STEPHEN E. **HUMPHREY**

**Pennsylvania State University** | Department of Management and Organization

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**POSITION**

Professor of Management

Alvin H. Clemens Professor of Management & Organization

**EDUCATION**

**Ph.D.** Organizational Behavior / Human Resource Management

**Michigan State University**

 **B.S.** Psychology

 **James Madison University**

**PUBLICATIONS**

Carter, K. M., Hetrick, A. L., Chen✜, M., Humphrey, S. E., Morgeson, F. P., & Hoffman, B. J. in press. How culture shapes the influence of work design characteristics: A narrative and meta-analytic review. ***Journal of Management***.

Zavyalova, A., Bundy, J., & Humphrey, S. E. 2022. A relational theory of reputational stability and change. ***Organization Science, 33(5)***: 1724-1740. <https://doi.org/10.1287/orsc.2021.1494>

Min✜, S., Humphrey, S. E., Aime, F., Quade✜, M. J., Petrenko✜, O., & Fu✜, S. 2022. Dealing with new members: Team members’ reactions to newcomer’s attractiveness and sex. ***Journal of Applied Psychology, 107(7)***: 1115-1129. <https://doi.org/10.1037/apl0000872>

Yuan✜, Y., Humphrey, S. E., & van Knippenberg, D. 2022. From individual creativity to team creativity: A meta-analytic test of task moderators. ***Journal of Occupational and Organizational Psychology, 95***: 358-404. <https://doi.org/10.1111/joop.12380>

Humphrey, S. E., Macy, R., & Wang, C. S. 2022. Teaching entrepreneurial negotiation. ***Negotiation Journal, 38(1)***: 93-110. <https://doi.org/10.1111/nejo.12377>

Chen✜, A., Treviño, L. K., & Humphrey, S. E. 2020. Ethical champions, emotions, framing, and team ethical decision making. ***Journal of Applied Psychology***, 105(3): 245–273. <https://doi.org/10.1037/apl0000437>

Humphrey, S. E. & LeBreton, J. M. (Eds.) 2019. ***The*** ***Handbook of Multilevel Theory, Measurement, and Analysis*.** Washington, DC: American Psychological Association. <https://doi.org/10.1037/0000115-000>

Knight, A. P. & Humphrey, S. E. 2019. Dyadic data analysis. In S. E. Humphrey & J. M. LeBreton (Eds.), ***The Handbook of Multilevel Theory, Measurement, and Analysis***. (pp. 426-448). Washington, DC: American Psychological Association. <https://doi.org/10.1037/0000115-019>

Karam, E. P., Hu, J., Davison, R. B., Juravich, M., Nahrgang, J. D., Humphrey, S. E., & DeRue, D. S. 2019. Illuminating the “face” of justice: A meta-analytic examination of leadership and organizational justice. ***Journal of Management Studies***, 56, 134-171. <https://doi.org/10.1111/joms.12402>

Humphrey, S. E., Aime, F., Cushenbery✜, L, Hill✜, A. D., & Fairchild✜, J. 2017. Team conflict dynamics: Implications of a dyadic view of conflict for team performance. ***Organizational Behavior and Human Decision Processes***, 142: 58-70. <https://doi.org/10.1016/j.obhdp.2017.08.002>

Hambrick, D. C., Humphrey, S. E., & Gupta✜, A. 2015. When does executive group heterogeneity matter most (and least)? Identifying the structural origins of interdependence in top management teams. ***Strategic Management Journal***, 36: 449-461. <https://doi.org/10.1002/smj.2230>

Aime, F., Humphrey, S., DeRue, D. S., & Paul✜, J. 2014. The riddle of heterarchy: Power transitions in cross-functional teams. ***Academy of Management Journal***, 57: 327-352. <https://doi.org/10.5465/amj.2011.0756>

Humphrey, S. E. & Aime, F. 2014. Team microdynamics: Towards an organizing approach to teamwork. ***Academy of Management Annals,*** 8: 443-503. <https://doi.org/10.5465/19416520.2014.904140>

Summers✜, J. K., Humphrey, S. E., & Ferris, G. R. 2012. Team member change, flux in coordination, and performance: Effects of strategic core roles, information transfer, and cognitive ability. ***Academy of Management Journal****,* 55: 314-338. <https://doi.org/10.5465/amj.2010.0175>

Conlon, D. E., Tinsley, C. H., Humphrey, S. E., & Ellis, A. P. J. 2012. Is it sometimes better to receive than to give? Preferences for receiver roles over proposer roles in consumer behavior ultimatums. ***Organizational Behavior and Human Decision Processes***, 119: 64-77**.** <https://doi.org/10.1016/j.obhdp.2012.05.003>

Morgeson, F. P., Humphrey, S. E., & Reeder✜, M. C. 2012. Team selection. In N. Schmitt (Ed.), ***The Oxford Handbook of Personnel Assessment and Selection***. (pp. 832-848). New York: Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199732579.013.0036>

Wagner, J. A. III, Humphrey, S. E., Meyer✜, C. J., & Hollenbeck, J. R. 2012. Individualism-collectivism and team member performance: Another look. ***Journal of Organizational Behavior***, 33: 946-963**.** <https://doi.org/10.1002/job.783>

Zinko✜, R. A., Ferris, G. R., Humphrey, S. E., Meyer, C. J., & Aime, F. 2012. Personal reputation in organizations: Two-study constructive replication and extension of antecedents and consequences. ***Journal of Organizational and Occupational Psychology***, 85: 156-180. <https://doi.org/10.1111/j.2044-8325.2010.02017.x>

DeRue, D. S., Nahrgang✜, J. D., Wellman✜, N. & Humphrey, S. E. 2011. Trait and behavioral theories of leadership: A meta-analytic test of their relative validity. ***Personnel Psychology****, 64*: 7-52. <https://doi.org/10.1111/j.1744-6570.2010.01201.x>

Hollenbeck, J.R., Ellis, A.P.J., Humphrey, S.E., Garza✜, A., & Ilgen, D.R. 2011. Asymmetry in structural adaptation: The differential impact of centralizing versus decentralizing team decision-making structures. ***Organizational Behavior and Human Decision* *Processes***, 114: 64-74. <https://doi.org/10.1016/j.obhdp.2010.08.003>

Humphrey, S. E. 2011. What does a great meta-analysis look like? ***Organizational Psychology Review****, 1*: 99-103. <https://doi.org/10.1177/2041386611401273>

Humphrey, S. E., Hollenbeck, J. R., Meyer✜, C. J., & Ilgen, D. R. 2011. Personality configurations in self-managed teams: A natural experiment on the effects of maximizing and minimizing variance in traits. ***Journal of Applied Social Psychology****, 41:* 1701-1732. <https://doi.org/10.1111/j.1559-1816.2011.00778.x>

Jensen✜, J. M., Conlon, D. E., Humphrey, S. E., & Moon, H. 2011. The consequences of completion: How level of completion influences information concealment by decision makers. ***Journal of Applied Social Psychology****, 41:* 401-428*.* <https://doi.org/10.1111/j.1559-1816.2010.00719.x>

Harrison, D. A. & Humphrey, S. E. 2010. Designing for diversity or diversity for design? Tasks, interdependence, and within-unit differences at work. ***Journal of Organizational Behavior****, 31:* 328-337. <https://www.jstor.org/stable/41683910>

Aime, F., Meyer, C. J., & Humphrey, S. E. 2010. Legitimacy of group rewards: Analyzing legitimacy as a condition for the effectiveness of group incentive designs. ***Journal of Business Research****, 63:* 60-66. <https://doi.org/10.1016/j.jbusres.2009.02.014>

Humphrey, S. E., Morgeson, F. P., & Mannor✜, M. J. 2009.Developing a theory of the strategic core of teams: A role composition model of team performance. ***Journal of Applied Psychology****, 94:* 48-61. <https://doi.org/10.1037/a0012997>

Beersma✜, B., Hollenbeck, J. R., Conlon, D. E., Humphrey, S. E., Moon✜, H., & Ilgen, D. R. 2009. Role negotiation in self-managed teams: The effects of history and composition on coordination and performance. ***Organizational Behavior and Human Decision Processes****, 108*: 131–142. <https://doi.org/10.1016/j.obhdp.2008.07.002>

Homan✜, A. C., Hollenbeck, J. R., Humphrey, S. E., van Knippenberg, D., Ilgen, D. R., & Van Kleef, G. A. 2008. Facing differences with an open mind: Openness to experience, salience of intra-group differences, and performance of diverse work groups. ***Academy of Management Journal****, 51*: 1204-1222. <https://doi.org/10.5465/amj.2008.35732995>

Morgeson, F. P., & Humphrey, S. E. 2008. Job and team design: Toward a more integrative conceptualization of work design. In J. J. Martocchio (Ed.), ***Research in Personnel and Human Resource Management***.(Vol. 27, pp. 39-92). United Kingdom: Emerald Group Publishing Limited. [https://doi.org/10.1016/S0742-7301(08)27002-7](https://doi.org/10.1016/S0742-7301%2808%2927002-7)

Moon, H., Marinova✜, S. V., Hollenbeck, J. R. & Humphrey, S. E. 2008. Beneath the surface: Uncovering the relationship between extraversion and organizational citizenship behavior through a facet approach. ***International Journal of Selection and Assessment****, 16:* 143-154. <https://doi.org/10.1111/j.1468-2389.2008.00419.x>

Humphrey, S. E., Nahrgang✜, J. D., & Morgeson, F. P. 2007. Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. ***Journal of Applied Psychology****, 92:* 1332-1356. <https://doi.org/10.1037/0021-9010.92.5.1332>

Humphrey, S. E., Hollenbeck, J. R., Meyer✜, C. J., & Ilgen, D. R. 2007. Trait configurations in self-managed teams: A conceptual examination of the use of seeding to maximize and minimize trait variance in teams. ***Journal of Applied Psychology****, 92:* 885-892. <https://doi.org/10.1037/0021-9010.92.3.885>

Morgeson, F. P. & Humphrey, S. E. 2006. The work design questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. ***Journal of Applied Psychology****, 91*: 1321-1339. <https://doi.org/10.1037/0021-9010.91.6.1321>

Johnson✜, M. D., Hollenbeck, J. R., Humphrey, S. E., Ilgen, D. R., Jundt✜, D. K., & Meyer✜, C. J. 2006. Cutthroat cooperation: Asymmetrical adaptation of team reward structures. ***Academy of Management Journal****, 49:* 103-119. <https://doi.org/10.5465/amj.2006.20785533>

Ellis✜, A. J. P., Humphrey, S. E., Conlon, D. E., & Tinsley, C. H. 2006. Improving customer reactions to brokered ultimatums: The benefits of prior experience and explanations. ***Journal of Applied Social Psychology****, 36:* 2293-2324. <https://doi.org/10.1111/j.0021-9029.2006.00104.x>

Humphrey, S. E., Ellis✜, A. J. P., Conlon, D. E., & Tinsley, C. H. 2004. Understanding customer reactions to brokered ultimatums: Applying negotiation and justice theory. ***Journal of Applied Psychology***, *89:* 466-482. <https://doi.org/10.1037/0021-9010.89.3.466>

Humphrey, S. E., Moon✜, H., Conlon, D. E., & Hoffman, D. A. 2004. Decision making and behavioral fluidity: How focus on completion and emphasis on safety changes over the course of projects. ***Organizational Behavior and Human Decision Processes****, 93:* 14-27. <https://doi.org/10.1016/j.obhdp.2003.08.003>

Moon✜, H., Hollenbeck, J. R., Humphrey, S. E., Ilgen, D. R., West✜, B. J., Ellis✜, A. P. J., & Porter✜, C. O. L. H. 2004. Asymmetric adaptability: Dynamic team structures as one-way streets. ***Academy of Management Journal****, 47:* 681-695. <https://doi.org/10.5465/20159611>

Humphrey, S. E., Hollenbeck, J. R., Ilgen, D. R., & Moon✜, H. 2004. The changing shape of large scale programs of research: MSU-DDD as an illustrative example. In S. G. Schiflett, L. R. Elliott, E. Salas, & M. D. Coovert (Eds.), ***Scaled Worlds: Development, Validation and Applications***. (pp. 200-219). England: Ashgate Publishing Limited. <https://doi.org/10.4324/9781315243771>

Beersma✜, B., Hollenbeck, J. R., Humphrey, S. E., Moon✜, H., Conlon, D. E., & Ilgen, D. R. 2003. Cooperation, Competition, and Team Performance: Towards a Contingency Approach. ***Academy of Management Journal****, 46:* 572-590. <https://doi.org/10.5465/30040650>

Moon✜, H., Conlon, D. E., Humphrey, S. E., Quigley✜, N., Devers, C. E., & Nowakowski✜, J. M. 2003. Group structure and incrementalism in organizational decision-making. ***Organizational Behavior and Human Decision Processes***, 92: 67-79. [https://doi.org/10.1016/S0749-5978(03)00079-7](https://doi.org/10.1016/S0749-5978%2803%2900079-7)

Moon✜, H., Hollenbeck, J. R., Humphrey, S. E., & Maue✜, B. 2003. The tripartite model of neuroticism and the suppression of depression and anxiety within an escalation of commitment dilemma. ***Journal of Personality****, 71*: 347-368. <https://doi.org/10.1111/1467-6494.7103004>

Humphrey, S. E., Hollenbeck, J. R., Meyer✜, C. J., & Ilgen, D. R. 2002. Hierarchical team decision making. In G. R. Ferris, & Martocchio, J. J. (Eds.), ***Research in Personnel and Human Resource Management****.* (Vol. 21, pp. 175-214). Oxford: Elsevier Science Ltd. [https://doi.org/10.1016/S0742-7301(02)21004-X](https://doi.org/10.1016/S0742-7301%2802%2921004-X)

Humphrey, S. E., & Kahn, A. S. 2000. Fraternities, athletic teams, and rape: Importance of identification with a risky group. ***Journal of Interpersonal Violence****, 15*: 1313-1322. <https://doi.org/10.1177/088626000015012005>

***Note:*** ✜ ***= graduate student at project initiation***

**TEACHING CASES**

Leve, B, Macy, R., & Humphrey, S. 2019. ***Ocean Business Services***. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

Leve, B, Macy, R., & Humphrey, S. 2019. ***Rubbermind***. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

Leve, B, Macy, R., & Humphrey, S. 2019. ***Strengthen-U Mud Run (STRUMR)***. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

Humphrey, S. and Wang, C. S. 2018. ***Lovely Braids***. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

**GRANTS**

**Task Interdependence in Multiteam Systems: Synergy, Process Loss and the Moderating Impact of Communication and Team Member Diversity**. *Army Research Institute* and the *Office of Naval Research, 2021-2025*. $2,166,570

**Multilevel Theory and Research (two-day conference)**. *National Science Foundation*, 2014. $49,656.

**Smeal Competitive Research Grant**, Pennsylvania State University, April, 2009.

**First Year Assistant Professor Grant**, Florida State University, May, 2005.

**AWARDS**

**Outstanding Reviewer Award,** *Academy of Management Journal*, 2009-2010; 2014-2015.

**Richard J. Lewis Quality of Excellence Award**, Eli Broad College of Business, Michigan State University, 2004.

**Academy of Management Journal Best Paper Award,** for: "Cooperation, competition and team performance: Towards a contingency approach", *Finalist*, August 2004.

**Graduate School Dissertation Completion Fellowship**, Michigan State University, November, 2003.

**Outstanding Student Conference Paper**, International Association of Conflict Management, June, 2003.

**PROFESSIONAL ACTIVITIES & AFFILIATIONS**

**Associate Editor:**

* Organizational Psychology Review (2009-2017)

**Editorial Board:**

* Academy of Management Journal (2008-present)
* Administrative Science Quarterly (2020-present)
* Journal of Applied Psychology (2008-present)
* Personnel Psychology (2010-2013)

# **Associations:**

* Academy of Management
* INGRoup

**TEACHING**

**Pennsylvania State University:**

* Negotiation Theory and Skills (MBA) | 2012 – Present
* Negotiation Theory and Skills (EMBA) | 2010 – 2023
* Complex Negotiations (MBA) | 2012 – 2019
* Organizational Research Design (PhD) | 2019 – Present
* Organizational Behavior (PhD) | 2011 – 2012
* Negotiation and Conflict Management (Undergrad) | 2009 –2011 | 2018 | 2020 | 2022-2023
* Organizational Behavior (Undergrad) | 2008 –2009
* Student Colloquium (PhD) | 2010 –2011

**Florida State University:**

* Negotiation and Conflict Management (Undergrad) | 2006 –2008
* Organizational Behavior (Undergrad) | 2004 – 2006

**DISSERTATION COMMITTEES**

James Summers (Co-Chair)

Sung Won Min (Chair)

Paul Harvey

Robert Zinko

Ravi Gajendran

Lily Cushenberry (I/O Psychology)

Joshua Fairchild (I/O Psychology)

Daniel Kuyumcu (I/O Psychology)

Meng Chen

Shereen Fatimah

Anjier Chen

Soojin Oh

Min Young Yoon

Tin Nguyen (I/O Psychology)

Elnaz Asadian (Architectural Engineering)