

ROBERT R. HIRSCHFELD

Office

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EDUCATION

Auburn University, College of Business, Department of Management, Auburn, AL. *Doctor of Philosophy in Management*, December, 1996. *Major: Human Resource Management.* Received the 1996-1997 Outstanding Doctoral Student Award for the Department of Management, Auburn University. Runner-up award for the 1996-1997 student paper competition of the International Personnel Management Association Assessment Council.

Tulane University, A. B. Freeman School of Business, New Orleans, LA. Master of Business Administration, December, 1988.

Tulane University, A. B. Freeman School of Business, New Orleans, LA. Bachelor of Science in Management, August, 1986.

ACADEMIC POSITIONS

University of Colorado, Colorado Springs, College of Business. *Associate Professor of Organizational Management* from Summer 2012 to present. *Bill Daniels Faculty Fellow in Ethics for Management* from Summer 2011 to Summer 2013. *Department Chair in Management* from August 2012 through December 2013.

University of Colorado, Colorado Springs, College of Business. *Assistant Professor of Organizational Management* from Fall 2008 to Summer 2012. Overall teaching evaluation results "exceeded expectations" during tenure as assistant professor. Redeveloped course content and taught Integrated Skills for Management (BUAD3000) for the undergraduate program, as well as an online version of the same course. Developed a course on Transforming Technology Organizations and Employees (BUAD6710) for the on-campus MBA program, as well as another version for the online MBA program.

University of Georgia, Terry College of Business, Department of Management, Athens, GA. Lecturer in Management from 2000 to 2008. Earned awards for outstanding teaching and contributions to student career development. Developed and taught conventional and honors sections of the Management of Organizations and Individuals (MGMT3000), as well as Leadership (MGMT5980).

Louisiana State University, E. J. Ourso College of Business, Rucks Department of Management, Baton Rouge, LA. Visiting Assistant Professor during 1999 to 2000. Prepared and taught Strategic Management (MGT3830).

Georgia Southern University, College of Business, Department of Management, Statesboro, GA. Assistant Professor from 1998 to 1999. Developed and taught four undergraduate courses: Introduction to Business (BUSA1105), Business Statistics (BUSA3131), Behavior in Organizations (MGNT3134), and Compensation Management (MGNT4336). Advised pre-business students and served on a committee for peer teaching circles.

Troy University, College of Business, Phenix City, AL. Assistant Professor from 1994 to 1998. Developed and taught five graduate courses and five undergraduate courses: Personnel Recruitment and Evaluation (HRM672), Compensation Management (HRM632), Human Resource Management (HRM624), Organization Theory (HRM620), Business Strategy (BUS611), Strategic Management (BAN476), Human Resource Management (MGT375), Organizational Behavior (MGT472), Organizational Development (MGT471), and Principles of Management (MGT371). Served as secretary on 1994 Academic Dean Selection Committee. Member of Continuing Professional Education Steering Committee and Steering Committee on Distance Learning. Contributed comprehensive exam questions and graded comprehensive exams for the graduate program in human resource management.

Auburn University, College of Business, Department of Management, Auburn, AL. Graduate Teaching Assistant from 1991 to 1994. Prepared and taught Human Resource Management (MN342), Organizational Behavior (MN346), and Principles of Management (MN310).

Tulane University, A. B. Freeman School of Business, New Orleans, LA. Teaching Assistant from 1987 to 1988. Taught labs, graded exams and papers for business policy, macroeconomic analysis, and managerial accounting courses.

ACADEMIC HONORS

Invited member of the editorial board for *Small Group Research*, December 2012 through 2016.

Honored in 2012 with an *Online Undergraduate Pioneer Award* within the College of Business at the University of Colorado at Colorado Springs. This honor recognized the successful development of an online undergraduate course on teamwork and group dynamics (Integrated Skills for Management: BUAD3000).

Selected as *2011–2013 Bill Daniels Faculty Fellow in Ethics for Management* within the College of Business at the University of Colorado at Colorado Springs. A Bill Daniels Faculty Fellowship in Ethics is awarded to individuals who demonstrate excellence in pedagogical activities that promote understanding of ethical issues in business.

Received funding from the *Daniels Fund Ethics Initiative* to attend the First Global Faculty Convening on *Giving Voice to Values* at Babson College in Wellesley, MA, on June 13th and 14th, 2011.

Honored as *2007–2008 Teacher of the Year* for the Department of Management at the University of Georgia by Alpha Kappa Psi (Alpha Epsilon Chapter).

Formally recognized in 2006 for contributing to the career development of UGA students (recognition from Career Center at the University of Georgia).

Honored as *2002–2003 Teacher of the Year* for the Department of Management at the University of Georgia by Alpha Kappa Psi (Alpha Epsilon Chapter).

Honored for *outstanding teaching* at the 2002 University of Georgia Honors Day Event.

Invited participant in the 1998 Human Resources Division's Junior Faculty Consortium at the annual meeting of the Academy of Management, San Diego, CA.

Received the *1996–1997 William H. Holley, Jr. Outstanding Doctoral Student Award* for the Department of Management, College of Business, Auburn University.

Selected as one of five award winners for the 1996–1997 student paper competition of the International Personnel Management Association Assessment Council.

Invited participant in the 1993 Human Resource Management Doctoral Consortium at the annual meeting of the Academy of Management, Atlanta, GA.

Invited participant in the 1992 Doctoral Consortium at the annual meeting of the Southern Management Association, New Orleans, LA.

Received in 1987 the Tulane University President's Student–Athlete Commendation for Superior Academic Achievement.

RESEARCH FOCUS

My research centers on the motivation, development, and performance of individuals and teams in organizations. I have explored various forms of organization-based development and performance, including knowledge mastery, task proficiency, and teamwork, as well as interpersonal ascendancy and leader emergence. Select studies contribute to advancing methods of multilevel research on teams.

JOURNAL ARTICLES

* indicates a study that includes at least one team-level factor.

* Thomas, C. H., & Hirschfeld, R. R. (in press). Knowing is half the battle: Interdependent effects of knowledge and action on leader emergence. *Leadership and Organization Development Journal*.

* Hirschfeld, R. R., Cole, M. S., Bernerth, J. B., & Rizzuto, T. E. (2013). Voluntary survey completion among team members: Implications of systematic noncompliance and missing data for multilevel research. *Journal of Applied Psychology, 98*, 454–468.

* Cole, M. S., Bedeian, A. G., Hirschfeld, R. R., & Vogel, B. (2011). Dispersion-composition models in multilevel research: A data-analytic framework. *Organizational Research Methods, 14*, 718–734.

Hirschfeld, R. R., & Thomas, C. H. (2011). Age- and gender-based role incongruence: Implications for knowledge mastery and observed leadership potential among personnel in a leadership development program. *Personnel Psychology, 64*, 661–692.

Bernerth, J. B., Walker, H. J., Walter, F., & Hirschfeld, R. R. (2011). A study of workplace justice differences during times of change: It's not all about me. *Journal of Applied Behavioral Science, 47*, 336–359.

* Hirschfeld, R. R., Thomas, C. H., & Bernerth, J. B. (2011). Consequences of autonomous and team-oriented forms of dispositional proactivity for demonstrating advancement potential. *Journal of Vocational Behavior, 78*, 237–247.

* Hirschfeld, R. R., & Bernerth, J. B. (2008). Mental efficacy and physical efficacy at the team level: Inputs and outcomes among newly formed action teams. *Journal of Applied Psychology, 93*, 1429–1437.

* Hirschfeld, R. R., Jordan, M. H., Thomas, C. H., & Feild, H. S. (2008). Observed leadership potential of personnel in a team setting: Big Five traits and proximal factors as predictors. *International Journal of Selection and Assessment, 16*, 385–402.

Hirschfeld, R. R., & Thomas, C. H. (2008). Representations of trait engagement: Integration, additions, and mechanisms. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 1*, 63–66.

Hirschfeld, R. R., & Lawson, L. (2008). Predicting individuals' interest after a performance result: The roles of motivational orientations at high and low performance. *Journal of Applied Social Psychology, 38*, 557–584.

- Hirschfeld, R. R., Thomas, C. H., & McNatt, D. B. (2008). Implications of self-deception for self-reported intrinsic and extrinsic motivational dispositions and actual learning performance: A higher order structural model. *Educational and Psychological Measurement, 68*, 154–173.
- Hirschfeld, R. R., Thomas, C. H., & Lankau, M. J. (2006). Achievement and avoidance motivational orientations in the domain of mentoring. *Journal of Vocational Behavior, 68*, 524–537.
- * Hirschfeld, R. R., Jordan, M. H., Feild, H. S., Giles, W. F., & Armenakis, A. A. (2006). Becoming team players: Team members' mastery of teamwork knowledge as a predictor of team task proficiency and observed teamwork effectiveness. *Journal of Applied Psychology, 91*, 467–474.
- * Hirschfeld, R. R., Jordan, M. H., Feild, H. S., Giles, W. F., & Armenakis, A. A. (2005). Teams' female representation and perceived potency as inputs to team outcomes in a predominantly male field setting. *Personnel Psychology, 58*, 893–924.
- Hirschfeld, R. R., Lawson, L., & Mossholder, K. W. (2004). Moderators of the relationship between cognitive ability and performance: General versus context-specific achievement motivation. *Journal of Applied Social Psychology, 34*, 2389–2409.
- Hirschfeld, R. R. (2002). Achievement orientation and psychological involvement in job tasks: The interactive effects of work alienation and intrinsic job satisfaction. *Journal of Applied Social Psychology, 32*, 1663–1681.
- Hirschfeld, R. R., Schmitt, L. P., & Bedeian, A. G. (2002). Job-content perceptions, performance-reward expectancies, and absenteeism among low-wage public-sector clerical employees. *Journal of Business and Psychology, 16*, 553–564.
- Hirschfeld, R. R., & Feild, H. S. (2000). Work centrality and work alienation: Distinct aspects of a general commitment to work. *Journal of Organizational Behavior, 21*, 879–890.
- Hirschfeld, R. R., Feild, H. S., & Bedeian, A. G. (2000). Work alienation as an individual-difference construct for predicting workplace adjustment: A test in two samples. *Journal of Applied Social Psychology, 30*, 1880–1902.
- Hirschfeld, R. R. (2000). Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire Short Form make a difference? *Educational and Psychological Measurement, 60*, 255–270.
- Harris, S. G., Hirschfeld, R. R., Feild, H. S., & Mossholder, K. W. (1993). Psychological attachment: Relationships with job characteristics, attitudes, and preferences for newcomer development. *Group and Organization Management, 18*, 459–481.

EDITED BOOK CHAPTER

Hirschfeld, R. R., & McNatt, D. B. (2008). Improving performance in an ongoing learning endeavor: The complementary roles of approach-goal orientations as explained by interest and effort. In K. H. Kiefer (Ed.), *Applied psychology research trends* (pp. 161–182). New York: Nova Science Publishers, Inc.

PROCEEDINGS

Lankau, M. J., Hirschfeld, R. R., & Thomas, C. H. (2005). Mentors' motivations at work as predictors of protégés' experiences in a formal mentoring program. Published in the *Best Paper Proceedings of the 2005 Academy of Management meeting*.

UNDER REVIEW

Hirschfeld, R. R., & Thomas, C. H. Strategic thinking and team building as main themes for programmatic leadership development. Under initial review at *Academy of Management Learning & Education*.

PRESENTATIONS

* indicates a study that includes at least one team-level factor.

* Hirschfeld, R. R., Cole, M. S., Bernerth, J. B., & Rizzuto, T. E. (2013). State-of-the art methods for multilevel (team) research with missing data. Presented in the Research Methods Division at the 2013 meeting of the Academy of Management, Orlando, FL.

Hirschfeld, R. R., & Thomas, C. H. (2012). Implications of transportable-knowledge content domains for leadership development. Poster presented at the 2012 annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

* Hirschfeld, R. R. (2010). Unique implications of age and gender among personnel in a leadership development program. Presented at the Front Range Management Research Seminar at the University of Colorado at Denver, April 16, 2010. Attendees represented six universities along the Interstate 25 corridor in Colorado.

* Cole, M. S., & Hirschfeld, R. R. (2009). The level and dispersion of work-group cohesion: Joint implications for groups' affective tone. Presented in the Research Methods Division at the 2009 meeting of the Academy of Management, Chicago, IL.

* Hirschfeld, R. R., & Thomas, C. H. (2009). Effects of age and gender in a leadership development program. Poster presented at the 2009 annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

- * Hirschfeld, R. R., & Bernerth, J. B. (2008). The importance of mental and physical efficacy among action teams. Poster presented at the 2008 annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- * Hirschfeld, R. R., Bernerth, J. B., & Thomas, C. H. (2007). Dualistic proactivity in a team setting: It's not all good. Poster presented at the 2007 annual conference of the Society for Industrial and Organizational Psychology, New York, NY.
- McNatt, D. B., Campbell, S., & Hirschfeld, R. R. (2007). Characteristics of self-efficacy interventions within work-related contexts: A meta-analysis. Poster presented at the 2007 annual conference of the Society for Industrial and Organizational Psychology, New York, NY.
- * Hirschfeld, R. R., Jordan, M. H., & Feild, H. S. (2006). Personality and knowledge factors as predictors of observed leadership potential in a team setting. Presented in the Organizational Behavior Division at the 2006 meeting of the Academy of Management, Atlanta, GA.
- Lankau, M. J., Hirschfeld, R. R., & Thomas, C. H. (2005). Mentors' motivations at work as predictors of protégés' experiences in a formal mentoring program. Presented in the Human Resources Division at the 2005 meeting of the Academy of Management, Honolulu, Hawaii.
- Hirschfeld, R. R., Thomas, C. H., & McNatt, D. B. (2005). Self-deception, intrinsic and extrinsic self-regulatory dispositions, and learning performance. Poster presented at the 2005 annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Lankau, M. J., Hirschfeld, R. R., & Thomas, C. H. (2005). Dyadic dispositional characteristics as determinants of mentors' personal learning. Presented as part of a symposium on "Benefits of Mentoring for Mentors: New Directions in Research" at the 2005 annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- McNatt, D. B., Campbell, S., & Hirschfeld, R. R. (2005). Building self-confidence: A meta-analysis of the effectiveness of self-efficacy interventions. Poster presented at the 2005 annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Hirschfeld, R. R., & Lawson, L. (2004). Performance feedback interacts with motivational orientations in predicting intrinsic motivation. Poster presented at the 2004 annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Hirschfeld, R. R., & Lawson, L. (2002). Differential predictive validity of general propensities encompassing approach motivation. Presented as part of a symposium on "New Directions in Research on Motivational Traits" at the 2002 annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.

- Hirschfeld, R. R., Lawson, L., & McNatt, D. B. (2001). Goal-related propensities and an improvement in learning performance: Prediction beyond self-efficacy, interest, and effort? Presented in the Organizational Behavior Division at the 2001 meeting of the Academy of Management, Washington, D.C.
- Hirschfeld, R. R., & Lawson, L., & Mossholder, K. W. (2001). Moderators of the relationship between ability and performance: General versus context-specific achievement motivation. Presented in the Organizational Behavior Division at the 2001 meeting of the Academy of Management, Washington, D.C.
- Hirschfeld, R. R., & Lawson, L. (2001). A hierarchical model of general learning orientation and performance. Poster presented at the 2001 annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Lawson, L., & Hirschfeld, R. R. (2000). Temporal effects of goal orientations: The Honeymoon Effect revisited. Presented in the Human Resources Division at the 2000 meeting of the Academy of Management, Toronto, Canada.
- Hirschfeld, R. R., & Schmitt, L. P. (1999). Job characteristic perceptions and absence within a setting lacking extrinsic rewards. Presented at the 1999 meeting of the Southern Management Association, Atlanta, GA.
- Hirschfeld, R. R., & Schmitt, L. P. (1999). Dispositional affectivity and work adjustment among clerical workers. Poster presented at the 1999 annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Hirschfeld, R. R. (1998). Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire Short Form make a difference? Presented at the 1998 meeting of the Southern Management Association, New Orleans, LA.
- Hirschfeld, R. R., Feild, H. S., & Bedeian, A. G. (1998). Work alienation, work conscientiousness, and affect-related aspects of work adjustment. Presented at the 1998 meeting of the Southern Management Association, New Orleans, LA.
- Hirschfeld, R. R. (1998). An investigation into the nature of the job involvement-role construct. Presented in the Organizational Behavior Division at the 1998 meeting of the Academy of Management, San Diego, CA.
- Hirschfeld, R. R. (1998). Negative affectivity and self-reports of affective work motivation traits. Poster presented at the 1998 annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Hirschfeld, R. R., & Feild, H. S. (1997). Achievement motivation plus work orientation: Toward a more complete specification of a work motivation disposition. Presented in the Human Resources Division at the 1997 meeting of the Academy of Management, Boston, MA.

Hirschfeld, R. R. (1997). Discriminant validity evidence for conscientiousness and work orientation as components of global trait work motivation. Presented at the 1997 International Personnel Management Association Assessment Council Conference on Professional Personnel Assessment, Newport Beach, CA.

Harris, S. G., Hirschfeld, R. R., Feild, H. S., & Mossholder, K. W. (1992). Psychological attachment: An examination of its dimensionality and relationships with traditional commitment correlates and socialization preferences. Presented at the 1992 meeting of the Southern Management Association, New Orleans, LA.

COURSES TAUGHT AT UCCS

Fall 2013: BUAD3000 online version of Integrated Skills for Management (1 section); BUAD6490 online version of Transforming Technology Organizations and Employees (1 section)

Spring 2013: BUAD3000 online version of Integrated Skills for Management (1 section); BUAD6710 Transforming Technology Organizations and Employees (1 section)

Fall 2012: BUAD3000 Integrated Skills for Management (1 section); BUAD3000 online version of Integrated Skills for Management (1 section); BUAD6490 online version of Transforming Technology Organizations and Employees (1 section)

Summer 2012: BUAD3000 Integrated Skills for Management (1 section)

Spring 2012: BUAD3000 Integrated Skills for Management (1 section); BUAD3000 online version of Integrated Skills for Management (1 section)

Fall 2011: BUAD3000 online version of Integrated Skills for Management (1 section); BUAD6490 online version of Transforming Technology Organizations and Employees (1 section)

Spring 2011: BUAD3000 Integrated Skills for Management (1 section); BUAD6710 Transforming Technology Organizations and Employees (1 section)

Fall 2010: BUAD3000 Integrated Skills for Management (2 sections); BUAD6490 online version of Transforming Technology Organizations and Employees (1 section)

Spring 2010: BUAD300 Integrated Skills for Management (2 sections)

Fall 2009: BUAD300 Integrated Skills for Management (2 sections); BUAD649 online version of Transforming Technology Organizations and Employees (1 section)

Spring 2009: BUAD300 Integrated Skills for Management (1 section); BUAD671 Transforming Technology Organizations and Employees (1 section)

Fall 2008: BUAD300 Integrated Skills for Management (2 sections)

PROFESSIONAL MEMBERSHIPS

Member of the *Academy of Management*, the *American Psychological Association*, and the *Society for Industrial and Organizational Psychology*.

EXTERNAL PROFESSIONAL ACTIVITIES

Member of the editorial board for *Small Group Research*, December 2012 through 2016.

Ad hoc reviewer for *Personnel Psychology*, 2007, 2010, 2011, 2012, 2013; *Small Group Research*, 2010, 2012; *American Psychologist*, 2012; *Applied Psychology: An International Review*, 2007; *Journal of Management*, 2004; *Journal of Applied Social Psychology*, 2003; *Academy of Management Review*, 2002; *Journal of Business Research*, 2002.

Member of the *Program Committee* for the 2000 through 2014 annual meetings of the *Society for Industrial and Organizational Psychology*; ambassador for the 2011 through 2013 meetings and mock interviewer for the 2013 meeting.

Chair of a session on Personality and Work Outcomes at the 2013 meeting of the *Academy of Management*, Orlando, FL.

Reviewer of submissions within the Careers Division and Organizational Behavior Division for the 2013 meeting of the *Academy of Management*, Orlando, FL.

Attended the First Global Faculty Convening on *Giving Voice to Values* at Babson College in Wellesley, MA, on June 13th and 14th, 2011.

UCCS INTERNAL SERVICE ACTIVITIES

Course coordinator for Integrated Skills for Management (BUAD3000) from 2008 to present.

Member of the Committee on *Educational Policy and University Standards* (EPUS), of the Faculty Representative Assembly at UCCS, from Fall 2010 to present.

Member of the Strategy Team for the College of Business, Summer 2012 through December 2013.

Chair of the 2013 Recruiting Committee for a tenure-track position in organizational behavior. Jill Bradley-Geist, Ph.D. from Tulane University, was hired.

Chair of the 2012 Recruiting Committee for a tenure-track position in conflict management and negotiations. Kathleen Tomlin, Ph.D. from Princeton University, was hired.

Member of a Personnel Advisory Committee for the College of Business, Fall 2012.

Member of an inquiry committee which conducted an investigation and provided a recommendation to the UCCS Faculty Committee on Research Misconduct, Fall 2012.

Member of the Undergraduate Online Course Taskforce for the College of Business, Spring 2011.

Member of the Graduate Program Team for the College of Business, Fall 2009 through Fall 2011.

Member of the Assessment Team for the College of Business, Fall 2008 through Spring 2009

Member of the Graduate-Program Admissions Committee for the College of Business, Fall 2009 through Spring 2010.