

VITA

PROFESSIONAL EXPERIENCE continued:

1980 - 1982

- 6/14 – 11/15 American Psychological Association CEMRRAT Implementation Grants Fund for Ethnic Minority Recruitment, Retention and Training in Psychology. 2015 MSU Symposium on Multicultural Psychology: Multicultural Teams. Principal Investigators: Georgia T. Chao & Steve W. J. Kozlowski. [\$5,000 direct costs]
- 10/12 – 5/14 MSU Office for Inclusion and Intercultural Initiatives: Building Adjustment and Success for International Chinese Students (BASICS)

How can cultural differences among team members inhibit or enhance team performance? Current research projects include examining the implementation, acceptance and use of occupational exoskeletons, the emergence of team processes, computational models of team dynamics, and a review of computational modeling in organizational intelligence?

Kozlowski, S. W. J., Mak, S., & Chao, G. T. (2016). Team-centric leadership: An integrative review. In F. Morgenson (Ed.), *Annual Review of Organizational Psychology and Organizational Behavior*, (Vol. 3, pp. 21-54). Palo Alto, CA: Annual Reviews.

Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., & Kuljanin, G. (2016). Capturing the multilevel dynamics of emergence: Computational modeling, simulation, and virtual experimentation.

- Dietz, G., Gillespie, N., & Chao, G. T. (2010). Unravelling the complexities of trust and culture. In M.N.K. Saunders, D. Skinner, N. Gillespie, G. Dietz, & R. J. Lewicki (Eds.), *Organisational trust: A cultural perspective*. (pp. 3-41). Cambridge: Cambridge University Press.
- Kozlowski, S. W. J., Chao, G. T., & Jensen, J. M. (2010). Building an infrastructure for organizational learning: A multilevel approach. In S. W. J. Kozlowski & E. Salas (Eds.), *Learning, training, and development in organizations*. (pp. 363-403). (SIOP Frontiers Series). NY, NY: Routledge.
- Chao, G. T. (2009). Formal mentoring: Lessons learned from past practice. *Professional Psychology: Research and Practice*, 40, 314-320.
- Wang, Y., Gupta, A., & Chao, G. T. (2008). Conducting research in the United States. In N. T. Hasan, N. A. Fouad, & C. Williams-Nickelson (Eds.), *Studying psychology in the United States: Expert guidance for international students*. (pp. 107-117). Washington, DC: American Psychological Association.
- Chao, G. T. (2007). Mentoring and organizational socialization: Networks for work adjustment. In B. R. Ragsin & K. E. Kram (Eds.) *The handbook of mentoring at work: Theory, research and practice* (pp. 179-196). Thousand Oaks, CA: Sage Publications.
- Chao, G. T. & Willaby, H. (2007). International employment discrimination and implicit social cognition: New directions for theory and research. *Applied Psychology: An International Review*, 56, 678-688.
- Chao, G. T. (2006). Organizational socialization. Feature article in J. Greenhaus & G. Callanan (Eds) *Encyclopedia of Career Development*. (pp. 596-602). Thousand Oaks, CA: Sage.
- Chao, G. T. & Moon, H. (2005) The cultural mosaic: A metatheory for understanding the complexity of culture. *Journal of Applied Psychology*, 90, 1128-1140.
- Chao, G. T. & Nguyen, H. D. (2005). International employment discrimination: A review of legal issues, human impacts and organizational implications. In R. Dipboye & A. Colella (Eds.) *Discrimination at Work: The Psychological and Organizational Bases*. (pp. 379-408). (SIOP Frontiers Series). Mahwah, NJ: Erlbaum.
- Chao, G. T. (2000). Multilevel issues and culture: An integrative view. In K. J. Klein & S. W. J. Kozlowski (Eds.) *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions*. (pp. 308-346). (SIOP Frontiers Series). San Francisco, CA: Jossey-Bass.
- Chao, G. T. (1998). Challenging research in mentoring. *Human Resource Development Quarterly*, 9, 333-338.
- Kozlowski, S. W. J., Chao, G. T., & Morrison, R. F. (1998). Games raters play: Politics, strategies, and impression management in performance appraisal. In J. W. Smither (Ed.) *Performance appraisal: State of the art in practice*. (pp. 163-205). (SIOP Professional Practice Series). San Francisco: Jossey-Bass.

- Chao, G. T., & Sun, Y. J. (1997). Training needs for expatriate adjustment in the People's Republic of China. In D. M. Saunders (Series Ed.) & Z. Aycan (Vol. Ed.) *New Approaches to Employee Management: Vol. 4. Expatriate Management: Theory and Research* (pp. 207-226). Greenwich, CT: JAI Press, Inc.
- Chao, G. T. (1997). Mentoring phases and outcomes. *Journal of Vocational Behavior*, 51, 15-28.
- Chao, G. T. (1997). Organizational socialization in multinational corporations: The role of implicit learning. In C. L. Cooper & S. E. Jackson (Eds.) *Creating Tomorrow's Organizations: A*

Chao, G. T., & Kozlowski, S. W. J. (1986). Employee perceptions on the implementation of robotic manufacturing technology. *Journal of Applied Psychology, 71*, 70-76.

Kozlowski, S. W. J., Kirsch, M. P., & Chao, G. T. (1986). Job knowledge, ratee familiarity, conceptual similarity, and halo error: An exploration. *Journal of Applied Psychology, 71*, 45-49.

Reilly, R. R., & Chao, G. T. (1982). Validity and fairness of some alternative employee selection procedures. *Personnel Psychology, 35*, 1-62.

TECHNICAL REPORTS:

Kozlowski, S.W.J., Chao, G.T., Grand, J.A., Braun, M.T., & Kuljanin, G. (2022-2023). *Adaptation dynamics in team systems*. Annual reports, U.S. Army Research Institute for the Behavioral and Social Sciences (W911NF-22-1-0005). Fort Belvoir, VA.

Kozlowski, S.W.J., Chao, G.T., Braun, M.T., Grand, J.A., & Kuljanin, G. (2014 – 2019). *A computational modeling approach to organizational effectiveness: Mapping the effects of leadership, group structure, and environmental shocks*. Annual reports, U.S. Army Research Institute for the Behavioral and Social Sciences (W911NF-14-1-0026). Fort Belvoir, VA.

Kozlowski, S.W.J., Chao, G.T., Braun, M.T., Grand, J.A., Kuljanin, G., Pickhardt, D., & Mak, S. (2014). *Team knowledge: Origins, emergence, & measurement*. Final Report, Office of Naval Research (N00014-09-1-0519). Arlington, VA.

Kozlowski, S.W.J., Chao, G.T., Braun, M. T., Grand, J. A., Kuljanin, G., Pickhardt, D., & Mak, S. (2012 - 2013). *Team Knowledge: Origins, Emergence, & Measurement*. Annual Reports, Office of Naval Research (N00014-09-1-0519). Arlington, VA.

Kozlowski, S. W. J., & Chao, G. T. (2010 - 2011). *Team knowledge: Origins, emergence, and measurement*. Annual Reports, Office of Naval Research (N00014-09-1-0519). Arlington, VA.

Chao, G. T., & Gardner, P. D. (2008). Young adults at work: What they want, what they get, and how to keep them. White paper prepared for Monster.com.

Chao, G. T., & Gardner, P. D. (2007). How central is work to young adults? White paper prepared for Monster.com.

Kozlowski, S. W. J., & Chao, G. T. (2007). Developing effective multicultural teams: Leadership, learning, and cultural networks. Concept paper prepared for the U.S. Army Research Institute for the Behavioral and Social Sciences.

Chao, G. T., & Gardner, P. D. (2006). Important characteristics of early career jobs: What do young adults want? White paper prepared for Monster.com.

Chao, G. T., & Gardner, P. D. (2006). Today's young adults: Surfing for the right job. White paper prepared for Monster.com.

Chao, G. T. (2006). Organizational socialization: Leaders and developmental networks for work adjustment. White paper prepared for the Army Research Institute.

Adams, J., Chao, G. T., Ilgen, D. R., Whitener, E., & DeGregorio, M. (1987). Project Proteus: A multi-year study of male and female army officer careers. Executive report. (Contract No. DAAG60-86-R-

- Porter, C. M. (Co-chair), Woo, S.E. (Co-chair), Bauer, T. (Panelist), Beier, M. (Panelist), Chang, C.-H. (Panelist), Chao, G. T. (Panelist), Cortina, L. (Panelist), Eby, L. T. (Panelist), Erdogan, B. (Panelist), Grandey, A. (Panelist), & Thomas, K. (Panelist). (2023, April). Women Academic Leaders, Networking, and Careers: Storytelling + Roundtable [Alternative Session Type]. Presented at the 38th Annual Meeting of the Society for Industrial and Organizational Psychology, Boston, MA, United States.
- Chao, G. T. (2022, December 6). Occupational Exoskeletons and the Human-Technology Partnership: Achieving Scale and Integration into the Future of Work. Panelist at Congressional briefing on Accelerating Advancements in Manufacturing: How NSF Supports Research and Education to Transform US Manufacturing Capabilities. Washington, D.C.
- Chao, G. T. (2022, October 25). Mentoring and the future of work: Implications for research and practice. Plenary speaker at the 15th Annual Mentoring Conference, University of New Mexico, Albuquerque, NM.
- Chao, G. T. (2022, April). The Research Environment: Opportunities and Obstacles for Advancing Organizational Science. In K. R. Murphy (Chair), *Organizational Frontiers Series Presents Data, Methods and Theory in the Organizational Sciences*. Alternative session presented at the 37th Annual Meeting of the Society for Industrial & Organizational Psychology, Seattle, WA.
- Kozlowski, S. W. J., Braun, M. T., Chao, G. T., Grand, J. A., & Kuljanin, G. (2022, April). Advancing Process-Oriented Theorizing via Computational Modeling. In Kozlowski, S. W. J., & Olenick, J. (Co-chairs), *Process-Oriented Theorizing and Computational Modeling*. Symposium presented at the 37th Annual Meeting of the Society for Industrial & Organizational Psychology, Seattle, WA.
- Chao, G. T. (2021, November 5). Psychological implications for the design and implementation of exoskeletons at work. Keynote Address at the 9th Annual USF Psychology Expo, Virtual conference.
- Chao, G. T. (2021, April 15). Moving Forward! Presidential Address presented at the 36th Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Kozlowski, S. W. J., Chao, G. T., & Ruark, G. A. (Co-Chairs) (2021, April). Dissecting the Dynamics of Team, Multi-Team, and Organizational Systems. Symposium presented at the 36th Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2021, April). Dynamic Bottom-up Effects of a newcomer on Team Cohesion. Presented at the 36th Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Kuljanin, G., Braun, M. T., Grand, J. A., Kozlowski, S. W. J., & Chao, G. T. (2021, April). Local versus Global Optimization in Multi-Team Systems. Presented at the 36th Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.
- Chao, G. T. (2021, April). How NSF and SIOP can Address Societal Issues. In K. A. Fletcher & R. Landers (Co-Chairs), *Visibly & Meaningfully Moving I-O Forward: Addressing Societal Issues*. Presented at the 36th Annual Meeting of the Society for Industrial & Organizational Psychology, Virtual conference.

Chao, G. T. & Goodwin, J. F. (2020, April). How to Get a Federal Research Grant: Background & Basics. Master tutorial accepted for presentation at the 35th Annual Meeting of the Society for Industrial & Organizational Psychology, Austin, TX (Presentation canceled due to in-person conference cancellation from pandemic).

Kozlowski, S. W. J., Chao, G. T., & Ruark, G. A. (Co-Chairs) (2020, April). Unpacking Organizational, Multi-Team, and Team System Dynamics. Symposium accepted for presentation at the 35th Annual Meeting of the Society for Industrial & Organizational Psychology, Austin, TX (Presentation canceled due to in-person conference cancellation).

Grand, J. A., Kuljanin, G., Braun, M. T., Chao, G. T., & Kozlowski, S. W. J. (2020, April). Bottom-up influence in organizational systems: Does one person make a difference? Symposium accepted for presentation at the 35th

- Pickhardt, D. P., Mak, S., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., Kuljanin, G. (2014, May). Team macrocognition: Integrating computational modeling and research methods. Presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Chao, G. T. (2014, February 28). Ready or not, here they come! Understanding today's young employees. Invited speaker to Shidler Seminar Series, University of Hawai i at M noa, Honolulu, HI.
- Chao, G. T. (2014, January 28). Simulation-based team leadership training in healthcare action teams: An overview of the literature and insight into team leadership science. Expert panel presented at the International Meeting on Simulation in Healthcare, San Francisco, CA.
- Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Braun, M. T., Kuljanin, G., Pickhardt, D., & Mak, S. (2013, April). Agent-based interventions and the emergence of team knowledge. Presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Co-Chair with J. R. Rentsch (2013, April). Building shared knowledge in teams: Shaping macrocognitive processes. Symposium presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Grand, J. A., Pearce, M., Rench, T. A., Chao, G. T., Fernandez, R., & Kozlowski, S. W. J. (2013, January 26-30). Going DEEP: A procedural methodology for developing and improving assessment tools for simulation-based team training initiatives. Podium presentation at the 13th International Meeting on Simulation in Healthcare, Orlando, Florida.
- Fernandez, R., Pearce, M., Grand, J. A., Rench, T. A., Brooks-Buza, H., Chao, G. T., & Kozlowski, S. W. J. (2013, January 26-30). A computer-based educational intervention improves medical teamwork and performanc

Co-Chair with S. W. J. Kozlowski (2012, April). Macrocognition in teams: Understanding knowledge building for team problem solving. Symposium presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Pearce, M., Kozlowski, S. W. J., Chao, G. T., Grand, J. A., Rench, T. A., Huang, J. L., & Curran, P. G. (2011, July). *A high-*

Discussant. (2008, August). Multi-stakeholder perspectives on work-life well-being. Symposium at the 68th Annual Meeting of the Academy of Management, Anaheim, CA.

Chao, G. T. (2008, July). Team leadership in multicultural teams. Presented at the XXIX International Congress of Psychology, Berlin, Germany.

Discussant, (2008, June). Invited participant at the Multiteam Systems Workshop, sponsored by the University of Central Florida and the Army Research Institute, Orlando, FL.

Chao, G. T. (2008, April). Why pay attention to cultural issues in organizations? Panel discussion

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Chair and discussant. (2006, August). Power and abuses -- Implications for human rights and racism. 114th Annual Convention of the American Psychological Association, New Orleans, LA.

Chao, G. T. (2006, August). Centering on mentoring: A training program for mentors and mentees. Presented at the 114th Annual Convention of the American Psychological Association, New Orleans, LA.

Chao, G. T. (2006, July). Maximizing team effectiveness through multiple cultural identities. Presented at the 26th International Congress of Applied Psychology, Athens, Greece.

Chao, G. T. (2005, August). Organizational socialization and mentoring. Presented at the National Academy of Management Meeting, Honolulu, Hawaii.

Chao, G. T. (2005, July). The cultural mosaic: A network approach to cross-cultural teams. Invited presentation at LCIOR-Net Workshop II, sponsored by the Army Research Institute, NAVAIR, and the University of Central Florida, Orlando, FL.

Chao, G. T. (2005, May). The role of socialization in the organizational entry process. Keynote address to the International Symposium of Youth and Work Culture. Helsinki, Finland.

Chao, G. T. & Nguyen, H. D. (2004, August). Exploring legal issues and human impacts of international employment discrimination: A review. Paper presented at the National Academy of Management Meeting, New Orleans, LA.

Chao, G. T. & Moon, H. (2003, June) A Cultural Mosaic: Defining the Complexity of Culture. Presented at the 1st International NKS (New Kind of Science) Conference. Boston, MA.

Chao, G. T. (2002, April). Work adjustment issues for expatriates and host-country nationals: Implications for cross-

Chao, G. T. & Poulson, D. A. (2000, November). A multilevel model of intercultural organizational behavior: The Flying Horse case. Presented at the Academy of International hhao

Vita

Georgia T. Chao

Chao, G. T. (1988, April). Organizational socialization and role design features on job and career outcomes. Paper presented at the Third Annual Conference of the Society for Industrial and Organizational Psychology Inc., Dallas, Texas.

Whitener, E. M., Chao, G. T., Ilgen, D. R., DeGregorio, M., & Adams, J. (1988, April). A critical experiment of competing exchange theory predictions of organizational commitment. Paper presented at the 31st Annual Conference of the Midwest Division of the Academy of Management, Toledo, Ohio.

1996

2020 – present	Faculty Development Committee
2021 – present	I-O Area Director
2021 – present	Faculty adviser for Industrial-Organizational Psychology Student Association (IOPSA)
2022, June 21	Faculty Speaker for USF Summer Research Institute
2021, Nov. 5	Keynote Address to the 9 th Annual USF Psychology Expo, “Psychological

- 1997-2000 Department representative to the College Advisory Council
1997 Executive MBA Curriculum Review Committee
1996-2000 Doctoral Program Coordinator
1996 Faculty leader for Contemporary Management Issues module, Leadership: A Personal Challenge, in the Advanced Management Program, College of Business
1995 Faculty leader for Contemporary Management Issues module, Personal Career Development, in the Advanced Management Program, College of Business
1994, 1995 College of Business representative, Advisory/Consultative Committee to the Dean of International Studies and Programs
1993, 1994 Faculty Panelist for Spartan Exploration Day, program to recruit minority students