

ROBERT B. LOUNT, JR.

The Ohio State University
 Fisher College of Business
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 Columbus, Ohio 43210
lount@fisher.osu.edu

ACADEMIC POSITIONS:

The Ohio State University: Fisher College of Business, Department of Management & Human Resources

- Department Chair 2019 - 2023
- Professor of Organizational Behavior 2018 – present
 - FCOB Distinguished Professorship (2023- Present)
- Associate Professor of Organizational Behavior 2013 – 2018
 - Dean's Faculty Fellow (2014-2017)
- Assistant Professor of Organizational Behavior 2007 - 2013

INSEAD Business School (France): Department of Organizational Behavior

- Visiting Professor of Organizational Behavior 2013 (Spring)

Cornell University: The Johnson School of Management, Department of Management and Organizations

- Visiting Instructor 2007 (Spring)

Northwestern University: Kellogg School of Management, Department of Management and Organizations

- Lecturer 2005 - 2007
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EDUCATION:

Northwestern University, Kellogg School of Management

- Ph.D. 2007
 - Major: Management and Organizations
 - Minor: Psychology
- M.S. 2005
 - Major: Management and Organizations

Michigan State University, The Honors College

- B.S. 2000
 - Major: Psychology (*Magna Cum Laude*, Phi Beta Kappa)
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PUBLICATIONS:

Lount, R. B., Jr., Choi, W., & Tepper, B. J. (*In Press*). “Abuser” or “Tough Love” Boss: The moderating role of leader performance in shaping the labels employees use in response to abusive supervision. *Organizational Behavior and Human Decision Processes*.

Dumas, T. L., Doyle, S. P., & Lount, R. B., Jr. (*In press*). Self-Disclosure and felt respect: Understanding the engagement of value minorities. *Organization Science*.

Weber, L., Slate, A. S., Kistruck, G. M., & Lount, R. B., Jr. (*In Press*). Give peace a chance? How regulatory foci influence organizational conflict events in intractable conflict environments. *Journal of Management*.

Pettit, N. C., Doyle, S. P., & Lount, R. B., Jr. (2024). Underdogs and favorites: Past, present, and future. *Social Psychology and Personality Compass*, 18(6), e12972.

- Hu, J., Zhang, S., Lount, R. B., Jr., & Tepper, B. J. (2024). When leaders heed the lessons of mistakes: Linking leaders' recall of learning from mistakes to expressed humility. *Personnel Psychology*, 77(2), 683-712.
- Doyle, S. P., Chung, S., Lount, R. B., Jr., Swaab, R. I. & Rathjens, J. (2023). Hierarchical team structures limit joint gain in interteam negotiations: The role of information elaboration and value claiming behavior. *Academy of Management Journal*, 66(5), 1586-1616.
- Lount, R. B., Jr. & Pettit, N.C. (2023). Shared first authorship should be declared on academic CVs. *Nature Human Behavior*, 7, 659.
- Doyle, S. P., & Lount, R. B., Jr. (2023). Rising above versus falling below: When and why status change affects interpersonal helping in workgroups. *Organization Science*, 34(3), 1157-1183.
- Morris, S., Carlos, C., Kistruck, G.M., Lount, R. B., Jr., & Elly, T. (2023). The impact of growth mindset training on entrepreneurial action among necessity entrepreneurs: Evidence from a randomized control trial. *Strategic Entrepreneurship Journal*, 17(3), 671-692.
- Doyle, S. P., Pettit, N.C., Kim, S., To, C., & Lount, R. B., Jr. (2022). Surging underdogs and slumping favorites: How recent streaks and future expectations drive competitive transgressions. *Academy of Management Journal*, 65(5), 1507-1540.
- Swaab, R. I., Lount, R. B., Jr., Chung, S. & Brett, J. (2021). Setting the state for negotiations: How superordinate goal dialogues promote trust and joint gain in negotiations between teams. *Organizational Behavior and Human Decision Processes*, 167, 157-169.
- Koopman, J., Conway, J. M., Dimotakis, N., Tepper, B. J., Lee, Y. E., Rogelberg, S. G., & Lount, R. B., Jr. (2021). Does CWB repair negative affective states, or generate them? Examining the moderating role of trait empathy. *Journal of Applied Psychology*, 106(10), 1493-1516.
- Klein, H. J., Lount, R. B., Jr., Park, H., & Linford, B. (2020). When goals are known: The effects of audience relative status on goal commitment and performance. *Journal of Applied Psychology* 105(4), 372-389.
- Lount, R. B., Jr., Doyle, S. P., Brion, S., & Pettit, N.C. (2019). Only when others are watching: The contingent efforts of high status group members. *Management Science*, 65(7), 3382-3397.
- Brion, S., Mo, R., & Lount, R. B., Jr. (2019). Dynamic influences of power on trust: Changes in power affect trust in others. *Journal of Trust Research*, 9(1), 6-27.
- Chung, S., Lount, R. B., Jr., Park, H., & Park, E. S. (2018). Friends with performance benefits: A meta-analytic review on the relationship between friendship and group performance. *Personality and Social Psychology Bulletin*, 44(1), 63-79.
- Lount, R. B., Jr., Pettit, N. C., & Doyle, S. P. (2017). Motivating underdogs and favorites. *Organizational Behavior and Human Decision Processes*, 141, 82 – 93.
- Kong, D. T., Lount, R. B., Jr., Olekans, M., & Ferrin, D. L. (2017). Advancing the scientific understanding of trust in the contexts of negotiations and repeating bargaining. *Journal of Trust Research*, 7, 1-7.
- Pettit, N. C., Doyle, S. P., Lount, R. B., Jr., & To, C. (2016). Cheating to get ahead or to avoid falling behind: The effect of potential negative versus positive status change on unethical behavior. *Organizational Behavior and Human Decision Processes*, 137, 172-183.
- Kistruck, G. M., Lount, R. B., Jr., Smith, B., Bergman, B., & Moss, T. (2016). Cooperation vs. Competition: Alternative goal structures for motivating groups in a resource scarce environment. *Academy of Management Journal*, 59(4), 1174 – 1198.

- Doyle, S. P., Lount, R. B., Jr., Wilk, S. L., & Pettit, N. C. (2016). Helping others most when they're not too close: Status distance as a determinant of interpersonal helping in organizations. *Academy of Management Discoveries*, 2(2), 155-174.
- Lewicki, R. J., Polin, B., & Lount, R. B., Jr. (2016). An exploration of the structure of effective apologies. *Negotiation and Conflict Management Research*, 9(2), 170-189.
- Phillips, K. W., Lount, R. B., Jr., Sheldon, O. J., Rink, F. (2016). The biases that punish racially diverse teams. *Harvard Business Review*. <https://hbr.org/2016/02/the-biases-that-punish-racially-diverse-teams>
- Lount, R. B., Jr., Sheldon, O. J., Rink, F., & Phillips, K. W. (2015). Biased perceptions of racially diverse teams and their implications for managerial support. *Organization Science*, 26(5), 1351-1364.
- Brion, S., Lount, R. B., Jr. & Doyle, S.P. (2015). Knowing if you are trusted: Does meta-accuracy promote trust development? *Social Psychology and Personality Science*, 6(7), 823-830.
- Lount, R. B., Jr., & Wilk, S. L. (2014). Working harder or hardly working?: Posting performance eliminates social loafing and promotes social laboring in workgroups. *Management Science*, 60, 1098-1106.
- Spataro, S., Pettit, N.C., Sauer, S. J., & Lount, R. B., Jr. (2014). The effects of behavioral style and status level on peer interactions. *Small Group Research*, 45, 314-336.
- Kistruck, G. M., Sutter, C., Lount, R. B., Jr., & Smith, B. (2013). Mitigating principal-agent problems in base-of-pyramid markets: An identity spillover perspective. *Academy of Management Journal*, 56, 659-682.
- Loyd, D. L., Wang, C. S., Phillips, K. W., & Lount, R. B., Jr. (2013). Social category diversity promotes pre-meeting elaboration: The role of relationship focus. *Organization Science*, 24, 757-772.
- Tenhiälä, A. & Lount, R. B., Jr. (2013). Affective reactions to a pay system reform and their impact on employee behavior. *Journal of Occupational and Organizational Psychology*, 86, 100-118.
- Lount, R. B., Jr., & Pettit, N. C. (2012). The social context of trust: The role of status. *Organizational Behavior and Human Decision Processes*, 117(1), 15-23.
- Henderson, M. D. & Lount, R. B., Jr. (2011). Physical distance in intragroup and intergroup negotiations: Implications for negotiator judgment and behavior. In E. Mannix, M. Neale, & J. Overbeck, (Ed.), *Research on Managing Groups and Teams: Negotiations and Groups* (Vol. 14), 35-56.
- Pettit, N. C., & Lount, R. B., Jr. (2011). Through whose eyes? The impact of identification on judgments of group status. *Group Processes and Intergroup Relations*, 14(4), 533 – 548.
- Lount, R. B., Jr. (2010). The impact of positive mood on trust in interpersonal and intergroup interactions. *Journal of Personality and Social Psychology*, 98(3), 420 – 433.
- Levin, D. Z., Kurtzberg, T. R., Phillips, K. W., & Lount, R. B., Jr. (2010). The role of affect in knowledge transfer. *Group Dynamics: Theory, Research, & Practice*, 14(2), 122 – 142.
- Pettit, N.C., & Lount, R. B., Jr. (2010). Looking down and ramping up: The impact of status differences on effort in intergroup contexts. *Journal of Experimental Social Psychology*, 46, 9 – 20.
- Zhong, C. B., Ku, G. Lount, R. B., Jr., & Murnighan, J. K. (2010). Compensatory ethics. *Journal of Business Ethics*, 92, 323 - 339.

- Park, E. S., & Lount, R. B., Jr. (2010). Group motivation. In J.M. Levine & M.A. Hogg (Eds.), *Encyclopedia of Group Processes and Intergroup Relations* (Vol 1). Thousand Oaks, CA: Sage, 351-354.
- Lount, R. B., Jr., Zhong, C. B., Sivanathan, N., & Murnighan, J. K. (2008). Getting off on the wrong foot: The timing of a breach and the restoration of trust. *Personality and Social Psychology Bulletin*, 34, 1601-1612.
- Lount, R. B., Jr., Kerr, N. L., Messé, L. A., & Seok, D. & Park, E. S. (2008). An examination of the stability and persistence of the Köhler motivation gain effect. *Group Dynamics: Theory, Research, & Practice*, 12(4), 279-289.
- Lount, R. B., Jr., Park, E. S., Kerr, N. L., Messé, L. A., & Seok, D. (2008). Evaluation concerns and the Köhler effect: The impact of physical presence on motivation gains. *Small Group Research*, 39, 795-812.
- Lount, R. B., Jr., & Phillips, K. W. (2007). Working harder with the out-group: The impact of social category diversity on motivation gains. *Organizational Behavior and Human Decision Processes*, 103, 214-224.
- Kerr, N. L., Messé, L. A., Seok, D., Sambolec, E., Lount, R. B., Jr., & Park, E. S. (2007). Psychological mechanisms underlying the Köhler motivation gain effect. *Personality and Social Psychology Bulletin*, 33, 828-841.
- Phillips, K. W., & Lount, R. B., Jr. (2007). The affective consequences of diversity and homogeneity in groups. In M. Neale, E. Mannix, & C. Anderson, (Ed.), *Research on Managing Groups and Teams: Affect and Groups* (Vol. 10), 1-20.
- Thompson, L., Nadler, J. & Lount, R. B., Jr. (2006). Judgmental biases in conflict resolution and how to overcome them. In M. Deutsch, P.T. Coleman, & E.C. Marcus (Ed.) *Handbook of Conflict Resolution*, 2nd Edition, 243-267.
- Zhong, C. B., Ku, G., Lount, R. B., Jr., & Murnighan, J. K. (2006). Group context, social identity, and ethical decision making: A preliminary test. In E. Mannix, M. Neale, & A. Tenbrunsel, (Ed.), *Research on Managing Groups and Teams: Ethics and Groups* (Vol. 8), 149-175.
- Messé, L. A., Hertel, G., Kerr, N. L., Lount, R. B., Jr., & Park, E.S. (2002). Knowledge of partner's ability as a moderator of group motivation gains: Exploration of the Köhler discrepancy effect. *Journal of Personality and Social Psychology*, 82, 935-946.
- Lount, R. B., Jr., Messé, L. A., & Kerr, N. L. (2000). Trying harder for different reasons: Conjunctivity and sex differences as bases for motivation gains in performing groups. *Zeitschrift für Sozialpsychologie*, 31, 221-230. (Special issue on motivation gains in groups).
- CONFERENCE PRESENTATIONS:**
Available upon request
- INVITED PRESENTATIONS:**
- Society for Personality and Social Psychology, Groups Preconference (2023)
 - New York University, Stern School of Business (2022)
 - Michigan State University, Eli Broad School of Business (2021)
 - University of Maryland, Smith School of Business (2019)
 - University of Pittsburgh, Katz School of Business (2019)
 - Carnegie Mellon University, Tepper School of Business (2017)
 - University of Utah, Eccles School of Business (2015)
 - University of Michigan, Ross School of Business (2014)
 - The Ohio State University, Department of Psychology (2012)
 - Michigan State University, Department of Psychology (2011)
 - US Airforce, Workshop on Trust (2011)

Society for Experimental Social Psychology, Groups Preconference (2009)
Leiden University, Department of Psychology (2007)
Tilburg University, Department of Psychology (2007)
Groningen University, College of Economics and Business (2007)
Cornell University, Johnson School of Management (2007)
The Ohio State University, Fisher College of Business (2007)

SELECTED MEDIA COVERAGE OF RESEARCH:

BBC News (Oct 27th, 2017)
Canadian Broadcast Corporation Evening News (April 10, 2010)
CBS News (April 14th, 2016)
Harvard Program on Negotiation Newsletter (Nov 4th, 2015)
Huffington Post (April 13th, 2016)
Fast Company (March 5th, 2015, April 13th, 2016)
Forbes (Sept 9, 2013; April 14th, 2016; May 29th, 2018; Sept 26th, 2021)
NBC News (April 13th, 2016, Oct 26th, 2016)
New York Times (March 18th, 2015; May 28th, 2018; Feb 16th, 2024)
New York Magazine (Feb 26th, 2010)
Poets and Quants (Sept 30th, 2019)
Slate Magazine (April 30, 2010)
Scientific American (June 24th, 2010; Sept 16th, 2014)
Science Daily (March 23rd, 2016)
Wall Street Journal (Feb 26th, 2019)
Washington Post (March 18th, 2015)

HONORS & AWARDS:

- Best Paper, Academy of Management Conference, Conflict Management 2024
- Fisher College of Business Service Award 2019
- Pace Setter Daniel Westerbeck Graduate Teaching Excellence Award, Fisher College of Business 2017
- Poets & Quants top 40 business school faculty under 40 2016
- Carolyn Dexter Award for Best Paper in International Business, Academy of Management 2014
- Dean's Faculty Fellow, Fisher College of Business 2014 - 2017
- INGROUP best conference paper with student as lead author 2014
- Pace Setter Faculty Research Award, Fisher College of Business 2012
- American Psychological Assoc. Dissertation Award, Group Dynamics Division 2008
- Center for International Business Research Grant 2008
- State Farm Dissertation Proposal Award 2006
- Best Paper Finalist, Academy of Management Conference, Conflict Management 2006
- Dispute Resolution Research Center Grant 2003 - 2005
- Kellogg Teams and Groups Center Grant 2003, 2005
- Dean's Assistantship Undergraduate Research Grant, Michigan State University 1999

TEACHING:

- The Ohio State University: Fisher College of Business 2007 – present
- Graduate Level Teaching:
 - Negotiations
 - Advanced Managerial Negotiations
 - Leadership, Talent Management, and Organizational Behavior in Health Sciences
 - Professional Development PhD Seminar

- Organizational Behavior PhD Seminar
- Undergraduate Level Teaching:
 - Introduction to Organizational Behavior & Human Resources
- Executive Education:
 - High Performance Teams
 - Negotiations
 - Conflict Management
 - Decision Making
 - Managing Teams

INSEAD Business School: France 2013

- Graduate Level Teaching:
 - Negotiation Dynamics

Cornell University: Johnson Graduate School of Management 2007

- Graduate and Undergraduate Level Teaching:
 - Negotiations

Northwestern University: Kellogg School of Management 2005-2007

- Graduate Level Teaching:
 - Negotiations

THESIS COMMITTEES:

- Jacob Rathjens (Chair and Advisor, Dissertation, current)
- Seunghoo Chung (Chair and Advisor, Dissertation, 2021)
 - Placed at Hong Kong Polytechnic University
- Sarah Doyle (Chair and Advisor, Dissertation, 2017)
 - Placed at University of Arizona, Eller School of Business
- HeeMan Park (Committee Member, Dissertation, 2017)
- Emily Tarr (Committee Member, Dissertation, 2016)
- William Stromeyer (Committee Member, Dissertation, 2016)
- Seunghoo Chung (Chair and Advisor, Masters Thesis, 2015)
- Beth Polin (Committee Member, Dissertation, 2013)
- Alysha Noorani (Committee Member, Undergraduate Thesis, 2011)
- Jennifer Jung (Chair and Advisor, Undergraduate Thesis, 2010)
- Dale Shultz (Committee Member, Undergraduate Thesis, 2010)
- Scott Krebs (Committee Member, Dissertation, 2009)
- Aden Heuser (Committee Member, Dissertation, 2008)

EDITORIAL BOARD MEMBER:

- | | |
|--|----------------|
| • Academy of Management Review | 2017 – 2020 |
| • Guest Associate Editor, Journal of Trust Research | 2015 – 2016 |
| ◦ (Special Issue on Trust in Negotiations and Repeated Bargaining) | |
| • Journal of Trust Research | 2014 – 2023 |
| • Group Dynamics: Theory, Research, & Practice | 2013 – present |
| • Small Group Research | 2009 – present |
| • Organizational Behavior and Human Decision Processes | 2009 – present |

AD-HOC REVIEWING:

Academic Journals:

Academy of Management Journal, Academy of Management Review, Basic and Applied Social Psychology, European Journal of Work and Organizational Psychology, European Journal of Social Psychology, Group Decision and Negotiation, Group Dynamics: Theory, Research, & Practice, Group Processes and Intergroup Relations, Journal of Applied Psychology, Journal of Applied Social Psychology, Journal of Behavioral Decision Making, Journal of Economic Psychology, Journal of Experimental Social Psychology, Journal of Experimental Psychology: Applied, Journal of Managerial Psychology, Journal of Personality and Social Psychology, Journal of Sport and Exercise Psychology, Management Science, Negotiation and Conflict Management Research, Organization Science, Organizational Behavior and Human Decision Processes, Personality and Social Psychology Bulletin, Psychological Assessment, Small Group Research, Social Influence, Social Psychology, Social Psychology and Personality Science, Social Psychology and Personality Compass, Sport, Exercise, and Performance Psychology, Strategic Entrepreneurship Journal

Grants, Scholarly Competitions, & Conferences Ad Hoc Reviewing:

- National Science Foundation (2021)
- INFORMS Dissertation Proposal Competition (2016)
- FWO Research Grant (Belgium) (2015)
- NASA Research Grant Reviewer and Panel Member (2013)
- INGROUP Conference (2012 - current)
- Academy of Management Conferences (2005 – current)
- The Netherlands Organization for Scientific Research (2010)
- Research in Managing Groups and Teams Book Series (2005, 2006, 2010)
- VICI Research Grant (The Netherlands) (2009)

External Evaluator for Promotion and Tenure Cases:

- 2023: Singapore Management University
- 2022: University of Delaware; Brigham Young University
- 2021: Singapore Management University; KAIST
- 2020: INSEAD; Stony Brook University; University of Texas
- 2019: Michigan State University; Shanghai Tech University

COLLEGE, & UNIVERSITY SERVICE:

- Academic Director of Working Professional Masters of Business Administration Program (2024-present)
- College Executive Committee Member (2019-2023)
- Co-Director of the Fisher Behavioral Research Lab (2015-present)
- Fisher Return to Work Committee (2021)
- New Department Chair Orientation – Panel Member (2020)
- Research Committee Chair (2018-2019)
- New Faculty Orientation Co-Organizer (2017, 2019)
- Culture Survey Response Committee Member (2015)
- Research Pillars Committee Member (2015)
- Executive Committee Faculty Rep. (2014-2016)
- Faculty Appeals Committee member (2014-2016)
- College Research Committee Member (2013- 2019)
- Behavioral Research Laboratory Group Member (2011-2015)
- Hayes Graduate Forum Research Judge (2013 - present)
- Undergraduate Research Colloquium Lecturer (2010)
- Conducted Employee Survey for University Development (2009)

DEPARTMENT SERVICE:

- Faculty Hiring Committee Chair (2024)
- Department Chair (2019 – 2023)
- Hiring Committee for department program coordinator (2018)
- Faculty Hiring Committee (2010, 2011, 2015, 2018, 2019, 2023)
- Co-organizer of Department Speaker Series (2008-2011)
- PhD admissions committee member (2007-current)

SERVICE TO FIELD:

- 2024: Committee member for the 2016-2019 Most Influential Paper in Conflict Management Award. Conflict Management Division of AOM
- 2018: Committee member for the 2017 Best paper published in Academy of Management Review
- 2018: Committee member for the 2017 Outstanding Publication in Organization Behavior award. Organizational Behavior Division of AOM
- 2018: Committee member for the 2010-2013 Most Influential Paper in Conflict Management Award. Conflict Management Division of AOM
- 2017: Committee member for the 2016 Outstanding Publication in Organization Behavior award. Organizational Behavior Division of AOM
- 2013: Organizer of negotiating your first academic job professional development workshop. Academy of Management Conference
- 2013: Committee member for the 2012 Outstanding Publication in Organization Behavior award. Organizational Behavior Division of AOM.
- 2012 – 2014: Elected Representative-At-Large. Conflict Management Division, Academy of Management
- 2012: Committee member for the 2011 Outstanding Publication in Organization Behavior award. Organizational Behavior Division of AOM.
- 2010: Co-Organizer of Groups Preconference for Society of Experimental Social Psychology. Topic: Trust, Power, & Cooperation in Groups
- 2009: Facilitator: “Help I’m Stuck” preconference professional development workshop at AOM. Organizational Behavior Division
- 2009: Committee member for the 2009 Best Dissertation Award in the American Psychological Association, Group Dynamics Division.
- 2006: Panelist on Doctoral Programs in Business

NON-ACADEMIC SERVICE:

2009 – 2017: American Red Cross Board Member, Central Ohio Blood Services