

NATALIE J. ALLEN**Curriculum Vitae**

October 2019

Department of Psychology
 The University of Western Ontario
 London, Ontario, Canada, N6A 5C2
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Citizenship: Canadian

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

1997

For: *Commitment in the Workplace: Theory, Research & Application* (Meyer & Allen)

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)

Canadian Space Agency: "CanLunar : A Canadian Lunar Sample Return Analogue Mission" (Co-PI with G. Osinski, Centre for Planetary Science & Exploration, UWO)

Social Sciences and Humanities Research Council of Canada: "Understanding team effectiveness: Conceptual, analytic, and collaborative challenges" (April 1, 2014 – March 31, 2018, \$236,856.00).

Social Sciences and Humanities Research Council of Canada: "Understanding teams over time" (April 1, 2010 March 30, 2013 \$66,387.00; extended to March 31, 2014.)

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.)

SPACE/ PLANETARY RESEARCH RESOURCES

Canadian Space Agency

Member, Space Exploration Topical Team: "Multi-disciplinary approach to health mitigation in space"
(Funding/contract held at University of Saskatchewan; awarded to team December 1, 2015; \$20,000)

Austrian Space Forum (AMADEE-18: Mars Mission Simulation)

"Team Processes & Personality". In June 2017, my lab was selected by the Austrian Space Forum as a research participant in AMADEE-18, the space forum's multi-disciplinary/multi-national Mars Mission Simulation scheduled for February, 2018 in the Dhofar region of Oman. (Grant in-kind resources: Crew member/participant/equipment access; Project management & mission support personnel).

BOOKS AND BOOK CHAPTERS

Allen, N.J. (in press). Team-related work attitudes. Chapter to appear in V. Sessa & N. Bowling (Eds). *Essentials of Job Attitudes, Opinions, and Beliefs: Theory and Practice*.

Allen, N.J. (2016). Commitment as a multidimensional construct. In J.P. Meyer (Ed.) *The Handbook of Employee Commitment* Cheltenham, UK:: Edward Elgar Publishing. 28-42.

Allen, N.J., & O'Neill, T.A. (2015). 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. Voskujl (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
- McMenamin, J., Allen, N.J., & Battler, M. (*in press*). Team processes and outcomes during the AMADEE-18 Mars Analog Mission, *Astrobiology*.
- Arcinega, L., Allen, N.J., & González, L. (2018). “Don’t mess with my company”: An exploratory study of commitment profiles before and after dramatic external events. *Journal of Management & Organization*, 24, 224-238.
- O’Neill, T.A., McLarnon, M.J.W., Hoffart, G., Woodley, H.J., & Allen, N.J. (2018). The structure and function of team conflict profiles. *Journal of Management*, 44, 931-950.
- Wei, X., Liu, Y., & Allen, N.J. (2016). Measuring team emotional intelligence: A multimethod comparison. *Group Dynamics: Theory, Research, and Practice*, 20, 34-50.
- Wei, X., Allen, N.J., Lui, Y. (2016). Disparity in organizational research: How should we measure it? *Behavior Research Methods*, 48, 72-90.
- Allen, N.J., & O’Neill, T.A. (2015). The trajectory of emergence of shared group-level constructs. *Small Group Research*, 46, 352-390.
- O’Neill, T. A., & Allen, N. J. (2014) Team task conflict resolution: An examination of its linkages to team personality composition and team effectiveness outcomes. *Group Dynamics: Theory, Research, and Practice*, 18, 159-173.
- Woodley, H.J.R., & Allen, N.J. (2014). The dark side of equity sensitivity. *Personality and Individual Differences*, 67, 103-108.

- O'Neill, T.A., Allen, N.J. & Hastings, S. (2013). Examining the 'pros' and 'cons' of team conflict: A team-level meta-analysis of task, relationship, and process conflict *Human Performance*, 26,236-260.
- Graham, R., McCann, M., & Allen N.J. (2013). Public health managers: Ambassadors, coordinators, scouts, or guards? *Journal of Public Health Management*, 19, 562-568.
- 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.
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- 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. (2006a). Examining diversity in workplace teams: The importance of research partnerships. *Psihologia Resurselor Umane. (Human Resources Psychology; Romania), 4*, 11-15.
- Allen, N.J. (2006b). Organizational commitment. In S. Rogelberg & Greenhaus & G. Callanan (Eds.) *Encyclopedia of Industrial/Organizational Psychology*. Sage.
- Allen, N.J. (2006c). 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 4th 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.
- 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.
- 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 (Universities & Research Institutes/Units)

- Department of Management & Marketing, University of Melbourne, Melbourne, Australia, February 2018
- Department of Psychology, Saint Mary's University, September, 2016.
- Faculty of Business Administration, Memorial University of Newfoundland, March 2014
- Department of Psychology, University of Guelph, Guelph, March 2012
- Department of Psychology, University of Waterloo, Waterloo, 2010
- DRDC Toronto, Canadian Forces, 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.

SELECTED PRESENTATIONS TO ACADEMIC AND PRACTITIONER CONFERENCES

Invited Presentations

- Allen, N.J. (2018, September 19). “*Teamwork: An Evidence-based Look at Challenges and Strategies for Action Teams.*” Grand Rounds Presentation to Perioperative/Surgical Units at University Hospital, St Joseph’s Hospital, & Victoria Hospital, London, Canada.
- ,Allen, N.J. “Beyond, Hunches, Wishes & Beliefs: Putting HR Data to Work”. Presented at Disrupt-HR London. September 13, 2017, Jet Aircraft Museum, London, Canada.
- ,Allen, N.J. “The Romance of Teams”. Presented at Disrupt-HR London. September 13, 2017, Jet Aircraft Museum, London, Canada.
- Allen, N.J. “The Demographic Diversity / Performance Puzzle: Diverse claims, diverse data, diverse understandings” Organizational Behaviour Division Invited Speaker: Administrative Sciences Association of Canada, \ June 5, 2016, Edmonton, AB.
- 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, 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

Ouslis, N.E., & Allen, N.J. Testing a model of team interdependence with team conflict. Poster presented at the annual meeting of the Society of Industrial & Organizational Psychology. Washington, DC, April, 2019.

Ouslis, N.E., & Allen, N.J. Testing a new model of team interdependence. Poster presented at the annual meeting of the Interdisciplinary Network for Group Research (InGroup), Washington, DC, July 2018.

Allen, N.J., McMenamin, J., & Battler, M. The psychology of extreme teams: Thoughts on the evaluation of input-process-outcome trajectories. CASI ASTRO 18 Conference, Quebec City, PQ, May, 2018.

Battler, M., Lehnhardt, K., Osinski, G., & Allen, N.J., Proposal for a Canadian high-fidelity, analogue mission simulation facility for integrated science and technology field testing to optimize future space exploration. CASI ASTRO 18 Conference, Quebec City, PQ, May, 2018.

Williams, H.M., Allen, N.J., & Carter, A. Will I respond to the organization's survey? Depends who I work with! Symposium presentation at the annual meeting of the Society for Industrial/ Organizational Psychology, Chicago, IL, April, 2018.

Allen, N.J., Stanley, D.J., Cameron, K., McMenamin, J., Ouslis, N., Lee, H., & Woodley, H. Group performance: A 10-year bibliometric review of conceptualizations and assessment. Presented at the annual meeting of the Interdisciplinary Network for Group Research, (InGroup), St. Louis, MO, July 2017.

Cameron, K.A., & Allen, N.J. Revisiting the multidimensional measurement of team member satisfaction.. Poster presented at the annual meeting of the Interdisciplinary Network for Group Research, (InGroup), St. Louis, MO, July 2017.

Ouslis, N.E., & Allen, N.J. Measurement puzzles within a team context: The case of team interdependence. Poster presented at the annual meeting of the Interdisciplinary Network for Group Research, (InGroup), St. Louis, MO, July 2017.

Malik, M., & Allen, N.J. (2017, June). Understanding team diversity effects: Does time together matter? Poster presented at the annual meeting of the Canadian Psychological Association, Toronto, ON.

Ouslis, N., & Allen, N.J. (2017, June). Team interdependence: Construct and measurement challenges. Poster presented at the annual meeting of the Canadian Psychological Association, Toronto, ON.

Pandolfo, A. & Allen, N.J. (2017, June). What is the "cognitive" in cognitive diversity effects? Investigating the convergent validity of cognitive validity measures. Poster presented at the annual meeting of the Canadian Psychological Association, Toronto, ON.

- Woodley, H.J.R., McLarnon, M.J.W., & Allen, N.J. (2015, June). Time for group potency: The nature and implications of group potency over time. Poster presented at the annual meeting of the Canadian Psychological Association, Ottawa, ON.
- Woodley, H.J.R., Olson, J.M., & Allen, N.J. (2015, June). Attitude toward teamwork: Understanding behavior in a team environment. Symposium presentation at the annual meeting of the Canadian Psychological Association, Ottawa, ON.
- Woodley, H.J.R. & Allen, N.J. (2015, April). Efficacy for innovation in work teams: Does referent matter? Symposium presentation at the annual meeting of the Society for Industrial / Organizational Psychology, Philadelphia, PA.
- McLarnon, M. J. W., O'Neill, T. A., Woodley, H. J., Allen, N. J. (2014, June). Teams, conflict, and types: A latent profile examination of team conflict. Poster presented at the annual meeting of the Canadian Psychological Association, Vancouver, BC. (Third Place Student Poster Award.)
- Lee, H., Cameron, K.A., & Allen, N. J. (2014, June). Development of a trait psychological safety measure. Poster presented at the annual meeting of the Canadian Psychological Association, Vancouver, BC. (Third Place Student Poster Award.)
- O'Neill, T. A., McLarnon, M. J. W., Woodley, H., & Allen, N. J. (2014, May). *A team-centric view of conflict: Implications for team outcomes*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI. (SIOP Top Poster Award.)
- Arciniega, L.M., Allen, N.J., & González. L. (2014). Commitment before and after the storm. Paper presented at the 14TH biannual conference of the International Society for the Study of Work and Organizational Values (ISSWOV). Riga, Latvia.
- Arciniega, L.M., Allen, N.J., & González. L. (2013). Don't mess with my company. Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- 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 74th 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 74th annual meeting of the Canadian Psychological Association, Quebec City, QC, Canada.
- Woodley, H., O'Neill, T., Thussu, S., Marcotte, E., & Allen, N.J. (2012, July) 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.
- Arciniega, L., & Allen, N.J.. Do pictures speak louder than words? : Assessing a comics-based instrument for measuring organizational commitment. 13th Biennial ISSWOV 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. (2012, June). Presented at the annual meeting of the Canadian Psychological Association, Montreal, PQ.
- Woodley, H., & Allen, N.J. (2012, June). Teamwork self-efficacy and team reward attitude. Presented at the annual meeting of the Canadian Psychological Association, Montreal, PQ.
- 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.
- 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. (2009, April). Interactive poster presentation at the meeting of the Society for Industrial/ Organizational Psychology, New Orleans, LA
- 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—2012

Consulting / Contributing Editorial Board Member

Canadian Journal of Administrative Science (2012 – present)
European Journal of Work & Organizational Psychology (2009 – 2012)
Journal of Applied Psychology (2009 -- 2017)

Editorial Board Member

Journal of Business and Psychology
January 2018 - present
The Industrial-Organizational Psychologist
July 2004 - 2007
Journal of Organizational Behavior
April 2002 - 2010
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
Personality and Individual Differences
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 Challenge:2013 (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 Organizations
 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 843

Work Attitudes

Psychology 845 / 9623

Groups and Teams in Organizations

Psychology 595

Cross-cultural Issues in Organizational Psychology

Psychology 591Y:

Practicum in Industrial/Organizational Psychology