

*Office:*

Department of Organization & Human Resources  
University at Buffalo, State University of New York  
274 Jacobs Management Center  
Buffalo, NY 14260-4000

E-mail: [ybezruko@buffalo.edu](mailto:ybezruko@buffalo.edu)  
Phone: (716) 645-3214 (office)  
Fax: (716) 645-2863

**ACADEMIC EXPERIENCE**

ASSOCIATE PROFESSOR (with tenure), School of Management, SUNY at Buffalo, 2016 – present.

ASSISTANT PROFESSOR, Department of Psychology, Santa Clara University, 2008 – 2016.

ASSISTANT PROFESSOR, Department of Psychology, Rutgers University, 2003 – 2008.

POST DOCTORAL FELLOW, The Wharton School, University of Pennsylvania, 2000-2003.

**EDUCATION**

Ph.D. in Social/Organizational Psychology, Department of Psychology, Moscow State University (Russia), 1999.

B.S/M.S. in Psychology, Department of Psychology, Moscow State University (Russia), 1995.

**PUBLICATIONS**

[3,189 citations according to Google Scholar]

1. Cronin, M. & **Bezrukova, K.** (2019). Conflict Management Through the Lens of System Dynamics. *Academy of Management Annals*, 13(2), 770-806.
2. **Bezrukova, K.**, Spell, C.S., Perry, J., & Jehn, K.A. (2016). A Meta-Analytical Integration of 40 Years of Research on Diversity Training. *Psychological Bulletin*, 142 (11), 1227-1274.

**Notable Information:** Ranked by Human Capital Growth among the top 10 studies of 2016.

3. **Bezrukova, K.**, Spell, C., Caldwell, D., & Burger, J. (2016). A Multilevel Perspective on Faultlines: Differentiating the Effects between Group- and Organizational-Level Faultlines. *Journal of Applied Psychology*, 101 (1), 86-107.  
[doi.org/10.1037/apl0000039](https://doi.org/10.1037/apl0000039).

4. Pham, T., Metoyer, R., **Bezrukova, K.**, & Spell, C.S. (2014). Visualization of Cluster Structure and Separation in Multivariate Mixed Data: A Case Study of Diversity Faultlines in Work Teams. *Computers & Graphics*, 38, 117-130.
5. Smith, J. & **Bezrukova, K.** (2013). Towards an Understanding of the Endogenous Nature of Identification in Games. *The Social Science Journal*, 50, 204-212.
6. Patel, P., Thatcher, S.M.B., & **Bezrukova, K.** (2013). Organizationally-relevant configurations: The Value of modeling local dependence. *Quality & Quantity*. 47 (1), 287-311. Online First. doi: 10.1007/s11135-011-9520-3.
7. **Bezrukova, K.**, Thatcher, S.M.B., Jehn, K., & Spell, C. (2012). The Effects of Alignments: Examining Group Faultlines, Organizational Cultures, and Performance. *Journal of Applied Psychology*, 97 (1), 77-92. doi: 10.1037/a0023684.
8. **Bezrukova, K.**, Jehn, K., & Spell, C. (2012). Reviewing diversity training: Where we have been and where we should go. *Academy of Management Learning & Education*, 11(2), 207-227.

**Notable Information:** Nominated for the Best Paper Published in 2012 award from the GDO division of the Academy of Management.

9. Cronin, M., **Bezrukova, K.**, Weingart, L., & Tinsley, C. (2011). The Assets and liabilities of active faultlines: The role of cognitive and affective processes in team performance. *Journal of Organizational Behavior*, 32, 831–849. doi: 10.1002/job.707.
10. Ramarajan, L., **Bezrukova, K.**, Jehn, K.A., & Euwema, M. (2011). From the Outside In: The negative spillover effects of boundary spanners' relations with members of other organizations. *Journal of Organizational Behavior*, 32, 886-905. doi: 10.1002/job.723
11. Spell, C.S., **Bezrukova, K.**, Haar, J., & Spell, C.J. (2011). Faultlines, Fairness, and Fighting: A Justice Perspective on Conflict in Diverse Groups. *Small Group Research*, 42(3), 309-340.
12. **Bezrukova, K.**, Spell, C.S., & Perry, J. (2010). Coping with injustice: Faultlines and mental health in diverse workgroups. *Personnel Psychology*, 63, 719-751.

**Notable Information:** Nominated for the Best Paper Published in 2010 award from the GDO division of the Academy of Management.

13. Jehn, K. & **Bezrukova, K.** (2010). The Faultline Activation Process and the Effects of Activated Faultlines on Coalition Formation, Conflict, and Group Outcomes. *Organizational Behavior and Human Decision Processes*, 112(1), 24-42.
14. Zanutto, E., **Bezrukova, K.**, & Jehn, K. (2010). Revisiting Faultline Conceptualization: Measuring Faultline Strength and Distance. *Quality & Quantity*. doi 10.1007/s11135-009-9299-7

15. **Bezrukova, K.**, Jehn, K., Zanutto, E., & Thatcher, S.M.B. (2009). Do workgroup faultlines help or hurt? A moderated model of faultlines, team identification, and group performance. *Organization Science*, 20(1), 35-50.
16. Jehn, K. & **Bezrukova, K.** (2004). A field study of group diversity, group context, and performance. *Journal of Organizational Behavior*, 25 (6): 703-729.
17. Ramarajan, L., **Bezrukova, K.**, Jehn, K., Euwema, M., & Kop, N. (2004). The relationship between Peacekeepers and NGOs: The role of training and conflict management styles in international peacekeeping. *International Journal of Conflict Management*, 15: 167-191.

**Notable Information:** Paper Made the SSRN's (Social Science Research Network) Top Ten Download List for Third-Party Intervention. As of 11/14/2009 the paper has been downloaded 349 times.

18. Kochan, T., **Bezrukova, K.**, Ely, R., Jackson, S., Joshi, A., Jehn, K., Leonard, J., Levine, D., & Thomas, D. (2003). The effects of diversity on business performance: Report of a feasibility study of the diversity research network. *Human Resource Management Journal*, 42 (1): 3-21.

**Notable Information:** Awarded Best Article (published in 2003) by Human Resources Management Journal.

Cited in the *amicus* briefs submitted to the U.S. Supreme Court in *Fisher v. University of Texas*. Fisher I: Brief of the American Association for Affirmative Action as Amicus Curiae in Support of Respondent.

19. **Bezrukova, K.**, Blinova, Yu, Lyamin, A., & Joukov, Yu. (2001). Team building in real time. *Spravochnik Kadrovika* [Journal of Human Resource Management], 2: 34-41.
20. **Bezrukova, K.** (1998). Team building: Managing groups and teams in organizations. *Technologies in Economics, Management and Politics*, 2: 11-17.
21. **Bezrukova, K.** & Joukov, Yu. M. (1997). A scientific, ideological, and metaphorical meaning of the team concept. *Technologies in Economics, Management and Politics*, 1: 51-55.

## BOOK CHAPTERS AND BEST CONFERENCE PAPER PROCEEDINGS

1. Said, H., Ngo, Vy J., & **Bezrukova, K.** (2016). Introducing Civil Engineering Students to Ethical Infrastructure Development: Toll Road Design Exercise. In the *2016 Construction Research Congress conference proceedings*.
2. Spell, C. & **Bezrukova, K.** (2013). A Theory of Preventive Health in Organizations. In J. Miles (Ed.), *New Directions in Management and Organization Theory: Best Papers from the 1st Management Theory Conference* (pp.231-268). Newcastle: Cambridge Scholars Publishing.

3. Bezrukova, K. (2013). Social interactions at work (competition, conflict, politics, anger, complaints). In V. Smith & J. G. Golson (Eds.), *Encyclopedia: Sociology of Work* (pp. 793-799). Sage Publications.
4. Spell, C. & Bezrukova, K. (2012). Perceptions of Justice in Employee Benefits. In J. Sirgy, N. Reilly, & A. Gorman, (Eds.), *Handbook of Quality-of-Life Programs: Enhancing Ethics and Improving Quality of Life at Work* (pp. 237-249). Springer.
5. Pham, T., Metoyer, R., Bezrukova, K., & Spell, C.S. (2012). "Show Me the Cracks in Our Teams": Visual Representations of Demographic Diversity Faultlines. In *VisWeek Conference Paper Proceedings*.
6. Spell, C.S. & Bezrukova, K. (2010). A Question of balance? Women, men and high performance organizations. *French review of social sciences "Travail, Genre et Société,"* 23, 193-201.
7. Bezrukova, K. & Uparna, J. (2009). Group splits and culture shifts: A new map of the creativity terrain. In M.A.Neale, B.Mannix & J.Goncalo (Eds.), *Research on Managing Groups and Teams* (pp.161-191), Vol. 12. Stamford, CT: JAI Press.
8. Jehn, K., Bezrukova, K., & Thatcher, S.M.B. (2008). Conflict, diversity, and working in teams. In C. K.W. De Dreu and M. Gelfand (Eds.), *The Psychology of Conflict and Conflict Management in Organizations* (pp.179-210). The SIOP Frontiers Series, New York, NY: Lawrence Erlbaum Associates.
9. Bezrukova, K., Thatcher, S.M.B., & Jehn, K. (2007). Group heterogeneity and faultlines: Comparing alignment and dispersion theories of group composition. In K. J. Behfar and L.L. Thompson (Eds.), *Conflict in Organizational Groups: New Directions in Theory and Practice* (pp.57-92). Evanston, IL: The Northwestern University Press.
10. Bezrukova, K., Ramarajan, L., Jehn, K.A., & Euwema, M. (2003). The role of conflict management styles and content-specific training across organizational boundaries. *Academy of Management Best Paper Proceedings*, CM: C6. ISSN: 1543-8643  
  
**Notable Information:** Nominated for the Carolyn Dexter Best International Paper Award.
11. Bezrukova, K. (1999). Team building technology: Methods and perspectives. *International Symposium "Where is Russia: The Crisis of Institutional Systems" Best Papers Proceedings*. Moscow: The Moscow School of Social and Economic Sciences.
12. Bezrukova, K. (1997). Informational and methodical tools: Group activities in the team building process. *Scientific and Practical Conference of the Junior Scientists "The Management Problems - 97" Best Paper Proceedings*. Moscow: The State University of Management.
13. Bezrukova, K. (1996). Building and managing cross-functional teams. *International Conference on Fundamental Sciences "LOMONOSOV - 96" Best Paper Proceedings*. Moscow: Moscow State University.

## BOOKS

1. Sturm, S., Jehn, K., Bezrukova, K., Elting, H., Egan, M., Scott, E., Zanutto, E., Tudor, P., Derry, R., Hernandez, H., & Holland, R. (2002). *Probing the complexities of diversity in the workplace and its influence on performance*. The George Harvey Program on Redefining Diversity: Value Creation through Diversity, Volume II. The Wharton School, University of Pennsylvania.
2. Bezrukova, K. & Khrenov, D. (1995). *Fundraising for elective campaign*. Moscow: Publishing Center of Liberal - Conservative Politics.

## PAPERS UNDER REVIEW

1. Spell, C.S., **Bezrukova, K.**, Mukherjee, S., & Baveja, A. The Mix, The Match and Fair Policing: Integrating Heterogeneity and Representativeness Theories to Understand Bias in Arrests. *Revise & Resubmit at the Journal of Applied Psychology*.
2. Spell., C.S., **Bezrukova, K.**, & Phillips, J. Aggression: What's it good for? The Case of Major League Baseball. Under Review at the *Journal of Organizational Behavior*.

## MANUSCRIPTS IN PREPARATION

1. **Bezrukova, K.**, Greer, L., Spell, C.S. *Unpacking Team Chemistry Through Analytics*. [targeted for Science].
2. **Bezrukova, K.**, Spell, C.S., & Jehn, K. *Faultlines and Climate Change*. [targeted for AMJ].
3. **Bezrukova, K.**, Spell, C.S., & Caldwell, D. *Here Today, Gone Tomorrow: Baseball Players, Shocks to the System, and the Unfolding Model of Faultlines and Employee Turnover* [targeted for ASQ].
4. **Bezrukova, K.** & Roseman, I. *Faultlines, faults, and feelings: The effects of subgroup formation and appraisals on emotions in groups*. [targeted for JPSP]
5. Spell., C.S., **Bezrukova, K.**, Yang, H., Blum, T., & Roman, P. *Sticky versus greasy splits: Faultlines and the adoption of evidence-based practices in the treatment of opioid and other addictions*. [targeted for ASQ].
6. Griffith, T., Spell, C.S., & **Bezrukova, K.** *A Stress Impact Model of Meetings: Combating Collaboration Process Bias*. [targeted for AMR].
7. **Bezrukova, K.**, Spell, C.S., & Chin, J. *Diversity Faultlines and Ethical Behavior in Groups*. [targeted for PSPB].
8. **Cronin, M.** & Bezrukova, K. *Sweet and sour conflict: Looking deeper into what makes conflict functional*.

## OTHER PUBLICATIONS

1. Griffith, T.L., Spell, C., & Bezrukova, K. (2019). The Impact of Artificial Intelligence on the Self-Employed. *Centre for Research on Self-Employed*.
2. Bezrukova, K. (2016). Invited Commentary in J. Keaton The Future of Small Group Research. *Small Group Research*, 47(2): 134-154.
3. Bezrukova, K. (2006). Generating predictability: Pros and cons. *PsycCRITIQUES – Contemporary Psychology: APA Review of Books*, 51 (30).
4. Bezrukova, K. (2005). Looking back: Comments on EAESP Medium Size Meeting on Social Identity in Organisations. *European Bulletin of Social Psychology*, 17 (2): 26-27.
5. Bezrukova, K. (1996). Building high performance teams. *A Yearbook of the Russian Psychological Society*, 2(2): 92-95.

## GRANTS AND AWARDS

1. A Faculty-Student Research Assistant Award (FSRAP) (2016) – USD 1,000 for the study titled “*Team Chemistry in Sports Teams.*” Role: PI.
2. Santa Clara University Dean’s Travel Grant (2015) – USD 4,500 for the study titled “*Effects of Crew Mix in Long-Duration Space Expeditions.*” Role: PI.
3. A Faculty-Student Research Assistant Award (FSRAP) (2015) – USD 1,000 for the study titled “*Quantifying Team Chemistry in Sports Teams.*” Role: PI.
4. Santa Clara University Thomas Terry Grant (2014) – USD 5,000 for the study titled “*A Meta-Analysis of the Effect of Diversity Training.*” Role: PI.
5. Santa Clara University Dean’s Travel Grant (2014) – USD 1,500 for the Academy of Management meetings in Philadelphia, PA.
6. Santa Clara University Hackworth Grant for Research in Applied Ethics (2013) – USD 1,000 for the experimental study titled “*Impact of Group Composition and Faultlines on Ethical and Technical Performance in Civil Engineering Projects.*” Role: Co-PI.
7. A Sustainability Research Grant (2013) – USD \$20,000 for the project titled “*Organizations as health, wealth and wise: Human sustainability and aligning employer and individuals interests in health behaviors.*” Role: PI.
8. A Faculty-Student Research Assistant Award (FSRAP) (2013) – USD 1,000 for the study titled “*Baseball Players, Shocks to the System, and the Unfolding Model of Faultlines and Employee Turnover.*” Role: PI.

9. Santa Clara University Dean's Travel Grant (2013) – USD 1,500 for the Academy of Management meetings in Orlando FL.
10. A Faculty-Student Research Assistant Award (FSRAP) (2012) – USD 1,000 for the study titled "*Diversity Faultlines and Ethical Behavior in Groups.*" Role: PI.
11. Santa Clara University Presidential Research Grant (2012) – USD 5,000 for the project titled "*Health disparities.*" Role: PI.
12. Santa Clara University Dean's Travel Grant (2011) – USD 1,500 for the Academy of Management meetings in San Antonio TX.
13. Santa Clara University Junior Faculty Development Grant (2011) – USD 4,600. Role: PI.
14. A Faculty-Student Research Assistant Award (FSRAP) (2011) – USD 1,000 for the study titled "*Who Cares and Why? Explaining Organizations' Role in Employee Health.*" Role: PI
15. Santa Clara University Thomas Terry Grant (2011) – USD 5,000 for the study titled "*Here Today, Gone Tomorrow: Baseball Players, Shocks to the System, and the Unfolding Model of Faultlines and Employee Turnover.*" Role: PI
16. Santa Clara University Center for Science, Technology & Society Roelandts Fellows Grant (2010) - USD 1,000 for the experimental study "*Out of Reach: Examining Group Faultlines, Climate change, and Distance in Virtual Teams.*" Role: PI.
17. Santa Clara University Hackworth Grant for Research in Applied Ethics (2010) – USD 4,000 for the experimental study "*When No One Is Watching: Ethical Behavior in Groups.*" Role: PI.
18. Santa Clara University Thomas Terry Grant (2009) – USD 4,146 for the experimental study "*Emotional Processes in Diverse Groups.*" Role: PI.
19. Rutgers University Research Council (2007) – USD 500 for the experimental study "*Role of Demographic Alignments in Identification Processes.*" Role: PI.
20. Rutgers University Research Council (2006) – USD 700 for the experimental study "*Information and Affront as Active Ingredients of Disagreements.*" Role: PI.
21. Rutgers University Research Council (2005) – USD 1,000 for the experimental study "*Faultlines, Faults, and Feelings: The Effects of Subgroup Formation and Appraisals on Emotions in Groups.*" Role: PI.
22. Human Resources Management Journal (2004) -- the 2004 Ulrich & Lake Award for Excellence for 2004 – USD 1,000 for the paper (with Kochan, T., Ely, R., Jackson, S., Joshi, A., Jehn, K., Leonard, J., Levine, D., and Thomas, D.) "*The Effects of Diversity on Business Performance: Report of the Diversity Research Network*" (HRMJ, 42[1]).

23. Rutgers University Research Council (2004) – USD 1,000 for the experimental study “*Exploring Ethnic Faultlines and Escalating Conflict Situations.*” Role: PI.
24. Solomon Asch Center for the Study of Ethnopolitical Conflict at the University of Pennsylvania (2003) – USD 8,000 for an experimental study, “*Exploring Ethnic Faultlines and Escalating Conflict Situations: The Role of Leadership and Coalitions.*” Role: Co-PI.
25. University Research Foundation at the University of Pennsylvania (2002) – USD 14,150 for an experimental study, “*Exploring Ethnic Faultlines and Escalating Conflict Situations: The Role of Leadership, Identity and Coalitions.*” Role: Co-PI.
26. University Research Foundation at the University of Pennsylvania (2001) – USD 11,750 for a field study, “*Faultlines, Conflict, and Effectiveness of Peacekeeping Troops in Bosnia*”. Role: Co-PI.
27. SEI Center for Advance Studies in Management of the Wharton School and The George Harvey Program on Redefining Diversity: Value Creation through Diversity (2001) – USD 8,000 for a review piece, “*The Effects of Diversity Training Programs.*” Role: PI.
28. Alfred P. Sloan Foundation and the Society for Human Resource Management, The BOLD Initiative (2000) – USD 24,000 for a field study, “*The Effects of Diversity on Business Performance: Report of a Feasibility Study of the Diversity Research Network.*” Role: Lead Researcher.
29. Moscow State University (1996) — Award for the Best Paper in Social Sciences, Section: Psychology, “*Building and managing cross-functional teams,*” presented in the International Conference on Fundamental Sciences “LOMONOSOV – 96.”

## REFEREED PRESENTATIONS

1. Kim, J., Bezrukova, K., Loyd, D., Spell, C.S. & Said, H. (2020). *No pain, no (ethical) gain? Faultlines, ethical decisions, and group cohesion.* Symposium on “Ethics in Organizations: Leveraging Organizational Practices to Promote Ethics,” the 80<sup>th</sup> Academy of Management Conference.
2. Yang, H., Burns, T., Bezrukova, K., Bell, S., & Spell, C. (2020). *Faultlines in Space: Regional Culture, Affect, and Team Processes Over Time.* Symposium on “Dynamic perspectives of faultlines: Moderating conditions and effects over time,” the 80<sup>th</sup> Academy of Management Conference.
3. Yang, H., & Bezrukova, K. (2020). *Appraising the group experience: An affective perspective on diversity faultlines.* The 2020 International Association for Conflict Management Virtual Conference.
4. Burns, T., Yang, H., Bezrukova, K., Bell, S., & Spell, C. (2020). *Faultlines in Space: Regional Culture, Affect, and Team Processes Over Time.* Symposium on “Trapped



Together: Teamwork in Isolated, Confined, and Extreme Contexts.” The 2020 Society for Industrial and Organizational Psychology Annual Conference.

5. Grabowsky, M., Lindsey, A., Bezrukova, K., Spell, C., & Sabat, I. (2020). *Multiplicative Effects of Faultlines on Team Performance*. Symposium on “Modern Advances in the Study of Team Composition and Diversity.” The 2020 Society for Industrial and Organizational Psychology Annual Conference.
6. Rice, V., Spell, C., Griffith, T., Bezrukova, K., & Yang, E. (2020). *AI in Collaborative Groups*. Panel on “Insights from Healthcare Industry Research for a Post COVID-19 World”. Virtual Industry Studies Conference, Boston, MA.
7. Spell, C.S., Griffith, T.L., Bezrukova, K., Yang, H.E., & Rice, V. (2020). *Faultlines, Self-Employment, and AI*. Symposium on “Bringing Intragroup Processes back to Social Psychology”. The Society for Personality and Social Psychology’s Annual Convention. New Orleans LA.
8. Yang, H., Griffith, T., Spell, C. S., & Bezrukova, K. (2019, August). *Faultlines, self-employment, and AI*. Poster presented at the WAIM Convergence Conference: At the Boundary: Exploring Human-AI Futures in Context, New York City, NY.
9. Spell, C.S., Griffith, T.L., Bezrukova, K., Yang, H.E., & Rice, V. (2019). *Faultlines, Self-Employment, and AI*. Symposium on “Faultlines Within and Outside Group Boundaries and Their Cross-Level Effects.” Academy of Management Meetings. Boston MA.
10. Spell, C.S., Bezrukova, K., Blum, T.C., Roman, P.M., & Yang, H.E. (2019). *Faultlines and the adoption of innovations that are evidence-based practices: The case of opioid and other addictions*. Industry Studies Conference, Nashville, TN.
11. Bezrukova, K. (2018). Facilitator for the PDW on “*Connect and Collaborate*.” Academy of Management Meetings, Chicago, IL.
12. Bezrukova, K. & Spell, C.S. (2018). *Group- and organizational-level faultlines, conflict, pay, and performance*. PDW on “Using Sport Data to Advance Management Theory.” Academy of Management Meetings, Chicago, IL.
13. Burns, T., Yang, H.E., Bezrukova, K., & Bell, S.T. (2018). *Culture, Stress, and Divides in Space Mission Teams*. Symposium on “Cross-Cultural Faultlines and Group Behaviors.” Academy of Management Meetings. Chicago, IL.
14. Bezrukova, K., Spell, C.S., & Jehn, K. (2018). *Culture Shifts and Alignment*. Symposium on “Understanding How Group Faultlines Affect Individual, Group, and Organizational Outcomes.” Academy of Management Meetings. Chicago, IL.
15. Spell, C.S., Bezrukova, K., Blum, T.C., & Roman, P.M. (2018). *Faultlines and the adoption of evidence-based practices in substance abuse treatment centers*. Symposium on “Group Faultlines and Leadership: Triggers and Theoretical Implications.” Academy of Management Meetings. Chicago, IL.

16. Yang, H.E. & Bezrukova, K. (2018). *More Blame and More Shame: A Cultural Perspective on Leaders' Decision to Resign*. The 2018 Annual Conference of the International Association for Conflict Management. Philadelphia, PA.
17. Spell, C.S., Bezrukova, K., Blum, T.C., Roman, P.M., & Yang, H.E. (2018). *Faultlines and best practices in the treatment of substance abuse*. SciTS Conference, Galveston, TX.
18. Kim, J., Bezrukova, K., Wang, E., Loyd, D., Spell, C.S. & Said, H. (2018). *Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making*. Annual Conference of the Association for Practical and Professional Ethics. Chicago, IL.
19. Kim, J., Bezrukova, K., Wang, E., Loyd, D., Spell, C.S. & Said, H. (2017). *Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making*. Midwest Academy of Management Conference. Chicago, IL.
20. Bezrukova, K., Wang, E., Lee, K., & Spell, C.S. (2017). *Confused, Sorted, and Underperforming: Emotional Ambivalence and Faultline Activation in groups*. Symposium on "Group Faultline Activation: Triggers, Processes, and Theoretical Implications." Academy of Management Meetings. Atlanta, GA.
21. Grijalva, E., Bezrukova, K., Bell, Z., & Spell, C.S. (2017). *Alone and lonely: Complementary versus similarity-based faultlines in outer space*. Symposium on "Impact of Faultlines on Individual Perspectives and Behaviors in Teams." Academy of Management Meetings. Atlanta, GA.
22. Lindsey, A., Bezrukova, K., Spell, C.S., Shore, D., Sabat, I., & King, E. (2017). *Faultlines, Pressure, and When Things Matter*. Symposium on "Diversity Interface Challenges-Intersectionality, Faultlines, And Subtle Discrimination." Academy of Management Meetings. Atlanta, GA.
23. Kim, J., Bezrukova, K., Wang, E., Loyd, D., Spell, C.S. & Said, H. (2017). *Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making*. Interdisciplinary Network for Group Research conference. St. Louis, MO.
24. Spell, C.S., Baveja, A., Bezrukova, K., Yang, H., Mammo, A., & Mukherjee, S. (2017). *Who gets good care? Bias and Resource based perspectives of quality of care in hospitals*. Industry Studies Conference. Washington, DC.
25. Lindsey, A., Bezrukova, K., Spell, C.S., Sabat, I., Shore, D., & King, E. (2017). *Cracking Under Pressure: A Context-Centered Perspective on Team Faultlines*. Symposium on "Enhancing Understanding of Team Diversity Through the Lens of Faultlines." The 32nd Annual SIOP Conference. Orlando, FL.
26. Perry, J., Bezrukova, K., & Spell, C.S. (2017). *Meta-analytic evidence and critical contingencies of resource-based subgroups*. Symposium on "Enhancing Understanding of Team Diversity Through the Lens of Faultlines." The 32nd Annual SIOP Conference. Orlando, FL.

27. Bezrukova, K., Erez, M., Feitosa, J., Gibson, C., Kramer, W., Ruark, G. (2017). *Beyond Culture's Consequences: How to Move Forward*. Panel discussion presented at The 32nd Annual SIOP Conference. Orlando, FL.
28. Bezrukova, K., DeChurch, L.A., Halevy, N., Leonardelli, G.J., Spell, C.S., Stouten, J., Tripp, T.M., Bottom, W.P., Peterson, R.C., Sitkin, S.B., & Thatcher, S.M. (2016). *Bringing Conflict and Leadership Together: A Research Incubator for Junior Faculty*. Academy of Management Meetings. Anaheim, CA.
29. Haar, J., Spell, C.S., & Bezrukova, K. (2016). *A Longitudinal Study of Conflict and Work-Life Balance: Solutions via a Family-Based Faultline*. Academy of Management Meetings. Anaheim, CA.
30. Spell, C.S., Bezrukova, K., & Phillips, J. (2016). *Organizational Well-being, Conflict, Faultlines, and Performance-Enhancing Drugs: The Case of Major League Baseball*. Interdisciplinary Network for Group Research conference. Helsinki, Finland.
31. Bezrukova, K., Griffith, T., Contractor, N., Mathieu, J., Salas, E., Spell, C.S., Stuster, J. (2016). *Team Chemistry in Outer Space: Getting Along With Your Crew When You Know You Can't Quit*. Interdisciplinary Network for Group Research conference. Helsinki, Finland.
32. Spell, C.S., Bezrukova, K., Lindsey, A., King, E. (2016). *The Ins and Outs in Team Chemistry: The Why, the How, and the When*. The 2016 Annual Conference of the International Association for Conflict Management. New York City, NY.
33. Haar, J., Spell, C.S., & Bezrukova, K. (2016). *Family Faultlines towards Work-Life Balance: A Longitudinal Study*. The 2016 SIOP Annual Conference. Anaheim, CA.
34. Said, H., Ngo, Vy J., & Bezrukova, K. (2016). *Introducing Civil Engineering Students to Ethical Infrastructure Development: Toll Road Design Exercise*. The 2016 Construction Research Congress. San Juan, Puerto Rico.
35. Bezrukova, K., Spell, C.S., Olhausen, J., & Hartman, E. (2015). "Effects of Crew Mix in Long-Duration Space Expeditions." The 31th Annual Meeting of the American Society for Gravitational and Space Research (ASGSR). Alexandria, VA.
36. Bezrukova, K. (2015). *Evidence-Based Diversity Education: Using Diversity Research in Classes*. PDW on Ramping up our Game! How We Can Do a Better Job Teaching Diversity. Academy of Management Meetings, Vancouver, Canada.
37. Ngo, Vy J., Said, H. & Bezrukova, K. (2015). *Splits to keep it honest! How faultlines influence ethical and technical performance of civil engineering teams*. Interdisciplinary Network for Group Research conference. Pittsburgh, PA.
38. Spell, C.S. & Bezrukova, K. (2014). *Wants, needs, and gives: An alignment theory of employer and individual interests in health behaviors*. Southern Management Association Meeting. Savannah, Georgia.

39. Bezrukova, K. (2014). *Faultlines in Diverse Groups*. Symposium on Measuring and Detecting Faultlines and Subgroups: Current Methods, Possibilities, and Challenges. Interdisciplinary Network for Group Research conference. Raleigh, NC.
40. Spell, C.S. & Bezrukova, K. (2014). *Can conflict make teams sick? The role of a culture of drugs and 'other' people in baseball teams*. Interdisciplinary Network for Group Research conference. Raleigh, NC.
41. Bezrukova, K. & Spell, C.S. (2014). *Cracking under pressure: A context-centered attention-based perspective on faultlines*. International Association for Conflict Management. Leiden, The Netherlands.

**Notable Information:** Winner of Best Empirical Paper Award.

42. Bezrukova, K., Spell, C.S., Perry, J.L., & Jehn, K.A. (2014). *A Meta-Analytical Integration of over 40 years of Research on Diversity Training Evaluation*. Academy of Management Meetings, Philadelphia, PA.
43. Bezrukova, K., Spell, C.S., & Blum, T.C. (2014). *From Micro to Macro and Back: Getting the Most out of Faultline Theory in Understanding Multi-Team Systems*. Symposium on "Integrating Power and Faultlines to Better Explain Organizational Realities." Academy of Management Meetings, Philadelphia, PA.
44. Bezrukova, K. (2013). *Understanding and addressing faultlines*. Junior Faculty Research Incubator at the Academy of Management Annual Meetings in Orlando, FL.
45. Spell, C.S., Baveja, A., & Bezrukova, K. (2013). *A new methodology for investigating health disparities*. INFORMs conference. Minneapolis, MN.
46. Spell, C.S. & Bezrukova, K. (2013). *A Theory of Preventive Health in Organizations*. Management Theory Conference. San Francisco, CA
47. Bezrukova, K., Spell, C.S., & Jehn, K.A. (2013). *Are Faultlines at Fault? A Diversity Based Perspective on Creativity and Performance*. Interdisciplinary Network for Group Research conference. Atlanta, GA.
48. Spell, C.S. & Bezrukova, K. (2013). *Can Conflict Make You Sick? The Role of Drugs and 'Other' People in Baseball Teams*. International Association for Conflict Management. Seattle, WA.
49. Spell, C.S. & Bezrukova, K. (2013). *Demographic faults in baseball: We shall overcome?* Industry Studies Association. Kansas, KS.
50. Bezrukova, K., Spell, C.S., Caldwell, D., & Burger, J. (2012). *Faultlines and Ultimate Performance in the Dynamic Environment of Baseball Teams*. Symposium on "Contextualizing Faultlines: Exploring the Role of Environmental Contexts in Team Faultline Dynamics." Academy of Management Meetings. Boston, MA.

51. Bezrukova, K., Spell, C.S. & Dhillon, S. (2012). *Diversity Training*. PTC Awards and Reception Academy of Management Meetings. Boston, MA.

**Notable Information:** a finalist for the 2012 Academy of Management International Online Teaching Resource Library video competition

52. Pham, T., Metoyer, R., Bezrukova, K., & Spell, C.S. (2012). *"Show Me the Cracks in Our Teams": Visual Representations of Demographic Diversity Faultlines*. VisWeek 2012. Seattle, WA.
53. Spell, C.S., Griffith, T., & Bezrukova, K. (2012). *Meetings that suck! The ultimate price of collaboration process bias*. Interdisciplinary Network for Group Research conference. Chicago, IL.
54. Spell, C.S. & Bezrukova, K. (2012). *Understanding the Organization's Role in Employee Health Behavior*. Western Academy of Management. San Diego, CA.
55. Bezrukova, K, Spell, C.S., & Jehn, K. (2011). *Faultlines and Climate Change*. Symposium on "Broader, Deeper, and Richer Faultlines: New Thinking and Data about Social Fissures in Work Teams." Academy of Management Meetings, San Antonio TX.
56. Bezrukova, K., Spell, C.S., Arakeri, S., Sharma, S., & Schreier, M. (2011). *Out of Reach: Examining Group Faultlines in Virtual Teams*. Interdisciplinary Network for Group Research conference, Minniapolis, MN.

**Notable Information:** Winner of Best Poster Award.

57. Graves, S., Bezrukova, K., Spell, C.S., & Dhillon, S. (2011). *Evolution of Conflict*. Human Rights and Technology Conference, UC Berkeley, CA.

**Notable Information:** Winner of the 'Dream Meets Reality Challenge' competition of the Human Rights and Technology Conference. Link to our video: [www.youtube.com/watch?v=5re7Q0GXBDM](http://www.youtube.com/watch?v=5re7Q0GXBDM)".

58. Bezrukova, K., Spell, C.S., & Champion, M. (2011). *Here Today, Gone Tomorrow: Baseball Players, Shocks to the System, and the Unfolding Model of Faultlines and Employee Turnover*. Symposium on "Composing Effective Teams: One Size Does Not Fit All." The 26th Annual SIOP Conference, Chicago, IL.

**Notable Information:** The session was approved for PHR, SPHR, and GPHR recertification credits.

59. Bezrukova, K., Spell., C.S., & Perry, J. (2010). *Who Cares? Explaining the Organization's Role in Employee Health*. Academy of Management Meetings, Montreal, Canada.
60. Bezrukova, K., Spell, C.S., Haar, J., & Spell, C.J. (2010). *Faultlines, Fairness, and Fighting: A Justice Perspective on Conflict in Diverse Groups*. Interdisciplinary Network for Group Research conference, Washington, DC.

61. Perry, J. & Bezrukova, K. (2010). *Conflicting Divides: A Multilevel Perspective on Conflict in Faultline Groups*. Interdisciplinary Network for Group Research conference, Washington, DC.
  62. Jehn, K. & Bezrukova, K. (2010). *Perceived Demographic Faultlines in Groups and the Effects on Conflict, Coalition Formation and Group Outcomes*. Symposium on perceived diversity, ICAP 2010, Melbourne, Australia.
  63. Bezrukova, K. & Jehn, K. (2009). *Can we teach diversity? A review of diversity trainings in organizational and educational settings*. Academy of Management Meetings, Chicago, IL.
  64. Bezrukova, K. & Spell, C. (2009). *Fighting Conflict: Violent Splits or Healthy Divides?* International Association for Conflict Management. Kyoto, Japan.
  65. Uparna, J. & Bezrukova, K. (2009). *Informational Group Splits and Creativity: An Empirical Analysis of Group Functioning*. Interdisciplinary Network for Group Research conference, Colorado Springs, CO.
  66. Spell, C., Bezrukova, K., & Spell, C. (2009). *Sidekick to a Star: The effects of faultlines on behavioral health and performance in baseball teams*. Interdisciplinary Network for Group Research conference, Colorado Springs, CO.
  67. Smith, J. & Bezrukova, K. (2008). *Towards an Understanding of Endogenous Identity in Games*. International Association for Research in Economic Psychology/Society for the Advancement of Behavioral Economics World Meeting, LUISS Guido Carli, Rome, Italy.
  68. Jehn, K. & Bezrukova, K. (2008). *The effects of faultline activation on coalition formation, conflict, and group outcomes*. Academy of Management Meetings, Anaheim, CA.
- Notable Information:** Nominated for the Carolyn Dexter Best International Paper Award.
69. Cronin, M.A. & Bezrukova, K. (2008). *Sweet and sour conflict: Information and affront as active ingredients of disagreements*. Academy of Management Meetings, Anaheim, CA.
  70. Bezrukova, K. & Uparna, J. (2008). *Creativity, culture shifts and diversity faultlines: A new map of the innovation terrain*. Research on Managing Groups and Teams Conference, Stanford University, CA.
  71. Smith, J. & Bezrukova, K. (2008). *Towards an Understanding of Endogenous Identity in Games*. Economic Science Association, California Institute of Technology, Pasadena, CA.

72. Bezrukova, K. (2007). *Group heterogeneity and faultlines: Comparing alignment and dispersion theories of group composition*. Frontiers Plenary Panel, The 22<sup>nd</sup> Annual SIOB Conference, New York, NY.
73. Bezrukova, K. (2007). *Cultural shifts in groups with faultlines*. Academy of Management Meetings, Philadelphia, PA.
74. Bezrukova, K. (2007). *Faultlines in diverse groups: Past developments, contradictions, and new directions*. Interdisciplinary Network for Group Research conference, East Lansing, MI
75. Cronin, M., Bezrukova, K., Weingart, L., & Tinsley, C. (2007). *The Assets and liabilities of active faultlines: The role of cognitive and affective processes in team performance*. Interdisciplinary Network for Group Research conference, East Lansing, MI
76. Cronin, M.A. & Bezrukova, K. (2006). *Sweet and sour conflict: Information and affront as active ingredients of disagreements*. Symposium on Understanding and Intervening in Relationship Conflict in Organizations: New Perspectives. International Association for Conflict Management, Montreal, Canada
77. Cronin, M.A. & Bezrukova, K. (2006). *Conflict, learning, and frustration: A Dynamic model of conflict over time*. International Association for Conflict Management, Montreal, Canada
78. Bezrukova, K. (2006). *Subgroup relations: The role of demographic alignments in identification processes*. SPSSI Convention in Long Beach, CA.
79. Bezrukova, K., Thatcher, S.M.B., & Jehn, K.A. (2006). *Consistency matters! The multilevel effects of group and division cultures on the faultline-outcomes link*. Interdisciplinary Network for Group Research conference, Pittsburgh, PA.
80. Bezrukova, K. & Spell, C.S. (2006). *The role of faultlines in diverse workgroups: Reconsidering the justice-psychological distress relationship*. Academy of Management Meetings, Atlanta, GA.
81. Bezrukova, K. (2005). *Subgroup relations: Effects of demographic alignment and social identity*. The KNAW/EAESP Conference on Social Identity in Organizations, Amsterdam, The Netherlands.
82. Bezrukova, K., Thatcher, S.M.B., & Jehn, K. (2005). *Group heterogeneity and faultlines: Comparing alignment and dispersion theories of group composition*. Conflicts in Teams Conference. Northwestern University, Evanston, IL.
83. Bezrukova, K., Roseman, I., & Phebus, J. (2005). *Faultlines, faults, and feelings: The effects of subgroup formation and appraisals on emotions in groups*. International Association for Conflict Management, Seville, Spain.

84. Bezrukova, K., Jehn, K.A., Zanutto, E., & Thatcher, S.M.B. (2005). *Do faultlines hurt or help? Exploring distance, identity, task conflict, and individual performance in diverse groups*. International Association for Conflict Management, Seville, Spain.
85. Bezrukova, K. & Jehn, K. (2004). *The Effects of diversity training programs*. The 19th Annual SIOP Conference, Chicago, IL.
86. Cronin, M., Bezrukova, K., Weingart, L., & Tinsley, C. (2004). *Agree or not agree? The role of cognitive and affective processes in group disagreements*. International Association for Conflict Management, Pittsburgh, PA.
87. Bezrukova, K & Jehn, K. (2004). *Who runs faster and lasts longer? A study of group faultlines, group values, and employee mobility*. Society for the Advancement in Socio-Economics, Washington, DC.
88. Bezrukova, K., Thatcher, S.M.B. & Jehn, K. (2004). *Consistency matters! The effects of group and organizational culture on the faultline-outcomes link*. Academy of Management Meetings, New Orleans, LA.
89. Jackson, S., Lau, D., Murnighan, K., Thatcher, S., Bezrukova, K., Shaw, J., Joshi, A., Li, J., Tsui, A., & Jehn, K. (2004). *Statistical methods for assessing faultlines in teams: Directions for research on team composition*. Academy of Management Meetings, New Orleans, LA.
90. Bezrukova, K., Ramarajan, L., Jehn, K.A., & Euwema, M. (2003). *The Role of conflict management styles and content-specific training across organizational boundaries*. Academy of Management Meetings, Seattle, WA.
91. Bezrukova, K., Thatcher, S.M.B. & Jehn, K. (2003). *Comparing the effects of group heterogeneity and faultlines on conflict and performance: An empirical assessment of contrasting models*. Academy of Management Meetings, Seattle, WA.
92. Bezrukova, K. & Jehn, K. (2003). *The role of group values in the relationship between group faultlines and performance*. International Association for Conflict Management, Melbourne, Australia.
93. Bezrukova, K. & Jehn, K. (2003). *Examining ethnic faultlines in groups: A multimethod study of demographic alignment, leadership profiles, coalition formation, intersubgroup conflict and group outcomes*. International Association for Conflict Management, Melbourne, Australia.
94. Bezrukova, K., Jehn, K., & Zanutto, E. (2002). *A field study of group faultlines, team identity, conflict, and performance in organizational groups*. Academy of Management Meetings, Denver, CO.
95. Bazerman, M., Barry, B., Bezrukova, K., Putnam, L., & Tyler, T. (2002). *Friends, strangers, and enemies: Resolving or managing value - or ideologically - based conflicts*. Academy of Management Meetings, Denver, CO.



96. Bezrukova, K. & Jehn, K. (2002). *The effects of cross-level conflict: The moderating effects of conflict culture on the group faultlines – performance link*. International Association for Conflict Management, Park City, UT.
97. Bezrukova, K., Jehn, K. & Gounder, M. (2002). *Persistence and visibility of group faultlines: The effects of team identity on the group faultlines-intersubgroup conflict link*. International Association for Conflict Management, Park City, UT.
98. Bezrukova, K., Jehn, K., Euwema, M., & Kop, N. (2002). *Individual dissimilarities, conflict and satisfaction in peacekeeping: The role of mission context*. International Association for Conflict Management, Park City, UT.
99. Ramarajan, L., Bezrukova, K., Jehn, K., Euwema, M., & Kop, N. (2002). *Successful conflict resolution between peacekeepers and NGOs: The role of training and preparation in international peacekeeping in Bosnia*. International Association for Conflict Management, Park City, UT.
100. Bezrukova, K. & Jehn, K. (2001). *Whiteness versus blackness in organizational groups and the links to group processes and performance*. Society for the Advancement in Socio-Economics, Amsterdam, The Netherlands.
101. Bezrukova, K. & Jehn, K. (2001). *Exploring ethnic faultlines and escalating conflict situations: The role of leadership, identity and coalitions*. International Association for Conflict Management, Cergy, France.
102. Jehn, K. & Bezrukova, K. (2001). *Exploring ethnic values, group culture, and conflict*. International Association for Conflict Management, Cergy, France.
103. Bezrukova, K. & Jehn, K. (2001). *A Study of diversity, team processes, organizational context, and performance*. Academy of Management Meetings, Washington, DC.
104. Bezrukova, K., Thatcher, S., & Jehn, K. (2001). *Comparing the effects of group heterogeneity and faultlines on performance: An empirical assessment of contrasting models*. Academy of Management Meetings, Washington, DC.
105. Bezrukova, K. (2000). *Team building in Russia: A method to handle organizational conflict*. International Association for Conflict Management, St. Louis, MO.
106. Jehn, K., Thatcher, S., & Bezrukova, K. (2000). *Exploring faultlines in diverse groups*. Academy of Management Meetings, Toronto, Canada.

## INVITED TALKS

1. Bezrukova, K. (2019). Gender and Negotiations. **Keynote at the NAVIGATE project retreat for women in STEM.**

2. Bezrukova, K. (2019). Unconscious Bias in the Workplace. *UB CLOE conference on Inclusive Leadership*.
3. Bezrukova, K. (2018). A panelist for the Inclusive Leadership in a Time of Divisiveness – A *University at Buffalo School of Management* Pop-Up Event.
4. Bezrukova, K. (2018). Art of Negotiations. *The Collegiate Science & Technology Entry Program (CSTEP) Summer Research Program*.
5. Bezrukova, K. (2018). Art of Negotiations. *NSBE, the National society of engineering*.
6. Bezrukova, K., Yang, H., Burns, T., & Bell, S. (2018). Cultural Faultlines and the Challenges in Deep Space Exploration. *Kellogg Culture and Negotiation Conference*. Evanston, IL.
7. Griffith, T.L., Spell, C., & Bezrukova, Y. (2018). *Artificial Intelligence and Team Faultlines*. *Boston College Social Media Workshop*, Brookline, MA.
8. Bezrukova, K. (2017). Conflict Resolution. *UB Medical School*.
9. Bezrukova, K. (2017). Advancements in Faultlines Research. *OB PhD seminar at UB guest talk*.
10. Bezrukova, K. (2017). Art of Negotiations. *The Collegiate Science & Technology Entry Program (CSTEP) Summer Research Program*.
11. Bezrukova, K. (2017). Conflict Evolution. *Professional Development Seminars. UB School of Management*.
12. Bezrukova, K. (2017). *Diversity Training and Current Political Climate*. *De Paul University*.
13. Bezrukova, K. (2017). *Creativity, Culture Shifts, and Faultlines*. *Professional Development Seminars. UB School of Management*.
14. Bezrukova, K. (2017). *Team Chemistry Through Analytics*. A Smart Business Practices professional development series seminar. *UB School of Management Alumni Association*.
15. Bezrukova, K. (2016). *Crew member biodata, demographics, and crew faultlines as predictors of performance errors: Analysis of flight data*. *Professional Development Seminars. UB School of Management*.
16. Bezrukova, K. (2016). *Team Chemistry: How Does it Impact Performance?* A recruitment event for the *Executive and Professional MBA program*.
17. Bezrukova, K. (2016). *Team Chemistry Through Analytics*. *UB School of Management Dean's Advisory Council*.

18. Bezrukova, K. (2016). *Negotiations techniques and creating high performing teams*. Executive Development in ***Health Care Management Program***.
19. Bezrukova, K. (2016). *Faultlines, Conflict, and Team Chemistry*. The Keynote Speaker at the Western Psychology Conference for Undergraduate Research (WPCUR). ***Saint Mary's College of California***, Moraga, CA.
20. Bezrukova, K. & Spell, C.S. (2014). *Team Chemistry through Analytics*. ***NBA Summer League***. Las Vegas, NV.
21. Bezrukova, K. & Spell, C.S. (2014). *Using Analytics as a tool to predict Team Chemistry*. ***2014 GMs & Coaches Clinic – GRGFEST***. Chicago, IL.
22. Bezrukova, K. (2013). *Understanding and Addressing “Fault Lines.”* Workshop on Team Dynamics and Effectiveness, July 1, 2013. National Research Council, Board on Behavioral, Cognitive, and Sensory Sciences, Committee on the Science of Team Science. ***National Academies of Science***. Washington DC.
23. Bezrukova, K. (2013). *Research in the fast lane: Strategies for enhancing research productivity*. The Junior Faculty Research Incubator at the ***Academy of Management Annual Meetings***. Orlando, FL.
24. Bezrukova, K. (2013). *Understanding Faultlines*. Psychology seminar series, ***Santa Clara University***. Santa Clara, CA.
25. Bezrukova, K. (2012). *"Kicking and Screaming: Commitment and Resistance in Organizational Diversity Programs."* Psychology seminar series, ***Santa Clara University***. Santa Clara, CA.
26. Spell, C.S. & Bezrukova, K. (2010). *Who Cares? Explaining the Organization's Role in Employee Health*. Management research seminars. Santa Clara University, ***Leavey School of Business***. Santa Clara, CA.
27. Bezrukova, K. (2007). *Coordination, Motivation, and Communication in Groups*. ***Cooper Joint & Bone Institute***. Camden, NJ.
28. Bezrukova, K. (2006). *Subgroup Relations: The Role of Demographic Alignments in Identification Processes*. Solomon Asch Center for Study of Ethnopolitical Conflict. ***University of Pennsylvania***. Philadelphia, PA.
29. Bezrukova, K. (2005). *Consistency Matters! The Multilevel Effects of Group and Division Cultures on the Faultline-Outcomes Link*. OB research seminars. ***The School of Business, Rutgers University***. Camden, NJ.
30. Bezrukova, K. (2005). *Subgroup Relations: Effects of Demographic Alignment and Social Identity*. ***Academy Colloquium: "Social Identity in Organizations."*** Amsterdam, The Netherlands.

31. Bezrukova, K. (2004). *Gender Faultlines in Workgroups*. Presentation in honor of Women's History Month, **Rutgers University**. Camden, NJ.
32. Bezrukova, K., Tudor, P., & Elting, H. (2003). *Value Creation through Diversity – Presentation of George Harvey/Wharton Research Findings*. **The 4<sup>th</sup> Annual Summit on Leading Diversity**. Atlanta, GA.
33. Bezrukova, K., Holland, R., Dollar, D., Tudor, P., and Egan, M.L. (2003). *Working In Teams: Does Diversity Add Value?* **The World Bank Group**. Washington, DC.
34. Bezrukova, K. (2003). *Faultlines in Diverse Workgroups*. **The Yale School of Management**. Yale University. New Haven, CT.
35. Bezrukova, K., Jehn, K., & Zanutto, E. (2002). *A Field Study of Group Faultlines, Team Identity, Conflict, and Performance in Organizational Groups*. M squared meetings. **The Wharton School**, University of Pennsylvania. Philadelphia, PA.
36. Bezrukova, K. & Jehn, K. (2001). *Exploring Ethnic Faultlines and Escalating Conflict Situations: The Role of Leadership, Identity and Coalitions*. M squared meetings. **The Wharton School**, University of Pennsylvania. Philadelphia, PA.

## SERVICE TO THE PROFESSION

### Editorial:

- Member of the AMR Editorial Board, 2017 –
- Member of the OPR Editorial Board, 2020 -
- Associate Editor of Small Group Research (SGR) Journal, 2015 -
- Member of the SGR Editorial Board, 2009 - 2015.
- Member of Advisory Board for the Conflict and Dispute Resolution Journal within the Social Science Research Network (SSRN).

### External Funding Reviewer:

- National Science Foundation (NSF)
- Israel Science Foundation (ISF)
- Swiss National Science Foundation

### Ad hoc Reviewer for the following journals and conferences:

PLOS ONE  
 Journal of Applied Psychology  
 Administrative Science Quarterly  
 Academy of Management Journal  
 Academy of Management Review  
 Journal of Personality and Social Psychology  
 Journal of Organizational Behavior  
 Organizational Behavior and Human Decision Processes  
 International Journal of Conflict Management  
 Journal of Management Studies  
 Group Decision and Negotiations  
 Group & Organization Management

Organization Science  
 Human Relations  
 Journal of Occupational and Organizational Psychology  
 Public Administration Review  
 Small Group Research  
 Group Dynamics: Theory, Research, and Practice  
 European Journal of Work and Organizational Psychology  
 Corporate Governance: An International Review  
 Academy of Management Meetings  
 International Association for Conflict Management  
 Interdisciplinary Network for Group Research Association

#### Leadership:

- Division-Program Chair Elect for the Conflict Management Division at the Academy of Management, 2015-2019.
- Member of the Program Committee for INGRoup.
- Member of the IACM Best Dissertation Committee.
- Coordinator for the Pitney Bowes Awards for Outstanding Ph.D. Thesis in the Field of Diversity offered by the George Harvey Program on Redefining Diversity: Value Creation Through Diversity and sponsored by the SEI Center for Advanced Studies in Management in the Wharton School, University of Pennsylvania.

#### Administrative:

- External assessments for promotion and/or tenure: 3

#### **SERVICE TO THE UNIVERSITY, SCHOOL, and DEPARTMENT**

- PhD coordinator for OHR, 2018 - current
- Member of the SOM Diversity and Inclusion Committee, 2019 - .
- Member of the SOM Strengthening Research Committee, 2017-2018.
- Member of the SOM Faculty Research Committee, 2017-2020.
- Member of the Branding Graduate Education Leadership Council, 2017-2018.
- Member of the Center for Diversity Innovation, 2017-.
- Chair and Member of the Santa Clara University Research Committee, 2013-2016.
  - Reviewing and selecting recipients for scholarship summer stipends and course releases
  - Coordinating the campus-wise student mentorship survey
  - Reviewing sabbatical applications in 2014
- Faculty Senate Representative, 2013-2014.
- Member of the Hayes Fellowship Selection Committee, 2014.
  - Reviewing and selecting student recipients for the award
- Member of the Faculty Focus Group on Provost Website Redesign, 2015.
- Faculty Organizer of research seminars in the Department of Psychology at Santa Clara University, 2009 – to present.
  - Organizing and promoting quarterly seminars with internal and external speakers
- Faculty Supervisor of SONA (Student subject pool), 2009-2014.
- Faculty liaison for corporate and academic guest speakers, 2009 – present.
  - Bringing corporate quest speakers (e.g., Google, Cisco Systems)

## TEACHING EXPERIENCE

### Courses Taught

- Managing Diverse Workforce (SCU)
- Industrial/Organizational Psychology (Rutgers, SCU)
- Advanced Topics: I-O Psychology (SCU)
- Statistical Data Analysis (SCU)
- Negotiations (Rutgers, University at Buffalo)
- Method & Theory in Psychology (Rutgers)
- Statistics for Social Sciences (Rutgers – undergraduate and graduate)
- Organizational Behavior (Wharton, UB)
- Dynamics of Small Groups (Wharton)
- Introductory Social Psychology (Department of Psychology, Moscow State Pedagogical University)

### Courses Created/Developed

- Managing Diverse Workforce (SCU)
- Negotiations (Rutgers, UB)
- ***Executive and Professional Education (including international):***
  - Negotiations (UB)
  - Baseball and Business (ESADE International, Santa Clara University)
  - Organizational Behavior (Business College at Moscow State University, Moscow State Institute of International Relations (MGIMO), Academy of Practical Psychology)
  - Groups and Teams (Academy of Practical Psychology, Moscow State University, National Economical Academy, Moscow State Institute of International Relations (MGIMO))

### Advising & Mentoring

- Member of the dissertation committee for Suzanne Richards (a Ph.D. candidate at George Washington University in Washington, D.C.)
- Advisor to graduate students: Jamie Perry (placement: Ph.D. program at Rutgers University, Business School-Newark) and Jayaram Uparna (placement: Ph.D. program at Northwestern University, Kellogg Business School)
- Research advisor to over 44 undergraduate students.

## PROFESSIONAL ASSOCIATIONS:

- Member: Academy of Management
- Member: Society of Industrial and Organizational Psychology
- Member: International Association of Conflict Management
- Member: Interdisciplinary Network for Group Research
- Member: Human Factor & Ergonomics Society

## CONSULTING EXPERIENCE

THE PERFORMING ART PROJECT (2017). Wake Forest University, Winston-Salem, NC.

- Assisted with data collection on team chemistry using a group of 75 high-school and college-age young artists from all over the hemisphere.

NASA HRP (2016). Anacapa Sciences, Inc. Santa Barbara, CA

- *Subject Matter Expert* – Provided Mars Expedition Task Analysis by identifying the skills and abilities that will be needed among the crew of the first human expedition to Mars.

The CREDITPSYCH startup (2016-current). San Jose, CA.

- Assisted with the product development and Beta tests.

SEI CENTER OF THE WHARTON SCHOOL (2000 – 2002). Philadelphia, PA U.S.A.

- *Data Analyst* – Conducted the Glass Ceiling Audit for a Fortune 500 information processing company.

CENTER OF ORGANIZATIONAL CONSULTATION (1996 - 1999). Moscow, Russia.

- *Organizational Development Consultant*- Conducted customized training in sales presentations, leadership, negotiation, decision-making, and team building for public and private sector groups, including SBERBANK of Russian Federation, MOSBUSINESSBANK, "Democratic Choice of Russia" political party, local government administrations of Primorye, Vorkuta, Ekaterinburg, Rostov-na-Donu, and Tver.
- *Organizational Development Consultant*- Advised Russian small business companies in the areas of personnel assessment & training, leadership, negotiations, and organizational development and transformation.

CONSULTING COMPANY "LASPI PLUS" (1994 - 1996). Moscow, Russia.

- *Consultant*- Developed job simulations to conduct personnel assessment. Performed diagnostic structured interviews to recruit employees for client organizations.

## APPEARANCES IN PRINT AND BROADCAST MEDIA

---

1. The Runaway Train of Conflict: Can it be stopped? January 8, 2020. Psychology Today. <https://www.psychologytoday.com/us/blog/team-spirit/202001/the-runaway-train-conflict>
2. AI/jobs research made the list of UB's top stories for 2019. <http://www.buffalo.edu/news/releases/2019/12/026.html>
3. Are The Self-Employed At Greater Risk Of Automation, And What Can We Do About It? Written by Adi Gaskell. November 21, 2019. Forbes. <https://www.forbes.com/sites/adigaskell/2019/11/21/are-the-self-employed-at-greater-risk-of-automation-and-what-can-we-do-about-it/#62ee6fc17ae3>
4. <https://www.aau.edu/research-scholarship/featured-research-topics/how-artificial-intelligence-will-impact-self>

5. How artificial intelligence will impact self-employment. October 1.  
<https://www.technology.org/2019/10/01/how-artificial-intelligence-will-impact-self-employment/>
6. These self-employed jobs face highest risk of A.I. takeover. September 30.  
<https://www.futurity.org/self-employment-jobs-artificial-intelligence-2172572/>
7. <https://mgt.buffalo.edu/about/news.host.html/content/shared/mgt/news/how-artificial-intelligence-will-impact-self-employment.detail.html>
8. Self-employed? See if your job is among the most threatened by AI. Philadelphia Business Journal September 20, 2019.  
<https://www.bizjournals.com/philadelphia/news/2019/09/20/self-employed-see-if-your-job-is-among-the-most.html>
9. What Research Tells Us About Diversity Training. By Sandra Guy. *SWE, the Magazine of the Society of Women Engineers*.  
<http://societyofwomenengineers.swe.org/images/swemagazine/2019/SWEStateofWomen2019.pdf>
10. Why Carlos Beltrán Was the Perfect Addition to Aid the Astros' Journey to the World Series. By Ben Reiter. *Sports Illustrated*, July 9, 2018.  
<https://www.si.com/mlb/2018/07/09/astoball-houston-astros-book-excerpt>
11. Six Things That Surprise Me About The Starbucks Response. By Dolly Chugh. *Forbes*, May 2018. <https://www.forbes.com/sites/dollychugh/2018/05/29/six-things-that-surprise-me-about-the-starbucks-response/#4bcb27802f06>.
12. Starbucks closed more than 8,000 stores for an afternoon of bias training. Will it work? *PBS NewsHour*. May 2018. <https://www.pbs.org/newshour/nation/starbucks-closed-down-for-an-afternoon-of-bias-training-will-it-work>.
13. Chasing the 'Holy Grail' of Baseball Performance. By Ben Rowen. *The Atlantic*. July/August, 2018. <https://www.theatlantic.com/magazine/archive/2018/07/finding-the-formula-for-team-chemistry/561722/>
14. Ways Fund Managers Can Promote Diversity and Inclusion (Part Two of Four). *The Hedge Fund Law Report*. By Shaw Horton. October 11, 2018. Vol. 11, No. 40.
15. Why the team DJ is the most important role in the clubhouse. By Eddie Matz. *ESPN The Magazine*. April 24, 2018. [http://www.espn.com/mlb/story/\\_/id/23264917/why-team-dj-most-important-role-clubhouse](http://www.espn.com/mlb/story/_/id/23264917/why-team-dj-most-important-role-clubhouse)
16. Fifteen ways UB researchers changed the world — and made headlines — in 2017. by *Buffalo Rising*, December 28, 2017.  
<https://www.buffalorising.com/2017/12/fifteen-ways-ub-researchers-changed-the-world-and-made-headlines-in-2017/>
17. Engineering Team Chemistry. *On Leadership: Insights from the School of Management*. October 25, 2017. <https://ubwp.buffalo.edu/school-of-management-leadership/2017/10/25/engineering-team-chemistry/#comments>.
18. The ethics of engineering: The devil made me do it! *Psychology Today*. August 22, 2017. <https://www.psychologytoday.com/blog/team-spirit/201708/the-ethics-engineering>
19. Google employee's manifesto raises questions over company's diversity training by Henebery. *Learning and Development Professional*, August 18, 2017.  
<http://www.ldphub.com/general-news/google-employees-manifesto-raises-questions-over-companys-diversity-training-240122.aspx>
20. Two Types of Diversity Training That Really Work by Lindsey et al. *Harvard Business Review*, July 28, 2017. <https://hbr.org/2017/07/two-types-of-diversity-training-that-really-work>



21. Do colleges need mandatory gender diversity training? *Learning and Development Professional*, July 19, 2017. <http://www.ldphub.com/general-news/do-colleges-need-mandatory-gender-diversity-training-238929.aspx>
22. Making diversity training effective. July 17, 2017. <http://hrmagazine.co.uk/article-details/making-diversity-training-effective>
23. Does Diversity Training Work? Time for an Evidence-Based Answer by Iulia Alina Cioca, 2017. <https://scienceforwork.com/blog/diversity-training-effectiveness/>
24. New research helps organizations deliver stronger diversity training, February 17, 2017. Diversity training research made the top 5 for 2017 on *EurekaALert*, a service that aggregates science research [https://www.eurekaalert.org/pub\\_releases/2017-12/e-2et122617.php](https://www.eurekaalert.org/pub_releases/2017-12/e-2et122617.php)
25. Team Chemistry radio interview. *Illinois Public Media*. The Bandwagon podcast episode at <http://will.illinois.edu/bandwagon/program/finals-weak>
26. Passing the Chemistry Test. *Slate*. May 2, 2017
27. Managing diversity in interesting times: What's a leader to do? *On Leadership: Insights from the School of Management*. March 29, 2017.
28. How to get diversity initiatives right. *CIO, Network World*. March 14, 2017.
29. How to Get the Most Out of Your Diversity Training. *Business News Daily*. March 2, 2017.
30. The Future of Diversity Training: Darkest before the dawn? *Psychology Today*. March 7, 2017.
31. Why some diversity training fails to get past awareness. *Futurity*. February 21, 2017.
32. New research helps organizations deliver stronger diversity training. *UBNow, PhysOrg, Science Newsline*. February 17, 2017.
33. Chemistry 162. *ESPN The Magazine*, March 31, 2014.
34. Chemistry key to Rays' World Series aspirations. *TBO*. March 31, 2014.
35. Blue Jays hope to major in chemistry. *The Star*. March 28, 2014.
36. Baseball Therapy. Advances in Chemistry? by Russell A. Carleton. *Baseball Prospectus*. March 27, 2014.
37. Bad boss survival guide. *Contra Costa Times*. December 20, 2013
38. The Happiness Project. *ESPN The Magazine*. October 14, 2013.
39. Researcher looks for link between steroids and team conflict in major league baseball. *Phys.org*. August 22, 2013
40. Do Team Factions Hurt Performance? It Depends. *Sudden Teams*. August 10, 2012.
41. Co-author, "Team Spirit" Blog for *Psychology Today*.
  - a. **Notable: Editor's pick as Essential Reading, March 2012.**
42. Continually juggling stakeholders can lead to doubting the value of your mission. *BPS Occupational Digest*. August 4, 2011.
43. Research on workplace injustices. *News-Medical.Net*. April 12, 2011.
44. The Four Kinds of Difficult People in the Workplace. *Business Wire*. April 11, 2011.
45. The Four Kinds of Difficult People in the Workplace. *Workplace Violence News*. March 24, 2011.
46. Certain personality types contribute to workplace stress. *HeartMath-News*. March 23, 2011.
47. Frustrated Employees Perceive Injustices at Work. *Business News Daily, Medical News Today*. December 28, 2010.
48. Study: Diverse Employee Work Groups Can Reduce Workplace Psychological Distress. *EHSToday*. December 28, 2010.



## REFERENCES

**Karen (Etty) A. Jehn**

Professor of Management  
Melbourne Business School  
200 Leicester Street  
Carlton, Victoria  
3053 Australia  
Email: [K.Jehn@mbs.edu](mailto:K.Jehn@mbs.edu)

**Laurie R. Weingart**

Professor of Organizational Behavior  
Director, Center for Interdisciplinary Research on Teams  
236A Posner Hall  
Tepper School of Business  
Carnegie Mellon University  
Pittsburgh, PA 15213  
Phone: 412-268-7585  
Fax: 412-268-6920  
Email: [weingart@cmu.edu](mailto:weingart@cmu.edu)

**David Caldwell**

Stephen and Patricia Schott Professor of Management  
Santa Clara University  
Management Department  
500 El Camino Real  
Santa Clara, CA 95053  
Phone: (408) 554-4114  
Email: [dcaldwell@scu.edu](mailto:dcaldwell@scu.edu)