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ACADEMIC EXPERIENCE

ASSOCIATE PROFESSOR (with tenure), University at Buffalo School of Management, 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.

EDITORIAL:

- Ad Hoc Associate Editor, *Personality and Social Psychology Bulletin*, 2021 –
- Member of the *Academy of Management Review (AMR)* Editorial Board, 2017 –
- Member of *the Organizational Psychology Review (OPR)* Editorial Board, 2020 -
- Associate Editor of *Small Group Research (SGR)* Journal, 2015 - 2020
- 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).

PUBLICATIONS
[7,199 citations according to Google Scholar]

1. **Bezrukova, K. &** Griffith, T. (2025). Post-Public AI Research in Groups and Teams. Editorial SGR special issue on AI. ***Small Group Research***. Forthcoming.

2. **Bezrukova, K**., Spell, C. & Yang, E. (2025). What happens if we kick you out? Diversity programs as a misunderstood cousin in the family of best practices. In Q. Roberson, M. Hebl., & E. King (Eds.) *Research on Social Issues in Management* series, "Call to Action for Policymakers: Defending and Advancing Diversity, Equity, and Inclusion (DEI)" Forthcoming.

3. **Bezrukova, K.,** Spell, C., & Perry, J. (2024). Diversity training in organizations. *Current Opinion in Psychology.* A special issue on "Diversity in Organizations 2025" Forthcoming.

4. [invited] **Bezrukova, K**., Spell, C. & Yang, E. (2024). Diversity Training. **The Encyclopedia of Diversity and Management**. In S.Nkomo, A.Klarsfeld, L.Taksa, A. Bender (Eds.). Edward Elgar Encyclopedia of Diversity and Management Project

5. **Bezrukova, K.,** Griffith, T., Spell, C., Rice, V., & Yang, E. (2023). Artificial Intelligence and Groups: Effects of Attitudes and Discretion on Collaboration. 2023 Special Conceptual Issue of *Group & Organization Management*. DOI: 10.1177/10596011231160574

6. Spell, C. & **Bezrukova, K.** (2023). What management history can tell us about the postpandemic workplace, and other useful things? *Journal of Management History*, 29 (2), 167-178.

7. Usman, S., **Bezrukova, K**., & Spell, C. (2021). **"Mars vs. Jupiter: Nuclear Negotiations."** *DRRC Kellogg, Northwestern University*.

8. Cronin, M. & **Bezrukova, K.** (2019). Conflict Management Through the Lens of System Dynamics. *Academy of Management Annals*, 13(2), 770-806.

9. **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.

10. **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.

11. 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*.*

12. Smith, J. & **Bezrukova, K.** (2013). Towards an Understanding of the Endogenous Nature of Identification in Games. *The Social Science Journal*, 50. 204-212.

13. 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.

14. **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.

15. **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.

16. 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.

17. 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

18. 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.

19. **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.

20. 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.

21. Zanutto, E. L., Bezrukova, K., & Jehn, K. A. (2011). Revisiting faultline conceptualization: Measuring faultline strength and distance. ***Quality & Quantity***, 45, 701-714.

22. **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.

23. Jehn, K. & **Bezrukova, K**. (2004). A field study of group diversity, group context, and performance. ***Journal of Organizational Behavior***, 25 (6): 703-729.

24. 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.

25. 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 <u>Best Article</u> (published in 2003) by Human Resources Management Journal.
    Cited in the *amicus* <u>briefs</u> 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.

26. **Bezrukova, K**., Blinova, Yu, Lyamin, A., & Joukov, Yu. (2001). Team building in real time. *Spravochnik Kadrovika* [Journal of Human Resource Management], 2: 34-41.

27. **Bezrukova, K**. (1998). Team building: Managing groups and teams in organizations. *Technologies in Economics, Management and Politics*, 2: 11-17.

28. **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. **Bezrukova, K.** Spell, C., & Lindsey, A. (2025). Faultlines, Pressure, and When Things Matter. In B.Bonner & M.Baumann (Eds.). *Group and Team Decision Making*. Edward Elgar. Forthcoming.

2. Spell, C.S., **Bezrukova, K.,** Mukherjee, S., & Baveja, A. (2021) Every little bit helps: Does diversity in police departments and communities affect arrest rates? *Academy of Management Best Paper Proceedings*

3. 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.*

4. 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.

5. 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.

6. 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.

7. 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*.

8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. 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. **Bezrukova, K**., Griffith, T., Yang, E., & Spell, C. A sensemaking perspective on faultlines in human-AI teams. ***Journal of Applied Psychology***. Under review.

2. Spell, C.S., **Bezrukova, K.,** Mukherjee, S., & Baveja, A. Towards equity in policing: A process model of demographic match and representation. Under review at the ***Academy of Management Journal***.

3. Spell, C.S., **Bezrukova, K.,** Yang, E., Blum, T.C., & Roman, P.M. Macro-faultlines and the adoption of innovations: The case of organizations treating substance use disorders. Under review at the ***Journal of Management.***

MANUSCRIPTS IN PREPARATION

1. Yang. H.E., **Bezrukova, K.,** Griffith, T., & Spell. C.S. *Gendered AI.* [in preparation for submission to *PNAS]*

2. **Bezrukova, K.,** Griffith, T., Yang. H.E., & Spell. C.S. *A Meta-Analysis of Factors Affecting Human-AI Team Performance.* [in preparation for submission to *JAP]*

3. Yang, E., Burns, T., **Bezrukova, K.,** Bell, S., & Spell, C. Divided in space: Regional cultural faultlines among astronauts. [in preparation for submission to *Academy of Management Discoveries*.]

4. Yang. H.E., **Bezrukova, K.** & Spell. C.S. *The Impact of Macro-faultlines Amid the COVID-19 Pandemic.* [in preparation for submission to *PNAS]*.

5. Perry, J., Spell, C.S., & **Bezrukova, K**. *Faultlines, disagreement, and the U.S. Supreme Court.* [in preparation for submission to *Administrative Science Quarterly]*.

6. **Bezrukova, K.,** Greer, L., Spell, C.S. *Unpacking Team Chemistry Through Analytics.* [targeted for *Science*].

7. **Bezrukova, K.,** Spell, C.S., & Jehn, K. *Faultlines and Climate Change.* [targeted for *AMJ*].

8. **Cronin, M.** & Bezrukova, K. *Sweet and sour conflict: Looking deeper into what makes conflict functional* [targeted for *ASQ*].

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. The Governor's Office of Employee Relations (GOER) and United University Professions (UUP) (2025). For the study titled "Negotiating Procurement in Human-AI Teams." Awarded.

2. NTR (Negotiation and Teams Research, private funding agency) (2024). For the study titled "Negotiating Procurement in Human-AI Teams." Role: PI. Status: Funded

3. AMR Outstanding Bridge Reviewer Mentor (2024)

4. NTR (Negotiation and Teams Research, private funding agency) (2023). For the study titled "Human-AI Teams." Role: Co-PI. Status: Funded

5. NTR (Negotiation and Teams Research, private funding agency) (2022). For the study titled "*Gender and AI/Human Interaction*." Role: Co-PI. Status: Funded

6. UB – SOM, Summer Research Award (2022). For the study titled "*A meta-analytical look into gender stereotyping of robots*." Role: PI.

7. UB – SOM, Summer Research Award (2021). For the study titled "*Divided in space: Group faultlines, affect and team behaviors among astronauts*." Role: PI.

8. UB – SOM, Summer Research Award (2020). For the study titled "*The Impact of Artificial Intelligence on Employment in Work Groups*." Role: PI.

9. AOM Conflict Management Division Service Award. 2020.

10. AMR Best Reviewer Award. 2019.

11. A Faculty-Student Research Assistant Award (FSRAP) (2016) – USD 1,000 for the study titled "*Team Chemistry in Sports Teams*." Role: PI.

12. 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.

13. A Faculty-Student Research Assistant Award (FSRAP) (2015) – USD 1,000 for the study titled "*Quantifying Team Chemistry in Sports Teams*." Role: PI.

14. Santa Clara University Thomas Terry Grant (2014) – USD 5,000 for the study titled "*A Meta-Analysis of the Effects of Diversity Training."* Role: PI.

15. Santa Clara University Dean's Travel Grant (2014) – USD 1,500 for the Academy of Management meetings in Philadelphia, PA.

16. 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.

17. 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.

18. 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.

19. Santa Clara University Dean's Travel Grant (2013) – USD 1,500 for the Academy of Management meetings in Orlando FL.

20. A Faculty-Student Research Assistant Award (FSRAP) (2012) – USD 1,000 for the study titled "*Diversity Faultlines and Ethical Behavior in Groups*." Role: PI.

21. Santa Clara University Presidential Research Grant (2012) – USD 5,000 for the project titled "*Health disparities*." Role: PI.

22. Santa Clara University Dean's Travel Grant (2011) – USD 1,500 for the Academy of Management meetings in San Antonio TX.

23. Santa Clara University Junior Faculty Development Grant (2011) – USD 4,600. Role: PI.

24.   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

25.   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

26.   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.

27.   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.

28.   Santa Clara University Thomas Terry Grant (2009) – USD 4,146 for the experimental study "*Emotional Processes in Diverse Groups.*" Role: PI.

29.   Rutgers University Research Council (2007) – USD 500 for the experimental study "*Role of Demographic Alignments in Identification Processes*." Role: PI.

30.   Rutgers University Research Council (2006) – USD 700 for the experimental study "*Information and Affront as Active Ingredients of Disagreements*." Role: PI.

31.   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.

32.   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]).

33.   Rutgers University Research Council (2004) – USD 1,000 for the experimental study "*Exploring Ethnic Faultlines and Escalating Conflict Situations*." Role: PI.

34. 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.

35. 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.

36. 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.

37. 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.

38. 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.

39. 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. Yang, H.E., Bezrukova, K., Spell, C., Burns, T., & Bell, S. (2025). Using humor to bridge diversity faultlines. The 85th Academy of Management Conference, Cophenhagen, Denmark.

2. Yang, H.E., Bezrukova, K., Griffith, T., & Spell, C. (2025). The impact of AI gender features on human-AI Interaction. The 85th Academy of Management Conference, Cophenhagen, Denmark.

3. Bezrukova, K., Griffith, T., Yang, E., & Spell, C. (2025). A sensemaking perspective on faultlines in human-AI teams. Interdisciplinary Network for Group Research conference. Rotterdam, The Netherlands.

4. Bezrukova, K. (2024). AI Technology and Employee Engagement: Multidisciplinary Analysis of Employee Management. Symposium on the "AI Technology and Employee Engagement: Multidisciplinary Analysis of Employee Management." The 2024 Annual Meeting of the Academy of Management. Chicago, IL.

5. Yang, E., Bezrukova, K., & Spell, C. (2024). The Impact of Macro Faultlines Amid the COVID-19 Pandemic. The 2024 Annual Meeting of the Academy of Management. Chicago, IL.

6. Bezrukova, K., Griffith, T., Yang, E., Spell, C., Grijalva, E. Rice, V. (2024). Faultlines in Human-AI Teams. Symposium on the "Advancing Conflict Management Research Through the Lens of AI." The 2024 International Association for Conflict Management (IACM) Conference in Singapore.

7. Spell, C.S., Bezrukova, K., & Rabinowitz, S. (2023). Splits that matter: Group faultlines and performance in highly competitive environments. In the symposium titled "Going Beyond Demographic Faultlines in Work Teams: New Perspectives and Contexts." The 83rd Annual Meeting of the Academy of Management. Boston, MA

8. Perry, J., Spell, C.S., & Bezrukova, K. (2023). Start-up Team Funding. In the symposium titled "Group Faultlines in Upper Echelons: Triggers, Challenges, and Outcomes." The 83rd

Annual Meeting of the Academy of Management. Boston, MA

9. Perry, J., Bezrukova, K., & Spell., C.S. (2023). Does a fault line bias exist?: When and how investor perceptions of start-up team divisions influence funding decisions. The 2023 International Association for Conflict Management (IACM) Conference in Thessaloniki, Greece.

10. Yang, E., Bezrukova, K., Griffith, T., Spell, C., Rice, V. (2023). Gendered AI. Symposium on the "Advancing the AI and Negotiation Research." The 2023 International Association for Conflict Management (IACM) Conference in Thessaloniki, Greece.

11. Rice, V., Yang, E., Bezrukova, K., Griffith, T., & Spell, C. (2023) Faultlines and AI: Similarity vs. Complementarity-Based Alignments in Teams. The international workshop 'Algorithms that make the difference: Unpacking how new technologies are reshaping diversity and (in)equality at work.' Belgium, Hasselt. May 11th-12th, 2023.

12. Yang, E., Bezrukova, K., Griffith, T., Spell, C., Rice, V. (2023). Gendered AI. The international workshop 'Algorithms that make the difference: Unpacking how new technologies are reshaping diversity and (in)equality at work.' Belgium, Hasselt. May 11th-12th, 2023.

13. Rice, V., Yang, E., Bezrukova, K., Griffith, T., & Spell, C. (2022) Faultlines and AI: Similarity vs. Complementarity-Based Alignments in Teams. WAIM Summer Conference Paper/Proposal Discussion Sessions, New York, NY

14. Rice, V., Yang, E., Bezrukova, K., Griffith, T., & Spell, C. (2022) Faultlines and AI: Similarity vs. Complementarity-Based Alignments in Teams. PhD Project – Baruch Research Symposium, New York, NY

15. Spell, C.S., Bezrukova, K., Yang, H.E., Blum, T.C., & Roman, P.M. (2022) Encouraging Better Treatments Through Macro Faultlines. The 82nd Annual Meeting of the Academy of Management. Seattle, WA

16. Yang, H., Burns, T., Bezrukova, K., Bell, S., & Spell, C. (2022). Divided in space: Regional cultural faultlines among astronauts. Interdisciplinary Network for Group Research conference. Hamburg, Germany

17. Yang, H.E., Bezrukova, K. & Spell, C.S. (2022) The Impact of Macro-faultlines Amid the COVID-19 Pandemic. The 2022 Industry Studies Association Annual Conference, The Wharton School, University of Pennsylvania

18. Perry, J., Bezrukova, K., & Spell, C. (2022). Do Subgroups Harm or Help?: A Triad Pathway Model of Group Splits. The 2022 International Association for Conflict Management (IACM) Conference in Ottawa, Canada

19. Bezrukova, K. (2022). Perspectives on AI and Negotiation. The 2022 International Association for Conflict Management (IACM) Conference in Ottawa, Canada

20. Kim, J., Bezrukova, K., Loyd, D., Spell, C.S. & Said, H. (2022) No pain, no (ethical) gain? Faultlines, ethical decisions, and group cohesion. The 2022 International Association for Conflict Management (IACM) Conference in Ottawa, Canada

21. Spell, C.S., Bezrukova, K., Mukherjee, S., & Baveja, A. *Every little bit helps: Does diversity in police departments and communities affect arrest rates*? (2021) The 81st Academy of Management Conference.

22. Bezrukova, K. (2021). *Diversity Training*. Invited panel on "Diversity, Equity, and Inclusion Training: Does It Work? What the Research Say." The 2021 Society for Industrial and Organizational Psychology Annual Conference.

23. 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 80th Academy of Management Conference.

24. 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 80th Academy of Management Conference.

25. Yang, H., & Bezrukova, K. (2020). *Appraising the group experience: An affective perspective on diversity faultlines*. The 2020 International Association for Conflict Management Virtual Conference.

26. 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.

27. 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.

28. 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.

29. 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.

30. 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.

31. 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.

32. 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.

33. Bezrukova, K. (2018). Facilitator for the PDW on "*Connect and Collaborate.*" Academy of Management Meetings, Chicago, IL.

34. 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.

35. 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.

36. 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.

37. 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.

38. 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.

39. 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, Galvaston, TX.

40. 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.

41. 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.

42. 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.

43. 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.

44. 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.

45. 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.

46. 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.

47. 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.

48. 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.

49. 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.

50. 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.

51. 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.

52. 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.

53. 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.

54. 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.

55. Haar, J., Spell, C.S., & Bezrukova, K. (2016). *Family Faultlines towards Work-Life Balance: A Longitudinal Study.* The 2016 SIOP Annual Conference. Anaheim, CA.

56. 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.

57. 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.

58. 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.

59. 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.

60. 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.

61. 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.

62. 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.

63. 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**.**

64. 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.

65. 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.

66. Bezrukova, K. (2013). *Understanding and addressing faultlines*. Junior Faculty Research Incubator at the Academy of Management Annual Meetings in Orlando, FL.

67. Spell, C.S., Baveja, A., & Bezrukova, K. (2013). *A new methodology for investigating health disparities*. INFORMs conference. Minneapolis, MN.

68. Spell, C.S. & Bezrukova, K. (2013). *A Theory of Preventive Health in Organizations.* Management Theory Conference. San Francisco, CA

69. 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.

70. 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.

71. Spell, C.S. & Bezrukova, K. (2013). *Demographic faults in baseball: We shall overcome?* Industry Studies Association. Kansas, KS.

72. 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.

73. 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

74. 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.

75. 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.

76. Spell, C.S. & Bezrukova, K. (2012). *Understanding the Organization's Role in Employee Health Behavior.* Western Academy of Management. San Diego, CA.

77. 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.

78. 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**.**

79. 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*".

80. Bezrukova, K., Spell, C.S., & Campion, 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.

81. Bezrukova, K., Spell., C.S., & Perry, J. (2010). *Who Cares? Explaining the Organization's Role in Employee Health.* Academy of Management Meetings, Montreal, Canada.

82. 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.

83. Perry, J. & Bezrukova, K. (2010). *Conflicting Divides: A Multilevel Perspective on Conflict in Faultline Groups.* Interdisciplinary Network for Group Research conference, Washington, DC.

84. 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.

85. 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.

86. Bezrukova, K. & Spell, C. (2009). *Fighting Conflict: Violent Splits or Healthy Divides?* International Association for Conflict Management. Kyoto, Japan.

87. 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.

88. 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.

89. 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.

90. 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.

91. Cronin, M.A. & Bezrukova, K. (2008). *Sweet and sour conflict: Information and affront as active ingredients of disagreements*. Academy of Management Meetings, Anaheim, CA.

92. 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.

93. Smith, J. & Bezrukova, K. (2008). *Towards an Understanding of Endogenous Identity in Games.* Economic Science Association, California Institute of Technology, Pasadena, CA.

94. Bezrukova, K. (2007). *Group heterogeneity and faultlines: Comparing alignment and dispersion theories of group composition*. Frontiers Plenary Panel, The 22nd Annual SIOP Conference, New York, NY.

95. Bezrukova, K. (2007). *Cultural shifts in groups with faultlines.* Academy of Management Meetings, Philadelphia, PA.

96. Bezrukova, K. (2007). *Faultlines in diverse groups: Past developments, contradictions, and new directions.* Interdisciplinary Network for Group Research conference, East Lansing, MI

97. 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

98. 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

99. Cronin, M.A. & Bezrukova, K. (2006). *Conflict, learning, and frustration: A Dynamic model of conflict over time*. International Association for Conflict Management, Montreal, Canada

100. Bezrukova, K. (2006). *Subgroup relations: The role of demographic alignments in identification processes*. SPSSI Convention in Long Beach, CA.

101. 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.

102.   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.

103.   Bezrukova, K. (2005). *Subgroup relations: Effects of demographic alignment and social identity*. The KNAW/EAESP Conference on Social Identity in Organizations, Amsterdam, The Netherlands.

104.   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.

105.   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.

106.   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.

107.   Bezrukova, K. & Jehn, K. (2004). *The Effects of diversity training programs.* The 19th Annual SIOP Conference, Chicago, Il.

108.   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.

109.   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.

110.   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.

111.   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.

112.   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.

113.   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.

114.   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.

115.   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.

116.   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.

117.   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.

118.   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.

119.   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.

120.   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.

121.   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.

122.   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.

123.   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.

124.   Jehn, K. & Bezrukova, K. (2001). *Exploring ethnic values, group culture, and conflict.* International Association for Conflict Management, Cergy, France.

125.   Bezrukova, K. & Jehn, K. (2001). *A Study of diversity, team processes, organizational context, and performance.* Academy of Management Meetings, Washington, DC.

126.   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.

127.   Bezrukova, K. (2000). *Team building in Russia: A method to handle organizational conflict.* International Association for Conflict Management, St. Louis, MO.

128.   Jehn, K., Thatcher, S., & Bezrukova, K. (2000). *Exploring faultlines in diverse groups.* Academy of Management Meetings, Toronto, Canada.

INVITED TALKS

1. **Bezrukova, K**., Griffith, T., Yang, E., & Spell, C. (2025). Faultlines in human-AI teams. *University of Bern*.

2. **Bezrukova, K**., Griffith, T., Yang, E., & Spell, C. (2025). A sensemaking perspective on faultlines in human-AI teams. *Spring Diversity & Faultlines Webinar*.

3. **Bezrukova, K**., Griffith, T., Yang, E., & Spell, C. (2025). A sensemaking perspective on faultlines in human-AI teams. *Negotiations and AI Think Tank.*

1. Bezrukova, K. (2024). AI & HR. *Upstate New York HERC*

2. Bezrukova, K. (2024). Town Hall: State of the Conflict Management Division. **Academy of Management Meeting, Chicago, IL.**

3. Bezrukova, K. (2024). Bias Talk. **The Martin Group, LLC.**

4. Bezrukova, K. (2024). Diversity, Demographic Match, and Arrest Rates of African-Americans. **Rotman School of Management, University of Toronto.**

5. Bezrukova, K. (2024). Conflict Management. **Catholic Charities**.

6. Bezrukova, K. (2023). Divided in space: Regional cultural faultlines among astronauts. **Health Prevention Center, Rutgers University.**

7. Bezrukova, K. (2023). Guess Who's Joining the Group? Meet Your New Teammate: AI. **Webinar by the UB Office of Alumni Engagement**.

8. Bezrukova, K. (2023). AI and HR. **ACV company**, Buffalo, NY

9. Bezrukova, K. (2023). Research transparency and Open Science. **OHR Professional Development Seminars. University at Buffalo**.

10. Bezrukova, K. (2023). Lessons Learned from the Pandemic at Work: Panel Discussion. **University at Buffalo**.

11. Bezrukova, K. (2022). AI Bill of Rights. A panelist in the First debate on the Blueprint for AI Bill of Rights. **School of Management, University at Buffalo**.

12. Bezrukova, K. (2022). Diversity, Inclusion, and Haudenosaunee Culture and Values. **Seneca Gaming Corporation.**

13. Bezrukova, K. (2022). Getting What You Want: Effective Conflict Management and Negotiation Strategies. *UB CLOE conference on Leading Ethically***.**

14. **Bezrukova, K.** (2022). Teaching DEI Issues in the Workplace. *The 2022 APS Annual Convention*, Chicago, Illinois, USA.

15. Bezrukova, K. (2021). Art of Negotiations. *The Collegiate Science & Technology Entry Program (CSTEP) Summer Research Program.*

16. Bezrukova, K. (2021). Getting Ready for—and Taking Advantage of—Artificial Intelligence. *UB CLOE conference on The Future of Leadership: Changing the Way We Live and Work***.**

17. Perry, J., Spell, C., & Bezrukova, K. (2021). Breaking in a team: Faultlines over time and extreme decisions in the Supreme Court of the United States. *Columbia University, Syracuse University, SUNY Binghamton, Cornell University.*

18. Bezrukova, K. (2021). Leadership and negotiations. *CLOE 52 Weeks of Leadership*

19. Bezrukova, K. (2021). Using negotiation strategies to teach diversity. *SUNY Business School Conference on incorporating DEI into the classroom.*

20. Bezrukova, K. (2021). Inclusiveness: Letting everyone know they matter. *Hodson Russ LLP***.**

21. Bezrukova, K. and Spell C. (2020). Macro-faultlines. *Georgia Tech.*

22. Bezrukova, K. (2020). Diversity training. *Association for Training and Development.*

23. Bezrukova, K. (2020). Unconscious Bias in the Workplace. *UB Leadership Accelerator Program.*

24. Bezrukova, K. (2019, 2020 virtual). Managing Conflict in the Workplace. *Greenpac.*

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

26. Bezrukova, K. (2019). Unconscious Bias in the Workplace. *UB CLOE conference on Inclusive Leadership.*

27. Bezrukova, K. (2018). A panelist for the Inclusive Leadership in a Time of Divisiveness – A *University at Buffalo School of Management* Pop-Up Event.

28. Bezrukova, K. (2018). Art of Negotiations. *The Collegiate Science & Technology Entry Program (CSTEP) Summer Research Program.*

29. Bezrukova, K. (2018). Art of Negotiations. *NSBE, the National society of engineering*.

30. 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.

31. Griffith, T.L., Spell, C., & Bezrukova, Y. (2018). *Artificial Intelligence and Team Faultlines*. *Boston College Social Media Workshop*, Brookline, MA.

32. Bezrukova, K. (2017). Conflict Resolution. *UB Medical School*.

33. Bezrukova, K. (2017). Advancements in Faultlines Research. *OB PhD seminar at UB guest talk*.

34. Bezrukova, K. (2017). Art of Negotiations. *The Collegiate Science & Technology Entry Program (CSTEP) Summer Research Program.*

35. Bezrukova, K. (2017). Conflict Evolution. *Professional Development Seminars. UB School of Management*.

36. Bezrukova, K. (2017). *Diversity Training and Current Political Climate*. *De Paul University*.

37. Bezrukova, K. (2017). *Creativity, Culture Shifts, and Faultlines*. *Professional Development Seminars. UB School of Management*.

38. Bezrukova, K. (2017). *Team Chemistry Through Analytics*. A Smart Business Practices professional development series seminar. *UB School of Management Alumni Association.*

39. 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*.

40. Bezrukova, K. (2016). *Team Chemistry: How Does it Impact Performance?* A recruitment event for the *Executive and Professional MBA program*.

41. Bezrukova, K. (2016). *Team Chemistry Through Analytics*. UB School of Management *Dean's Advisory Council*.

42. Bezrukova, K. (2016). *Negotiations techniques and creating high performing teams*. Executive Development in *Health Care Management Program*.

43. 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.

44. Bezrukova, K. & Spell, C.S. (2014). *Team Chemistry through Analytics.* **NBA Summer League.** Las Vegas, NV.

45. Bezrukova, K. & Spell, C.S. (2014). *Using Analytics as a tool to predict Team Chemistry.* **2014 GMs & Coaches Clinic – GRGFEST.** Chicago, IL.

46. 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.

47. 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.

48. Bezrukova, K. (2013). *Understanding Faultlines.* Psychology seminar series, **Santa Clara University**. Santa Clara, CA.

49. Bezrukova, K. (2012). *"Kicking and Screaming: Commitment and Resistance in Organizational Diversity Programs."* Psychology seminar series, **Santa Clara University**. Santa Clara, CA.

50. 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.

51. Bezrukova, K. (2007). *Coordination, Motivation, and Communication in Groups.* **Cooper Joint & Bone Institute**. Camden, NJ.

52. 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.

53. 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.

54. Bezrukova, K. (2005). *Subgroup Relations: Effects of Demographic Alignment and Social Identity.* **Academy Colloquium: "Social Identity in Organizations."** Amsterdam, The Netherlands.

55. Bezrukova, K. (2004). *Gender Faultlines in Workgroups.* Presentation in honor of Women's History Month, **Rutgers University.** Camden, NJ.

56. Bezrukova, K., Tudor, P., & Elting, H. (2003). *Value Creation through Diversity – Presentation of George Harvey/Wharton Research Findings.* **The 4ᵗʰ Annual Summit on Leading Diversity.** Atlanta, GA.

57. 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.

58. Bezrukova, K. (2003). *Faultlines in Diverse Workgroups.* **The Yale School of Management.** Yale University. New Haven, CT.

59. 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.

60. 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

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 DEI Division at the Academy of Management, 2025-2029.
- Member of the NTR Research Grant Committee, 2025.
- Member of the AOM OB Most Innovative Student Paper Award, Academy of Management, 2024
- Chair the AOM William H. Newman Award Committee, Academy of Management, 2023
- Division-Program Chair Elect for the Conflict Management Division at the Academy of Management, 2015-2019.
- AOM's Newman Award Committee, 2021.
- 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

- OHR Department Chair, 2022 – 2024
- UB CTSI workforce development advisory team, 2023 -
- PhD coordinator for OHR, 2018 - 2022
- 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, Buffalo)
- 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 Correctional Services Accreditation and Advice Panel (CSAAP) for Her Majesty's Prison and Probation Service (HMPPS) (2021).

- Review and advise on the development and evaluation of an HMPPS diversity and inclusion curriculum for staff

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. Forcing versus choosing: The future of AI.
   https://www.psychologytoday.com/us/blog/team-spirit/202303/forcing-versus-choosing-the-future-of-ai
   Also covered here:

   https://www.washingtonpost.com/technology/2023/05/19/ai-work-apps-google-workspace-microsoft/

   https://workplaceinsight.net/mandatory-use-of-ai-technology-dampens-peoples-enthusiasm-for-the-stuff/

https://peoplesphere.be/fr/imposer-lintelligence-artificielle-a-equipes-fausse-bonne-idee-lorsquil-sagit-dentretenir-enthousiasme-vis-a-vis-de-cette-technologie/

https://peoplesphere.be/nl/kunstmatige-intelligentie-opleggen-aan-teams-ondermijnt-enthousiasme-technologie/

2. Equality and Leading Teams in the Military. On Leadership blog: Insights from the University at Buffalo School of Management
https://ubwp.buffalo.edu/school-of-management-leadership/2023/04/06/equality-and-leading-teams-in-the-military/
https://www.psychologytoday.com/us/blog/team-spirit/202303/equality-and-leading-teams-in-the-military

3. Propaganda and information manipulation in groups. On Leadership blog: Insights from the University at Buffalo School of Management.
https://ubwp.buffalo.edu/school-of-management-leadership/2022/04/05/propaganda-and-information-manipulation-in-groups/

4. Mental Health at Work: From Promise to Practice. The Economist. 2021
https://impact.economist.com/perspectives/sites/default/files/lyra_mental_health_final_1.pdf

5. Is unconscious bias training still worthwhile? Written by Frederick Herbert, March 24th, 2021. LSE Business Review.

6. The Editorial Board: Police departments suffer when their ranks fail to reflect their communities. April 1, 2021. Buffalo News.

7. The complicated battle over unconscious-bias training. Written by Christine Ro, 28th March 2021. BBC.

8. https://www.thelily.com/more-board-seats-are-going-to-women-companies-shouldnt-congratulate-themselves-yet-experts-say/

9. 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

10. AI/jobs research made the list of UB's top stories for 2019.
http://www.buffalo.edu/news/releases/2019/12/026.html

11. 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

12. https://www.aau.edu/research-scholarship/featured-research-topics/how-artificial-intelligence-will-impact-self

13. How artificial intelligence will impact self-employment. October 1.
https://www.technology.org/2019/10/01/how-artificial-intelligence-will-impact-self-employment/

14. These self-employed jobs face highest risk of A.I. takeover. September 30.
https://www.futurity.org/self-employment-jobs-artificial-intelligence-2172572/

15. https://mgt.buffalo.edu/about/news.host.html/content/shared/mgt/news/how-artificial-intelligence-will-impact-self-employment.detail.html

16. 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

17. 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

18. 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/astroball-houston-astros-book-excerpt

19. 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.

20. 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.

21. 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/

22. 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.

23. 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

24. 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/

25. 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.

26. 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

27. 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

28. 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

29. 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

30. Making diversity training effective. July 17, 2017. http://hrmagazine.co.uk/article-details/making-diversity-training-effective

31. Does Diversity Training Work? Time for an Evidence-Based Answer by Iulia Alina Cioca, 2017. https://scienceforwork.com/blog/diversity-training-effectiveness/

32. 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.eurekalert.org/pub_releases/2017-12/e-2et122617.php

33. Team Chemistry radio interview. *Illinois Public Media*. The Bandwagon podcast episode at http://will.illinois.edu/bandwagon/program/finals-weak
34. Passing the Chemistry Test. *Slate.* May 2, 2017
35. Managing diversity in interesting times: What's a leader to do? *On Leadership: Insights from the School of Management.* March 29, 2017.
36. How to get diversity initiatives right. *CIO, Network World.* March 14, 2017.
37. How to Get the Most Out of Your Diversity Training. *Business News Daily.* March 2, 2017.
38. The Future of Diversity Training: Darkest before the dawn? *Psychology Today.* March 7, 2017.
39. Why some diversity training fails to get past awareness. *Futurity.* February 21, 2017.
40. New research helps organizations deliver stronger diversity training. *UBNow, PhysOrg, Science Newsline.* February 17, 2017.
41. Chemistry 162. *ESPN The Magazine,* March 31, 2014.
42. Chemistry key to Rays' World Series aspirations. *TBO.* March 31, 2014.
43. Blue Jays hope to major in chemistry. *The Star.* March 28, 2014.
44. Baseball Therapy. Advances in Chemistry? by Russell A. Carleton. *Baseball Prospectus.* March 27, 2014.
45. Bad boss survival guide. *Contra Costa Times.* December 20, 2013
46. The Happiness Project. *ESPN The Magazine*. October 14, 2013.
47. Researcher looks for link between steroids and team conflict in major league baseball. *Phys.org.* August 22, 2013
48. Do Team Factions Hurt Performance? It Depends. *Sudden Teams.* August 10, 2012.
49. Co-author, "Team Spirit" Blog for *Psychology Today.*
    a. **Notable: Editor's pick as Essential Reading, March 2012.**

50. Continually juggling stakeholders can lead to doubting the value of your mission. *BPS Occupational Digest.* August 4, 2011.
51. Research on workplace injustices. *News-Medical.Net*. April 12, 2011.
52. The Four Kinds of Difficult People in the Workplace. *Business Wire.* April 11, 2011.
53. The Four Kinds of Difficult People in the Workplace. *Workplace Violence News.* March 24, 2011.
54. Certain personality types contribute to workplace stress. *HeartMath-News.* March 23, 2011.
55. Frustrated Employees Perceive Injustices at Work. *Business News Daily, Medical News Today.* December 28, 2010.
56. Study: Diverse Employee Work Groups Can Reduce Workplace Psychological Distress. *EHSToday.* December 28, 2010.

REFERENCES

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Santa Clara University
Management Department
500 El Camino Real
Santa Clara, CA 95053
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