

**NATALIE JEAN ALLEN**

Curriculum Vitae  
August 2013

Department of Psychology  
The University of Western Ontario  
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**EDUCATION**

The University of Western Ontario London, Ontario	Ph.D. (Psychology) October, 1985
Dalhousie University Halifax, Nova Scotia	M.A. (Psychology) May, 1980
Mount Allison University Sackville, New Brunswick	B.A. (Psychology) May, 1976

**HONOURS AND AWARDS**

Fellow, Society for Industrial-Organizational Psychology	2009
Distinguished Contribution to I/O Psychology in Canada Canadian Society for I/O Psychology	2007
Teaching Honour Roll Award of Excellence University Students' Council (UWO)	2005
Visiting Research Fellowship, The British Academy	2002
Fellow, Canadian Psychological Association	2001
Best Paper Award (with T. Hecht) Australian Industrial /Organizational Psychology Conference	2001
Academic Book of Year Award Choice Magazine For: <i>Commitment in the Workplace: Theory, Research &amp; Application</i> (Meyer & Allen)	1997

## MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS

Academy of Management  
 Administrative Sciences Association of Canada  
 Canadian Psychological Association (Fellow)  
 Project Management Institute  
 Society for Industrial and Organizational Psychology (Fellow)

## ACADEMIC EMPLOYMENT

Professor Department of Psychology The University of Western Ontario	2003 - present
Associate Professor Department of Psychology The University of Western Ontario	1996 - 2003
Director/Associate Professor Centre for Administrative and Information Studies The University of Western Ontario	1994 - 1998
Honorary Associate Professor Department of Psychology The University of Western Ontario	1991 - 1996
Associate Professor Centre for Administrative and Information Studies The University of Western Ontario	1991 - 1994
Honorary Assistant Professor Department of Psychology The University of Western Ontario	1989 - 1991
Assistant Professor Centre for Administrative and Information Studies The University of Western Ontario	1986 – 1991

## RESEARCH SUPPORT (Since 1990)

Social Sciences and Humanities Research Council of Canada: “Understanding teams over time” (April 1, 2010  
 March 30, 2013 \$66,387.00)

Academic Development Fund (Small Grant Competition; UWO): “Creating a microworld lab for team research”  
 (July 1, 2007 – June 30, 2008; \$8331.00)

Social Sciences and Humanities Research Council of Canada: “Understanding team composition in relational and  
 temporal context” (April 1, 2007 – March 30, 2010; \$97,963).

Social Sciences and Humanities Research Council of Canada: “Understanding diversity in work groups and teams in  
 organizations”. (April 1, 2003 - March 30, 2006; \$73,689).

Social Sciences and Humanities Research Council of Canada: "Performance and work attitudes within teams: The roles of team composition and organizational context" (April 1, 1999 - March 30, 2002; \$57,250).

Human Resources Research Institute: "Team-organization alignment and team performance". (Co-investigator: T.D. Hecht). (March 1999 - February 2000; \$12,600).

Faculty of Social Science (The University of Western Ontario): "Performance and work attitudes within teams: The roles of team composition and organizational context". (April 1, 1998 - March 30, 2000; \$1,500.)

Social Sciences and Humanities Research Council of Canada. "The role of attribute similarity/ dissimilarity among work group members: An examination of processes and outcomes". (April 1, 1995 - March 30, 1998; \$62,500.)

Social Sciences and Humanities Research Council of Canada. "Commitment to organizations and occupations". (Co-investigator; with J.P. Meyer, Department of Psychology, The University of Western Ontario). (April 1, 1992 - March 30, 1995; \$105,000.)

Faculty of Social Science (The University of Western Ontario). "Examining the Individualism/Collectivism construct" (September 1, 1991 - April 30, 1992; \$300.)

Social Sciences and Humanities Research Council of Canada (Internal Grant). "Factors associated with changes in work-related values". (January 1, 1991 - April 30, 1992; \$4895.)

Academic Development Fund (UWO). "CAIS Organizational Behaviour Research Facility," (with I.P. Suttie, R. Bobocel, J.E. Finegan, I.R. Gellatly, R.L. Purdy. (February, 1991, \$25,000.)

#### BOOKS AND BOOK CHAPTERS

Allen, N.J., & O'Neill, T.A. (*in press*). Team composition and performance: Considering the project team challenge. In Chiocchio, F., Kelloway, E.K., Hobbs, B. (Eds.) *The Psychology and Management of Project Teams: An Interdisciplinary View*, Oxford University Press.

Allen, N.J. (2010). Organizational Commitment: An evidence-based challenge for healthcare organizations. In A.V. Ciurea, C.L. Cooper, & E. Avram (Eds.) *Management in Health Organizations - the 21st century perspectives*. Bucharest: University of Bucharest Press.

Williams, H.M., & Allen, N.J. (2008). Teams at work. In J. Barling & C. Cooper (Eds.), *The Sage Handbook of Organizational Behavior*, Thousand Oaks, CA: Sage Publications. 124-140.

Allen, N.J., & West, M.A. (2005). Selecting for teamwork. In A. Evers, N. Anderson, & O. Voskuilj (Eds.), *The Blackwell handbook of personnel selection*. Oxford: Blackwell Press. 476-494.

Allen, N. J., & Meyer, J. P. (2000) Construct validation in organizational behavior research: The case of organizational commitment. In: R. D.Goffin & E. Helmes (Eds.) *Problems and solutions in human assessment*. (pp. 285-314) Norwell, MA: Kluwer Academic Publishers.

Meyer, J.P., & Allen, N.J. (1997). *Commitment in the workplace: Theory, research and application*, Thousand Oaks, CA: Sage Publications.

West, M.A., & Allen, N.J. (1997). Selecting for team work. In N. Anderson & P. Herriot (Eds.), *International Handbook of Selection and Assessment*. (pp. 493-506) Chichester, UK: John Wiley & Sons Ltd.

Allen, N.J. (1996). Affective reactions to the group and the organization. In M.A. West (Ed.), Handbook of Work Group Psychology. (pp. 371-396) Chichester, UK: John Wiley & Sons Ltd.

## REFEREED JOURNAL ARTICLES

- O'Neill, T.A., Allen, N.J. & Hastings, S. (in press). Examining the 'pros' and 'cons' of team conflict: A team-level meta-analysis of task, relationship, and process conflict *Human Performance*.
- Graham, R., McCann, M., & Allen N.J. (in press). Public health managers: Ambassadors, coordinators, scouts, or guards? *Journal of Public Health Management*.
- Bingham, J.B., Mitchell, B.W., Bishop, D.G., & Allen, N.J. (2013). Working for a higher purpose: A theoretical framework for commitment to organization-sponsored causes. *Human Resource Management Review*, 23, 174-189.
- Ross, S.J., & Allen, N.J. (2012). Examining the convergent validity of shared mental model measures. *Behavior Research Methods*, 44, 1052-1062.
- Gellatly, I.R., & Allen, N.J. (2012). Group mate absence, dissimilarity, and individual absence: Another look at "Monkey See, Monkey Do". *European Journal of Work and Organizational Psychology*, 21, 106-124.
- O'Neill, T.A. & Allen, N.J. (2011). Team meeting attitudes: Conceptualization and investigation of a new construct. *Small Groups Research*, 25, 31-42.
- Stanley, D.J., Allen, N.J., Williams, H.M., & Ross, S.J. (2011). Examining workgroup diversity effects: Does playing by the (group-retention) rules help or hinder? *Behavior Research Methods*. 43, 508-521.
- O'Neill, T.A., & Allen, N.J. (2011). Personality and the prediction of team performance. *European Journal of Personality*, 25, 31-42..
- Hecht, T.D., & Allen, N.J. (2009). A longitudinal examination of the work-nonwork boundary strength construct. *Journal of Organizational Behavior*, 30, 839-862.
- Gantert, T.W., McWilliam, C.L., Ward-Griffin, C., & Allen, N.J. (2009). Working it out together: Family caregivers' perceptions of relationship-building with in-home service providers. *Canadian Journal of Nursing Research*, 41,44-63.
- Gantert, T.W., McWilliam, C.L., Ward-Griffin, C., & Allen, N.J. (2008). The key to me: Seniors' perceptions of relationship-building with in-home service providers. *Canadian Journal on Aging*, 27, 23-34.
- Allen, N.J., Stanley, D.J., Williams, H. & Ross, S.J. (2007). Assessing dissimilarity relations under missing data conditions: Evidence from computer simulations. *Journal of Applied Psychology*, 92, 1414-1426.
- Allen, N.J., Stanley, D.J., Williams, H. & Ross, S.J. (2007). Assessing the impact of non-response on work group diversity effects. *Organizational Research Methods*. 10, 262-286.
- Hecht, T.D., & Allen, N.J. (2005). Exploring links between polychronicity, performance and well-being from the perspective of person-job fit: Does it matter if you prefer to do only one thing at a time? *Organizational Behavior and Human Decision Processes*, 98(2), 155-178.
- Allen, N.J., & Hecht, T.D. (2004). Further thoughts on the romance of teams: A reaction to the commentaries. *Journal of Occupational and Organizational Psychology*, 77, 485-491.

- Allen, N.J., & Hecht, T.D. (2004). The “romance of teams”: Toward an understanding of its psychological underpinnings and implications. *Journal of Occupational and Organizational Psychology*, 77, 439-461.
- Allen, N.J. (2003). Organizational commitment in the military: A discussion of theory and practice. *Military Psychology*, 15, 237-253.
- Hecht, T.D., Allen, N.J., & Klammer, J., & Kelly, E. (2002). Group beliefs, ability, and performance: The potency of group potency. *Group Dynamics: Theory, Research and Practice*, 6, 143-152.
- Lee, K., & Allen, N.J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87, 131-142.
- Lee, K., Allen, N.J., Meyer, J.P., & Rhee, K-Y. (2001). The three-component model of organizational commitment: An application to South Korea. *Applied Psychology: An International Review*, 50, 596-614.
- Allen, N. J., & Grisaffe, D. (2001). Employee commitment to the organization and customer reactions: Mapping the linkages. *Human Resource Management Review*, 11, 209-236.
- Lee, K., Carswell, J. J., & Allen, N. J. (2000). A meta-analytic review of occupational commitment: Relations with person and work-related variables. *Journal of Applied Psychology*, 85, 799-811.
- Allen, N.J., & Hecht, T.D. (2000). Aligning teams within organizations: Implications for human resource management. *Human Resources Management Research Quarterly*, 4, 1-4.
- Allen, N.J. (1998). The 3 Rs of teams: Romance, realities, and (the need for) research. *Human Resources Management Research Quarterly*, 2, 1-4.
- Meyer, J.P., Allen, N.J., & Topolnytsky, L. (1998). Commitment in a changing world of work. *Canadian Psychology*, 19, 29-52.
- Meyer, J.P., Irving, P.G., & Allen, N.J. (1998). Examination of the combined effects of work values and early work experiences on organizational commitment. *Journal of Organizational Behavior*, 19, 29-52.
- Allen, N.J., & Meyer, J.P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.
- Finegan, J.E., & Allen, N.J. (1994). Computerized and written questionnaires: Are they equivalent? *Computers in Human Behavior*, 10, 483-496.
- Allen, N.J., & Meyer, J.P. (1993). Organizational commitment: Evidence of career stage effects? *Journal of Business Research*, 26, 49-61.
- Meyer, J.P., Allen, N.J., & Smith, C.A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538-551.
- Meyer, J.P., Bobocel, D.R., & Allen, N.J. (1991). Development of organizational commitment during the first year of employment: A longitudinal study of pre- and post-entry influences. *Journal of Management*, 17, 717-733.
- Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Allen, N.J., & Meyer, J.P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' organizational commitment and role orientation. *Academy of Management Journal*, 33, 847-858.

- Meyer, J.P., Allen, N.J., & Gellatly, I.R. (1990) Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology, 75*, 710-720.
- Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology, 63*, 1-18.
- Meyer, J.P., & Allen, N.J. (1988). Links between work experiences and organizational commitment during the first year of employment: A longitudinal analysis. *Journal of Occupational Psychology, 61*, 195-209.
- Allen, N.J. (1987). The role of social and organizational factors in the evaluation of volunteer programs. *Evaluation and Program Planning, 10*, 257-262.
- Meyer, J.P., & Allen, N.J. (1987). A longitudinal analysis of the development and consequences of organizational commitment among newly hired university graduates. *Canadian Journal of Behavioural Science, 19*, 199-215.
- Meyer, J.P., & Allen, N.J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of Applied Psychology, 69*, 372-378.
- Allen, N.J., & Rushton, J.P. (1983). Personality characteristics of community mental health volunteers: A review. *Journal of Voluntary Action Research, 12*, 36-49.
- Harpur, J.G.E., Estabrooks, K., Allen, N.J., & Asaph, C.A. (1978). Perceptual versus mediational learning in a total change concept-shift paradigm. *Perceptual and Motor Skills, 46*, 563-569.

#### PUBLISHED COMMENTS, CONFERENCE PROCEEDINGS, REVIEWS, AND ABSTRACTS

- Ross, S.J., & Allen, N.J. (2010). What do we know about "Who knows what"? *Public Sector Digest, Spring*, 43-45.
- Allen, N.J. (2006). Examining diversity in the workplace: The importance of research partnerships. *Psihologia Resurselor Umane. (Human Resources Psychology; Romania), 4*, 11-15.
- Allen, N.J. (2006). Organizational commitment. In S. Rogelberg & Greenhaus & G. Callanan (Eds.) *Encyclopedia of Industrial/Organizational Psychology*. Sage.
- Allen, N.J. (2006). Organizational commitment. In J. Greenhaus & G. Callanan (Eds.) *Encyclopedia of Career Development*. Sage.
- Allen, N.J. (2003). Commentary: Examining organizational commitment in China. *Journal of Vocational Behavior, 62*, 511-515.
- Allen, N.J., & Hecht, T.D. (2001). The romance of teams: Toward an understanding of its origins and implications. *Best Paper Proceedings of the 4<sup>th</sup> Australian Industrial Organizational Psychology Conference*, pp. 108-119. Sydney, Australia: Australian Psychological Society.
- Hecht, T.D., & Allen, N.J. (2000, October). Beyond "Survivor": The role of HR in team success. *Canadian HR Reporter*.
- Allen, N.J. (2000). Respect for research. *Canadian Society for Industrial and Organizational Psychology Newsletter, 16(3)*, 13-16.

- Hecht, T. D., & Allen, N. J. (1999). The complexity of considering personality at the team level. In D. Miller (Ed.) *Proceedings of the Administrative Sciences Association of Canada conference, Organizational Behaviour Division: Vol. 20*, (pp. 50-59).
- Lee, K., & Allen, N. J. (1999). Self- and peer-ratings disagreement in organizational citizenship behaviours: A structural equation modeling approach. In D. Miller (Ed.) *Proceedings of the Administrative Sciences Association of Canada conference, Organizational Behaviour Division: Vol. 20*, (pp. 90-99).
- Allen, N. J. (1998). Differences among team members: When, where, and how do they matter? In K. Unsworth et al. (Eds). *Book of Proceedings of the International Work Psychology Conference*. The Institute of Work Psychology: Sheffield, UK (p. 6- 9).
- Allen, N.J. (1991). The development of work values: Toward an understanding of temporal, experiential, and cultural effects. *Managing in a Global Economy IV*. Proceedings of the 4th International Conference of the Eastern Academy of Management, Nice, France.
- Talvak, L.M., & Allen, N.J. (1991). Assessing individual values using a response latency technique. *Canadian Psychology*, *32*, Abstract #39.
- Allen, N.J., & Meyer, J.P. (1990). Organizational commitment: A career stage perspective. *Canadian Psychology*, *31*, Abstract #60.
- Smith, C.A., Meyer, J.P., & Allen, N.J. (1990). Occupational commitment in nursing students. Canadian Psychology, *31*, Abstract #50.
- Finegan, J.E., & Allen, N.J. (1989). A comparison of computerized versus traditionally administered questionnaires. Canadian Psychology, *30*, Abstract #29.
- Allen, N.J. (1989). Review of Inside organizations. Choice, April, 434.
- Allen, N.J., & Kishchuk, N.A. (1988) (Eds.). Information technologies: Individual, organizational, and social impacts. Proceedings of the Information Technologies Symposium, London, Ontario.
- Allen, N.J. (1988). Review of Fourteen steps in managing an aging workforce. Choice, July-August, 384.
- Allen, N.J. (1988). Review of Optimizing work performance: A look beyond the bottom line. Canadian Psychology, *29*, 131-132.
- Lathem, M.J., & Allen, N.J. (1988). Attitudes toward decision-makers: How strong is the preference for consistency? Canadian Psychology, *29*, Abstract #447.
- Bobocel, D.R., Meyer, J.P., & Allen, N.J. (1988) Longitudinal analysis of relations among job choice, work experiences, and organizational commitment. Canadian Psychology, *29*, Abstract #71.
- Allen, N.J., & Smith, J. (1987). An investigation of "extra-role behaviours within organizations". Canadian Psychology, *28*, Abstract #6.
- Meyer, J.P., & Allen, N.J. (1986). Development and consequences of organizational commitment: A causal modelling analysis of longitudinal data. Canadian Psychology, *27*, Abstract #405.
- Allen, N.J., & Meyer, J.P. (1985). Organizational commitment: Development and assessment of a model. Canadian Psychology, *26*, Abstract #6.

- Meyer, J.P., & Allen, N.J. (1985). A longitudinal analysis of the early development and consequences of organizational commitment. Canadian Psychology, 26, Abstract #364.
- Allen, N.J., & Meyer, J.P. (1985). Work experience correlates of affective, continuance, and normative commitment to the organization. Proceedings of the Association of Human Resource Management and Organizational Behavior, 1, 493-498.
- Meyer, J.P., & Allen, N.J. (1985). The development of organizational commitment and its relations to turnover intentions during the first year of employment. Proceedings of the Association of Human Resource Management and Organizational Behavior National Conference, 2, 854-859.
- Allen, N.J., & Meyer, J.P. (1984). Organizational commitment: A reconceptualization and development of measures. Canadian Psychology, 25, Abstract #12

#### INVITED COLLOQUIA

- Department of Psychology, University of Guelph, Guelph, March 2012
- Department of Psychology, University of Waterloo, Waterloo, 2010
- DRDC Toronto, January 2008
- Ottawa I/O Psychology Group, Ottawa, October 2007
- School of Business, University of Alberta, Edmonton, October, 2006.
- Instituto Tecnológico Autonomo de Mexico, Mexico City, October, 2005
- Queens School of Business, Queens University, April, 2004
- Department of Psychology, University of Guelph, November, 2001.
- Department of Psychology, University of Adelaide, Adelaide, Australia, May, 2001.
- School of Psychology, University of South Australia, Adelaide, Australia, May, 2001.
- Department of Psychology, University of New South Wales, Sydney, Australia, May, 2001.
- Centre for Research in Effective Organizations, University of Western Australia, Perth, Australia, April, 2001.
- Australian Centre in Strategic Management, Queensland University of Technology, Brisbane, Australia, March, 2001.
- Social & Developmental Group, Department of Psychology, Macquarie University, Sydney, Australia, March, 2001.
- Institute of Work Psychology, University of Sheffield, Sheffield, UK, October, 2000.
- Faculty of Management, OB Group, McMaster University, February, 1997.
- Doctoral Program: I/O Psychology, University of Waterloo, March, 1995.
- Faculty of Management, Organizational Behaviour Group, University of Toronto, March, 1995.
- Social & Applied Psychology Unit, University of Sheffield, May, 1994.
- Department of Work & Organizational Psychology, University of Amsterdam, November, 1993.
- Department of Social & Organizational Psychology, University of Leiden, October, 1993.

#### PRESENTATIONS TO ACADEMIC AND PRACTITIONER CONFERENCES

##### Invited Presentations

- Allen, N.J. "The 3Rs of teams (and some lessons learned)". Presented at the Advancing CQI in Public Health in Ontario Conference, September 20, 2013, Toronto, ON.
- Allen, N.J. "The Science of Teamwork: Applications and Opportunities for Project Teams" Presented at the Project Management Institute: South Western Ontario Annual Conference, April 26, 2013, London, ON.
- Allen, N.J. "Human factors" in project management: Where is I/O Psychology?" Panel member presentation at the annual meeting of the Society of Industrial and Organizational Psychology, Chicago, IL, April, 2011.

Allen, N.J. "The recurrence of chronic illness: Implications & strategies for workplace teams" Presented at the Conference Board of Canada's Council in Workplace Health & Wellness February, 2011, Toronto, ON.

Allen, N.J. The romance of teams...the challenge for managers. Invited presentation at the annual meeting of the Canadian Association of University Business Officers, June, 2005, London, ON.

Allen, N.J., & Hecht, T.D. "Team-organization alignment and team performance". Presented at the annual meeting of the Human Resources Professionals Association of Ontario, Toronto, February, 2000.

Allen, N.J. "Teams in organizations". Presented at the annual meeting of the Human Resources Professionals Association of Ontario, Toronto, February, 1998.

Allen, N.J., & Meyer, J.P. "Commitment in the workplace: A look back and a look ahead". Invited Conversation Hour presented at the annual meeting of the Canadian Psychological Association, Toronto, June 1997.

Allen, N.J. "Being 'different' in the group: Does it matter?" Invited contribution to the Conference on Work Group Interventions, Grythyttan, Sweden, April, 1994.

Allen, N.J. "Fostering commitment to the university: The critical role of academic leaders". Invited presentation at the annual meeting of Senior Women Academic Administrators of Canada (SWAAC), Niagara-on-the-Lake, April, 1993.

Symposium: "Current Developments in Commitment Theory and Research" (with John Meyer). Invited by Canadian Section for I/O Psychology, CPA. Presented at the annual meeting of the Canadian Psychological Association, Quebec City, Quebec, June 1992.

#### Refereed Presentations (Since 1990)

Lee, H., Woodley, H., Allen, N., & O'Neill, T. (2013, June). Predicting Team Conflict with the Five-Factor Personality Model. Poster presented at the Canadian Psychological Association 74<sup>th</sup> Annual Convention, Quebec City, Quebec.

Lee, H., Allen, N., Cameron, K., & Woodley, H. (2013, June). Rethinking the measurement of team psychological safety: Referent use validity and the role of core self-evaluations. Paper presented at the 2013 Administrative Sciences Association of Canada Convention, Calgary, Alberta.

Woodley, H., & Allen, N. J. (2013, June). Investigating the Dimensionality of Equity Sensitivity. Poster presented at the 74<sup>th</sup> annual meeting of the Canadian Psychological Association, Quebec City, QC, Canada.

Woodley, H., O'Neill, T., Thussu, S., Marcotte, E., & Allen, N.J. Group potency and team performance: The moderating role of cohesion. Poster presented at the annual meeting of the Interdisciplinary Network for Group Research,, Chicago, IL, July 2012.

Arciniega, L., & Allen, N.J.. Do pictures speak louder than words? : Assessing a comics-based instrument for measuring organizational commitment. 13th Biennial ISSWV Conference to be held in Goa, India in June 24-27, 2012.

Woodley, H. & Allen, N.J. The dark side of equity in the workplace. Presented at the annual meeting of the Canadian Psychological Association, Montreal,PQ: June, 2012.

- Woodley, H., & Allen, N.J. Teamwork self-efficacy and team reward attitude. Presented at the annual meeting of the Canadian Psychological Association, Montreal, PQ: June, 2012.
- O'Neill, T. A., & Allen, N. J. (2011, August). Presenting a new measure of task conflict and an integrative model of team conflict and conflict management. In A. G. Tekleab & N. Quigley (Chairs), *New perspectives in teams research*. Symposium presented at the annual meeting of the Academy of Management, San Antonio, TX.
- O'Neill, T. A., & Allen, N. J. Presenting a new measure of task conflict and an integrative model of team conflict and conflict management. In A. G. Tekleab & N. Quigley (Chairs), *New perspectives in teams research*. Symposium presented at the annual meeting of the Academy of Management, San Antonio, TX, August 2011.
- Doyle, K., O'Neill, T. A., & Allen, N. A. *Personality and the prediction of group processes and emergent states*. Poster presented at the annual meeting of the Canadian Psychological Association, , Toronto, ON, June, 2011.
- Allen, N.J., & Williams, H.M. Understanding diversity within the temporal context of teams: Examining the surface/deep time-together hypothesis. Presented at the European Association of Work & Organizational Psychology Diversity Conference, September, 2010, Birmingham, UK,
- Bingham, J. & Allen, N.J. Commitment to an organization-sponsored cause: Construct definition and model extension, Presented at the Conference on Commitment, Columbus, OH, November, 2010.
- O'Neill, T.A., Allen, N.J., & Klammer, J.D. The elusive search for the potentially positive effects of task conflict. Presented at the meeting of the Academy of Management, Montreal, PQ, August, 2010.
- Allen, N.J., & O'Neill, T.A. The "trajectory of emergence" Mining the literature for clues. Presented at the annual meeting of the Interdisciplinary Network for Group Research,, Washington, DC, July 2010.
- Williams, H.M., Allen, N.J., & Carter, A.J. Will I respond to the organization's survey? Depends who I work with! Presented at the 2nd Biennial Institute of Work Psychology Conference on Work, Well-Being and Performance, Sheffield, UK. June, 2010.
- Ross, S.J. & Allen, N.J. Assessing shared mental models: Do great minds think alike? . Poster presentation at the meeting of the Canadian Psychological Association, Winnipeg, MB, June, 2010.
- Gellatly, I.R., & Allen, N.J. Group Absence, Dissimilarity, and Individual Absence Behavior. Interactive poster presentation at the meeting of the Society for Industrial/ Organizational Psychology, New Orleans, LA April, 2009.
- Stanley D.J., Allen, N.J., Williams, H.M, & Ross, S.J. Examining workgroup diversity effects: Do group-retention rules help or hinder? Poster presentation at the meeting of the Society for Industrial/ Organizational Psychology, New Orleans, LA, April, 2009.
- Bingham, J., Allen, N.J., & Birch, T. Commitment to an ideology: Construct definition and model extension. Presented at the annual meeting of the Academy of Management, Anaheim, CA, August, 2008
- Dunlap, W. & Allen, N.J. Performing in the National Hockey League: Just a matter of time? Poster presentation at the meeting of the Canadian Psychological Association, Halifax, NS, June, 2008. (Refereed)

- Klammer, J., Allen, N.J., Carruthers, T., Ross, R., Boyd, A., Marcotte, E., & Lundberg, E. Toward an understanding of team contracts. Poster presentation at the meeting of the Canadian Psychological Association, Halifax, NS, June, 2008. (Refereed)
- Wang, F. O'Neill, T., Klammer, J.D., & Allen, N.J. Committed to teams: Want to, ought to, or have to? Poster presentation at the meeting of the Society for Industrial/ Organizational Psychology, San Francisco, CA, April, 2008.
- O'Neill, T. & Allen, N.J. Broad versus narrow traits: Assessing the bandwidth-fidelity tradeoff at the team-level. Presented at the annual meeting of the Interdisciplinary Network for Group Research,, East Lansing, MI, July, 2007.
- Ross, S.J., & Allen, N.J. Examining the convergent validity of shared mental model measures. Presented at the annual meeting of the Interdisciplinary Network for Group Research,, East Lansing, MI, July, 2007.
- O'Neill, T., Allen, N.J., Klammer, J.D., & Ross, S.J. Personality in teamwork: An empirical evaluation of the Big Five factors vs facets. Poster presentation at the meeting of the Canadian Psychological Association, Ottawa, ON, June, 2007.
- Hecht, T.D., & Allen, N.J. A longitudinal validation of the Person-Organization Boundary Strength Scales (POBSS). . Poster presentation at the meeting of the Society for Industrial/ Organizational Psychology, New York, NY, April, 2007.
- Parfyonova, N., Ross, S., Tal, T. & Allen, N.J. Capturing individual definitions of teams: Relative importance of task and outcome interdependence, communication and complementary skill. Poster presentation at the meeting of the Canadian Psychological Association, Calgary, Alberta, June, 2006. (Refereed)
- Ross, S.J. & Allen, N.J. Evaluating shared mental model measurement. Presented at the Society for Industrial and Organizational Psychology, May, 2006. Dallas, Texas.
- Allen, N.J. "Getting the data": Some observations about the research access challenge". Symposium presentation at the meeting of the Canadian Psychological Association, June, 2005, Montreal, Quebec.
- Kelly, E., & Allen, N.J. Perceptions of co-worker similarity/dissimilarity: Which attributes matter? Presented at the meeting of the Canadian Psychological Association, June, 2005, Montreal, Quebec.
- Allen, N.J. Employee commitment within the hospitality industry: Exploring some research gaps. Presented at the meeting of the Administrative Sciences Association of Canada, May, 2005, Toronto, ON. Honourable Mention.
- Allen, N.J., Stanley, D.J., Williams, H.M., & Irwin, S.J. Assessing "dissimilarity from the group" effects: Evidence from computer simulations. Presented at the meeting of the Society for Industrial and Organizational Psychology, April, 2005, Los Angeles.
- Irwin, S.J., & Allen, N.J. Performance beliefs about recall memory: Do you think you remember better in a group? Presented at the meeting of the Canadian Psychological Association, June, 2004, St. John's, NF.
- Kelly, E., & Allen, N.J. Choosing groups vs. solo work: The role of self-efficacy. Presented at the meeting of the Canadian Psychological Association, June, 2004, St. John's, NF.
- Hecht, T.D., & Allen, N.J. Drawing the line: Validating a measure of work/non-work boundary strength. Presented at the meeting of the Society for Industrial and Organizational Psychology, April, 2004, Chicago.

- Hecht, T.D., & Allen, N.J. Exploring the nomological network of work/non-work boundary strength. Presented at the meeting of the Society for Industrial and Organizational Psychology, April, 2004, Chicago.
- Hecht, T.D., & Allen, N.J. Person-job fit on the dimension of polychronicity: Exploring links with well-being and performance. Presented at the meeting of the Academy of Management, August, 2003, Seattle.
- Allen, N.J. & Williams, H.M. "Being different" in the work group: The first year and beyond. Presented at the meeting of the Administrative Sciences Association of Canada, Halifax, N.S., June, 2003
- Hecht, T.D., & Allen, N.J. Person-job fit on the dimension of polychronicity: An examination of links with positive and negative affect. Presented at the meeting of the Administrative Sciences Association of Canada, Halifax, N.S., June, 2003.
- Kelly, E.C., & Allen, N.J. Team structure, self-efficacy, and preferences for group work. Presented at the meeting of the Canadian Psychological Association, Hamilton, ON, June, 2003.
- Hecht, T.D., Stoddart, H., & Allen, N. J. *The romance of teams: Further evidence of the belief that working on a team is "high performance."* Paper presented at the Annual Convention of the Canadian Psychological Association, Vancouver, BC, May, 2002.
- Kelly, E.C., & Allen, N.J. Team design: The effects of task, outcome, and identity interdependence. Presented at the meeting of the Canadian Psychological Association, Vancouver, BC, May, 2002.
- Kelly, E.C., & Allen, N.J. Choosing group versus individual work. Presented at the meeting of the Canadian Psychological Association, Vancouver, BC, May, 2002.
- Moodie, E.M., & Allen, N.J. Choosing to work alone or with others: Exploring the roles of task success and self-esteem. Presented at the meeting of the Canadian Psychological Association, Vancouver, BC, May, 2002.
- Hecht, T.D., & Allen, N.J. Drawing the line: Developing a measure of work/non-work boundary strength. Presented at the meeting of the Society for Industrial and Organizational Psychology, April, 2002, Toronto.
- Ross, E.M. & Allen, N.J. Evaluation of task performance: Do groups make a difference? Presented at the meeting of the Society for Industrial and Organizational Psychology, April, 2002, Toronto.
- Allen, N.J., & Hecht, T.D. The romance of teams: Toward an understanding of its origins and implications. Presented at the meeting of the Australian Industrial Organizational Psychology. June, 2001, Sydney.
- Lilius, J.M., & Allen, N.J. Equity sensitivity influences congruence of peer and self ratings in work teams. Presented at the meeting of the American Psychological Society, June, 2001, Toronto.
- Hecht, T.D., & Allen, N.J. Member perceptions of workgroup performance: A validation of new scales. Presented at the meeting of the Society for Industrial and Organizational Psychology, April, 2001, San Diego, CA.
- Hecht, T.D., Gill, H., Herscovitch, L., McCarthy, J.M., Stanley, D.J., & Allen, N.J. Taking stock of the impact of I/O psychology. Presented at the annual meeting of the Administrative Sciences Association of Canada, Montreal, PQ, July, 2000.
- Hecht, T.D., Allen, N.J., Klammer, J., & Kelly, E. Group beliefs, capability, and performance: The potency of group potency. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LO, April, 2000.
- Lee, K. & Allen, N.J. Job affect, organizational citizenship behavior, and workplace deviance. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LO, April, 2000.

- Grisaffe, D., & Allen, N.J. Linking employee loyalty and customer loyalty: Critical conceptual and empirical considerations. Presented at the Frontiers in Service Conference, Nashville, TN, October, 1999.
- Hecht, T. D., & Allen, N. J. The complexity of considering personality at the team level. Presented at the annual meeting of the Administrative Sciences Association of Canada, Saint John, NB, June, 1999.
- Lee, K. & Allen, N.J. Self- and peer-ratings disagreement in organizational citizenship behaviours: A structural equation modeling approach. Presented at the annual meeting of the Administrative Sciences Association of Canada, Saint John, NB, June, 1999.
- Lee, K., Allen, N. J., Meyer, J. P., & Rhee, K-Y. Cross-cultural generalizability of the three-component model of organizational commitment. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA, April, 1999.
- Lee, K., Carswell, J. J., & Allen, N. J. A meta-analytic review of occupational commitment. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA, April, 1999.
- Allen, N.J. Differences among team members: When, where, and how do they matter? Presented at the International Work Psychology Conference. Sheffield, UK, July, 1998.
- Hecht T.D., & Allen, N.J. Personality and teamwork: Relations at the individual and team levels. Presented at the annual meeting of the Administrative Studies Association of Canada, Saskatoon, June 1998.
- Allen, N.J., & de Gilder D. An examination of dispositional affect, organizational commitment, and turnover intention. Presented at the annual convention of the Canadian Psychological Association, Toronto, June 1997.
- Hecht T.D., & Allen, N.J. Team players: Does personality make a difference? Presented at the annual convention of the Canadian Psychological Association, Toronto, June 1997.
- Allen, N.J., West, M.A., & Nolan, J.M. Attribute dissimilarity and attachment to the team amongst senior managers. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, April, 1996.
- Allen, N.J., & Meyer, J.P. Construct validation in organizational behavior research: The case of organizational commitment. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida, May, 1995.
- Meyer, J.P. & Allen, N.J. Work characteristic and work attitude relations: Moderating effect of attributions. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida, May, 1995.
- Meyer, J.P., Irving, P.G., & Allen, N.J. Person x environment interaction in the development of organizational commitment. Presented at the annual meeting of the American Psychological Association, Toronto, Ontario, August, 1993.
- Allen, N.J. The development of work values: Toward an understanding of temporal, experiential, and cultural effects. Presented at the annual meeting of the Eastern Academy of Management, Sophia Antipolis, France, June, 1991.
- Talvak, L. & Allen, N.J. Assessing individual values using a response latency technique. Presented at the annual meeting of the Canadian Psychological Association, Calgary, Alberta, June, 1991.

Allen, N.J. Deciding to change jobs: A prospective study. Presented at the annual meeting of the Academy of Management, San Francisco, California, August 1990.

Allen, N.J., & Meyer, J.P. Organizational commitment: A career stage perspective. Presented at the annual meeting of the Canadian Psychological Association, Ottawa, Ontario, June, 1990.

Smith, C.A., Meyer, J.P., & Allen, N.J. Occupational commitment in nursing students. Presented at the annual meeting of the Canadian Psychological Association, Ottawa, June, 1990.

Meyer, J.P. & Allen, N.J. A longitudinal analysis of organizational socialization, commitment, and role orientation. Presented at the Society for Industrial/Organizational Psychology, Miami, Florida, April, 1990.

#### ADDITIONAL SCHOLARLY ACTIVITIES

##### Associate Editor

*Journal of Occupational and Organizational Psychology*  
2004-2009

*Psychological Research and Practice (Romania)*  
2009--

##### Consulting Editorial Board Member

*European Journal of Work & Organizational Psychology (2009 – 2012)*

*Journal of Applied Psychology (2009 -- present)*

##### Editorial Board Member

*The Industrial-Organizational Psychologist*

July 2004 - 2007

*Journal of Organizational Behavior*

April 2002 - present

*Journal of Vocational Behavior*

January 1996 – 2004

##### Journal Reviewer

*Academy of Management Journal*

*Academy of Management Review*

*British Journal of Industrial Relations*

*Canadian Journal of Administrative Science*

*Canadian Journal of Behavioural Science*

*Canadian Psychology*

*Cross Cultural Management: An International Journal*

*European Journal of Work & Organizational Psychology*

*Human Performance*

*Human Relations*

*Group & Organizational Management*

*Group Processes and Intergroup Relations*

*International Journal of Manpower*

*Military Psychology*

*Organizational Research Methods*

*Journal of Applied Psychology*  
*Journal of Applied Social Psychology*  
*Journal of Business Research*  
*Journal of Management*  
*Journal of Management Studies*  
*Journal of Occupational Health Psychology*  
*Journal of Occupational and Organizational Psychology*  
*Journal of Voluntary Action Research*  
*Management Communication Quarterly*  
*Organizational Behavior and Human Decision Processes*  
*Organizational Research Methods*  
*Small Group Research*  
 HBJ-Holt Canada  
 ITP Nelson Canada  
 Prentice-Hall Canada  
 West Publishing Limited

#### Grant Appraiser

Digging into Data (UK/US/Canada/Netherlands)  
 Economic & Social Research Council (United Kingdom)  
 FCAR (Fonds pour la formation des chercheurs et l'aide a la recherche, Quebec)  
 Workplace Safety and Insurance Board (Ontario)  
 Social Sciences and Humanities Research Council of Canada  
 Shastri Indo-Canadian Institute

TEACHING EXPERIENCE (Various years: 1990-present)

#### Undergraduate Teaching

Psychology 4690  
     Psychology of Mistakes, Misdeeds, & Mayhem in Organization  
 Psychology 3694  
     Psychology of Work Groups and Teams  
 Psychology 2660  
     Introduction to I/O Psychology  
 Psychology 170 / 270  
     Social Psychology  
 Administrative Studies 380E:  
     Organizational Structure and Processes  
 Administrative Studies 382:  
     Human Resource Administration and Planning  
 Psychology 164:  
     Psychology of People, Work and Organizations (correspondence)  
 Administrative Studies 04E:  
     Introduction to Administrative and Communication Processes  
 Administrative Studies 180:  
     Organizational Behaviour  
 Administrative Studies 385E:  
     Cross-Cultural Issues in Organizational Behaviour  
 Psychology 020:  
     Introduction to Psychology

#### Graduate Teaching

Psychology 871  
Impact of Industrial/Organizational Psychology  
Psychology 843B  
Work Attitudes  
Psychology 845B:  
Groups and Teams in Organizations  
Psychology 595B:  
Cross-cultural Issues in Organizational Psychology  
Psychology 591Y:  
Practicum in Industrial/Organizational Psychology