

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

Lindred L. Greer, associate professor of management and organizations, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of management and organizations, with tenure, Stephen M. Ross School of Business.

Academic Degrees:

Ph.D. 2008 Leiden University, Department of Psychology, Social and Organizational Psychology, Leiden, Netherlands
B.S. 2004 University of Pennsylvania, Wharton School of Business, Economics and Management, Philadelphia, PA

Professional Record:

2019 – Present Associate Professor of Management and Organizations, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2019 – Present Michael R. and Mary K Hallman Faculty Fellow, Stephen M. Ross School of Business, Ann Arbor, MI
2019 – Present Faculty Director, Sanger Leadership Center, Stephen M. Ross School of Business, Ann Arbor, MI
2017 – 2019 Associate Professor of Organizational Behavior, Stanford University, Graduate School of Business, Palo Alto, CA
2013 – 2017 Assistant Professor of Organizational Behavior, Stanford University, Graduate School of Business, Palo Alto, CA
2012 – 2013 Associate Professor of Organization Management, Erasmus University, Rotterdam School of Management, Rotterdam, Netherlands
2008 – 2012 Assistant Professor (with tenure, 2011) of Organizational Psychology, University of Amsterdam, Department of Psychology, Amsterdam, Netherlands

Summary of Evaluation:

Teaching: Since starting at Ross, Professor Greer has developed and/or redesigned four different well-evaluated curricular courses. These include developing the first MO core for the Online MBA with colleague Professor Maxim Sytch (avg. teaching evaluation = 4.7), developing and teaching her psychology of startups class (avg. teaching evaluation = 4.8), redesigning the FT MBA MO core with Professor Scott Page to focus more on DEI, decision-making, and behavior change to launch in fall B of 2021, and designing and launching an elective course on diversity, equity, and inclusion in the OMBA (running summer 2021). In the coming year, she will also be co-teaching the new project team management course in our new master's program. In addition to this curricular teaching, Professor Greer has also taught leadership, team dynamics, and diversity, equity, and inclusion in workshops across campus and in companies. She teaches in most of the graduate program orientations given her faculty director role in Sanger, and frequently has given workshops to meet special school needs, such as around remote teamwork or DEI. She has also supported our executive education programs, including being faculty

director of six EE programs and teaching for over twenty different clients in the last year alone. These efforts were recognized with her receiving the 'Executive Education Teaching Impact Award' from Michigan Ross.

Research: Professor Greer is one of the world's experts on teams. She is particularly interested in understanding how to best design high-performing teams. She focuses on two big areas: (1) when and why members fight over power in teams and how to address these struggles, and (2) overcoming obstacles to leveraging diverse views/opinions in teams. One of her main areas of research is to understand how performance-detracting power struggles can be reduced in teams. A second main area of her research focuses on leveraging differences in teams; namely, understanding roadblocks to having diverse teams reach their potential.

Professor Greer has published 45 articles and book chapters, including 17 articles in top-tier management and psychology journal such as the *Academy of Management Annals* (1), *Academy of Management Journal* (1), *Journal of Applied Psychology* (6), *Journal of Management* (1), *Organizational Behavior and Human Decision Processes* (2), *Organization Science* (2), *Science* (1), *Personality and Social Psychology Bulletin* (1), *the Proceedings of the National Academy of Sciences* (1), and *Research in Organizational Behavior* (1). Since earning tenure, Professor Greer has published three top-tier publications. These papers represent some of her boldest and most integrative ideas.

Professor Geer is not only highly productive and publishing in the field's elite journals, her work is also having significant impact in and out of the field. According to Google Scholar, her work has been cited over 7,000 times, she has an h-index of 33, two articles have been cited over 1,000 times, and 17 articles have been cited over 100 times. Her impactful research has also resulted in many career awards (e.g., fellow in the Association for Psychological Science, the Society for Personality and Social Psychology, and the Society for Experimental Social Psychology) and individual paper awards (e.g., AoM Outstanding Publication in Organizational Behavior Award in 2019, AoM's Conflict Management Division Most Influential Article in 2018, best paper/symposium awards seven of the last eight years). Her outstanding research has afforded her the opportunity to present her research at over 35 universities, additionally her research has been covered in many prestigious media outlets such as *Harvard Business Review*, *Forbes*, *Fortune*, *The Guardian*, *The New York Times*, *Time*, and *The Wall Street Journal*.

Recent and Significant Publications:

Yu, S., & Greer, L.L. (2021). "The role of resources in the success or failure of diverse teams: Resource scarcity activates negative performance-detracting resource dynamics in social category diverse teams." *Organization Science*, conditionally accepted.

Chatman, J., Greer, L. L., Sherman, E. L., & *Doerr, B. (2019). "Blurred lines: How the collectivism norm operates through perceived group diversity to boost or harm group performance," *Organization Science*, 30, 235-245.

Greer, L.L., De Jong, B.A., *Schouten, M.E., & *Dannals, J. (2018). "Why and when hierarchy impacts team effectiveness: A meta-analytic integration." *Journal of Applied Psychology*, 103, 591-613.

Greer, L.L., *Van Bunderen, L., & *Yu, S. (2017). "The dysfunctions of power in teams: A review and emergent conflict perspective." *Research in Organizational Behavior*, 37, 103-124.

Greer, L.L. & van Kleef, G.A. (2010). "Equality versus differentiation: The effects of power dispersion on social interaction." *Journal of Applied Psychology*, 95, 1032-1044.

Service: Professor Greer has gone above and beyond both internally at Michigan Ross and the field more broadly. At the school level, she is actively involved in the MO PhD admissions committee and several DEI committees (i.e., faculty DEI committee, DEI curriculum taskforce, and a new group from former Vice Provost Sellers on corporate engagement with DEI). She regularly teaches across the university on topics such as team dynamics and DEI, including giving 14 pro-bono workshops/classes in the last year alone. She has also supported the Office of Learning for the University of Michigan by converting her DEI course materials into a DEI basics program for faculty and staff across the university. In addition to all of these roles, the biggest focus of her service at the university has been as the faculty director of the Sanger Leadership Center. Since taking over at Sanger, the center has expanded the scale and depth of student impact, launched two new flagship programs, and worked to integrate and deepen the student experience across degree programs.

Externally, Professor Greer has served the broader academic community through her role as an associate editor at the *Academy of Management Journal*. She continues to sit on the board of six top tier journals, including *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Experimental Social Psychology*, and *Leadership Quarterly*. She has also served on the boards of the Conflict Management Division at the Academy of Management as well as the International Association of Conflict Management, and organized a yearly preconference on Groups and Teams research for the Society of Personality and Social Psychology.

External Reviewers:

Reviewer A: "Lindy's research record has numerous strengths. Just focusing first on volume alone, she has produced a very large body of research articles, including 37 peer-reviewed papers by my count (not including chapters or invited submissions)."

Reviewer B: "Professor Greer's scholarly achievements and contributions unequivocally merit promotion to full professor. Based on my experience, her scholarly record clearly surpasses the criteria and standards for promotion to full professor."

Reviewer C: "Professor Greer has become a terrific scholar and known contributor to research in organizational behavior (OB). Her record is strong, and her trajectory is rising. I expect her research to bring a great deal of reputational capital to University of Michigan in the next years, and I unreservedly encourage you to promote her to Professor."

Reviewer D: "Lindy is a leader, and she is fully deserving of the highest level of recognition for a professor in management, and she is a treasure for our field that Ross is incredibly lucky to have."

Reviewer E: “Professor Greer’s research is programmatic, conceptually tight, and empirically sound.”

Reviewer F: “My overall assessment is that Dr. Greer’s record is an extremely strong one. Dr. Greer has built a clear identity around the dynamics of power in teams. What I admire most about her research is that it typically builds on an insightful model that incorporates aspects of power structure and team structure.”

Reviewer G: “Professor Greer is internationally recognized as a teams and diversity scholar. She is able to translate her work from the theoretical to the practical. She is the winner of numerous awards and grants. She is a visible and active member of the profession. In short, Professor Greer is someone making a difference.”

Summary Recommendation: With the support of the Executive Committee, I am pleased to recommend the promotion of Lindred L. Greer to professor of management and organizations, with tenure, Stephen M. Ross School of Business.



Francine Lafontaine
Interim Dean
Stephen M. Ross School of Business

May 2022