

# Dr. Max Reinwald

Assistant Professor (non-tenure track) Ludwig-Maximilians-University Munich

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## Academic Positions

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### Assistant Professor/Akademischer Rat (non-tenure track)

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 2020: 11.790, VHB Ranking Jourqual3: A)
- 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 2018: n.a., VHB Ranking Jourqual3: n.a.)
- Reinwald, M.\*, Zimmermann, S.\*†, & Kunze, F.\* (2021). Working in the Eye of the Pandemic: Local COVID-19 Infections and Daily Employee Engagement. *Frontiers in Psychology*.  
(Impact Factor 2020: 2.990, 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 2020: 10.194, 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 2020: 8.174, 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

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

Moser, S.<sup>†</sup>, Reinwald, M., & Kunze, F. Title blinded for anonymity reasons. (Stage: 2nd revise and resubmit at *European Journal of Work and Organizational Psychology*).

Kanitz, R., Gonzalez, K., Berger, S., Reinwald, M., Huettermann, H., Franczak, J., Title blinded for anonymity reasons. (Stage: 1st revise and resubmit at the *Journal of Organizational Behavior*).

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

Huettermann, H., Berger, S.\*, Reinwald, M.\*, & Bruch, H. Title blinded for anonymity reasons (Stage: Under review at *Journal of Management*; rejected during second round at the *Academy of Management Journal*).

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

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

### 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: Working Paper; 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)*

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

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

Kieliszek, A.<sup>†</sup>, Reinwald, M.<sup>\*</sup>, Kanitz, R.<sup>\*</sup>, & Hoegl, M. How Visions of Continuity and Diversity Practices Shape Non-target Support: A Field Experiment. (Stage: Data Analysis; Target Journal: *Organization Science*).

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

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

## Peer-Reviewed Conference Presentations

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Note: \* authors contributed equally; <sup>†</sup> Ph.D. student or undergraduate student

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

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.

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.

Reinwald, M.<sup>\*</sup>, Zimmermann, S.<sup>\*†</sup> & Kunze, F.<sup>\*</sup>. (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. <sup>†</sup>, 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. <sup>†</sup>, 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 (Topics: Diversity, Change Management, Future of Work, Entrepreneurial Teams, Decentralized Organizations)	09/2020–present
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Collaborating Across Boundaries, Bachelor Seminar	04/2022–08/2022
Project Seminar Leadership & Organization, Master Seminar	04/2022–08/2022
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)	11/2020–02/2021
<i>Student satisfaction: 4.4 (scale from 1-5 with 5 being the best rating)</i>	
Organization Theory, Bachelor Tutorial (online)	11/2020–02/2021
<i>Evaluation N/A for the specific tutorial segment</i>	

### 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

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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### **Excellent: Mentoring Program for Outstanding Junior Scholars** 2022

Mentoring and financial support for outstanding junior scholars

(Mentor: Prof. Felix C. Brodbeck)

*LMU Munich School of Management*

### **DAAD Travel Grant** 2022/2023

Joint research with the University of South Australia on employee responses to age-friendly practices (€13,429)

*German Academic Exchange Service*

### **Schmalenbach-Preis 2020** 09/2020

Given to the best dissertation in business administration (€10,000)

*Schmalenbach-Gesellschaft fuer Betriebswirtschaft e.V.*

*which is the oldest association concerned with business administration in Germany*

### **Outstanding Reviewer Award Annual Meeting of the Academy of Management** 08/2020

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

### **Funding to Host Workshop on Diversity & Inclusion in the Workplace** 01/2020

Application together with Florian Kunze (€7,255) - postponed due to COVID

*Excellence Cluster "Politics of Inequality", Konstanz, Germany*

### **Shortlisted for the VHB Best Paper Award 2020** 01/2020

Award Given to Best Scientific Paper in Management & Business Administration in Germany

*VHB - Verband der Hochschullehrer für Betriebswirtschaft e.V., Germany*

### **Doctoral Fellowship at Zukunftscolleg (Institute for Advanced Study)** 01/2019–10/2019

*University of Konstanz, Germany*

### **Doctoral Fellowship at Graduate School of Decision Sciences** 10/2015–12/2018

*University of Konstanz, Germany*

### **Winning Team of Start-up Idea Competition "Kilometer 1"** 09/2018

(Prize: 10-Day trip to the Silicon Valley)

*Funded by Federal State of Baden-Wuerttemberg*

### **Best Student Paper Award Annual Meeting of the Academy of Management** 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 zweiseitiges Schwert 30/12/2021

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

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

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

**Westfälische Nachrichten:** Kein Selbstläufer. 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*



## **Introduction to Systemic Coaching**

03/2017

*Centre for Transferable Skills, University of Konstanz, Germany*

## **POLNET Winter School in Social Network Analysis**

12/2014

*University of Konstanz, Germany*

## **GESIS Summer School in Survey Methodology**

08/2014

*GESIS Leibniz Institute for the Social Sciences, Germany*

- Web Survey Instrument Design

## **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**

see also my publons reviewer profile ([publons.com/researcher/1713233/max-reinwald](https://publons.com/researcher/1713233/max-reinwald))

- 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