

# Dr. Max Reinwald

Assistant Professor Ludwig-Maximilians-University Munich

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## Academic Positions

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### Assistant Professor/Akademischer Rat

Institute for Leadership and Organization

LMU Munich School of Management

09/2020–present

*Ludwig-Maximilians-University Munich, Germany*

### Visiting Researcher

Centre for Workplace Excellence

UniSA Business

06/2022

*University of South Australia, Australia*

### Postdoctoral Researcher

Chair of Organizational Behavior &

Cluster of Excellence "The Politics of Inequality"

03/2020–09/2020

*University of Konstanz, Germany*

## Education

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**PhD Graduate School of Decision Sciences**, *summa cum laude*

10/2015–03/2020

*University of Konstanz, Germany*

- Topic: Putting Workplace Demography in Context - A Cross-Level Perspective
- Committee: Prof. Florian Kunze, Prof. Sabine Boerner, Prof. Stephan Boehm

**Master of Arts in Politics and Management**, *with distinction*

10/2013–10/2015

*University of Konstanz, Germany*

**Bachelor of Arts in Political and Administrative Science**, *with distinction*

10/2009–04/2013

*University of Konstanz, Germany*

### Study Abroad

9/2011–2/2012

*University of Nottingham, Great Britain*

## Publications

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### Peer-Reviewed Publications

Note: \* authors contributed equally; † Ph.D. student or undergraduate student

- Reinwald, M., Zaia, J. & Kunze, F. (in press). Shine Bright Like a Diamond: When Signaling Creates Glass Cliffs for Female Executives. *Journal of Management*.  
(Impact Factor 2021: 13.508, VHB Ranking Jourqual3: A)
- Kanitz, R., Gonzalez, K., Berger, S., Reinwald, M., Huettermann, H., & Franczak, J. (in press). Am I the Only One? Consequences of Change Championing (A)symmetry on Group- and Individual-Level Change Outcomes. *Journal of Organizational Behavior*.  
(Impact Factor 2021: 10.079, VHB Ranking Jourqual3: A)
- Moser, S.<sup>†</sup>, Reinwald, M., & Kunze, F. (in press). Does my Leader Care about my Subgroup? A Multilevel Model of Team Faultlines, LMX Quality, and Employee Absenteeism. *European Journal of Work and Organizational Psychology*.  
(Impact Factor 2021: 4.867, VHB Ranking Jourqual3: B)
- Reinwald, M., Kanitz, R., Backmann, J., Bamberger, P., & Hoegl, M. (2022). Political Dissimilarity Effects At Work During U.S. Elections: A Dynamic Perspective. *Academy of Management Best Paper Proceedings*.  
(Impact Factor 2020: n.a., VHB Ranking Jourqual3: n.a.)
- Reinwald, M.\*, Zimmermann, S.\*<sup>†</sup>, & Kunze, F.\* (2021). Working in the Eye of the Pandemic: Local COVID-19 Infections and Daily Employee Engagement. *Frontiers in Psychology*.  
(Impact Factor 2021: 4.232, VHB Ranking Jourqual3: n.a.)
- Reinwald, M. & Kunze, F. (2020). Being Different, Being Absent? A Dynamic Perspective on Demographic Dissimilarity and Absenteeism in Blue-Collar Teams. *Academy of Management Journal*, 63 (3), 1-25.  
(Impact Factor 2021: 10.979, VHB Ranking Jourqual3: A+)  
Summarized in: *When Diversity Increases Absenteeism. Academy of Management Insights*. <https://journals.aom.org/doi/10.5465/amj.2018.0290.summary>
- Gloor, J. L., Gazdag, B., & Reinwald, M. (2020). Overlooked or Undercooked? Critical Review and Recommendations for Experimental Methods in Diversity Research. In S. Just, A. Risberg, & F. Villeseche (Eds.) *Routledge Companion to Organizational Diversity Research Methods*. (pp. 237 – 252) Routledge.  
(Impact Factor 2020: n.a., VHB Ranking Jourqual3: n.a.)
- Reinwald, M., Huettermann, H., & Bruch, H. (2019). Beyond the Mean: Understanding Firm-Level Consequences of Variability in Diversity Climate Perceptions. *Journal of Organizational Behavior*, 40 (4), 472-491.  
(Impact Factor 2021: 10.079, VHB Ranking Jourqual3: A)  
This paper has been selected to receive the Best Student Paper Award by the Gender & Diversity in Organizations Division at the 2018 Annual Meeting of the Academy of Management.
- Reinwald, M., Huettermann, H., & Bruch, H. (2018). More Than the Average: Examining Variability in Employee Perceptions of Diversity Climate. *Academy of Management Best Paper Proceedings*,

2018(1), 10789.

(Impact Factor 2018: n.a., VHB Ranking Jourqual3: n.a.)

Boerner, S., Huettermann, H., & Reinwald, M. (2017). Effektive Fuehrung heterogener Teams: Wie kann das Erfolgspotential von Diversity genutzt werden? [Effective Leadership for Diverse Teams: How to Realize the Performance Potentials of Diversity?]. *Gruppe. Interaktion. Organisation. Zeitschrift fuer Angewandte Organisationspsychologie (GIO)*, 48(1), 41–51.

(Impact Factor 2018: n.a., VHB Ranking Jourqual3: n.a.)

Reinwald, M., Huettermann, H., Kroell, J., & Boerner, S. (2015). Gender Diversity in Fuehrungsteams und Unternehmensperformanz: Eine Meta-Analyse [Gender Diversity in Leadership Teams and Organizational Performance: A Meta-Analysis]. *Schmalenbachs Zeitschrift fuer betriebswirtschaftliche Forschung*, 67(3), 262 – 296.

(Impact Factor 2020: n.a., VHB Ranking Jourqual3: B)

### Practice-Oriented Publications

Reinwald, M., Zaia, J. & Kunze, F. (August 2022). Glass cliffs: Firms appoint female executives in times of crisis as a signal of change to investors. *LSE Business Review*.

Kunze, F., & Reinwald, M. (2019). Diversity im Team ist kein Selbstlaeufer [Positive Effects of Team Diversity are Not a Given]. *Personalwirtschaft*.

Kunze, F., & Reinwald, M. (2017). Age-Diversity-Management in Teams und Organisationen [Age-Diversity Management in Teams and Organizations]. In W. Jochmann, I. Boeckenholt, & S. Diestel (Eds.), *HR-Exzellenz. Innovative Ansaetze in Leadership und Transformation* (pp. 237 – 252). Wiesbaden: Springer Fachmedien.

Boerner, S., Huettermann, H., Reinwald, M. (2017). Diversity - A Double Edged Sword. *Stars Insights - For Leaders of the Next Generation*.

### Work under revision and review

Note: \* authors contributed equally; † Ph.D. student or undergraduate student

Gerdiken, E.<sup>†</sup>, Reinwald, M., & Kunze, F. Title blinded for anonymity reasons. (Stage:1st revise and resubmit at the *European Journal of Information Systems*).

– This paper won the Best Paper Award in the category “Contribution with a strong scientific orientation under the involvement of a junior scholar” at the VHB WK Personal Meeting 2022

Korman, B., Kunze, F., Reinwald, M., & Dwertmann, D.J.G. Title blinded for anonymity reasons. (Stage: Under review at *Academy of Management Journal*).

– This paper won the Best Paper with International Implications Award from the Organizational Behavior division of the Academy of Management

Huettermann, H., Berger, S.\*, Reinwald, M.\*, & Bruch, H. Title blinded for anonymity reasons (Stage:

Under review at *Personnel Psychology*; rejected during second round at the *Academy of Management Journal*).

Guillén, L., Reinwald, M., & Kunze, F. Title blinded for anonymity reasons (Stage: Under review at *Journal of Management Studies*)

### **Selected Work in Progress**

Note: \* authors contributed equally; † Ph.D. student or undergraduate student

Reinwald, M., Kanitz, R., Backmann, J., Bamberger, P., & Hoegl, M., Elections and Work Behavior. (Stage: Writing; Target Journal: *Academy of Management Journal*).

– *Selected for the 2022 Annual Academy of Management conference best paper proceedings (among the top 10 % best accepted papers)*

Kanitz, R.\*, Reinwald, M.\*, Burmeister, A., Gonzalez, K., Song, Y., & Hoegl, M. Ambivalent Reactions to Diversity Initiatives. (Stage: Writing; Target Journal: *Journal of Applied Psychology*).

Kieliszek, A.†, Reinwald, M.\*, Kanitz, R.\*, & Hoegl, M. A field experiment on the role of diversity practice type and vision framing. (Stage: Writing; Target Journal: *Organization Science*).

Reinwald, M., Huettermann, H., & Bruch, H. How Telecommuting Can Unite or Divide Age Groups. (Stage: Writing; Target Journal: *Journal of Applied Psychology*).

Reinwald, M., Korman, B., & Kunze, F. Anchoring Events During the Socialization of Migrant Workers. (Stage: Data Analysis; Target Journal: *Academy of Management Journal*).

Huettermann, H., Reinwald, M.\*, Berger, S.\*, Kanitz, R., Bruch, H., & Hoegl, M., Too Much to Handle? A Multilevel Perspective on Employee Involvement in Broad Organizational Change. (Stage: Working paper; Target: *Organization Science*).

Briker, R., Reinwald, M., De Meulenaere, K. Age-specific reactions to pay change. (Stage: Data Analysis; Target Journal: *Organization Science*).

Reinwald, M.\*, & Perera, S.\* How Leader Communication Can Alleviate Negative Side-Effects of Age Diversity Initiatives. (Stage: Conceptualization; Target Journal: *Journal of Applied Psychology*).

Bertling, C. †, Reinwald, M., & Hoegl, M. How Dissimilarity of Digital Innovation Units from the Main Organization Drives Digital Innovation. (Stage: Data Collection; Target Journal: *Journal of Management Studies*).

*\*\*Reach out via email (reinwald@lmu.de) to learn about my work in progress or if you'd like to collaborate\*\**

### **Peer-Reviewed Conference Presentations**

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Note: \* authors contributed equally; † Ph.D. student or undergraduate student

Reinwald, M., Kanitz, R., Backmann, J., Bamberger, P. & Hoegl, M. (August, 2022) *Political Dissim-*

*ilarity Effects at Work during U.S. Elections: A Dynamic Perspective.* The 82th Annual Meeting of the Academy of Management, Seattle, Washington, USA.

- *Selected for the Annual Academy of Management conference best paper proceedings (among the top 10 % best accepted papers)*

Korman, B., Kunze, F., Reinwald, M., & Dwertmann, D. (August, 2022) *The Effect of Community Support for Far-Right Political Parties on Immigrant Employee's Absenteeism.* The 82th Annual Meeting of the Academy of Management, Seattle, Washington, USA.

- *This paper won the Best Paper with International Implications Award from the Organizational Behavior division of the Academy of Management*

Huettermann, H., Reinwald, M., Berger, S., Kanitz, R., & Hoegl, M. (August, 2022) *A Multilevel Model of Organizational Change Breadth and Employee Change Involvement.* The 82th Annual Meeting of the Academy of Management, Seattle, Washington, USA.

Reinwald, M.\*, Zimmermann, S.\*† & Kunze, F\*. (August, 2021). *Working in the Eye of the Pandemic: Local COVID-19 Infections and Daily Employee Engagement.* The 81th Annual Meeting of the Academy of Management, Virtual Conference.

Gerdiken, E. †, Reinwald, M. & Kunze, F. (August, 2021). *Outcomes of Technostress at Work: A Meta-Analysis.* The 81th Annual Meeting of the Academy of Management, Virtual Conference.

Moser, S. †, Reinwald, M. & Kunze, F. (August, 2021). *Does my Leader Care about my Subgroup? Team Faultlines and Subgroup-based LMX Differentiation.* The 81th Annual Meeting of the Academy of Management, Virtual Conference.

Reinwald, M., Zaia, J. & Kunze, F. (August, 2020). *When Others Are Watching: Visibility and Appointment of Women to Precarious Leadership Positions.* The 80th Annual Meeting of the Academy of Management, Vancouver, Canada.

Huettermann, H., Berger, S., Reinwald, M., & Bruch, H. (August, 2020). *Broadening our Sight on the Decentralization-Organizational Performance Link: A Multi-Level Study.* The 80th Annual Meeting of the Academy of Management, Vancouver, Canada.

Reinwald, M., & Kunze, F. (2019, August). *Temporal Dynamics of Relational Demography: Exploring Effects and Interventions.* In: Jia Li, Advancing Team Research along the Temporal-Dynamic Avenue. Symposium at the 79th Annual Meeting of the Academy of Management, Boston, Massachusetts, USA.

Reinwald, M., & Kunze, F. (May, 2019). *Dynamic Effects of Demographic Dissimilarity: An Anchoring Events Perspective.* The 19th congress of the European Association of Work and Organizational Psychology, Turin, Italy.

Reinwald, M., & Kunze, F. (February, 2019). *A Dynamic Perspective on Demographic Dissimilarity and Absenteeism.* WK ORG Workshop 2019, Muenster, Germany.

- Reinwald, M., Huettermann, H., & Bruch, H. (August, 2018). *More than the Average: Examining Variability in Employee Perceptions of Diversity Climate*. The 78th Annual Meeting of the Academy of Management, Chicago, Illinois, USA.
- Reinwald, M., & Kunze, F. (August, 2018). *Being Different, Being Absent? A Dynamic Perspective on Demographic Dissimilarity and Absenteeism*. The 78th Annual Meeting of the Academy of Management, Chicago, Illinois, USA.
- Reinwald, M., Kunze, F., Huettermann, H., Bruch, H. (2016, August). *Do we all agree? Considering dispersion in diversity climate as a boundary condition to the effect of diversity climate on organizational performance*. In: A.K. Ward, diversity climate is good...so how do we get there? Showcase symposium at the 76th Annual Meeting of the Academy of Management, Anaheim, California, USA.
- Reinwald, M., Huettermann, H., Kroell, J., Boerner, S. (2015, May). *Gender Diversity in Leadership Teams and Organizational Performance: A Meta-Analysis*. The 17th congress of the European Association of Work and Organizational Psychology, Oslo, Norway.

## Teaching

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### Ludwig-Maximilians-University Munich

Ph.D. Supervision:

- Corinna Bertling 09/2020–present  
(Topic: Digital innovations in organizations, Promoter: Professor Martin Hoegl)
- Anastasia Kieliszek 01/2021–present  
(Topic: Reactions to diversity initiatives, Promoter: Professor Martin Hoegl)

Supervision of Bachelor and Master Theses 09/2020–present  
(Topics: Diversity, Change Management, Future of Work, Entrepreneurial Teams, Decentralized Organizations)

Project Seminar Leadership & Organization, Master Seminar	04/2022–08/2022
<i>Student satisfaction: 4.8 (scale from 1-5 with 5 being the best rating)</i>	
Collaborating Across Boundaries, Bachelor Seminar	04/2022–08/2022
<i>Student satisfaction: 3.8 (scale from 1-5 with 5 being the best rating)</i>	
Key Topics in Leadership, Bachelor Lecture (online)	10/2021–02/2022
<i>Student satisfaction: 4.3 (scale from 1-5 with 5 being the best rating)</i>	
Project Seminar Leadership & Organization, Master Seminar (online)	10/2021–02/2022
<i>Evaluation N/A due to small course size</i>	
Project Seminar Leadership & Organization, Master Seminar (online)	04/2021–08/2021
<i>Student satisfaction: 4.4 (scale from 1-5 with 5 being the best rating)</i>	
New Forms of Collaboration, Bachelor Seminar (online)	04/2021–08/2021
<i>Student satisfaction: 4.0 (scale from 1-5 with 5 being the best rating)</i>	

Innovation Teams in an Era of New Work, Bachelor Seminar (online) <i>Student satisfaction: 4.4 (scale from 1-5 with 5 being the best rating)</i>	11/2020–02/2021
Organization Theory, Bachelor Tutorial (online) <i>Evaluation N/A for the specific tutorial segment</i>	11/2020–02/2021

### **University of Konstanz**

Supervision of Bachelor and Master Theses <i>Including the winner of the Roland Berger Price for the Best Bachelor Thesis on Diversity and Company Performance 2021</i>	10/2015–08/2020
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Human Resource Management and Organization, Bachelor Tutorial <i>Student satisfaction: 1.09 (scale from 1-5 with 1 being the best rating)</i>	10/2018–02/2019
Teams at Work: Opportunities and Challenges of Teamwork, Bachelor Seminar <i>Student satisfaction: 1.33 (scale from 1-5 with 1 being the best rating)</i>	04/2018–08/2018
Human Resource Management and Organization, Bachelor Tutorial <i>Student satisfaction: 1.00 &amp; 1.22 (scale from 1-5 with 1 being the best rating)</i>	10/2017–02/2018
Human Resource Management and Organization, Bachelor Tutorial <i>Student satisfaction: 1.28 &amp; 1.35 (scale from 1-5 with 1 being the best rating)</i>	10/2016–02/2017

## **Invited Research Presentations**

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School of Management, University of St. Gallen	11/2022
Rotterdam School of Management (RSM), Erasmus University Rotterdam	03/2022
Faculty of Management, Economics, and Social Sciences, University of Cologne	6/2021
Department of Business Administration, University of Zurich	11/2019

## **Awards, Grants and Fellowships**

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<b>Add-on Fellowships for Interdisciplinary Economics and Interdisciplinary Business Administration</b> The fellowship supports junior faculty who work on interdisciplinary economic questions (€12,500) <i>Joachim Herz Foundation</i>	2022-2024
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<b>WK Personal Best Paper Award</b> Contribution with a strong scientific orientation under the involvement of a junior scholar <i>VHB WK Personal Meeting ("Herbstworkshop")</i>	2022
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<b>DAAD Travel Grant</b> Academy of Management Annual Conference in Seattle (€2,195) <i>German Academic Exchange Service</i>	2022
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<b>Best Paper with International Implications Award</b>	2022
<i>Organizational Behavior Division at the Academy of Management Annual Conference</i>	
<b>Excellent: Mentoring Program for Outstanding Junior Scholars</b>	2022
Mentoring and financial support for outstanding junior scholars (€2,800)	
(Mentor: Prof. Felix C. Brodbeck)	
<i>LMU Munich School of Management</i>	
<b>DAAD Travel Grant</b>	2022/2023
Joint research with the University of South Australia on employee responses to age-friendly practices (€13,429)	
<i>German Academic Exchange Service</i>	
<b>Schmalenbach-Preis 2020</b>	09/2020
Given to the best dissertation in business administration (€10,000)	
<i>Schmalenbach-Gesellschaft fuer Betriebswirtschaft e. V.</i>	
<i>which is the oldest association concerned with business administration in Germany</i>	
<b>Outstanding Reviewer Award Annual Meeting of the Academy of Management</b>	08/2020
<i>Gender &amp; Diversity in Organizations Division, Academy of Management</i>	
<b>Funding to Host Workshop on Diversity &amp; Inclusion in the Workplace</b>	01/2020
Application together with Florian Kunze (€7,255) - postponed due to COVID	
<i>Excellence Cluster "Politics of Inequality", Konstanz, Germany</i>	
<b>Shortlisted for the VHB Best Paper Award 2020</b>	01/2020
Award Given to Best Scientific Paper in Management & Business Administration in Germany	
<i>VHB - Verband der Hochschullehrer für Betriebswirtschaft e. V., Germany</i>	
<b>Doctoral Fellowship at Zukunftskolleg (Institute for Advanced Study)</b>	01/2019–10/2019
<i>University of Konstanz, Germany</i>	
<b>Doctoral Fellowship at Graduate School of Decision Sciences</b>	10/2015–12/2018
<i>University of Konstanz, Germany</i>	
<b>Winning Team of Start-up Idea Competition "Kilometer 1"</b>	09/2018
(Prize: 10-Day trip to the Silicon Valley)	
<i>Funded by Federal State of Baden-Wuerttemberg</i>	
<b>Best Student Paper Award Annual Meeting of the Academy of Management</b>	08/2018



*Gender & Diversity in Organizations Division, Academy of Management*

**Outstanding Reviewer Award Annual Meeting of the Academy of Management** 08/2018

*Gender & Diversity in Organizations Division, Academy of Management*

**Erasmus Fellowship for Semester at the University of Nottingham** 09/2011–02/2012

*Funded by the European Union*

## Media Coverage

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**Harvard Business Review:** Research Roundup:

How Women Experience the Workplace Today 29/03/2022

**Business Insider:** Die 'glaeserne Klippe': Warum Frauen oft erst in der Krise ins Top-Management kommen – und dann ein hohes Risiko haben, zu scheitern 29/03/2022

**Deutschlandfunk Nova:** Diskriminierung: Wenn Frauen insolvente Firmen retten dürfen 21/03/2022

**Deutschlandfunk:** Was steckt dahinter, wenn Frauen in Unternehmenskrisen randürfen 21/03/2022

**Berliner Zeitung:** Kriselnde Unternehmen heben oft Frauen in Führungspositionen 21/03/2022

**Rheinische Post:** Vielfalt – ein zweischneidiges Schwert 30/12/2021

**Stuttgarter Zeitung:** Das Ankommen im neuen Team ist entscheidend 25/05/2019

**Der Tagesspiegel:** Ein junger Kollege, viele aeltere 18/05/2019

**Frankfurter Rundschau, Handelsblatt, SZ.de, BZ:** So klappt Teamintegration 17/05/2019

**Westfaelische Nachrichten:** Kein Selbstlaeufer. So klappt Teamintegration 17/05/2019

**Suedkurier:** In der Diskriminierungsfalle 16/05/2019

**The Economic Times:** You will never believe why some employees always call in sick 13/05/2019

**The New Indian Express:** Why certain employees always call in sick 12/05/2019

**Business Standard:** Why certain employees always call in sick 12/05/2019

**MarketWatch, Morningstar:** What U.S. companies get wrong about diversity 13/05/2019

**ZEIT:** Der kleine Unterschied 27/09/2018

**ZEIT Wissen:** Arbeitsunterlage 2/2015

## Additional Training

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**Leadership, Management, and Knowledge Transfer Certificate** 05/2017–06/2018

*Academic Staff Development, University of Konstanz, Germany*

– 70 Hours of Workshops on Guiding Group Discussion, Rhetoric, Project Management

**GESIS Summer School in Survey Methodology** 08/2017

*GESIS Leibniz Institute for the Social Sciences, Germany*

– Structural Equation Modeling for Longitudinal and Panel Data

**Introduction to Structural Equation Modeling in Mplus** 06/2017

*Academic Staff Development, University of Konstanz, Germany*

<b>Introduction to Systemic Coaching</b> <i>Centre for Transferable Skills, University of Konstanz, Germany</i>	03/2017
<b>POLNET Winter School in Social Network Analysis</b> <i>University of Konstanz, Germany</i>	12/2014
<b>GESIS Summer School in Survey Methodology</b> <i>GESIS Leibniz Institute for the Social Sciences, Germany</i> – Web Survey Instrument Design	08/2014

## Services

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### Academic Memberships

- Academy of Management
- European Association of Work and Organizational Psychology
- Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.
- The LMU Innovation & Entrepreneurship Center

### Reviewing

- Academy of Management Annual Meeting 2018, 2019, 2020, 2021, 2022
- Academy of Management Journal
- European Journal of Work and Organizational Psychology
- European Management Journal
- Journal of Managerial Psychology
- Journal of Organizational Behavior
- Organizational Psychology Review
- Personnel Review
- Small Group Research
- Work, Aging and Retirement

### Committee Membership

- Committee Member, Best Student Paper Award, GDO Division, AOM 2019, 2020
- Mentoring of Young Athletes of the Olympic Base Munich Pursuing a Business Degree
- GDO New Tenure Track Faculty Group

## Statistical Software

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- Stata
- R
- Mplus
- UCINET
- Visone