

Jennifer A. Griffith, PhD

University of New Hampshire
Peter T. Paul College of Business and Economics
10 Garrison Ave.
Durham, NH 03824

EDUCATION

- 2008-2013 **University of Oklahoma, PhD** **Norman, Ok**
Dissertation Title: *How Outstanding Leaders Lead with Emotions: An Examination of Pragmatic, Charismatic, and Ideological Leaders*
Thesis Title: *Emotion Regulation and Intragroup Conflict: When More Distracted Minds Prevail*
- 2004-2008 **University of Oklahoma, BA** **Norman, Ok**
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RESEARCH INTERESTS

My research interests span topics in cognition (e.g., bias, attributions, perceptions) and dynamic problem solving in leadership and team contexts.

PEER-REVIEWED PUBLICATIONS

Citation counts available from Google Scholar, 602 citations total, h-index of 12

* = MBA or undergraduate student research assistant

- Medeiros, K. E., & **Griffith, J. A.** (conditionally accepted, 2018). #ustoo: How IO psychologists can extend the conversation on sexual harassment and sexual assault through workplace training. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Thiel, C. E., **Griffith, J. A.**, Hardy, J., Peterson, D., & Connelly, S. (accepted, 2017). [Let's look at this another way: How supervisors can help subordinates manage the threat of relationship conflict.](#) *Journal of Leadership & Organizational Studies*.
- Griffith, J. A.**, Gibson, C., MacDougall, A., Medeiros, K., Hardy, J., & Mumford, M. D. (2018). [Are you thinking what I'm thinking?: Exploring the importance of leader-follower mental model congruence in promoting creative follower performance.](#) *Journal of Leadership & Organizational Studies*, 25(2), 153-170.
- Ness, A.M., Johnson, G., Ault, M. K., Taylor, W. D., **Griffith, J. A.**, Connelly, S., Dunbar, N. E., & Jensen, M.L. (accepted, 2017). [Reactions to ideological websites: The impact of emotional appeals, credibility, and pre-existing attitudes.](#) *Computers in Human Behavior*. (cited by 1)
- Anderson, H., Baur, J., & **Griffith, J.A.**, & Buckley, M. R. (2017). [What works for you may not work for \(Gen\)Me: Limitations of present leadership theories for new generations.](#) *Leadership Quarterly*, 28 (1), 245-260. (cited by 23)
- Zeni, T. A., Buckley, R. M., Mumford, M. D., & **Griffith, J. A.** (2016). [Making "sense" of ethical decision making.](#) *Leadership Quarterly*, 27(6), 838-855. (cited by 8)
- Friedrich, T. L., **Griffith, J. A.**, & Mumford, M. D. (2016). [Collective leadership behaviors: Evaluating the leader, team network, and problem situation characteristics that influence their use.](#) *Leadership Quarterly*, 27(2), 312-333. (cited by 22)

- Johnson, G., **Griffith, J. A.**, & Buckley, M. R. (2016). [A new model of impression management: Emotions in the "black box" of organizational persuasion.](#) *Journal of Occupational and Organizational Psychology*, 89(1), 111-140. (cited by 10)
- Connelly, S., Dunbar, N. E., Jensen, M., **Griffith, J. A.**, Taylor, W., Johnson, G., Hughes, M., & Mumford, M. D. (2016). [Social categorization, moral disengagement, and credibility of ideological group websites.](#) *Journal of Media Psychology*, 28, 16-31. (cited by 7)
- Griffith, J. A.**, Thiel, C. E., Connelly, S., & Johnson, G. (2015). [How outstanding leaders lead with affect: An examination of charismatic, ideological, and pragmatic leaders.](#) *Leadership Quarterly*, 26(4), 502-517. (cited by 17)
- Davis, J. D., **Griffith, J. A.**, Thiel, C. E., & Connelly, S. (2015). [Development and validation of a measure of emotion regulation at work: Introducing the Workplace Emotion Regulation Preference Inventory \(WERPI\).](#) *Personality and Individual Differences*, 85, 245-250. (cited by 2)
- Taylor, W., Johnson, G., Ault, M.*, **Griffith, J. A.**, Rozzell, B., Connelly, S., Dunbar, N. E., Jensen, M. L., & Ness, A. (2015). [Ideological group persuasion: A within-person study of how violence, interactivity, and credibility features influence online persuasion.](#) *Computers in Human Behavior*, 51, 448-460. (cited by 4)
- Thiel, C. E., **Griffith, J. A.**, & Connelly, S. (2015). [Leader-follower interpersonal emotion management: Managing stress by person-focused and emotion-focused emotion management.](#) *Journal of Leadership and Organizational Studies*, 22, 5-20. (cited by 19)
- Dunbar, N. E., Connelly, S., Jensen, M. L., Adame, B. J., Rozzell, B., **Griffith, J. A.**, & O’Hair, H. D. (2014). [Fear appeals, message processing cues, and credibility in the websites of violent, ideological, and nonideological groups.](#) *Journal of Computer-Mediated Communication*, 19, 871-899. (cited by 14)
- Hughes, M. G., **Griffith, J. A.**, Zeni, T. A., Arsenault, M. L., Cooper, O. D., Johnson, G., Hardy, J. H., Connelly, S., & Mumford, M. D. (2014). [Discrediting in a message board forum: The effects of social support and attacks on expertise and trustworthiness.](#) *Journal of Computer-Mediated Communication*, 19, 325-341. (cited by 19)
- Thiel, C. E., Hill, J., **Griffith, J. A.**, & Connelly, S. (2014). [Political tactics as affective events: Implications for individual perception and attitude.](#) *European Journal of Work and Psychology*, 23(3), 419-434. (cited by 8)
- Barrett, J. D., Vessey, W. B., **Griffith, J. A.**, Mracek, D., & Mumford, M. D. (2014). [Predicting scientific creativity in leaders: The role of adversity, collaborations, and work strategies.](#) *Creativity Research Journal*, 26(1), 39-52. (cited by 4)
- Griffith, J. A.**, Connelly, S., & Thiel, C. E. (2014). [Emotion regulation and intragroup conflict: When more distracted minds prevail.](#) *International Journal of Conflict Management*, 25(2), 148-170. (cited by 20)
- Byrne, C. L., Nei, D. S., Barrett, J. D., Hughes, M. G., Davis, J. L., **Griffith, J. A.**, Harkrider, L. N., Hester, K. S., Angie, A. D., Robledo, I. C., Connelly, S., O’Hair, H. D., & Mumford, M. D. (2013). [Online ideology: A comparison of website communication and media use.](#) *Journal of Computer-Mediated Communication*, 18, 25-39. (cited by 19)
- Thiel, C. E., Connelly, S., & **Griffith, J. A.** (2012). [Leadership and emotion management for complex tasks: Different emotions, different strategies.](#) *Leadership Quarterly*, 23(3), 517-533. (cited by 60)

- Griffith, J. A.**, Connelly, S., & Thiel, C. E. (2011). [Leader deception influences on leader-member exchange and subordinate organizational commitment.](#) *Journal of Leadership and Organizational Studies*, 18, 508-521. (cited by 22)
- Thiel, C. E., Connelly, S., & **Griffith, J. A.** (2011). [The influence of anger on ethical decision-making: Comparison of a primary and secondary appraisal.](#) *Ethics & Behavior*, 21(5), 380-403. (cited by 37)
- Gooty, J., Connelly, S., **Griffith, J. A.**, & Gupta, A. (2010). [Leadership, affect, and emotions: A state of the science review.](#) *Leadership Quarterly*, 21(6), 979-1004. (cited by 283)
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BOOK CHAPTERS

- Gutsche, K., & **Griffith, J. A.** (2017). [Automating motivation: A workplace analysis of service technicians and the motivational impact of automated assistance.](#) In Y. Hara & D. Karagiannis (Eds.), *Serviceology for Services* (5th ed., pp. 101- 108). Vienna, Austria: Springer International.
- Hughes, M. G., **Griffith, J. A.**, Byrne, C. L., Nei, D. S., Harkrider, L. N., Zeni, T. A., Shipman, A. S., Connelly, S., Mumford, M. D., & O’Hair, H. D. (2016). [Examining online communication: A method for the quantitative analysis of qualitative data.](#) In J. E. Jones & M. L. Baran (Eds.), *Advances in knowledge acquisition, transfer, and management: Mixed methods research for improved scientific study* (pp. 213 – 235). Hershey, PA: IGI Global. (cited by 1)
- Griffith, J. A.**, Zeni, T. A., & Johnson, G. (2015). [Utilizing emotions for ethical decision making in leadership.](#) In T. Issa & R. Wolf (Eds.), *Advances in business strategy and competitive advantage: International business ethics and growth opportunities* (pp. 188 - 205). Hershey, PA: IGI Global.
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MANUSCRIPTS UNDER REVIEW

- Kukenburger, M., D’Innocenzo, L., & **Griffith, J. A.** (under review) Informal team development [blinded title]
- Griffith, J. A.**, Baur, J. E., & Buckley, M. R. (under review). Political affiliation & interpersonal judgment [blinded title]
- Gutsche, K., & **Griffith, J. A.** (under review). Asset value creation & automaton [blinded title]
- Griffith, J. A.**, Baur, J. & Buckley, M. R. (R&R, under review #2). Insourced leadership pipelines [blinded title]
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COLLOQUIA AND PRESENTATIONS

- Griffith, J. A.**, Baur, J., Buckley, M. R., & Cardy, R. (August 2017). To ask or not to ask: Factors impacting employee raise-seeking behavior. Paper presented at the 77th annual meeting of the Academy of Management. Atlanta, GA.
- Griffith, J. A.** & Medeiros, K. E. (August 2017). Training that transfers: Exploring sexual assault prevention that works. In Afiouni, F. (Chair), *Sexual Harassment in the Workplace and Beyond: Exploring Perspectives from Around the Globe*. Symposium presented to the 77th annual meeting of the Academy of Management. Atlanta, GA.
- Gutsche, K. & **Griffith, J. A.** (July 2017). Automating Motivation: A workplace analysis of service technicians and the motivational impact of automated assistance. Paper presented to the 5th International Conference on Serviceology (ICServ2017). Vienna, Austria.
- Griffith, J. A.**, Gibson, C., Medeiros, MacDougall, A., & Hardy, J. (April 2017). Begin with the end in mind: Rethinking outstanding leadership outcomes. In Neely, B. H. & Hunter, S. T. (Co-

- chairs), *The CIP Model of Leadership: Research Advancements and New Directions*. Symposium presented to the 32nd annual meeting for the Society of Industrial-Organizational Psychology. Orlando, FL.
- Anderson, H. J., Baur, J. E., **Griffith, J. A.**, & Buckley, M. R. (September 2016). What works for you might not work for (Gen)Me: Generational implications of leadership theories. Paper presented at the 2016 Meeting of the Southern Management Association. Charlotte, NC.
- Griffith, J. A.**, Baur, J. E., & Buckley, M. R. (August 2016). *Insourced leadership: Applying the real options approach to leadership development*. Paper presented at the 76th annual meeting of the Academy of Management. Anaheim, CA.
- Zeni, T. A., Buckley, M. R., Mumford, M. D., & **Griffith, J. A.** (October 2015). *Ethical decision making by business leaders: The impact of cognitive biases and strategies*. Paper presented at the 2015 Southern Management Association Conference. St. Pete, FL.
- Thiel, C. E., **Griffith, J. A.**, Hardy, J., Peterson, D., & Connelly, S. (August 2015). *Let's look at this another way: Relationship conflict and interpersonal emotion management*. Paper presented at the 75th annual meeting of the Academy of Management. Vancouver, British Columbia, Canada.
- Ness, A., Johnson, G., Ault, M. K., Taylor, W., **Griffith, J. A.**, Connelly, S., Dunbar, N., & Jensen, M. (May 2015). *Emotional appeals, credibility cues, and viewers' attitudes on ideological persuasion*. Poster presented at the 27th annual conference of the Association for Psychological Science. New York City, NY.
- Griffith, J. A.**, Connelly, S., Thiel, C. E., & Johnson, G. (August 2014). *How outstanding leaders lead with affect: Examining charismatic, ideological, and pragmatic leaders*. Presented during the divisional session *Leaders can be outstanding, but why? Implications from leaders' traits, affect, and relationships*. Paper presented at the 74th annual meeting of the Academy of Management. Philadelphia, PA.
- Griffith, J. A.**, Johnson, G., Hughes, M., Gibson, C., Cooper, O., Hocker, E., Connelly, S., & Mumford, M. D. (May 2014). *"What would you say you do here?" The real world effects of lurkers on violent Internet message board forums*. Poster presented at the 26th annual conference of the Association for Psychological Science. San Francisco, CA.
- Johnson, G., **Griffith, J. A.**, & Buckley, M. (May 2014). *A new model of impression management: Emotions in the "black box" of organizational persuasion*. Poster presented at the 26th annual conference of the Association for Psychological Science. San Francisco, CA.
- Friedrich, T. L., **Griffith, J. A.**, & Mumford, M. D. (May 2014). *Network characteristics and leader use of collective influence tactics*. Poster presented at the 29th annual meeting for the Society of Industrial-Organizational Psychology. Honolulu, HA.
- Johnson, G., **Griffith, J. A.**, Buckley, M. R. (April 2014). *A new model of impression management: Emotions in the "black box" of organizational persuasion*. Poster presented at the 3rd Annual University of Oklahoma Psychology Department Graduate and Undergraduate Research Fair, Norman, Ok.
- Dunbar, N., Connelly, S., Jensen, M. Adame, B., Rozzell, B., **Griffith, J. A.**, & O'Hair, H. D. (June 2013). *A comparison of the persuasive tactics in the websites of violent, ideological, and non-ideological groups*. Paper presented at the annual conference for the International Communication Association, London, England
- Connelly, S. Dunbar, N., Jensen, M., **Griffith, J. A.**, Taylor, W., Johnson, G., Hughes, M., & Mumford, M. D. (May 2013). *Social categorization, moral disengagement, and credibility of ideological group websites*. Paper presented at the 25th annual meeting of the Association for

- Psychological Science. Washington, D. C.
- Barrett, J. D., Vessey, W. B., **Griffith, J. A.**, Mracek, D. L., Johnson, G., Peterson, D. R., & Mumford, M. D. (May 2013). *It's (not) the journey: How adversity, collaborations, and strategies influence scientific creativity*. Poster presented at the 2nd Annual University of Oklahoma Psychology Department Graduate and Undergraduate Research Fair, Norman, Ok.
- Johnson, G., Connelly, S., & **Griffith, J. A.** (May 2013). *The asymmetrical effects of negative emotions in failure feedback*. Poster presented at the 2nd Annual University of Oklahoma Psychology Department Graduate and Undergraduate Research Fair, Norman, Ok.
- Johnson, G., **Griffith, J.A.**, & Connelly, S. (April 2013). *Negative emotions in failure feedback: When feeling bad is good*. Poster at the 28th annual meeting for the Society of Industrial-Organizational Psychology, Houston, TX.
- Thiel, C. E., Connelly, S., & **Griffith, J. A.** (April 2013). *When bossy is better: Leader-facilitated emotion management and job stress*. Poster presented at the 28th annual meeting for the Society of Industrial-Organizational Psychology, Houston, TX.
- Barrett, J., Vessey, B., **Griffith, J. A.**, Mracek, D., Johnson, G., Peterson, D., & Mumford, M. D. (April 2013). *Eureka! How adversity, collaborations, and work strategies influence scientific creativity*. Presented during the interactive poster session *Not Just Another Brick in the Wall: Fostering Disruptive Innovation*. Poster presented at the 28th annual meeting for the Society of Industrial-Organizational Psychology. Houston, TX
- Griffith, J. A.**, Connelly, S., Thiel, C. E., & Johnson, G. (May 2012). *Emotion regulation in groups: How leader-facilitated emotion regulation strategies combat conflict*. Poster presented at the 1st Annual University of Oklahoma Psychology Department Graduate and Undergraduate Research Fair, Norman, Ok.
- Griffith, J. A.** (May 2012). *When you smile, the whole world smiles with you: How outstanding leaders use emotion to communicate and influence others*. Poster presented at the 1st Annual University of Oklahoma Psychology Department Graduate and Undergraduate Research Fair, Norman, Ok.
- Griffith, J. A.**, Connelly, S., Thiel, C. E., & Johnson, G., (April 2012). *Emotion regulation and intragroup conflict: When more distracted minds prevail*. Presented during the interactive poster session *Can't We all Get Along?* Interactive poster presented at the 27th annual meeting for the Society of Industrial-Organizational Psychology, San Diego, CA
- Thiel, C. E., Connelly, S., & **Griffith, J. A.** (March 2012). *Anger and ethical decision-making: An examination of primary and secondary appraisals*. Paper presented at the Sixth ORI Research Integrity Conference, Washington, D. C.
- Thiel, C. E., Connelly, S., **Griffith, J. A.**, Bagdasarov, Z., & Johnson, J. J. (April 2011). *The influence of primary and secondary anger appraisals on ethical decision-making*. Poster presented at the 26th annual meeting for the Society of Industrial-Organizational Psychology, Chicago, IL.
- Griffith, J. A.**, Connelly, S., & Hill, J. (April 2010). *Leader deception influences on leader-member exchange and subordinate organizational commitment*. Poster presented at the 25th annual meeting for the Society of Industrial-Organizational Psychology, Atlanta, GA.
- Griffith, J. A.** (May 2009). *The influence of emotion regulation on affective conflict in groups*. Presented at Lunch Bunch at the University of Oklahoma, Norman, Ok.
- Griffith, J. A.** (April 2009). *The ties that bind: The mediating effect of leader-member exchange on the relationship between leader deception and organizational commitment*. Presented at Lunch Bunch at the University of Oklahoma, Norman, Ok.

TEACHING EXPERIENCE

* = *MBA-level course*

08/16 – Present **Assistant Professor** **Paul College of Business** **University of New Hampshire**

Courses taught/ scheduled:

Organizational Behavior (7 sections)

Staffing Organizations (1 section)

08/13 – 06/16 **Assistant Professor** **School of Business, Psychology** **Alfred University**

Courses:

Organizational Behavior (7 sections)

Global Management and Leadership Dynamics* (4 sections)

Human Resource Management (2 sections)

Business Statistics and Research Methods (1 sections)

Modern Issues in HRM* (2 sections)

Work Motivation* (1 section)

Teams in Organizations (1 section)

People Analytics* (2 sections)

Independent Study Supervisor* (3 sections)

Gender in Organizations (5 sections)

Industrial/Organizational Psychology (2 sections)

01/12 – 07/13 **Instructor** **College of Business** **University of Central Oklahoma**

Courses:

The Art of Leadership (3 sections)

Organizational Behavior (2 sections)

Building Effective Teams (1 section)

Organizational Theory (1 section)

05/11 – 08/11 **Instructor** **Department of Psychology** **University of Oklahoma**

Courses:

Leadership (1 section)

Research Methods (1 section)

PROFESSIONAL EXPERIENCE

06/14-08/14 Senior Research Consultant, Oklahoma Department of Commerce, Workforce and Employment Research in Economic and Business Policy

04/13-08/13 Project Manager & Behavioral Research Analyst, Oklahoma Department of Mental Health and Substance Abuses Services (ODMHSAS), Policy & Planning Division

06/11-07/13 Project Manager, National Science Foundation Grant (Ideological Groups, Ideological Leaders, and Online Communication)

08/10-12/12 Ethics Trainer & Content Developer, University of Oklahoma Graduate College, National Institute of Health Grant (Research Ethics)

08/10-05/11 Project Manager, Blackbird Technologies Contract (Communication Strategies for Online Communities)

08/08-05/10 Research Analyst, Blackbird Technologies Contract (Communication Strategies for Online Communities)

06/05-08/08 Associate Coordinator, Sooner Textbooks/ Nebraska Book Company

PROFESSIONAL AND UNIVERSITY SERVICE

2/18 – Present	Paul College Diversity & Inclusion Working Group, member	UNH
2/18 – Present	MS in HR Task Force, member	UNH
5/17 – Present	Jeanneret Award Committee, Member	SIOP
5/17	Holloway Competition Championship Round, Moderator	UNH
4/17 – 6/17	Business Ethics Search Committee, Member	UNH
1/17 – Present	Engagement Committee, Member	SMA
Fall 2016	HRM Option Curriculum Committee, Member	UNH
06/14 – 08/15	Online Programs Co-Coordinator, Faculty Liaison	AU
04/14 – 08/15	Assessment and Evaluation Committee (Chair)	AU
12/13 – 01/16	Advisor for Business Administration Students	AU
08/13 – 08/15	Management Curriculum Committee (Chair)	AU
08/13 – 08/15	MBA Council (Member)	AU
04/13 – 07/15	Subject Matter Expert and Item Writer	ETS
07/12- Present	Ad Hoc and Invited Reviewer	

Applied Psychology, Engineering Ethics, Human Performance, Journal of Occupational and Organizational Psychology, Human Resource Management Review, International Journal of Conflict Management, Journal of Computer-Mediated Communication, Human Communication Research, Public Library of Science (PLOS), Annual Conference for SIOP, Annual Conference for AOM. Annual Conference for SMA

08/11 - 06/13	Research Committee (Chair)	OU
06/10 - 06/13	Connelly Research Lab Manager	OU
07/09 - 08/11	Orientation Committee (Chair)	OU
08/10 - 08/11	Professional Seminar Coordinator	OU
08/09 - 04/12	Professional Service Coordinator	OU

08/09 -Present Professional Mentor, Supervisor

Supervisor - Master's MBA Project

Baginski, B. (2015). Generationally Based Misconceptions and Considerations of Work.

Glover, L.P. (2015). A review of the influence of positivity and employee morale on workplace motivation.

Supervisor - Undergraduate Honor's Thesis

Newman, K. (2011). The dark triad and leadership.

Jones, J. (2014). Increasing motivation in high turnover, high burnout industries.

Supervisor – Undergraduate Paul College Honor Lit Reviews

Andreasson, S. (2017). The perspective of internal stakeholders: The evaluation of employee perception of corporate social responsibility and how it leads to job satisfaction and affective commitment

Keane, M. (2017). How to maximize workplace creativity through balancing intrinsic and extrinsic motivation

Sihombing, V. (2017). Relationship-based leadership in the workplace: Followership as a route to organizational citizenship behavior

Supervisor - Undergraduate Independent Study

Curry, L. (2015). Perceptions of the impact of gender over career history.

George, K. (2016). Future directions for women at work: The impact of social and organizational expectation asymmetry on leadership aspirations.

Martin, L. (2016). A comparison of leadership styles and their effectiveness in customer service industries.

Grandmaison, K. (2018). Motivation at which workplace?: A comparison of motivators across work contexts.

ASSISTANTSHIPS, FELLOWSHIPS, FUNDING AWARDS, AND OTHER HONORS

05/18	Paul Innovation Fund (\$12,000)	UNH
03/18	Summer Research Support Grant (\$4,000)	UNH
05/13	Outstanding Graduate RA Finalist	OU
05/13	Outstanding Graduate TA Finalist	OU
03/13	Phi Kappa Phi	OU
05/12	Graduate Student Travel Grant (\$900)	OU
09/11	Gamma Beta Phi	OU
08/11-05/12	Graduate Teaching Fellowship	OU
10/09	Golden Key International Honor Society	
08/08-05/13	Graduate Research Assistantship (\$21,000/yr)	OU

PROFESSIONAL MEMBERSHIPS

Academy of Management (AOM)

Southern Management Association (SMA)

Society of Industrial-Organizational Psychologists (SIOP)
