

SEMIN PARK

Website: semin-park.com
Email: semin.park@psu.edu
ORCID: [0000-0001-5121-1519](https://orcid.org/0000-0001-5121-1519)

ACADEMIC APPOINTMENT

2024- present	Pennsylvania State University <i>Assistant Professor</i> Management and Organization, Smeal College of Business
2019- 2024	University of Iowa <i>Assistant Professor</i> Management and Entrepreneurship, Tippie College of Business

EDUCATION

2019	University of Connecticut <i>Ph.D.</i> , Management
2013	Seoul National University <i>M.Sc.</i> , Organizational Behavior and Human Resource Management
2011	Seoul National University <i>B.B.A.</i> , Graduated with <i>Cum Laude</i>

RESEARCH INTERESTS

Interpersonal Relationships in Organizations; Team processes; Multiteam Systems; Social Networks, Team Effectiveness

PEER-REVIEWED JOURNAL PUBLICATIONS

*denotes author was a student when the majority of their work was conducted

8. Park, S., Luciano, M., Mathieu, J. E., & Fenters, V. (2024). When and why conflict helps and hurts: Examining intra-individual conflict experience and task performance. *Academy of Management Journal*, 67(1), 33-60. <https://doi.org/10.5465/amj.2021.0285>
7. Mathieu, J., Wolfson, N., Park, S., Luciano, M., Bedwell, W., Ramsay, P. S.*, & Klock, E.* (2022). Indexing dynamic collective constructs using computer-aided text analysis: Construct validity evidence and illustrations featuring team process. *Journal of Applied Psychology*, 107(4), 533-559. <https://doi.org/10.1037/apl0000856>

6. Luciano, M., Fenters, V.*, Park, S., Bartels, A., & Tannenbaum, S. (2021). The double-edged sword of leadership task transitions in emergency response multiteam systems, *Academy of Management Journal*, 64 (4), 1236-1264. <https://doi.org/10.5465/amj.2019.0707>
❖ *Featured as an exemplar study in the thematic issue on improving transparency of empirical research published in AMJ*
5. Park, S., Grosser, T. J., Roebuck, A. A.* & Mathieu, J. E. (2020). Understanding work teams from a network perspective: A review and future research directions. *Journal of Management*, 46 (6), 1002-1028. <https://doi.org/10.1177/0149206320901573>
4. Allen, J., Taylor, J., Murray, R., Kilcullen, M., Cushenbery, L., Gevers, J., Larson, L., Loku, T., Maupin, C., Perry, S., Park, S., Rosen, M., Fry, T., McLeod, P., Harris, A. & Fosler, K. (2020). Mitigating violence against first responder teams: Results and ideas from the hackmanathon. *Small Group Research*, 51 (3), 375-401.
<https://doi.org/10.1177/1046496419876342>
3. Park, S., Mathieu, J., & Grosser, T. A. (2020). A network conceptualization of team conflict, *Academy of Management Review*, 45 (2), 352-375. <https://doi.org/10.5465/amr.2016.0472>
❖ *Top 10 Most read (#8) and Most cited (#9) paper in 2020*
2. Mathieu, J. E., Wolfson, M. A., & Park, S. (2018). The evolution of work team research since Hawthorne. *American Psychologist*, 73(4), 308-321. <https://doi.org/10.1037/amp0000255>
1. Luciano, M., Mathieu, J., & Park, S., Tannenbaum, S. (2018). A fitting approach to construct and measurement alignment: The role of big data in advancing dynamic theories. *Organizational Research Methods*, 21(3), 592-632.
<https://doi.org/10.1177/1094428117728372>

OTHER PUBLICATIONS

PRACTITIONER-ORIENTED

- Luciano, M. M., Fenters, V. W., Park, S., Bartels, A. L., & Tannenbaum, S. I. (2021, July 7). When to Take on Tasks That Are Outside of Your Job Description. Harvard Business Review (online). Retrieved from <https://hbr.org/2021/07/when-to-take-on-tasks-that-are-outside-of-your-job-description>

BOOK CHAPTERS

- Maupin, C. & Park, S. (2025). Managing Internal and External Networks for Team Effectiveness. In K. L. Cullen-Lester, G. Pryor (Eds.) *The Social Capital Imperative: Revealing, Developing, and Leveraging Organizational Networks*. Oxford University Press. New York, NY. <https://doi.org/10.1093/9780197755426.001.0001>

Grosser, T., Park, S., Mathieu, J. & Roebuck, A. (2019). Network Thinking in Teams Research. In D. Brass, S. Borgatti (Eds.) Social Networks at Work (SIOP Organizational Frontiers Series). New York, NY: Routledge.

MANUSCRIPTS UNDER REVISION OR UNDER REVIEW

[Title replaced with brief description]

* denotes author was a student when the majority of their work was conducted

Gallagher, P. **Park, S.**, Roebuck, A., Mathieu, J., & Dong, Y. [Membership Change and Human Capital Resources Alignment] *Journal of Applied Psychology*, 3rd Round Revised & Resubmit.

Moon, J. *, Oh, C. *, Tsai, C-Y, & **Park, S.** [Integrative review of subgroups] *Journal of Organizational Behavior*, 3rd Round Revised & Resubmit.

Luciano, M. & **Park, S.** [Temporal Rhythms of Team Processes in MTSs] *Journal of Organizational Behavior*, 1st Round Revision.

Park, S., Schechter, A., & Reinke, K. * [Co-evolution of conflict ties and team perceptions] *Organization Science*, 1st Round Revision.

WORKS IN PROGRESS

[Title replaced with brief description]

*denotes author was a student when the majority of their work was conducted

Reinke, K. *, **Park, S.**, & Crawford, E. [Dynamic Team Interdependence Theory] Writing stage. Target: *Academy of Management Review*.

Park, S., Mucci-Ferris, M. *, Reinke, K. *, & Nahrgang, J. [Helping Configuration in Teams] Writing stage. Target: *Academy of Management Journal*.

Park, S., Mucci-Ferris, M. * & Yoon, S-O [Third party and conflict perception] Study 3 Data Collection stage.

Park, S., Luciano, M., & Watson, M. *, & Humphrey, S. [Dynamic Integration in Membership Change] Writing stage.

Reinke, K. *, **Park, S.**, & Crawford, E. [Dynamic Agent Interdependence] Data collection stage.

Moon, J. *, **Park, S.**, Grosser, T., & Oh, C. * [Involuntary Brokering Process] Writing stage. Target: *Academy of Management Journal*.

CHAired CONFERENCE SESSIONS

Park, S. & Kim, S. * (2024). Microfoundations of Intragroup Conflicts. Co-chair of Symposium at the 84th Annual Meeting of the Academy of Management, Chicago, IL.

Park, S. & Reinke, K. * (2023). Beneath the Surface: Theorizing and Testing the Microfoundations of Team-level Constructs. Co-chair of Symposium at the 83rd Annual Meeting of the Academy of Management, Boston, MA.

Park, S. & Roebuck, A. * (2021). A New Way for Teams to Come Together: Unpacking Process Gains Through Team Composition. Co-chair of Symposium at the 81st Virtual Annual Meeting of the Academy of Management.

Todorova, G. & Park, S. (2018). New Directions in Research on Conflict Dynamics. Co-chair of Symposium at the 78th Annual Meeting of the Academy of Management, Chicago, IL.

Mathieu, J. E. & Park, S. (2014). Multilevel Models of Learning and Motivation. Co-chair of Symposium at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA.

REFEREED CONFERENCE PRESENTATIONS

Moon, J., Park, S., Grosser, T., & Oh, C. (July, 2025). Pushed into the Middle: the Process of Involuntary Brokerage. In S. Li and T. Grosser (Co-Chairs), Beyond Structural Positions: Exploring Behavioral Dynamics and Contextual Variability in Brokerage. Symposium presented at Academy of Management, Copenhagen, Denmark.

Reinke, K. Park, S., & Crawford, E. (July, 2025). Testing a Configural Framework of Dynamic Team Task Interdependence. In Y. Kang, Dynamic team composition: Bridging Theory and Practice. Symposium presented at Academy of Management, Copenhagen, Denmark.

Park, S., Reinke, K. & Schecter, S. (July, 2025). How to Manage a Good Fight: The Interplay of Conflict Relations and Member Perceptions in Enhancing Team Performance. Paper presented at Interdisciplinary Network for Group Research Conference, Rotterdam, Netherlands.

Emich, K., Park, S., & Podsakoff, N. (July, 2025). Advances in I-P-O methods. Symposium presented at Interdisciplinary Network for Group Research Conference, Rotterdam, Netherlands.

Park, S., Maupin, C. (April, 2025). Leveraging Social Networks for Team Effectiveness. In K. L. Cullen-Lester and G. Pryor (Co-Chairs), Network Science Insights for Leadership, Teams, and DEI Researchers and Practitioners. Presenter symposium presented at the Society for Industrial/Organizational Psychologists conference, Denver, CO.

- Park, S., Mucci-Ferris, M., & Yoon, S-O. (August, 2024). The Effect of Third-Party Presence on Individual Conflict Perceptions in Small Groups. In Park, S. & Kim, S. (Co-Chairs). Microfoundations of Intragroup Conflicts. Academy of Management, Chicago, IL.
- Moon, J., Oh, C., Tsai, C.Y., & Park, S. (August, 2023). A new framework for subgroup dynamics: An integrative review of the attribute and structure perspectives. Park, S. & Reinke, K. (Co-Chairs). Beneath the surface: theorizing and testing the microfoundations of team-level constructs. Academy of Management 83rd Annual Meeting, Boston, MA, United States.
- Luciano, M. M. & Park, S. (August, 2023). Exploring Episodic and Event-based Team Process Dynamics in Multiteam Systems. In Mayo, A., & Raetze, S. (Co-Chairs). Teams are changing! Going into the wild to expand theory on dynamics in modern teamwork settings. Academy of Management, Boston, MA.
- Park, S. & Schecter, A. (August, 2023). The Coevolution of Conflict Ties and Team Perceptions. In Grosser, T. & Piplani, R. (Co-Chairs). Intra-Organizational Network Change and Evolution: Drivers, Effects, and Boundary Conditions. Academy of Management, Boston, MA.
- Park, S. (August, 2021). The impact of individual conflict experiences on proximal task performance in a multi-team context. Academy of Management (Virtual conference).
- Roebuck, A., Mathieu, J., & Park, S. (August, 2021). Recognizing and utilizing expertise in teams: The role of specialist and generalist team composition. In Park, S. & Roebuck, A. (Co-chairs). A New Way for Teams to Come Together: Unpacking Process Gains Through Team Composition. Academy of Management (Virtual conference).
- Luciano, M. M., Park, S., Mathieu, J., & Fenters, V., (April, 2021). Exploring the Dynamics of Team and System Processes in Emergency Response Systems. In S. W. J. Kozlowski, G. T. Chao, and G. A. Ruark (Co-Chairs), Dissecting the Dynamics of Team, Multi-Team, and Organizational Systems. Presenter symposium presented at the Society for Industrial/Organizational Psychologists conference, New Orleans, LA.
- Park, S. (August, 2018). The Emergence and Evolution of Team Conflict Network. In Todorova, G. & Park, S. (Co-Chairs), New Directions in Research on Conflict Dynamics. Academy of Management, Chicago, IL.
- Park, S., Grosser, T., & Mathieu, J. (July, 2018). Network thinking in teams literature. Interdisciplinary Network for Group Research Conference, Bethesda, MD.
- ❖ *Finalist for Best Student Paper Award*
- Mathieu, J., Gallagher, P., Park, S., & Dong, Y. (April, 2018). Dynamic Compositional Influences on Team Performance Trajectories. Society of Industrial Organization Psychology, Chicago, IL.

- Park, S., & Grosser, T., & Mathieu, J. (August, 2017). Team Conflict and Knowledge Sharing Networks as Related to Team Performance. In Stewart, G. L. (Chair), Everyone is not the same: Exploring differential roles and relationships in teams. Academy of Management, Atlanta, GA.
- Park, S., Dong, T., & Mathieu, J. (July, 2017). A Configural theory of transactive memory system. Interdisciplinary Network for Group Research Conference, St. Louis, MO.
- Luciano, M., Park, S., & Tannenbaum, S. (April, 2017). Measurement Alignment in the Team Dynamics Literature. In Mathieu, J. E. (Chair), Advanced Measurement of Team Dynamics. Society of Industrial Organization Psychology, Orlando, FL.
- Park, S., Mathieu, J., & Grosser, T. (August, 2016). Network conceptualization of team conflict. Academy of Management, Anaheim, CA.
- Dong, T., & Park, S. (August, 2016). A configural theory of transactive memory systems: Theoretical, measurement, and practical implications. Academy of Management, Anaheim, CA.
- O'Neill, T. A., Park, S., Larson, N., Deacon, A., Hoffart, G., Brennan, R., Eggermont, M., & Rosehart, W. (June, 2015). Peer ratings and intentions to change: Adopting the CATME to explore outcomes of peer ratings. American Society of Engineering Education, Seattle, WA.
- Park, S., Larson, N. L., Hoffart, G. C., Deacon, A. K., & O'Neill T. A. (April, 2015). Motivating Individuals in Teams: Cross-Level Influence of Relationship Conflict. In Mathieu, J. E. & Park, S. (Co-Chairs), Multilevel Models of Learning and Motivation. Society of Industrial Organization Psychology, Philadelphia, PA.
- Park, S., Park, W-W., Kim, C. Y. (August, 2013). Linking Team Performance to Individual Self-efficacy: What Affects Cross-level Attribution? Academy of Management Meeting, Orlando, FL.
- Park, S. (April, 2013). Exploitative Learning for Creativity: Cost and Benefit Approach. In Xiong, T. X. & Adair, W. L.(Chairs), Fostering Creativity and Innovation within Teams: Challenges and Opportunities. Society of Industrial Organization Psychology, Houston, TX.
- Kim, S., Park, S., & Kim, C. Y. (August, 2012). Interaction of Group Cohesion, Group Efficacy, and Self-Enhancement Motives on Turnover Intention. Academy of Management, Boston, MA.
- Park, S., Park, W-W., Kim, S., & Kim, C. Y. (April, 2012). Beyond limitation: team exploitation on team creativity. Society of Industrial Organization Psychology, San Diego, CA.
- Kim, C. Y., Park, S., Park, W-W., & Kim, S. (April, 2012). Can LMX be negatively related to OAC? Society of Industrial Organization Psychology, San Diego, CA.

INVITED PRESENTATIONS

- 2025 How to Manage a Good Fight: The Interplay of Conflict Relations and Member Perceptions in Enhancing Team Performance
Brownbag talk at Temple University, April 10, 2025
- 2024 The Dynamics in Team Dynamics: Discontinuous Modeling of Team Input – Process - Outcomes
Virtual talk at KAIST, March 27, 2024
- 2023 Blessing in Disguise: Dynamic Composition Effects on Team Performance Trajectories
Virtual talk at Renmin University, April 13, 2023
Brownbag talk at Iowa State University, April 7, 2023
- 2022 When and why conflict helps and hurts: Intra-individual conflict experiences in a multiteam context
Virtual talk at Tsinghua University (Leadership and organizational management research - Frontiers series), October 28, 2022

GRANTS

- 2022 Interdisciplinary Research Grant
Obermann Center for Advanced Studies, Iowa City, IA
Project: The effect of third-party presence in conflict perceptions
PIs: Semin Park & Si On Yoon

HONORS & AWARDS

- 2025 Early Career Award
Interdisciplinary Network for Group Research
- 2020, 2022, 2023, 2024 Recognition for Making a Positive Difference
University of Iowa
Acknowledged by graduating senior students at the University of Iowa, as announced by the Office of the Executive Vice President and Provost, for positively impacting their lives during their time at the university
- 2021 William H. Newman Award Finalist
Academy of Management
- 2021 OB Division AOM Meeting Best Dissertation-Based Paper Award

OB Division, Academy of Management

2020	J. Richard Hackman Award Finalist <i>Interdisciplinary Network for Group Research</i>
2019	Lee Hakel Graduate Student Scholarship <i>Society for Industrial and Organizational Psychology</i>
2019	Hall of Fame – PhD student inductee <i>School of Business, University of Connecticut</i>
2019	Outstanding Graduate Assistant Award <i>University of Connecticut Student Life Award</i>
2018, 2019	Outstanding PhD Student Scholar Fellowship <i>University of Connecticut</i>
2018	Doctoral Dissertation Fellowship <i>University of Connecticut</i>
2018	Outstanding Graduate Teaching Award <i>School of Business, University of Connecticut</i>
2017	Dean’s Summer Fellowship <i>School of Business, University of Connecticut</i>

ACADEMIC MEMBERSHIPS

2011 – present	Society for Industrial and Organizational Psychology
2013 – present	Academy of Management (Division: OB, RM, CM, HR)
2017 – present	Interdisciplinary Network for Group Research
2018 – present	International Association for Conflict Management

ACADEMIC SERVICE

Ad-hoc Journal Reviews

Academy of Management Review (2020 – now)
Journal of Management (2020 – now)
Organization Science (2022 – now)
Group Dynamics (2022 – now)
Journal of Occupational and Organizational Psychology (2022 – now)
Academy of Management Journal (2023 – now)

Personnel Psychology (2023 – now)

Group and Organization Management (2023 – now)

Journal of Applied Psychology (2025 – now)

Small Group Research (2025 – now)

Conference Reviews

Academy of Management (2014 – now)

Society for Industrial and Organizational Psychology (2014 – now)

Interdisciplinary Network for Group Research (2018 – now)

Organizational Behavior Division - Academy of Management

- Making Connections Committee
 - Organizer, Research Round Tables PDW, 2021 - 2025
 - Organizer, Productivity Process PDW, 2024 – 2025
 - Organizer, Unlocking R&R PDW, 2025 - 2025

Conflict Management Division - Academy of Management

- CM Best Paper Committee, 2025
- Representative-at-Large, 2025 – 2027

Other Committees

SIOP Graduate Scholarship Committee (2020, 2023)

SIOP Jeannette Award Committee (2024, 2025)

INGROUP Best Paper Committee (2023)

INGROUP McGrath Award Committee (2024, 2025)

AMR Best Article Award Committee (2024)

Personal Development Workshop & Consortium

AOM HR Doctoral Consortium: Table Talk (2019, 2020)

AOM OB Halfway there PDW (2019)

AOM CM Doctoral Student Consortium (2021)

AOM CM Microfoundations of Intragroup Conflict PDW (2021)

AOM RM CARMA Doctoral Student and Junior Faculty Consortium (2025)

AOM OB Preparing for the job market PDW (2025)

DISSERTATION COMMITTEE

Committee Member for:

Liao, Huiyao (2021). *Does the leader know what is going on? an examination of a leader's perception accuracy of team relationship conflict network.* (Management and

Entrepreneurship). University of Iowa, Iowa City, IA.

[Placement: Assistant Professor, Chinese University of Hong Kong Business School]

Fadare, Olajide (2024). *Multi-level Strategies for Resilience to Job Demand Pressures in Community Pharmacies: A case study approach*. (Pharmacy). University of Iowa, Iowa City, IA.

[Placement: Medical Writer, Patient Insights and Solutions (PInS) – Oncology]

Reinke, Karl (Expected 2026). *Testing a Configural Framework of Dynamic Team Task Interdependence*. (Management and Entrepreneurship). University of Iowa, Iowa City, IA.

Kabra, Aman (Expected 2026). *Psychological Strain: A Configural Perspective*. Pennsylvania State University, State College, PA.

UNIVERSITY SERVICE

Penn State University, State College, PA

Smeal College of Business

Reviewer for the applications for the Sapphire Leadership Academic Program (2025)

Department of Management and Organization

Organizer, Organizational Research Group (August 2024 – now)

Member, Tenure-line Faculty Annual Review Committee (2025)

Member, Candidacy Exam Committee (August 2024 – now)

Member, PhD 6th Year Funding Committee (2025)

Mentoring Ph.D. students

- Max Watson (Spring 2025 – now) 2nd Year Paper Committee Member
- Aman Kabra (Fall 2024 – now) Dissertation Committee Member

Mentoring DBA students

- Judy Bornstein (Fall 2025 – now) Professional Doctoral Committee Member
- Barbara Bridendolph (Fall 2024 – now) Professional Doctoral Committee Member
- Diana Clark (Fall 2024 – now) Professional Doctoral Committee Member
- Sergey Shpillar (Fall 2024 – now) Professional Doctoral Committee Member

University of Iowa, Iowa City, IA

Tippie College of Business

Lead, Behavioral Research Seminar (August 2020 – May 2022)

Lead, MBA 8120 redevelopment (June 2021 – Jan 2022)

Department of Management and Entrepreneurship

Member, Department Undergraduate Curriculum Committee (August 2019 – July 2020)
Member, Department Research Committee (August 2020 – July 2021, August 2022 - now)

Member, Department Tenure-track Faculty Search Committee (Fall 2021)

Lead, MGMT Writing Club (Fall 2020 – Spring 2024)

Co-lead, Thought Leaders Series (Spring 2021)

Mentoring Ph.D. students

- Mentored research advisor
Madison Mucci-Ferris (Fall 2022 – Spring 2023) Third party conflict perceptions
Ivan Liu (Fall 2020 – Spring 202) Conflict dynamics
- Project mentor
Seung Whan Ryu (Summer 2020 – Spring 2021) Negative Relationships at work
Karl Reinke (Summer 2022 – now) Dynamic Team Interdependence
Madison Mucci-Ferris (Fall 2023 - now) Helping behaviors and Team boundaries

RESEARCH EXPERIENCE

Research Consultant

The Group for Organizational Effectiveness, Inc., Albany, NY (Aug 2014 – Aug 2019)

Project: The Development and Construct Validation of Unobtrusive Dynamic Measures of Team Processes and Emergent States

PIs: Scott Tannenbaum & John Mathieu

Funding: U.S. Army Research Institute

Research Assistant

School of Business, University of Connecticut (Aug 2014 – May 2019)

Advisor: Dr. John Mathieu

Individual and Team Performance Lab, University of Calgary (Oct 2013 – Aug 2014)

Advisor: Dr. Thomas O'Neill

College of Business, Seoul National University (Mar 2011 – Feb 2013)

Advisor: Dr. Won-Woo Park

TEACHING EXPERIENCE

Penn State University, State College, PA

MGMT:528 Seminar in Organizational Behavior (Ph.D.)

Fall 2024 (live, in-class, 3 students)

Fall 2025 (live, in-class, 6 students)

BA:801 Managing People in Organization (MBA)

Fall 2024 – Sect. 101& 102 (live, in-class, 52 students/section)

Fall 2025 – Sect. 101& 102 (live, in-class, 49 & 47 students/section)

University of Iowa, Iowa City, IA

MGMT:7340 Group Processes (Ph.D.)

Spring 2023 (live, in-class, 7 students)

MBA:8120 Management in Organizations (MBA)

Spring 2024 - Sect. 0EXV (hybrid, online, 42 students)

Fall 2023 - Sect. 0EXR (hybrid, online, 36 students)

Fall 2023 - Sect. 0EXN (hybrid, online, 39 students)

Fall 2022 - Sect. 0EXV (hybrid, online, 45 students)

Fall 2022 - Sect. 0EXN (hybrid, online, 45 students)

Summer 2020 (hybrid, online, 31 students)

Spring 2020 (hybrid, online, 45 students)

MGMT:3200 Individuals, Teams, and Organizations

Fall 2021 - Sect. 0EXW (hybrid, online, 25 students)

Fall 2021- Sect. 0002 (live, in-class, 27 students)

Fall 2021- Sect. 0001 (live, in-class, 27 students)

Spring 2021 - Sect. 0002 (hybrid, online, 26 students)

Spring 2021 - Sect. 0001 (hybrid, online, 26 students)

Spring 2020 - Sect. 0002 (live, in-class, 27 students)

Fall 2019 - Sect. 0001 (live, in-class, 40 students)

University of Connecticut, Storrs, CT

MGMT:3101 Managerial and Interpersonal Behavior

Spring 2019 - Sect. 0006 (live, in-class, 39 students)

Spring 2018 - Sect. 0001 (live, in-class, 46 students)

Spring 2017 - Sect. 0001 (live, in-class, 20 students)

Spring 2016 - Sect. 0001 (live, in-class, 40 students)

PSYC:31889 Independent Study in the Scientist/Practitioner Model

Fall 2017, Spring 2018, Fall 2018, Spring 2019

INDUSTRY EXPERIENCE

Researcher (June 2013 – Sep 2013)

Impact Square Inc., Seoul, Korea

Business education project for social entrepreneurs

Case studies (Strategic and HR issues in social enterprises)

Project Intern (Feb 2013 – Apr 2013)

Samsung C&T, Seoul, Korea

Global HR system building project

Summer Intern (Jul 2010 – Aug 2010)

LG Display, Wroclaw, Poland

Organizational Culture Project: Global HR system Implementation