

Randall Scott Peterson

Organisational Behaviour
London Business School
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PROFESSIONAL POSITIONS

Professor, April 2005 to present

Associate Professor, March 2001 to April 2005

Director, Leadership Institute, 2013 to present

Vice President, Campaign Committee, 2012 to 2016

Deputy Dean (Faculty), 2007 to 2012

Organisational Behaviour Subject Area, Chair, 2005 to 2007, 2014 to 2016

School Ph.D. Programme, Chair, 2004 to 2007

London Business School

Associate Professor, July 2000 to June 2004

Assistant Professor, July 1997 to June 2000

Management and Organizations

Graduate Fields of Management, Psychology, and Communication

Cornell University

Assistant Professor, September 1995 to June 1997

Communication Studies and Psychology

Northwestern University

Instructor, May 1995 to July 1995

Department of Psychology

University of California, Berkeley

EDUCATION

Ph.D. Social Psychology

May 1995

University of California, Berkeley

Dissertation: "A Directive Leadership Style is Both Virtue and Vice:
Evidence from Elite and Experimental Groups"

M.A. Educational Psychology (social psychology of education)

July 1990

University of Minnesota, Twin Cities

B.S. Agricultural Education, Animal Science, and Agricultural Economics

June 1986

University of Minnesota, Twin Cities

RESEARCH INTERESTS

Leadership in organizational work teams, personality and leadership success, top management team decision-making, and conflict management.

JOURNAL ARTICLES

- Srikanth, K., Harvey, S., & Peterson, R. S. (2016). A dynamic perspective on diverse teams: Moving from the dual-process model to a dynamic coordination based model of diverse team performance. *Academy of Management Annals*. doi: 10.1080/19416520.2016.1120973
- Ferguson, A. J., & Peterson, R. S. (2015). Sinking slowly: Diversity in propensity to trust predicts downward trust spirals in small groups. *Journal of Applied Psychology, 100*(4): 1012-1024. doi: 10.1037/apl0000007
- Harvey, S., Peterson, R. S., & Anand, N. (2014). The Process of Team Boundary Spanning in Multi-organizational Contexts. *Small Group Research, 45* (5), 506-538. doi:10.1177/1046496414534474
- Winner of the *Small Group Research* 2014-15 Best Paper Award.
- Chen, Y., Peterson, R. S., Phillips, D. J., Podolny, J.M., & Ridgeway, C.L. (2012). Bringing status to the table – Attaining, maintaining, and experiencing status in organizations and markets. *Organization Science, 23*(2), 299-307. doi: 10.1287/orsc.1110.0668
- Behfar, K. J., Mannix, E. A., Peterson, R. S., & Trochim, W. M. K. (2011). Conflict in Small Groups: The Meaning and Consequences of Process Conflict. *Small Group Research, 42*,127-176. doi: 10.1177/1046496410389194
- Winner of the *Small Group Research* 2010-11 finalist Best Paper Award.
- Behfar, K. J., Peterson, R. S., Mannix, E. A., & Trochim, W. M. K. (2008). The critical role of conflict resolution in teams: A close look at the links between conflict type, conflict management strategies, and team outcomes. *Journal of Applied Psychology, 93*, 170-188. doi: 10.1037/0021-9010.93.1.170
- Winner of the International Association for Conflict Management, Outstanding Article or Book Chapter Award in 2010 for an article or book chapter that has made a significant and lasting contribution to the field over the previous two years.
- Winner of the Academy of Management, Conflict Management Division's most influential article award in 2016 for the most influential article published in the past decade.
- Peterson, R. S., Smith, D. B., & Martorana, P. V. (2006). Choosing between a rock and a hard place when data are scarce and the questions important. *Journal of Applied Psychology, 91*, 6-8. doi 10.1037/0021-9010.91.1.6

JOURNAL ARTICLES (continued)

- Earley, P. C., & Peterson, R. S. (2004). The elusive cultural chameleon: Cultural intelligence as a new approach to intercultural training for the global manager. *Academy of Management Learning and Education*, 3, 100-115.
- Hollingshead, A. B., Wittenbaum, G. M., Paulus, P., Hirokawa, R., Ancona, D., Peterson, R. S., Jehn, K., and Yoon, K. (2004). The functional perspective as a lens for understanding groups. *Small Group Research*, 35, 17-43. doi 10.1177/1046496403259459
- Peterson, R. S., & Behfar, K. J. (2003). The dynamic relationship between performance feedback, trust, and conflict in groups: A longitudinal study. *Organizational Behavior and Human Decision Processes*, 92, 102-112. doi 10.1016/S0749-5978(03)00090-6
- Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: One mechanism by which leadership affects organizational performance. *Journal of Applied Psychology*, 88, 795-808. doi 10.1037/0021-9010.88.5.795
- Franz, N. K., Peterson, R. S., & Dailey, A. L. (2002). Leading organizational change: A comparison of county and campus views of extension engagement. *Journal of Extension*, 40(3).
- Moynihan, L. M., & Peterson, R. S. (2001). A contingent configuration approach to understanding the role of personality in organizational groups. *Research in Organizational Behavior*, 23, 327-378. doi 10.1016/S0191-3085(01)23008-1
- Simons, T. L., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology*, 85, 102-111. doi 10.1037/0021-9010.85.1.102
- Peterson, R. S., Owens, P. D., & Martorana, P. V. (1999). The group dynamics q-sort in organizational research: A new method for studying familiar problems. *Organizational Research Methods*, 2, 107-136.
- Peterson, R. S. (1999). Can you have too much of a good thing? The limits of voice in improving satisfaction with leaders. *Personality and Social Psychology Bulletin*, 25, 313-324. doi 10.1177/0146167299025003004
- Peterson, R. S., Owens, P. D., Tetlock, P. E., Fan, E., & Martorana, P. (1998). Group dynamics in top management teams: Groupthink, vigilance and alternative models of organizational failure and success. *Organizational Behavior and Human Decision Processes*, 73, 272-305. doi 10.1006/obhd.1998.2763

JOURNAL ARTICLES (continued)

- Peterson, R. S. (1997). A directive leadership style in group decision making is both virtue and vice: Evidence from elite and experimental groups. *Journal of Personality and Social Psychology, 72*, 1107-1121. doi 10.1037/0022-3514.72.5.1107
- Peterson, R. S., & Nemeth, C. J. (1996). Focus versus flexibility: Majority and minority influence can both improve performance. *Personality and Social Psychology Bulletin, 22*, 14-23. doi 10.1177/0146167296221002
- Peterson, R. S. (1994). The role of values in predicting fairness judgments and support of affirmative action. Special issue honoring the work of Milton Rokeach, *Journal of Social Issues, 50*, 95-116. doi 10.1111/j.1540-4560.1994.tb01199.x
- Tetlock, P. E., Armor, D., & Peterson, R. S. (1994). The slavery debate in Antebellum America: Cognitive style, value conflict, and the limits of compromise. *Journal of Personality and Social Psychology, 66*, 115-126. doi 10.1037/0022-3514.66.1.115
- Tetlock, P. E., Peterson, R. S., & Berry, J. M. (1993). Flattering and unflattering personality portraits of integratively simple and complex managers. *Journal of Personality and Social Psychology, 64*, 500-511. doi 10.1037/0022-3514.64.3.500
- Sniderman, P. M., Tetlock, P. E., & Peterson, R. S. (1993). Racism and liberal democracy. *Politics and the Individual, 3*, 1-28.
- Tetlock, P. E., Peterson, R. S., McGuire, C., Chang, S., & Feld, P. (1992). Assessing political group dynamics: A test of the groupthink model. *Journal of Personality and Social Psychology, 63*, 403-425. doi 10.1037/0022-3514.63.3.403

BOOK

- Peterson, R. S., & Mannix, E. A. (Eds.) (2003). *Leading and Managing People in the Dynamic Organization*. Mahwah, NJ: Erlbaum.

REFEREED BOOK CHAPTERS

- Peterson, R. S., & Ferguson, A. J. (2014). Strategies for Developing Trust Through Constructive Conflict Resolution in Teams. In O.B. Ayoko, N. Ashkanasy & K. A. Jehn (Eds), *Handbook of Conflict Management, p. 193-204*. Cheltenham, UK.: Edward Elgar.
- Peterson, R. S., & Kim, K. (2012). Leadership in small groups and teams: Toward a theory of group leadership. In M. Neale and E. A. Mannix (Eds), *Looking Back, Moving Forward: A Review of Group and Team-Based Research*. In the series: *Research on Managing Groups and Teams, Volume 15*, pages 27–47. New York: Emerald Publishing.

REFEREED BOOK CHAPTERS (continued)

Peterson, R. S. (2012). Crossing party lines: Group composition and individual differences in groups. In A. B. Hollingshead and M. S. Poole (Eds.), *Research Methods for Studying Groups and Teams: A Guide to Approaches, Tools, and Technologies* (pp. 121-131). London, UK: Taylor Francis/Routledge.

This book is the winner of the Ernest Bormann Research Award for best book in the study of group communication.

Peterson, R. S., and Harvey, S. (2009). Leadership and Conflict: Using Power to Manage Conflict in Groups for Better Rather Than Worse. In D. Tjosvold and B. Wisse, (Eds.), *Power and Interdependence in Organizations* (pp. 281-298). Cambridge, UK: Cambridge University Press.

Peterson, R. S., Davidson, J., & Moynihan, L. M. (2007). Does one rotten apple spoil the barrel? Using a configuration approach to assess the conflict-inducing effects of a high neuroticism team member. In K. J. Behfar and L. L. Thompson (Eds.), *Conflict in Organizational Groups* (pp. 93-112). Evanston, IL: Northwestern University Press.

Ronson, S. & Peterson, R. S. (2007). The paradox of conflict in groups: Conflict with trust is the basis for deep-level cooperation in work groups. In B. A. Sullivan, M. Snyder, and J. L. Sullivan, (Eds.), *Cooperation: The Political Psychology of Effective Human Interaction* (pp. 181-198). Malden, MA: Blackwell.

Moynihan, L. M., Peterson, R. S., & Earley, P. C. (2006). Cultural intelligence and the multinational team experience: Does the experience of working in a multinational team improve cultural intelligence? In E. A. Mannix, M. A. Neale, & Y. Chen (Eds.), *Research on Managing Groups and Teams: National Culture* (Vol. 9, pp. 279-304). Greenwich, CT: Elsevier. doi 10.1016/S1534-0856(06)09012-8

Hollingshead, A. B., Wittenbaum, G. M., Paulus, P., Hirokawa, R., Ancona, D., Peterson, R. S., Jehn, K., and Yoon, K. (2005). A look at groups from the functional perspective. In M. S. Poole & A. B. Hollingshead (Eds.), *Theories of small groups: An interdisciplinary perspective* (pp. 21-62). Thousand Oaks, CA: Sage.

Peterson, R. S., & Behfar, K. J. (2004). Leadership as group regulation. In D. Messick & R. Kramer (Eds.), *The psychology of leadership: New perspectives and Research* (pp. 143-162). Mahwah, NJ: Erlbaum.

Moynihan, L. M., & Peterson, R. S. (2004). The role of personality in group processes. In B. Schneider & D. B. Smith (Eds.), *Personality and organizations* (pp. 317-345). Mahwah, NJ: Erlbaum.

REFEREED BOOK CHAPTERS (continued)

- Peterson, R. S., & Sancovich, A. C. (2003). Leading and managing people in dynamic organizations: Emerging themes from a new paradigm. In R. S. Peterson & E. A. Mannix (Eds.), *Leading and Managing People in the Dynamic Organization* (pp. 253-261). Mahwah, NJ: Erlbaum.
- Peterson, R. S. (2002). The group dynamics q-sort in communication research. In L. R. Frey (Ed.), *New directions in group communication research* (pp. 79-96). Thousand Oaks, CA: Sage.
- Peterson, R. S. (2001). Toward a more deontological approach to the ethical use of social influence. In J. Darley, D. Messick, & T. R. Tyler (Eds.), *Social influences on ethical behavior in organizations* (pp. 21-36). Mahwah, NJ: Erlbaum.
- Peterson, R. S., Owens, P. D., & Martorana, P. V. (1999). Cause or effect? An investigation of the relationship between top management team group dynamics and organizational performance. In E. A. Mannix, M. A. Neale, & R. Wageman (Eds.), *Research on managing groups and teams: Context* (Vol. 2, pp. 49-69). Greenwich, CT: JAI Press.
- Tetlock, P. E., Peterson, R. S., & Lerner, J. S. (1996). Revising the value pluralism model of ideological reasoning: Incorporating social content and context postulates. In C. Seligman, J. Olson, and M. Zanna (Eds.), *Values: Eighth annual Ontario symposium on personality and social psychology* (Vol. 8, pp. 25 - 51).
- Sniderman, P. M., Tetlock, P. E., Carmines, E. G., & Peterson, R. S. (1993). The politics of the American dilemma: Issue pluralism. In P. M. Sniderman, P. E. Tetlock, and E. G. Carmines, (Eds.), *Prejudice, politics, and the American dilemma* (pp. 212 - 236). Stanford, CA: Stanford University Press.

OTHER PUBLICATIONS

- Peterson, R. S. (2018). Majority rule voting in the boardroom is an unnecessary risk. *Strategy + Business*.
- Peterson, R. S. (2018). Boardroom insights: What makes a great chair. *London Business School Review*.
- Peterson, R. S. (2018). What worries leaders? *London Business School Review*.
- Peterson, R. S. (2018). Leadership insights: Leading teams across diverse industries. *London Business Review*.
- Peterson, R.S., Rattan, A., Vakili, K., & Cohen-Mohliiver, A. (2018). Podcast: Busting workplace assumptions around LGBTQ+. *London Business School Review*.

OTHER PUBLICATIONS (continued)

- Ibarra, H., & Peterson, R. S. (2018). Podcast: Barriers preventing you from becoming a leader. *London Business School Review*.
- Peterson, R. S. (2017). Elephants get out of the boardroom. *London Business School Review*.
- Henderson, D. & Peterson R.S. (2017). The Drive for Strong Leaders. *Economist Intelligence Unit*.
- Peterson, R. S. (2017). Leadership Insights: trust in the right people. *London Business School Review*.
- Peterson, R. S. (2017). When self-confidence is a curse. *London Business School Review*.
- Peterson, R. S. (2017). Leading teams: Tactics inspired by the Middle East. *London Business School Review*.
- Jolly, R. & Peterson, R. S. (2017). Going nowhere fast: executive derailment and how to avoid it. *London Business School Review*.
- Peterson, R. S. (2017). Leading across cultures: Bringing out the best of all worlds. *London Business School Review*.
- Peterson R. S. & Wakeman, S. W. (2017). The type of narcissist that can make a good leader. *Harvard Business Review*. REPRINT H03HIX.
- Peterson, R. S. (2017). Motivation for leaders: Seven proven levers. *London Business School Review*.
- Peterson, R. S. (2016). Three behavioural 'don'ts' for healthier board. *London Business School Review*.
- Peterson, R. S. (2016). Is President Trump a sign of the times? London Business School Review.*
- Peterson, R. S. (2016). Leadership analysis of the 2016 US presidential candidates. *London Business School Review*.
- Peterson, R.S. (2016). Four steps to leading diverse team effectively. *London Business School Review*.
- Peterson, R. S. (2016). 5-D Leadership. *London Business School Review*.
- Peterson, R. S. (2016). Five negotiator types: Which are you? *London Business School Review*.

OTHER PUBLICATIONS (continued)

- Peterson, R. S. (2016). How to Go from Good to Great. *London Business School Review*, issue 1, p.44-45.
- Peterson, R. S. (2015). Eight Must-Read Books on Leadership. *London Business School Review*, issue 4.
- Peterson, R.S. (2015). Trust Us. *London Business School Review*, summer, p. 12-13.
- Peterson, R.S. (2014). Group Conflict. *International Encyclopedia of Interpersonal Communication*. C. M. Berger and M. Roloff (Eds). Hoboken, NJ: John Wiley.
- Peterson, R. S. (2014). Leadership Beyond Control. *Business Strategy Review*.
- Peterson, R.S. & Harvey, S.R. (2014). Executive Derailment; Group Cohesiveness; Group Dynamics; and Group Norms. Entries in the *Wiley Encyclopedia of Management* (3rd edition). Chichester, UK: John Wiley.
- Peterson, R. S. (2012). Group Thinking: Conflict Resolution. *Business Strategy Review*.
- Peterson, R. S. (2011). Conflict Resolution. *Business Strategy Review* (special edition).
- Peterson, R. S. (2011). When the Issues are Intractable and Your Team Divided. *Business Strategy Review*.
- Brower, A., Keyton, J., Moreland, R. L., & Peterson, R. S. (2010). Point/Counterpoint: Introduction to SGR's New Feature. *Small Group Research*, 41 (2), 249-250. doi 10.1177/1046496409358508
- Simons T. L., & Peterson, R. S. (September 2007). Why trust matters in top management teams: Keeping conflict constructive. *Cornell Hospitality Report*, volume 7, number 14.
- Peterson, R. S. (Summer 2007). Bullies need not apply. *Business Strategy Review*, pp. 73-76. doi 10.1111/j.1467-8616.2007.00474.x
- Simons, T., & Peterson, R. S. (June 2006). When to let them duke it out. *Harvard Business Review*, pp. 23-24.
- Peterson, R. S., Ranganathan, R., Chi, S., Tsai, H., & Chen, S. (2006). The key role of personal values in decoupling task conflict from relationship conflict. *Best Paper Proceedings of the Academy of Management 2006*.

OTHER PUBLICATIONS (continued)

- Ronson, S., & Peterson R. S. (2005). Group dynamics; Group cohesiveness; Group norms; Group roles; Executive derailment. Entries in N. Nicholson, P.G. Audia, & M. M. Pillutla. *The Blackwell Encyclopedia of Management (2nd edition)*. Oxford: Blackwell.
- Peterson, R. S., Ronson, S., Brandes Institute, and Watson Wyatt (2004). *Evaluating Top Management Teams Within the Investment Management Industry: Applying the Group Dynamics Q-Sort*.
- Peterson, R. S. (2003). Fear and loving... *Financial Times* (15 November).
- Peterson, R. S., & Tetlock, P. E. (2002). Review of Turner, M. E. (2001). *Groups at Work: Theory and Research*. Mahwah, NJ: Erlbaum. *Administrative Science Quarterly*, 47, 178-181.
- Peterson, R. S. (2001-2002). Managing conflict in your team. *Alumni News (London Business School)*, 91, 23.
- Peterson, R. S. (2001). *PB Technologies*. Kellogg Dispute Resolution Center Teaching Activity.
- Peterson, R. S., Thomas-Hunt, M. C., Dailey, A. L., Franz, N. K., & Rodgers, M. S. (2000). *Best Practices of Statewide Program Committees: Leadership for Successful Self-directed Work Teams*. Ithaca, NY: Cornell Cooperative Extension.
- Peterson, R. S. (2000). Review of Kramer, R. M. & Neale, M. A. (2000). *Power and Influence in Organizations*. Thousand Oaks, CA: Sage. *Administrative Science Quarterly*, 45, 160-162.
- Peterson, R. S., Owens, P. D., & Martorana, P. V. (1998). Organizational performance and CEO personality: Explaining more of the variance through top management team group dynamics. *Best Paper Proceedings of the Academy of Management 1998*.
- Simons, T. L., & Peterson, R. S. (1998). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Best Paper Proceedings of the Academy of Management 1998*.
- Peterson, R. S. (1991). *Youth leadership* (a seven workbook series for teaching leadership). St. Paul, MN: Minnesota Extension Service, University of Minnesota. Reproduced for global health partnership.

PAPERS PRESENTED AT SCIENTIFIC MEETINGS

Ferguson, A. J., Peterson, R. S., & Hu, X. (August 2018). The elusive effects of personality composition: Task and relationship conflict mediate the effects of big five personality on group performance. Paper presented at Academy of Management, Chicago, Illinois.

Behfar, K., Peterson, R. S., Hu, X., Lynch, J., Ginena, K. (August 2018). Leaders' perspectives on team conflict: Lay theories of effective conflict management in face, honor, and dignity cultures. Paper presented at Academy of Management, Chicago, Illinois.

Wakeman, S.W, & Peterson, R.S. (July 2018). The Icarus Who Flies: Communal Narcissism and Socialized Charismatic Leadership. Paper presented at INGRoup Annual Conference, Washington, DC.

Zhang, G., Wang, L., Peterson, R.S., Bai, Y., & Hu, X. (August 2017). How does Leader Humor Expression Influence Outcomes? Paper presented at the Academy of Management Annual Meeting, Atlanta, GA.

Wakeman, S.W, & Peterson, R.S. (August 2017). Self-appointed saints: The surprising benefits of communal narcissists. Paper presented at the Academy of Management Annual Meeting, Atlanta, GA.

Peterson, R. S. (July 2017). Symposium: Sharing group research with the public (with Gwen Wittenbaum, Mary Waller, and Stephen Fiore). INGRoup Conference, St. Louis, MO.

Shah, P., Peterson, R. S., Jones, S. L., and Ferguson. A.J. (July 2017). Origins and Evolution of Team Conflict: Qualitative and Quantitative Evidence. Paper presented at INGRoup Conference, St. Louis, MO.

Wakeman, S.W, & Peterson, R.S. (July 2017) Self-appointed saints: The surprising benefits of communal narcissists. Paper presented at INGRoup Annual Conference, St. Louis, MO.

Winner of the 'Best Student Paper Award' at the INGROUP conference.

Wakeman, S.W, & Peterson, R.S. (July, 2017) Self-appointed saints: The surprising benefits of communal narcissists. Paper presented at the International Association of Conflict Management, Berlin, Germany.

Ferguson. A.J., & Peterson, R. S. (July 2016). Do We or Don't We Agree? The Effects of Personality Composition on Conflict Asymmetry in Teams. Paper presented at INGRoup Conference, Helsinki, Finland.

PAPERS PRESENTED AT SCIENTIFIC MEETING (continued)

Ferguson, A. J., & Peterson, R. S. (August 2014). Sinking Slowly: Asymmetry in Propensity to Trust Predicts Downward Trust Spirals in Small Groups. Paper presented at Academy of Management, Philadelphia, Pennsylvania. Paper selected for the Proceedings of the Academy of Management (best papers), Conflict Management Division.

Ferguson, A. J., Peterson, R. S., & Sanchez-Burks, J. (August 2012). Causes and consequences of perceptions of intragroup conflict asymmetry. Paper presented at Academy of Management, Boston. Massachusetts.

Crotty, S., Behfar, K. J., & Peterson, R. S. (August 2012). Value Asymmetry in Multicultural Teams with Western and Middle Eastern Members. Paper presented at Academy of Management, Boston. Massachusetts.

Peterson, R. S., & Kim, K. (May 2011). Leadership in Small Groups and Teams. Paper presented at the Research in Managing Groups and Teams Conference, Kellogg School of Management, Chicago.

Peterson, R.S., & Ferguson, A. (December 2010). Causes and Consequences of Asymmetry in Conflict Perceptions in Groups. Paper presented at Third Annual FACE Conference, Tulane University, New Orleans.

Wong, E., Ormiston, M. and Peterson, R. S. (August 2010). How Adaptive are CEOs? Paper presented at Academy of Management, Montreal, Quebec, Canada.

Peterson, R. S. (August 2009). The use and measurement of personality in teams research. In Common Pitfalls and Misconceptions in Team Research. Paper presented in invited symposium at Academy of Management, Chicago, Illinois.

Behfar, K. M., Mannix, E. A., Peterson, R. S., and Trochim, W. (August 2008). Coordinating Both People and Task: Revisiting and Explicating the Process Conflict Construct. Paper presented at Academy of Management, Anaheim, California.

Peterson, R. S. & Gardner, H. K. (August 2008). A Psychological Model of TMT Core Processes. Paper presented at Academy of Management, Anaheim, California.

Peterson, R. S., Harvey, S., & Anand, N. (August 2008). Building from the Inside Out or the Outside In: Success and Failure in Cross Organization Teams. Paper presented at Academy of Management, Anaheim, California.

Peterson, R. S. & Smith, D. B. (June 2008). Executive Personality and Maladaptive Motives: Understanding the Psychology of Executive Derailment. Paper presented at Duke University COLE Leadership Conference.

PAPERS PRESENTED AT SCIENTIFIC MEETING (continued)

- Smith, D. B. & Peterson, R. S. (August 2007). Executive Personality and Maladaptive Motives: Understanding the Psychology of Executive Derailment. Paper presented at Academy of Management, Philadelphia, Pennsylvania.
- Peterson, R. S., Ranganathan, R., Chi, S., Tsai, H., & Chen, S. (August 2006). The key role of personal values in decoupling task conflict from relationship conflict. Paper presented at Academy of Management, Atlanta, Georgia. Paper selected for the Proceedings of the Academy of Management (best papers), Conflict Management Division.
- Gardner, H. K., Narayanan, J. & Peterson, R. S. (August 2006). Status and power in groups: Effects on conflict and performance. Paper presented at Academy of Management, Atlanta, Georgia.
- Peterson, R. S., Ranganathan, R., Chi, S., Tsai, H., & Chen, S. (July 2006). Harnessing the Positive Power of Task Conflict Without the Negative Effects of Relationship Conflict: The Key Role of Personal Values. Symposium presentation to be made at the International Congress of Applied Psychology, Athens, Greece.
- Peterson, R. S. (August 2005). Assessing CEOs From a Distance: An Examination and Comparison of Research Assessment Methods. Symposium presented at Academy of Management, Honolulu, Hawaii.
- Peterson, R. S., & Ronson, S. (August 2005). Assessing CEOs From a Distance: The Group Dynamics Q-Sort and the California Adult Q-Set. Paper presented at Academy of Management, Honolulu, Hawaii.
- Peterson, R. S., Davidson, J., & Moynihan, L. M. (June 2005). Does One Rotten Apple Spoil the Barrel? The Conflict-Inducing Effects of a High Neuroticism Team Member. Paper presented at the Conflict in Teams conference, Kellogg Graduate School of Management, Evanston, IL.
- Peterson R. S., Simons, T. L., & Rodgers, M. S. (August 2004). Bridging The Gap: How Top Management Teams Attenuate the Negative Impact of Low Trust on Strategic Decision Implementation. Paper presented at Academy of Management, New Orleans, LA.
- Sullivan, B. A., & Peterson R. S. (August 2004). Leader Directiveness as a Source of Collective Efficacy in Decision-Making Groups. Paper presented at Academy of Management, New Orleans, LA.
- Rodgers, M. S., Thomas-Hunt, M. C., & Peterson, R. S. (August 2004). Leadership, Expertise, and Information Search in Decision Making Groups. Paper presented at Academy of Management, New Orleans, LA.

PAPERS PRESENTED AT SCIENTIFIC MEETING (continued)

- Peterson, R. S., & Ronson, S. (September 2003). Strategies of information sharing in diverse cross functional groups. Paper presented at Small Group Meeting, Amsterdam, The Netherlands.
- Jackson, K. M., Peterson, R. S., Mannix, E. A., & Trochim, W. M. K. (August 2002). Conflict resolution strategies in leaderless groups: An exploratory study of their impact. Paper presented at Academy of Management, Denver, CO.
- Sullivan, B. A., & Peterson, R. S. (June 2002). Leader directiveness and collective efficacy. Paper presented at American Psychological Society, New Orleans, LA.
- Jackson, K. M., Mannix, E. A., Peterson, R. S., & Trochim W. M. K. (June 2002). A multi-faceted approach to process conflict. Paper presented at the International Association of Conflict Management, Salt Lake City, UT.
- Peterson, R. S., & Jackson, K. M. (August 2001). The origins of task conflict and relationship conflict in work teams: A longitudinal study. Paper presented at the Academy of Management, Washington, DC.
- Jackson, K. M., Peterson, R. S., & Trochim, W. M. K. (August 2001). The importance of process in leaderless teams: Performance, satisfaction, and the cycle of conflict. Paper presented at the Academy of Management, Washington, DC.
- Whyte, G., & Peterson, R. S. (August 2001). The role of efficacy perceptions in group decision failure. Paper presented at the Academy of Management, Washington, DC.
- Kowert, P. A., Peterson, R. S., & Tetlock, P. E. (February 2001). Choosing Counsel: Leaders and their advisors in comparative perspective. Paper presented at the International Studies Association, Chicago, IL.
- Peterson, R. S., & Jackson, K. M. (August 2000). The role of leadership in group regulation: An "open system" view. Paper presented at the conference on new thinking about the psychology of leadership, Kellogg Graduate School of Management, Evanston, IL.
- Peterson, R. S. (August 1999). Executive leadership: The case against impartiality. Paper presented at Academy of Management, Chicago, IL.
- Peterson, R. S., Owens, P. D., & Martorana, P. V. (August 1999). The group dynamics q-sort in organizational research: A new method for studying familiar problems. Paper presented at Academy of Management, Chicago, IL.

PAPERS PRESENTED AT SCIENTIFIC MEETING (continued)

- Peterson, R. S., Owens, P. D., & Martorana, P. V. (August 1998). Organizational performance and CEO personality: Explaining more of the variance through top management team group dynamics. Paper presented at the Academy of Management, San Diego, CA. Paper selected for the Proceedings of the Academy of Management (best papers), Organizational Behavior Division.
- Simons, T. L., & Peterson, R. S. (August 1998). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. Paper presented at the Academy of Management, San Diego, CA. Paper selected for the Proceedings of the Academy of Management (best papers), Conflict Management Division.
- Peterson, R. S., Owens, P. D., & Martorana, P. (May 1998). Cause or effect? An investigation of the relationship between top management team group dynamics and organizational performance. Paper presented at the Second Annual Conference on Groups and Teams, Stanford Graduate School of Business, Stanford, CA.
- Peterson, R. S. (January 1998). Toward a more deontological approach to judging the ethical influence of leaders: A review of research. Paper presented at the conference on social influence and ethics in organizations, Kellogg Graduate School of Management, Evanston, IL.
- Peterson, R. S. (August 1997). Can you have too much of a good thing? The limits of voice in improving satisfaction with leaders. Paper presented at the Academy of Management, Conflict Management Division, Boston, MA.
- Peterson, R. S. (June 1997). Decision making at the top of the organization: The case against impartial leadership. Paper presented at the Midwestern Psychological Association, Chicago, IL.
- Peterson, R. S. (May 1997). Can you have too much of a good thing? The limits of voice in improving satisfaction with leaders. Paper presented at the Nags Head conference on groups, networks, and organizations, Highland Beach, FL.
- Peterson, R. S. (November 1996). Decision making at the top of the organization: The case against impartial leadership. Paper presented at the National Communication Association, San Diego, CA.
- Peterson, R. S. (May 1996). A directive leadership style can be both virtue and vice: Evidence from elite and experimental groups. Paper presented at the International Communication Association, Chicago, IL.

PAPERS PRESENTED AT SCIENTIFIC MEETING (continued)

Peterson, R. S. (May 1996). Group dynamics in corporate decision making: Groupthink, vigilance, and alternative models of failure and success in organizations. Paper presented at the Nags Head conference on groups, networks, and organizations, Highland Beach, FL.

Peterson, R. S., & Belkin, A. (September 1994). Power and stability: Do structural variables cause misperception? Paper presented at the American Political Science Association, Washington, DC.

Peterson, R. S., & Belkin, A. (August 1994). Contextualizing political psychology: A role for psychology in structural theories of international relations. Poster paper presented at the American Psychological Association, Los Angeles, CA.

Peterson, R. S. (July 1994). Testing the effects of leader style on group decision-making: Processes and outcomes. Paper presented at the International Society of Political Psychology, Santiago de Compostela, Spain.

LeCount, J., Peterson, R. S., Maruyama, G., Petersen-Lane, R., & Thomsen, C. (August 1992). How reactive are measures of modern racism? Paper presented at the American Psychological Association Annual Convention, Washington, DC.

Peterson, R. S., Tetlock, P. E., McGuire, C., Chang, S., & Feld, P. (June 1992). Testing the groupthink model: Support for both Janis and his critics. Paper presented at the American Psychological Society Annual Convention, San Diego, CA.

Peterson, R. S., Tetlock, P. E., McGuire, C., Chang, S., & Feld, P. (May 1992). Decision making group dynamics: Testing the groupthink model. Paper presented at the Western Psychological Association Annual Convention, Portland, OR.

Sniderman, P. M., Piazza, T., Tetlock, P. E., Carmines, E. G., Peterson, R. S., & Lawrence, G. R. (September 1991). The new politics of race. Paper presented at the Annual meeting of the American Political Science Association, Chicago, IL.

Peterson, R. S., & Nemeth, C. J. (May 1991). Creating convergent and divergent thought: A demonstration of majority and minority influence. Paper presented at the Western Psychological Assoc. Annual Convention, San Francisco, CA.

Sniderman, P. M., Tetlock, P. E., & Peterson, R. S. (April 1991). Racism and liberal democracy. Paper presented at the Quality of Citizenship International Conference, Utrecht, The Netherlands.

Flor, R., Peterson, R. S., & Petersen-Lane, R. (April 1991). Constructive controversy: A look at minority and majority influence processes in the classroom. Paper presented at the American Educational Research Association Annual Meeting, Chicago, IL.

PROFESSIONAL AFFILIATIONS

Academy of Management
American Psychological Society
European Association of Experimental Social Psychology (fellow)
Society of Experimental Social Psychology (fellow)
Society of Industrial and Organizational Psychology
Society for Personality and Social Psychology

AWARDS AND HONORS

INGRoup, Best Student Paper Award, 2017.
Academy of Management, Conflict Management Division most influential article award for the most influential article published in the past decade, 2016.
Paper selected for the Proceedings of the Academy of Management (best papers), Conflict Management Division, 2014.
London Business School Excellence in Teaching Award, 2013, for overall teaching performance within the School.
Small Group Research 2010-11 finalist Best Paper Award.
International Association for Conflict Management (IACM), Outstanding Article or Book Chapter Award for an article or book chapter that has made a significant and lasting contribution to the field, 2010
Paper selected for the Proceedings of the Academy of Management (best papers, top 10% of submissions), Conflict Management Division, 2006
London Business School Teaching Award for Innovation in Learning, 2004, for Global Leadership Assessment for Managers (GLAM) course
S. C. Johnson Graduate School of Management "4.5 Club" (for excellence in teaching), 2000, 2001, 2002, 2003, 2004.
Clifford H. Whitcomb Faculty Fellowship (for excellence in research), Cornell University, 2000-2001
Guest Specialist, Summer Institute in Political Psychology, 1995, 1999
Paper selected for the Proceedings of the Academy of Management (best papers, 11 of 270), Organizational Behavior Division, 1998
Paper selected for the Proceedings of the Academy of Management (best papers, 3 of 63), Conflict Management Division, 1998
Society of Experimental Social Psychology Dissertation Award, Finalist
Division 49 of APA (groups division) Dissertation Award, Finalist
Chair's Dissertation Fund Award, Psychology Department, UC Berkeley, 1994
National Science Foundation Dissertation Fellowship, 1993-1994
Graduate Division Tuition Scholarship, UC Berkeley, 1993-1994
University of California, Berkeley Fellowship, Alternate, 1992

GRADUATE COMMITTEES

- Hu, Xiaoran Organisational Behaviour, London Business School, Chair.
Wakeman, S. Wiley. Organisational Behaviour, London Business School,
Co-Chair, 2018
Kawon Kim, Organisational Behaviour, London Business School, Co-Chair,
2016
Gang Zhang, Organisational Behaviour, London Business School, Chair, 2014
Amanda Ferguson, Organisational Behaviour, London Business School, Chair,
2012
Ramya Ranganathan, Organisational Behaviour, London Business School,
Chair, 2010
Roy Chua, Management, Columbia Graduate School of Business, 2009
Heidi Gardner, Ph.D., Organisational Behaviour, London Business School,
Co-Chair, 2008
Fabrice Cavarretta, Ph.D. Organisational Behaviour, INSEAD, 2008
Sarah Ronson (Harvey), Ph.D., Organisational Behaviour, London Business
School, Chair, 2007
Susan Hill, Ph.D., Strategic and International Management, London Business
School, 2006
Matthew S. Rodgers, Ph.D., Management and Organizations, Johnson School
of Management, Cornell University, 2005
Dimo Dimov, Ph.D., Entrepreneurship, London Business School, 2004
Kristin Jackson Behfar, Ph.D., Management and Organizations, Johnson
School of Management, Cornell University, Chair, 2003
Amber L. Dailey, Ph.D., Education, Cornell University, 2002
Nancy K. Franz, Ph.D., Education, Cornell University, 2002
Jill M. Richardson, Ph.D., Human Ecology, Cornell University, 2002
K. Scott Alberts, Ph.D., Industrial Engineering, Northwestern University, 1999
Teresa Rosado, Ph.D., Communication Studies, Northwestern University,
1998
Claus Langfred, Ph.D., Organizational Behavior, Kellogg Graduate School of
Management, Northwestern University, 1998
Kristen Johnson, Ph.D., Communication Studies, Northwestern University, 1998
Nicole Plenge, M.S., Communication Studies, Northwestern University, 1997
K. Scott Alberts, M.S., Industrial Engineering, Northwestern University, 1997

PROFESSIONAL SERVICE ACTIVITIES

Editorships

- *Academy of Management Review*, Associate Editor (2006-2008, manuscripts into 2009)
- *Organization Science*, Senior Editor (2009-2010, special issue on status)
- *Small Group Research*, Associate Editor (2009-2011)

Editorial Boards

- *Journal of Applied Psychology* (2008-present)
- *Organizational Psychology Review* (2011 -present)
- *Small Group Research* (2004-present)
- *Academy of Management Review* (2002-2009)
- *Communication Research* (1999-2016)
- *Handbook of Small Group Communication* (1998)

Ad Hoc Reviewer

- *Academy of Management Journal*
- *Administrative Science Quarterly*
- *Group Dynamics: Theory, Research, and Practice*
- *Journal of Applied Psychology*
- *Journal of Applied Social Psychology*
- *Journal of Experimental Social Psychology*
- *Journal of Organizational Behavior*
- *Journal of Personality and Social Psychology*
- *Leadership Quarterly*
- *Organization Science*
- *Personality and Social Psychology Bulletin*
- *Psychological Bulletin*

Academy of Management

Conflict Management Division

- Membership Committee, 1997-98, Chair, 1998-99, 1999-00
- Reviewer for annual meeting paper submissions, 1997-2003
- Doctoral Consortium, presenter
- Junior Faculty Workshop, presenter

Organizational Behavior Division

- Doctoral Consortium, participant, presenter
- Junior Faculty Workshop, participant, presenter

LONDON BUSINESS SCHOOL SERVICE ACTIVITIES

Academic Director of the Leadership Institute

- 2013 to present

Vice President, Campaign Committee

- 2012 to 2016

Deputy Dean (Faculty)

- 2007 to 2012

Organisational Behaviour Subject Area

- Chair, 2005 to 2007, 2014 to 2016
- Faculty Recruitment Committee, 2002 to 2006

Ph.D. Programme Committee

- Chair, 2004 to 2007
- Organisational Behaviour Department Representative, 2002-2004

MBA Core Curriculum Committee

- Committee Member, 2002-2003

Executive Education General Management Programme Review

- Committee Member, 2013

Alumni Association Presentations

- Johannesburg, 2002
- New York, 2003
- London, Zurich, 2005
- London, Atlanta, 2006
- London, San Francisco, 2010
- London, Hong Kong, Melbourne, Sydney, 2011
- London, San Francisco, 2012
- London, Hong Kong 2013
- London, Beijing, Shanghai, Hong Kong, 2014
- London, Amsterdam, 2015
- London, San Francisco, Los Angeles, 2016
- Paris, 2017

CLASSROOM TEACHING

MiM (Master's in Management, pre-experience Master's)

- Leadership Awareness (part of core OB course)
* most recent student evaluation = 4.7/5.0

MBA

- Managing Organisational Behaviour (core OB course)
* most recent student evaluation = 4.8/5.0
- Global Leadership Assessment for Managers (MBA core)
* most recent student evaluation = 4.9/5.0
- Leading Teams and Organizations (elective)
* most recent student evaluation = 4.8/5.0

EMBA

- Leading People and Organisations (Sloan OB core)
* most recent student evaluation = 4.8/5.0
- Executive Leadership (Sloan core)
* most recent student evaluation = 4.8/5.0
- Leadership Skills (EMBA – Global, joint with Columbia)
* most recent student evaluation = 6.5/7.0
- Leading People and Organisations (EMBA core)
* most recent student evaluation = 4.8/5.0
- Executive Leadership (EMBA – Dubai)
* most recent student evaluation = 4.8/5.0

Executive Education (open enrolment programmes)

- High Performance People Skills: Interpersonal Skills for Senior Managers and Professionals (HPPS) (Program Director)
* most recent participant evaluation = 4.8/5.0
- Accelerated Development Programme (ADP): Leadership Week (Program Director)
* most recent participant evaluation = 5.0/5.0
- Senior Executive Programme (SEP): Leadership and Personality
* most recent participant evaluation = 4.8/5.0
- Negotiation and Influencing Skills for Managers (NISM)
* most recent participant evaluation = 4.7/5.0

Executive Education (CMD custom company programmes)

- Air Liquide, AREVA, Arla, Barclay's, Braxton, Deutsche Bank, E.ON, Eriksson, IBM, Lend-Lease, Lufthansa, Metronet, Nabarro, Nestle, Nordea, PwC, Roche, Telenor, & Thames Water

Ph.D.

- Seminar in Groups and Top Management Teams
* most recent student evaluation = 4.8/5.0
- Seminar in Research Design
* most recent student evaluation = 4.7/5.0
- Foundations of Business Research (core class across Ph.D. programme)
* most recent student evaluation = 4.6/5.0

21 September 2018