Behavior (Master’s in Engineering and Management)	Fall 2011
IIME 425 – Understanding People and Change Course: Organizational Behavior Module Seminar (PhD)	Spring 2011
ORBH 533 – The Practice Turn in Organizational Research Course: Organizational Behavior (Undergraduate)	Fall 2010
MGMT 250 – Managing Organizations and People I	

University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Intermittent Lecturer

Course: Bargaining Behavior and Influence Skills (MBA) MO512	Winter B 2010
Teaching Assistant Course: Bargaining Behavior and Influence Skills (MBA) MO512	Winter A 2010
Course: Bargaining Behavior and Influence Skills (MBA) MO512	Fall A 2008

University of Michigan, Department of Psychology, Ann Arbor, MI

Graduate Student Instructor

Course: Introduction to Psychology (Undergraduate) PSYC111	Winter 2009
Course: Introduction to Organizational Psychology (Undergraduate) PSYC260	Winter 2008
Course: Introduction to Psychology (Undergraduate)	Winter 2007

PSYC111	
Course: Introduction to Psychology (Undergraduate)	Fall 2006
PSYC111	
Course: Introduction to Organizational Psychology (Undergraduate)	Fall 2005
PSYC260	
Lab Supervisor	
Course: Independent Study (Undergraduate)	Fall 2009
PSYC327	
Course: Independent Study (Undergraduate)	Winter 2009
PSYC327	
Course: Independent Study (Undergraduate)	Fall 2008
PSYC327	

University of Michigan, Department of Organizational Studies, Ann Arbor, MI

Project Leader

Course: Developing Effective Leaders (Undergraduate)	Fall 2005
OS490	

SERVICE

Professional Service

Advisory Board Member

<i>Center for Positive Organizations</i>	2019 – present
<i>Relational Coordination Research Collaborative</i>	2018 – present
<i>(Research Advisory Committee Chair)</i>	2018 – present

Editorial Board Member

<i>Academy of Management Discoveries</i>	2018 – present
<i>Group & Organization Management</i>	2017 – present
<i>Academy of Management Review</i>	2014 – 2017

Representative-at-Large

<i>Executive Committee,</i>	2014 – 2017
<i>Managerial and Organizational Cognition Division,</i>	
<i>Academy of Management</i>	

Consulting Editor

<i>Caribbean Journal of Psychology</i>	2013 – present
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External Thesis Examiner

R. Andre, Fielding University	2019 – present
L. S. Kantor, University of Cape Town	2018 – 2019
A.-M, Lilleløykken, BI Norwegian Business School	2020

Grant Proposal Reviewer

<i>Netherlands Organisation for Scientific Research,</i>	2019
<i>Innovational Research Incentives Scheme (VENI grants)</i>	

Ad hoc Reviewer

<i>Academy of Management Journal</i>	2011 – present
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<i>Academy of Management Review</i>	2010 –2014 2017 – present
<i>Administrative Science Quarterly</i>	2017 – present
<i>Design Issues</i>	2018 – present
<i>Frontiers in Psychology:</i>	
<i>Personality and Social Psychology Section</i>	2014 – present
<i>Performance Science Section</i>	2017 – present
<i>Group & Organization Management</i>	2013 – 2017
<i>Human Relations</i>	2013 – present
<i>Human Resource Management Review</i>	2019 – present
<i>Journal of Business Ethics</i>	2015 – present
<i>Organizational Aesthetics</i>	2013 – present
<i>Organizational Research Methods</i>	2014 – present
<i>Organization Studies</i>	2012 – present
<i>Psychomusicology</i>	2011
<i>Positive Organizational Scholarship Research Conference</i>	2017
<i>Annual Meetings of the Academy of Management</i>	
Managerial and Organizational Cognition (MOC) Division	2006 – present
Organizational Behavior (OB) Division	2006 – present
Organizational Management Theory (OMT) Division	2011 – present

Case Western Reserve University Service

Co-lead, ThinkBig Strategic Plan, Pathway 4 (Shaping the Agora), 2020
 Guest Panelist, To Tenure and Beyond, Office of Faculty Development, 2019
 Guest Panelist, New Faculty Orientation, Office of Faculty Development, 2019
 Member, Conflict of Interest Committee, 2019 – present
 Member, Faculty Senate Committee on Undergraduate Education, 2019 – present
 Member, Student Success Initiative Faculty Advisory Group, 2018 – present
 Member, Strategic Planning Committee, CWRU LGBT Center, 2018 – 2019
 Guest Presenter, Secure the Bag, Upperclass Experience, 2017
 Guest Speaker, Faculty Fridays, CWRU Greek Life, 2016, 2015
 Faculty Marshal, Convocation and Undergraduate Diploma Ceremony, 2015, 2016, 2017
 Guest Speaker, Music and Community (USSO 289T), 2015
 Guest Panelist, Work it OUT!, CWRU LGBT Center, 2014, 2015
 Graduation Speaker, *Tempus Transitus*, 2014
 Member, Dissertation Committee, Department of Psychology (B. Yimenu), 2014-2016
 Member, Dissertation Committee, Department of Psychology (J. Juergensen), 2013-2014
 Guest Speaker, Beyond positional bargaining: Unwrapping the value and resolution package
 Alternative Dispute Resolution Society Symposium, School of Law, 2013
 Faculty Judge, Martin Luther King, Jr. Essay Contest, Office of Inclusion, Diversity and Equal
 Opportunity. 2013, 2014
 Guest Panelist, New Faculty Orientation, Office of the Provost, 2012

Weatherhead School of Management Service

Member, Strategic Planning Committee, 2019
 Guest Panelist, Work it OUT!, 2016
 Faculty Marshal, Commencement Ceremony, 2015, 2016, 2017, 2019
 Interview Panelist, Executive Director Search, Master's in Engineering and Management Program, 2015
 Undergraduate and Integrated Study Programs Committee, 2011 – present
 Member, Dissertation Committee, Doctor of Management Program (T. Carter), 2018
 Member, Dissertation Committee, Doctor of Management Program (B. Brake), 2016-2017
 Member, Dissertation Committee, Doctor of Management Program (B. Olson), 2015-2016
 Member, Dissertation Committee, Doctor of Management Program (M. Amatullo), 2014-2015
 Member, Dissertation Committee, Department of Design & Innovation (K. Lee), 2014-
 Member, Dissertation Committee, Doctor of Management Program (A. Wolfberg), 2012-2014
 Member, Dissertation Committee, Department of Information Systems (V. Thummadi), 2011-2014
 Member, Dissertation Committee, Department of Information Systems (J. Park), 2011-2013
 Member, Dissertation Committee, Department of Information Systems (Y. Jung), 2011

Department of Organizational Behavior (Case Western Reserve University) Service

Chair, Doctoral Student Admissions Committee, 2020
 Member, Doctoral Student Admissions Committee, 2019, 2016, 2013, 2012.

Doctoral Student Advising

Chair, Dissertation Committee (P. Thompson)	2019
Chair, Dissertation Committee (J. Hinz)	2019-
Member, Qualifying Paper Committee (S. Erskine)	2019-
Chair, Dissertation Committee (S.M. McBride-Walker)	2017-
Member, Dissertation Committee (A. Varley)	2017-
Reader, Integrative Scholarship Paper (J. Hinz)	2017-2018
Member, Qualifying Paper Committee (S.M. McBride-Walker)	2017-2018
Member, Dissertation Committee (H-Y. Kim)	2016-2019
Member, Dissertation Committee (K. Sugiyama)	2016-2019
Member, Dissertation Committee (K. Thiel)	2016-
Member, Qualifying Paper Committee (K. Thiel)	2016
Reader, Integrative Scholarship Paper (K. Assylkhan)	2016-2017
Chair, Qualifying Paper Committee (A. Varley)	2015-2017
Member, Dissertation Committee (H. Wei)	2015-2017
Reader, Integrative Scholarship Paper (E. Chavez)	2015
Chair, Qualifying Paper Committee (K. Cavanagh)	2014-2015
Chair, Dissertation Committee (N. Thomas)	2014-2017
Member, Dissertation Committee (I. Pavez)	2014-2016
Reader, Integrative Scholarship Paper (K. Cavanagh)	2013-2014
Member, Qualifying Paper Committee (I. Pavez)	2014
Member, Qualifying Paper Committee (P. Thompson)	2013-2014
Reader, Integrative Scholarship Paper (K. Rochford)	2013

Member, Qualifying Paper Committee (C. Van Esch)	2013-2014
Chair, Dissertation Committee (C. Lyddy)	2013-2016
Chair, Dissertation Committee (W. Burlingame)	2012-2016
Member, Dissertation Committee (B. Boland)	2012-2013
Member, Qualifying Paper Committee (T. Schroeder)	2012-2013
Reader, Integrative Scholarship Paper (H. Wei)	2012
Reader, Integrative Scholarship Paper (A. Lindberg)	2011
Member, Qualifying Paper Committee (B. Boland)	2011
Member, Qualifying Paper Committee (C. Lyddy)	2011-2012
Member, Qualifying Paper Committee (M. Trinh)	2011-2013
Member, Qualifying Paper Committee (W. Burlingame)	2010-2011

Community Service

Cleveland, OH

Baritone, Case Concert Choir , 2014 – 2016

St. Malachi R.C. Parish

Member, *Parish Council*, 2018 – present

Member, *Sunday Mornings at St. Malachi Review Task Force*, 2017

Member, *Organizational Structure Task Force*, 2014 – 2016

Member, *Core Team for “Affirm, Welcome, and Engage”*, 2014 – 2015

Volunteer, *Monday Night Meal*, 2013 – 2018

Ann Arbor, MI

Member, *Fr. Gabriel Richard Lecture Series Committee*, St. Mary’s Student Parish, 2006 – 2008

Baritone, *University Musical Society Choral Union*, 2005 – 2009

Professional Affiliations

Faculty Partner, Relational Coordination Research Collaborative

Member, Academy of Management

Professional Development Activities

CARMA Short Courses on Introduction to multi-level analysis and Advanced multi-level analysis (2019). Consortium for the Advancement of Research Methods and Analysis, Wayne State University, Detroit, MI.

Writing your Mixed Methods Research for Publication Workshop (2019). Michigan Mixed Methods Program, University of Michigan, Ann Arbor, MI.

Mentor Fellows Program (2018). Case Western Reserve University, Cleveland, OH.

Research Methods Division-CARMA (Consortium for the Advancement of Research Methods and Analysis) Doctoral Student and Junior Faculty Consortium (2018), Academy of Management Meeting, Chicago, IL.

Faculty Success Program (2016). National Center for Faculty Development & Diversity, Grandville, MI.

Weatherhead Executive Coaching Certificate (2014). Weatherhead School of Management Executive Education, Cleveland, OH.

Collective Leadership Research Workshop (2014). NYU/Wagner Research Center for Leadership in Action, New York, NY.

Organizational Behavior Division Junior Faculty Consortium (2011). Academy of Management Meeting, San Antonio, TX.

Crafting a Theorized Storyline Workshop (2009). University of Michigan, Ann Arbor, MI.

Organizational Behavior Division Doctoral Student Consortium (2008). Academy of Management Meeting, Anaheim, CA.

Doctoral Institute (2008). Organizational Behavior Teaching Society Conference, Wellesley, MA.

Rackham School of Graduate Studies-Center for Research on Learning and Teaching Seminar on College Teaching: Preparing Future Faculty (2008). University of Michigan, Ann Arbor, MI.

Grounded and Groundbreaking Workshop on Qualitative Research (2007). University of Western Ontario, London, Ontario, Canada.