**Michael S. Christian**

Professor of Organizational Behavior

Bell Distinguished Scholar

Area Chair, Organizational Behavior

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Kenan-Flagler Business School

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# EDUCATION

**Ph.D.** July 2010, Management, *Eller College of Management*, University of Arizona

**M.S.** July 2006, Industrial/Organizational Psychology, Tulane University

**B.A.** July 1998, Psychology & Sociology, University of Wisconsin-Madison

**ACADEMIC APPOINTMENTS**

2021- Professor of Organizational Behavior

Kenan-Flagler Business School

University of North Carolina at Chapel Hill

2020- Bell Distinguished Scholar

Kenan-Flagler Business School

University of North Carolina at Chapel Hill

2015- Adjunct Assistant Professor of Psychology and Neuroscience

University of North Carolina at Chapel Hill

2016-2020 Sarah Graham Kenan Associate Professor of Organizational Behavior

Kenan-Flagler Business School

University of North Carolina at Chapel Hill

2010-2016 Assistant Professor of Organizational Behavior

Kenan-Flagler Business School

University of North Carolina at Chapel Hill

**HONORS**

2020 **Most Innovative Student Paper Award**, *OB Division, Academy of Management*

2019 **Most Innovative Student Paper Award**, *OB Division, Academy of Management*

2020 **Bell Distinguished Scholar**, University of North Carolina

2019 **Teaching All-Star**, MBA Teaching Award

2018 **Teaching All-Star**, MBA Teaching Award

2017 **Teaching All-Star**, MBA Teaching Award

2016 **Weatherspoon Award for Excellence in PhD Teaching**, Kenan-Flagler

2016 **Teaching All-Star**, MBA Teaching Award

2015 **APS** **Rising Star**, Association for Psychological Science

2015 **Sarah Graham Kenan Scholar,** University of North Carolina

2015 “[**Top 40 Under 40**](http://poetsandquants.com/2015/04/15/2015-best-40-under-40-professors-michael-christian-kenan-flagler/)**” Business Professor, *Poets & Quants***

2015 **Young Professional Achievement Award,** University of Arizona Alumni Association

2015 **Mentorship Award Nominee**, Carolina Women’s Leadership Council

2015 **Teaching All-Star**, MBA Teaching Award

2013 **Best Paper Finalist, *Academy of Management Journal***

2011 **Junior Faculty Development Award**, UNC, $7500

2009 **Stephen J. Robbins Doctoral Fellowship Award,** $10,000.

2009 **Dean’s Research Award,** Eller College of Management

2008 **Stephen J. Robbins Doctoral Fellowship Award,** $10,000.

2008 **Leonard Jessup Travel Award,** $1000.

2008 **Academy of Management,** Outstanding Reviewer Award, OB Division

2008 **Dean’s Research Award,** Eller College of Management

2007 **Graduate and Professional Student Council, University of Arizona,** $450

# REFEREED JOURNAL ARTICLES

# \*Underline denotes PhD Student or Junior Colleague

Kundro, T.G.,\* Belinda, C.,\* Affinito, S.,\* & **Christian, M**. Performance Pressure Amplifies the Effect of Evening Detachment on Next-Morning Shame: Downstream Consequences for Workday Cheating Behavior. Conditionally Accepted at *Journal of Applied Psychology*. \*Denotes equal authorship

Belinda, C. D., & **Christian, M. S.** (2022). A spillover model of dreams and work behavior: How dream meaning ascription promotes awe and employee resilience. *Academy of Management Journal,* forthcoming.

Kenett, Y.N., Anderson, S.,Chen, E., Kelly, J.M., **Christian, M.S.,** Patrick, J., Huang, L., Lewis, K. & Gray, K.,(2020). Clarifying what Forward Flow is (and isn’t): Reply to Rossiter (2020).*American Psychologist, 75(5),* 727-728.

Gray, K.,Anderson, S.,Chen, E., Kelly, J.M., **Christian, M.S.,** Patrick, J., Huang, L., Kenett, Y.N., & Lewis, K. (2019). “Forward Flow”: A New Measure to Quantify Free Thought and Predict Creativity.*American Psychologist, 74(5),* 539-554*.*

Welsh, D.T., Ellis, A.P.J., Mai, K.M., & **Christian, M.S.** (2018). Overcoming the Effects of Sleep Deprivation on Unethical Behavior: An Extension of Integrated Self-Control Theory. *Journal of Experimental Social Psychology, 76,* 142-154.

Yam, S., **Christian, M.S.**, Wu, Liao, Z., & Nai, J. (2018). The mixed blessing of leader sense of humor: Examining costs and benefits. *Academy of Management Journal,* 1, 348-369*.*

Volk, S., Pearsall, M. J., **Christian, M.S.,** & Becker, W.J. (2017). Chronotype Diversity and Team Performance*, Academy of Management Review, 42,* 683-702*.*

Christian, J.S., **Christian, M.S.,** Pearsall, M., & Long, E.C. (2017). Team Adaptation in Context: An integrated conceptual model and meta-analytic review. *Organizational Behavior and Human Decision Processes, 140,* 62-89*.*

# Wallace, J. C., Edwards, B. E., Paul, J., Burke, M. J., Christian, M. S., & Eissa, G. (2016). Change the Referent? A meta-analytic investigation of direct and referent-shift consensus models for organizational climate. *Journal of Management 42,* 4, 838-861*.*

Long, E.C., & **Christian, M. S.** (2015). Mindfulness buffers retaliatory responses to injustice: A regulatory approach. *Journal of Applied Psychology,* 100 (5), 1409-1423.

**Christian, M. S.,** Eisenkraft, N., & Kapadia, C. (2015). Dynamic associations between somatic complaints, human energy, and discretionary behaviors: Experiences with pain fluctuations at work. *Administrative Science Quarterly, 60,* (1) 66-102.

Barnes, C. M., Lucianetti, L., Bhave, D., & **Christian, M. S.** (2015). You wouldn’t like me when I’m sleepy: A dynamic multilevel model of sleep and abusive supervision. *Academy of Management Journal, 58* (5),1419-1437.

Welsh D., Ordonez, L., Snyder, D., & **Christian, M. S.** (2015). The slippery slope: Small ethical transgressions pave the way for larger future transgressions. *Journal of Applied Psychology,* 100, 114-127.

Jacobs, S. R., Weiner, B. J., Reeve, B. B., Hofmann, D. A., & **Christian, M.** (2015). The missing link: a test of Klein and Sorra's proposed relationship between implementation climate, innovation-values fit and implementation effectiveness. *Implementation Science*, *10* (Suppl 1), A18.

Jacobs, S. R., Weiner, B. J., Reeve, B. B., Hofmann, D. A., **Christian, M.,** & Weinberger, M. (2015). Determining the predictors of innovation implementation in healthcare: A quantitative analysis of implementation effectiveness. *BMC Health Services Research*, *15*(1), 6.

Edwards, J. R., & **Christian, M. S.** (2014). Using accumulated knowledge to calibrate theoretical propositions. *Organizational Psychology Review,* 4, 279-291.

Welsh, D. T., Ellis, A. P. J., **Christian, M. S.,** &  Mai, K.M. (2014). Expanding the self-regulatory model of sleep deprivation and unethical behavior: The role of caffeine and social influence. *Journal of Applied Psychology*, 99, 1268-1277.

# Slaughter, J. E., Christian, M. S., Podsakoff, N. P., Sinar, E. F., & Lievens, F. (2014). On the limitations of using situational judgment tests to measure interpersonal skills: The moderating influence of employee anger. *Personnel Psychology*, 67, 847-885*.*

Christian, J.S., Pearsall, M.J., **Christian, M.S.,** & Ellis, A.P.J. (2014). Exploring the benefits and boundaries of transactive memory systems in adapting to team member loss. *Group Dynamics: Theory Research, and Practice*, 18, 69-86.

# Smith, A. N., Baskerville-Watkins, M., Burke, M. J., Christian, M. S., Smith, C, Hall, A., & Simms, S. (2013). Gendered influence: A gender-role perspective on the use and effectiveness of influence tactics. *Journal of Management,* 39, 1156-1183*.*

Christian, J.S., **Christian, M.S.,** Garza, A.S., & Ellis, A.P.J. (2012). Examining retaliatory responses to justice violations and recovery attempts in teams. *Journal of Applied Psychology, 97,* 1218-1232.

# Li, A., Evans, J. M., Christian, M. S., Gilliland, S. W., Stein, J. H., & Kausel, E. K. (2011). The effects of managerial regulatory fit priming on reactions to explanations. *Organizational Behavior and Human Decision Processes, 115,* 268-282.

**Christian, M. S.,** & Ellis, A. P. J. (2011). Examining the effects of sleep deprivation on workplace deviance: A self-regulatory perspective. *Academy of Management Journal, 54,* 913-934.

**Christian, M. S.,** Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology, 64,* 89-136*.*

**Christian, M. S.,** Edwards, B. E., & Bradley, J. C. (2010). Situational judgment tests: Constructs assessed and a meta-analysis of their criterion-related validities. *Personnel Psychology, 63,* 83-117*.*

Pearsall, M., **Christian, M. S.,** & Ellis, A. P. J. (2010). Motivating interdependent teams: Individual rewards, shared rewards, or both? *Journal of Applied Psychology, 95,* 183-191*.*

**Christian, M. S.,** Bradley, J. C., Wallace, J. C., & Burke, M. J. (2009). Workplace safety: A meta-analysis of the roles of person and situation factors. *Journal of Applied Psychology, 94,* 1103-1127*.*

Zyphur, M. J., Kaplan, S. A., & **Christian, M. S.** (2008). Assumptions of cross-level measurement and structural invariance in the analysis of multilevel data: Problems and solutions. *Group Dynamics: Theory, Research, and Practice, 12,* 127-140.

# JOURNAL ARTICLES UNDER PEER REVIEW

Affinito, S., **Christian, M.S.,** Zheng, X., Sherf, E., Keeney, J., Yang, J., Hofmann, D., & Gray, K. Confessional Reluctance (53 pages). *1st round review at Organization Science.*

Kundro, T., Affinito, S., Belinda, C., & **Christian, M. S.** Excessive Evening Detachment Increases Next-Day Shame and Cheating Behavior (50 pages). *2nd Round Revise and Resubmit at Journal of Applied Psychology.*

Pearsall, M., Christian, J., S., **Christian, M.,** Hofmann, D. A., Larson, C. Mitigating Future Risks in Teams (38 pages). *1st Round Review,* *Management Science.*

**REFERRED OTHER WORKS**

Affinito, S. J., **Christian, M. S.**, Zheng, X., Sherf, E. N., Keeney, J. E., Yang, J., Hofmann, D. A., Yu, Y., Gray, K. 2020. From Deviance to Cover‐up: The Roles of Confessional Silence and Punitive Policies. In Guclu Atinc (Ed.), *Proceedings of the Eightieth Annual Meeting of the Academy of Management.*Online ISSN: <https://journals.aom.org/doi/pdf/10.5465/AMBPP.2020.96>

Belinda, C. D, **Christian, M. S**., Long, E. C., Welsh, D. T., & Slaughter, J. E. (2020). An integrative self-control framework for unethical behavior: Exploring the roles of sleep, mindfulness, and moral Identity. In Guclu Atinc (Ed.), *Proceedings of the Eightieth Annual Meeting of the Academy of Management.*Online ISSN: <https://doi.org/10.5465/AMBPP.2020.64>.

Affinito, S.J., **Christian, M.S.**, Pearsall, M.J., Morgan, L.L., Long, E.C., Jones, C.B. (2019). Daily Interactions with Cynical Coworkers Affect Employee Energy and Behavior. In Guclu Atinc (Ed.), *Proceedings of the Seventy-Ninth Annual Meeting of the Academy of Management.* Online ISSN: 2151-6561.

Belinda, C. D, Westerman, J. W., & **Christian, M. S**. (2018). Adult attachment and workplace romance motives: A path to performance. *Proceedings of the Seventy-Eighth Annual Meeting of the Academy of Management.* <https://journals.aom.org/doi/abs/10.5465/AMBPP.2018.17351abstract>

Volk, S., **Christian, M.S.,** Becker, W.J, & Pearsall, M. J. (2017). Chronotype Diversity and Team Performance.In George T. Solomon (Ed.), *Proceedings of the Seventy-Seventh Annual Meeting of the Academy of Management* (CD) ISSN

Pearsall, M. J., Christian, J. S., Kohn, J., **Christian, M. S.,** Hofmann, D. A., & Larson, C. (2016). Overcoming Temporal Construal of Future Threats in Teams. In George T. Solomon (Ed.), *Proceedings of the Seventy-Sixth Annual Meeting of the Academy of Management* (CD).

**Christian, M. S.,** & Slaughter, J. E. (2007). Work engagement: A meta-analytic review and directions for research in an emerging area. In George T. Solomon (Ed.), *Proceedings of the Sixty-Sixth Annual Meeting of the Academy of Management (CD),* ISSN 1543-8643.

# PEER REVIEWED CONFERENCE PRESENTATIONS

# Belinda, C. D., & Christian, M. S. (2022). *A spillover model of dreams and work behavior: How dream meaning ascription promotes awe and employee resilience.* Paper presented at the 82nd annual meeting of the Academy of Management, Seattle, WA*.*

Burgess, R., Leigh, A., Christian, M., Melwani, S. (2022). Bystander Intervention of Workplace Racial Discrimination. Poster Presented at the Annual Society for Personality and Social Psychology Convention, San Francisco, CA

Burgess, R., Leigh, A., Christian, M., Melwani, S. (2022). Bystander Intervention of Workplace Racial Discrimination. Paper presented at the Dismantling Bias Conference, West Lafayette, IN.

Burgess, R., Leigh, A., **Christian, M.** (2021). Bystander Intervention of Workplace Racial Discrimination. Symposium presented at the 81st Academy of Management, Philadelphia, PA.

Belinda, C. D., Affinito, S. J., Melwani, S., & **Christian, M. S.** (2021). The epistemic value of being a complaint recipient: A social learning perspective. In C. Bradley, L. Greer, & A. Yu, *Should we talk about our feelings? New perspectives on verbal communication about emotions at work.* Symposium presented at the 81st annual meeting of the Academy of Management, Philadelphia, PA.

Gray, K., Rogers, B.A., Chicas, H., Kubin, E., Kelly, J.M., **Christian, M.S**., Guo, J., McAdams, D.P. (2021). *From Timeless Myths to Personal Meaning: The Benefits of the Hero’s Journey as a Narrative Frame*. Paper presented at the 2021 Society for Personality and Social Psychology Annual Convention (virtual conference).

Kundro, T. G., Belinda, C. D., Affinito, S. J., **Christian, M. S**. (2020). The Shame of Restoration: The Effect of Evening Detachment on Next‐Day Unethical Behavior. 2020. In D. Wagner & K. Schabram (Co‐Chairs), *Human Sustainability in Organizations: Physiological, Psychological, & Social Maintenance Approaches*. Presented at the 80th Annual Meeting of the Academy of Management, Vancouver, BC, Canada. August 2020.

Affinito, S., Christian, M.S., Pearsall, M., Morgan, L., Jones, C., Long, E.C. (2019). Daily Interactions with Cynical Coworkers Affect Employee Energy and Behavior. Paper presented at the 79th Academy of Management, Boston, MA.

Snyder, D., Becker, W., & Christian, M.S. (2019). Alone in a Crowded Office: Antecedents and Consequences of Loneliness in the Workplace. Paper presented at the 79th Academy of Management, Boston, MA.

Butts, M., Gabriel, A., Christian, M. S., & Welsh, D. (2018) The Episodic Effects of Hunger and Physical Exercise in the Workplace. Paper presented at the 78th Academy of Management, Chicago, IL.

Affinito, S., Christian, M. S., Yang, J., Zheng, X. M., Long, E. (2018). Tough Love or Just Tough? Interpretations of Abusive Supervision Depend on Employee Mindfulness. Paper presented at the 78th Academy of Management, Chicago, IL.

Belinda, C. D., Westerman, J. W., & Christian, M. S. (2018). Adult attachment and workplace romance motives: A path to performance. Paper presented at the 78th Academy of Management, Chicago, Illinois.

Carter C, Counts CR, Christian M.S. (2017). *Solving Sleep Deprivation for First Responders*. Podium presentation at F.I.E.R.O. Fire Station Design Symposium, Raleigh, NC.

Butts, M., Gabriel, A., Christian, M. S., & Welsh, D. (2017). You’re not you when you’re hungry: An examination of episodic hunger in the workplace. Paper presented at the 77th Academy of Management, Atlanta, Georgia.

Long, E., Christian, M. S., & Lê, J. A. (2016). Mindful Moments: Dynamic Fluctuations in Meaningfulness and Employee Deviance Behavior. Symposium presented at the 76th Academy of Management, Anaheim, California.

Pearsall, M. J., Christian, J. S., Kohn, J., Christian, M. S., Hofmann, D. A., & Larson, C. (2016). Overcoming Temporal Construal of Future Threats in Teams. Paper presented at the 76th Academy of Management, Anaheim, California.

Volk, S., Pearsall, M. J., Christian, M. S., & Becker, W. J. (2016). A Theory of Chronotype Diversity and Team Performance. Paper presented at the 76th Academy of Management, Anaheim, California.

Kalmanovich-Cohen, H., Long, E., Christian, M.S., & Welsh, D.T. (2016) Unfair at the wrong time: Sleep deprivation and retaliatory responses to injustice. Symposium presented at the thirty-first Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Long, E., & Christian, M.S. (2015). The Diminishing Effect of Work: Theoretical and Empirical

Advances on Employee Health. Symposium presented at the 74th Academy of Management, Vancouver, Canada.

Long, E., Christian, M. S., Welsh, D.T., & Slaughter, J.E. (2015). Sleep deprivation and unethical behavior: Examining the role of moral disengagement and moral awareness. Symposium presented at the 74th Academy of Management, Vancouver, Canada.

Larson, C. H., Pearsall, M. J., Christian, M. S., & Kohn, J. (2014). The role of leadership in the selection of creative ideas in teams. Paper presentation at the annual INGroup conference, Raleigh, NC

Baskerville-Watkins, M., Smith, A. N., Cooke, E. D., & Christian, M. S. (2014). The Role of Culture on Perceptions of Organizational Politics and Work Outcomes: A Meta-Analysis. Paper presented at the 73rd meeting of the Academy of Management, Philadelphia, PA.

Cooke, E.D., & Christian, M.S. (2014). Retaliatory responses to perceived injustice: A dual-process model. Poster presented at the 29th Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.

Christian, M. S., Eisenkraft, N., & Kapadia, C. (2014). Fluctuations in Pain Predict Work Behaviors Through Engagement and Self-Control. Symposium presented at the Twenty-Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Welsh D. T., Ordonez, L. D., Snyder, D. G., & Christian, M. S. (2013). The slippery slope: A self-regulatory examination of the cumulative effect of minor ethical transgressions. Paper presented at the 72nd meeting of the Academy of Management, Orlando, FL.

Smith A. N., Eisenkraft, N., Christian, M. S., Salvador, R., & Natchaeva, E. Brief, A. P. (2013). Strategic flirtation and everyday mistreatment at work: The role of gendered organizations. Paper presented at the 72nd meeting of the Academy of Management, Orlando, FL.

Smith, A. N., Baskerville-Watkins, M., Burke, M. J., Christian, M. S., Smith, C. E., Hall, A. V., & Simms, S. (2013). How gender role theory illuminates influence tactics’ use and effectiveness. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.

Birk, S., Anderson, J., Gilliland, S., & Christian, M.S. (2012). Untangling the relationship between justice and trust. Symposium presented at the 71st annual meeting of the Academy of Management, Boston, MA.

Siegel, J.L., Christian, M.S., Garza, A.S., & Ellis, A.P.J. (2012). A role-based relational approach to examining injustice in teams. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.

The Latest and Greatest in Workplace Safety Research (2011), Discussant, Symposium presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

Khaw, M. W., Christian, M.S., & Slaughter, J.E. (2011). Sleep Deprivation, Moral Disengagement and Cheating. Poster presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

Siegel, J.L., Pearsall, M.J., Christian, M.S., & Ellis, A.P.J. (2011). Transactive memory networks in adaptation to team member loss. Poster presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

Slaughter, J. E., Feldman, J., Christian, M. S., & Kausel, E. E. (2010). Personality moderators of the relation between feedback sign and post-feedback performance. Symposium presented at the sixty-ninth annual meeting of the Academy of Management, Montreal, CA.

Christian, M. S., Li, A., Evans, J. E., Gilliland, S., Stein, J. H., & Kausel, E. E. (2009). Enhancing explanations for change through regulatory focus priming. Symposium presented at the sixty-eighth annual meeting of the Academy of Management, Chicago, IL.

Christian, M.S., Pearsall, M.J., & Ellis, A.P.J. (2009). Examining the effects of hybrid rewards in teams: Balancing cooperative and competitive dynamics. Paper presented at the sixty-eighth annual meeting of the Academy of Management, Chicago, IL.

Siegel, J.L., Christian, M.S., Pearsall, M.J., & Ellis, A.P.J. (2009). Expanding definitions of adaptive performance in teams: The conflicting roles of mental models. Paper presented at the sixty-eighth annual meeting of the Academy of Management, Chicago, IL.

Christian, M. S., Ellis, A.P.J., Ganesan, S., & Faure, C. (2008). Goal orientation in teams: Much more than the mean. Paper presented at the sixty-seventh annual meeting of the Academy of Management, Philadelphia, PA.

Bradley, J. C., Christian, M. S., Wallace, J. C., & Garza, A. (2008). A meta-analysis of contextual and psychological factors in occupational accidents. Paper presented at the sixty-seventh annual meeting of the Academy of Management, Philadelphia, PA.

Christian, M. S., Siegel, J. L., Edwards, B. E., & Tubre, T. (2008). An empirical comparison of internet and paper-and-pencil personality tests in simulated job selection. Paper presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Christian, M. S., Ellis, A.P.J., Ganesan, S., & Faure, C. (2008). Goal orientation in teams: Much more than the mean. Paper presented at the 10th Annual Summit del Sol, Tucson, AZ.

Christian, M.S., Edwards, B.D., & Bradley, J.C. (2007). On the nature of situational judgment tests: A construct-oriented meta-analysis. Poster presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York.

Kaplan, S. A., Zyphur, M. J., & Christian, M. S. (2007). Cross-level assumptions of invariance: Issues, insights, and implications. Poster presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York.

Sarpy, S.A., Bradley, J.C., Christian, M.S., & Warren, C. (2006). Evaluating the impact of a tabletop exercise on recognizing and responding to a SARS event: A six month follow-up study. Abstract presented at the 134th APHA Annual Meeting and Exposition (2006), Boston, MA.

Sarpy, S.A., Bradley, J.C., Christian, M.S., & Warren, C. (2006). Considering organizational factors in developing, implementing, and evaluating emergency preparedness and response training for public health workers and first responders. Abstract presented at the 134th APHA Annual Meeting and Exposition (2006), Boston, MA.

Zyphur, M. J., Kaplan, S. A., & Christian, M. S. (2006). A note on assumptions of invariance made in the analysis of multilevel data: Problems and solutions. Research Methods Division, Academy of Management Regional Conference in Asia (2006), Hong Kong, China.

# OTHER ACADEMIC PRESENTATIONS

Christian, M.S. (May, 2021) Sleep and COVID-19. Kenan-Flagler Town Hall

Christian, M.S. (April, 2019), Nurse Cynicism in Handoffs. Interdisciplinary Research Seminar, Kenan Flagler Business School.

Christian, M.S. (May, 2018), Energy and Ethics in Business. Campaign for Carolina Alumni Breakfast, Washington D.C.

Christian, M.S. (September, 2017), Sleep deprivation in Firefighters, Fire Station Design Symposium, Raleigh, NC.

Christian, M.S. (January, 2017), Team Performance, UNC Undergraduate Business Program Staff

Christian, M.S. (January, 2017), Sleep and Health Care, UNC Healthcare Convocation.

Christian, M.S. (May, 2016), Invited presentation at the University of Arizona

Christian, M.S. (February, 2016), Invited presentation at the Parr Center for Ethics, UNC.

Christian, M.S. (August, 2014) Chair, *The Price of Negative Affect: What We Can Do.* Symposium at the 72nd Annual Academy of Management Conference, Philadelphia, PA.

Christian, M. S. (August, 2013). *Surviving the dissertation process.* Presented as part of a professional development workshop at the 71st Meeting of the Academy of Management, Orlando, FL.

Christian, M.S., (March, 2013), *Sleep and bad behavior: A self-regulatory approach.* Invited presentation to the Psychology Department at University of North Carolina, Chapel Hill, NC.

Christian, M. S. (July, 2009). *A practical workshop on formulating and conducting meta-analysis*. Invited presentation to the Management Department at Oklahoma State University, Tulsa, OK.

# WHITEPAPERS, MEDIA MENTIONS AND RESEARCH SUMMARIES FOR PRACTIONERS

Topical Interviews and whitepapers:

* + - * UNC The Well. (2022) How to avoid employee burnout and boost productivity <https://thewell.unc.edu/2022/08/23/how-to-avoid-employee-burnout-and-boost-productivity/>
      * UNC Executive Development Whitepaper on Human Energy (2022) 3 Employee Energy Challenges.
      * Endeavors (2020). Self-care success at work. <https://endeavors.unc.edu/self-care-success-at-work/>
* Forbes.com (2018): “Long hours and Less Sleep: Are We Inadvertently Becoming Cheaters?” <https://www.forbes.com/sites/roomykhan/2018/02/01/long-working-hours-and-less-sleep-are-we-inadvertently-becoming-cheaters/#6a4002324fbe>
* Strategy+business (2016) ”Mike Christian on Mindfulness and Mental Energy” <http://www.strategy-business.com/article/00384?gko=89013>
* The Industrial and Organizational Psychologist: “Connecting counterproductive work behaviors with the resource-depleted brain, an interview with Michael Christian.” <http://www.siop.org/tip/april15/524/files/19.html>

Synopses of Yam, S., **Christian, M.S.**, Wu, Liao, Z., & Nai, J. (2018):

* Quartz (2018): Why even inoffensive jokes by the boss can be problematic. <https://work.qz.com/1254639/why-even-inoffensive-jokes-by-the-boss-can-be-problematic/>
* Harvard Business Review (2017): “When Joking with your Employees Leads to Bad Behavior”, <https://hbr.org/2017/03/when-joking-with-your-employees-leads-to-bad-behavior>

Synopsis of Volk, Pearsall, Christian and Becker (2017):

* New York Times (2018): “Maybe Your Sleep Problem Isn’t a Problem” <https://www.nytimes.com/2018/08/25/style/sleep-problem-late-night.html>
* “Night owls should be allowed to start work later, study finds.” May 2, 2017. Synopsis of Volk, Pearsall, Christian and Becker (2017). <http://www.news.com.au/finance/small-business/night-owls-should-be-allowed-to-start-work-later-study-finds/news-story/74f3ab5b48886fbe099748afc4233c57>

Synopses of Christian, M. S., Esienkraft, N., & Kapadia, C. (2015) by:

* Financial Times: <http://www.ft.com/intl/cms/s/0/488724ec-9c9c-11e4-971b-00144feabdc0.html?siteedition=intl#axzz3PNZLrNi0>

Synopses of Barnes, C. M., Bhave, D. Lucianetti, L., Bhave, D., & Christian, M. S. (2014) by:

* The Observer (Association for Psychological Science), The hidden costs of sleep deficits. Published November 30th, 2017. <https://www.psychologicalscience.org/observer/the-hidden-costs-of-sleep-deficits>
  + - * Bloomberg BusinessWeek: <http://www.businessweek.com/articles/2014-12-11/heres-why-your-boss-is-so-mean-to-you>
      * Harvard Business Review: <http://hbr.org/2014/11/research-your-abusive-boss-is-probably-an-insomniac>
* NYmag: <http://nymag.com/scienceofus/2014/11/maybe-your-mean-boss-is-just-sleepy.html>

Synopses of Welsh, D.T., Ordonez, L., Snyder, D. & Christian, M. S. (2014) by:

* Bloomberg BusinessWeek: <http://www.businessweek.com/articles/2014-06-26/how-telling-little-lies-eventually-leads-to-major-ethical-breaches>
* BBC: <http://www.bbc.com/capital/story/20140806-the-slippery-slope?utm_content=7288005&utm_medium=social&utm_source=twitter>
* Psychology Today: “A series of unconscionable events: Why do injustices snowball? Research explains.” Psychology Today, October 2014, pp. 18-19.
* Forbes India: The Slippery Slope is all Downhill: <http://forbesindia.com/article/kenanflagler/ethical-indiscretions-and-missteps-the-slippery-slope-is-all-downhill/39779/1>
* Huffington Post: <http://www.huffingtonpost.com/2014/06/25/stealing-from-work-corporate-fraud_n_5530999.html?1403791897>
* WUNC. <http://wunc.org/post/dirty-business>
* Psychological Science: <http://www.psychologicalscience.org/index.php/news/minds-business/the-slippery-slope-effect-minor-misdeeds-lead-to-major-ones.html>

Synopses of Welsh, D. T., Ellis, A. P. J., Christian, M. S., &  Mai, K.M. (2014) by:

* Bloomberg BusinessWeek: <http://www.businessweek.com/articles/2014-05-15/eight-strategies-to-make-you-a-more-ethical-worker>
* Chicago Tribune, Coffee, Naps, and Ethical Work Behavior. <http://www.chicagotribune.com/business/careers/ct-biz-0512-work-advice-huppke-20140509,0,1153198.column?dssReturn&z=27529&dssReturn&z=27705>
* Huffington Post: <http://www.huffingtonpost.com/2014/05/01/coffee-science-workers_n_5248187.html?1398966859>
* CNN/Fortune: <http://management.fortune.cnn.com/2014/04/16/coffee-sleep-ethical-behavior/>
* FastCompany.com: <http://www.fastcodesign.com/3029284/can-a-cup-of-coffee-make-workers-less-likely-to-lie>
* Ideas for Leaders: <http://www.ideasforleaders.com/ideas/how-sleep-deprivation-can-cause-unethical-behaviour>
* Life Hacker.com: <http://lifehacker.com/a-bit-of-caffeine-could-increase-your-honesty-1593351466?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+lifehacker%2Ffull+%28Lifehacker%29>

Synopses of Smith A. N., Eisenkraft, N., Christian, M. S., Brief, A. P., Salvador, R., & Natchaeva, E. (2013).

* Washington Post, <http://www.washingtonpost.com/blogs/on-leadership/wp/2013/08/07/new-research-looks-into-strategic-flirtation-in-the-workplace/>
* Quartz, <http://qz.com/113044/strategic-flirting-in-the-workplace-backfires-on-women/>
* CityTownInfo, <http://www.citytowninfo.com/career-and-education-news/articles/study-reveals-impact-of-strategic-flirting-in-the-workplace-13081302>
* MadameNoire, <http://madamenoire.com/290450/strategic-flirting-at-work-does-it-really-help-advance-your-career/>
* Yahoo News, <http://news.yahoo.com/flirting-catch-22-women-123703558.html>
* Business News Daily, <http://www.businessnewsdaily.com/4886-consequences-of-workplace-flirting.html>

Synopsis of Christian, Christian, Garza, & Ellis (2012)

* Wall Street Journal, Bullying is a Buzzkill for Colleagues, Too.  <http://blogs.wsj.com/atwork/2012/07/18/bullying-is-a-buzzkill-for-colleagues-too/>

Synopses of Christian, Garza, & Slaughter (2011) by

* I/O at Work, Employee engagement: Wild goose chase or golden egg? [*http://www.ioatwork.com/ioatwork/2011/06/employee-engagement-wild-goose-chase-or-golden-egg.html*](http://www.ioatwork.com/ioatwork/2011/06/employee-engagement-wild-goose-chase-or-golden-egg.html)
* Positive Organizational Behavior, by Brett L. Simmons: Evidence for the causes and consequences of work engagement. <http://www.bretlsimmons.com/2011-04/evidence-for-the-causes-and-consequences-of-work-engagement/>

Synopses of Christian & Ellis (2011) by:

* The Observer (Association for Psychological Science), The hidden costs of sleep deficits. Published November 30th, 2017. <https://www.psychologicalscience.org/observer/the-hidden-costs-of-sleep-deficits>
* Washington Post, *Why Sleep Deprivation can make you unethical,* by Jena McGregor. Published May 13, 2011*:* <http://www.washingtonpost.com/blogs/post-leadership/post/why-sleep-deprivation-can-makeyou-unethical/2011/04/01/AFIIxT2G_blog.html>
* Financial Times.com, *Something for the Weekend,* by Linda Anderson. Published May 6, 2011*:* <http://www.ft.com/cms/s/2/a77b9914-77cb-11e0-ab46-00144feabdc0.html#axzz1LaRVNIw1>
* Psychological Science Blog (APS): <http://www.psychologicalscience.org/index.php/news/minds-business/sleep-deprivation-linked-to-inappropriate-unethical-behavior-on-the-job.html>
* Bob Sutton, More Evidence that Sleep Deprivation Turns People into A\*\*s (Due to loss of Self Control) <http://bobsutton.typepad.com/my_weblog/2012/01/more-evidence-that-sleep-deprivation-turns-employees-into-assholes-due-to-loss-of-self-control.html>

Synopses of Christian, Bradley, Wallace & Burke (2010) by

* Psychologically Healthy Workplace Program: <http://www.phwa.org/resources/research/detail/2375>
* Business Practice Findings: <http://www.businesspsych.org/articles/320.html>

Synopses of Pearsall, Christian, & Ellis (2010) by

* Psychologically Healthy Workplace Program: <http://www.phwa.org/resources/research/detail/2623>
* Organized Change Consultancy: <http://organized-change-consultancy.wikispaces.com/Teams+&+Facilitation>

**BLOG POSTS**

* The Holy Grail of Talent Management**:** <http://blog.kenan-flagler.unc.edu/the-holy-grail-of-talent-management/>

**MBA TEACHING**

2020 Applied Leadership Lab, MBA Coaching (Faculty of record)

2020 Leadership, MBA Inclusive Weekend

2020 Personal Wellbeing, MBA Student Association

2020 Resilience Refresh, 2nd Year MBA students

2022 Resilience, Leading and Managing (*Organizational Behavior Core*)

2021 Resilience, Leading and Managing (*Organizational Behavior Core*)

2020 Resilience, Leading and Managing (*Organizational Behavior Core*)

2019 Resilience, Leading and Managing (*Organizational Behavior Core*)

2018 Resilience, Leading and Managing (*Organizational Behavior Core*)

2017 Resilience, Leading and Managing (*Organizational Behavior Core*)

2016 Resilience, Leading and Managing (*Organizational Behavior Core*)

2015 Resilience, Leading and Managing (*Organizational Behavior Core*)

2022 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.8**/5.0, **4.9/5.0)**

2021 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.8**/5.0, **4.8**/5.0)

2020 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.8**/5.0, **4.8**/5.0)

2019 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.8**/5.0, **4.8**/5.0)

2018 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.6**/5.0, **4.4**/5.0)

2017 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.6**/5.0, **4.6**/5.0)

2016 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.7**/5.0, **4.6**/5.0)

2015 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.6**/5.0)

2014 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.6**/5.0, **4.7**/5.0)

2013*Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.5**/5.0, **4.3**/5.0)

2012 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.2**/5.0)

2022 *Resilient Leadership,* MBA@UNC Leadership Track Immersion

2021 *Resilient Leadership,* MBA@UNC Leadership Track Immersion

2019 *Resilient Leadership,* MBA@UNC Leadership Track Immersion

2017 *Leading High Performing Teams,* MBA@UNC Leadership Track Immersion

2016 *Leading High Performing Teams,* MBA@UNC Leadership Track Immersion

2015  *Leading High Performing Teams,* MBA@UNC Leadership Track Immersion

2018 *MBA Leadership Capstone* (Faculty of record)

2016 *MBA Leadership Immersion*

2015 *MBA Leadership Immersion*

2014 *MBA Leadership Immersion*

2013 *MBA Leadership Immersion*

**UNDERGRADUATE TEACHING**

2017 *Groups and Teams in Organizations,* Organizational Behavior, UNC (**4.8**/5.0)

2015 *Groups and Teams in Organizations*, Organizational Behavior, UNC (**4.6**/5.0)

2014 *Groups and Teams in Organizations,* Organizational Behavior, UNC (**4.8**/5.0)

2013 *Groups and Teams in Organizations,* Organizational Behavior, UNC (**4.8**/5.0)

2012 *Leading & Managing,* Organizational Behavior Department, UNC (**4.5**/5.0, **4.4**/5.0)

2011 *Leading & Managing,* Organizational Behavior Department, UNC (**4.6**/5.0, **4.5**/5.0)

2010 *Leading & Managing,* Organizational Behavior Department, UNC (**4.6**/5.0, **4.5**/5.0)

2009 *Organizational Behavior*, Department of Management, University of Arizona (**4.8**/5.0)

2008 *Organizational Behavior*, Department of Management, University of Arizona (**4.8**/5.0)

1. *Experimental Psychology,* ***(Lab)*** Department of Psychology, Tulane University (**5.0**/5.0)

2005 *Univariate Statistics*, ***(Lab)*** Department of Psychology, Tulane University (**4.8**/5.0)

**EXECUTIVE EDUCATION**

2022 Energy Crafting. Skanska.

2022 Energy Crafting. IEDP.

2022US Army Senior Executive Service LEaD, Leading Teams

2022 Anderson Leadership Academy, Resilient Leadership

2017-2020 Marriot High Potential Leader Training, Resilient Leadership

2017-2020 Lowes Store Manager Training Program, Leading Change

2017-2018UNC Finance and Administration Program, Leading Effective Teams

2017-2020 Executive Development Institute, Leading High Performing Teams

2017-2020 Exxon Mobil Emerging Leaders Program, Resilience, Leadership, Change

2016-2020 MBA@UNC, Leadership Immersion, Groups and Teams

2017-2019 Skanska Emerging Leaders Program, Resilient Leadership

2016-2018 ULEAD, Leading Groups and Teams

2013-2018 Wastewater Program Executive Coaching

2011-2018US Department of Veteran’s Affairs Senior Executive Leadership Dev, Leading Change

2018 US Navy, Resilient Leadership

2017 NC Department of Health and Human Services, Resilient Leadership

2017 CSX, Resilient Leadership

2017 Glen Raven, Resilient Leadership

2017 CommScope, Leading Change

2016 Bank of America, Generating Personal Energy

2016 Resilient Leadership (Open Enrollment)

2016 Liberty Hardware, Systems Thinking

2016 Executive Development Institute, Leading High Performing Teams

2016 UNC Finance and Administration Program, Team Challenges

2016 JFK U.S. Army Special Warfare, Team Challenges

2015 MBA@UNC, Leadership Immersion, Groups and Teams

2015 Executive Development Institute, Leading High Performing Teams

2015 UNICON Executive Development Conference

2015 Executive Development Institute, Leading High Performance Teams

2015 Leadership Effectiveness Workshop, Leading High Performance Teams

**GRANTS**

2019 **Kenan Institute Research Grant, $8,808.** *Dreams, Awe, and Resilience.*

2015 **National Science Foundation, $408,752.** *Confessional Reluctance and Ethics Enforcement: The Paradoxical Cost of Zero Tolerance,* with Kurt Gray, Co-PI.

2015 **John Templeton Foundation via The Imagination Institute**, **$198,969**, *Creativity and the Quantification of Free Thought*, with Kurt Gray, John Patrick, Eric Chen, Kevin Lewis.

2007 **Society for Human Resource Management, $35,000**, *Effects of human resource outsourcing*, with Stephen Gilliland & Jerel Slaughter.

#### **PROFESSIONAL SERVICE: TO DISCIPLINE**

#### 2020 Academy of Management, Organizational Behavior Division Selection Committee for 2020 winner of the Outstanding Publication in Organizational Behavior

#### 2019 Academy of Management, Organizational Behavior Division Selection Committee for 2019 winner of the Outstanding Publication in Organizational Behavior

2015- **Editorial Board,** *Journal of Applied Psychology*

2014- **Editorial Board,** *Academy of Management Journal*

2014-2018 **Editorial Board,** *Organizational Behavior and Human Decision Processes*

2012-2016 **Editorial Board**, *Personnel Psychology*

2015*-* **Ad Hoc Reviewer,** *Administrative Science Quarterly*

2015*-* **Ad Hoc Reviewer,** *Organization Science*

2015*-* **Ad Hoc Reviewer,** *Journal of Applied Psychology*

2011- **Ad Hoc Reviewer,** *Academy of Management Journal*

2011- **Ad Hoc Reviewer,** *Journal of Business and Psychology*

2011- **Ad Hoc Reviewer,** *Human Relations*

2011- **Ad Hoc Reviewer,** *Journal of Occupational and Organizational Psychology*

2010- **Ad Hoc Reviewer,** *Organizational Behavior and Human Decision Processes*

2010- **Ad Hoc Reviewer,** *Journal of Occupational Health Psychology*

2010- **Ad Hoc Reviewer,** *Scandinavian Journal of Psychology*

2009- **Ad Hoc Reviewer,** *Personnel Psychology*

2009- **Ad Hoc Reviewer**, Society of Industrial and Organizational Psychology

2008– **Ad Hoc Reviewer,** Academy of Management, OB & HR Divisions

2005 **Campus Advocacy Representative**, American Psychological Association

2005 **Bid Committee**, 2007 IO/OB Graduate Student Conference, Tulane University

**PROFESSIONAL SERVICE: UNC CHAPEL HILL**

Administrative Roles

2022- Area Chair, Organizational Behavior

2019- Academic Director of Leadership

2015-2019 Ph.D. Program Coordinator, Department of Organizational Behavior

Committees and Service

2021-2022 Rethink Committee for Thought Leadership

2021 Chair, OB hiring committee (Hired 3 faculty)

2021-2022 Chair, Diversity, Equity and Inclusion Committee for PhD, Organizational Behavior Area

2020 Rethink Implementation Committee for Diversity, Equity and Inclusion

2019 MBA Core Advisory Committee

2019-2020 Rethink Phase 1 Committee for External Trends

2019 Carolina Women in Business Panelist

2019 UNC Centennial Banquet Research Station Director

2019 Search Committee for Lab Manager Positon, UNC Kenan-Flagler Behavioral Lab

2018 Leadership Capstone Course Faculty of Record

2018 Speaker, Campaign for Carolina Fundraiser, *Washington DC*

2017 Business of Healthcare Steering Committee

2015 Search Committee for Associate Director of the MBA Leadership Initiative

2015 Search Committee for Lab Manager Position, UNC Kenan-Flagler Behavioral Lab

2014- Undergraduate Program Advisory Committee

2010-2015 Speaker Series Organizer, Organizational Behavior Department (ended 2015)

2011-2014 Search Committee for Organizational Behavior Department Faculty Position

PhD Dissertation Committees

2022 (Chair) Ben

2022 Casher

2022 Tracy

2020 (Chair) Sal Affinito, Organizational Behavior, UNC, *Role Transitions*

2020 Dorian Boncoeur, Organizational Behavior, UT-Dallas, *Sleep and Work*

2019 Angelica Leigh, Organizational Behavior, UNC, *Mega-Threats*

2019 Ayana Younge, Organizational Behavior, UNC, *Gratitude.*

2018 Leah Morgan, Department of Nursing, UNC, *Burnout in Health Care*

2017 Charlotte Hoopes, Organizational Behavior, UNC, *PE Fit Zones of Indifference*.

2017 Jonathan Keeney, Organizational Behavior, UNC, *Ethics and Safety*

2015 (Chair) Erin Cooke Long, Organizational Behavior, UNC, *Mindful Moments*

2015 Spencer Clouartre, Organizational Behavior, UNC, *Fit in the US Army*

2015 Tali Kapadia, Organizational Behavior, UNC, *Multitasking and Creativity*

2015 Sada Reed, School of Journalism, UNC, *Whistleblowing and Sports Journalism*

2015 Justin Blankenship, School of Journalism, *Solo Journalism and Burnout*

2014 Deirdre Snyder, Organizational Behavior, UNC. *Loneliness and Work Behavior.*

2014 Sara Jacobs, School of Public Health, UNC. *Multilevel Predictors of Clinical Trial Enrollment in the Community Clinical Oncology Program*

2013 Tanya Vacharkulksemsuk, Department of Psychology, UNC. *Stepping toward Collective Mindsets: An Investigation of Group- and Leader-based Synchrony in Work Teams*

Master’s Thesis Committees

2021 (Chair) Daniel Lewis, Organizational Behavior, UNC, *ADHD and Work*

2011 Stephanie Silverman, School of Journalism, UNC. *Twitter Takeover: An examination of the United States Women’s National Soccer Team Twitter during the 2011 World Cup and recommendations for the 2012 Olympics*

Undergraduate Thesis Committees

2018 Morgan Viers, UNC. *Beauty at work.*

2015 Zachary Taylor, UNC. *The effects of caffeine on unethical behavior at work.*

2010 Kendall Law, UNC. *An evaluation of individuals’ willingness to engage in knowledge sharing behaviors: The effects of personalities and incentives*.

2010 Kaitlin Powers, UNC. *Planning, performance, and satisfaction: The intersection of success and fun.*

Former PhD students advisees now faculty

2016 Erin Long, University of Georgia

2020 Sal Affinito, Harvard University, Post-Doctoral Scholar

Former Undergraduate Research Assistants in Doctoral Programs

* 1. Adela Garza, Eli Broad College of Management, Michigan State University
  2. Mel Win Khaw, Neural Sciences, New York University

**PROFESSIONAL AFFILIATIONS**

American Psychological Association

Society for Industrial and Organizational Psychology

Academy of Management

Association for Psychological Science

LAST UPDATED: 7/14/22