

Jean M. Phillips
January, 2008

Office

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ACADEMIC APPOINTMENTS

7/1/02 - present Associate Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University

7/1/97-6/30/02 Assistant Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University

9/1/96 – 6/30/97 Adjunct Instructor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University

EDUCATION

Ph.D. in Business Administration, **Graduate School of Business,**
Michigan State University, March, 1997
Major: Organizational Behavior
Minor: Industrial/Organizational Psychology

B.A. (With Honors) **Michigan State University**, June 1991
Major: Human Resources

PROFESSIONAL AWARDS AND HONORS

Recipient of the 2004 Cummings Scholar Award from the Organizational Behavior Division of the Academy of Management.

Among top 5% of published authors in Journal of Applied Psychology and Personnel Psychology during the 1990s (2000, The Industrial-Organizational Psychologist, 34 (4), 26-32).

RESEARCH PUBLICATIONS

- Phillips, J.M., (in press). "The role of automatization and individual differences in the relationship between job characteristics and cognitive task engagement," Journal of Business and Psychology.
- Gully, S.M., & Phillips, J.M. (2005). A multilevel application of learning and performance orientations to individual, group, and organizational outcomes. In J. Martocchio (Ed.), Research in Personnel and Human Resources Management (Vol. 24, pp. 1-52). Greenwich, CT: JAI Press/Elsevier Science.
- Gully, S.M., Phillips, J.M., & Tarique, I. (2003). Collectivism and goal orientation as mediators of the effect of national identity on merit pay decisions. International Journal of Human Resource Management, 14, 1368-1390.
- Caligiuri, P.M. & Phillips, J.M. (2003). An application of self-assessment realistic job previews to expatriate assignments. International Journal of Human Resource Management, 14, 1102-1116.
- Phillips, J.M. & Gully, S.M. (2002). Fairness reactions to personnel selection techniques in Singapore and the United States. International Journal of Human Resource Management, 13, 1186-1205.
- Phillips, J.M. (2002). Antecedents and consequences of procedural justice perceptions in hierarchical decision-making teams. Small Group Research, 33, 32-64.
- Phillips, J.M., Douthitt, E., & Hyland, M.A.M. (2001). The role of justice in team member satisfaction with the leader and attachment to the team. Journal of Applied Psychology, 86, 316-325.
- Caligiuri, P.M., Phillips, J.M., Lazarova, M., Tarique, I., & Burgi, P. (2001). The theory of met expectations applied to expatriate adjustment: The role of cross-cultural training. International Journal of Human Resource Management, 12, 357-372.
- Phillips, J.M. (2001). The role of decision influence and team performance in member self-efficacy, withdrawal, satisfaction with the leader, and willingness to return. Organizational Behavior and Human Decision Processes, 84, 122-147.
- Phillips, J.M. (1999). Antecedents of leader utilization of staff input in decision making teams. Organizational Behavior and Human Decision Processes, 77, 215-242.
- Johnson, L.L., van Dyk, G.E., Green, J.R., Pittsley, A.W., Bays, B., Gully, S.M., & Phillips, J.M. (1999). Clinical assessment of asymptomatic knees: Comparison of men and women. Arthroscopy, 14, 347-359.
- Phillips, J.M. (1998). Effects of realistic job previews on multiple organizational outcomes: A meta-

analysis. Academy of Management Journal, 41, 673-690.

Phillips, J.M., & Gully, S.M. (1997). The role of goal orientation, ability, need for achievement and locus of control in the self-efficacy and goal setting process. Journal of Applied Psychology, 82, 792-802.

Hollenbeck, J.R., Segoe, D.J., Ilgen, D.R., Major, D.A., Hedlund, J., & Phillips, J.M. (1997). Team decision making accuracy under difficult conditions: Construct validation of potential manipulations and measures using TIDE² simulation. In M.T. Brannick, E. Salas, & C. Prince (Eds.), New Directions in Team Measurement. Mahwah, NJ: Erlbaum.

Phillips, J.M., Hollenbeck, J.R., & Ilgen, D.R. (1996). The prevalence and prediction of positive discrepancy creation: Addressing a discrepancy in discrepancy creation. Journal of Applied Psychology, 81, 498-511.

Hollenbeck, J.R., Ilgen, D.R., Segoe, D.J., Hedlund, J., Major, D.A., & Phillips, J.M. (1995). The multi-level theory of team decision making: Decision performance in teams incorporating distributed expertise. Journal of Applied Psychology, 80, 292-316.

Phillips, J.M. (1995). Leadership since 1975: Advancement or inertia? Journal of Leadership Studies, 2, 58-80.

Barber, A.E., Daly, C.L., Giannantonio, C.M., & Phillips, J.M. (1994). Job search activities: An examination of changes over time. Personnel Psychology, 47, 739-766.

Barber, A.E., Hollenbeck, J.R., Tower, S.L., & Phillips, J.M. (1994). The effects of interview focus on recruitment effectiveness: A field experiment. Journal of Applied Psychology, 79, 886-896.

Hollenbeck, J.R., Ilgen, D.A., Phillips, J.M., & Hedlund, J. (1994). Decision risk in dynamic contexts: Beyond the status quo. Journal of Applied Psychology, 79, 592-598.

BOOKS

Dessler, G. & Phillips, J.M. (2008). Managing Now! New York: Houghton-Mifflin.

Phillips, J.M., & Gully, S.M. (in press). Strategic Staffing. Upper Saddle River, NJ: Prentice Hall.

OTHER PUBLICATIONS

Phillips, J.M., Pomerantz, M., & Gully, S.M. (2007). "Plugging the Boomer Drain," HR Magazine, December, pp. 54-58.

Phillips, J.M. (March, 2000). The Importance of Fit. *Internsnet.com*.

Phillips, J.M. (March, 2000). Sometimes Ability Isn't Enough. *Internsnet.com*.

CONFERENCE PRESENTATIONS

Phillips, J.M. (2007). Facilitator. Individual Learning and Knowledge Sharing III: Individual Learning. Symposium conducted at the Annual Meeting of the Academy of Management, Philadelphia, PA.

Gully, S.M., Phillips, J.M., & Chung, Y. (2004). Effects of Allocator Nationality, Performance Level, and Performance Cause on Merit Pay Decisions. In R. A. Posthuma (Chair), Culture and cognition in cross-border business. Symposium conducted at the Annual Meeting of the Academy of Management, New Orleans, LA.

Phillips, J.M. (2003). Presenter. Successfully Navigating the Tenure Process. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Chicago, IL.

Phillips, J.M. (2003). Presenter. Early Career Success. Doctoral Consortium, 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Gully, S.M., Phillips, J.M., and Tarique, I. (August, 2001). Collectivism and Goal Orientation as Mediators of International Differences in Merit Pay. In E. Miller (Facilitator) *Cross-national Studies of Incentive Systems and Organizational Performance*. Symposium presented at the 61st Annual Academy of Management Meeting in Washington, DC.

Phillips, J.M. (August, 2001). Antecedents and Consequences of Procedural Justice Perceptions in Hierarchical Decision-Making Teams. In J. Brett (Chair) *Organizational Justice: Balancing the Scales of Fairness in Organizations*. Symposium presented at the 61st Annual Academy of Management Meeting in Washington, DC.

Phillips, J.M. (August, 2001). *Training*. Chair of symposium presented at the 61st Annual Academy of Management Meeting in Washington, DC.

Gully, S.M. and Phillips, J.M. (2001, June). Cross-Cultural Differences in Merit Pay. Paper presented at the Human Resources Global Management Conference, Barcelona, Spain.

Caligiuri, P.M. and Phillips, J.M. (2001, April). An application of self-assessment realistic job previews to expatriate assignments. Paper presented at the sixteenth annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Caligiuri, P.M., Phillips, J.M., Lazarova, M., & Tarique, I. (2000, August). The theory of met expectations applied to the cross-cultural adjustment of expatriates in Asia. In D. J. Campbell (Chair) *Low context assumptions, high context solutions: Contingencies for predicting expatriate adjustment in Asia*. Symposium presented at the 60th Annual Academy of Management Meeting in Toronto, Canada.

- Phillips, J.M. (2000, April). The Importance of Team Processes and Procedural Justice in Hierarchical Decision-Making Team Effectiveness. In J. Cordery (Chair), *Enhancing Team Effectiveness*. Symposium presented at fifteenth annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Phillips, J.M. (1999, August). The consequences of leader weighting of team member input: Managing a leadership dilemma. Paper presented at the Academy of Management Meetings, Chicago, IL.
- Gully, S.M., & Phillips, J.M. (1999, June). Influences of leaders on team self-regulation: An integrative framework of team motivation. In John L. Cordery (Chair), *Enhancing Team Effectiveness*. Symposium conducted at the Third Conference on Industrial and Organisational Psychology, Brisbane, Australia.
- Hyland, M.A., Douthitt, E., & Phillips, J.M. (1999, May). Team leader behaviors and member satisfaction: The role of procedural justice. Paper presented at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Gully, S.M., Phillips, J.M. (1999, May). A multilevel application of learning and performance goal orientations to individual, group, and organizational outcomes. In D. Steele-Johnson (Chair), *New directions in goal orientation research: Extending the construct, the nomological net, and analytic methods*. Symposium presented at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Phillips, J.M. (1998, April). Antecedents of accurate leader utilization of staff information in decision-making teams. Paper presented at the thirteenth annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Gully, S.M., Phillips, J.M., Beaubien, J.M., & Payne, S.C. (1998, April). Effects of individual differences in goal orientation and self-regulatory tendencies on learning. In S. M. Gully & J. E. Mathieu (Chairs), *Individual differences, learning, motivation, and training outcomes*. Symposium presented at the thirteenth annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Phillips, J.M. (1997, August). The consequences of leader weighting strategies in hierarchical teams with distributed expertise. Paper presented at the Academy of Management Meetings, Boston, MA.
- Phillips, J.M., Gully, S.M., & Douthitt, E. (1997, August). A meta-analysis of the effects of realistic job previews on performance and turnover. Paper presented at the Academy of Management Meetings, Boston, MA.

- Phillips, J.M. & Gully, S.M. (1996, August). An integration and extension of individual difference and goal setting theories. Paper presented at the Academy of Management Meetings, Cincinnati, OH.
- Phillips, J.M., Hollenbeck, J.R. & Ilgen, D.R. (1996, May). The prevalence and prediction of positive discrepancy creation: Examining a discrepancy between two self-regulation theories. Paper presented at the Society of Industrial and Organizational Psychology Meetings, San Diego, CA.
- Hedlund, J. & Phillips, J. (1993). The effect of task difficulty, experience, and information redundancy on team decision making accuracy. Paper presented at the IO/OB Student Conference, Toronto.
- Hollenbeck, J.R., Ilgen, D.R., Sego, D.J., Major, D.A., Phillips, J.M., Hedlund, J. & Barrett, L. (1992). Team decision making under stressful conditions: A program of research. Paper presented at Cornell University.
- Ilgen, D.R., Hollenbeck, J.R., Sego, D.J., Major, D.A., Phillips, J. & Hedlund, J. (1992). Team member abilities and problem solving strategy effects on team decision making outcomes and processes in teams with distributed expertise. Paper presented at the Symposium on Command and Control Research, Monterey, California.

INVITED PRESENTATIONS

- Team Effectiveness. Presentation to the School of Management and Labor Relations Alumni Association, Rutgers University, April, 2004.
- Town Hall Panel. Doctoral Consortium, Annual Society of Industrial and Organizational Psychology Conference, Orlando, April, 2003.
- Dual Career Issues and Balancing Work-Nonwork Life. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Chicago, IL. August, 1999.
- An Overview of Realistic Job Previews. Presentation made to Phyllis Segal's MBA class at Rutgers University on August 16, 1999.
- Dual Career and Balance of Work and Life Issues. HR Doctoral Consortium, Annual Meeting of the Academy of Management, San Diego, CA. August, 1998.
- A Meta-Analysis of the Effects of Realistic Job Previews: The Influence of RJP Characteristics on Multiple Organizational Outcomes. Presentation to Department of Management, Rutgers University, March, 1998.
- A Meta-Analysis of the Effects of Realistic Job Previews: The Influence of RJP Characteristics on

Multiple Organizational Outcomes. Presentation to Department of Human Resource Management, Rutgers University, January, 1998.

Coping Strategies for New Faculty. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Boston, MA., August, 1997.

The Antecedents and Consequences of Leader Utilization of Staff Information in Decision-Making Teams: Addressing a Leadership Dilemma. Presentation to the Trustees and State Advisory Council, School of Management and Labor Relations, Rutgers University, April, 1997.

The Antecedents and Consequences of Leader Utilization of Staff Information in Decision-Making Teams: Addressing a Leadership Dilemma. Presentation to Department of Human Resource Management, Rutgers University, October, 1996.

TECHNICAL REPORTS

Jackson, S. E., Joshi, A., Phillips, J., & Gully, S. M. (2000). The effects of workplace diversity on employee attitudes and performance. Interim report, submitted to the participating organization and to the Diversity Research Network in collaboration with the Bold Initiative.

Gully, S.M., Phillips, J.M., Beaubien, J.M., & Payne, S. (1997). Influences of individual differences in goal orientation, self-regulation, and the five factor personality dimensions on learning strategies and outcomes. Final Summer Research Award Report, submitted to the Office of the Provost. Fairfax, VA: George Mason University.

Smith, E.M., Phillips, J.M., & Gully, S.M. (1993). Safety training program for Great Lakes Industries. East Lansing, MI: Michigan State University.

SELECTED WORKS IN PROGRESS

How Do Shared Capitalism and Training Influence Employee Engagement and Proactive Actions in Response to Withdrawal of Effort by Others? With Stanley M. Gully, Joseph R. Blasi, Richard B. Freeman, and Douglas L. Kruse. Under review, Academy of Management Journal.

It Takes Two to Tango: The Forgotten Role of Host Country Nationals in Expatriate Adjustment. With Hui Liao, Mingzheng Xiao, Saba Colakoglu, Linn Van Dyne, & Weiguao Rao. Data being collected.

Effects of Allocator Nationality, Performance Level, and Performance Cause on Merit Pay Decisions. Draft written and being revised.

Collective Efficacy, Group Processes, and Performance: A Path-Analytic Meta-Analysis. Data being collected.

GRANTS**2006 The Aging of the Workforce of the United States and its Impact on Strategic Human Resource Planning and Practices**

Received a \$3,800 grant from the Rutgers Center for Human Resource Strategy to investigate issues related to the aging workforce in the U.S.

2000 BOLD Initiative Diversity Grant

Jackson, S. E., Joshi, A., Phillips, J., & Gully, S. M. (2000). Involved in Alfred P. Sloan Foundation Grant to investigate the effects of workplace diversity on attitudes and performance.

1993 - 1995 Training Consultant, Great Lakes Industries**Jackson, Michigan**

Received a \$14,000 grant to develop a Safety Representative training program to improve the climate for safety at the company. Conducted a needs analysis, created and delivered training modules, provided hands-on training, and evaluated the results.

PROFESSIONAL EXPERIENCE**May, 2000-present****Member, Expert Advisory Group
OBIK**

Participated in advisory group meetings for the company and reviewed materials under development for organizational use in adapting OBIK's instruments for organizational use in recruiting and job placement of new hires.

Aug, 1999-present**Performance Management Consultant
Rutgers University, New Brunswick, NJ**

Developed a proposal for the training of raters and ratees involved in a new merit pay program. 3000 people will ultimately be trained in skills related to performance management.

April, 1998-present**Organizational Development Consultant
Chanel Inc., Piscataway, NJ**

Provided ongoing advice regarding a possible transition to team-based production systems.

Dec, 1994 - Jan, 1996**Survey Feedback, The Toledo Hospital
Toledo, Ohio**

Assisted in the development and administration of an upward feedback survey for managers at The Toledo Hospital with Kevin Ford and Stan Gully. Individualized feedback was provided for approximately 200 managers.

Jan, 1992 - Jan, 1995**Statistical Consultant, Information Health
Network, East Lansing, MI**

Statistical consultant for Lanny Johnson, M.D. Primary responsibilities included data analysis and interpretation.

Oct, 1994 - Nov, 1994

**Organizational Development Consultant
Michigan Department of Natural Resources**

Worked with Kevin Ford in interviewing the top leadership team to analyze and improve their strategic planning process.

PROFESSIONAL SERVICE

Editorial Board, Journal of Applied Psychology.

Editorial Board, Personnel Psychology.

Editorial Board, Journal of Management.

Ad Hoc Reviewer, Journal of Applied Social Psychology, Organizational Behavior and Human Decision Processes, Applied Psychology: An International Review, Academy of Management Review, Academy of Management Journal, Journal of Management Inquiry, Journal of Occupational and Organizational Psychology, and Journal of Business and Psychology

Board of Advisors Member for the Center for Human Resource Strategy, Rutgers University

Member of the 2005-2006 Nominations Committee for the HR Division of the Academy of Management

Member of the 2004 5-Year Review Task Force for the HR Division of the Academy of Management

Member of the 2004 Williams A. Owens Scholarly Achievement Award Committee for SIOP

Member of the 2002 HR Division of the Academy of Management Best Student Paper Award Committee

Grant Reviewer for the Research Foundation of The City University of N.Y. and the Israel Science Foundation 2001

Member of the 2000, 2001 Ralph Alexander Dissertation Award Committees for the Human Resource Division of the Academy of Management

Member of the 2001 Society of Industrial and Organizational Psychology Flanagan Best Student Paper Award Committee

Member of the 2001, 2002, 2003 S. Rains Wallace Dissertation Research Award Committee for the Society of Industrial and Organizational Psychology

Member of the 2001 Society for Industrial and Organizational Psychology Strategic Program Planning Subcommittee

Member of the Academy of Management Human Resource Management Division Program Committee 2000, 2001

Member of the Academy of Management Organizational Behavior Division Program Committee 2000, 2001

Member of the 2000 Society for Industrial and Organizational Psychology Program Committee

Member of the Society for Industrial and Organizational Psychology Membership Committee (1999-present)

Member of the 1999 Division 14 APA Program Committee

Member of Task Force to review national Academy of Management Conference, 1998-1999

Reviewer, Society for Industrial and Organizational Psychology Annual Conferences

Reviewer, Academy of Management Annual Conferences – Human Resources Division, 1995-present

Member, Academy of Management – Organizational Behavior and Human Resource Management Divisions, 1995-present

Member, Society of Industrial and Organizational Psychology

Member, American Psychological Association