

Vita

Steve W. J. Kozlowski

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Education

Ph.D. 11/82 The Pennsylvania State University
University Park, PA
Major area: Industrial & Organizational Psychology
Minor areas: Organizational Behavior & Measurement

M.S. 11/79 The Pennsylvania State University
University Park, PA
Major area: Industrial & Organizational Psychology

B.A. 12/76 University of Rhode Island
Kingston, RI
Major area: Psychology

Professional Experience

7/94 - to date Professor

7/87 - 6/94 Associate Professor

9/82 - 6/87 Assistant Professor

Department of Psychology
Michigan State University
East Lansing, MI 48824-1117

12/80 - 9/82 Instructor
Department of Organizational Behavior
The Pennsylvania State University
University Park, PA

6/80 - 9/80 Research Associate
Strategic Studies Group
Corporate Personnel Research
IBM Corporation
Armonk, NY

Research Interests and Activities

My research is directed by a theoretical perspective that views organizations as dynamic systems of cross-level and multilevel processes unfolding over time. *Top-down* processes operate through organizational contexts by exerting influence on groups and individuals, shaping their experiences, perceptions, and behavior. *Bottom-up* processes emerge through individual cognition, affect, and behavior—and the interactions among individuals over time—to create unique phenomena at the group and organizational levels. Resulting organizational behavior within these systems cuts across levels: people perceive the context and seek information to interpret salient events, features, and processes comprising their settings; they develop emergent systems of knowledge and meaning; and they adapt accordingly.

My primary research interests focus on the processes by which individuals, teams, and organizations learn, develop, and adapt. I have conducted research in several substantive areas that relate to this theme over the course of my career. Early work focused on factors influencing organizational change (technological innovation, organizational downsizing), processes of individual adaptation (newcomer socialization, organizational climate), and judgment (knowledge structures, judgment accuracy).

Over the last several years, my research program has centered on developing theory and research findings to integrate learning processes across the individual, team, and organizational levels. Foci include: (1) active learning techniques and technology based training; (2) team training and learning, team leadership and development, and team adaptation and effectiveness; and (3) aligning training and learning with the organizational system. The first area has been concerned with the development of active learning techniques that stimulate mindful, self-regulated learning and which can be deployed across distributed, remote computer networks. One major characteristic of remote learning is that it places more responsibility and control for learning in the hands of trainees, yet research shows that learners are poor judges their own progress. Thus, a key focus of this research has been on the effects of individual differences in how learners actively interact with learning techniques, and how technology-based training can be designed to adapt to learner characteristics and to guide them to effective learning. The goal of the second area is to generalize this work to team training contexts by establishing parallel processes of team regulation, learning, and adaptability. Theoretical work has focused on multilevel regulation of individual and team learning, normative processes of team development that promote adaptability, and team leadership. Empirical work has centered on validating a multiple goal, multilevel model of regulation. The third area, at the organizational level, has addressed theoretically how training activities interface with the organizational system, and how the impact of training on organizational level outcomes can be enhanced when training is appropriately aligned with key organizational system characteristics. The purpose of these combined research streams is to develop a theoretically based, application relevant foundation for the design of *active learning systems* that promote continuous learning for individuals, teams, and organizations. Representative work includes:

Active Learning and Technology Based Training

- Developing Active Learning Techniques
- Designing Effective Distributed Learning Systems
- Individual Differences, Active Learning Interventions, and Interactions
- Active Learning Techniques and Effects on Fundamental Self-Regulatory Mechanisms

Team Learning, Development, and Adaptive Performance

- Virtual Teams: Implications for Leadership and Development
- Dynamic Leadership, Team Development, and Adaptive Performance
- The Process of Team Development, Skill Compilation, and Adaptive Performance
- A Multiple Goal, Multilevel Model of Individual and Team Regulation, Learning, and Performance

Aligning Learning and Training with the Organizational System

- Aligning the Organizational System to Enhance Training Implementation and Transfer
- A Multilevel Approach to Training Effectiveness: Processes of Horizontal and Vertical Transfer
- Organizational Learning Systems

Awards, Honors, and Recognition

Fellow of the Association for Psychological Science (2007)
Charter Fellow of the International Association of Applied Psychology (2006)
Fellow of the American Psychological Association (1994)
Fellow of the Society for Industrial and Organizational Psychology (1994)
Ralph W. Tyler Award, Cooperative Education Association (1994)
Navy-ASEE Fellowship. Naval Training Systems Center, Orlando, FL (1990)
Navy-ASEE Fellowship. Navy Personnel Research and Development Center, San Diego, CA (1989)
Listed in *Who's Who in America*, *Who's Who in Science and Technology*, and *Who's Who in the Management Sciences*.

Professional Activities and Affiliations

Editor for the *Journal of Applied Psychology* (Incoming Editor 1/ 2008-1/2009; Editor 1/2009 to 12/2014)
Associate Editor for the *Journal of Applied Psychology* (1/ 2002 to 12/2008)
Consulting Editor for the *Journal of Applied Psychology* (1994 to 2003)
Advisory Board for *Current Directions in Psychological Science* (2010 to 2015)
Editorial Board for *Academy of Management Journal* (1993 to 2000)
Editorial Board for *Organizational Behavior and Human Decision Processes* (1998 to 2003)
Editorial Board for *Human Factors* (2000 to 2003)
Editorial Board for the *SIOF Frontiers Series* (2003 to 2008)
Academy of Management Association (Organizational Behavior Division; Human Resources Division)
American Psychological Association (APA)
Association for Psychological Science (APS)
International Association of Applied Psychology (IAAP)
Personnel/Human Resources Research Group (PHRRG)
Society for Organizational Behavior (SOB)
Society for Industrial and Organizational Psychology, Inc. (SIOF)
2007-2009 Chair, SIOF Scientific Affairs Committee
1989-1992 Editor, *The Industrial-Organizational Psychologist (TIP)*
1989-1992 Editorial Board, *Test Validity Yearbook*
1989-1992 MAIOP Executive Committee, Member-at-Large
1989 SIOF Conference Program Committee
1988 APA Convention, Division 14 Program Committee
1988 Academy of Management Meeting, P/HR Division Program Committee

Federal Advisory Boards

(2009-2010) National Academy of Sciences Committee on Behavioral and Social Science Research to Improve Intelligence Analysis for National Security.
(2008-2011) National Academy of Sciences Committee on Human-Systems Integration.
(2005-2008) *Senior Review Group for the Leading Multinational Teams Research Program*, U.S. Army Research Institute for the Behavioral and Social Sciences.
(2004) *External Technical Review of the Accelerating Leader Development Science and Technology Objective*, U.S. Army Research Institute for the Behavioral and Social Sciences.

Departmental Assignments

Program Head, I/O Interest Group (1/96 to 5/2000); Acting Head, I/O Interest Group (9/87 to 1/88)
Advisory Committee (9/87 to 8/90; 9/96 to 8/99; 9/06 to 8/09); Space Committee (9/87 to 8/90)
Psychology Futures Committee (9/96 to 5/97); I/O-OB Colloquium Committee (9/88 to 8/90)
Human Subjects Committee (9/98 to current); Chair, I/O Brown Bag Committee (9/88 to 8/90)
Selection Committee, I/O Psychologist (85-86, 86-87); Applied Cognitive Scientist (98-99, 99-00, 05-06);
John A. Hannah Distinguished Professor of Psychology and Management (06-07)
Admissions Committee (9/84-8/86, 9/90-8/91, 9/93-8/95; 9/04-8/06)

Contracts and Grants

- Kozlowski, S. W. J., & Chao, G. T. *Team knowledge: Origins, emergence, and measurement*. Office of Naval Research (N00014-09-1-0519). January 2009 to September 2013 [\$1,365,614 total costs].
- Kozlowski, S. W. J., DeShon, R. P., Schmitt, N., & Biswas, S. *Developing, maintaining, and restoring team cohesion*. National Aeronautics and Space Administration (NNX09AK47G). August 2009 to August 2012 [\$1,199,857 total costs].
- Kozlowski, S. W. J., & DeShon, R. P. *Optimizing dynamic resource allocation in teamwork*. Air Force Office of Scientific Research (FA9550-07-1-0483). June 2007 to November 2007 [\$108,248 total costs].
- Kozlowski, S. W. J., & DeShon, R. P. *OPTIMA Lab: Dynamic resource allocation and adaptability in teamwork*. Air Force Office of Scientific Research (FA9550-05-1-0201). April 2005 to March 2006 [\$98,492 total costs].
- Kozlowski, S. W. J., & DeShon, R. P. *Dynamic resource allocation and adaptability in teamwork*. Air Force Office of Scientific Research (FA9550-05-1-0065). January 2005 to May 2007 [\$440,000 total costs].
- Klein, K. J., Kozlowski, S. W. J., & Xiao, Y. *Leadership: Enhancing team adaptability in dynamic settings*. Army Research Institute for the Behavioral and Social Sciences (1435-04-03-CT-71272 / Z856402). January 2002 to September 2006 [\$699,878 total costs; \$241,141 for research at Michigan State University].
- Kozlowski, S. W. J., & DeShon, R. P. *Enhancing learning, performance, and adaptability*. Air Force Office of Scientific Research (F49620-01-1-0283). May 2001 to December 2004 [\$805,738 total costs].
- Kozlowski, S. W. J. *Instructional principles for the design of distributed training systems*. Battelle Scientific Services Program (TCN 00156, DO 0659). September 2000 to March 2002 [\$36,379 direct costs].
- Kozlowski, S. W. J., & DeShon, R. P. *A network-based approach to team situational awareness, coordination, and adaptive performance*. Air Force Office of Scientific Research (F49620-98-1-0363). April 1998 to May 2001 [\$537,720 total costs].
- Kozlowski, S. W. J. *Guiding the development of deployable shipboard training systems: Enhancing skill acquisition, adaptability, and effectiveness*. Naval Air Warfare Center Training Systems Division (N61339-96-K-0005). May 1996 to May 2000 [\$362,980 total costs].
- Schmitt, N., & Kozlowski, S. W. J. *Formative and summative evaluation of the MIEP initiative*. NASA/NIST. June 1995 to August 1998 [\$330,000 total costs].
- Kozlowski, S. W. J. *Composition of team mental models*. AURIG, Michigan State University, May 1994 to August 1995 [\$14,997 direct costs].
- Kozlowski, S. W. J. *Specifying instructional content for enhancing team leadership and TDM performance*. U.S. Army Research Office (DAAL03-91-C-0034, 93367). July 1993 to July 1996 [\$66,772 direct costs].
- Kozlowski, S. W. J., & Ford, J. K. *Guidelines for training transfer, retention, and skill enhancement for tactical decision-making*. Naval Training Systems Center (N61339-91-C-0117). September 1991 to May 1993 [\$95,949 total costs].
- Kozlowski, S. W. J. *Training leadership skills to enhance team tactical decision making*. U.S. Army Research Office (DAAL03-86-D-0001, 2666). May 1991 to June 1993 [\$37,676 direct costs].
- Ford, J. K., & Kozlowski, S. W. J. *Outreach to small manufacturing firms: Development of an integrated training strategy*. AULEG, Michigan State University, Sept. 1990 to June 1991 [\$15,000 direct costs].
- Kozlowski, S. W. J., & Chao, G. T. *Review of the organizational downsizing literature*. U.S. Army Research Office (DAAL03-86-D-0001, 2221). July 1990 to May 1991 [\$56,000 direct costs].

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- Kozlowski, S. W. J. *Mapping rater strategies in officer fitness report ratings*. U.S. Army Research Office (DAAL03-86-D-0001, 2055). May 1990 to June 1990 [\$5,000 direct costs].
- Ford, J. K., & Kozlowski, S. W. J. *Organization development, advanced technology, and skill upgrades: A proposal to manage change through training initiatives*. Great Lakes Trade Adjustment Assistance Center, The University of Michigan. January 1990 to June 1990 [\$15,000 direct costs].
- Kozlowski, S. W. J., & Chao, G. T. *Organizational socialization tactics and newcomer adjustment*. Employment Research Institute, Michigan State University. January 1990 to June 1991 [\$10,000 direct costs].
- Kozlowski, S. W. J. *An investigation of socialization, assimilation, and adjustment processes: What newcomers experience in organizational contexts*. AURIG, Michigan State University. July 1987 to June 1989 [\$6,973 direct costs].
- Kozlowski, S. W. J. *Technology transfer*. Center for Redevelopment of Industrialized States, Michigan State University. June 1987 to May 1989 [\$20,000 direct costs].
- Kozlowski, S. W. J. *An investigation of early career experiences: Socialization, assimilation, and adjustment processes*. Employment Research Institute, Michigan State University. June 1986 to May 1987 [\$10,000 direct costs].
- Kozlowski, S. W. J., & Ilgen, D. R. *Implementation of state-of-the-art technology*. Center for Redevelopment of Industrialized States, Michigan State University. June 1986 to May 1987 [\$33,000 direct costs].

Journals, Chapters, and Books

- Kozlowski, S. W. J. (in progress). Editor of the Handbook of Industrial and Organizational Psychology; a volume in the *Library of Psychology*, Oxford University Press.
- Bell, B. S., & Kozlowski, S. W. J. (in press). Collective failure: The emergence, consequences, and management of errors in teams. In D. A. Hoffman & M. Frese (Eds.), *Errors in organizations*. New York, NY: Taylor & Francis.
- Bell, B. S., & Kozlowski, S. W. J. (2009). Toward a theory of learner centered training design: An integrative framework of active learning. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations* (pp. 261-298). New York, NY: Routledge Academic.
- Chen, G., Kanfer, R., DeShon, R. D., Mathieu, J. E., & Kozlowski, S. W. J. (2009). The motivating potential of teams: Test and extension of Chen & Kanfer's (2006) cross-level model of motivation in teams. *Organizational Behavior and Human Decision Processes*, 110, 45-55.
- Kozlowski, S. W. J. (2009). Editorial. *Journal of Applied Psychology*, 94, 1-4.
- Kozlowski, S. W. J., Chao, G. T., & Jensen, J. M. (2009). Building an infrastructure for organizational learning: A multilevel approach. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations* (pp. 361-400). New York, NY: Routledge Academic.
- Kozlowski, S. W. J. & Salas, E., Eds. (2009). *Learning, training, and development in organizations* (SIOF Frontiers Series). New York, NY: Routledge Academic.
- Kozlowski, S. W. J., Watola, D., Jensen, J. M., Kim, B., & Botero, I. (2009). Developing adaptive teams: A theory of dynamic team leadership. In E. Salas, G. F. Goodwin, & C. S. Burke (Eds.), *Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches* (pp. 113-155). New York, NY: Routledge Academic.

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- Salas, E., & Kozlowski, S. W. J. (2009). Learning, training, and development in organizations: Much progress and a peek over the horizon. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations* (pp.457-472). New York, NY: Routledge Academic.
- Bell, B. S., Kanar, A. M., & Kozlowski, S. W. J. (2008). Current issues and future directions in simulation-based training in North America. *International Journal of Human Resource Management*, 19, 1416-1434.
- Bell, B. S., & Kozlowski, S. W. J. (2008). Active learning: Effects of core training design elements on self-regulatory processes, learning, and adaptability. *Journal of Applied Psychology*, 93, 296-316.
- Fernandez, R., Kozlowski, S. W. J., Shapiro, M., & Salas, E. (2008). Toward a definition of teamwork in emergency medicine. *Academic Emergency Medicine*, 15, 1104-1112.
- Fernandez, R., Vozenilek, J., Hegarty, C., Motola, I., Reznick, M., Phrampus, P., & Kozlowski, S. W. J. (2008). Developing expert medical teams: Toward an evidence-based approach. *Academic Emergency Medicine*, 15, 1025-1036.
- Kozlowski, S. W. J., & Bell, B. S. (2008). Team learning, development, and adaptation. In V. I. Sessa & M. London (Eds.), *Group learning* (pp. 15-44). Mahwah, NJ: LEA.
- Mullins, M., Kozlowski, S. W. J., Schmitt, N., & Howell, A. (2008). The role of the idea champion in innovation: The case of the internet in the mid-1990s. *Computers in Human Behavior*, 24, 451-461.
- Bell, B. S., & Kozlowski, S. W. J. (2007). Advances in technology-based training. In S. Werner (Ed.), *Managing human resources in North America* (pp. 27-42). Oxon, UK: Routledge.
- Kozlowski, S. W. J., & Bell, B. S. (2007). A theory-based approach for designing distributed learning systems. In S. M. Fiore & E. Salas (Eds.), *Where is the learning in distance learning? Toward a science of distributed learning and training* (pp. 15-39). Washington, DC: APA Books.
- Kozlowski, S. W. J., & Ilgen, D. R. (2007, June/July). The science of team success. *Scientific American Mind*, 54-61.
- Kozlowski, S. W. J. (2006). Group development. In S. G. Rogelberg (Ed.), *Encyclopedia of industrial and organizational psychology* (pp. 293-295). Thousand Oaks, CA: Sage.
- Kozlowski, S. W. J., & Bell, B. S. (2006). Disentangling achievement orientation and goal setting: Effects on self-regulatory processes. *Journal of Applied Psychology*, 91, 900-916.
- Kozlowski, S. W. J., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams (Monograph). *Psychological Science in the Public Interest*, 7, 77-124.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2004). A multiple goal, multilevel model of feedback effects on the regulation of individual and team performance. *Journal of Applied Psychology*, 89, 1035-1056.
- Kozlowski, S. W. J., & Bell, B. S. (2004). Work teams. In C. Spielberger (Ed.), *Encyclopedia of applied psychology* (Vol. 3, pp. 725-732). San Diego, CA: Elsevier.
- Kozlowski, S. W. J. & DeShon, R. P. (2004). A psychological fidelity approach to simulation-based training: Theory, research, and principles. In E. Salas, L. R. Elliott, S. G. Schflett, & M. D. Coovert (Eds.), *Scaled Worlds: Development, validation, and applications* (pp. 75-99). Burlington, VT: Ashgate Publishing.
- Kozlowski, S. W. J., & Bell, B. S. (2003). Work groups and teams in organizations. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (Vol. 12, pp. 333-375). London: Wiley.

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- Bell, B. S., & Kozlowski, S. W. J. (2002). Adaptive guidance: Enhancing self-regulation, knowledge and performance in technology-based training. *Personnel Psychology*, *55*, 267-306.
- Bell, B. S., & Kozlowski, S. W. J. (2002). Goal orientation and ability: Interactive effects on self-efficacy, performance, and knowledge. *Journal of Applied Psychology*, *87*, 497-505.
- Bell, B. S., & Kozlowski, S. W. J. (2002). A typology of virtual teams: Implications for effective leadership. *Group and Organization Management*, *27*, 14-49.
- Kozlowski, S. W. J., Gully, S. M., Brown, K. G., Salas, E., Smith, E. A., & Nason, E. R. (2001). Effects of training goals and goal orientation traits on multi-dimensional training outcomes and performance adaptability. *Organizational Behavior and Human Decision Processes*, *85*, 1-31.
- Kozlowski, S. W. J., Toney, R. J., Mullins, M. E., Weissbein, D. A., Brown, K. G., & Bell, B. S. (2001). Developing adaptability: A theory for the design of integrated-embedded training systems. In E. Salas (Ed.), *Advances in human performance and cognitive engineering research* (Vol. 1, pp. 59-123). Amsterdam: JAI/Elsevier Science.
- Klein, K. J., & Kozlowski, S. W. J. (2000). From micro to meso: Critical steps in conceptualizing and conducting multilevel research. *Organizational Research Methods*, *3*, 211-236.
- Klein, K. J., & Kozlowski, S. W. J. (2000). *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions* (SIOP Frontiers Series). San Francisco, CA: Jossey-Bass.
- Klein, K. J., Bliese, P. D., Kozlowski, S. W. J., Dansereau, F., Gavin, M. B., Griffin, M. A., Hofmann, D. A., James, L. R., Yammarino, F. J., & Bligh, M. C. (2000). Multilevel analytical techniques: Commonalities, differences, and continuing questions. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions* (pp. 512-553). San Francisco, CA: Jossey-Bass.
- Kozlowski, S. W. J., Brown, K. G., Weissbein, D., Cannon-Bowers, J. A., & Salas, E. (2000). A multilevel approach to training effectiveness: Enhancing horizontal and vertical transfer. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions* (pp. 157-210). San Francisco, CA: Jossey-Bass.
- Kozlowski, S. W. J., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions* (pp. 3-90). San Francisco, CA: Jossey-Bass.
- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., & Smith, E. M. (1999). Developing adaptive teams: A theory of compilation and performance across levels and time. In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of work performance: Implications for staffing, personnel actions, and development* (pp. 240-292). San Francisco: Jossey-Bass.
- Kozlowski, S. W. J. (1998). Training and developing adaptive teams: Theory, principles, and research. In J. A. Cannon-Bowers & E. Salas (Eds.), *Decision making under stress: Implications for training and simulation* (pp. 115-153). Washington, DC: APA Books.
- Kozlowski, S. W. J., Chao, G. T., & Morrison, R. F. (1998). Games raters play: Politics, strategies, and impression management in performance appraisal. In J. W. Smither (Ed.), *Performance appraisal: State of the art methods for performance appraisal* (pp. 163-205). San Francisco, CA: Jossey-Bass.
- Mullins, M. E., Fisher, S. L., Howell, A. E., Schmitt, N., & Kozlowski, S. W. J. (1998/1999). Motivational and contextual influences on training effectiveness: A field study. *Training Research Journal*, *4*, 11-26.

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- Ford, J. K., Kozlowski, S. W. J., Kraiger, K., Salas, E., & Teachout, M. (1997). *Improving training effectiveness in work organizations*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Kozlowski, S. W. J., & Salas, E. (1997). An organizational systems approach for the implementation and transfer of training. In J. K. Ford, S. W. J. Kozlowski, K. Kraiger, E. Salas, & M. Teachout (Eds.), *Improving training effectiveness in work organizations* (pp. 247-287). Mahwah, NJ: Lawrence Erlbaum Associates.
- Major, D. A., & Kozlowski, S. W. J. (1997). Newcomer information seeking: Individual and contextual influences. *International Journal of Selection and Assessment*, 5, 16-28.
- Salas, E., Cannon-Bowers, J. A., & Kozlowski, S. W. J. (1997). The science and practice of training: Current trends and emerging themes. In J. K. Ford, S. W. J. Kozlowski, K. Kraiger, E. Salas, & M. Teachout (Eds.), *Improving training effectiveness in work organizations* (pp. 357-368). Mahwah, NJ: Lawrence Erlbaum Associates.
- Smith, E. M., Ford, J. K., & Kozlowski, S. W. J. (1997). Building adaptive expertise: Implications for training design. In M. A. Quinones & A. Dudda (Eds.), *Training for a rapidly changing workplace: Applications of psychological research* (pp.89-118). Washington, DC: APA Books.
- Kozlowski, S. W. J., Gully, S. M., McHugh, P. P., Salas, E., & Cannon-Bowers, J. A. (1996). A dynamic theory of leadership and team effectiveness: Developmental and task contingent leader roles. In G. R. Ferris (Ed.), *Research in personnel and human resource management* (Vol. 14, pp. 253-305). Greenwich, CT: JAI Press.
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1996). Team leadership and development: Theory, principles, and guidelines for training leaders and teams. In M. Beyerlein, D. Johnson, & S. Beyerlein (Eds.), *Advances in interdisciplinary studies of work teams: Team leadership* (Vol. 3, pp. 251-289). Greenwich, CT: JAI Press.
- Devine, D. J., & Kozlowski, S. W. J. (1995). Expertise and task characteristics in decision making. *Organizational Behavior and Human Decision Processes*, 64, 294-306.
- Kozlowski, S. W. J. (1995). Enhancing the training and development of adaptive expertise. *Psychological Science Agenda*, 8 (5), 7-9.
- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. (1995). Newcomer expectations and early socialization outcomes: The moderating effect of role development factors. *Journal of Applied Psychology*, 80, 418-431.
- Kozlowski, S. W. J. (1995). Organizational change, informal learning, and adaptation: Emerging trends in training and continuing education. *Journal of Continuing Higher Education*, 43, 2-11.
- Gardner, P., & Kozlowski, S. W. J. (1993). Learning the ropes: Co-ops do it faster. *The Journal of Cooperative Education*, 28(3), 30-41.
- Hatrup, K., & Kozlowski, S. W. J. (1993). An across-organization analysis of the implementation of advanced manufacturing technologies. *Journal of High Technology Management Research*, 4, 175-196.
- Kozlowski, S. W. J., Chao, G. T., Smith, E. M., & Hedlund, J. A. (1993). Organizational downsizing: Strategies, interventions, and research implications. In C. L. Cooper & I. T. Robertson (Eds.), *International review of I/O psychology* (Vol. 8, pp. 263-332). New York: Wiley.
- Ostroff, C., & Kozlowski, S. W. J. (1993). The role of mentoring in the information gathering processes of newcomers during early organizational socialization. *Journal of Vocational Behavior*, 42, 170-183.
- Kozlowski, S. W. J., & Hatrup, K. (1992). A disagreement about within-group agreement: Disentangling issues of consistency versus consensus. *Journal of Applied Psychology*, 77, 161-167.

- Kozlowski, S. W. J., & Mongillo, M. (1992). The nature of conceptual similarity schemata: Examination of some basic assumptions. *Personality and Social Psychology Bulletin*, 18, 88-95.
- Ostroff, C., & Kozlowski, S. W. J. (1992). Organizational socialization as a learning process: The role of information acquisition. *Personnel Psychology*, 45, 849-874.
- Gardner, P. D., Kozlowski, S. W. J., & Hults, B. M. (1991). Will the *real* prescreening criteria please stand up? *Journal of Career Planning and Employment*, 51(2), 57-60.
- Kozlowski, S. W. J., & Ford, J. K. (1991). Rater information acquisition processes: Tracing the effects of prior knowledge, performance level, search constraint, and memory demand. *Organizational Behavior and Human Decision Processes*, 49, 282-301.
- Kozlowski, S. W. J., & Doherty, M. L. (1989). An integration of climate and leadership: Examination of a neglected issue. *Journal of Applied Psychology*, 74, 546-553.
- Kozlowski, S. W. J. (1988). Technological innovation and human resource management: Facing the challenge of change. In R. S. Schuler, S. A. Youngblood, & V. L. Huber (Eds.), *Readings in personnel and human resource management* (3rd ed.). New York: West Publishing (reprint).
- Kozlowski, S. W. J., & Farr, J. L. (1988). An integrative model of updating and performance. *Human Performance*, 1, 5-29.
- Kozlowski, S. W. J. (1987). Technological innovation and strategic human resource management: Facing the challenge of change. *Human Resource Planning*, 10, 69-79.
- Kozlowski, S. W. J., & Hults, B. M. (1987). An exploration of climates for technical updating and performance. *Personnel Psychology*, 40, 539-563.
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- Chao, G. T., & Kozlowski, S. W. J. (1986). Employee perceptions on the implementation of robotic manufacturing technology. *Journal of Applied Psychology*, 71, 70-76.
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Jacobs, R. R., Kozlowski, S. W. J., & Shotland, R. L. (1982). The problem in predicting the outcomes of National Football League games and other phenomena of equivalent interest. *Basic and Applied Social Psychology*, 3, 249-257.

Invited Presentations/Meetings

Kozlowski, S. W. J. (2009, September). Attended the NASA Annual Behavioral Health and Performance Autonomy Workshop, Universities Space Research Association, Houston, TX.

Kozlowski, S. W. J. (2009, August). Attended the NASA Annual Behavioral Health and Performance Working Group Meeting, Universities Space Research Association, Houston, TX.

Kozlowski, S. W. J. (2009, August). Panelist. *Meet the editors: OB/HR micro journals*. Panel presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.

Kozlowski, S. W. J. (2009, May). *Enhancing individual and team adaptation: Learning, regulation, and development*. School of Management, Queensland University of Technology, Brisbane, Queensland, Australia.

Kozlowski, S. W. J. (2009, May). *Enhancing individual and team adaptation: Learning, regulation, and development*. Department of Psychology, University of Queensland, Brisbane, Queensland, Australia.

Kozlowski, S. W. J. (2009, April). *Enhancing individual and team adaptation: Learning, regulation, and development*. Department of Management, Bond University, Gold Coast, Queensland, Australia.

Kozlowski, S. W. J. (2009, April). *Publishing in top-tier journals: Tips and guidelines*. Department of Management, Bond University, Gold Coast, Queensland, Australia.

Kozlowski, S. W. J. (2009, March). *Team Knowledge: Origin, Emergence, and Measurement*. Collaboration and Knowledge Interoperability (CKI) Program Review, University of Central Florida, Institute for Simulation and Training, Orlando, FL.

Kozlowski, S. W. J. (2008, October). *Enhancing individual and team adaptation: Learning, regulation, and development*. Department of Management, George Mason University. Fairfax, VA.

Kozlowski, S. W. J. (2008, October). *The origins of team cognition: Team learning, development, and adaptation*. Institute for Simulation and Training-ONR Macro Cognition Workshop. Orlando, Florida.

Kozlowski, S. W. J. (2008, August). *Journal editors: HR Doctoral Consortium*. Panel presented at the 68th Annual Convention of the Academy of Management Association, Anaheim, CA.

Kozlowski, S. W. J. (2008, August). *Meet the editors: OB/HR micro journals*. Panel presented at the 68th Annual Convention of the Academy of Management Association, Anaheim, CA.

DeShon, R. P., & Kozlowski, S. W. J. (2008, July). The emergence of team performance through self-regulation dynamics. In S. W. J. Kozlowski (Chair), *Enhancing team processes and effectiveness: Fifty years of progress and prospects for the future*. Invited symposium presented at the 29th International Congress of Psychology, Berlin, Germany.

Kozlowski, S. W. J. (2008, July). Enhancing team processes and effectiveness: Fifty years of progress and prospects for the future. In S. W. J. Kozlowski (Chair), *Enhancing team processes and effectiveness: Fifty years of progress and prospects for the future*. Invited symposium presented at the 29th International Congress of Psychology, Berlin, Germany.

Kozlowski, S. W. J. (2008, June). Dynamic team leadership: Developing adaptive teams. Presented at the Leadership Research Conference, INSEAD-Wharton Alliance, Fontainebleau, France.

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- Kozlowski, S. W. J. (2008, May). *Group expertise and teamwork*. Panel expert, Defining and developing expertise: A national agenda for simulation research, Society for Academic Emergency Medicine, Washington, DC.
- Kozlowski, S. W. J. (2008, March). *Career reflections: Musings on a "work in progress."* The Team Leadership Micro-Conference, Robert H. Smith School of Business, University of Maryland, College Park, MD.
- Kozlowski, S. W. J. (2008, March). *Individual and team adaptation: Regulation, leadership, and development*. The Team Leadership Micro-Conference, Robert H. Smith School of Business, University of Maryland, College Park, MD.
- Kozlowski, S. W. J. & DeShon, R. P. (2007, July). *Understanding team processes and performance: A multiple goal, multilevel theory of team regulation*. Presented at the 2nd Annual INGRoup Conference, Lansing, MI.
- Kozlowski, S. W. J. (2007, June). *Leading organizations in the twenty-first century: Challenges and responsibilities*. Invited talk, University of Western Australia, Perth, Australia.
- Kozlowski, S. W. J. (2007, May). *Enhancing team effectiveness*. Presented at the Annual Meeting of the Council of Scientific Society Presidents. Washington, DC.
- Kozlowski, S. W. J. (2007, March). *Team effectiveness*. Presented to the Navy Personnel Research, Studies, and Technology Division (NPRST). Millington, TN.
- Kozlowski, S. W. J. (2006, December). *Team leadership and team effectiveness*. Invited participant at LCIOR-Net Workshop III, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2006, November). *Multilevel Theory, research, and methods*. Keynote address presented at National Taiwan University of Science and Technology, Taipei, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Research and publication guidelines: Advice and tips*. Presented at National Taiwan University of Science and Technology, Taipei, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Multilevel Theory, research, and methods*. Keynote address presented at National Cheng Kung University, Tainan, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Research and publication guidelines: Advice and tips*. Presented at National Cheng Kung University, Tainan, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Multilevel Theory, research, and methods*. Keynote address presented at National Chung Hsing University, Taichung, Taiwan.
- Kozlowski, S. W. J. (2006, November). *Research and publication guidelines: Advice and tips*. Presented at National Chung Hsing University, Taichung, Taiwan.
- Kozlowski, S. W. J. (2006, July). *The science of learning, training, and development*. Science of Learning Workshop, Co-sponsored by Commanding General, U.S. Army Training and Doctrine Command (CG TRADOC) and Deputy Chief of Staff for Personnel (G1)., Hosted by U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) with assistance from the Institute for Defense Analyses (IDA). Hampton, VA.
- Kozlowski, S. W. J., & DeShon, R. P. (2006, April). *Dynamic resource allocation and adaptability in teamwork*. Presented at the Air Force Office of Scientific Research, Cognition & Decision Program Review, Dayton, OH.
- Mathieu, J. E., & Kozlowski, S. W. J. (2006, April). *Cutting-edge topics in team research*. Workshop presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

- Kozlowski, S. W. J. (2005, November). *Active learning: Enhancing self-regulation, learning, and adaptability*. Workshop presented at the Annual Meeting of the International Military Testing Association, Singapore.
- Kozlowski, S. W. J. (2005, November). *Developing adaptive teams: A theory of dynamic team leadership*. Keynote address presented at the Annual Meeting of the International Military Testing Association, Singapore.
- Kozlowski, S. W. J. (2005, September). *The science of learning, training, and development*. Presented at the Investing in Human Capital: Selection, Training and Work Socialization in the Railroad Industry, Beckman Center of the National Academies, Irvine, CA
- Kozlowski, S. W. J. (2005, July). *Team development and leadership: Learning, regulation, and adaptability*. Presented at LCIOR-Net Workshop II, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2004, December). *Team development and leadership: Learning, regulation, and adaptability*. Presented at Moving Toward the Next Frontier in Team Effectiveness Research, sponsored by the Army Research Institute and the University of Central Florida, Orlando, FL.
- Kozlowski, S. W. J. (2004, September). *Active learning: Enhancing self-regulatory processes, learning, and adaptive performance*. Presented at the Department of Psychology Colloquium Series, Rice University, Houston, TX.
- Kozlowski, S. W. J. (2004, June). *Active learning: Enhancing self-regulatory processes, learning, and adaptive performance*. Colloquium presented at the Department of Psychology Distinguished Speaker Series, University of Giessen, Giessen, Germany.
- Kozlowski, S. W. J. (2004, June). *Multilevel theory, research and methods in organizations*. Colloquium presented at the Department of Psychology, University of Giessen, Giessen, Germany.
- Kozlowski, S. W. J. (2004, June). *Work team socialization, development, and effectiveness*. Colloquium presented at the Department of Psychology, University of Giessen, Giessen, Germany.
- Kozlowski, S. W. J. (2003, February). *Active learning: Enhancing regulatory processes, learning, and performance*. Colloquium presented at the Department of Psychology Distinguished Speaker Series, University of Amsterdam, Amsterdam, Netherlands.
- Kozlowski, S. W. J. (2002, October). *Active learning systems: Enhancing self-regulation, learning, and adaptive performance*. Colloquium presented at the School of Psychology Distinguished Speaker Series, Georgia Institute of Technology, Atlanta, GA.
- Kozlowski, S. W. J. (2002, October). *Active learning systems: Enhancing self-regulation, learning, and adaptive performance*. Colloquium presented at the Annual Meeting of the Society of Organizational Behavior, Atlanta, GA.
- Kozlowski, S. W. J. (2001, December). Invited participant. Human Factors in Remote Collaboration. National Research Council, Committee on Human Factors, Washington DC.
- Kozlowski, S. W. J. (2001, November). *Active learning systems: Enhancing self-regulation, learning, and adaptive performance*. Colloquium presented at the Department of Psychology, University of Maryland, College Park, MD.
- Kozlowski, S. W. J. (2001, October). *Adaptive teams: Training strategies, learning processes, and performance*. Presented at the AFOSR Workshop on Team Performance, George Mason University, Fairfax, VA.

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- Kozlowski, S. W. J. (2001, June). *Developing adaptability: Theory, research, and emerging principles*. Invited workshop presented at the 4th Biennial National Conference on Industrial and Organisational Psychology, Sydney, Australia.
- Kozlowski, S. W. J. (2001, June). *Skills for the 21st century: Developing adaptability*. Keynote address presented at the 4th Biennial National Conference on Industrial and Organisational Psychology, Sydney, Australia.
- Kozlowski, S. W. J. (2001, May). *Multilevel theory and research in organizations*. Presented at the Levels of Analysis Workshop, Bond University, Gold Coast, Australia.
- Kozlowski, S. W. J. (2001, May). *Training in the 21st century: Creating learning systems to build adaptive skills*. Presented at the Work Effectiveness Seminar Series, Australian Center in Strategic Management, Queensland University of Technology, Brisbane, Australia.
- Kozlowski, S. W. J. (2001, March). *Training for adaptability*. Presented at the College of Business Seminar Series, Bond University, Gold Coast, Australia.
- Kozlowski, S. W. J. (2000, May). *Building adaptive teams: The role of leadership, training, and development*. Presented at the 3rd Conference of the Chinese Society for Industrial and Organizational Psychology and Cognitive Ergonomics, Hangzhou, China.
- Kozlowski, S. W. J., & DeShon, R. P. (1999, June). *TEAMSIm: Examining the development of basic, strategic, and adaptive performance*. Presented at the International Synthetic Task Development Conference/Scaled Worlds: Current Issues in Simulation-Based Human Performance Research, University of Georgia, Athens, GA.
- Kozlowski, S. W. J., Toney, R. J., Weissbein, D. A., Mullins, M. E., Brown, K. G., & Bell, B. S. (1998, May). *Developing adaptive expertise*. Paper presented at the 4th Conference on Naturalistic Decision Making, Airlie, VA.
- Kozlowski, S. W. J. (1998, March). *Extending and elaborating models of emergent phenomena*. Presented to the MESO Organization Studies Group, Arizona State University, Tempe, AZ.
- Kozlowski, S. W. J., Brown, K. G., Toney, R. J., Mullins, M. E., Weissbein, D. A., & Bell, B. S. (1997, October). *Principles for deployable training*. Presented at the Naval Air Warfare Center Training Systems Division, Orlando, FL.
- Kozlowski, S. W. J. (1997, September). *Adapting to new technology and work processes*. Facilitated and presented at the Conference on The Interface of Leadership and Team Processes, George Mason University, Fairfax, VA.
- Kozlowski, S. W. J. (1996, March). *TEAMS / TANDEM: An experimental platform for examining skill acquisition, adaptability, and effectiveness at individual and team levels of analysis*. Presented at the Personnel Human Resource Research Group, University of Florida, Gainesville, FL.
- Kozlowski, S. W. J., & Gully, S. M. (1995, June). *TEAMS / TANDEM: A simulation for examining team training and adaptive expertise*. Presented to the Crew Technology Group, U.S. Air Force Armstrong Laboratory, San Antonio, TX.
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1995, June). *Team leadership and development: Theory, principles, and guidelines for training leaders and teams*. Presented at the Third Annual University of North Texas Symposium on Work Teams, Dallas, TX.
- Kozlowski, S. W. J. (1995, March). *Training for adaptive expertise*. Presented at the Personnel Human Resource Research Group, Tulane University, New Orleans, LA.

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- Kozlowski, S. W. J., & Chao, G. T. (1995, May). *Conducting integrative and creative research: Principles for pushing the envelope*. Presented at the Doctoral Consortium for the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (1994, May). *Emerging issues in training and development research*. Presented at the Second Annual Lydia S. and Samuel S. Dubin Lecture, Systemwide Conference on Continuing Education and Retraining, The Pennsylvania State University, University Park, PA.
- Kozlowski, S. W. J. (1993, October). *Organizational systems, training principles, and issues relevant to advancing integrated training technologies*. Presented at the Advancements in Integrated Training Technologies Conference, University of Colorado - Denver, Sponsored by the U.S. Air Force Armstrong Laboratory.
- Kozlowski, S. W. J. (1991, November). *Organizational downsizing*. Invited talk sponsored by the U.S. Army War College, Strategic Studies Institute and hosted by Southern Methodist University, Dallas, TX.
- Kozlowski, S. W. J. (1991, October). *A multilevel contextual model for training implementation and transfer*. Presented at the Training Effectiveness Conference, Michigan State University, East Lansing, MI, Sponsored by the Naval Training Systems Center.
- Kozlowski, S. W. J., & Chao, G. T. (1991, May). *Organizational downsizing: Individual and organizational implications and recommendations*. Presented at the Army Research Institute for the Social and Behavioral Sciences, Arlington, VA.
- Kozlowski, S. W. J. (1990, January). *Problems associated with the implementation of advanced manufacturing technologies*. Colloquium presented to the Social Science Research Bureau, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J. (1987, April). *Socialization and climate: Sense-making processes in organizations*. Presented at the International Conference on the Biopsychosocial Model in Industrial Medicine and Management, Michigan State University, East Lansing, MI.
- Kozlowski, S. W. J., & Chao, G. T. (1984, February). *Preparing the organization for technological innovation*. The General Motors Organization Research and Development Heads Meeting, Warren, MI.

Conference and Meeting Presentations

- Kozlowski, S. W. J. (2009, August). Researching team effectiveness: Principles of multilevel theory. In A. Homans, G. Van Kleff, & B. Nijstad (Chairs), *Dealing with common pitfalls and misconceptions in team research*. Symposium presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.
- Kozlowski, S. W. J. (2009, August). Workshop Presenter. In J. Molloy & R. Ployhart (Chairs), *Narrowing the micro-macro divide through intellectual capital research*. Professional Development Workshop presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.
- Schaubroeck, J., Avolio, B., Doty, J., Hannah, S. T., Kozlowski, S. W. J., Lord, B. G., & Treviño, L. K. (2009, August). A multilevel investigation of ethical leadership and ethical climate on unethical behavior. In C. Resick & D. Den Hartog (Chairs), *Current perspectives on ethical and unethical leadership*. Symposium presented at the 69th Annual Convention of the Academy of Management Association, Chicago, IL.
- Curran, P., Jundt, D., Kuljanin, G., & Kozlowski, S. W. J. (2009, April). Adaptive guidance and metacognition: Effects on self-regulation, learning, performance, and adaptation. In K. Ely & T. Sitzmann (Chairs), *Self-regulatory interventions: Effective approaches to enhancing training performance*. Symposium presented at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

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- Park, G., Curran, P., Kuljanin, G., Firth, B. Kozlowski, S. W. J., & DeShon, R. P. (2009, April). Implementation intentions and multiple goal self-regulation in teams. In R. Ilies & N. Dimotakis (Chairs), *Goal setting, self-efficacy, and performance: New research directions*. Symposium presented at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Grand, J. A., Fernandez, R., Kozlowski, S. W. J., Chao, G. T., Huang, J. L., & Curran, P. (2009, January). *Designing, developing, and evaluating event-based team simulations: Helping medical educators put theory into practice*. Poster session presented at the meeting of the Society for Simulation in Healthcare, Orlando, FL.
- Kozlowski, S. W. J. (2008, September). A multilevel approach for training multiteam systems. In J. MacMillan (Chair), *Challenges of team-of-teams training and assessment*. Symposium presented at the Annual Meeting of the Human Factors and Ergonomics Society, New York, NY.
- Jundt, D. K., Kuljanin, G., Curran, P. G., & Kozlowski, S. W. J. (2008, April). Adaptive guidance, performance norms, and goal orientation: Effects on self-regulation, learning, performance, and adaptation. In T. Sitzmann & K. Ely (Chairs), *Goals, feedback, and performance: A dynamic self-regulation perspective*. Symposium presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S. W. J., Salas, E., & Pritchard, R. (2008, April). SIOP Frontiers Series: Learning, training, and development in organizations. Panel session presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kuljanin, G., Park, G., Curran, P. G., Boyce, A. S., DeShon, R. P., Kozlowski, S. W. J. (2008, April). The effects of feedback on self-regulation, resource allocation, and adaptation. In T. Sitzmann & K. Ely (Chairs), *Goals, feedback, and performance: A dynamic self-regulation perspective*. Symposium presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S. W. J., Jundt, D. K., Curran, P., & Kuljanin, G. (2007, August). Leadership regulatory functions: Leveraging learning, skill development, and adaptation. In S. W. J. Kozlowski (Chair), *Leadership: Learning, development, and adaptation*. Symposium presented at the 67th Annual Convention of the Academy of Management Association, Philadelphia, PA.
- Boyce, A. S., Kuljanin, G., Park, G., Curran, P., Kozlowski, S. W. J., & DeShon (2007, April). Locomotion-assessment, action-state orientation, and goal orientation: A case for higher order motives. In D. S. Chiaburu & S. V. Marinova (Chairs), *Goal orientation research across levels: The role of motives and context*. Symposium presented the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Kozlowski, S. W. J. (2006, July). Individual and team regulation: Implications for learning, motivation, and performance. In G. Chen (Chair), *Collective work motivation*. Symposium presented at the 26th International Congress of Applied Psychology, Athens, Greece.
- Kozlowski, S. W. J. (2006, July). Active leadership: Developing adaptive teams. In S. W. J. Kozlowski & D. R. Ilgen (Chairs), *Emerging issues in team development and effectiveness*. Symposium presented at the 26th International Congress of Applied Psychology, Athens, Greece.
- Bell, B. S., & Kozlowski, S. W. J. (2006, April). Aligning training and technology: A theoretical framework for the design of distributed learning systems. In S. M. Taylor (Chair), *Theoretical advances in e-learning research*. Symposium presented the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

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- Kozlowski, S. W. J. (2006, April). Dynamic team leadership: Developing adaptive teams. In C. J. Resick & L. A. DeChurch (Co-Chairs), *Team adaptation to environmental forces: Current research and theory*. Symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J. (2005, August). The emergence of multilevel organizational phenomena. In C. G. Collins & C. M. Mason (Co-Chairs), *Measuring group constructs: Alternative methods to provide novel insights into group-level effects*. Symposium presented at the 65th Annual Convention of the Academy of Management Association, Honolulu, HI.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Boyce, A. S., & Park, G. (2005, April). Effect of velocity feedback on individual and team performance. In J. M. Nowakowski & S. W. J. Kozlowski (Chairs), *Feedback interventions and feedback seeking: Implications for self-regulation*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Kozlowski, S. W. J. (2005, April). Discussant. In A. P. Knight, L. M. Leslie, & M. J. Gelfand (Chairs), *Levels of analysis in cross-cultural organizational research*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Kozlowski, S. W. J. (2005, April). Emergence and multilevel homology. In G. Chen (Chair), *Homology models: Generalizing organizational theories and practices to new levels*. Panel discussion presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Nowakowski, J. M., & Kozlowski, S. W. J. (2005, April). Effects of feedback content on goal-directed behavior and self-regulation. In J. M. Nowakowski & S. W. J. Kozlowski (Chairs), *Feedback interventions and feedback seeking: Implications for self-regulation*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Watola, D. J., & Kozlowski, S. W. J. (2005, April). Leader competencies for developing adaptive teams. In D. V. Day & S. M. Halpin (Chairs), *Leader development theory and research in the United States Army*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Bell, B. S., Kozlowski, S. W. J., & Nowakowski, J. M. (2004, April). An examination of the influence of enduring and transitory individual differences on training effectiveness. In B. S. Bell (Chair), *Advances in research on individual differences in training contexts*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Boyce, A. S., & Chambers, B. (April, 2004). Effects of implementation intentions on individual and team oriented behavior. In A.M. Schmidt & S.W.J. Kozlowski (Chairs), *What to do? Multiple goals, resource allocation, and self-regulation*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Kozlowski, S. W. J., Watola, D. J., Nowakowski, J. M., Kim, B. H., & Botero, I. C. (2004, April). A functional theory of dynamic and adaptive leadership. In S. W. J. Kozlowski (Chair), *An exploration of the dynamics of adaptive leadership*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Nowakowski, J. M., & Kozlowski, S. W. J. (2004, April). Goal orientation and feedback seeking during learning: Processes and prospects. In B. S. Bell (Chair), *Advances in research on individual differences in training contexts*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

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- DeShon, R. P., Kozlowski, S. W. J., & Schmidt, A. M. (2003, August). A multiphase, repeated measures model of team development. In G. Chen (Chair), *The changing nature of performance revisited: New extensions, levels, and directions*. Symposium presented at the 63rd Annual Convention of the Academy of Management Association, Seattle, WA.
- Kozlowski, S. W. J., DeShon, R. P., & Schmidt, A. M. (2003, August). A multilevel model of self- and team regulation during complex skill acquisition. In H. Liao & A. Joshi (Chairs), *Through a multilevel perspective: Understanding individual and team performance*. Symposium presented at the 63rd Annual Convention of the Academy of Management Association, Seattle, WA.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2003, May). A multilevel, multiple goal model of self- and team regulation during complex skill acquisition. In V. Gonzalez-Roma (Chair), *Diversity and agreement in teams*. Symposium presented at the 11th European Congress on Work and Organizational Psychology, Lisbon, Portugal.
- Bell, B. S. & Kozlowski, S. W. J. (2003, April). An examination of the instructional, motivational, and emotional elements of active learning. In B. S. Bell & S. W. J. Kozlowski (Chairs), *Active learning: Critical elements, instructional supports, and learning processes*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2003, April). Discussant. In J. E. Mathieu (Chair), *Investigations of multi-team systems*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J. (2003, April). Using science to enhance the design of remote learning systems. In S. W. J. Kozlowski (Chair), *Getting learning into web-based, distance, and distributed training*. Panel Discussion presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., & Chambers, B. A. (2003, April). Trait, goal, and feedback effects on individual and team regulatory processes. In B. S. Bell & S. W. J. Kozlowski (Chairs), *Active learning: Critical elements, instructional supports, and learning processes*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Bell, B. S. & Kozlowski, S. W. J. (2002, August). *A typology of virtual teams: Implications for theory and research*. In S. S. Webber & R. J. Klimoski (Chairs), *Virtual teams: The hidden truth*. Symposium presented at the 62nd Annual Convention of the Academy of Management Association, Denver, CO.
- Bell, B. S., Kozlowski, S. W. J., Dobbins, H. W. (2002, April). Effects of learning frame, goal content, and goal sequence on learning processes and training outcomes. In S. W. J. Kozlowski (Chair), *Advances in training effectiveness: Traits, states, learning processes, and outcomes*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Dobbins, H. W., Bell, B. S., & Kozlowski, S. W. J. (2002, April). *A comparison of the Button and VandeWalle goal orientation measures*. Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., & Chambers, B. A. (2002, April). Effects of feedback and goal orientation on individual and team regulation, learning, and performance. In S. W. J. Kozlowski (Chair), *Advances in training effectiveness: Traits, states, learning processes, and outcomes*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Kozlowski, S. W. J. (2002, April). Discussant. In V. J. Fortunato (Chair), *An examination of the motivational consequences of goal orientation*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.

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- Kozlowski, S. W. J. (2002, April). Discussant: In J. C. Ziegert & K. J. Klein (Chairs), *Team leadership: Current theoretical and research perspectives*. Symposium presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Mullins, M. E., Devendorf, S. A., & Kozlowski, S. W. J. (2002, April). *Modes of measuring self-regulation: Appropriate assessment of the construct?* Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario, Canada.
- Kozlowski, S. W. J. (2001, August). Team development and adaptability. In S. W. J. Kozlowski (Chair), *Team effectiveness*. Panel discussion presented at the 28th Interamerican Congress of Psychology, Santiago, Chile.
- Bell, B. S., Kozlowski, S. W. J., & Dobbins, H. (2001, April). Creating the balanced learner: Interactive effects of goals and goal orientation on multiple training outcomes. In K. Smith-Jentch & L. Rhodenizer (Chairs), *When do learning and performance orientations enhance learning outcomes?: Interactions with individual and contextual variables*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
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- Schmidt, A. M., Chambers, B. A., Kozlowski, S. W. J., & DeShon, R. P. (2001, April). Can I do it and do I care? Examining the antecedents of state goal orientation. In K. Smith-Jentch & L. Rhodenizer (Chairs), *When do learning and performance orientations enhance learning outcomes?: Interactions with individual and contextual variables*. Symposium presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Bell, B. S., & Kozlowski, S. W. J. (2000, April). Goal orientation and ability: Interactive effects on affective, cognitive, and behavioral training outcomes. In K. A. Smith-Jentsch (Chair), *Goal orientation, training processes, and outcomes*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Bell, B. S., & Kozlowski, S. W. J. (2000, April). Guiding individuals through training: The effects of behavioral and cognitive guidance in a complex training environment. In S. W. J. Kozlowski (Chair), *Developing complex adaptive skills: Individual- and team-level training strategies*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- DeShon, R. P., Kozlowski, S. W. J., Wiechmann, D., Milner, K. R., Davis, C. A., & Schmidt, A. M. (2000, April). Training and developing adaptive performance in teams and individuals. In S. W. J. Kozlowski (Chair), *Developing complex adaptive skills: Individual- and team-level training strategies*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kozlowski, S. W. J. (2000, April). The role of leadership in the development of adaptive teams. In R. Wageman & R. J. Hackman (Chairs), *Perspectives on team coaching*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kozlowski, S. W. J., Brown, K. G., Weissbein, D., Salas, E., & Cannon-Bowers, J. A. (2000, April). A multilevel approach to training effectiveness: Enhancing horizontal and vertical transfer. In K. J. Klein & S. W. J. Kozlowski (Chairs), *Multilevel theory in I/O psychology: Examples and lessons for theory development*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

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- Toney, R. J., & Kozlowski, S. W. J. (2000, April). Contribution of goal orientation to discrepancies between goals and performance. In K. A. Smith-Jentsch (Chair), *Goal orientation, training processes, and outcomes*. Symposium presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
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- Brown, K. G., & Kozlowski, S. W. J. (1999, April). Toward an expanded conceptualization of emergent organizational phenomena: Dispersion theory. In F. P. Morgeson & D. A. Hofmann, (Chairs), *New perspectives on higher-level phenomena in industrial/organizational psychology*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
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- Toney, R. J., & Kozlowski, S. W. J. (1999, April). Shifting feedback from positive to negative: Benefits of evaluative feedback on learning and training performance. In S. M. Gully & S. W. J. Kozlowski (Chairs), *Learning to fail or failing to learn? The role of errors, failures, and feedback in learning environments*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J. (1998, August). Discussant in D. Milanovich and C. Bowers (Chairs), *The good, bad, and ugly of team research*. Symposium presented at the 106th Annual Conference of the American Psychological Association, San Francisco, CA.
- Major, D. A., Hofler, K. L., Fink, A., & Kozlowski, S. W. J. (1998, August). *The role of proaction in newcomer organizational socialization: Insiders make the difference*. Paper presented at the 24th International Congress of Applied Psychology, San Francisco, CA.
- Brown, K. G., Weissbein, D. A., & Kozlowski, S. W. J. (1998, April). One step beyond: Expanding transfer research to include vertical transfer. In E. L. Holton III & R. A. Bates (Chairs), *Recent trends in the study of transfer climate: Research, theory, and consultation*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Howell, A. W., Mullins, M. E., Fisher, S. L., Schmitt, N. W., & Kozlowski, S. W. J. (1998, April). *Using the internet for competitive advantage*. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

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- Kozlowski, S. W. J., Toney, R. J., Weissbein, D. A., Mullins, M. E., Brown, K. G., & Bell, B. S. (1998, April). Training adaptive performance. In S. W. J. Kozlowski, S. K. Parker, & M. Frese (Chairs), *Beyond task performance: Proactivity and learning*. Symposium presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
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- Brown, K. G., & Kozlowski, S. W. J. (1997, April). *Self-evaluation and training outcomes: Training strategy and goal orientation effects*. Paper presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Brown, K. G., Mullins, M. E., Weissbein, D. A., Toney, R. J., & Kozlowski, S. W. J. (1997, April). Mastery goals and strategic reflection: Preliminary evidence for learning interference. In S. W. J. Kozlowski (Chair), *Metacognition in training: Lessons learned from stimulating cognitive reflection*. Symposium presented at the 12th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Brown, K. G., Kozlowski, S. W. J., & Hattrup, K. (1996, August). Theory, issues, and recommendations in conceptualizing agreement as a construct in organizational research: The search for consensus regarding consensus. In S. Kozlowski & K. Klein (Chairs), *The meaning and measurement of within-group agreement in multi-level research*. Symposium presented at the 56th Annual Convention of the Academy of Management Association, Cincinnati, OH.
- Gully, S. M., & Kozlowski, S. W. J. (1996, August). The influence of self-efficacy and team-efficacy on training outcomes in a team training context. In J. George-Flavey (Chair), *Defining, measuring, and influencing group-level efficacy beliefs*. Symposium presented at the 56th Annual Convention of the Academy of Management Association, Cincinnati, OH.
- Kozlowski, S. W. J., & Gully, S. M. (1996, August). TEAMS/TANDEM: Examining skill acquisition, adaptability, and effectiveness. In J. Vancouver & A. Williams (Chairs), *Using computer simulations to study complex organizational behavior*. Symposium presented at the 56th Annual Convention of the Academy of Management Association, Cincinnati, OH.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. M., Brown, K. G., Mullins, M. E., & Williams, A. E. (1996, April). Sequenced mastery goals and advance organizers: Enhancing the effects of practice. In K. Smith-Jentsch (Chair), *When, how, and why does practice make perfect?* Symposium presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kozlowski, S. W. J., Gully, S. M., Smith, E. A., Nason, E. R., & Brown, K. G. (1995, May). Sequenced mastery training and advance organizers: Effects on learning, self-efficacy, performance, and generalization. In R. J. Klimoski (Chair), *Thinking and feeling while doing: Understanding the learner in the learning process*. Symposium presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Nason, E. R., Gully, S. M., Brown, K. G., & Kozlowski, S. W. J. (1995, May). *Skill acquisition and declarative knowledge: Where structural knowledge fits*. Paper presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- Smith, E. A., & Kozlowski, S. W. J. (1995, May). Newcomer socialization: The relationships between individual and contextual factors, learning strategies, and learning outcomes. In N. R. Anderson & C. Ostroff (Chairs), *The socialization process: Organizational tactics, individual differences, learning, and outcomes*. Symposium presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Chao, G. T., & Kozlowski, S. W. J. (1994, August). An international comparison of organizational downsizing strategies. In M. A. Evans (Chair), *Downsizing dilemmas: Strategy, implications, and recommendations*. Symposium presented at the 54th Annual Convention of the Academy of Management Association, Dallas, TX.
- Kozlowski, S. W. J., Ford, J. K., & Salas, E. (1994, July). Team development: Levels, process, and learning outcomes. In D. R. Ilgen (Chair), *Work team performance: Some critical issues*. Symposium presented at the 23rd International Congress of Applied Psychology, Madrid, Spain.
- Chao, G. T., Kozlowski, S. W. J., Major, D. A., & Gardner, P. (1994, April). The effects of individual and contextual factors on organizational socialization and outcomes. In S. W. J. Kozlowski (Chair), *Transitions during organizational socialization: Newcomer expectations, information-seeking, and learning outcomes*. Symposium presented at the 9th Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., Ford, J. K., Smith, E. M., Smith, M. R., & Futch, C. J. (1994, April). A composition theory of team development: Levels, content, process, and learning outcomes. In J. E. Mathieu (Chair), *Developmental views of team processes and performance*. Symposium presented at the 9th Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Smith, E. M., & Kozlowski, S. W. J. (1994, April). Socialization and adaptation: Individual and contextual influences on social learning strategies. In S. W. J. Kozlowski (Chair), *Transitions during organizational socialization: Newcomer expectations, information-seeking, and learning outcomes*. Symposium presented at the 9th Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Kozlowski, S. W. J., & Chao, G. T. (1993, April). A conceptual framework for downsizing theory and research. In S. W. J. Kozlowski & G. T. Chao (Chairs), *Organizational downsizing: Implications for research and practice*. Symposium presented at the 8th Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S. W. J., Gully, S. M., & McHugh, P. P. (1993, April). Leadership and team effectiveness: A developmental - task contingent model. In J. A. Cannon-Bowers (Chair), *Optimizing team performance through team leader behavior*. Symposium presented at the 8th Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Chao, G. T., & Kozlowski, S. W. J. (1992, August). *Mentoring phases and outcomes*. Paper presented at the 52nd Annual Convention of the Academy of Management Association, Las Vegas, NV.
- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. (1992, May). Newcomer expectations regarding learning and early experiences: Factors influencing a realistic match. In S. W. J. Kozlowski (Chair), *Proactive organizational newcomers: Manifestations of the paradigm shift in socialization research*. Symposium presented at the 7th Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Quebec, Canada.
- Kozlowski, S. W. J., & Klein, K. J. (1991, April). *The implementation of technological innovation: Theory, research, and practice*. Panel Discussion presented at the 6th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.

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- Kozlowski, S. W. J., & Salas, E. (1991, April). Application of a multilevel contextual model to training implementation and transfer. In J. K. Ford (Chair), *Training as an integrated activity: An organization system perspective*. Symposium presented at the 6th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Major, D. A., & Kozlowski, S. W. J. (1991, April). *Organizational socialization: The effects of newcomer, coworker, and supervisor proaction*. Paper presented at the 6th Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Kozlowski, S. W. J., & Hattrup, K. (1990, August). *Problems associated with the implementation of advanced manufacturing technologies*. Paper presented at the 50th Annual Convention of the Academy of Management Association, San Francisco, CA.
- Major, D. A., & Kozlowski, S. W. J. (1990, August). *Self-efficacy and proaction in the socialization context*. Paper presented at the 50th Annual Convention of the Academy of Management Association, San Francisco, CA.
- Klein, K. J., & Kozlowski, S. W. J. (1990, April). *Computerized technologies in the workplace: A new area for I/O psychology*. Round Table presented at the 5th Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kozlowski, S. W. J. (1990, April). Chair: *Defining and measuring power in organizations: Seeking congruence across levels*. Symposium presented at the 5th Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kozlowski, S. W. J., & Morrison, R. F. (1990, April). Games raters play: Mapping intentional distortions in the rating process. In J. Cleveland & B. Nathan (Chairs), *The purpose and politics of performance appraisal: Goals of appraisal constituents*. Panel Discussion presented at the 5th Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kozlowski, S. W. J. (1989, April). Chair: *Empirical perspectives on organizational socialization*. Symposium presented at the 4th Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Kozlowski, S. W. J. (1989, April). Discussant: *The relation between memory and judgment: Implications for performance appraisal*. Symposium presented at the 4th Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Ostroff, C., & Kozlowski, S. W. J. (1989, April). Information acquisition in the organizational socialization of newcomers. In S. Kozlowski (Chair), *Empirical perspectives on organizational socialization*. Symposium presented at the 4th Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Ford, J. K., & Kozlowski, S. W. J. (1988, April). *Ratee familiarity, performance, and information acquisition: Tracing raters' search processes*. Paper presented at the 3rd Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kozlowski, S. W. J., & Ford, J. K. (1988, August). The effects of familiarity, performance, constraint, and memory on rater information acquisition strategies. In A. DeNisi (Chair), *Memory issues in the performance appraisal process*. Symposium presented at the 48th Annual Meeting of the Academy of Management Association, Anaheim, CA.
- Kozlowski, S. W. J. (1987, August). Chair: *The implementation of advanced manufacturing technologies: Research and application perspectives*. Symposium presented at the 95th Annual Convention of the American Psychological Association, New York, NY.

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- Kozlowski, S. W. J., & DeGregorio, M. (1987, August). *The nature of conceptual similarity schemata: An examination of systematic distortion hypothesis assumptions*. Paper presented at the 47th Annual Meeting of the Academy of Management Association, New Orleans, LA.
- Kozlowski, S. W. J., Doherty, M. L., & Marcy, L. D. (1987, August). *An integration of climate and leadership: Examination of a neglected issue*. Paper presented at the 47th Annual Meeting of the Academy of Management Association, New Orleans, LA.
- Kozlowski, S. W. J., Kirsch, M. P., & Cohen, S. (1987, April). The effects of individual differences on information use and rating strategies in performance appraisal. In J. K. Ford (Chair), *Applying policy capturing and process tracing methodologies to study rater cognitive processes*. Symposium presented at the 2nd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J., & Ostroff, C. L. (1987, April). The role of mentoring in the early socialization experiences of organizational newcomers. In G. T. Chao (Chair), *The role of mentoring in organizational settings*. Symposium presented at the 2nd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kozlowski, S. W. J., & Kirsch, M. P. (1986, April). *The systematic distortion hypothesis and halo error: An individual-level analysis*. Paper presented at the 1st Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Hults, B. M., & Kozlowski, S. W. J. (1985, August). *The relative contributions of continuing education activities and job characteristics to the performance of engineers*. Paper presented at the 45th Annual Meeting of the Academy of Management Association, San Diego, CA.
- Chao, G. T., & Kozlowski, S. W. J. (1984, August). *Employee perceptions on the implementation of robotic technology in manufacturing*. Paper presented at the 92nd Annual Convention of the American Psychological Association, Toronto, Ontario.
- Kozlowski, S. W. J. (1984, August). Technology and structure: Contexts for engineer technical performance and updating. In J. L. Farr (Chair), *Strategies for adapting professional skills to changing technologies*. Symposium presented at the 92nd Annual Convention of the American Psychological Association, Toronto, Ontario.
- Kozlowski, S. W. J., & Hults, B. M. (1984, August). *Task complexity and job performance: The moderating effects of job longevity for R&D engineers*. Paper presented at the 44th Annual Convention of the Academy of Management Association, Boston, MA.
- Kozlowski, S. W. J. (1983, August). *Engineer performance and updating: A model and empirical evaluation*. Paper presented at the 91st Annual Convention of the American Psychological Association, Anaheim, CA.
- Kozlowski, S. W. J. (1983, May). Managing the technical performance and updating of engineers: A model and evaluation of relevant factors. In S. Kozlowski (Chair), *Managing technical professionals*. Symposium presented at the Management of Technological Innovation Conference, Washington, DC.
- Kozlowski, S. W. J., & Jacobs, R. R. (1982, May). *An exploration of halo error in performance ratings*. Paper presented at the 19th Annual Academy of Management Convention, Baltimore, MD.
- Farr, J. L., Kozlowski, S. W. J., Cleveland, J. N., Ensore, E. E., & Dubin, S. S. (1980, August). *The measurement of organizational factors affecting the technical updating of engineers*. Paper presented at the 40th Annual Academy of Management Association Convention, Detroit, MI.

Technical Reports

- Kozlowski, S. W. J., & Rench, T. (2009). Individual differences, adaptability, and adaptive performance: A conceptual analysis and research summary. (Final Report; Contract No. W911NF-07-D-0001, TCN: 08146). Research Triangle Park, NC: Battelle Scientific Services.
- Kozlowski, S. W. J. (2008). *An active learning approach for the development of soldier cognitive competencies*. (ARI white paper). Arlington, VA: Consortium Research Fellows Program.
- Kozlowski, S. W. J., DeShon, R. P., Park, G., Curran, P., Kuljanin, G., & Firth, B. (2007). *Dynamic resource allocation and adaptability in teamwork*. (Final Report, Grant No. FA9550-05-100065). Arlington, VA: Air Force Office of Scientific Research.
- Mathieu, J., Connaughton, S., Kozlowski, S. W. J., Kraiger, K., Osland, J., & Rentsch, J. (2007). *Leading multi-national teams: Program review*. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. (2006). *Leadership and team effectiveness focus area*. Senior Advisory Panel, Leading Multi-National Teams. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. & DeShon, R. P. (2006). *OPTIMA Lab: Dynamic resource allocation and adaptability in teamwork*. (DURIP Final Report, Grant No. FA9550-05-1-0201). Arlington, VA: Air Force Office of Scientific Research.
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- Kozlowski, S. W. J. (2005). *Team leadership and team effectiveness*. Senior Advisory Panel, Leading Multi-National Teams. U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, VA.
- Kozlowski, S. W. J. (2005). *The science of learning, training, and development*. The National Academy of Sciences, Transportation Research Board, Task Force on Railroad Operational Safety, Cambridge, MA.
- Kozlowski, S. W. J. & DeShon, R. P. (2005). *Enhancing learning, performance, and adaptability for complex tasks*. (Final Report, Grant No. F49620-01-1-0283). Arlington, VA: Air Force Office of Scientific Research.
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- Kozlowski, S. W. J. & Bell, B. S. (2000). *Guiding the development of shipboard training systems*. (Summary Project Report; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.
- Kozlowski, S. W. J., Bell, B. S., & Mullins, M. E. (2000). *Guiding the development of deployable shipboard training systems: Enhancing skill acquisition, adaptability, and effectiveness* (Final Report 3; Contract No. N61339-96-K-0005). Orlando, FL: Naval Air Warfare Center Training Systems Division.

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References are available upon request