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Michael Scott Cole

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EDUCATION

Ph.D. Auburn University, Auburn, Alabama, August 2003
College of Business, Department of Management

Dissertation: *Resumes and recruiters: Validity of inferences from resumes regarding applicants' mental ability and personality*

Dissertation committee: Hubert S. Feild (chair), Stanley G. Harris, William F. Giles

M.A. The University of Tulsa, Tulsa, Oklahoma, December 1997
Department of Industrial and Organizational Psychology

B.A. Arkansas Tech University, Russellville, Arkansas, May 1996
Department of Psychology

ACADEMIC APPOINTMENTS

2019-present, *Professor* (with tenure), Department of Management & Leadership, Texas Christian University, Fort Worth, Texas.

2013-2019, *Associate Professor* (with tenure), Department of Management, Entrepreneurship, & Leadership, Texas Christian University, Fort Worth, Texas.

2007-2013, *Assistant Professor*, Department of Management, Entrepreneurship, & Leadership, Texas Christian University, Fort Worth, Texas.

2003-2007, *Senior Research Fellow and Lecturer*, Institute for Leadership and Human Resource Management, University of St. Gallen, St. Gallen, Switzerland.

REFEREED JOURNAL ARTICLES

Carter, M. Z., Cole, M. S., Bernerth, J. B., Harms, P. D., Wilhau, A., & Palmer, J. C. (2024). Rotten apples in bad barrels: Psychopathy, counterproductive work behavior, and the role of social context. *Journal of Organizational Behavior*.

- Helmuth, C. A., Cole, M. S., & Vendette, S. (2024). Actions are authentic, but are leaders? A reconceptualization of authenticity and leadership practice. *Journal of Organizational Behavior*, 45, 119-135.
- Hmieleski, K. M., & Cole, M. S. (2023). The contingent effects of intra-team abusive behavior on team thriving and new venture growth. *Journal of Management*, 49, 808-838.
- Method, J. R. & Cole, M. S. (2023). Unpacking the microdynamics of multiplex peer developmental relationships: A mutuality perspective. *Journal of Management*, 49, 606-639.
- Bernerth, J. B., Carter, M. Z., & Cole, M. S. (2022). The (in)congruence effect of leaders' narcissism identity and reputation on performance: A socioanalytic multi-stakeholder perspective. *Journal of Applied Psychology*, 107, 1725-1742.
- Hmieleski, K. M., & Cole, M. S. (2022). Laughing all the way to the bank: The roles of shared coping humor and entrepreneurial team-efficacy in new venture performance. *Entrepreneurship Theory and Practice*, 46, 1782-1811.
- Taylor, S. G., Butts, M. M., Cole, M. S., & Pounds, T. W. (2021). Are you sick? Understanding the effects of coworker presenteeism on workplace mistreatment. *Journal of Applied Psychology*, 106, 1299-1313.
- Briker, R., Walter, F., & Cole, M. S. (2021). Hurry up! The role of supervisors' time urgency and self-perceived status for autocratic leadership and subordinates' well-being. *Personnel Psychology*, 74, 55-76.
- Rosen, C. C., Dimotakis, N., Cole, M. S., Taylor, S. G., Simon, L. S., Smith, T. A., & Reina, C. (2020). When challenges hinder: An investigation of when and how challenge stressors impact employee outcomes. *Journal of Applied Psychology*, 105, 1181-1206.
- Briker, R., Walter, F., & Cole, M. S. (2020). Consequences of (not) seeing eye-to-eye about the past: The role of supervisor-team fit in past temporal focus for supervisors' leadership behavior. *Journal of Organizational Behavior*, 41, 244-262.
- Harris, T. B., Cardador, M. T., Cole, M. S., Mistry, S., & Kirkman, B. L. (2019). Are followers satisfied with conscientious leaders? The moderating influence of leader role authenticity. *Journal of Organizational Behavior*, 40, 456-471.
- Jensen, J. M., Cole, M. S., & Rubin, R. S. (2019). Predicting retail shrink from performance pressure, ethical leader behavior, and store-level incivility. *Journal of Organizational Behavior*, 40, 723-739.
- Bernerth, J. B., Cole, M. S., Taylor, E. T., & Walker, H. J. (2018). Control variables in leadership research: A qualitative and quantitative review. *Journal of Management*, 44, 131-160.

- Bettencourt, L. A., Bond, E. U., Cole, M. S., & Houston, M. B. (2017). Domain-relevant commitment and individual technical innovation performance. *Journal of Production and Innovation Management*, 34, 159-180.
- Taylor, S. G., Bedeian, A. G., Cole, M. S., & Zhang, Z. (2017). Developing and testing a dynamic model of workplace incivility change. *Journal of Management*, 43, 645-670.
- Cole, M. S., Shipp, A. J., & Taylor, S. G. (2016). Viewing the interpersonal mistreatment literature through a temporal lens. *Organizational Psychology Review*, 6, 273-302.
- Shipp, A. J., & Cole, M. S. (2015). Time in individual-level organizational studies: What is it, how is it used, and why isn't it exploited more often? *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 237-260.
- Cole, M. S., Carter, M. Z., & Zhang, Z. (2013). Leader-team congruence in power distance values and team effectiveness: The mediating role of procedural justice climate. *Journal of Applied Psychology*, 98, 962-973.
- Walker, H. J., Bauer, T. N., Cole, M. S., Bernerth, J. B., Feild, H. S., & Short, J. C. (2013). Is this how I will be treated? Reducing uncertainty through recruitment interactions. *Academy of Management Journal*, 56, 1325-1347.
- Hirschfeld, R. R., Cole, M. S., Bernerth, J. B., & Rizzuto, T. E. (2013). Voluntary survey completion among team members: Implications of noncompliance and missing data for multilevel research. *Journal of Applied Psychology*, 98, 454-468.
- Biemann, T., Cole, M. S., & Voelpel, S. (2012). Within-group agreement: On the use (and misuse) of r_{WG} and $r_{WG(i)}$ in leadership research and some best practice guidelines. *The Leadership Quarterly*, 23, 66-80.
- Cole, M. S., Bruch, H., & Vogel, B. (2012). Energy at work: A measurement validation and linkage to unit effectiveness. *Journal of Organizational Behavior*, 33, 445-467.
- **Best 2012 Article in Positive Organizational Scholarship, awarded by the Center for Positive Organizational Scholarship, University of Michigan.**
- Cole, M. S., Walter, F., Bedeian, A. G., & O'Boyle, E. H. (2012). Job burnout and employee engagement: A meta-analytic examination of construct proliferation. *Journal of Management*, 38, 1550-1581.
- Hmieleski, K. M., Cole, M. S., & Baron, R. A. (2012). Shared authentic leadership and new venture performance. *Journal of Management*, 38, 1476-1499.
- Walter, F., Cole, M. S., van der Vegt, G. S., Rubin, R. S., & Bommer, W. H. (2012). Emotion recognition and emergent leadership: Unraveling mediating mechanisms and boundary conditions. *The Leadership Quarterly*, 23, 977-991.

- Walter, F., Humphrey, R. H., & Cole, M. S. (2012). Unleashing leadership potential: Toward an evidence-based management of emotional intelligence. *Organizational Dynamics*, 41, 212-219.
- Carr, J. C., Cole, M. S., Ring, J. K., & Blettner, D. P. (2011). A measure of variations in internal social capital among family firms. *Entrepreneurship Theory and Practice*, 35, 1207-1227.
- Cole, M. S., Bedeian, A. G., & Bruch, H. (2011). Linking leader behavior and leadership consensus to team performance: Integrating direct consensus and dispersion models of group composition. *The Leadership Quarterly*, 22, 383-398.
- Cole, M. S., Bedeian, A. G., Hirschfeld, R. R., & Vogel, B. (2011). Dispersion-composition models in multilevel research: A data-analytic framework. *Organizational Research Methods*, 14, 718-734.
- Walter, F., Cole, M. S., & Humphrey, R. H. (2011). Emotional intelligence: Sine qua non of leadership or folderol? *Academy of Management Perspectives*, 25, 45-59.
- Cole, M. S., Bernerth, J. B., Walter, F., & Holt, D. T. (2010). Organizational justice and individuals' withdrawal: Unlocking the influence of emotional exhaustion. *Journal of Management Studies*, 47, 367-390.
- Cole, M. S., Bruch, H., & Shamir, B. (2009). Social distance as a moderator of the effects of transformational leadership – Both neutralizer and enhancer. *Human Relations*, 62, 1697-1733.
- Cole, M. S., Feild, H. S., Giles, W. F., & Harris, S. G. (2009). Recruiters' inferences of applicant personality based on resume screening: Do paper people have a personality? *Journal of Business and Psychology*, 24, 5-18.
- Cole, M. S., Walter, F., & Bruch, H. (2008). The affective mechanisms linking dysfunctional behavior to performance in work teams: A moderated mediation study. *Journal of Applied Psychology*, 93, 945-958.
- Armenakis, A. A., Harris, S. G., Cole, M. S., Fillmer, L., & Self, D. R. (2007). A top management team's reactions to organizational transformation: The diagnostic benefits of five key change sentiments. *Journal of Change Management*, 7, 273-290.
- Cole, M. S., & Bedeian, A. G. (2007). Leadership consensus as a cross-level contextual moderator of the emotional exhaustion-work commitment relationship. *The Leadership Quarterly*, 18, 447-462.
- Cole, M. S., Rubin, R. S., Feild, H. S., & Giles, W. F. (2007). Recruiters' perceptions and use of applicants' resume information: Screening the recent graduate. *Applied Psychology: An International Review*, 56, 319-343.

- Harris, S. G., & Cole, M. S. (2007). A stages of change perspective on managers' motivation to learn in a leadership development context. *Journal of Organizational Change Management, 20*, 774-793.
- Bernerth, J. B., Feild, H. S., Giles, W. F., & Cole, M. S. (2006). Perceived fairness in employee selection: The role of applicant personality. *Journal of Business and Psychology, 20*, 545-563.
- Cole, M. S., Bedeian, A. G., & Feild, H. S. (2006). The measurement equivalence of web-based and paper-and-pencil measures of transformational leadership: A multinational test. *Organizational Research Methods, 9*, 339-368.
- Cole, M. S., & Bruch, H. (2006). Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter? *Journal of Organizational Behavior, 27*, 585-605.
- Cole, M. S., Bruch, H., & Vogel, B. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of Organizational Behavior, 27*, 463-484.
- Cole, M. S., Harris, S. G., & Bernerth, J. B. (2006). Exploring the implications of vision, appropriateness, and execution of organizational change. *Leadership and Organization Development Journal, 27*, 352-367.
- Cole, M. S., Feild, H. S., & Stafford, J. O. (2005). Validity of resume reviewers' inferences concerning applicant personality based on resume evaluation. *International Journal of Selection and Assessment, 13*, 321-324.
- Cole, M. S., Feild, H. S., Giles, W. F., & Harris, S. G. (2004). Job type and recruiters' inferences of applicant personality drawn from resume biodata: Their relationships with hiring recommendations. *International Journal of Selection and Assessment, 12*, 363-367.
- Cole, M. S., Harris, S. G., & Feild, H. S. (2004). Stages-of-learning motivation: Development and validation of a measure. *Journal of Applied Social Psychology, 34*, 1421-1456.
- Cole, M. S., Feild, H. S., & Giles, W. F. (2004). Interaction of recruiter and applicant gender in resume evaluation: A field study. *Sex Roles: A Journal of Research, 51*, 597-608.
- Cole, M. S., Feild, H. S., & Harris, S. G. (2004). Student learning motivation and psychological hardiness: Interactive effects on students' reactions to a management class. *Academy of Management Learning and Education, 3*, 64-85.
- Cole, M. S., Feild, H. S., & Giles, W. F. (2003). What can we uncover about applicants based on their resumes? A field study. *Applied HRM Research, 8*, 51-62.
- Cole, M. S., Feild, H. S., & Giles, W. F. (2003). Using recruiter assessments of applicants' resume information to predict applicant mental ability and big five personality dimensions. *International Journal of Selection and Assessment, 11*, 78-88.

Cole, M. S., Schaninger, B., & Harris, S. G. (2002). The workplace social exchange network: A multi-level, conceptual examination. *Group and Organization Management*, 27, 142-167.

BOOKS, ENCYCLOPEDIA ENTRIES, NON-REFEREED ARTICLES

Jacquart, P., Cole, M. S., Gabriel, A. S., Koopman, J., & Rosen, C. C. (2017). Studying leadership: Research design and methods. In J. Antonakis & D. V. Day (Eds.), *The Nature of Leadership*, 3 ed.: 411-437. Thousand Oaks: Sage.

Cole, L. E., & Cole, M. S. (2005). *People smart organizations: Maximizing people, performance, and profits*. Winchester, VA: Oakhill Press.

Cole, M. S., & Feild, H. S. (2003). Employment interviews. In M. Stahl (Ed.), *Encyclopedia of Health Care Management*. (pp. 173-175). Thousand Oaks, CA: Sage.

Cole, M. S. (1999). Ambiguity in research: Not necessarily a bad thing. *The Industrial - Organizational Psychologist*, 36(4), 32-35.

Authored (or co-authored) more than 25 articles printed in journals primarily read by practicing managers. Articles have included topics such as developing effective teams, leadership during change initiatives, the concept of trust in organizations, and the institutionalization of organizational change.

RESEARCH GRANT

Leadership needs time: The roles of subjective and objective time for leadership processes and outcomes, with F. Walter (principal contact) and R. Briker, Deutsch Forschungsgemeinschaft (DFG), Project no. 392382642, EUR 220,309.00.

The longitudinal examination of organizational energy, with H. Bruch (principal contact) and B. Vogel, Swiss National Science Foundation (SNSF), Project no. 112047, CHF 336,328.00.

PAPERS SELECTED FOR CONFERENCE PROCEEDINGS

Bernerth, J. B., Cole, M. S., Taylor, E. T., & Walker, H. J. (2017). Control variables in leadership research: A qualitative and quantitative review. *Academy of Management Best Paper Proceedings*.

Hmieleski, K. M., & Cole, M. S. (2017). The interacting effects of environment uncertainty, shared humor and entrepreneurial team-efficacy. *Academy of Management Best Paper Proceedings*.

Hirschfeld, R. R., Cole, M. S., Bernerth, J. B., & Rizzuto, T. E. (2013). State-of-the-art methods for multilevel (team) research with missing data. *Academy of Management Best Paper Proceedings*.

- Walker, H. J., Bauer, T. N., Cole, M. S., Feild, H. S., & Hinojosa, A. (2012). Is this how I will be treated? Reducing uncertainty through recruitment interactions. *Academy of Management Best Paper Proceedings*.
- Walter, F. H., & Cole, M. S. (2011). Change cynicism, transformational leadership, and the buffering role of dispositional optimism. *Academy of Management Best Paper Proceedings*.
- Hmieleski, K. M., Cole, M. S., Baron, R. A. (2010). Linking shared authentic leadership to firm performance: A study of new venture top management teams. *Frontiers of Entrepreneurship Research*. Babson College Entrepreneurship Research Conference.
- Cole, M. S., Bruch, H., & Vogel, B. (2005). Development and validation of a measure of organizational energy. *Academy of Management Best Paper Proceedings*.
- Bernerth, J. B., Feild, H. S., Giles, W. F., & Cole, M. S. (2004). Perceived fairness in employee selection: The role of applicant personality. *Academy of Management Best Paper Proceedings*.
- Cole, M. S., Bruch, H., & Vogel, B. (2004). Emotions as mediators of perceived supervisor support, psychological hardiness, and cynicism. *Academy of Management Best Paper Proceedings*.

CONFERENCE PRESENTATIONS

- Sessa, V., Bowling, N. A., Banks, G. C., Cole, M. S., Highhouse, S., Shaffer, J. A., & Tett, R. P. (2023). *Welcome to the Jangle: Confronting Construct Proliferation in I/O Psychology* [Panel]. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA.
- Bernerth, J. B., Cole, M. S., Carter, M. Z., & Palmer, J. C. (2020). *Exploring (in)congruence of leader narcissism identity and reputation on performance outcomes*. Paper accepted for presentation at the Academy of Management (Virtual) Meeting.
- Carter, M. Z., Cole, M. S., Palmer, J. C., & Wilhau, A. (2019). *The accelerating rate of psychopathy on counterproductive work behavior: The role of work contexts*. Paper accepted for presentation at the Academy of Management Meeting in Boston, MA.
- Method, J. R., & Cole, M. S. (2018). *From instrumental to developmental: How mutuality generates multiplex peer developmental relationships over time*. Paper presented as part of the symposium on “What Happens Next? The Temporal Dynamics and Long-Term Consequences of Prosocial Behavior.” Academy of Management Meeting in Chicago, IL.
- Taylor, S. G., Pounds, T. W., Cole, M. S., & Butts, M. M. (2018). *Don't cough on me: When and why employees are mistreated for being sick on the job*. Paper presented as part of the symposium on “Workplace Incivility: New Frontiers and Research Directions.” Academy of Management Meeting in Chicago, IL.

- Jensen, J. M., Cole, M. S., & Rubin, R. S. (2017). *Contextual influences on a climate for incivility and retail shrinkage*. Paper presented as part of the symposium on “Why, How, and When: Advancing the Literature on Workplace Incivility.” Society of Industrial and Organizational Psychology Meeting in Orlando, FL.
- Zhang, Z., Cole, M. S., Barnes, C., M., & Taylor, S. G. (2015). *A dynamic multilevel study of insomnia and leader emergence*. Paper presented at the Society of Industrial and Organizational Psychology Meeting in Philadelphia, PA.
- Harris, T. B., Mistry, S., Cole, M. S., & Kirkman, B. L. (2014). *Leader conscientiousness, authenticity, and team attitudes: A moderated mediation study*. Paper presented at the Academy of Management Meeting in Philadelphia, PA.
- Methot, J. R., & Cole, M. S. (2012). *Peer mentoring: A longitudinal analysis of Next Generation Leaders and their developmental networks*. Paper presented at the International Sunbelt Social Network Conference in Redondo Beach, CA.
- Taylor, S. G., Cole, M. S., & Bedeian, A. G. (2012). *Do the effects of incivility depend on personality?* Paper presented at the Society of Industrial and Organizational Psychology Meeting in San Diego, CA.
- Carter, M., Cole, M. S., & Zhang, Z. (2011). *Congruence effects of leader-team power distance values on team effectiveness*. Paper presented at the Academy of Management Meeting in San Antonio, TX.
- Cole, M. S., Walter, F. H., & O’Boyle, E. (2010). *Work engagement: A case of putting the cart before the horse?* Paper presented at the Academy of Management Meeting in Montreal, Canada.
- Walter, F. H., & Cole, M. S. (2010). Symposium Chairs. *Leadership and emotional intelligence: Common pitfalls and new empirical evidence*. Jointly sponsored by the Organizational Behavior and Human Resources Divisions at the Academy of Management Meeting in Montreal, Canada.
- Walter, F. H., Van der Vegt, G. S., & Cole, M. S. (2010). *Emotion recognition and leader emergence: Examining mechanisms and boundary conditions*. Paper presented at the Academy of Management Meeting in Montreal, Canada.
- Hmieleski, K. M., Cole, M. S., & Baron, R. A. (2010) *Shared authentic leadership within new venture top management teams and firm performance*. Paper presented at the Babson College Entrepreneurship Research Conference (BCERC) in Lausanne, Switzerland.
- Hmieleski, K. M., Cole, M. S., & Tepper, B. J. (2010). *New venture top management team intra-group abusive behavior and firm performance: A moderated mediation study*. Paper presented at the Babson College Entrepreneurship Research Conference (BCERC) in Lausanne, Switzerland.

- Bruch, H., Menges, J., Cole, M. S., & Vogel, B. (2009). *High performance work systems and firm performance: The mediating role of organizational energy*. Paper presented at the Academy of Management Meeting in Chicago, IL.
- Cole, M. S., & Hirschfeld, R. R. (2009). *The level and dispersion of work-group cohesion: Joint implications for groups' affective tone*. Paper presented at the Academy of Management Meeting in Chicago, IL.
- Hmieleski, K. M., Cole, M. S., & Tepper, B. J. (2009). *Abusive behavior within new venture top management teams*. Paper presented at the Academy of Management Meeting in Chicago, IL.
- Bruch, H., Vogel, B., & Cole, M. S. (2008). *Measuring organizational energy: Findings and a future agenda*. Paper presented as part of the symposium on "Toward Theory Refinement: Advancing Positive Organizational Scholarship through Measure Development." Jointly sponsored by the Organizational Behavior and Research Methods Divisions at the Academy of Management Meeting in Anaheim, CA.
- Armenakis, A. A., Cole, M. S., Harris, S. G., Fillmer, L., & Self, D. T. (2007). *Assessing a top management team's reactions to organizational transformation*. Paper presented as part of the symposium on "Reactions to Organizational Change." Sponsored by the Organizational Development and Change Division at the Academy of Management Meeting in Philadelphia, PA.
- Bruch, H., Cole, M. S., Vogel, B., & Menges, J. (2007). *Linking productive organizational energy to firm performance and individuals' satisfaction*. Paper presented at the Academy of Management Meeting in Philadelphia, PA.
- Cole, M. S., & Walter, F. H. (2007). *Antisocial behavior, affect, expressivity and performance: A team-level moderated mediation study*. Paper presented at the Academy of Management Meeting in Philadelphia, PA.
- Armenakis, A. A., Cole, M. S., Fillmer, L., Harris, S. G., & Self, D. T. (2006). *Assessing a top management team's reactions to organizational transformation*. Paper presented as part of the symposium on "Reactions to Organizational Change" at the 26th International Conference of Applied Psychology in Athens, Greece.
- Bernerth, J. B., Armenakis, A. A., Feild, H. S., Giles, W. F., Walker, H. J., & Cole, M. S. (2006). *Does personality influence the development of LMX? An empirical study*. Paper presented at the Southern Management Association Meeting in Clearwater Beach, FL.
- Bruch, H., Vogel, B., & Cole, M. S. (2006). *Productive organizational energy: A collective level model and empirical testing*. Paper presented at the Academy of Management Meeting in Atlanta, GA.
- Bruch, H., Vogel, B., & Cole, M. S. (2006). *An empirical test of a collective model of productive organizational energy*. Paper presented at the European Academy of Management Meeting in Oslo, Norway.

- Cole, M. S., & Böhm, S. A. (2006). *Identification as a mediator of the leadership-commitment relationship: A multilevel study*. Paper presented at the Academy of Management Meeting in Atlanta, GA.
- Cole, M. S., Bernerth, J. B., & Holt, D. T. (2006). *Linking injustice to emotional exhaustion and related levels of commitment and turnover intention*. Paper presented at the Academy of Management Meeting in Atlanta, GA.
- Vogel, B., Cole, M. S., & Bruch, H. (2006). *Longitudinal effects of cohesion quality and cohesion consensus on unit-level affective tone*. Paper presented at the Emotions and Organizational Life Conference in Atlanta, GA.
- Bruch, H., Shamir, B., & Cole, M. S. (2005). *Promotion-oriented and prevention-oriented leadership: Two ways of influencing follower motivation*. Paper presented at the Academy of Management Meeting in Honolulu, HI.
- Cole, M. S., Feild, H. S., Giles, W. F., & Bernerth, J. B. (2005). *Recruiters' perceptions and use of applicant resume information*. Paper presented at the Society of Industrial/Organizational Psychology Meeting in Los Angeles, CA.
- Cole, M. S., Feild, H. S., Giles, W. F., Harris, S. G., & Bernerth, J. B. (2005). *Recruiters' inferences and their relationship with hiring recommendations*. Paper presented at the Society of Industrial/Organizational Psychology Meeting in Los Angeles, CA.
- Bruch, H., Cole, M. S., & Vogel, B. (2004). *Group mood convergence*. Paper presented at the Academy of Management Meeting in New Orleans, LA.
- Cole, M. S., Bruch, H., & Vogel, B. (2004). *Multigroup confirmatory factor analysis of the measurement invariance of the job-related affective well-being scale: A cross-cultural analysis*. Paper presented at the Emotions and Organizational Life Conference in London, UK.
- Cole, M. S., Feild, H. S., Giles, W. F., & Bernerth, J. B. (2003). *Recruiters' stereotypes and applicant gender as determinants of resume evaluations*. Paper presented at the Southern Management Association Meeting in Clearwater, FL.
- Cole, M. S., Feild, H. S., Harris, S. G., & Stafford, J. O. (2003). *To learn or not to learn: Validation of a stage-based measure of learning motivation*. Paper presented at the Academy of Management Meeting in Seattle, WA.
- Cole, M. S., Feild, H. S., Harris, S. G., & Verdigets, F. L. (2001). *Learning motivation and psychological hardiness: Examination of the interaction effects on learning outcomes*. Paper presented at the Academy of Management Meeting in Washington, DC.
- Cole, M. S., & Feild, H. S. (2001). *Recruiters and applicant resumes: Inferences regarding applicants' cognitive ability and personality characteristics*. Paper presented at the Academy of Management Meeting in Washington, DC.

- Cole, M. S. & Harris, S. G. (2001). *Exploring the affective implications of assessments of the need for, appropriateness of, and execution of organizational changes*. Paper presented at the Academy of Management Meeting in Washington, DC.
- Cole, M. S., & Harris, S. G. (2000). *The development and validation of a measure of stages-of-change of learning motivation in an educational environment*. Paper presented at the Academy of Management Meeting in Toronto, Canada.
- Cole, M. S., Smith, W., & Harris, S. G. (2000). *Individual difference variables as predictors of training motivation*. Paper presented at the Society of Industrial/Organizational Psychology Meeting in New Orleans, LA.
- Cole, M. S., & Schaninger, W. (1999). *Team-member exchange: An integral contributor to the workplace social exchange network*. Paper presented at the Academy of Management Meeting in Chicago, IL.
- Harris, S. G., & Cole, M. S. (1999). *A stages-of-change perspective on motivation to learn in a leadership development context: An empirical examination*. Paper presented at the Academy of Management Meeting in Chicago, IL.
- Cole, M. S., Schaninger, W., & Self, D. (1999). *Motivational impact of pay distribution: A conceptual framework*. Paper presented at the Southern Management Association Meeting in Atlanta, GA.

PROFESSIONAL ACTIVITIES

Editorships

Senior Associate Editor, *The Leadership Quarterly*, 2016-2022.

Associate Editor, *The Leadership Quarterly*, 2015-2016.

Editorial Boards

Journal of Applied Psychology, 2014-present.

Journal of Management, 2017-present.

Journal of Organizational Behavior, 2013-present.

Organizational Research Methods, 2017-present.

The Leadership Quarterly, 2011-2015.

European Journal of Work and Organizational Psychology, 2009-2012.

Service to the Academy of Management and Southern Management Association

Member, Executive Leadership (5-year) Track, Research Methods Division, 2016-2020.

Participant, “*Mentoring at the Interface: From Leadership Research Proposals to High Quality Publications*” (AOM), 2016-2024.

Member, SMA Committee, HR/RM Divisions, Best Overall Paper Award, 2014.

Panelist of the 2013 Professional Development Workshop (AOM) “*Ask the Experts: Macro and Multi-level Methods.*”

Member, AOM Committee, OB Division, Making Connections Award, 2011.
Member, AOM Membership Committee, 2005-2007.

Conference Reviewer

OB and RM Divisions, Academy of Management.
OB and RM Divisions, Southern Management Association.

External Referee, Netherlands Organization for Scientific Research, 2013.
External Referee, Israel Science Foundation (ISF), 2015.

ACADEMIC SERVICE

TCU Neeley School of Business

Member, Neeley's Research Committee, 2020-present.
Member, Organizational Behavior Search Committee, 2023.
Member, Organizational Behavior Search Committee, 2022.
Chair, Organizational Behavior Search Committee, 2021.
Member, Entrepreneurship Search Committee, 2017-2018.
Member, Entrepreneurship Search Committee, 2017.
Member, Entrepreneurship Search Committee, 2016.
Member, Organizational Behavior Search Committee, 2016.
Member, Organizational Behavior Search Committee, 2014.
Chair, Task Force Travel Policy for MEL Department, 2014.
Member, BNSF Endowed Professorship Search Committee, 2013.
Member, Department Head Search Committee, 2011-2012.
Member, Visiting Professor Search Committee, 2011.
Member, Organizational Behavior Search Committee, 2011.
Member, Organizational Behavior Search Committee, 2009.
Member, Henderson Leadership Chair Search Committee, 2008-2009.
Member, Senior Leadership Award Committee, 2008.

Doctoral Dissertation Committee Member

Boram Do (Boston College, Ph.D., 2016).

HONORS, AWARDS, FELLOWSHIPS

Neeley School of Business, Research Award, 2022.

Decennial Influential Article Award, *The Leadership Quarterly*, 2022.

Outstanding Reviewer Award, *Journal of Management*, 2020.

Recipient of the 5-year scholarly impact award for the article "Shared authentic leadership and new venture performance," published in the *Journal of Management* (2012), with Keith Hmieleski and Robert Baron.

Finalist for the Neeley Alumni Professor of the Year, 2015.

Teaching Award for Best Undergraduate Course (Elective or Major), Neeley School of Business, Texas Christian University, 2014.

Outstanding Reviewer Award (The “Seshe”) for timeliness and productivity, *The Leadership Quarterly*, 2013.

Outstanding Reviewer Award (The “Bernie”) for overall review quality, *The Leadership Quarterly*, 2011.

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

National Federation of Independent Business (NFIB) Award for excellence in Research, awarded at the Babson Entrepreneurship Research Conference (BCERC) for best paper on the general topic of entrepreneurship, 2010.

Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management, 2010.

Dexter Award, for the paper, “Development and validation of a measure of organizational energy,” Organizational Behavior Division, Academy of Management, 2005.

Teaching Excellence Award for the course, *Charisma and High Performing Teams*, University of St. Gallen, 2004.

Best International Paper Award, recognizing the 10 best papers by researchers located outside of North America, Organizational Behavior Division, Academy of Management, 2004.

Department of Management’s Nominee for Auburn University’s Outstanding Graduate Student Award, 2001.

Department of Management’s Nominee for Auburn University’s Merriwether Fellowship, 2000 and 2003.

Auburn University’s Presidential Graduate Fellowship, 1998-2003.