

Richard P. DeShon

Curriculum Vita

306 Psychology Building
Michigan State University

☎ (517) 353-4624

FAX (517) 353-4873

✉ deshon@msu.edu

psychology.msu.edu?netid=deshon



Education

- 1991 – 1993 **PhD**, *The University of Akron*, Akron, Ohio.
Industrial and Organizational Psychology
- 1988 – 1991 **MA**, *The University of Akron*, Akron, Ohio.
Industrial and Organizational Psychology
- 1984 – 1988 **BS**, *The Ohio State University*, Columbus, Ohio.
Psychology

Professional Experience

- 2007 – Present **Professor**, *Michigan State University*.
- 2007 – 2011 **Director, Organizational Psychology**, *Michigan State University*.
- 1999 – 2006 **Associate Professor**, *Michigan State University*.
- 1993 – 1999 **Assistant Professor**, *Michigan State University*.
- 1989 – 1992 **Consultant**, *Barrett & Associates, Inc.*, Akron, Ohio.

Awards, Honors, Recognition

- 2012 **Fellow of the Society of Industrial and Organizational Psychology**.
- 2009 **Fellow of the Association for Psychological Science**.
- 2007 **Teacher of the Year**, *Department of Psychology, Michigan State University*.
- 1999 **Ernest J. McCormick Award for Distinguished Early Career Contributions**.

Professional Activities and Affiliations

- 2009 – Present **Associate Editor**, *Journal of Applied Psychology*.
- 2009 – Present **Editorial Board Member**, *Journal of Management*.
- 1998 – Present **Editorial Board Member**, *Psychological Methods*.
- 2004 – 2009 **Editorial Board Member**, *Journal of Applied Psychology*.
- 2006 – 2009 **Editorial Board Member**, *Personnel Psychology*.
- 2000 – Present **Academy of Management**.
- 1993 – Present **Association for Psychological Science**.
- 1989 – Present **Society for Industrial and Organizational Psychology**.

Research Interests

Regulatory Dynamics My primary research program focuses on the dynamics of organizational behavior across multiple levels of analysis. Longitudinal data are increasingly important in the study of organizational behavior. However, the current models used to represent the patterns present in longitudinal data are largely limited to the study of recursive relations (i.e., HLM and SEM). This is inconsistent with what we know about the self-regulated functioning of organizations, teams, and individuals where feedback loops and cyclical processes are thought to be the norm. My current research utilizes multivariate time series analyses to explore the dynamic cycles underlying regulatory processes in individuals (i.e., motivation) and teams (i.e., coordination and interdependence).

Multilevel Theory Although my primary research focus is on the functioning of dynamic systems within a particular level of analysis (e.g., individual motivation or team coordination), I am fascinated with the process through which aggregate functioning of micro-level units yields macro-level phenomena and behavior (i.e., emergence). In fact, it becomes difficult to ignore this process when using fully dynamic, multivariate models. I am currently developing a new approach to the study of multilevel phenomena in organizational science that allows one to see how the dynamic functioning of micro-units yields emergent phenomena at the macro-level of analysis. This approach also has strong implications for the current process of aggregating micro-unit responses to represent macro-level phenomena in organizational science.

Methodology I enjoy exploring and evaluating new methods for conducting organizational science research. In this area my research clusters into two distinct approaches. First, I invest considerable energy into exploring the applicability and utility of models and research paradigms developed in physics, biology, engineering, and economics for improving organizational science research. Examples of these efforts are the application of diffusion models to the study of motivation and the application of power law dynamics to the study of team performance. Second, I continue striving to identify new measurement approaches that can be used productively in organizational science. My current approach explores individual and team cognitive representations of key organizational science constructs and the way respondents transform these representations into quantitative estimates.

Contracts and Grants

Kozlowski, S. W. J., & DeShon, R. P. (April 1998 to May 2001). A network-based approach to team situational awareness, coordination, and adaptive performance. (\$537,720 total costs). Air Force Office of Scientific Research (F49620-98-1-0363).

Kozlowski, S. W. J., DeShon, R. P., Schmitt, N., & Biswas, S. (August 2009 to August 2012). Developing, maintaining, and restoring team cohesion. (\$1,199,857 total costs). National Aeronautics and Space Administration (NNX09AK47G).

Kozlowski, S. W. J., & DeShon, R. P. (January 2005 to December 2007). Dynamic resource allocation and adaptability in teamwork. (\$440,000 total costs). Air Force Office of Scientific Research (FA9550-05-1-0065).

Kozlowski, S. W. J., & DeShon, R. P. (January 2005 to March 2006). Optima Lab: Dynamic resource allocation and adaptability in teamwork. (\$98,492 total costs). Air Force Office of Scientific Research (FA9550-05-1-0201).

Kozlowski, S. W. J., & DeShon, R. P. (June 2007 to November 2007). Optimizing dynamic resource allocation in teamwork. (\$108,248 total costs). Air Force Office of Scientific Research (FA9550-07-1-0483).

Kozlowski, S. W. J., & DeShon, R. P. (May 2001 to December 2004). Enhancing learning, performance, and adaptability. (\$805,738 total costs). Air Force Office of Scientific Research (F49620-01-1-0283).

Publications

Svyantek, D. J., DeShon, R. P., & Siler, M. T. (1991). The illusion of certainty: A catastrophe theory model of decision framing. *Current Psychological Research and Reviews*, *10*, 199–209.

Alexander, R. A., Herbert, G. R., DeShon, R. P., & Hanges, P. J. (1992). An examination of least-squares regression modeling of catastrophe theory. *Psychological Bulletin*, *111*, 366–374.

Rogers, J. R., & DeShon, R. P. (1992). An investigation of the psychometric properties of the eight clinical scales of the suicide opinion questionnaire. *Suicide and Life Threatening Behavior*, *22*, 428–441.

Svyantek, D. J., & DeShon, R. P. (1993). Organizational attractors: A chaos theory explanation of why cultural change efforts often don't. *Public Administration Quarterly*, *17*, 339–355.

Alexander, R. A., & DeShon, R. P. (1994). Effect of error variance heterogeneity on the power of tests for regression slope differences. *Psychological Bulletin*, *115*, 308–314.

DeShon, R. P., & Alexander, R. A. (1994). A generalization of James's second-order approximation to the test for regression slope equality. *Educational and Psychological Measurement*, *54*, 328–335.

DeShon, R. P., Chan, D., & Weissbein, D. A. (1995). Verbal overshadowing effects on raven's advanced progressive matrices: Evidence for multi-dimensional performance determinants. *Intelligence*, *21*, 135–155.

Rogers, J. R., & DeShon, R. P. (1995). Cross-validation of the five-factor interpretive model of the suicide opinion questionnaire. *Suicide and Life Threatening Behavior*, *25*, 305–309.

DeShon, R. P., & Alexander, R. A. (1996a). Alternative procedures for testing regression slope homogeneity when group error variances are unequal. *Psychological Methods*, *1*, 261–277.

DeShon, R. P., & Alexander, R. A. (1996b). Goal setting effects on implicit and explicit learning of complex tasks. *Organizational Behavior and Human Decision Processes*, *65*, 18–36.

- DeShon, R. P., Brown, K. G., & Greenis, J. L. (1996). Does self-regulation require cognitive resources? Evaluation of resource allocation models of goal setting. *Journal of Applied Psychology, 81*, 595–608.
- Chan, D., Schmitt, N., DeShon, R. P., Clause, C. S., & Delbridge, K. (1997). Reactions to cognitive ability tests: The relationships between race, test performance, face validity perceptions, and test-taking motivation. *Journal of Applied Psychology, 82*, 300–310.
- DeShon, R. P. (1997). Does structural equation modeling correct for measurement error? *Academy of Management Research Methods Forum, 2*, 16–19.
- DeShon, R. P., & Landis, R. L. (1997). The dimensionality of the Hollenbeck, Williams, & Klein (1989) measure of goal commitment on complex tasks. *Organizational Behavior and Human Decision Processes, 70*, 105–116.
- Morris, S. B., & DeShon, R. P. (1997). Correcting effect sizes computed from factorial anova for use in meta-analysis. *Psychological Methods, 2*, 192–199.
- Bernstein, S. E., DeShon, R. P., & Carr, T. H. (1998). Concurrent task demands and individual differences in reading: Discriminating artifacts from real McCoys. *Journal of Experimental Psychology: Learning, Memory, & Cognition, 24*, 822–844.
- Chan, D., Schmitt, N., Sacco, J., & DeShon, R. P. (1998). Understanding pretest and posttest reactions to cognitive ability and personality tests. *Journal of Applied Psychology, 83*, 471–485.
- Cortina, J., & DeShon, R. P. (1998). Determining relative importance of predictors with the observational design. *Journal of Applied Psychology, 83*, 798–804.
- DeShon, R. P. (1998). A cautionary note on measurement error corrections in structural equation models. *Psychological Methods, 3*, 412–423.
- DeShon, R. P., Ployhart, R. E., & Sacco, J. (1998). The estimation of reliability in longitudinal models. *International Journal of Behavioral Development, 22*, 493–515.
- DeShon, R. P., Smith, M. R., Chan, D., & Schmitt, N. (1998). Can racial differences in cognitive test performance be reduced by presenting problems in a social context? *Journal of Applied Psychology, 83*, 438–451.
- von Eye, A., & DeShon, R. P. (1998). The highly gifted: Definitions and methodological implications. *High Ability Studies, 9*, 23–41.
- Murphy, K. R., & DeShon, R. P. (2000a). Inter-rater correlations do not estimate the reliability of job performance ratings. *Personnel Psychology, 53*, 873–900.
- Murphy, K. R., & DeShon, R. P. (2000b). Progress in psychometrics: Can personnel psychology catch up? *Personnel Psychology, 53*, 913–924.

- Klein, H. J., Wesson, M. J., Hollenbeck, J. R., Wright, P. M., & DeShon, R. P. (2001). The assessment of goal commitment: A measurement model meta-analysis. *Organizational Behavior and Human Decision Processes*, *85*, 23–55.
- Ellis, A. P. J., Ryan, A. M., & DeShon, R. P. (2002). The use of impression management tactics in structured interviews: a function of question type? *Journal of Applied Psychology*, *87*, 1200–1208.
- Morris, S. B., & DeShon, R. P. (2002). Combining effect size estimates in meta-analysis with repeated measures and independent groups designs. *Psychological Methods*, *7*, 105–125.
- Carr, J. Z., Schmidt, A. M., Ford, J. K., & DeShon, R. P. (2003). Climate perceptions matter: A meta-analytic path analysis relating molar climate, cognitive and affective states, and individual level work outcomes. *Journal of Applied Psychology*, *88*, 587–619.
- Morris, S. B., & DeShon, R. P. (2003). Estimating common metric effect sizes from a variety of research designs. *Academy of Management Research Methods Forum*, *8*, 1–17.
- Boettcher, I. F., Kemeny, B., DeShon, R. P., & Stevens, A. B. (2004). A system to develop staff behaviors for person-centered care. *Alzheimer's Care Quarterly*, *5*, 189–196.
- DeShon, R. P. (2004). Measures are not invariant without error variance equivalence. *Psychology Science*, *46*, 137–149.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2004). A multilevel, multiple goal model of feedback effects on the regulation of individual and team performance in training. *Journal of Applied Psychology*, *89*, 1035–1056.
- Kemeny, B., Boettcher, I. F., DeShon, R. P., & Stevens, A. B. (2004). Postintervention focus groups: Toward sustaining care. *Journal of Gerontological Nursing*, *30*, 4–9.
- DeShon, R. P., & Gillespie, J. Z. (2005). A motivated action theory account of goal oriented behavior. *Journal of Applied Psychology*, *90*, 1096–1127.
- Kemeny, B., Boettcher, I. F., DeShon, R. P., & Stevens, A. B. (2006). Using experiential techniques for staff development: Liking, learning, and doing. *Journal of Gerontological Nursing*, *32*, 9–14.
- Park, G., Schmidt, A. M., Scheu, C. R., & DeShon, R. P. (2007). A process model of goal orientation and feedback seeking. *Human Performance*, *20*, 119–145.
- Schmidt, A. M., & DeShon, R. P. (2007). What to do? The effects of discrepancies, incentives, and time on dynamic goal prioritization. *Journal of Applied Psychology*, *92*, 928–941.
- Mathieu, J. E., DeShon, R. P., & Berg, D. D. (2008). Mediation inferences in organizational research: Then, now, and beyond. *Organizational Research Methods*, *11*, 202–223.

- von Eye, A., & DeShon, R. P. (2008). Characteristics of measures of directional dependence - Monte Carlo studies. *Interstat*, *14*, 1–33.
- Chen, G., Kanfer, R., DeShon, R. P., Mathieu, J. E., & Kozlowski, S. W. J. (2009). The motivating potential of teams: A test and extension of Chen & Kanfer's (2006) models. *Organizational Behavior and Human Decision Processes*, *110*, 45–55.
- Converse, P. D., & DeShon, R. P. (2009). A tale of two tasks: Reversing the self-regulatory resource depletion effect. *Journal of Applied Psychology*, *94*, 1318–1324.
- Schmidt, A. M., & DeShon, R. P. (2009). Prior performance and goal progress as moderators of the relationship between self-efficacy and performance. *Human Performance*, *22*, 191–203.
- Park, G., & DeShon, R. P. (2010a). A multilevel model of minority opinion expression and team decision making effectiveness. *Journal of Applied Psychology*, *95*, 824–833.
- Schmidt, A. M., & DeShon, R. P. (2010). The moderating effects of performance ambiguity on the relationship between self-efficacy and performance. *Journal of Applied Psychology*, *95*, 572–581.
- Kuljanin, G., Braun, M. T., & DeShon, R. P. (2011). A cautionary note on modeling growth trends in longitudinal data. *Psychological Methods*, *16*, 249–264.
- Huang, J. L., Curran, P. G., Keeney, J., Poposki, E. M., & DeShon, R. P. (2012). Detecting and deterring insufficient effort responding to surveys. *Journal of Business and Psychology*, *27*, 99–114.
- von Eye, A., & DeShon, R. P. (2012a). Decisions concerning directional dependence. *International Journal of Behavioral Development*, *36*, 323–326.
- von Eye, A., & DeShon, R. P. (2012b). Directional dependence in developmental research. *International Journal of Behavioral Development*, *36*, 303–312.
- Braun, M. T., Kuljanin, G., & DeShon, R. P. (2013). Spurious results in the analysis of longitudinal data in organizational research. *Organizational Research Methods*, *00*, 1–29.
- Park, G., Spitzmuller, M., & DeShon, R. P. (2013). Advancing our understanding of team motivation: Integrating conceptual approaches and content areas. *Journal of Management*, *20*, x.

Book Chapters

- Svyantek, D. J., & DeShon, R. P. (1992). Leaders and organizational outcomes in established industries: An analysis of Lee Iacocca and the American automobile industry. In K. Clark, M. Clark & D. Campbell (Eds.), *The impact of leadership of performance* (pp. 293–303). Greensboro, NC: Center for Creative Leadership Press.

- DeShon, R. P. (2000). Computational models of personality and faking on self-report measures of personality. In C. L. Hulin & D. R. Ilgen (Eds.), *Computational models in organizational psychology and behavior*. Washington, DC: American Psychological Association Press.
- DeShon, R. P. (2001). Generalizability theory. In F. Drasgow & N. Schmitt (Eds.), *Advances in measurement and data analysis*. San Francisco, CA: Jossey-Bass.
- DeShon, R. P. (2002). A generalizability theory perspective on measurement error corrections in validity generalization. In K. R. Murphy (Ed.), *Validity generalization: A critical review*. Mahwah, NJ: Lawrence Erlbaum Associates.
- DeShon, R. P., & Morris, S. B. (2002). Modeling complex data structures: The general linear model and beyond. In S. G. Rogelberg (Ed.), *Handbook of research methods in industrial and organizational psychology*. Malden, MA: Blackwell Publishing.
- Kozlowski, S. W. J., & DeShon, R. P. (2004). A psychological fidelity approach to simulation-based training: Theory, research, and principles. In E. Salas, L. R. Elliott, S. G. Schflett & M. D. Covert (Eds.), *Scaled worlds: Development, validation, and applications* (pp. 75–99). Burlington, VT: Ashgate Publishing.
- DeShon, R. P., & Rench, T. A. (2009). Clarifying the notion of self-regulation in organizational behavior. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology* (Vol. 24, pp. 217–248). Wiley-Blackwell.
- DeShon, R. P. (2013a). Inferential meta-themes in organizational science research: Causal inference, system dynamics, and computational models. In N. W. Schmitt, S. Highhouse & I. Weiner (Eds.), *Handbook of psychology, volume 12: Industrial and organizational psychology* (2nd ed., Vol. 12). John Wiley and Sons.
- DeShon, R. P. (2013b). Multivariate dynamics in organizational science. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (Vol. 1, pp. 117–142). New York, NY: Oxford University Press.

Conference Presentations and Proceedings

- Connolly, T. C., Svyantek, D. J., DeShon, R. P., & Bukszar, E. (1989, August). Leaders for roundtable discussion on "*Behavioral Decision Approaches*". Working Conference on Managerial Thought and Cognition. Washington, DC.
- Alexander, R. A., Herbert, G. R., DeShon, R. P., & Hanges, P. J. (1990, April). *A critique of least-squares regression analysis of catastrophe theory data*. Paper presented at the 5th Annual Conference for the Society of Industrial and Organizational Psychology. Boston, MA.
- Svyantek, D. J., & DeShon, R. P. (1990, August). *The illusion of certainty: A catastrophe theory explanation of decision-making in threatening environments*. Paper presented at the Third Annual National Association of Management Meeting. Lake Buena Vista, FL.

- Svyantek, D. J., DeShon, R. P., Siler, M. T., & Cicerelli, G. (1990, June). *The illusion of certainty: A catastrophe theory model of decision framing*. Paper presented at the Second Annual Convention of the American Psychological Society. Dallas, TX.
- Svyantek, D. J., & DeShon, R. P. (1991, August). *Organizational attractors: A Chaos Theory explanation of why cultural change efforts don't*. Paper presented to the National Academy of Management Meeting. Miami, FL.
- Svyantek, D. J., & DeShon, R. P. (1991, July). *Leaders and organizational outcomes: An analysis of Lee Iacocca and the American automobile industry*. Paper presented at the Impact of Leadership Conference. Colorado Springs, CO: Center for Creative Leadership.
- Rogers, J. R., & DeShon, R. P. (1992, April). *The reliability of the Suicide Opinion Questionnaire*. Paper presented to the American Association of Suicidology. Chicago, IL.
- Alexander, R. A., & DeShon, R. P. (1992, August). *Relative power test for between-group differences in correlations vs. regression slopes*. Paper presented to Division 5 of the Annual American Psychological Association Conference. Washington, DC.
- Alexander, R. A., DeShon, R. P., & Govern, D. M. (1992, August). *Testing for regression slope differences in differential prediction research*. Paper presented to Division 14 of the Annual American Psychological Association Conference. Washington, DC.
- Alexander, R. A., & DeShon, R. P. (1992, May). *Between group test for correlation vs. regression slope differences*. Paper presented to the 7th Annual Conference for the Society of Industrial and Organizational Psychology. Montreal, CA.
- Alexander, R. A., DeShon, R. P., & Govern, D. M. (1993, April). *Testing for regression slope differences in differential prediction research: Heterogeneity of error variance and recommended statistical tests*. Paper presented at the 8th Annual Conference for the Society of Industrial and Organizational Psychology. San Francisco, CA.
- Alexander, R. A., Govern, D. M., & DeShon, R. P. (1993, May). *Error variance heterogeneity and moderated regression in I/O psychology*. Paper presented to the 8th Annual Conference for the Society of Industrial and Organizational Psychology. San Francisco, CA.
- Alexander, R. A., Govern, D. M., & DeShon, R. P. (1993, May). *Moderated regression and error variance heterogeneity: Review of the problem and recommended analytic approaches*. Paper presented to the 8th Annual Conference for the Society of Industrial and Organizational Psychology. San Francisco, CA.
- DeShon, R. P., & Alexander, R. A. (1994, April). *Power of the test for regression slope differences in differential prediction research*. Paper presented at the 9th Annual Conference for the Society for Industrial and Organizational Psychology. Nashville, TN.

- DeShon, R. P., & Alexander, R. A. (1994, April). *The effects of goal setting on complex task problem solving*. Paper presented to the 9th Annual Conference for the Society of Industrial and Organizational Psychology. Nashville, TN.
- Morris, S. B., & DeShon, R. P. (1994, April). *Computation of design-independent effect sizes from factorial ANOVA designs*. Paper presented at the 9th Annual Conference for the Society for Industrial and Organizational Psychology. Nashville, TN.
- DeShon, R. P. (1994, August). *Variance component estimation in Generalizability Theory*. Paper presented at the 54th Annual Convention of the Academy of Management Association. Dallas, TX.
- Cortina, J., & DeShon, R. P. (1995, April). *Experimental vs. observational designs: Issues of appropriateness for the detection of interactions*. Paper presented at the 10th Annual Conference for the Society for Industrial and Organizational Psychology. Orlando, FL.
- DeShon, R. P. (1995, May). *Restricted maximum likelihood estimation of variance components in generalizability theory: Overcoming balanced data requirements*. Paper presented at the 10th Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
- DeShon, R. P. (1996, April). *Estimating inter-rater reliability with missing data*. Paper presented at the 11th Annual Conference of the Society for Industrial and Organizational Psychology. San Diego, CA.
- DeShon, R. P., & Landis, R. L. (1996, April). *The dimensionality of goal commitment on complex tasks*. Paper presented at the 11th Annual Conference for the Society of Industrial and Organizational Psychology. San Diego, CA.
- DeShon, R. P., Smith, M. R., & Anderson, R. (1996, April). *Can adverse impact on cognitive ability tests be reduced by presenting problems in a social context?* Paper presented at the 11th Annual Conference for the Society of Industrial and Organizational Psychology. San Diego, CA.
- DeShon, R. P., Brown, K. G., & Greenis, J. L. (1996, April). *Does self-regulation require cognitive resources?* Paper presented at the 11th Annual Conference for the Society of Industrial and Organizational Psychology. San Diego, CA.
- Chan, D., Schmitt, N., DeShon, R. P., Clause, C. S., & Delbridge, K. (1996, August). *Reactions to cognitive ability tests: The relationships between race, test performance, face validity, and test-taking motivation*. Paper presented at the 56th Annual Convention of the Academy of Management Association. Cincinnati, OH.
- DeShon, R. P. (1997, April). Chair: *Goal orientation: Weaving the nomological net*. Symposium presented at the 12th Annual Conference for the Society for Industrial and Organizational Psychology. St. Louis, MO.

- DeShon, R. P. (1997, Aprilb). Chair: *Graduate level methods instruction in I/O psychology for science and practice*. Symposium presented at the 12th Annual Conference for the Society for Industrial and Organizational Psychology. St. Louis, MO.
- Fisher, S. L., Delbridge, K., & DeShon, R. P. (1997, April). *Here today gone tomorrow? Stability in the measurement of goal orientation*. Paper presented at the 12th Annual Conference for the Society for Industrial and Organizational Psychology. St. Louis, MO.
- DeShon, R. P. (1997, August). Panel member: Pre-conference workshop entitled *Ask the experts: Should I use LISREL on my data?* Panel presented at the annual meeting of the Academy of Management. Boston, MA.
- Bernstein, S. E., DeShon, R. P., & Carr, T. H. (1997, November). *Pronouncing printed words under memory load: Re-re-re-visiting Paap and Noel (1991)*. Paper presented at the Annual Meeting of the Psychonomic Society. Philadelphia, PA.
- DeShon, R. P. (1998, Aprila). Chair: symposium entitled *Goal orientation: Self-regulatory processes, performance outcomes, and measurement issues*. Symposium presented at the 13th Annual Convention for the Society for Industrial and Organizational Psychology. Dallas, TX.
- DeShon, R. P. (1998, Aprilb). Chair: symposium entitled *Problems and pitfalls when conducting meta-analyses in I-O Psychology*. Symposium presented at the 13th Annual Convention for the Society for Industrial and Organizational Psychology. Dallas, TX.
- DeShon, R. P. (1998, Aprilc). *Do structural equation models correct for measurement error?* Paper presented at the 13th Annual Convention for the Society for Industrial and Organizational Psychology. Dallas, TX.
- Chan, D., Schmitt, N., Sacco, J., & DeShon, R. P. (1998, May). *Understanding pretest and posttest reactions to ability and personality tests*. Paper presented at the 13th Annual Convention for the Society for Industrial and Organizational Psychology. Dallas, TX.
- Fisher, S. L., & DeShon, R. P. (1998, May). *The role of goal orientation and interest in a self-regulation framework*. Paper presented at the 13th Annual Convention for the Society for Industrial and Organizational Psychology. Dallas, TX.
- Morris, S. B., & DeShon, R. P. (1998, May). *Effect size estimation for meta-analysis with repeated measures*. Paper presented at the 13th Annual Convention for the Society for Industrial and Organizational Psychology. Dallas, TX.
- DeShon, R. P., Milner, K. R., Kozlowski, S. W. J., Toney, R. J., Schmidt, A. M., Wiechmann, D., & Davis, C. A. (1999, April). *The effects of goal orientation on team and individual performance*. Paper conducted at the 14th Annual Conference for the Society for Industrial and Organizational Psychology. Atlanta, GA.

- Kozlowski, S. W. J., & DeShon, R. P. (1999, June). *TEAMsum: Examining the development of basic, strategic, and adaptive performance*. Paper presented at the International Synthetic Task Development Conference-Scaled Worlds: Current Issues in Simulation-Based Human Performance Research. Athens, GA.
- Delbridge, K., & DeShon, R. P. (1999, May). *The effects of similarity and attributions on performance appraisal*. Paper presented at the 14th Annual Convention for the Society for Industrial and Organizational Psychology. Atlanta, GA.
- DeShon, R. P. (1999, May). *A factor score approach to modeling interactions in structural equation models*. Paper presented at the 14th Annual Convention for the Society for Industrial and Organizational Psychology. Atlanta, GA.
- DeShon, R. P. (1999, Mayb). *An evaluation of methods for modeling interactions in structural equation models*. Paper presented at the 14th Annual Convention for the Society for Industrial and Organizational Psychology. Atlanta, GA.
- DeShon, R. P. (2000, April). 1999 Ernest J. McCormick award for early career contributions: *A self-regulation model of goal-oriented cognition, affect, and behavior in achievement contexts*. Paper presented at the 15th Annual Convention of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- DeShon, R. P. (2000, Aprilb). *Generalizability theory and you: A review of recent advances and a primer on application*. Paper presented at the 15th Annual Convention of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- DeShon, R. P. (2000, Aprilc). *Using SEM to overcome limitations of the regression test for differential prediction*. Paper presented at the 15th Annual Convention for the Society for Industrial and Organizational Psychology. New Orleans, LA.
- DeShon, R. P., Kozlowski, S. W. J., Wiechmann, D., Milner, K. R., Davis, C. A., & Schmidt, A. M. (2000, April). *Training and developing adaptive performance in teams and individuals*. Paper presented at the 15th Annual Conference for the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Carr, J. Z., DeShon, R. P., & Dobbins, H. W. (2001, April). *A model of state and trait goal orientation in achievement contexts*. Paper presented at the 16th Annual Convention for the Society for Industrial and Organizational Psychology. San Diego, CA.
- DeShon, R. P. (2001, April). Chair: *The impact of workplace climate on organizational outcomes: A tale of two levels*. Symposium presented at the 16th Annual Conference for the Society for Industrial and Organizational Psychology. San Diego, CA.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Wiechmann, D., & Milner, K. R. (2001, April). *Developing team adaptability: Shifting regulatory focus across levels*. Paper presented at the

16th Annual Conference for the Society for Industrial and Organizational Psychology. San Diego, CA.

DeShon, R. P., & Schmidt, A. M. (2001, April). *Uses and abuses of the intra-class correlation in multilevel research*. Paper presented at the 16th Annual Conference for the Society for Industrial and Organizational Psychology. San Diego, CA.

Kozlowski, S. W. J., & DeShon, R. P. (2001, April). Co-chairs: *Enhancing team performance: Emerging theory, instructional strategies, and evidence*. Symposium presented at the 16th Annual Conference for the Society for Industrial and Organizational Psychology. San Diego, CA.

Schmidt, A. M., Chambers, B., Kozlowski, S. W. J., & DeShon, R. P. (2001, April). *Can I do it and do I care? Examining the antecedents of state goal orientations*. Paper presented at the 16th Annual Conference for the Society for Industrial and Organizational Psychology. San Diego, CA.

Schmidt, A. M., & DeShon, R. P. (2001, April). *The impact of workplace climates on work outcomes: A meta-analytic perspective*. Paper presented at the 16th Annual Conference for the Society for Industrial and Organizational Psychology. San Diego, CA.

DeShon, R. P. (2001, May). Chair: *Enhancing team performance: Emerging theory, instructional strategies, and evidence*. Symposium presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

DeShon, R. P. (2001, Mayb). Chair: *New directions in goal orientation: Exploring the construct and its measurement*. Symposium presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

DeShon, R. P. (2001, Mayc). Chair: *The impact of workplace climate on organizational outcomes: A tale of two levels*. Symposium presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

DeShon, R. P. (2001, Mayd). *Modeling data with dependent observations*. Paper presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

Ellis, A. E., West, B. J., Ryan, A. M., & DeShon, R. P. (2001, May). *Impression management tactics in structured interviews: A function of question type?* Paper presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

Horvath, M., Scheu, C., & DeShon, R. P. (2001, May). *Goal orientation: Integrating theory and measurement*. Paper presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

Horvath, M., Scheu, C., & DeShon, R. P. (2001, Mayb). *Longitudinal relationships among goal orientation, goal-setting, and self-efficacy*. Paper presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.

- Milner, K. R., & DeShon, R. P. (2001, Maya). *Effects of information seeking on performance ratings*. Paper presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.
- Milner, K. R., & DeShon, R. P. (2001, Mayb). *Impression consequences of seeking job performance feedback*. Paper presented at the 16th Annual Convention of the Society for Industrial and Organizational Psychology. San Diego, CA.
- Carr, J. Z., & DeShon, R. P. (2002, April). *Empirical validation of a process model of goal orientation*. Paper presented at the 17th Annual Convention of the Society for Industrial and Organizational Psychology. Toronto, CA.
- Chambers, B., & DeShon, R. P. (2002, April). *The dynamics of state goal orientations*. Paper presented at the 17th Annual Convention of the Society for Industrial and Organizational Psychology. Toronto, CA.
- Kozlowski, S. W. J., DeShon, R. D., Schmidt, A. M., & Chambers, B. A. (2002, April). *Effects of feedback and goal orientation on individual and team regulation, learning, and performance*. Paper presented at the 17th Annual Conference for the Society for Industrial and Organizational Psychology. Toronto, CA.
- Morris, S. B., & DeShon, R. P. (2002, April). *Combining effect sizes from factorial designs: A generalizability theory perspective*. Paper presented at the 17th Annual Convention of the Society for Industrial and Organizational Psychology. Toronto, CA.
- DeShon, R. P., Davis, C. A., & Scheu, C. R. (2002, November). *Utilizing Kirpatrick's model for organizational change*. Paper presented at the 55th annual meeting of the Gerontological Society of America. Boston, MA.
- Kozlowski, S. W. J., DeShon, R. D., Schmidt, A. M., & Chambers, B. A. (2003, April). *Trait, goal, and feedback effects on individual and team regulatory processes*. Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
- Park, G., Schmidt, A. M., Scheu, C. R., & DeShon, R. P. (2003, April). *The effects of goal orientation on feedback seeking behavior*. Paper presented at the 18th Annual Conference for the Society for Industrial and Organizational Psychology. Orlando, FL.
- Schmidt, A. M., & DeShon, R. P. (2003, April). *Problems in the use of r_{wg} for assessing interrater agreement*. Paper presented at the 18th Annual Conference for the Society for Industrial and Organizational Psychology. Orlando, FL.
- DeShon, R. P., Kozlowski, S. W. J., & Schmidt, A. M. (2003, August). *A multiphase, mixed-effect model of team development*. Paper presented at the 63rd Annual Convention of the Academy of Management Association. Seattle, WA.

- Kozlowski, S. W. J., DeShon, R. D., & Schmidt, A. M. (2003, August). *A Multilevel model of self- and team-regulation during complex skill acquisition*. Paper presented at the annual meeting of the Academy of Management. Seattle, WA.
- Kozlowski, S. W. J., DeShon, R. P., & Schmidt, A. M. (2003, August). *A multilevel model of self- and team regulation during complex skill acquisition*. Paper presented at the 63rd Annual Convention of the Academy of Management Association. Seattle, WA.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2003, May). *A multilevel, multiple goal model of self- and team regulation during complex skill acquisition*. Paper presented at the 11th European Congress on Work and Organizational Psychology. Lisbon, Portugal.
- Horvath, M., Scheu, C. R., & DeShon, R. P. (2004, April). *Domain specificity's effect on the validity of goal orientation measures*. Paper presented at the 19th Annual Conference of the Society of Industrial and Organizational Psychology. Chicago, IL.
- Kim, B. H., DeShon, R. P., & Oswald, F. L. (2004, April). *Response surface methodology: How can interpreting 3-dimensional surfaces improve our understanding of fit?* Paper presented at the 19th Annual Conference of the Society of Industrial and Organizational Psychology. Chicago, IL.
- Schmidt, A. M., Chambers, B. A., & DeShon, R. P. (2004, April). *A goal discrepancy perspective on the relationship between self-efficacy and performance*. Paper presented 19th Annual Conference of the Society of Industrial and Organizational Psychology. Chicago, IL.
- Schmidt, A. M., & DeShon, R. P. (2004, April). *Another look at the relationship between self-efficacy and performance*. Paper presented at the 19th Annual Conference for the Society for Industrial and Organizational Psychology. Chicago, IL.
- Schmidt, A. M., & DeShon, R. P. (2004, April). *Another look at the relationship between self-efficacy and performance*. Paper presented at the 19th Annual Conference for the Society for Industrial and Organizational Psychology. Chicago, IL.
- Schmidt, A. M., & DeShon, R. P. (2004, April). *The role of discrepancies and superordinate goal framing on dynamic goal prioritization*. Paper presented at the 19th Annual Conference for the Society for Industrial and Organizational Psychology. Chicago, IL.
- Schmidt, A. M., & DeShon, R. P. (2004, April). *The role of discrepancies and superordinate goal framing on dynamic goal prioritization*. Paper presented at the 19th Annual Conference for the Society for Industrial and Organizational Psychology. Chicago, IL.
- DeShon, R. P., Kozlowski, S. W. J., Schmidt, A. M., Boyce, A. S., & Chambers, B. (2004, May). *Effects of implementation intentions on individual and team oriented behavior*. Paper presented at the 19th Annual Conference for the Society for Industrial and Organizational Psychology. Chicago, IL.

- DeShon, R. P. (2005, April). Discussant: *Examining meso-mediation relationships in industrial-Organizational psychology*. Symposium presented at the 20th Annual Conference for the Society of Industrial and Organizational Psychology. Los Angeles, CA.
- DeShon, R. P., Kozlowski, S. W. K., Schmidt, A. M., Boyce, A. M., & Park, G. (2005, April). *Effect of velocity feedback on individual and team performance*. Paper presented at the 20th Annual Conference for the Society for Industrial and Organizational Psychology. Los Angeles, CA.
- Schmidt, A. M., DeShon, R. P., Dolis, C. M., & & Tolli, A. (2005, May). *Another look at the relationship between self-efficacy and performance: The moderating effects of performance ambiguity*. Paper presented at the 20th Annual Conference for the Society for Industrial and Organizational Psychology. Los Angeles, CA.
- Converse, P. D., & DeShon, R. P. (2006, April). *A tale of two tasks: Depletion and adaptation over multiple self-regulatory tasks*. Paper presented the 21 Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Kozlowski, S. W. J., & DeShon, R. P. (2006, April). *Dynamic resource allocation and adaptability in teamwork*. Invited presentation to the Air Force Office of Scientific Research: Cognition & Decision Program Review. Dayton, OH.
- DeShon, R. P. (2006, July). *What is meant by the term 'self-regulation'*. Paper presented at the 26th International Congress of Applied Psychology. Athens, Greece.
- DeShon, R. P. (2006, June). *Monkeys, ostriches, and measurement error corrections*. Paper presented at the Personnel Human Resource Research Group. Minneapolis, MN.
- DeShon, R. P. (2006, May). *Monkeys, ostriches, and measurement error corrections*. Invited presentation to the 18th convention for the Association for Psychological Science. New York, NY.
- Boyce, A. M., Kuljanin, G., Park, G., Curran, P., Kozlowski, S. W. J., & DeShon, R. P. (2007, April). *Locomotion-assessment, action-state orientation, and goal orientation: A case for higher order motives*. Paper presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology. New York, NY.
- Park, G., & DeShon, R. P. (2007, August). *Emergent process of team goal orientation and team effectiveness*. Paper presented at the 67th Annual Convention of the Academy of Management Association. Philadelphia, PA.
- Kozlowski, S. W. J., & DeShon, R. P. (2007, July). *Understanding team processes and performance: A multiple goal, multilevel theory of team regulation*. Invited presentation at the 2nd Annual INGRoup Conference. Lansing, MI.
- Kuljanin, G., Park, G., Curran, P., Boyce, A. S., DeShon, R. P., & Kozlowski, S. W. J. (2008, April). *The effects of feedback on self-regulation, resource allocation, and adaptation*. Paper presented

at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology. San Francisco, CA.

Park, G., & DeShon, R. P. (2008, April). *Goal orientation and minority influence in decision-making teams*. Paper presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology. San Francisco, CA.

Schmidt, G. B., & DeShon, R. P. (2008, April). Session chair: *Factors that effect personal goals and self-regulation processes over time*. Symposium conducted at the Annual Meeting for the Society for Industrial and Organizational Psychology. San Francisco, CA.

DeShon, R. P., & Kozlowski, S. W. J. (2008, July). *The emergence of team performance through self-regulatory dynamics*. Invited paper presented at 29th International Congress of Psychology. Berlin, Germany.

Schmidt, G. B., & DeShon, R. P. (2008, May). *The decreasing salience and impact of assigned goals over time*. Paper presented at the Annual Meeting for the Society for Industrial and Organizational Psychology. San Francisco, CA.

Park, G., Curran, P., KulJanin, G., Firth, B., Kozlowski, S. W. J., & DeShon, R. P. (2009, April). *Implementation intentions and multiple goal self-regulation in teams*. Paper presented at the 24th Annual Conference of the Society of Industrial and Organizational Psychology. New Orleans, LA.

Park, G., & DeShon, R. P. (2010b). *Effect of discussion intervention on the intergroup discontinuity effect*. Paper presented at the 2010 meeting of the Society of Personality and Social Psychology. Las Vegas, NV.

Park, G., & DeShon, R. P. (2011). The effect of different team discussion styles on inter-team cooperation. Paper presented at the 2011 meeting of the American Psychological Association in Washington, D. C. Chicago, IL.

DeShon, R. P. (2012, April). Discussant: Symposium entitled *Self-Regulating Across Goals and Time*. Symposium presented at the 27th Annual Convention for the Society for Industrial and Organizational Psychology. San Diego, CA.

DeShon, R. P. (2013, April). An evaluation of existing computational models of self-regulation. Symposium presented at the 27th Annual Convention for the Society for Industrial and Organizational Psychology. San Diego, CA.

Technical Reports

Schmitt, N., DeShon, R. P., Clause, C., Chan, D., & Delbridge, K. (1996). *Development of a managerial ability examination*. Final report submitted to AT&T. Washington, DC.

Ford, J., & DeShon, R. P. (1999). *Predictors of organizational turnover*. Final report submitted to the United States Air Force, Department of Defense. Washington, DC.

- DeShon, R. P., Scheu, C. R., & Dobbins, H. (2000). *Spectrum Health Project RELATE Team: Supervisory skills training literature review*. Report submitted to Spectrum Health. Grand Rapids, MI.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., Wiechmann, D., & Milner, K. R. (2000). *Training and developing adaptive performance: Team compilation vs. team building training strategies*. Report presented to the Air Force Office of Scientific Research.
- Schmidt, A. M., Ford, K. J., DeShon, R. P., & Carr, J. Z. (2000). *A meta-analysis of antecedents and outcomes of organizational climate*. Report presented to the United States Air Force.
- DeShon, R. P., Scheu, C. R., Dobbins, H., & Davis, C. (2001). Final report for the spectrum health project relate training process. Report submitted to Spectrum Health Care. Grand Rapids, MI.
- Kozlowski, S. W. J., DeShon, R. P., Schmidt, A. M., Chambers, B., & Milner, K. R. (2001). *Developing adaptive teams: Learning processes, training strategies, and performance adaptability*. Report presented to the Air Force Office of Scientific Research.
- Kozlowski, S. W. J., & DeShon, R. P. (2001). *Developing adaptive teams: Training strategies, learning processes, and performance adaptability*. (Final Report, Grant No. F49620-98-1-0363) Air Force Office of Scientific Research. (Final Report, Grant No. F49620-98-1-0363) Air Force Office of Scientific Research. Arlington, VA.
- Schmitt, N., DeShon, R. P., Wiechmann, D., & Uhlmann, R. (2001). Validation of the selection tests for entry-level production workers. Final report submitted to Haworth Office Furniture. Holland, MI.

Expert Witness Testimony

- 2003 **Plaintiff's Expert in *Isabele v. City of Memphis*.**
- 2005 **Plaintiff's Expert in *Billingsley v. City of Memphis*.**
- 2005 **Plaintiff's Expert in *Johnson v. City of Memphis*.**