

Michael D. Johnson

Associate Professor
The Boeing Company Professor of Business Management
Foster School of Business
University of Washington
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EDUCATION

Michigan State University, East Lansing, MI (2006)
Ph.D. in Organizational Behavior/Human Resource Management

Hope College, Holland, MI (1985)
B.A. in Psychology, magna cum laude

PROFESSIONAL EXPERIENCE

Associate Professor, Department of Management and Organization, Foster School of Business, University of Washington, Seattle, WA (2012-present)

Assistant Professor, Department of Management and Organization, Foster School of Business, University of Washington, Seattle, WA (2006-2012)

Research Assistant, Michigan State University (2002-2006)

AWARDS AND FELLOWSHIPS

Dean's Award for Excellence in Graduate Teaching, Foster School of Business (2019)

Executive MBA Faculty of the Program (2019)

Boeing Company Professorship, Foster School of Business (2015-present)

Faculty of the Quarter, Technology Management MBA (2014-2019)

Organizational Behavior Division Most Innovative Student Paper Award, 75th Annual Academy of Management Conference (2016)

PhD Program Mentoring Award, Foster School of Business (2016)

Professor of the Quarter, daytime MBA (2014)

GM Nameplate Faculty Fellowship (2012-2014)

Western Academy of Management 2012 Ascendant Scholar Award (2012)

Core Professor of the Year, Evening MBA (2011)

Emerald Management Reviews Citation of Excellence (one of the top 50 management articles published in 2009 out of 15,000 considered)

Wells Fargo Award for Undergraduate Teaching, Foster School of Business (2009)

Finalist, Rosabeth Moss Kanter Award for Excellence in Work-Family Research (top 5 out of 2,000 manuscripts considered, 2009)

Organizational Behavior Division Best Paper Award, 64th Annual Academy of Management Conference (2005)

PUBLICATIONS

** indicates papers published with students or former students*

*Baker, B., Pitesa, M., Derfler-Rozin, R., & Johnson, M.D. (2019). Economic consequences of unethical behavior: An organizational context model. *Organization Science, 30*, 319-336.

*Eberly, M., *Holley, E., Johnson, M.D., & Mitchell, T. (2017). It's not me, it's not you, it's us! An empirical examination of relational attributions. *Journal of Applied Psychology, 102*, 711-731.

*Johnson, H.H., & Johnson, M.D. (2017). The influence of event characteristics on assessing advisor credibility and advice-taking. *Journal of Managerial Psychology, 32*, 89-103.

Ilies, R., Wagner, D., Wilson, K., Ceja, L., Johnson, M.D., DeRue, D.S., and Ilgen, D.R. (2017). Flow at work and basic psychological needs: Effects on well-being. *Applied Psychology: An International Review, 66*, 3-24.

*Zhang, S., Chen, X.P., Chen, G., *Liu, D., & Johnson, M.D. (2014). Relational versus collective identification within workgroups: Conceptualization, measurement development, and nomological network building. *Journal of Management, 40*, 1700-1731.

Johnson, M.D., *Holley, E., Morgeson, F.P., Labonar, D., & Stetzer, A. (2014). Outcomes of absence control initiatives: A quasi-experimental investigation into the effects of policy and perceptions. *Journal of Management, 40*, 1075-1097.

*Owens, B., Johnson, M.D., & Mitchell, T. (2013). Humility in organizations: Implications for performance, teams, and leadership. *Organization Science, 24*, 1517-1538.

Johnson, M.D., Hollenbeck, J.R., DeRue, D.S., Barnes, C., & Jundt, D. (2013). Functional versus dysfunctional team change: The role of problem diagnosis and external interventions for self-managing teams. *Organizational Behavior and Human Decision Processes, 122*, 1-11.

*Eberly, M., Johnson, M.D., Hernandez, M., & Avolio, B. (2013). An integrative process model of leadership Examining loci, mechanisms, and event cycles. *American Psychologist, 68*, 427-443.

Johnson, M.D., Morgeson, F.P., & *Hekman, D. (2012). Cognitive and affective identification: Exploring the links between different forms of social identification and personality with work attitudes and behavior. *Journal of Organizational Behavior, 33*, 1142-1167.

Johnson, M.D., Ilies, R., & Boles, T. (2012). Alternative reference points and outcome evaluation: The influence of affect. *Journal of Applied Psychology, 97*, 33-45.

Hernandez, M., *Eberly, M., Avolio, B., & Johnson, M. (2011). The loci and mechanisms of leadership: Exploring a more comprehensive view of leadership theory. *Leadership Quarterly, 22*, 1165-1185.

*Eberly, M., *Holley, E., Johnson, M.D., & Mitchell, T. (2011). Beyond internal and external: A dyadic theory of relational attributions. *Academy of Management Review, 36*, 731-753.

Ilies, R., Johnson, M.D., Judge, T.A., & *Keeney, J. (2011). A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators. *Journal of Organizational Behavior, 32*, 44-64.

- Ilies, R., Fulmer, I.S., *Spitzmuller, M., & Johnson, M.D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology, 94*, 945-959.
- DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R., & Jundt, D. (2008). How different team downsizing approaches influence team-level adaptation and performance. *Academy of Management Journal, 51*, 182-196.
- Ilies, R., Schwind, K., Wagner, D., Johnson, M.D., DeRue, S.D., & Ilgen, D.R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology, 92*, 1368-1379.
- Johnson, M.D., & Hollenbeck, J.R. (2007). Collective wisdom as an oxymoron: Team-based structures as impediments to learning. In J. Langan-Fox, C.L. Cooper, and R.J. Klimoski (Eds.), *Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms* (pp. 319-331). Cheltenham, U.K.: Edward Elgar Publishing Ltd.
- Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., Ilgen, D.R., Jundt, D., & Meyer, C.J. (2006). Cutthroat cooperation: Asymmetrical adaptation to changes in team reward structures. *Academy of Management Journal, 49*, 103-119.
- Johnson, M.D., Morgeson, F.P., Ilgen, D.R., Meyer, C.J., & Lloyd, J.W. (2006). Multiple professional identities: Examining differences in identification across work-related targets. *Journal of Applied Psychology, 91*, 498-506.
- Morgeson, F.P., Johnson, M.D., Campion, M.A., Medsker, G.J., & Mumford, T.V. (2006). Understanding reactions to job redesign: A quasi-experimental investigation of the moderating effects of organizational context on performance behavior. *Personnel Psychology, 59*, 333-363.
- Ilgen, D.R., Hollenbeck, J.R., Johnson, M.D., & Jundt, D.K. (2005). Teams in organizations: From input-process-output models to IMO models. *Annual Review of Psychology, 56*, 517-543.
- Ilgen, D.R., Lloyd, J.W., Morgeson, F.P., Johnson, M.D., Meyer, C.J., & Marrinan, M. (2003). Personal characteristics, knowledge of the veterinary profession, and influences on career choice among students in the veterinary school application pool. *Journal of the American Veterinary Medical Association, 223*, 1587-1594.

CONFERENCE PROCEEDINGS

Baker, B., & Johnson, M.D. (2016). Economic consequences of unethical behavior: An organizational context model. *Best Paper Proceedings of the 75th Annual Meeting of the Academy of Management, Anaheim, CA. Winner of the Most Innovative Student Paper Award from the Organizational Behavior Division.*

Johnson, H.H., & Johnson, M.D. (2014). The influence of event characteristics on assessing advisor credibility and advice-taking. *Best Paper Proceedings of the 73rd Annual Meeting of the Academy of Management, Philadelphia, PA.*

Johnson, M.D. (2009). Team-based rewards: An integrative theoretical model. *Best Paper Proceedings of the 68th Annual Meeting of the Academy of Management, Chicago, IL.*

Johnson, M.D., & Morgeson, F.P. (2005). Cognitive and affective identification in organizational settings. *Best Paper Proceedings of the 64th Annual Meeting of the Academy of Management, Honolulu, HI. Winner of the Best Paper Award for the Organizational Behavior Division.*

OTHER PUBLICATIONS

Johnson, M.D. (2004). Absence literature (1995-2004) technical report. Literature review prepared for Nucleus Solutions.

Ilgen, D.R., Lloyd, J.W., Morgeson, F.P., Johnson, M.D., Meyer, C.J., & Marrinan, M. (2003). Veterinary medicine careers: Present practices and future needs as seen by veterinarians and college students. Report prepared for the American Veterinary Medical Association and the National Council on Veterinary Economic Issues.

CHAIR OR DISCUSSANT AT CONFERENCE SYMPOSIA

Discussant at the *3rd International Symposium on Attribution Theory* (2018, January), Tallahassee, FL.

OB Research Incubator PDW (2016, August). Co-chair for conference professional development workshop at the 74th *Annual Meeting of the Academy of Management*, Anaheim, CA.

OB Research Incubator PDW (2015, August). Co-chair for conference professional development workshop at the 74th *Annual Meeting of the Academy of Management*, Philadelphia, PA.

OB Teaching Incubator PDW (2014, August). Co-chair for conference professional development workshop at the 73rd *Annual Meeting of the Academy of Management*, Philadelphia, PA.

OB Teaching Incubator PDW (2013, August). Co-chair for conference professional development workshop at the 72nd *Annual Meeting of the Academy of Management*, Orlando, FL.

Identification, Trust and Status (2013, August). Facilitator for conference discussion paper session at the 72nd *Annual Meeting of the Academy of Management*, Orlando, FL.

OB Teaching Incubator PDW (2012, August). Co-chair for conference professional development workshop at the 71st *Annual Meeting of the Academy of Management*, Boston, MA.

OB Teaching Incubator PDW (2011, August). Co-chair for conference professional development workshop at the 70th *Annual Meeting of the Academy of Management*, San Antonio, TX.

OB Teaching Incubator PDW (2010, August). Co-chair for conference professional development workshop at the 69th *Annual Meeting of the Academy of Management*, Montreal, Quebec.

Team Learning and Shared Mental Models (2009, August). Discussant for conference symposium at the 68th *Annual Meeting of the Academy of Management*, Chicago, IL.

Leader Behaviors (2008, August). Discussant for conference symposium at the 67th *Annual Meeting of the Academy of Management*, Anaheim, CA.

HR and Teams (2007, August). Discussant for conference symposium at the 66th *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Johnson, M.D., and van Knippenberg, D. (2006, May). Social identity theory: Implications for I/O psychology. Symposium chairperson at the 21st *Annual Conference of the Society for Industrial/Organizational Psychology*, Dallas, TX.

Ilies, R., & Johnson, M.D. (2005, April). Work-related social interactions and mood: Tests of Affective events theory. Symposium co-chairperson at the *20th Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

Morgeson, F.P., & Johnson, M.D. (2005, April). Cognitive, affective, and social influences on work withdrawal. Symposium co-chairperson at the *20th Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

CONFERENCE PRESENTATIONS

Antoine, G., & Johnson, M.D. (2019, August). The Cultural Logics of Shame and Guilt: Emotional Cultures of Social Regulation in Organizations. Paper presentation at the *78th Annual Meeting of the Academy of Management*, Boston, MA.

Johnson, M.D., Awtrey, E., & Ong, W.J. (2019, July). Can Straw Polls Enhance Group Decision Quality? Paper presentation at the *14th Annual Conference of the Interdisciplinary Network for Group Research (INGroup)*, Lisbon, Portugal.

Lee, S., & Johnson, M.D. (2018, August). Helping with Attitude: The Effects of Expressed Emotions on Social Closeness and Reciprocity. Paper presentation at the *77th Annual Meeting of the Academy of Management*, Chicago, IL.

Baker, B., & Johnson, M.D. (2016, August). Economic consequences of unethical behavior: An organizational context model. Paper presentation at the *75th Annual Meeting of the Academy of Management*, Anaheim, CA. *Winner of the Most Innovative Student Paper Award from the Organizational Behavior Division.*

Fishleder, S., & Johnson, M.D. (2016, June). Resident bullying among community-dwelling older adults: An application of organizational behavior theory to the senior housing setting. Poster presentation at the *2016 Annual Research Meeting of Academy Health*, Boston, MA.

Johnson, M.D., & Morgeson, F.P. (2015, August). Identifying with the workgroup: Implications for task and contextual performance. Symposium presentation at the *74th Annual Meeting of the Academy of Management*, Vancouver, BC, Canada.

Johnson, H.H., & Johnson, M.D. (2014, August). The influence of event characteristics on assessing advisor credibility and advice-taking. Paper presentation at the *73rd Annual Meeting of the Academy of Management*, Philadelphia, PA.

Johnson, M.D., & Awtrey, E. (2014, July). Tough times ahead: The persistent effects of process loss on teamwork. Paper presentation at the *9th Annual Conference of the Interdisciplinary Network for Group Research (INGroup)*, Raleigh, NC.

Johnson, M.D., & Awtrey, E. (2013, August). Pedagogical insights for teaching teamwork. Professional development workshop presentation at the *72nd Annual Meeting of the Academy of Management*, Orlando, FL.

Baker, B.E., & Johnson, M.D. (2012, August). When the "good guys" lie: Contrasts between unethical pro-self and pro-social behaviors. Symposium presentation at the *71st Annual Meeting of the Academy of Management*, Boston, MA.

Eberly, M.B., Holley, E.C., Johnson, M.D., & Mitchell, T.R. (2012, August). Exploring the "us" in reactions to negative feedback: The effects of relational attributions. Symposium presentation at the *71st Annual Meeting of the Academy of Management*, Boston, MA.

Johnson, M.D., & Dang, C.T. (2012, July). Team-reward fit: Examining the interaction effects of reward target and self-construal on conflict, identity, satisfaction, and performance. Paper presentation at the *25th Annual Meeting of the International Association for Conflict Management*, Cape Town, South Africa.

Johnson, M.D. (2011, August). Shallow or deep end? How initial workload affects individual and team learning. Paper presentation at the *70th Annual Meeting of the Academy of Management*, San Antonio, TX.

Holly, E., Johnson, M.D., & Jensen, J. (2010, August). Credibility perceptions: Effects on attitudes, intentions, and behaviors. Paper presentation at the *69th Annual Meeting of the Academy of Management*, Montreal, QC, Canada.

Zhang, S., Chen, G., Chen, X-P., Liu, D., & Johnson, M.D. (2010, April). Interpersonal identification-based versus collective identification-based group identity: A field investigation. Poster presentation at the *24th Annual Conference of the Society for Industrial/Organizational Psychology*, Atlanta, GA.

- Johnson, M.D. (2009, August). Team-based rewards: An integrative theoretical model. Paper presentation at the *68th Annual Meeting of the Academy of Management*, Chicago, IL.
- Holley, E.C., & Johnson, M.D. (2008, August). Injustice regulation: Anger and the reappraisal of injustice perceptions. Paper presentation at the *67th Annual Meeting of the Academy of Management*, Anaheim, CA.
- Toy, L.H., Johnson, M.D., & Morgeson, F.P. (2008, April). The Team Experiences Survey: Validating a test for team selection. Poster presentation at the *23rd Annual Conference of the Society for Industrial/Organizational Psychology*, San Francisco, CA.
- Johnson, M.D., Morgeson, F.P., Stetzer, A., LaBonar, D., & Holley, E. (2007, August). Unintended consequences of absence control initiatives: A quasi experimental investigation into the effects of policy and perceptions on employee absenteeism. Paper presentation at the *66th Annual Meeting of the Academy of Management*, Philadelphia, PA.
- Zhang, S., & Johnson, M.D. (2007, August). Why people affiliate: Interpersonal and collective facets of group identity. Paper presentation at the *66th Annual Meeting of the Academy of Management*, Philadelphia, PA.
- Ilies, R., Johnson, M.D., Judge, T.A., & Fandre, J. (2007, July). Affective reactions to interpersonal conflict at work: Dispositional and situational moderators. Paper presentation at the *20th Annual Meeting of the International Association for Conflict Management*, Budapest, Hungary.
- DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R., & Jundt, D. (2006, August). Team downsizing: The impact of structure and composition on collective adaptation. Paper presentation at the *65th Annual Meeting of the Academy of Management*, Atlanta, GA.
- Spitzmuller, M., Fulmer, I.S., Ilies, R., & Johnson, M.D. (2006, August). Personality and citizenship behavior: The role of affect and satisfaction. In I.S. Fulmer & C.M. Barnes (chairs), Examinations of mood and extra-role behavior. Paper presentation at the *65th Annual Meeting of the Academy of Management*, Atlanta, GA.
- Hollenbeck, J.R., Johnson, M.D., Barnes, C.M., & Ilgen, D.R. (2006, July). Adaptation to structural misalignment: Determinants of alternative change mechanisms. In S.W.J. Kozlowski & D.R. Ilgen (convenors), Emerging issues in team development and effectiveness. Paper presentation at the *26th International Congress of Applied Psychology*, Athens, Greece.

Johnson, M.D., Hollenbeck, J.R., Ilgen, D.R., & Barnes, C.M. (2006, June). Adaptation to structural misalignment: Determinants of alternative change mechanisms. Paper presentation at the *Command and Control Research Technology Symposium*, San Diego, CA.

Johnson, M.D., Morgeson, F.P., & Ilies, R. (2006, May). Identifying with the workgroup: Implications for task and contextual performance. In M.D. Johnson and D. van Knippenberg (chairs), *Social identity theory: Implications for I/O psychology*. Symposium presentation at the *21st Annual Conference of the Society for Industrial/Organizational Psychology*, Dallas, TX.

Johnson, M.D., Hollenbeck, J.R., Ilgen, D.R., & Barnes, C.M. (2006, May). Adaptation to structural misalignment: Determinants of alternative change mechanisms. In C.J. Resick & L.A. DeChurch (chairs), *Team adaptation to environmental forces: Current research and theory*. Symposium presentation at the *21st Annual Conference of the Society for Industrial/Organizational Psychology*, Dallas, TX.

Johnson, M.D., & Morgeson, F.P. (2005, August). Cognitive and affective identification in organizational settings. Paper presentation at the *64th Annual Meeting of the Academy of Management*, Honolulu, HI. *Winner of Best Paper Award for the Organizational Behavior Division*.

Conlon, D.E., Johnson, M.D., & Van Dyne, L. (2005, April). Effects of interactional justice and voice on experiences of cruise-ship passengers. In J. Greenberg (Chairperson), *Practical applications of organizational justice: Putting fairness to work*. Symposium presentation at the *20th Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

Ilies, R., Johnson, M.D., & Judge, T.A. (2005, April). Interpersonal interactions at work: Their influence on employee well-being and organizational outcomes. In R. Ilies and M.D. Johnson (Chairpersons), *Work-related social interactions and mood: Tests of affective events theory*. Symposium presentation at the *20th Annual Conference of the Society for Industrial and Organizational Psychology*, Los Angeles, CA.

Johnson, M., Stetzer, A., Ladd, D., & Morgeson, F. P. (2005, April). Blame it on the family: Effects of an organizational intervention on casual and FMLA absence. In F. P. Morgeson & M. Johnson (Chairpersons), *Cognitive, affective, and social influences on work withdrawal*. Symposium presentation at the *20th Annual Conference of the Society for Industrial and Organizational Psychology*, Los Angeles, CA.

Jundt, D.K., Ilgen, D.R., Hollenbeck, J.R., Johnson, M.D., & Meyer, C.J. (2005, April). The impact of hybrid team structures on performance and adaptation. Paper presentation at the *20th Annual Conference of the Society for Industrial/Organizational Psychology*, Los Angeles, CA.

Conlon, D.E. & Johnson, M.D. (2004, August). Applying organizational justice to captive intensive service settings: Compliments, complaints, and cruise ships. In H. Liao & A. Chuang (Chairpersons) *Customer service: Antecedents, processes, and impact on the bottom line*. Symposium presentation at the *63rd Annual Meeting of the Academy of Management*, New Orleans, LA.

Johnson, M.D., Hollenbeck, J.R., Humphrey, S.E., & Ilgen, D.R. (2004, August). Cutthroat cooperation: Asymmetrical adaptation of team reward structures. Paper presentation at the *63rd Annual Meeting of the Academy of Management*, New Orleans, LA.

Johnson, M.D., Morgeson, F.P., Medsker, G.J., Campion, M.A., & Mumford, T.V. (2004, April). When teams are more effective than workgroups. Paper presentation at the *19th Annual Conference of the Society for Industrial/Organizational Psychology*, Chicago, IL.

Johnson, M.D., Meyer, C.J., Morgeson, F.P., Ilgen, D.R., Lloyd, J., & Marrinan, M. (2003, August). Examining differences in cognitive and affective identification across professional, organizational, and workgroup targets. Paper presentation at the *62nd Annual Meeting of the Academy of Management*, Seattle, WA.

Ilgen, D. R., Lloyd, J., Morgeson, F. P., Johnson, M., Meyer, C., & Marrinan, M. (2003, August). Veterinary medicine careers: Views of veterinarians and college students. Paper presentation at the *Association of American Veterinary Medical Colleges SKAs Colloquium*, Des Moines, IA.

Johnson, M.D., & Morgeson, F.P. (2003, April). The Team Experiences Survey: A biodata measure for workteam selection. Paper presentation at the *18th Annual Conference of the Society for Industrial/Organizational Psychology*, Orlando, FL.

Ilgen, D. R., Lloyd, J., Johnson, M., Meyer, C., Morgeson, F. P., & Marrinan, M. (2002, August). Veterinarian job activities and attitudes: A preliminary report on a study of insider and potential applicant views. Paper presentation at the *National Workshop on Core Competencies in the Veterinary Profession*, Indianapolis, IN.

TEACHING EXPERIENCE

Level and most recent course evaluations (where 5 = excellent and 0 = very poor) provided in parentheses.

- EMBA 521, Organizational Leadership (executive MBA core, 5.0)
- TMMBA 542, Leading Organizational Change (technology management MBA core, 4.9)
- MGMT 583, Special Topics in OB (PhD seminar, 4.8)
- EMBA 551, International Business (executive MBA, 4.6)
- BA 501, Leading Teams and Organizations (MBA core, 4.4)
- MGMT 500, Management and Leadership (evening MBA core, 4.6)
- MGMT 579, Leading across Cultures (MBA elective, 4.8)
- MGMT 300, Managing for Organizational Effectiveness (undergraduate core, 4.8)

Selected Executive education and invited seminars:

- Hong Kong University of Science and Technology
- University of Science and Technology, China
- Peking University
- MCN Consulting, Seattle
- Western ICE Convention, Vancouver, CA
- Executive MBA Council annual conference
- Boeing AVIChina
- American Institute of Architects
- Business Certificate Program (small business training and economic development program)
- Yonsei University MBA Exchange Program
- Starbucks
- Amazon
- SK Group

PROFESSIONAL SERVICE

Editorial Boards:

- Journal of Applied Psychology (2008-present)
- Academy of Management Journal (2009-2013)
- Organizational Behavior and Human Decision Processes (2010-2013)

Making Connections Committee, Organizational Behavior division of the Academy of Management (2012-2016)

Advisor to the Social Media Committee, OB division of the Academy of Management (2011-2012)

Producer of "Under New Management," a podcast that highlights the practical applications of recently published management research for organizations (www.obweb.org)

PROFESSIONAL MEMBERSHIPS

Academy of Management
American Psychological Association
Society for Industrial/Organizational Psychology