

Michael D. Johnson

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EDUCATION

Michigan State University, East Lansing, MI (2006)
Ph.D. in Organizational Behavior/Human Resource Management

Hope College, Holland, MI (1985)
B.A. in Psychology, magna cum laude

PROFESSIONAL EXPERIENCE

Associate Professor, Department of Management and Organization, Foster School of Business, University of Washington, Seattle, WA (2012-present)

Assistant Professor, Department of Management and Organization, Foster School of Business, University of Washington, Seattle, WA (2006-2012)

Research Assistant, Michigan State University (2002-2006)

AWARDS AND FELLOWSHIPS

GM Nameplate Faculty Fellowship (2012-2014)

Western Academy of Management 2012 Ascendant Scholar Award (2012)

Core Professor of the Year, Evening MBA Class of 2012, Foster School of Business (2011)

Professor of the Quarter, MBA Class of 2012, Foster School of Business (2011)

Professor of the Quarter, MBA Class of 2011, Foster School of Business (2010)

Emerald Management Reviews Citation of Excellence (one of the top 50 management articles published in 2009 out of 15,000 considered)

Last updated 9/27/2013

Wells Fargo Award for Undergraduate Teaching, Foster School of Business (2009)

Finalist, Rosabeth Moss Kanter Award for Excellence in Work-Family Research (top 5 out of 2,000 manuscripts considered, 2009)

Nominated, Doctoral Business Student Association Faculty Mentor Award, Foster School of Business (2008)

Nominated, Outstanding Publication of 2006, Organizational Behavior Division of the Academy of Management

Dissertation Completion Fellowship, Eli Broad Graduate School of Management, Michigan State University (2006)

Organizational Behavior Division Best Paper Award, 64th Annual Academy of Management Conference (2005)

PUBLICATIONS

* indicates papers published with students or former students

Johnson, M.D., *Holley, E., & Morgeson, F.P., Labonar, D., & Stetzer, A. (in press). Consequences of absence control initiatives: A quasi-experimental investigation into the effects of policy and perceptions. *Journal of Management*.

*Zhang, S., Chen, X.P., Chen, G., *Liu, D., & Johnson, M.D. (in press). Relational versus collective identification within workgroups: Conceptualization, measurement development, and nomological network building. *Journal of Management*.

*Eberly, M., Johnson, M.D., Hernandez, M., & Avolio, B. (2013). Toward a meta-theory of leadership: Conceptualizing the loci and mechanisms of leadership within a multilevel process model. *American Psychologist*, 68, 427-443.

*Owens, B., Johnson, M.D., & Mitchell, T. (2013). Humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24, 1517-1538.

Johnson, M.D., Hollenbeck, J.R., DeRue, D.S., Barnes, C., & Jundt, D. (2013). Functional versus dysfunctional team change: The role of problem diagnosis and external interventions for self-managing teams. *Organizational Behavior and Human Decision Processes*, 122, 1-11.

Last updated 9/27/2013

Johnson, M.D., Morgeson, F.P., & *Hekman, D. (2012). Cognitive and affective identification: Exploring the links between different forms of social identification and personality with work attitudes and behavior. *Journal of Organizational Behavior*, 33, 1142-1167.

Johnson, M.D., Ilies, R., & Boles, T. (2012). Alternative reference points and outcome evaluation: The influence of affect. *Journal of Applied Psychology*, 97, 33-45.

Hernandez, M., *Eberly, M., Avolio, B., & Johnson, M. (2011). The loci and mechanisms of leadership: Exploring a more comprehensive view of leadership theory. *Leadership Quarterly*, 22, 1165-1185.

*Eberly, M., *Holley, E., Johnson, M.D., & Mitchell, T. (2011). Beyond internal and external: A dyadic theory of relational attributions. *Academy of Management Review*, 36, 731-753.

Ilies, R., Johnson, M.D., Judge, T.A., & Keeney, J. (2011). A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators. *Journal of Organizational Behavior*, 32, 44-64.

Ilies, R., Fulmer, I.S., Spitzmuller, M., & Johnson, M.D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 94, 945-959.

DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R., & Jundt, D. (2008). How different team downsizing approaches influence team-level adaptation and performance. *Academy of Management Journal*, 51, 182-196.

Ilies, R., Schwind, K., Wagner, D., Johnson, M.D., DeRue, S.D., & Ilgen, D.R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology*, 92, 1368-1379.

Johnson, M.D., & Hollenbeck, J.R. (2007). Collective wisdom as an oxymoron: Team-based structures as impediments to learning. In J. Langan-Fox, C.L. Cooper, and R.J. Klimoski (Eds.), *Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms* (pp. 319-331). Cheltenham, U.K.: Edward Elgar Publishing Ltd.

Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., Ilgen, D.R., Jundt, D., & Meyer, C.J. (2006). Cutthroat cooperation: Asymmetrical adaptation to changes in team reward structures. *Academy of Management Journal*, 49, 103-119.

Johnson, M.D., Morgeson, F.P., Ilgen, D.R., Meyer, C.J., & Lloyd, J.W. (2006). Multiple professional identities: Examining differences in identification across work-related targets. *Journal of Applied Psychology*, 91, 498-506.

Morgeson, F.P., Johnson, M.D., Campion, M.A., Medsker, G.J., & Mumford, T.V. (2006). Understanding reactions to job redesign: A quasi-experimental investigation of the moderating effects of organizational context on performance behavior. *Personnel Psychology, 59*, 333-363.

Ilgen, D.R., Hollenbeck, J.R., Johnson, M.D., & Jundt, D.K. (2005). Teams in organizations: From input-process-output models to IMOI models. *Annual Review of Psychology, 56*, 517-543.

Ilgen, D.R., Lloyd, J.W., Morgeson, F.P., Johnson, M.D., Meyer, C.J., & Marrinan, M. (2003). Personal characteristics, knowledge of the veterinary profession, and influences on career choice among students in the veterinary school application pool. *Journal of the American Veterinary Medical Association, 223*, 1587-1594.

WORKING PAPERS

Johnson, M.D. Shallow or deep end? How initial workload affects individual and team learning.

Johnson, M.D. Team-based rewards: An integrative theoretical model.

Johnson, M.D., Conlon, D., & Van Dyne, L. Construing customer comments as voice: The effects of quantitative and qualitative customer ratings on customer repatronage and recommendations.

Johnson, M.D., Holley, E., & Jensen, J. Credibility perceptions.

Wagner, D., Wilson, K., Ilies, R., & Johnson, M.D. Flow at work and basic psychological needs: A process model of employee well-being.

Hernandez, M., & Johnson, M.D. Your diversified workgroup portfolio.

PROJECTS IN PROCESS

Team-reward fit with Carolyn Dang

Relational attributions empirical project with Marion Eberly, Erica Holley, & Terry Mitchell

Assessing credibility for urgent and critical events with Hana Johnson

Team diversity with Eli Awtrey

Last updated 9/27/2013

CONFERENCE PROCEEDINGS

Johnson, M.D. (2009). Team-based rewards: An integrative theoretical model. *Best Paper Proceedings of the 68th Annual Meeting of the Academy of Management*, Chicago, IL.

Johnson, M.D., & Morgeson, F.P. (2005). Cognitive and affective identification in organizational settings. *Best Paper Proceedings of the 64th Annual Meeting of the Academy of Management*, Honolulu, HI. *Winner of the Best Paper Award for the Organizational Behavior Division.*

OTHER PUBLICATIONS

Johnson, M.D. (2004). Absence literature (1995-2004) technical report. Literature review prepared for Nucleus Solutions.

Ilgen, D.R., Lloyd, J.W., Morgeson, F.P., Johnson, M.D., Meyer, C.J., & Marrinan, M. (2003). Veterinary medicine careers: Present practices and future needs as seen by veterinarians and college students. Report prepared for the American Veterinary Medical Association and the National Council on Veterinary Economic Issues.

CHAIR OR DISCUSSANT AT CONFERENCE SYMPOSIA

OB Teaching Incubator PDW (2013, August). Co-chair for conference professional development workshop at the 72nd *Annual Meeting of the Academy of Management*, Orlando, FL.

Identification, Trust and Status (2013, August). Facilitator for conference discussion paper session at the 72nd *Annual Meeting of the Academy of Management*, Orlando, FL.

OB Teaching Incubator PDW (2012, August). Co-chair for conference professional development workshop at the 71st *Annual Meeting of the Academy of Management*, Boston, MA.

OB Teaching Incubator PDW (2011, August). Co-chair for conference professional development workshop at the 70th *Annual Meeting of the Academy of Management*, San Antonio, TX.

OB Teaching Incubator PDW (2010, August). Co-chair for conference professional development workshop at the 69th *Annual Meeting of the Academy of Management*, Montreal, Quebec.

Team Learning and Shared Mental Models (2009, August). Discussant for conference symposium at the 68th *Annual Meeting of the Academy of Management*, Chicago, IL.

Leader Behaviors (2008, August). Discussant for conference symposium at the 67th *Annual Meeting of the Academy of Management*, Anaheim, CA.

HR and Teams (2007, August). Discussant for conference symposium at the 66th *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Johnson, M.D., and van Knippenberg, D. (2006, May). Social identity theory: Implications for I/O psychology. Symposium chairperson at the 21st *Annual Conference of the Society for Industrial/Organizational Psychology*, Dallas, TX.

Ilies, R., & Johnson, M.D. (2005, April). Work-related social interactions and mood: Tests of Affective events theory. Symposium co-chairperson at the 20th *Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

Morgeson, F.P., & Johnson, M.D. (2005, April). Cognitive, affective, and social influences on work withdrawal. Symposium co-chairperson at the 20th *Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

CONFERENCE PRESENTATIONS

Johnson, M.D., & Awtrey, E. (2013, August). Pedagogical insights for teaching teamwork. Professional development workshop presentation at the 72nd *Annual Meeting of the Academy of Management*, Orlando, FL.

Baker, B.E., & Johnson, M.D. (2012, August). When the "good guys" lie: Contrasts between unethical pro-self and pro-social behaviors. Symposium presentation at the 71st *Annual Meeting of the Academy of Management*, Boston, MA.

Eberly, M.B., Holley, E.C., Johnson, M.D., & Mitchell, T.R. (2012, August). Exploring the "us" in reactions to negative feedback: The effects of relational attributions. Symposium presentation at the 71st *Annual Meeting of the Academy of Management*, Boston, MA.

Johnson, M.D., & Dang, C.T. (2012, July). Team-reward fit: Examining the interaction effects of reward target and self-construal on conflict, identity, satisfaction, and

performance. Paper presentation at the 25th *Annual Meeting of the International Association for Conflict Management*, Cape Town, South Africa.

Johnson, M.D. (2011, August). Shallow or deep end? How initial workload affects individual and team learning. Paper presentation at the 70th *Annual Meeting of the Academy of Management*, San Antonio, TX.

Holly, E., Johnson, M.D., & Jensen, J. (2010, August). Credibility perceptions: Effects on attitudes, intentions, and behaviors. Paper presentation at the 69th *Annual Meeting of the Academy of Management*, Montreal, QC, Canada.

Zhang, S., Chen, G., Chen, X-P., Liu, D., & Johnson, M.D. (2010, April). Interpersonal identification-based versus collective identification-based group identity: A field investigation. Poster presentation at the 24th *Annual Conference of the Society for Industrial/Organizational Psychology*, Atlanta, GA.

Johnson, M.D. (2009, August). Team-based rewards: An integrative theoretical model. Paper presentation at the 68th *Annual Meeting of the Academy of Management*, Chicago, IL.

Holley, E.C., & Johnson, M.D. (2008, August). Injustice regulation: Anger and the reappraisal of injustice perceptions. Paper presentation at the 67th *Annual Meeting of the Academy of Management*, Anaheim, CA.

Toy, L.H., Johnson, M.D., & Morgeson, F.P. (2008, April). The Team Experiences Survey: Validating a test for team selection. Poster presentation at the 23rd *Annual Conference of the Society for Industrial/Organizational Psychology*, San Francisco, CA.

Johnson, M.D., Morgeson, F.P., Stetzer, A., LaBonar, D., & Holley, E. (2007, August). Unintended consequences of absence control initiatives: A quasi experimental investigation into the effects of policy and perceptions on employee absenteeism. Paper presentation at the 66th *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Zhang, S., & Johnson, M.D. (2007, August). Why people affiliate: Interpersonal and collective facets of group identity. Paper presentation at the 66th *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Ilies, R., Johnson, M.D., Judge, T.A., & Fandre, J. (2007, July). Affective reactions to interpersonal conflict at work: Dispositional and situational moderators. Paper presentation at the 20th *Annual Meeting of the International Association for Conflict Management*, Budapest, Hungary.

DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R., & Jundt, D. (2006, August). Team downsizing: The impact of structure and composition on collective

adaptation. Paper presentation at the 65th *Annual Meeting of the Academy of Management*, Atlanta, GA.

Spitzmuller, M., Fulmer, I.S., Ilies, R., & Johnson, M.D. (2006, August). Personality and citizenship behavior: The role of affect and satisfaction. In I.S. Fulmer & C.M. Barnes (chairs), *Examinations of mood and extra-role behavior*. Paper presentation at the 65th *Annual Meeting of the Academy of Management*, Atlanta, GA.

Hollenbeck, J.R., Johnson, M.D., Barnes, C.M., & Ilgen, D.R. (2006, July). Adaptation to structural misalignment: Determinants of alternative change mechanisms. In S.W.J. Kozlowski & D.R. Ilgen (convenors), *Emerging issues in team development and effectiveness*. Paper presentation at the 26th *International Congress of Applied Psychology*, Athens, Greece.

Johnson, M.D., Hollenbeck, J.R., Ilgen, D.R., & Barnes, C.M. (2006, June). Adaptation to structural misalignment: Determinants of alternative change mechanisms. Paper presentation at the *Command and Control Research Technology Symposium*, San Diego, CA.

Johnson, M.D., Morgeson, F.P., & Ilies, R. (2006, May). Identifying with the workgroup: Implications for task and contextual performance. In M.D. Johnson and D. van Knippenberg (chairs), *Social identity theory: Implications for I/O psychology*. Symposium presentation at the 21st *Annual Conference of the Society for Industrial/Organizational Psychology*, Dallas, TX.

Johnson, M.D., Hollenbeck, J.R., Ilgen, D.R., & Barnes, C.M. (2006, May). Adaptation to structural misalignment: Determinants of alternative change mechanisms. In C.J. Resick & L.A. DeChurch (chairs), *Team adaptation to environmental forces: Current research and theory*. Symposium presentation at the 21st *Annual Conference of the Society for Industrial/Organizational Psychology*, Dallas, TX.

Johnson, M.D., & Morgeson, F.P. (2005, August). Cognitive and affective identification in organizational settings. Paper presentation at the 64th *Annual Meeting of the Academy of Management*, Honolulu, HI. *Winner of Best Paper Award for the Organizational Behavior Division*.

Conlon, D.E., Johnson, M.D., & Van Dyne, L. (2005, April). Effects of interactional justice and voice on experiences of cruise-ship passengers. In J. Greenberg (Chairperson), *Practical applications of organizational justice: Putting fairness to work*. Symposium presentation at the 20th *Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

Ilies, R., Johnson, M.D., & Judge, T.A. (2005, April). Interpersonal interactions at work: Their influence on employee well-being and organizational outcomes. In R. Ilies and M.D. Johnson (Chairpersons), *Work-related social interactions and mood: Tests of affective events theory*. Symposium presentation at the 20th *Annual*

Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Johnson, M., Stetzer, A., Ladd, D., & Morgeson, F. P. (2005, April). Blame it on the family: Effects of an organizational intervention on casual and FMLA absence. In F. P. Morgeson & M. Johnson (Chairpersons), *Cognitive, affective, and social influences on work withdrawal. Symposium presentation at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.*

Jundt, D.K., Ilgen, D.R., Hollenbeck, J.R., Johnson, M.D., & Meyer, C.J. (2005, April). The impact of hybrid team structures on performance and adaptation. Paper presentation at the *20th Annual Conference of the Society for Industrial/Organizational Psychology, Los Angeles, CA.*

Conlon, D.E. & Johnson, M.D. (2004, August). Applying organizational justice to captive intensive service settings: Compliments, complaints, and cruise ships. In H. Liao & A. Chuang (Chairpersons) *Customer service: Antecedents, processes, and impact on the bottom line. Symposium presentation at the 63rd Annual Meeting of the Academy of Management, New Orleans, LA.*

Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., & Ilgen, D.R. (2004, August). Cutthroat cooperation: Asymmetrical adaptation of team reward structures. Paper presentation at the *63rd Annual Meeting of the Academy of Management, New Orleans, LA.*

Johnson, M.D., Morgeson, F.P., Medsker, G.J., Campion, M.A., & Mumford, T.V. (2004, April). When teams are more effective than workgroups. Paper presentation at the *19th Annual Conference of the Society for Industrial/Organizational Psychology, Chicago, IL.*

Johnson, M.D., Meyer, C.J., Morgeson, F.P., Ilgen, D.R., Lloyd, J., & Marrinan, M. (2003, August). Examining differences in cognitive and affective identification across professional, organizational, and workgroup targets. Paper presentation at the *62nd Annual Meeting of the Academy of Management, Seattle, WA.*

Ilgen, D. R., Lloyd, J., Morgeson, F. P., Johnson, M., Meyer, C., & Marrinan, M. (2003, August). Veterinary medicine careers: Views of veterinarians and college students. Paper presentation at the *Association of American Veterinary Medical Colleges SKAs Colloquium, Des Moines, IA.*

Johnson, M.D., & Morgeson, F.P. (2003, April). The Team Experiences Survey: A biodata measure for workteam selection. Paper presentation at the *18th Annual Conference of the Society for Industrial/Organizational Psychology, Orlando, FL.*

Ilgen, D. R., Lloyd, J., Johnson, M., Meyer, C., Morgeson, F. P., & Marrinan, M. (2002, August). Veterinarian job activities and attitudes: A preliminary report on a study of insider and potential applicant views. Paper presentation at the *National Workshop on Core Competencies in the Veterinary Profession*, Indianapolis, IN.

TEACHING EXPERIENCE

Level and most recent course evaluations (where 5 = excellent and 0 = very poor) provided in parentheses.

- EMBA 551, International Business (executive MBA course, 4.8)
- TMMBA 542, Leading Organizational Change (technology management MBA core course, 4.8)
- BA 501, Leading Teams and Organizations (MBA core OB course, 4.4)
- MGMT 500, Management and Leadership (evening MBA core OB course, 4.6)
- MGMT 544, Managing Effectively Across Cultures (MBA, 4.4)
- MGMT 300, Managing for Organizational Effectiveness (undergraduate, 4.8)
- MGMT 580, The Individual and the Organization (PhD seminar, 5.0)

Executive Education:

- Leadership, Yonsei University MBA Exchange Program, 2012-2013
- Global Leadership, Yonsei University Executive MBA Exchange Program, 2013
- Managing Across Cultures, Executive Development Program, February, 2011
- Managing Across Cultures, SK Group, June, 2010

Other: Business Certificate Program (small business training and economic development program), 2009-present

PROFESSIONAL SERVICE

Editorial Boards:

- Journal of Applied Psychology (2008-present)
- Academy of Management Journal (2009-present)
- Organizational Behavior and Human Decision Processes (2010-present)

Advisor to the Social Media Committee, OB division of the Academy of Management (2011-present)

Producer of "Under New Management," a podcast that highlights the practical applications of recently published management research for organizations (www.obweb.org)

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PROFESSIONAL MEMBERSHIPS

Academy of Management
American Psychological Association
Society for Industrial/Organizational Psychology
Organizational Behavior Teaching Society
Western Academy of Management