

Oliver J. Sheldon

Associate Professor of Management and Global Business
Rutgers Business School, Rutgers University
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EDUCATION:

2007	Ph.D., Management & Organizations Johnson Graduate School of Management, Cornell University
2000	B.S., Psychology University of Washington

PROFESSIONAL EXPERIENCE:

2016-present	Associate Professor Rutgers Business School, Rutgers University
2017-2017	Visiting Associate Professor Columbia Business School, Columbia University
2009-2016	Assistant Professor Rutgers Business School, Rutgers University
2008-2009	Visiting Scholar/Post-Doc Fellow Kellogg Graduate School of Management, Northwestern University
2006-2009	Adjunct Assistant Professor Booth School of Business, University of Chicago
2004-2005	Part-Time Lecturer, Management and Organizations Graduate School of Management, Cornell University
2000-2001	Full-Time Research Assistant Graduate School of Business, Stanford University

HONORS, AWARDS, AND RESEARCH GRANTS:

Rutgers Center for Women in Business. Internal research grant for: *Gender and nonverbal signals of competence during job interviews* with Alex Van Zant, Mason Ameri, and Terri Kurtzberg, 2021 (\$8,000)

Rutgers Business School Dean's Meritorious Research Award. Award given to faculty members whose research quality/productivity over prior 3 years has most impacted RBS's quest for academic prominence, 2016 (\$1,000)

Rutgers Business School Research Resources Committee Grant. Internal research grant for various projects currently underway, 2011 (\$5,000)

Rutgers Business School Research Resources Committee Grant. Internal research grant for various projects currently underway, 2010 (\$5,000)

Kauffman Foundation Grant. Research grant for: *The micro-social bases and evolution of early-stage entrepreneurial collaborations* with Duncan Duke, Kevyn Yong and Linda Darragh, 2008-2009 (\$10,000)

RESEARCH INTERESTS:

Cooperation, Competition, and Conflict in Teams and Organizations
Behavioral Ethics
Managerial Influences on Team Processes and Outcomes
Judgment and Decision-Making in Managerial Life

JOURNAL PUBLICATIONS:

Dong, N., Xing, L., Zhang, Y., Sheldon, O.J., Yin, K., Hu, X. & Zhang, L. (in press). The effect of leader secure-base support on employees' daily performance: An attachment theory perspective. *Applied Psychology: An International Review*

Yin, K., Li, D. Zhang, X., Dong, N. & Sheldon, O.J. (2023). The influence of the Big Five and Dark Triad personality constructs on knowledge sharing: A meta-analysis. *Personality and Individual Differences*, 214, 112353

Chen, C.C., Sheldon, O.J., Chen, M., & Reynolds, S. (2023). For the sake of the ingroup: Double-edged effects of collectivism on workplace unethical behavior. *Business Ethics Quarterly*, 1-35.

Yin, K., Li, C. Sheldon, O.J., & Zhao, J. (2023). CEO transformational leadership and firm innovation: The role of strategic flexibility and top management team knowledge diversity. *Chinese Management Studies*, 17, 933-953.

Yin, K., Lee, P., Sheldon, O.J., Li, C. & Zhao, J. (2021). Personality profiles based on the FFM: A systematic review of research with a person-centered approach. *Personality and Individual Differences*, 180, 110996

Stillman, P., Fujita, K., Sheldon, O.J., & Trope, Y. (2018) From “me” to “we”: The role of construal level in promoting maximized joint outcomes. *Organizational Behavior and Human Decision Processes*, 147, 16-25.

Sheldon, O.J., Plaks, J.E., Sridharan, V. & Shoda, Y. (2018). Strategic actors' *in situ* impressions of systematically- versus unsystematically- variable counterparts. *Social Cognition*, 38, 324-344.

Chen, M., Chen, C.C., & Sheldon, O.J. (2016). Relaxing moral reasoning to win: How organizational identification relates to unethical pro-organizational behavior. *Journal of Applied Psychology*, 10, 1082-1096.

Phillips, K.W., Lount, R.B., Sheldon, O.J., Rink, F. (2016). The biases that punish racially diverse teams. *Harvard Business Review*, Reprint H02OEJ

Lount, R.B., Sheldon, O.J., Rink, F. & Phillips, K.W. (2015). How much conflict really exists? Biased perceptions of racially diverse teams. *Organization Science*, 26, 1351-1364.

Sheldon, O.J., & Fishbach, A. (2015). Anticipating and resisting the temptation to behave unethically. *Personality and Social Psychology Bulletin*. 41, 962-975.

- Media coverage includes: *CNN*, *Scientific American*

Sheldon, O.J., Dunning, D., & Ames, D.R. (2014). Emotionally unskilled, unaware, and uninterested in learning more: Reactions to feedback about deficits in emotional intelligence. *Journal of Applied Psychology*, 99, 125-137.

Menon, T., Sheldon, O.J., & Galinsky, A.D. (2014). Barriers to transforming hostile relationships: Why friendly gestures can backfire. *Negotiation and Conflict Management Research*, 7, 17-37.

Kuwabara, K., & Sheldon, O.J. (2012). Temporal dynamics of social exchange and the development of solidarity: “Testing the waters” or “taking a leap of faith”? *Social Forces*, 91, 253-273.

Sheldon, O.J., & Fishbach, A. (2011). Resisting the temptation to compete: The role of self-control in overcoming barriers to cooperation. *Journal of Experimental Social Psychology*, 47, 403-410.

Morris, M.W., Sheldon, O.J., Ames, D.R., & Young, M.J. (2007). Metaphor in stock market commentary: Consequences and preconditions of agentic descriptions of price trends. *Organizational Behavior and Human Decision Processes*, 102, 174-192.

- Media coverage includes: *The Economist*, NPR, *Financial Times*, *Washington Post*

Sheldon, O.J., Thomas-Hunt, M.C., & Proell, C.A. (2006). When timeliness matters: The effect of status on reactions to time delay within distributed collaboration. *Journal of Applied Psychology*, 91, 1385-1395.

Jost, J.T., Pelham, B.W., Sheldon, O., & Sullivan, B.N. (2003). Social inequality and the reduction of ideological dissonance on behalf of the system: Evidence of enhanced system justification among the disadvantaged. *European Journal of Social Psychology*, 33, 13-36.

BOOK CHAPTERS:

Sheldon, O.J. & Fishbach, A. (2018). Anticipating and overcoming unethical temptation. In G. Oettingen, A.T. Sevincer, & P.M. Gollwitzer, (Eds.), *The Psychology of Thinking about The Future* (pp.455-472). New York, NY: Guilford Press.

Kuwabara, K., Luo, J., & Sheldon, O. (2010). Multiplex exchange relations. In S. Thye & E. J. Lawler, M (Eds.), *Advances in Group Processes* (Vol. 27; pp 239-268). Stamford, CT: JAI. (Refereed annual chapter)

MANUSCRIPTS IN PREPARATION:

Yin, K., Zhikang, C., Dong, N., Sheldon, O.J., & Dong, Y. The relative importance of ethical, servant, and authentic leadership in fostering employee knowledge sharing: A meta-analysis. Revise and resubmit: *Journal of Business Ethics*

Yin, K., Xu, Q., Li, P., Zhang, Y. & Sheldon, O.J. Can't get it out of my mind: A meta-analysis of antecedents and outcomes of work rumination. Reject and resubmit: *Journal of Applied Psychology*

Levin, D.Z., & Sheldon, O.J. Face memory and networks. Revise and resubmit: *Academy of Management Journal*

Sheldon, O.J., Wiesenfeld, B. & Brockner, J. The (multiple) effects of fairness on employees' unethical Behavior. Under review: *Journal of Personality and Social Psychology*.

WORK IN PROGRESS:

Van Zant, A., Sheldon, O.J., Ameri, M. & Kurtzberg, T. Gender and signals of confidence during job interviews.

Steele, L.M. & Sheldon, O.J. When and why leader underdog narratives motivate normative vs non-normative collective action on behalf of organizations.

Henderson, M.D., Dobson, K. S. H., Sheldon, O.J. Race and pro-social modelling

Sackett, A., Sheldon, O.J., & Frid, C.J. Entrepreneurial over entry? The perceived costs (and benefits) of entrepreneurial errors.

Gao, C. & Sheldon, O.J. Unsolicited help and face threat: When and how coworker help undermines reciprocity and help-seeking.

Crews, M., Sheldon, O.J., & Sackett, A. Entrepreneurs' attitudes towards risk in the evaluation of new venture opportunities.

CONFERENCE PRESENTATIONS:

Gao, C. & Sheldon, O.J. (2024). Unsolicited help and face threat: When and how coworker help undermines reciprocity. Paper presented at the Annual Meeting of the International Academy of Conflict Management. Singapore, June.

Levin, D.Z. & Sheldon, O.J. (2021). Face memory and networks. Paper presented at the Annual Meeting of the Academy of Management. Virtual, August.

Sheldon, O.J. & Wiesenfeld, B.M. (2020). Does justice make us more or less ethical? How fair treatment can lead to unethical behavior in the name of the company. Paper presented at the Annual Meeting of the Academy of Management. Virtual, August.

Ghosh, K., Zweig, D., & Sheldon, O.J. (2019). The dark side of psychological ownership: When pro-organization becomes pro-self. Paper presented at the Annual Meeting of the Academy of Management. Boston, M.A., August.

Wang, D., & Sheldon, O.J. (2019). A Multilevel Model of How Leader Accountability Influences Follower Performance. Paper presented at the Annual Meeting of the Academy of Management. Boston, M.A., August.

Sackett, A. & Sheldon, O.J. (2019). On Missed Boats and Sunken Ships: Asymmetric Tolerance for Errors in Entrepreneurial Entry Decisions. Paper presented at the Annual Meeting of the Academy of Management. Boston, M.A., August.

Chen, M., Chen, C. C., & Sheldon, O.J. (2016). The double-edged effects of collectivism on unethical behavior in the workplace. Paper presented at the Annual Meeting of the Academy of Management. Anaheim, C.A., August.

Chen, M., Chen, C.C., & Sheldon, O.J. (2015). Relaxing moral reasoning to win: How organizational identification leads to unethical pro-organizational behavior. Paper presented at the annual meeting of the Academy of Management, Vancouver, B.C., August.

Sheldon, O.J., & Fishbach, A. (2014). Anticipating and resisting the temptation to behave unethically. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA, August.

Sheldon, O.J., & Fishbach, A. (2014). Resisting the temptation to behave badly: Anticipating temptation promotes ethical decisions, but only when the self-control conflict is apparent. Paper presented at the general meeting of the European Association for Social Psychology, Amsterdam, The Netherlands, July.

Menon, T., Sheldon, O.J., & Galinsky, A.D. (2014). Barriers to transforming hostile relationships: Why friendly gestures can backfire. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Austin, TX, January.

Sheldon, O.J., Ames, D.R., & Dunning, D. (2013). Emotionally unskilled, unaware, and uninterested in learning more: Reactions to feedback about deficits in emotional intelligence. Paper presented at the annual meeting of the Academy of Management, Orlando, FL, August.

Lount, R.B., Sheldon, O.J., Rink, F. & Phillips, K.W. (2012). How much conflict really exists? Biased perceptions of racially diverse teams. Paper presented at the annual meeting of Interdisciplinary Network for Group Research, Chicago, IL, July.

Sheldon, O.J., Plaks, J.P., & Shoda, Y. (2011). The role of sense-making in strategic interaction: Contingently-varying counterparts are preferred to randomly varying counterparts. Paper presented at the annual meeting of the International Association of Conflict Management, Istanbul, Turkey, July.

Stillman, P., Fujita, K., & Sheldon, O.J. (2011). Taking one for the team: A contral level theory take on social dilemmas. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX, January.

Sheldon, O.J. (2010). Playing favorites: Differentially allocated social support and the cultivation of rivalry in teams. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada, August.

Sheldon, O.J., & Fishbach, A. (2010). Resisting the temptation to compete: The role of self-control in overcoming barriers to cooperation. Paper presented at the annual meeting of the International Association of Conflict Management, Boston, MA, June.

Kuwabara, K., & Sheldon, O.J. (2009). Testing the water or taking leaps of faith: Cohesion and patterns of exchange in repeated mixed-motive interactions. Paper presented at the 13th annual International Conferences on Social Dilemmas, Kyoto, Japan, August.

Sackett, A., & Sheldon, O.J. (2008). Entrepreneurial over entry? The perceived costs (and benefits) of entrepreneurial errors. Poster presented at the annual meeting of the Society for Judgment and Decision Making, Chicago, IL, November.

Menon, T., & Sheldon, O.J. (2008). Controlling the competition: Why friendly gestures backfire in rivalry. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA, August.

Sheldon, O.J., & Fishbach, A. (2008). Getting even versus getting paid: The role of self-control in overcoming barriers to cooperation. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Palm Springs, CA, January.

Menon, T., & Sheldon, O.J. (2007). Trash mouths versus sweet talkers: Avoiding the Evil Eye in rivalry. Paper presented at the Conference on Identity, Innovation, and Organizational Learning, Carnegie Mellon University, Pittsburgh, PA, June.

Sheldon, O.J., Shoda, Y., & Plaks, J.E. (2006). The social costs of being consistent: Responses to strategic behavior within conflict situations. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Palm Springs, CA, January.

Morris, M.W., Sheldon, O.J., Ames, D.R., & Young, M.J. (2005). Metaphor in stock market commentary: Consequences and preconditions of agentic descriptions of price trends. Paper presented at the annual meeting of the Academy of Management, Honolulu, HI, August.

Sheldon, O.J., & Thomas-Hunt (2004). When timeliness matters: The moderating effect of status on reactions to time delay. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA, August.

Sheldon, O.J., & O'Connor (2004). Getting down to business: Evaluative and behavioral consequences of conversational approach in negotiation. Paper presented at the annual meeting of the International Association for Conflict Management, Pittsburgh, PA. June.

O'Connor, K.M., Sheldon, O.J., & Sally, D.F. (2003). Spanning holes and spinning deals: The effects of network structure and negotiator status on tactics and outcomes. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL, April.

INVITED PRESENTATIONS:

2006 Fall University of Illinois, Urbana Champaign (Business School, OB)
2009/2013 Fall Rutgers University, New Brunswick (Department of Psychology)

PROFESSIONAL AFFILIATIONS:

Academy of Management
International Association of Conflict Management
Society for Personality and Social Psychology

TEACHING EXPERIENCE:

2009-present	Rutgers Business School, Rutgers University <i>Negotiations</i> (MBA and Undergraduate levels) <i>Organizational Behavior</i> (MBA level) <i>Management Skills</i> (Undergraduate level) <i>Social Science Research Methods</i> (PhD level)
2017-2017	Columbia Business School, Columbia University <i>Negotiations</i> (MBA level)
2006-2009	Booth School of Business, University of Chicago <i>Negotiations</i> (MBA level)
2004-2005	S.C. Johnson Graduate School of Management, Cornell University <i>Negotiations</i> (MBA level)

STUDENT ADVISING

2022-present	Co-Advisor: Chenqi Gao
2018-2023	Primary Advisor: Yoon Sim
2016-2022	Primary Advisor and Dissertation Chair: Gohar Harutyunyan, Instructor at University of Utah, 2020
2021	Dissertation Committee Member: Marcus Crews
2018	Dissertation Committee Member: Rong Fu

2015	Dissertation Committee Member: Ali Unal
2014	Dissertation Committee Member: Aparna Krishnan
2014	Dissertation Committee Member: Justin Kraemer
2013	Dissertation Committee Member: Joseph Gaspar

PROFESSIONAL SERVICE:

Ad Hoc Reviewer: *Organization Science, Organizational Behavior and Human Decision Processes, Management Science, Academy of Management Journal, Journal of Behavioral Decision Making, Group Processes and Intergroup Relations, Group and Organization Management, Journal of Personality and Social Psychology, Social Cognition, British Journal of Social Psychology, Negotiation and Conflict Management Research, Journal of Applied Psychology, Social Psychological and Personality Science.*

Conference Program Reviewer: Academy of Management (Organizational Behavior and Conflict Management Divisions); International Association for Conflict Management

UNIVERSITY, SCHOOL, AND DEPARTMENTAL SERVICE:

2024-present	Rutgers University Office for Research Faculty Advisory Committee
2023-present	Rutgers Business School, Research Resources Committee
2022-present	Rutgers University Internal Review Board (IRB) Member
2020-2023	Rutgers Business School, Technology Policy Committee
2017-present	Rutgers Department of Management and Global Business, PhD Program in Organization Management Coordinator
2017-present	Rutgers Business School PhD Program in Management Executive Committee
2018-2020	Rutgers Business School, Research Resources Committee
2013-present	Rutgers Department of Management and Global Business OM PhD Program Admissions Committee
2011-2015	Rutgers Business School, Technology Policy Committee
2010-2011	Rutgers Department of Management and Global Business Faculty Recruiting Committee
2010-2011	Rutgers Department of Management and Global Business Course Design for Management Skills Course

2009-2010	Rutgers Department of Management and Global Business Faculty Recruiting Committee
2009-present	Rutgers Business School, Founder and Director of the RBS Behavioral Lab