Kristin L. Cullen-Lester, Ph.D.

Assistant Professor of Management

Academic Background

Ph.D. Auburn University, 2011.

M.S. Auburn University, 2007.

B.S. University of Toronto, 2005.

Academic Experience

Honorary Senior Research Fellow, University of Exeter Business School (June, 2022 - Present), Exeter, Great Britain.

Assistant Professor of Management, University of Mississippi (August, 2020 - Present), University, Mississippi.

Assistant Professor of Management and Leadership, Bauer College of Business, University of Houston (2017 - 2020), Houston, Texas.

Faculty Affiliate, Center for Creative Leadership (2017 - 2020), Greensboro, North Carolina.

Research Scientist, Center for Creative Leadership (2014 - 2017), Greensboro, North Carolina.

Postdoctoral Research Fellow, Center for Creative Leadership (2011 - 2012), Greensboro, North Carolina.

Non-Academic Experience

Chief People Scientist, Network Leader (2016 - Present), Windsor, Colorado. Network Leader is a startup that helps individuals understand and improve their professional network by offering assessment and development tools.

Refereed Articles

Grosser, T. J., Sterling, C. M., Piplani, R., Cullen-Lester, K. L., & Floyd, T. M. (in press, 2022). A social network perspective on workplace inclusion: The role of network closure, network centrality, and need for affiliation. *Human Resource Management*.

Cullen-Lester, K. L., Maupin, C. K., Floyd, T. M., Mahdon, M., Gerbasi, A., Dorothy Carter (2022). Crossing the bridge from network training to development: A guide to move trainees from classroom insights to effective networks. *Organizational Dynamics*.

Floyd, T. M., Cullen-Lester, K. L., Lester, H. F., & Grosser, T. J. (in press, 2022). Emphasizing "me" or "we": Training framing and self-concept in network-based leadership development. *Human Resource Management*.

Woehler, M. L., Cullen-Lester, K. L., Porter, M. C., & Frear, K. A. (2021). Whether, how, and why networks influence men's and women's career success: Review and research agenda. *Journal of Management, 47 (1)*,

207-236.

Alonso, N., Porter, C. M., & Cullen-Lester, K. L. (2021). Building Effective Networks for the Transition from the Military to the Civilian Workforce: Who, What, When, and How. *Military Psychology, 33 (3)*, 152-168.

Lester, H. F., Cullen-Lester, K. L., & Walters, R. W. (2021). From Nuisance to Novel Research Questions: Using Multilevel Models to Predict Heterogeneous Variances. *Organizational Research Methods, 24 (2)*, 342-388.

Carter, D. R., Cullen-Lester, K. L., Jones, J. M., Gerbosi, A., Cherbot-Mason, D., Nae, E. Y. (2020). Functional leadership in interteam contexts: Understanding 'what'in the context of why? where? when? and who? *The Leadership Quarterly, 31 (1)*, 101378.

Cullen-Lester, K. L., Webster, B. D., Edwards, B. D., & Braddy, P. (2019). The effects of multiple negative, neutral, and positive organizational changes. *European Journal of Work and Organizational Psychology, 28 (1)*, 124-135.

Cullen-Lester, K. L., Gerbasi, A., & Chrobot-Mason, D. (2018). Thriving in central network positions: The role of political skill. *Journal of Management, 44 (2)*, 682-706.

Cullen-Lester, K. L., Maupin, C., & Carter, D. R. (2017). Incorporating networks into leadership development: A conceptual model and evaluation of research and practice. *Leadership Quarterly, 28 (1)*, 130-152.

Cullen-Lester, K. L., Woehler, M., & Willburn, P. (2016). Network-based leadership development: A guiding framework and resources for management educators. *Journal of Management Education, 40 (3)*, 321-358.

Cullen-Lester, K. L., Leroy, H., Gerbasi, A., & Nishii, L. (2016). Energy's role in the extraversion (dis)advantage: How energy ties and task conflict help clarify the relationship between extraversion and proactive performance. *Journal of Organizational Behavior, 37 (7)*, 1003-1022.

Cullen-Lester, K. L., & Yammarino, F. (2016). Collective and network approaches to leadership: Special issue introduction. *Leadership Quarterly, 27 (2)*, 173-180.

Chrobot-Mason, D., Gerbasi, A., & Cullen-Lester, K. L. (2016). Predicting leadership relationships: The importance of collective identity. *Leadership Quarterly, 27 (2)*, 298-311.

Graves, L., Cullen, K. L., Lester, H., Ruderman, M. N., & Gentry, W. A. (2015). Managerial motivational profiles: Understanding their nature, antecedents, and consequences. *Journal of Vocational Behavior, 87*, 32-42.

Cullen-Lester, K. L., Gentry, W. A., & Yammarino, F. J. (2015). Biased self-perception tendencies: Self-enhancement/self-diminishment and leader derailment in individualistic and collectivistic cultures. *Applied Psychology: An International Review, 64 (1)*, 161-207.

Gentry, W. A., Clark, M. A., Young, S. F., Cullen, K. L., & Zimmerman, L. (2015). How displaying empathic emotion may differentially predict likelihood of derailment for male and female leaders in Australia. *Leadership Quarterly, 26 (4)*, 641-653.

Palanski, M. E., Cullen, K. L., Gentry, W. A., & Nichols, C. M. (2015). Virtuous leadership: Exploring the effects of leader courage and behavioral integrity on leader performance and image. *Journal of Business Ethics, 132 (2)*, 297-310.

Cullen-Lester, K. L., Fan, J., & Liu, C. (2014). Employee popularity mediates the relationship between political skill and interpersonal mistreatment. *Journal of Management, 40 (6)*, 1760-1778.

Cullen-Lester, K. L., Edwards, B. D., Casper, W., & Gue, K. (2014). Employees' adaptability and perceptions of change-related uncertainty: Implications for perceived organizational support, job satisfaction, and performance. *Journal of Business and Psychology, 29 (2)*, 269-280.

Haynie, J., Cullen, K. L., Lester, H., Winter, J. A., & Svyantek, D. J. (2014). Differentiated leader-member exchange, justice climate, and performance: Main and interactive effects. *Leadership Quarterly, 25 (5)*, 912-922.

Cullen-Lester, K. L., & Yammarino, F. J. (2014). Special issue on collective and network approaches to leadership. *Leadership Quarterly, 25 (1)*, 180-181.

Edwards, B. D., Franco-Watkins, A. M., Cullen, K. L., Walsh, J., & Svyantek, D. J. (2014). Unifying the challenge-hindrance and sociocognitive models of stress. *International Journal of Stress Management, 21 (2)*, 162-185.

Gentry, W. A., Cullen, K. L., Sosik, J. J., Chun, J. U., Leupold, C. R., Tonidandel, S. (2013). Integrity's place among the character strengths of middle-level managers and top-level executives. *Leadership Quarterly, 24 (3)*, 395-404.

Wang, Y., Cullen, K. L., Yao, X., & Li, Y. (2013). Personality, freshman proactive adjustment, and college transition: Predictors beyond academic strategies. *Learning and Individual Differences, 23*, 205-212.

Cullen, K. L., Palus, C. J., Chrobot-Mason, D., & Appaneal, C. (2012). Getting to. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 5 (4)*, 428-432.

Fleisher, M. S., Edwards, B. D., Woehr, D. J., & Cullen, K. L. (2011). Assessing within-person personality variability via frequency estimation: More evidence for a new measurement approach. *Journal of Research in Personality, 45 (6)*, 535-548.

Michel, J. S., Mitchelson, J., Pichler, S. M., & Cullen, K. L. (2010). Clarifying relationships among work and family social support, stressors, and conflict. *Journal of Vocational Behavior, 76 (1)*, 91-104.

Non-Refereed Articles

Graves, L., & Cullen-Lester, K. L. (2016). To reduce turnover- Focus on employee motivation. *AMA Quarterly, 2*, 26-28.

Cullen-Lester, K. L., & Graves, L. (2015). More than money – Promoting managers' internal motivation. *Training Magazine, 53*, 20.

Invited Articles/Reviews

Cullen-Lester, K. L., Porter, C. M., Trainer, H. M., Solanelles, P., & Cater, D. R. (2021). Network structures of influence within organizations and implications for HRM. *Research in personnel and human resources management, 29*, 129-174.

Cullen-Lester, K. L., Gerbasi, A., & White, S. (2016). The promise and perils of workplace connections: Insights for leaders about workplace networks and well-being. *Research on Occupational Health and Well-being, 14*, 61-90.

Papers Under Review

Leroy, H., Nguyen, B., Cullen-Lester, K. L., & Gill, C. (2023). "Title blinded for peer review. Topic: Leader Authenticity, Behavioral Integrity, and Political Skill," Initial submission to *Academy of Management Discoveries*.

Porter, C., Solanelles, P., Pearson, A., & Cullen-Lester, K. L. (2022). "Title blinded for peer review. Topic: Network Utilization in Job Search," Initial submission to *Journal of Organizational Behavior*.

Keating, D., Cullen-Lester, K. L., & Meuser, J. (2022). "Title blinded for peer review. Topic: Virtual Negative Workplace Behaviors," Revision under 2nd review to *Journal of Applied Psychology*.

Woehler, M., Porter, C., & Cullen-Lester, K. L. (2022). "Title blinded for peer review. Topic: Impact of Men's and Women's Network Contacts on Performance Evaluations," Initial submission to *Academy of Management Journal*.

Ozgen Novelli, S., Hiller, N., Fainshmidt, S., & Cullen-Lester, K. L. (2022). "Title blinded for peer review. Topic: Performance signals and men and women's executive promotability," Initial submission to *Journal of Management*.

Book

Cullen, K. L., & Pasmore, W. (2016). *Leading when there is too much change*. TD at Work.

Book Chapters

Non-Refereed

Carter, D. R., Cullen-Lester, K. L., Solanelles, P., Jones, J. M., & Wormington, S. V. (2022). Uncovering patterns of strategic leadership networks to support organizational agility. *Senior leadership teams and the agile organization*.

Emery, C., Gerbasi, A., Cullen-Lester, K. L., Solanelles, P., & Carter, D. (2022). Beyond the Leadership Dyad: Applications of Social Network Analysis to Study Leadership Networks Emergence and Effectiveness. *Contemporary Perspectives on Relationship-Based Leadership.*.

Lees-Hotten, C. A., Cullen, K. L., Svyantek, D. J., & Mahoney, K. T. (2014). Pygmalion Expectations, Leader Gender, and Subordinate Gender Influence on Performance. *Organizational Processes and Received Wisdom* (pp. 101-126). Charlotte, NC: Information Age Publishing.

Hetzler, J. M., Cullen, K. L., Jones-Farmer, A. L., & Svyantek, D. J. (2014). A Longitudinal Study of the Predictors of Contextual Performance. *Organizational Processes and Received Wisdom* (pp. 213-240). Charlotte, NC: Information Age Publishing.

Winter, J. L., Bott, J. P., Cullen, K. L., & Smith, B. N. (2014). Situational and Personality Influences on Organizational Citizenship Behaviors: A CAPS Perspective.. *Organizational Processes and Received Wisdom* (pp. 241-262). Charlotte, NC: Information Age Publishing.

Chrobot-Mason,, D., Cullen, K. L., & Altman, D. (2013). Leveraging networks through boundary spanning leadership. *Tackling Wicked Government Problems* (pp. 101-118). Arlington, VA: Government Problems: 101-118. Arlington, VA:.

Palus, C. J., Chrobot-Mason, D., & Cullen, K. L. (2013). Boundary-Spanning leadership in an interdependent world. *Boundary-Spanning in Organizations: Network, Influence, and Conflict* (pp. 206-229). New York: Routledge.

Svyantek, D. J., Cullen, K. L., & Svyantek, F. (2013). Millennial Work Expectations and Organizational Incentive Systems:. *Managing Human Resources from the Millennial Generation* (pp. 53-75). Greenwich, CT: Information Age Press.

Cox, B., Cullen, K. L., Buskist, W., & Benassi, V. A. (2009). Helping undergraduates make the transition to graduate school.. *Best practices for beginnings and endings in the psychology major* (pp. 319-329). Oxford University Press.

Perdomo, B. L., Cullen, K. L., & Svyantek, D. J. (2007). New perspectives and research on familiar constructs.. *Refining familiar constructs: New research in OB, HR and I/O* (pp. 123-128). Greenwich, CT: Information Age Publishing.

Svyantek, D. J., Cullen, K. L., Perdomo, B. L., & Goodman, S. A. (2007). Person-organization fit and job satisfaction: An interactional approach.. *Refining familiar constructs: New research in OB, HR and I/O* (pp. 233- 258). Information Age Publishing.

Svyantek, D. J., Mahoney, K. T., & Cullen, K. L. (2007). Technological determinism, sociotechnical systems, and classical warfare: Social innovation during a period of technological stasis. *Refining familiar constructs: New research in OB, HR and I/O* (pp. 261-290). Information Age Publishing.

Working Papers

Lester, H., Cullen-Lester, K. L., Carter, D., Jones, J., & Walters, R. (2023). "Title blinded for peer review.

Topic: Detecting Dependence within Teams," targeted for Journal of Applied Psychology.

Lester, H., Cullen-Lester, K. L., Edwards, B., & Walters, R. (2023). "Title blinded for peer review. Topic: Conditional ICC(1) and Model Building," targeted for Organizational Research Methods.

Cullen-Lester, K. L., Parker, A., Gerbasi, A., & Leroy, H. (2022). "Title blinded for peer review. Topic: Extraverts and Energizing Workplace Relationships," targeted for Journal of Management.

Porter, C., Cullen-Lester, K. L., & Solanelles, P. (2022). "Title Blinded for Peer Review: An Agentic Perspective on Network Influence," targeted for Human Resource Management.

Cullen-Lester, K. L., Woehler, M. L., Lester, H. F., & Solanelles, P. (2022). "Title blinded for peer review. Topic: The Impact of Threat on Teams Assembly," targeted for Personnel Psychology.

Presentation of Refereed Papers

International

Cullen-Lester, K. L., Carter, D., Solanelles, P., Jones, J., & Wormington, S. (2022). *Revealing the 'Real' Strategic Leadership Network to Senior Leaders: Benefits and Challenges.* Society for Industrial and Organizational Society, Seattle, United States of America.

Cullen-Lester, K. L., Woehler, M., Lester, H., & Solanelles, P. (2022). *Calling on ties when everyone is under siege: Gender, pervasive threat, and network utilization.* Academy of Management Conference, Seattle, United States of America.

Emery, C., Gerbasi, A., & Cullen-Lester, K. L. (2022). *Track Organizers: Leadership & Networks.* Sunbelt Conference of the International Network for Social Network Analysis, Cairns, Australia.

Grosser, T., Sterling, C., Piplani, R., Cullen-Lester, K. L., & Floyd, T. (2022). *A Network View on Workplace Inclusion: The Role of Closure, Centrality, and Need for Affiliation.* Academy of Management, Seattle, United States of America.

Maupin, C., Balkundi, P., Cullen-Lester, K. L., Emery, C., & Woehler, M. (2022). *Exploring leadership through social networks: The next frontier.* Academy of Management Meeting, Seattle, United States of America.

Solanelles, P. & Cullen-Lester, K. L. (2022). *Teaming up! Creating a better world by advancing research on the assembly of high-performing teams.* Academy of Management, Seattle, United States of America.

Ozgen, S., Hiller, N., Fainshmidt, S., & Cullen-Lester, K. L. (2021). *Contours of Double Standards in Promotability into the Upper Echelons.* Strategic Management Society, NA, Virtual.

Ozgen, S., Hiller, N., Fainshmidt, S., & Cullen-Lester, K. L. (2021). *Gender-Based Double Standards in Promotability Across Institutions.* Wharton People and Analytics Conference, Philadelphia, Virtual.

Solanelles, P., Cullen-Lester, K. L., Woehler, M., & Lester, H. (2021). *Calling on strong and weak ties when Forming a Team: The impact of COVID-19 on men's and women's network utilization.* Interdisciplinary Network for Group Research Annual Conference, N/A, Virtual.

Cullen-Lester, K. L., Lester, H. F., Jones, J. M., Carter, D. R., & Walters, R. W. (2020). *Do our multilevel models match our theories? Advanced multilevel models to represent heterogenous within-group dependencies.* Interdisciplinary Network for Group Research Annual Conference, NA, Virtual.

Lester, H. F., Cullen-Lester, K. L., Amspoker, A. B., Spitzmueller, C., Thomas, C. L., S. J. Hysong (2020). *Measuring Coordination: Using Network Psychometrics to Explore MTMM Team Data.* Society for Industrial and Organizational Psychology, NA, Virtual.

Woehler, M., Cullen-Lester, K. L., & Lester, H. (2020). *Gender and networking: Building and benefiting from high status ties in the workplace.* Sunbelt Conference of the International Network for Social Network Analysis, NA, Virtual.

Cullen-Lester, K. L., Leroy, H., Nguyen, B., & Gill, C. (2019). *Overcoming the Disconnect between Felt and*

Perceived Authenticity: The Role of Political Skill. Interdisciplinary Perspectives on Leadership Symposium, Corfu, Greece.

Cullen-Lester, K. L., Gerbasi, A., & Emory, C. (2019). *Embedding LMX and Networks.* Sunbelt Conference of the International Network for Social Network Analysis, Montreal, Canada.

Cullen-Lester, K. L., Carter, D., Frear, K., Busenbark, J., Jones, J., G. Mohan, A. Tawse, & B. Listyg (2019). *Leveraging Social Network Approaches to Examine Strategic Conversations in the Upper Echelons.* Strategic Management Society, Conference, Las Vegas, Nevada.

Cullen-Lester, K. L., Gerbasi, A., & Emory, C. (2019). *Modeling Collective Leadership: Applying Advanced Social Network Techniques to Quantify the Patterns and Processes of Leadership.* Society for Industrial and Organizational Psychology, National Harbor, Maryland.

Cullen-Lester, K. L., Floyd, T., & Grosser, T. (2019). *Networks and Leadership Development: A Networks Training Field Experiment.* Sunbelt Conference of the International Network for Social Network Analysis, Montreal, Canada.

Emery, C., Gerbasi, A., & Cullen-Lester, K. L. (2019). *Political Navigators: Political Skills & Accuracy in Social Network Perception.* Interdisciplinary Perspectives on Leadership Symposium, Corfu, Greece.

Emery, C., Gerbasi, A., & Cullen-Lester, K. L. (2019). *Examining how LMX Differentiation Shapes the Pattern of Social Networks.* Congress of the European Association for Work & Organizational Psychology, Turnin, Italy.

Fernandez, K., Cullen-Lester, K. L., Downs, H., Giscombe, K., & O'Malley, A. (2019). *Rigor Versus Real Life: Navigating Conducting High-Quality Research in Applied Settings. IGNITE!* Society of Industrial and Organizational Psychology, National Harbor, Maryland.

Jones, J. M., Mohan, G., Carter, D. R., Cullen-Lester, K. L., & Frear, K. (2019). *The drivers of strategic conversations in upper-echelon teams.* Interdisciplinary Network for Group Research Annual Conference, Lisbon, Portugal.

Lester, H. F. & Cullen-Lester, K. L. (2019). *From Nuisance to Novel Research Questions.* Society of Industrial and Organizational Psychology, National Harbor, Maryland.

Mccauley, C., Braddy, P., & Cullen-Lester, K. L. (2019). *Direction, Alignment, Commitment: Measuring the Collective Outcomes of Leadership.* Society of Industrial and Organizational Psychology, National Harbor, Maryland.

Trainer, H. M., Carter, D. R., Cullen-Lester, K. L., Frear, K., & Jones, J. M. (2019). *The followership gender gap.* Academy of Management Annual Meeting, Boston, Massachusetts.

Baranik, L. M., Krath, L. M., Ashburn-Nardo, L., Bradley, E., Cullen-Lester, K. L., Dalal, D. K., Johnson, R., Carter, D.R., & Maupin, C. K. (2018). *What You Need to Know: Law, Diversity, Technology, Selection, Leadership Updates.* Society for Industrial and Organizational Psychology, Chicago, Illinois.

Chrobot-Mason, D., Campell, K., Cullen-Lester, K. L., Aramovich, N., Blankenship, J. R., Fleenor, J. W., & Nae, E. Y. (2018). *Leveraging Leadership: Role of Leaders in Creative Collaborative Work Environments.* Society for Industrial and Organizational Psychology, Chicago, Illinois.

Cullen-Lester, K. L., Parker, A., Gerbasi, A., & Leroy, H. (2018). *One Extravert Too Many: Negative Assortativity for Extraverts in Energizing Workplace Relationships.* Sunbelt Conference of the International Network for Social Network Analysis, Utrecht, Netherlands.

Gerbasi, A., Cullen-Lester, K. L., Maupin, C. K., & Carter, D. R. (2018). *Thriving Across Boundaries: The Moderating Effect of Formal and Informal Leadership.* Interdisciplinary Perspectives on Leadership Symposium, Chania, Greece.

Gerbasi, A., Emery, C., Cullen-Lester, K. L., & Frear, K. (2018). *The Moderating Role of Energy in the LMX to Performance Relationship.* Academy of Management Annual Meeting, Chicago, Illinois.

Gerbasi, A., Emery, C., & Cullen-Lester, K. L. (2018). *Using Social Network Analysis to Quantify Collective Leadership Processes and Patterns.* Academy of Management Annual Meeting, Chicago, Illinois.

Ozgen Novelli, S. O., Hiller, N. J., & Cullen-Lester, K. L. (2018). *Leader Self-views and Leadership Outcomes: A set-theoretic Approach.* Academy of Management Annual Meeting, Chicago, Illinois.

Parker, A., Gerbasi, A., & Cullen-Lester, K. L. (2018). *A Social Comparison Approach to Knowledge Hiding.* Sunbelt Conference of the International Network for Social Network Analysis, Utrecht, Netherlands.

Parker, A., Gerbasi, A., & Cullen-Lester, K. L. (2018). *A Social Comparison Approach to Knowledge Hiding.* Academy of Management, Chicago, Illinois.

Cullen-Lester, K. L. & Gerbasi, A. (2017). *Exploring the Interface between LMX Theory and Social Network Theories and Methods.* Academy of Management Annual Meeting, Atlanta, Georgia.

Cullen-Lester, K. L. & Porter, C. (2017). *Beyond Heroes: The Empirical Study of Leadership as a Social, Dynamic, and Multilevel Phenomenon.* Academy of Management Annual Meeting, Atlanta, Georgia.

Cullen-Lester, K. L., Graves, L. M., & Deal, J. J. (2017). *Thriving in leadership roles: The importance of autonomous motivation.* Positive Organizational Scholarship Research Conference, Ann Arbort, Michigan.

Cullen-Lester, K. L., Gerbasi, A., Schorch, A., & Porath, C. (2017). *The consequences of role stressors for workplace civility.* Positive Organizational Scholarship Research Conference, Ann Arbort, Michigan.

Methot, J. R., Solitis, S. M., Allen, D., Cotton, R., Cullen-Lester, K. L., Delery, J., Downs, P., Fulmer, I., Gittell, J. H., Halgin, D., Kǎse, R., Labianca, J., Lee, T., & Moliterno, T. (2017). *Building a research community: Advancing a social network perspective in human resource management.* Academy of Management Annual Meeting, Atlanta, Georgia.

Chrobot-Mason, D., Cullen-Lester, K. L., & Willburn, P. (2016). *Strategies for Creating a Diverse and Effective Network. Professional Development.* Academy of Management Annual Meeting, Anaheim, California.

Chrobot-Mason, D., Willburn, P., & Cullen-Lester, K. L. (2016). *Strategies for creating a diverse and effective network.* International Leadership Association (ILA), Atlanta, Georgia.

Cullen-Lester, K. L., Woehler, M. L., & Willburn, P. (2016). *Develop me! Novel Approaches to Enhance Leadership.* Society for Industrial and Organizational Psychology, Anaheim, California.

Cullen-Lester, K. L., Maupin, C. K., Woehler, M. L., Howell, J. W., & Porter, C. M. (2016). *Opportunities and Challenges of Network Analysis.* Society for Industrial and Organizational Psychology, Anaheim, California.

Cullen-Lester, K. L., Diazgranados, D., Reiter-Palmon, R., Rosen, M., & Wilson, S. (2016). *Bridging the Gap: Challenges of Leadership in Healthcare.* Society for Industrial and Organizational Psychology, Anaheim, California.

Cullen-Lester, K. L. & Gerbasi, A. (2016). *Quantifying Collective Leadership Processes and Patterns with Network Analysis.* NYU Co-Lead Workshop, New York, New York.

Cullen-Lester, K. L. (2016). *Energy's Role in the Extraversion (Dis)advantage: How Energy Ties and Task Conflict Help Clarify the Relationship between Extraversion and Proactive Performance.* Society for Industrial and Organizational Psychology, Groningen, Netherlands.

Maupin, C. K., Cullen-Lester, K. L., & Carter, D. R. (2016). *Developing, shaping, and co-creating: Leveraging relationships for leadership development.* Society for Industrial and Organizational Psychology, Anaheim, California.

Chrobot-Mason, D., Gerbasi, A., & Cullen-Lester, K. L. (2015). *Predicting leadership ties: The role of organizational, team, and boundary spanning identity.* Academy of Management Meeting, Vancouver, Canada.

Cullen-Lester, K. L., Leroy, H., & Gerbasi, A. (2015). *Unraveling ties that link extraversion and proactive performance in teams.* Society for Industrial and Organizational Psychology, Philadelphia, Pennsylvania.

Cullen-Lester, K. L. & Schreiber, C. (2015). *Exploring leadership culture and organizational structure to enhance adaptivity and innovation.* Academy of Management Annual Meeting, Vancouver, Canada.

Cullen-Lester, K. L. & Carter, D. (2015). *Network approaches to opening governance and leadership.* Academy of Management Annual Meeting, Vancouver, Canada.

Cullen-Lester, K. L. & Chrobot-Mason, D. (2015). *Using networks to influence people and ignite change.* Society for Industrial and Organizational Psychology, Philadelphia, Pennsylvania.

Gerbasi, A., Parker, A., Porath, C., & Cullen-Lester, K. L. (2015). *Evolution of Energizing Relationships within Organizations.* Positive Organizational Scholarship Research Conference, Orlando, Florida.

Graves, L. M., Cullen-Lester, K. L., Lester, H. F., Ruderman, M. N., & Gentry, W. A. (2015). *Understanding managers' motivational profiles: Nature, antecedents, and consequences.* Society for Industrial and Organizational Psychology, Philadelphia, Pennsylvania.

Parker, A., Gerbasi, A., Cullen-Lester, K. L., & Porath, C. (2015). *Extraversion and conscientiousness as antecedents of energizing relationships in organizations.* Interdisciplinary Network for Group Research Annual Conference, Brighton, United Kingdom.

Sywulak, L., Gammon, A. R., Cullen-Lester, K. L., & Gebhardt, S. T. (2015). *An insider's guide to preparing for an applied career.* Society for Industrial and Organizational Psychology, Philadelphia, Pennsylvania.

Cullen-Lester, K. L., Webster, B. D., Edwards, B. D., & Braddy, P. W. (2014). *Measuring Cumulative Workplace Change: Development of the Cumulative Change Scale.* Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Cullen-Lester, K. L. (2014). *Finding and Making the Most of Postdoc Opportunities.* Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Gentry, W. A., Cullen-Lester, K. L., Sosik, J. J., Chun, J., Leupold, C. R., & Tonidandel, S. (2014). *Integrity's place in middle- and top-level managerial performance.* Society for Industrial and Organizational Psychology, Houston, Texas.

Chrobot-Mason, D. & Cullen-Lester, K. L. (2013). *Spanning the Great Divide: Six Practices to Transform Limiting Borders into New Frontiers.* Academy of Management Annual Meeting, Orlando, Florida.

Cullen-Lester, K. L., Gentry, W. A., & Yammarino, F. J. (2013). *Cultural differences in self-other disagreement and leader derailment.* Society for Industrial and Organizational Psychology, Houston, Texas.

Cullen-Lester, K. L., Gerbasi, A., & Chrobot-Mason, D. (2013). *Navigating the demands of communication network centrality: A mediated-moderation model.* Society for Industrial and Organizational Psychology, Houston, Texas.

Cullen-Lester, K. L., Gentry, W. A., Sosik, J. J., Chun, J., Leupold, C. R., & Tonidandel, S. (2013). *Differences in self-other rating agreement of integrity across managerial levels.* Society for Industrial and Organizational Psychology, Houston, Texas.

Graves, M. L., Cullen-Lester, K. L., Lester, H., & Ruderman, M. N. (2013). *Understanding the nature and consequences of managers' work motivation: A latent profile modeling approach.* International Conference on Self-Determination Theory, Rochester, New York.

Palanski, M., Cullen-Lester, K. L., Gentry, W. A., & Bruha, C. (2013). *Is Behavioral Integrity an Antecedent to Leader Courage?* Academy of Management Annual Meeting, Orlando, Florida.

Tubre, T., Edwards, B. D., Cullen-Lester, K. L., & Sommer, S. (2013). *Comparing predictors of emergent leadership in face-to-face and virtual teams.* Society for Industrial and Organizational Psychology, Houston, Texas.

Cullen-Lester, K. L., Svyantek, D. J., Jones-Farmer, L. A., & Edwards, B. D. (2012). *Performance ratings in co-located and virtual teams.* Academy of Management Meeting, Boston, Massachusetts.

Cullen-Lester, K. L., Lester, H. F., Svyantek, D. J., & Winter, J. (2012). *Examination of reciprocity and general tendencies in leader-member exchange (LMX)*. Society for Industrial and Organizational Psychology, San Diego, California.

Cullen-Lester, K. L., Casper, W., Edwards, B. D., Gue, K., & Tubre, T. (2011). *Organizational support mediates effects of employee adaptability in the workplace*. Society for Industrial and Organizational Psychology, Chicago, Illinois.

Cullen-Lester, K. L., Fan, J., & Liu, C. (2011). *Employee popularity mediates the relationship between political skill and interpersonal mistreatment*. Academy of Management Annual Meeting, San Antonio, Texas.

Svyantek, D. J., Alexander, T., Brown, V. R., Smith, . E., Hague, D., Jenda, O., Smith, A., & Sollie, D. (2011). *Graphical methods and balancing intervention cost, benefit, and times*. American Psychological Association, Washington, District of Columbia.

Fleisher, M., Woeher, D., Edwards, B. D., & Cullen-Lester, K. L. (2010). *Personality variability across situations can be captured with frequency-based measurement*. Society for Industrial and Organizational Psychology, Atlanta, Georgia.

Lester, H. F., Cullen-Lester, K. L., Franco-Watkins, A. M., & Svyantek, D. (2010). *Decision making consequences of the paradoxical flip*. Society for Judgment and Decision Making, St. Louis, Missouri.

Cox, B. D., Polick, A. S., Howard, C., Cullen-Lester, K. L., & Buskist, W. (2009). *An experimental investigation of classroom cheating detection: Does training help or hinder?* Society for the Teaching Psychology, Atlanta, Georgia.

Cullen-Lester, K. L., Polick, A. S., & Buskist, W. (2009). *How valued is teaching research in hiring and tenure decisions?* Society for the Teaching Psychology, Atlanta, Georgia.

Cullen-Lester, K. L., Howard, C., Polick, A., Cox, B., & Suits, D. (2009). *How faculty make a difference in students' lives*. Society for the Teaching Psychology, Atlanta, Georgia.

Fleisher, M., Cullen-Lester, K. L., Woehr, D., & Edwards, B. D. (2009). *Recognizing the importance of personality consistency in I-O psychology*. American Psychological Association, Toronto, Canada.

Lester, H. F., Cullen-Lester, K. L., & Franco-Watkins, A. M. (2009). *An examination of real-world predictions from experience and description*. Society for Judgment and Decision Making, Boston, Massachusetts.

Michel, J., Mitchelson, J., & Cullen-Lester, K. L. (2009). *Non-symmetrical relationships between support, involvement, role stressors, and work-family conflict*. Society for Industrial and Organizational Psychology, New Orleans, Louisiana.

Suits, W. T., Cullen-Lester, K. L., & Buskist, W. (2009). *Is extra credit really beneficial and who does it help?* Society for the Teaching Psychology, Atlanta, Georgia.

Cullen-Lester, K. L., Walsh, J., Edwards, B. D., Wallace, J. C., & Tubre, T. (2008). *Effects of role ambiguity and supervisor support on safety performance*. Society for Industrial and Organizational Psychology, San Francisco, California.

Cullen-Lester, K. L., Hetzler, J. M., Svyantek, D. J., & Goodman, S. (2008). *Effects of supervisor and subordinate gender on contextual performance evaluations*. Society for Industrial and Organizational Psychology, Philadelphia, Pennsylvania.

Cullen-Lester, K. L., Lester, H. F., & Svyantek, D. J. (2008). *Individual differences in stable motivational qualities and skill acquisition*. American Psychological Association, Philadelphia, Pennsylvania.

Cullen-Lester, K. L., Lester, H. F., Franco-Watkins, A., & Svyantek, D. (2008). *March Madness... or is it? It's all about confidence*. Society for Judgment and Decision Making, Chicago, Illinois.

Fleisher, M., Cullen-Lester, K. L., Woehr, D., & Edwards, B. D. (2008). *Response distortion in frequency-based versus traditional personality measurement*. Society for Industrial and Organizational

Psychology, 2008, California.

Cox, B., Cullen-Lester, K. L., & Buskist, W. (2007). *Making the transition from undergraduate to graduate student: Perspective tips from successful graduate students.* Society for the Teaching Psychology, Atlanta, Georgia.

Cullen-Lester, K. L. & Buskist, W. (2007). *Reevaluation of the teaching behavior checklist (TBC) behavioral anchors.* Society for Industrial and Organizational Psychology, Atlanta, Georgia.

Cullen-Lester, K. L., Edwards, D. B., Mondore, S., & Wallace, J. C. (2007). *The attitudes of voluntary and involuntary part-time employees.* Society for Industrial and Organizational Psychology, New York, New York.

Hetzler, J. M., Cullen-Lester, K. L., & Svyantek, D. J. (2007). *Dimensionality and stability of contextual performance across time.* Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Hetzler, J. M., Cullen-Lester, K. L., & Svyantek, D. J. (2007). *Predictors of contextual performance across time.* Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Hetzler, J. M., Cullen-Lester, K. L., & Svyantek, D. J. (2007). *Predicting contextual performance across genders.* American Psychological Society Conference, Washington, District of Columbia.

Perdomo, B. L., Cullen-Lester, K. L., Svyantek, D. J., & Goodman, S. A. (2006). *Dispositional and organizational characteristics as predictors of job satisfaction, commitment and turnover.* American Psychological Society Conference, New York, New York.

National

Solanelles, P., Cullen-Lester, K. L., & Lester, H. (2021). *A network approach to team assembly: Antecedents of network-leveraged team formation.* Southern Managment Association, New Orleans, Louisiana.

Regional

Cullen-Lester, K. L., Webster, B. D., & Edwards, B. D. (2017). *Employees' Cumulative Experience of Organizational Change: Why so negative?* Southern Management Association Annual Meeting, St Pete Beach, Florida.

Presentation of Non-Refereed Papers

International

Cullen-Lester, K. L. (2022). *Trend #10: Enabling Organizational Culture in a Changing Workplace Environment.* Invited presentation at Society of Industrial and Organizational Psychology, Seattle, United States of America.

Cullen-Lester, K. L. (2021). *Invited Presentation - Acceptance of 2021 Early Career Contribution-Practice Award. Presentation in the 2021 Best Practice and Application of I-O Award Winners symposium.* Society for Industrial and Organizational Psychology, NA, Virtual.

Cullen-Lester, K. L. (2021). *The Hidden Power of Networks.* University of Exeter Chief Officer Network, Exeter, UK, Virtual.

Research Grants

Funded

2022: Cullen-Lester, K. L. Supplemental Funding -- Collaborative Research: Strategic Leadership Systems: How Networks of Strategic Communication and Informal Influence Arise and Drive Firm Performance, Co-Principal Investigator, GOV-National Science Foundation (NSF).

2021 [Year 3 of 3]: Cullen-Lester, K. L. & Carter, D. R., How Networks of Strategic Communication and

Informal Influence Arise and Drive Firm Performance, Principal Investigator, GOV-National Science Foundation (NSF).

2021: Cullen-Lester, K. L. SEC Travel Grant Award – Planning Next Generation of Strategic Leadership System Research., Principal Investigator, South Eastern Conference.

2021: Porter, C. The Impact of Internal and External Visibility on Time to Promotion and Retention of Women in Academic Medicine, Co-Principal Investigator, The Society for Industrial and Organizational Psychology.

2020 [Year 2 of 3]: Cullen-Lester, K. L. & Carter, D. R., How Networks of Strategic Communication and Informal Influence Arise and Drive Firm Performance, Principal Investigator, GOV-National Science Foundation (NSF).

2019 [Year 1 of 3]: Cullen-Lester, K. L. & Carter, D. R., How Networks of Strategic Communication and Informal Influence Arise and Drive Firm Performance, Principal Investigator, GOV-National Science Foundation (NSF).

This grant is Collaborative Research: Strategic Leadership Systems: How Networks of Strategic Communication and Informal Influence Arise and Drive Firm Performance (3/1/2019-2/28/2022) - funded by The National Science Foundation (NSF), Science of Organizations (SoO). Carter, D.R. (PI, #1853470), Cullen-Lester, K. (PI, #1853404). Total budget: $356,810.

Organizational success is often attributed to the elite group of executives atop an organization and their ability to guide the organization into an uncertain future. However, developing and implementing strategy typically requires many members of both upper and middle management to communicate and shape strategy through formal (top-down) and/or informal (lateral, upward) processes of influence. Unfortunately, the patterns of communication and informal influence that often arise among upper- and middle-level management groups can pose problems for strategic effectiveness. Such leadership failures are common, costly, and cannot be addressed without a better understanding of who will lead and who will follow in the upper layers of organizations. Although prior research has examined the characteristics of top executives to understand firm effectiveness, scholars agree that how top managers and middle-level managers need to interact to propel their firms toward greater success remains a 'black box'. This project delves into this black box by advancing and testing new theory related to the multilevel causes and consequences of the networked patterns of leadership and communication processes that emerge in the upper levels of organizations. By studying the complex dynamics inherent in the leadership of large organizations, this project directly and positively impacts each participating organization as well as the aggregate economy that relies on these organizations. This research program connects micro-, meso-, and macro-level organizational theories and corresponding research methods in order to address critical and unanswered questions related to the drivers and outcomes of informal leadership and communication networks in the upper levels of organizations.

This award reflects NSF's statutory mission and has been deemed worthy of support through evaluation using the Foundation's intellectual merit and broader impacts review criteria.
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Research Honors and Awards

Award

2021: Early Career Contribution Award-Practice, Society for Industrial and Organizational Psychology. https://news.olemiss.edu/management-professor-selected-for-distinguished-early-career-award/
.

2020: Outstanding Junior Researcher, University of Mississippi, School of Business Administration.

2017: Best Paper published in The Leadership Quarterly, The Leadership Quarterly.

Service to the University

Bauer College of Business, University of Houston

Dissertation Assignments

Member:

2018-2019: Min-Kyu Joo

Thesis Assignments

Member:

2019-2020: Galen Snyder

2019-2020: Tina Zamanipour

Center for Creative Leadership

Thesis Assignments

Member:

2015-2016: Cynthia Maupin - External Committee Member

University of Mississippi

Department Assignments

Member:

2020-2021 – 2022-2023: Graduate Student Admissions

2021-2022: OB Faculty Search Committee

School Assignments

Other Institutional Service Activities:

2020-2021 – 2021-2022: SOBA Resilient Pedagogy Learning Community

University Assignments

Committee Member:

2020-2021 – 2022-2023: Community Engaged Leadership Minor

Dissertation Assignments

Chair:

2022-2023: David Keating

2022-2023: Pol Solanelles

Member:

    2022-2023: Justin Jones - External Committee Member for Dissertation at University of Georgia

    2021-2022: Wesley Sparkmon - Dissertation

    2020-2021 – 2021-2022: Jamie Williams - Dissertation

    2020-2021 – 2021-2022: Sibel Ozgen - External Committee Member for Dissertation at Florida

    2020-2021 – 2021-2022: Hayley Trainer - External Committee Member Dissertation

Thesis Assignments

Member:

    2015-2016: Leann Caudill - Qualifying Exams

Service to the Profession

Board Member: PRJ Editorial Review Board

2015 – 2022: Journal of Organizational Behavior.

2015 – 2022: Leadership Quarterly.

2013 – 2022: Journal of Business and Psychology.

Reviewer - Grant Proposal Related to Expertise

2021: SBE Postdoctoral Research Fellowships, National Science Foundation.

Editor: Guest Editor of Journal

2014 – 2016: Leadership Quarterly. Co-Editor, The Leadership Quarterly Special Issue on Collective and Network Approaches to Leadership

Invited Lecture

2022: Connected Commons.

2022: University of Exeter Network Centre.

2022: Wayne State University.

2022: Me1st Leadership Academy.

2020: Georgia Institute of Technology. Cullen-Lester, K. L. October 2020. Teams in Industry. Virtual Presentation to Georgia Institute of Technology, Atlanta, GA.

Member: Committee/Task Force

2021 – 2022: SIOP Dissertation Award Committee.

Other Professional Service Activities

2019: Academy of Management OB division. OB Division representative at the New Doctoral Student Consortium

2019: Academy of Management OB division. New OB Division member mentoring at annual conference

Reviewer: Ad Hoc Reviewer for a Journal

2022 – 2023: Journal of Leadership & Organizational Studies.

2020 – 2023: Journal of Applied Psychology.

2021 – 2022: Journal of Management.

2021 – 2022: Group and Organization Management.

2019 – 2022: Journal of Management Studies.

2021: Small Group Research.

2021: Human Resource Management.

2021: Journal of Personality and Social Psychology.

2020: Social Networks.

2019 – 2020: Journal of Research in Personality.

2019 – 2020: Journal of Vocational Behavior.

2018 – 2020: Journal of Occupational and Organizational Psychology.

2019: Military Psychology.

2019: European Journal of Work and Organizational Psychology.

2019: Journal of Managerial Psychology.

2019: Journal of Business Ethics.

2018 – 2019: Journal of Management.

2018 – 2019: Organizational Research Methods.

2018: Human Performance.

2018: Human Relations.

2016: Social Networks.

2012 – 2014: Leadership Quarterly.

2012 – 2014: Journal of Organizational Behavior.

2012: Journal of Business and Psychology.

2011: Journal of Vocational Behavior.

Service to the Community

Other Community Service Activities

2020 – 2022: Pro bono feedback provided to organizations,
We offer organizations participating in ongoing research projects extensive consultation sessions and detailed reports of the survey findings. As part of these sessions, we discuss action steps that organizations might take as well as how we might partner with these organizations on a longer-term basis to understand the impact of this feedback and the actions they will take to improve the functioning of their organization. These sessions and detailed reports to different organizations represent a way our project "gives back" to society by providing complementary consulting to senior leadership teams.

As an example of our contribution a senior leader explained: "this study helped us see some of the things that we are doing correctly and not to lose sight of our priorities as we address the issues identified by the report." Additionally, other senior leaders have expressed their appreciation for the work performed and expressed

their wishes to conduct follow-up surveys with us. For instance, a senior leader celebrated, "Congratulations for the job and thank you for everything. We would like to continue to work with you on this project and do a follow up in a year or so as we find the information received to be very interesting for the company and we want to make sure that we properly evaluate any potential development of the company from the insights in this report."

2020 – 2022: Leading for Impact Class Projects, I guide between 90 -130 students each semester in conditing their own Leading for Impact Project. Examples of projects included, fundraising for local, regional, and national charities, drives for canned food and other supplies, creating and distributing masks to address COVID, sending letters to veterans, organizing zoom activities with senior citizens, sending care pages to troops overseas, gathering books and other supplies for schools. Each student leader sets team goals, recruits teammates from their network of existing contacts (including inside and outside of the university), and leads their team in making a positive impact (e.g., motivating teammates, monitoring progress, solving problems as they arrived). Throughout the experience students complete several reflection activities, including an after-action review, receiving feedback on their leadership from teammates and synthesizing what they have learned in a final paper.

Faculty Development

DS: Instructional-Related Conference

2020: eLearning Endorsement Program at the University of Mississippi.

Other Professional Development

2020: New Faculty Learning Community at the University of Mississippi.

Memberships

Southern Management Association, 2020 - Present

Interdisciplinary Network for Group Researchers, 2019-Present

International Network for Social Network Analysis, 2010-2020

Academy of Management, 2006-Present

Society for Industrial and Organizational Psychology, 2006-Present