

JOHN PAUL STEPHENS, PH.D.

Office Address

Case Western Reserve University
Weatherhead School of Management
Department of Organizational Behavior
11119 Bellflower Rd.,
Peter B. Lewis Bldg. #428,
Cleveland OH 44106-7235
Mobile: (734) 709-6371 - Office: (216) 368-1710

Mailing Address

1237 Washington Ave.
Apt. 508
Cleveland, OH 44113

john.p.stephens@case.edu

EDUCATION

- Doctor of Philosophy 2010
Department of Psychology (Organizational)
University of Michigan, Ann Arbor, MI
Towards a Psychology of Coordination: Exploring Feeling and Focus in the Individual and Group in Music-Making.
Dissertation committee: Jane E. Dutton, Lloyd E. Sandelands (Co-Chairs), Sally Maitlis, Jerry O. Blackstone.
- Master of Science 2006
Department of Psychology (Organizational)
University of Michigan, Ann Arbor, MI
- Bachelor of Science 2004
Department of Psychology
Morgan State University, Baltimore, MD (*summa cum laude*)

PROFESSIONAL EXPERIENCE

- Case Western Reserve University, Cleveland, OH 2010-present
Weatherhead School of Management
Department of Organizational Behavior
Assistant Professor
- University of Michigan, Ann Arbor, MI 2010
Stephen M. Ross School of Business
Department of Management & Organizations
Intermittent Lecturer
- University of Michigan, Ann Arbor, MI 2010
Stephen M. Ross School of Business
Department of Management & Organizations

Teaching Assistant

University of Michigan, Ann Arbor, MI Stephen M. Ross School of Business Department of Management & Organizations <i>Teaching Assistant</i>	2008
University of Michigan, Ann Arbor, MI Department of Psychology <i>Graduate Student Instructor</i>	2005-2009
University of Michigan, Ann Arbor, MI Department of Organizational Studies <i>Project Leader</i>	2005
Johns Hopkins University, Baltimore, MD Department of Cognitive Science Landau Language and Cognition Lab <i>Research Assistant</i>	2003-2004
Morgan State University, Baltimore, MD Office of Residence Life <i>Resident Assistant</i>	2001-2004
Morgan State University, Baltimore, MD Office of Residence Life <i>Desk Attendant</i>	2000-2001
Republic Bank, Ltd., Trinidad & Tobago <i>Teller</i>	1999

Research

REFEREED JOURNAL ARTICLES

Stephens, J.P., Heaphy, E., Carmeli, A., Spreitzer, G., & Dutton, J. (2013). Relationship quality and virtuousness: Emotional carrying capacity as a source of individual and team resilience. *Journal of Applied Behavioral Science*, 49(1), 13-41.

Spreitzer, G., **Stephens, J.P.**, & Sweetman, D. (2009). The Reflected Best Self field experiment with adolescent leaders: Exploring the psychological resources associated with feedback source and valence. *Journal of Positive Psychology*, 4(5), 331-348.

BOOK CHAPTERS

Stephens J.P., Heaphy, E. & Dutton, J. (2011). High Quality Connections. In K. Cameron & G. Spreitzer (Eds.) *The Oxford Handbook of Positive Organizational Scholarship*, (pp. 385 – 399). New York: Oxford University Press.

Stephens, J.P. (2011). Making research sing: Sharing, building, and feeling knowledge in conversation. In A. Carlsen & J. Dutton (Eds.) *Research Alive: Exploring Generative Moments of Doing Qualitative Research*. Copenhagen Business School Press.

Peterson, C., **Stephens, J.P.**, Lee, F., Park, N., & Seligman, M.E.P. (2009). Strengths of character and work. In P.A. Linley, S. Harrington, & N. Garcea (Eds.), pp. 221 – 231. *The Oxford Handbook of Positive Psychology and Work*. New York: Oxford University Press.

MANUSCRIPTS UNDER REVIEW

Carmeli, A., Cohen-Meitar, R., & **Stephens, J.P.** Respectful and caring leadership as a source of meaningfulness, thriving and creative behaviors in the workplace.

- Re-submitted for second round of review at the *Leadership Quarterly*.

Stephens, J.P. Repair in collective group performance: How individuals know and respond to breaches in coordination.

- First round revise and resubmit at the *Academy of Management Journal*.

Stephens, J.P. & Boland, B. The aesthetic problem of design thinking and management.

- Under review at the *Journal of Management Inquiry*.

MANUSCRIPTS IN PROGRESS

Stephens, J.P. & LeBaron, C. Conducting the aesthetics of organizational routines: The group pursuit of the ‘good’ and the ‘should.’

- In preparation for submission to *Organization Science*

Stephens, J.P. & Lyddy, C. An examination of the attentional practice of heedful interrelating.

- In preparation for submission to *Small Group Research*

Stephens, J.P., Lindberg, A., & Heaphy E. Bringing the body back in: The role of bodily movement in organizational routines.

- Targeted for submission to *Academy of Management Review*

Stephens, J.P. Learning to coordinate as a large performative group: The roles of leaders and rehearsals.

- Ethnographic data analysis ongoing

- Targeted for submission to *Organization Science*

Stephens, J.P. Leading in coordination: The meta-feedback role of leaders of performative groups.

- Interview data collection ongoing
- Targeted for submission to *Academy of Management Journal*

Stephens, J.P., Lyddy, C., Oetama-Paul, A., Thomas, N., & Wei, H. The impact of emotional ambivalence on intragroup coordination repair.

- Experimental data collection ongoing
- Targeted for *Journal of Applied Psychology*

REFEREED CONFERENCE PRESENTATIONS

Stephens, J.P. (2012). *Leading in coordination: The meta-feedback role of leaders of performative groups*. In J. Hoffer Gittell & A. Douglass (Chairpersons) *Relational leadership: New developments in theory and practice*. Symposium presentation at the 72nd Annual Meeting of the Academy of Management, Boston, MA.

Stephens, J.P., Lindberg, A., & Heaphy, E. (2012). *Bringing the body back in: The role of bodily movement in organizational routines*. Paper presentation at the Qualitative Research in Management and Organization Conference, Albuquerque, NM.

Stephens, J.P. (2011). *Performing beauty: Attention, aesthetics and action in the coordination of a community choir*. Paper presentation at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P. (2011). *Learning to coordinate as a large performative group: The roles of leaders and rehearsals*. In **J. P. Stephens** & J. Hoffer Gittell (Chairpersons) *Learning to coordinate: The dynamic interplay between relationships and structure*. Symposium presentation at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P., Heaphy, E., Carmeli, A., Spreitzer, G., Dutton, J., & Bagozzi, R. (2011). *Relationship capacity as a source of resilience in individuals and teams in the workplace*. Paper presentation at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P., & Boland, B. (2011). *Legitimizing convergence: Aesthetics as a bridge between managing and designing*. Paper presentation at the Colloquium of the European Group for Organizational Studies, Gothenburg, Sweden.

- Stephens, J.P., & LeBaron, C. (2011).** *Aesthetic routines: Examining communication and leadership in intragroup coordination.* Paper presentation at the Colloquium of the European Group for Organizational Studies, Gothenburg, Sweden.
- Dutton, J., Spreitzer, G., Heaphy, E., & **Stephens, J.P. (2010).** *When and how coworkers lend a hand: Compassionate responding to “gray-zone” events in coworkers’ lives.* In J. Kanov & J. Lilius (Chairpersons) Compassion research incubator: Emerging perspectives on the scholarship and practice of compassion. Symposium presentation at the 70th Annual Meeting of the Academy of Management, Montreal, QC, Canada.
- Stephens, J.P. (2009).** *The importance of choirs to organizing.* In **J.P. Stephens** (Chairperson) The work of making music: New notes and fresh sounds. Symposium presentation at the 69th Annual Meeting of the Academy of Management, Chicago, IL.
- Stephens, J.P.,** Heaphy, E.D., Spreitzer, G., Dutton, J. (2008). *Developing a measure of high-quality connections at work: toward construct validation.* In J.A. Cobb & F. G. Stevens (Chairpersons) Toward theory refinement: Advancing Positive Organizational Scholarship through measure development. Symposium presentation at the 68th Annual Meeting of the Academy of Management, Anaheim, CA.
- Stephens, J.P. (2008).** *Sideways organizing at center stage: The case of choral singing.* In M. Worline & M. Feldman (Chairpersons) Sideways organizing: A new stance for questions about practices and routines. Symposium presentation at the 68th Meeting of the Academy of Management, Anaheim, CA.
- Stephens, J.P. (2007).** *Relatedness as a context for the experience of the self: The role of attention in coordination.* Cognition in the Rough Workshop at the 67th Meeting of the Academy of Management, Philadelphia, PA.
- Stephens, J.P. (2007).** *Making music together: The role of attention to relatedness in organizing.* Paper presentation at the 67th Meeting of the Academy of Management, Philadelphia, PA.
- Spreitzer, G., **Stephens, J.P.,** Rosso, B., Sweetman, D., & Dekas, K. (2006). *The roles of source and valence of feedback in leadership development: Preliminary findings from a field experiment.* Paper presentation at the Gallup Leadership Institute Summit, Washington D.C.

NON-REFEREED CONFERENCE PRESENTATIONS

- Stephens, J.P. (2013).** *The impact of emotional ambivalence on intragroup coordination repair.* Poster presentation at the Positive Organizational Scholarship Research Conference, Ann Arbor, MI.

Stephens, J.P. (2008). *Coordination in music-making: Primary elements of organizing*. Paper presentation at the Black Graduate Conference in Psychology, Ann Arbor, MI.

Stephens, J.P. (2006). *Learning by singing: Lessons about organizational routines from choirs*. Presentation at the Positive Organizational Scholarship Research Conference, Ann Arbor, MI.

Stephens, J.P. (2006). *Character strengths and work satisfaction: Trying to live the good life at work*. Paper presentation at the Students of Color of Rackham Conference, University of Michigan, Ann Arbor, MI.

CONFERENCE SESSION CHAIR, PANELIST, DISCUSSANT OR ORGANIZER

Stephens, J.P. & Hoffer Gittell, J. (2011). (Chairpersons) *Learning to coordinate: The dynamic interplay between relationships and structure*. Symposium at the 71st Annual Meeting of the Academy of Management, San Antonio, TX.

Stephens, J.P. (2010). (Panelist) *Thinking outside the box: Organizational structures and strategies* (with Michael Jensen, Michael Mauskopf, Drew McManus, and Larry Tamburri). American Orchestras Summit, University of Michigan, Ann Arbor, MI.

Stephens, J.P. (2009). (Chairperson) *The work of making music: New notes and fresh sounds*. Symposium at the 69th Annual Meeting of the Academy of Management, Chicago, IL.

Stephens, J.P. (2006). (Chairperson). *Organizing with self-awareness*. Symposium at the 66th Annual Meeting of the Academy of Management, Atlanta GA.

INVITED TALKS, PANELS, AND PRESENTATIONS

Stephens, J.P. (2013). *Positive community organizing*. May Meaning Meeting, Ann Arbor, MI.

Stephens, J.P. (2013). *Emotional intelligence is not just for smart people*. Keynote speaker, Summit on Student Retention and Degree Completion, Cleveland Transfer Connection, Cleveland State University & Cuyahoga Community College, Cleveland, OH.

Stephens, J.P. (2013). *Repair in collective group performance: How individuals know and respond to breaches in coordination*. UC Davis Conference on Qualitative Research, Davis, CA.

Stephens, J.P. (2012). *Leading in coordination: The meta-feedback role of leaders of performative groups*. Positive Relationships at Work Meeting, Ashland, MA.

Stephens, J.P. (2011). *The broadening and narrowing effects of emotions in intragroup coordination*. May Meaning Meeting, Sundance, UT.

Stephens, J.P. (2010). *The experience of individuals in a collective coordinating for beauty*. May Meaning Meeting, Duxbury, MA.

Stephens, J.P. (2010). Panelist on *The American orchestra: Orchestras in communities and as communities* (with Fabio Rojas, Mark Clague, Michael Mauskapf, & Michael Jensen). Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan, Ann Arbor, MI.

Stephens, J.P. (2009). *Performing coordination: Enacting interdependent work in song*. May Meaning Meeting, Topsail Island, NC.

Stephens, J.P. (2008). *Exploring meaning through organizing in musicking*, May Meaning Meeting, Belleville, TX.

Stephens, J.P. (2007). *Studying high-quality organizing in Psychology*. Invited Colloquium Presentation, Psi Chi Honor Society, Hope College, Holland, MI.

UNIVERSITY PRESENTATIONS

Case Western Reserve University

Stephens, J.P. (2012). *Repairing intragroup coordination via attention, aesthetics, and leaders*. Presentation at the MAPS-IS Interdepartmental Seminar.

Stephens, J.P. (2011). *Performing beauty: Attention, aesthetics and action in the coordination of a community choir*. Presentation at the ORBH Departmental Community Session.

University of Michigan

Stephens, J.P. (2008). *Feeling high-quality coordination*. Presentation at the Positive Organizational Scholarship Research Incubator.

Stephens, J.P. (2007). *A psychology of coordination: Exploring the individual and the group*. Presentation at the Positive Organizational Scholarship Research Incubator.

Stephens, J.P. (2007). *Aircraft carriers, choirs and attention to self-in-relation-to-other: Foundations for a psychology of organizing*. Poster presentation at the ICOS Dissertation Poster Session.

GRANTS

ACES+ Advance Opportunity Grant (\$6800)
Case Western Reserve University

2012

Graduate Student Research Grant (\$1600) Rackham School of Graduate Studies University of Michigan	2009
Dissertation/Thesis Grant (\$990) Department of Psychology University of Michigan	2008
Curriculum-based Honors Regent Scholarship Morgan State University	2000-2004
Additional National Scholarship Government of Trinidad & Tobago (not accepted)	1999

Teaching

TEACHING EXPERIENCE

Case Western Reserve University, Weatherhead School of Management, Cleveland, OH

Assistant Professor

Course: Organizational Behavior Module Seminar (PhD) ORBH 533	Spring 2013
Course: Organizational Behavior (PhD) ORBH701	Spring 2013
Course: Organizational Behavior (Undergraduate) MGMT 250	Fall 2012
Course: Organizational Behavior (MEM) IIME 425	Fall 2012
Course: Organizational Behavior (PhD) ORBH701	Fall 2012
Course: Organizational Behavior (Undergraduate) MGMT 250	Fall 2012
Course: Organizational Behavior (MEM) IIME 425	Fall 2011
Course: Organizational Behavior Module Seminar (PhD) ORBH 533	Spring 2011
Course: Organizational Behavior (Undergraduate) MGMT 250	Fall 2010

University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Intermittent Lecturer

Course: Bargaining Behavior and Influence Skills (MBA) MO512	Winter B 2010
---	---------------

Teaching Assistant	
Course: Bargaining Behavior and Influence Skills (MBA) MO512	Winter A 2010
Course: Bargaining Behavior and Influence Skills (MBA) MO512	Fall A 2008

University of Michigan, Department of Psychology, Ann Arbor, MI
Graduate Student Instructor

Course: Introduction to Psychology (Undergraduate) PSYC111	Winter 2009
Course: Introduction to Organizational Psychology (Undergraduate) PSYC260	Winter 2008
Course: Introduction to Psychology (Undergraduate) PSYC111	Winter 2007
Course: Introduction to Psychology (Undergraduate) PSYC111	Fall 2006
Course: Introduction to Organizational Psychology (Undergraduate) PSYC260	Fall 2005
Lab Supervisor	
Course: Independent Study PSYC327	Fall 2009
Course: Independent Study PSYC327	Winter 2009
Course: Independent Study PSYC327	Fall 2008

University of Michigan, Department of Organizational Studies, Ann Arbor, MI
Project Leader

Course: Developing Effective Leaders (Undergraduate) OS490	Fall 2005
---	-----------

Service

DOCTORAL STUDENT ADVISING

Case Western Reserve University

Reader, Integrated Scholarship Paper (K. Rochford)	2013-
Member, Qualifying Examination Committee (C. Van Esch)	2013-
Chair, Dissertation Committee (C. Lyddy)	2013-
Member, Dissertation Committee (J. Juergensen)	2013-
Member, Dissertation Committee (A. Wolfberg)	2012-
Chair, Dissertation Committee (W. Burlingame)	2012-

Member, Dissertation Committee (B. Boland)	2012-
Member, Dissertation Committee (V. Thummedi)	2011-
Member, Dissertation Committee (J. Park)	2011-
Member, Dissertation Committee (Y. Jung)	2011
Member, Qualifying Examination Committee (T. Schroeder)	2012-
Reader, Integrated Scholarship Paper (H. Wei)	2012
Reader, Integrated Scholarship Paper (A. Lindberg)	2011
Member, Qualifying Examination Committee (B. Boland)	2011
Member, Qualifying Examination Committee (C. Lyddy)	2011-2012
Member, Qualifying Examination Committee (M. Trinh)	2011-
Member, Qualifying Examination Committee (W/ Burlingame)	2010-2011

PROFESSIONAL SERVICE

Consulting Editor <i>Caribbean Journal of Psychology</i>	2013 – present
Ad hoc Reviewer <i>Group & Organization Management</i>	2013 – present
<i>Organization Studies</i>	2012 – present
<i>Psychomusicology</i>	2011
<i>Academy of Management Journal</i>	2011 – present
<i>Academy of Management Review</i>	2010 – present
<i>Annual Meetings of the Academy of Management</i>	
Managerial and Organizational Cognition (MOC) Division	2006 – present
Organizational Behavior (OB) Division	2006 – present
Organizational Management Theory (OMT) Division	2011 – present

HONORS & AWARDS

Best Paper Award UC Davis Conference on Qualitative Research	2013
Above and Beyond the Call of Duty Award Organization and Management Theory Division Academy of Management Annual Meeting	2011
Outstanding Reviewer Award Organizational Behavior Division Academy of Management Annual Meeting	2011
One-Term Dissertation Fellowship Rackham School of Graduate Studies University of Michigan	2009

Graduate Student Instructor Honor Roll
(Top 25% of instructor ratings across Department)
Department of Psychology
University of Michigan

Winter 2007

Graduate Student Instructor Honor Roll
(Top 25% of instructor ratings across Department)
Department of Psychology
University of Michigan

Fall 2006

Mae P. Claytor Award for Research Excellence
Department of Psychology
Morgan State University

2004

Howard Hughes Summer Research Fellow
Johns Hopkins University

2003

UNIVERSITY SERVICE

Case Western Reserve University

Guest Speaker
Beyond positional bargaining:
Unwrapping the value and resolution package
Alternative Dispute Resolution Society Symposium
School of Law

2013

Faculty Judge, Martin Luther King, Jr. Essay Contest
Office of Inclusion, Diversity and Equal Opportunity

2013

Guest Panelist, New Faculty Orientation
Office of the Provost

2012

University of Michigan

Program Committee
American Orchestras Summit
Students of Color of Rackham Representative
Rackham School of Graduate Studies Executive Board
Professional Development Chair
Students of Color of Rackham
Conference Planning Committee
Center for Positive Organizational Scholarship
Mixed Posse Caucus Chair
Students of Color of Rackham
Professional Development Committee
Students of Color of Rackham

2009-2010

2007-2008

2007-2008

2006

2005-2007

2004-2006

WEATHERHEAD SCHOOL OF MANAGEMENT SERVICE

Undergraduate and Integrated Study Programs Committee 2011 – present

DEPARTMENT SERVICE

Organizational Behavior, Case Western Reserve University

Doctoral Student Admissions Committee 2013

Doctoral Student Admissions Committee 2012

Psychology, University of Michigan

Alumni Relations Chair 2007-2008

Black Students Psychological Association

Doctoral Student Admissions Committee (Organizational Area) 2005

Recruitment Weekend Committee 2004-2005

Black Students Psychological Association

PROFESSIONAL DEVELOPMENT

Organizational Behavior Division Junior Faculty Consortium (2011). Academy of Management Meeting, San Antonio, TX.

Crafting a Theorized Storyline Workshop (2009). University of Michigan, Ann Arbor, MI.

Organizational Behavior Division Doctoral Student Consortium (2008). Academy of Management Meeting, Anaheim, CA.

Doctoral Institute (2008). Organizational Behavior Teaching Society Conference, Wellesley, MA.

Rackham School of Graduate Studies-Center for Research on Learning and Teaching Seminar on College Teaching: Preparing Future Faculty (2008). University of Michigan, Ann Arbor, MI.

Grounded and Groundbreaking Workshop on Qualitative Research (2007). University of Western Ontario, London, Ontario, Canada.

PROFESSIONAL ASSOCIATIONS

Academy of Management

European Group for Organizational Studies

COMMUNITY INVOLVEMENT

Cleveland, OH

Volunteer, Monday Night Meal 2013

St. Malachi R.C. Parish

Ann Arbor, MI

Member, Fr. Gabriel Richard Lecture Series Committee 2006-2008
St. Mary's Student Parish,

Baritone, University Musical Society Choral Union 2005-2009