

Curriculum Vitae

Andrew P. Knight
Washington University in St. Louis
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Professional Experience

Washington University in St. Louis (2010-Present)

- Assistant Professor of Organizational Behavior, Olin Business School (2010-Present)
- Faculty Fellow, Institute for School Partnership (2011-Present)
- Faculty Scholar, Institute for Public Health (2010-Present)

Pascal Metrics Inc. (2007-2010)

- Founding member and Vice President, Applied Science

Education

University of Pennsylvania, The Wharton School

- PhD (2009), MS (2006), Managerial Science & Applied Economics

University of Maryland, College Park

- MA (2004), Organizational Psychology

University of Dayton (OH)

- BA *summa cum laude* (2002), Psychology, Spanish

Research Interests

Affective dynamics in groups; Group dynamics and change over time; Innovation in groups

Honors and Awards

- *Administrative Science Quarterly* Award for Scholarly Contribution for the most significant paper published in *ASQ* five years earlier, for "Dynamic Delegation" (2012)
- Best Paper Based on a Dissertation, Academy of Management OB Division (2011)
- Newman Award Nominee, Academy of Management (2011)
- Outstanding Reviewer, Academy of Management OB Division (2006,2007,2010,2011,2013)
- University of Pennsylvania Graduate Fellowship for Teaching Excellence (2006-2007)
- Penn Prize for Excellence in Teaching by Graduate Students (2006)

Refereed Journal Articles (Organizational Behavior and Psychology)

Knight, A. P. (Provisionally accepted). Mood at the midpoint: Affect and change in exploratory search over time in teams that face a deadline. *Organization Science*.

- An earlier version of this paper won the 2011 Best Paper Based on a Dissertation Award from the Organizational Behavior Division of the Academy of Management.

Shteynberg, G., Hirsh, J., Galinsky, A., & Knight, A. P. (2013). Shared attention increases mood infusion. *Journal of Experimental Psychology: General*.

Klein, K. J., Knight, A. P., Ziegert, J. C., Lim, B. C., & Saltz, J. L. (2011). When team members' values differ: The moderating effects of team leadership. *Organizational Behavior and Human Decision Processes*, 114, 25-36.

Shteynberg, G., Leslie, L. M., Knight, A. P., & Mayer, D. M. (2011). But affirmative action hurts us! Race-related beliefs shape perceptions of White disadvantage and policy unfairness. *Organizational Behavior and Human Decision Processes*, 115, 1-12.

Klein, K. J., Ziegert, J. C., Knight, A. P., & Xiao, Y. (2006). Dynamic delegation: Shared, hierarchical, and deindividuated leadership in extreme action teams. *Administrative Science Quarterly*, 51, 590-621.

- Winner of the 2012 ASQ Award for Scholarly Contribution for the most significant paper published in ASQ five years earlier.

Klein, K. J., & Knight, A. P. (2005). Innovation implementation: Overcoming the challenge. *Current Directions in Psychological Science*, 14, 243-246.

Refereed Journal Articles (Healthcare)

Nundy, A., Mukherjee, A., Sexton, J. B., Pronovost, P. J., Knight, A. P., Rowen, L., Duncan, M., Syin, D., & Makary, M. (2008). Impact of preoperative briefings on operating room delays: A preliminary report. *Archives of Surgery*, 143, 1068-1072.

Sexton, J. B., Makary, M., Tersigni, A., Pryor, D., Hendrich, A., Thomas, E., Holzmüller, C., Knight, A. P., Wu, Y., & Pronovost, P. (2006). Teamwork in the operating room: Frontline perspectives among hospital and operating room personnel. *Anesthesiology*, 105, 877-884.

Sexton, J. B., Holzmüller, C., Pronovost, P. J., Thomas, E., McFerran, S., Nunes, J., Thompson, D., Knight, A. P., Penning, D., & Fox, H. (2006). Variation in caregiver perceptions of teamwork climate in labor and delivery units. *Journal of Perinatology*, 26, 463-470.

Book Chapters, Conference Proceedings, and Book Reviews

Barsade, S. G., & Knight, A. P. (Forthcoming). Group affect. In H. W. Weiss (Ed.), *Handbook of work attitudes and affect*. New York, NY: Oxford University Press.

Knight, A. P. (2013). Book review: Elements of influence, by Terry Bacon. *Personnel Psychology*.

Leonard, M. W., Frankel, A. S., & Knight, A. P. (2012). What facilitates or hinders team effectiveness in organizations. In E. Salas and K. Frush (Eds.), *Improving patient safety through teamwork and team training* (pp. 27-38). New York, NY: Oxford University Press.

Knight, A. P. (2011). Mood at the midpoint: How team positive mood shapes team development and performance. In L. A. Toombs (Ed.), *Proceedings of the 71st Annual Meeting of the Academy of Management*.

Sernick, T. H., & Knight, A. P. (2010). An integrated and forward-looking approach to risk management in healthcare. *The Risk Management Quarterly, Spring*, 7-11.

Frankel, A. S., & Knight, A. P. (2009). Using direct observation and feedback to monitor team performance. In A. S. Frankel, M. W. Leonard, T. Simmonds, C. Haraden, and K. B. Vega (Eds.), *The essential guide for patient safety officers* (pp. 61-68). Boston, MA: Joint Commission on Accreditation of Healthcare Organizations.

Knight, A.P. (2007). McDonaldization. In L. Alexandre, G. Fry, Y. Kamalipour, A. Kislenko, E. Langer, D. Makarov, B. O'Connor, W. Okumu, & M. Rockland (Eds.), *Exploring global perspectives on the United States* (pp. 214-216). Massachusetts: Congressional Quarterly Press.

Knight, A.P., & Imai, L. (2007). Equality. In L. Alexandre, G. Fry, Y. Kamalipour, A. Kislenko, E. Langer, D. Makarov, B. O'Connor, W. Okumu, & M. Rockland (Eds.), *Exploring global perspectives on the United States* (pp. 106-109). Massachusetts: Congressional Quarterly Press.

Gelfand, M.J., & Knight, A.P. (2005). Cross-cultural perspectives on work-family conflict. In S. Poelmans (Ed.), *Work and family: An international research perspective* (pp. 401-414). Mahwah, New Jersey: Lawrence Erlbaum Associates.

Knight, A.P., Shteynberg, G., & Hanges, P.J. (2004). Path-goal analysis. In J.M. Burns, G. R. Goethals, & G. J. Sorenson (Eds.), *Encyclopedia of leadership*. Massachusetts: Sage Reference.

Conference Presentations

Knight, A. P., & Barsade, S. G. (2013). The dynamics of emotional energy in entrepreneurial teams. In U. Leicht-Deobald & S. Lam (Co-Chairs), *Towards a multilevel perspective of human energy in organizations*. Academy of Management Annual Meeting, Lake Buena Vista, FL.

Knight, A. P., & Baer, M. (2013). Get up, stand up: The effects of a non-sedentary workspace on the creative performance of groups. In M. Baer & A. P. Knight (Co-chairs), *You & me: Advances in understanding the interpersonal dynamics surrounding creativity in groups*. Academy of Management Annual Meeting, Lake Buena Vista, FL.

Knight, A. P., & Eisenkraft, N. (2013). Antecedents and consequences of group mood: A meta-analysis. In A. P. Knight & S. G. Barsade (Co-Chairs), *Affect in groups: Traversing levels of analysis and exploring new conceptualizations*. Academy of Management Annual Meeting, Lake Buena Vista, FL.

Knight, A. P., & Barsade, S. G. (2013). The dynamics of emotional energy in entrepreneurial teams. INGRoup Conference, Atlanta, GA.

Knight, A. P., & Baer, M. (2013). Get up, stand up: The effects of a non-sedentary workspace on the creative performance of groups. INGRoup Conference, Atlanta, GA.

Joshi, A., & Knight, A. P. (2013). Who defers to whom? A dyad-level test of status versus self-categorization effects in work teams. INGRoup Conference, Atlanta, GA.

Knight, A. P. (2012). Affective team dynamics and leader emergence. New Directions in Leadership Conference, The Wharton School, University of Pennsylvania.

Knight, A. P. (2011). Mood at the midpoint: How team positive mood shapes team development and performance. Academy of Management Annual Meeting, San Antonio, TX.

- Winner of OB Division Best Paper Based on a Dissertation Award and nominee for the Academy of Management Newman Award

Knight, A. P., & Housman, M. G. (2010). Measuring disruptive behavior and exploring its nomological network. AcademyHealth, Boston, MA.

Knight, A. P., & Housman, M. G. (2010). Leadership and information exchange in surgery teams: An observational study. AcademyHealth, Boston, MA.

Housman, M. G., & Knight, A. P. (2010). The relationship between organizational culture and medical professional liability claims. AcademyHealth, Boston, MA.

Shtenyberg, G., Leslie, L. M., Knight, A. P., & Mayer, D. M. (2010). Race-related beliefs shape perceptions of White disadvantage and policy unfairness. Society for Industrial/Organizational Psychology Annual Meeting, Atlanta, GA.

Knight, A. P., Frankel, A. F., & Leonard, M. (2009). An observational study of leadership and information exchange in surgery teams. In N. Sevdalis, K. Moorthy, C. Vincent, & S. Iskander (Co-Chairs), *International Workshop on Behavioural Science Applied to Surgery*, Imperial College Centre for Patient Safety and Service Quality, London, UK.

Shteynberg, G., Knight, A. P., & Sexton, J. B. (2008). Intersubjective thought in the intensive care unit. Academy of Management Annual Meeting, Anaheim, CA.

Stavroudis, T., Frank, K., Sexton, J. B., Knight, A. P., Thomas, E. J., Halamek, L., & Hunt, E. A. (2008). Compliance with the neonatal resuscitation program timeline. Pediatric Academic Society Annual Meeting, Honolulu, HI.

Knight, A. P., & Bates, A. L. (2007). Learning in teams over time: Antecedents and consequences of team learning trajectories. In A. J. Shipp and A. C. Bluedorn (Co-Chairs), *The subtle influence of time on individuals and teams*. Academy of Management Annual Meeting, Philadelphia, PA.

Knight, A. P., & Klein, K. J. (2007). The relational underpinnings of conflict and cohesion in teams. In L. Greer & K. Jehn (Co-Chairs), *The role of dyads in small group research*. Academy of Management Annual Meeting, Philadelphia, PA.

Knight, A. P. (2007). Birds of a feather sometimes flock together: Team leadership and intrateam heterophily. In D. A. Kenny (Chair), *Intergroup relations and the social relations model*. National Science Foundation Sponsored Conference, Storrs, CT.

Knight, A. P., Klein, K. J., & Schulte, M. S. (2007). Decomposing the black box of diversity: A multilevel variance partitioning approach. In J. L. Raver and D. van Knippenberg (Co-Chairs), *Work group diversity: Sophisticated conceptualizations, task-relevant characteristics and multilevel perspectives*. Society for Industrial/Organizational Psychology Annual Meeting, Atlanta, GA.

Knight, A. P. (2006). Firm resources and inertia: Collective functional fixedness in top management teams. Academy of Management Annual Meeting, Atlanta, GA.

Knight, A. P., Klein, K. J., Borgatti, S. P., & Schulte, M. S. (2006). Diversity at the dyad level: Realigning levels of analysis in diversity research. In J. L. Raver & D. van Knippenberg (Co-Chairs), *Work group diversity: Towards more sophisticated models*. Academy of Management Annual Meeting, Atlanta, GA.

Knight, A. P., & Ziegert, J. C. (2005). Harnessing the power of mindfulness: The role of organizational climates. In D. A. Hofmann & Z. Lei (Co-Chairs), *Managing and learning from errors in organizations*. Academy of Management Annual Meeting, Honolulu, HI.

Barsade, S. G., Gibson, D., Knight, A. P., & Putzel, R. (2005). To be angry or not to be angry in organizations: Examining the question. In *Peter Frost Commemorative Festival: Celebrating Emotions at Work*. Academy of Management Annual Meeting, Honolulu, HI.

Klein, K. J., Harrison, D. A., & Knight, A. P. (2005). Time and ties in teams: Development and determinants of intra-group network structures. In A. J. Shipp & A. C. Bluedorn (Co-Chairs), *Time, time, time, see what's become of me: Management research through a new temporal lens*. Academy of Management Annual meeting, Honolulu, HI.

Klein, K. J., & Knight, A. P. (2005). Social network analysis and multilevel theory and research: Bridging the divide. In C. B. Collins & C. M. Mason (Co-Chairs), *Measuring group constructs: Alternative methods to provide novel insights into group-level effects*. Academy of Management Annual Meeting, Honolulu, HI.

Knight, A. P. (2005). The view from the top: Executive perceptions of front-line climates. In J. B. Sexton (Chair), *Applied psychology in healthcare: Recognizing hospitals as high impact climate research laboratories*. American Psychological Society Annual Meeting, Los Angeles, CA.

Leslie, L. M., & Knight, A. P. (2005). Culture and organizational research: What's the construct? Where's the variance? In A. P. Knight, L. M. Leslie, & M. J. Gelfand (Co-Chairs), *Levels of analysis in cross-cultural organizational research*. Society for Industrial/Organizational Psychology Annual Meeting, Dallas, TX.

Sexton, J. B., Knight, A. P., Thompson, D. A., Holzmüller, C. G., & Pronovost, P. J. (2005). Leadership crisis in healthcare. American Society of Anesthesiologists Annual Meeting, Atlanta, GA.

Shteynberg, G., Leslie, L. M., & Knight, A. P. (2004). AA/EO statements and Whites' job attitudes: A society identity perspective. Academy of Management Annual meeting, New Orleans, LA.

Knight, A. P., & Klein, K. J. (2004). Examining the consequences of mindfulness: Safety and service outcomes. In A. P. Knight & K. J. Klein (Co-Chairs), *Mindfulness in organizations: Conceptual and empirical developments*. Academy of Management Annual Meeting, New Orleans, LA.

Klein, K. J., Saltz, B. C., Lim, B. C., Knight, A. P., & Ziegert, J. C. (2004). When team members' values differ: The moderating effects of team leadership and network structure. Academy of Management Annual Meeting, New Orleans, LA.

Klein, K. J., Knight, A. P., Ziegert, J. C., & Xiao, Y. (2004). A qualitative study of dynamic leadership in extreme settings. In S. W. J. Kozlowski (Chair), *An exploration of the dynamics of adaptive leadership*. Society for Industrial/Organizational Psychology Meeting, Chicago, IL.

Invited Research Seminars

University of Pennsylvania, The Wharton School's Baker Retailing Center (2013)

University of Pennsylvania, The Wharton School, M^2 (2012)

Washington University in St. Louis, Social Psychology (2011)

University of Missouri in St. Louis, College of Business (2011)

Harvard Business School (2010)

Case Western Reserve University, Weatherhead School of Management (2010)

Washington University in St. Louis, Olin Business School (2010)

London Business School (2009)

Boston University, School of Management (2009)

Johns Hopkins University, Quality and Safety Research Group (2005)

Teaching

Washington University in St. Louis, Olin Business School

- Managing Politics & Power, Full-Time MBA (2011-) and Professional MBA (2013-)
- Leadership in Organizations, Undergraduate (2011-)

University of Pennsylvania, The Wharton School

- Introduction to Management, Undergraduate (2006-2007)

Student Advising

Brittany Marcus-Blank, Undergraduate Psychology Honors Thesis, Washington University (2013). *Current*: PhD student in Industrial-Organizational Psychology, University of Minnesota

Professional Service Activities

Editorial Review Board Member, Academy of Management Journal (2013 –)

Award Committee, Academy of Management Organizational Behavior Division Best Paper with Practical Implications (2012, 2013)

Ad Hoc reviewer for *Administrative Science Quarterly*, *Organization Science*, *Organizational Behavior and Human Decision Processes*, *Management Science*, *Group & Organization Management*, *European Journal of Work and Organizational Psychology*, *Human Factors*, *Organization Studies*, *Small Group Research*, *Social Networks*, Academy of Management Annual Meeting.

University Service Activities

Washington University in St. Louis

- Member, Chancellor's Benefits Committee (2013-Present)
- Presenter, Olin Women in Business Mentor Program (2013)
- Presenter, Professional Leadership Academy & Network (2012)
- Member, New Building Technology Advisory Committee (2012)
- Presenter, iTeach Conference (2012)
- Steering Committee Member, "Evaluation for Social Impact: A St. Louis Summit" (2012)
- Presenter, Undergraduate Leadership Summit (2011)
- Faculty representative, First Year Undergraduate Convocation (2011)
- Member, Washington University Investor Responsibility Advisory Committee (2011-2013)
- Residential Life Faculty Associate (2011-2013)
- Discussion Leader, First Year Reading Program, (2011-Present)
- Member, Olin Dean's Scholarship Committee (2011, 2012)

University of Pennsylvania

- Member of Selection Committee, Penn Prize for Graduate Teaching Excellence (2007)
- Presenter, Wharton HR Continuing Education Program (2006-2007)
- Presenter, Wharton Leadership in the Business World (2006)
- Elected PhD Student Representative (2006)
- Member of PhD Student Selection Committee (2006)

Grants

Gray, S., Knight, A. P., & Baer, M. (2013). Entrepreneurial team formation: Exploring the development of collective ownership. *Washington University, Skandalaris Center*, \$10,000.

Knight, A. P., & May, V. (2013). New venture club: An afterschool entrepreneurship club for middle school students. *Mastercard Worldwide Grant*, \$24,970.

Barsade, S.G., & Knight, A. P. (2012). Affective dynamics in entrepreneurial teams. *Center for Leadership and Change Management, The Wharton School, University of Pennsylvania*, \$7,000.

Knight, A. P. (2011-2013). Pacing innovation and execution in entrepreneurial groups over time: The role of affect. *Kauffman Foundation Research Grant, Washington University Skandalaris Center*, \$20,000.

Knight, A. P., & Klein, K. J. (2006). From exploration to exploitation: A longitudinal study of temporal transitions, leadership, and task performance in action teams. *Center for Leadership and Change Management, The Wharton School, University of Pennsylvania*, \$9,000.

Knight, A. P. (2001). Culture and second language acquisition. *Cordell W. Hull International Fellows Fund, University of Dayton*, \$2,500.

Knight, A. P. (2001). Culture and second language acquisition. *Learn, Lead, and Serve Fund, University of Dayton*, \$2,000.