

DANIEL P. SKARLICKI

Edgar F. Kaiser Chair of Organizational Behavior
Sauder School of Business
University of British Columbia
Vancouver, British Columbia, Canada, V6T 1Z2
(604) 822-8369 (Office)
(604) 822-8517 (FAX)
skarlicki@sauder.ubc.ca

EDUCATION

Ph.D., Human Resource Management and Organizational Behavior
Faculty of Management
University of Toronto

Master of Business Administration (MBA), Organizational Behavior
Faculty of Business
University of Alberta

ACADEMIC POSITIONS

July 2003 Professor
To present Sauder School of Business
 University of British Columbia

2005, 2007, Visiting Professor
2012-2019 HEC, Paris, France

2000 Associate Professor
To 2003 Sauder School of Business
 University of British Columbia

1999 Assistant Professor
To 2000 Faculty of Commerce and Business Administration
 University of British Columbia

1995-1999 Assistant Professor (granted tenure July, 1999)
 Department of Psychology
 The University of Calgary

1994-1995 Visiting Assistant Professor
 A. B. Freeman School of Business
 Tulane University

1993-1994 Instructor

Faculty of Management
University of Toronto

GRANTS, AWARDS, HONORS

- | | |
|------|--|
| 2020 | UBC Killam Research Prize |
| 2019 | Academy of Management Annual Conference, Managerial and Organizational Cognitions Division Award for Best Submission with Practical Implications |
| 2019 | Awarded Dean's Exploratory Grant |
| 2017 | Elected a Fellow of the American Psychological Association |
| 2017 | Sauder School of Business Research Excellence Award |
| 2017 | Elected a Fellow of the Society of Industrial and Organizational Psychology (SIOP) |
| 2016 | Research Citation of Excellence Award Emerald Management Reviews (top 50 articles of the year) |
| 2015 | SSHRC Research Grant Corporate Social Responsibility in Employee Ability, Motivation, Opportunity, and Performance (co-applicant with Ruodan Shao and Deborah Rupp). |
| 2015 | Outstanding Reviewer Award, Academy of Management Annual Conference, Organizational Behavior Division |
| 2014 | SSHRC Research Grant (\$148,733) – Mindfulness in the Workplace |
| 2013 | Mindfulness Theme Development Grant, Peter Wall Institute for Advanced Studies |
| 2013 | Academy of Management Annual Conference Organizational Behavior Division's Award for Best Symposium |
| 2013 | SSHRC Insight Grant (\$172,000) Effective Reintegration of Wrongdoers in Organizations: A Restorative Justice Perspective" (Co-applicant with Aquino, Okimoto, & Goodstein). |
| 2012 | Dean's SSHRC Internal Grant Program (\$7,730) |

- 2012 SIOP Scholar Designation demonstrating substantial research contributions to the Society for Industrial and Organizational Psychology.
- 2011 Academy of Management Organizational Behavior Division Award for Best International Paper
- 2010 Teaching Excellence Award, MBA Programs, Sauder School of Business
- 2010 SSHRC Research Grant (\$71,730)
- 2010 Sauder SSHRC Grants Program (\$4,147)
- 2009 Research Citation of Excellence Award
Emerald Management Reviews (top 50 articles of the year)
- 2009 Nominated for MBA Teaching Excellence Award
- 2008 Nominated for MBA Teaching Excellence Award
- 2007 SSHRC Research Grant (\$65,000)
- 2007 Showcase Symposium, Annual Meeting of the Academy of Management, Philadelphia PA
- 2005 CGA Graduate Teaching Award, Sauder School of Business
- 2004 Sauder School of Business Research Excellence Award
- 2003 Hampton Research Endowment (\$2,166)
- 2003 SSHRC Research Grant (\$75,000)
- 2003 SSHRC Travel Grant, Office of Research Services (\$2,371)
- 2003 UBC HSS Small research Grant (\$3,000)
- 2001 UBC Commerce Grant to host International Round Table on Organizational Justice Research
- 2001 UBC Research Services Grant to host International Round Table on Organizational Justice Research

- 2001 Showcase Symposium, Annual Meeting of the Academy of Management, Washington, DC
- 2000 Showcase Symposium, Annual Meeting of the Academy of Management, Toronto, ON
- 2000 Tulane University Professional MBA Teacher Honor Roll
- 2000 Tulane University Executive MBA Outstanding Professor Award; Asian Programs
- 2000 Ascendant Scholar Award, Western Academy of Management
- 2000 SSHRC Research Grant (\$69,000)
- 1999 SSHRC Grant to New Faculty, UBC
- 1999 Tulane University MBA Teacher Honor Roll
- 1997 University of Calgary Research Grant
- 1995 Tulane University Executive MBA Outstanding Professor Award
- 1995 Dissertation of the Year, First Honorable Mention, Governor General of Canada Award
- 1994 Ontario Graduate Scholarship
- 1993 Robert S. Wherry Best Paper Award, Society for Industrial and Organizational Psychology
- 1992 William Osborn Twaits Fellowship
- 1991 Andrew Alexander Kinghorn Fellowship
- 1992 University of Toronto Doctoral Fellowship

REFEREED PUBLICATIONS

Cropanzano, R., Skarlicki, D. P., Nadisic, T., Fortin, M., Van Wagoner, P., and Keplinger, K. (forthcoming). When managers become Robin Hoods: A mixed methods investigation. *Business Ethics Quarterly*

Song, Y., Skarlicki, D. P., Shao, R., & Park, J. (2020). Reducing customer-directed deviant behavior: The role of psychological detachment and supervisory fairness. *Journal of Management*, 1-29.

Dhaliwal, N., Skarlicki, D. P., Hoegg, J. & Daniels, M. (2020). Consequentialist motives for punishment signal trustworthiness. *Journal of Business Ethics*, 1-16.

Kay, A., & Skarlicki, D. P. (2020). Cultivating a conflict-positive workplace: The beneficial role of mindfulness in conflict management. *Organizational Behavior and Human Decision Processes*, 159, 8-20.

van Jaarsveld, D., Walker, D., Skarlicki, D. P., & Fricke, P. (2019). Unpacking the relationship between customer (in)justice and employee voluntary turnover: Can fair supervisor treatment reduce employees' emotional turmoil. *Journal of Service Research*. 1094670519883949.

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, L., Kim, T. Y., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of Self-Determination and Individualism. *Journal of Organizational Behavior*, 39(5), 559-579.

Skarlicki, D., Kay, A., Aquino, K., & Fushtey, D. (2017). Must heads roll? A critique of and alternate approaches to swift blame. *Academy of Management Perspectives*, 31(3), 1-17. doi:10.5465/amp.2015.0118

Rupp, D., Shapiro, D., Folger, R., Skarlicki, D. P., & Shao, R. (2017). A critical analysis of the conceptualization and measurement of 'organizational justice': Is it time for reassessment? *Academy of Management Annals*. 11(2), 919 - 959. doi.org/10.5465/annals.2014.0051

Walker, D., van Jaarsveld, D., & Skarlicki, D. P. (2017). Sticks and stones can break my bones but words can also hurt me: The relationship between customer verbal aggression and employee incivility. *Journal of Applied Psychology*. 102(2) 163 – 179.

O'Reilly, J., Aquino, K., & Skarlicki, D. P. (2016). The lives of others: Third parties' responses to others' injustice. *Journal of Applied Psychology*, 101(2), 171-189.

Skarlicki, D. P., van Jaarsveld, D., Shao, R., Song, Y., & Wang, M. (2016). Extending multifoci justice: The role of supervisor justice and moral identity in the relationship between customer justice and customer-directed sabotage. *Journal of Applied Psychology*, 101, 108-121.

Walker, D. D., van Jaarsveld, D. D., & Skarlicki, D. P. (2014). Exploring the effects of individual customer incivility encounters on employee incivility: The moderating roles of entity (in)civility and negative affectivity. *Journal of Applied Psychology, 99*, 151-161.

Skarlicki, D. P., & Turner, R. A. (2014). Unfairness begets unfairness: Victim derogation bias in employee ratings. *Organizational Behavior and Human Decision Processes, 124*, 34 - 46.

Shao, R., & Skarlicki, D. P. (2014). Service employees' reactions to mistreatment by customers: A comparison between North America and East Asia. *Personnel Psychology, 67*, 23-59.

Rupp, D., Skarlicki, D. P., & Shao, R. (2013). The psychology of corporate social responsibility and humanitarian work: A person-centric perspective. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 361-368*.

Rupp, D., Shao, R., & Skarlicki, D. P. (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology, 895 - 933*.

Robinson, M., MacNeily, A. E., McInnes, C., Lennox, P., Carr, N., Skarlicki, D. P., Masterson, J., Arneja, J. (2013). Leadership in Canadian urology: what is the right stuff? *Journal of Surgical Education, 70(5)*, 606-612.

Skarlicki, D. P., Hoegg, J., Aquino, K., & Nadisic, T. (2013). Does employee mistreatment affect your sense of taste and smell? The mediating role of moral disgust. *Journal of Experimental and Social Psychology, 49*, 852-859.

Jones, D., & Skarlicki, D. P. (2013). How fairness perceptions can change: A dynamic model of fairness. *Organizational Psychology Review, 3(2)*, 138 - 159.

Shao, R., Rupp, D., Skarlicki, D. P., & Jones, K. (2013). Managing justice across cultures: A meta-analytic review, management framework, and cross-cultural research agenda. *Journal of Management, 13*, 263 - 301.

Winner of Emerald Citations of Excellence Award for 2016

van Jaarsveld, D., Skarlicki, D. P., & Walker, D. (2010). The role of emotional exhaustion and negative affectivity in the relationship between customer and employee incivility. *Journal of Management*, 36, 1486-1504.

Skarlicki, D. P. & Rupp, D. (2010). Dual-processing and organizational justice: The role of rational versus experiential processing in third party reactions to workplace mistreatment. *Journal of Applied Psychology*, 95, 944-952.

Patient, D., & Skarlicki, D. P. (2010). Increasing interpersonal and informational justice when communicating negative news: The role of the manager's empathic concern and moral development. *Journal of Management*, 36, 555 – 578.

Shao, R., & Skarlicki, D. P. (2009). The role of mindfulness in predicting individual performance. *Canadian Journal of Behavioural Science*, 41(4), 195-201.

Barclay, L., Skarlicki, D. P., & Latham, G. P. (2009). Greenberg doth protest too much: Field experiments always have been, and victims and morality always will be critical for advancing organizational justice research. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 201 – 205.

Barclay, L., & Skarlicki, D. P. (2009). Healing the wounds of organizational injustice: Examining the benefits of expressive writing. *Journal of Applied Psychology*, 94, 511-523.

Dirks, K., & Skarlicki, D. P. (2009). The relationship between being perceived as trustworthy by coworkers and individual performance. *Journal of Management*, 35, 136-157.

Skarlicki, D. P., van Jaarsveld, D., & Walker, D. (2008). Getting even for customer mistreatment: The role of moral identity in the relationship between customer interpersonal injustice and employee sabotage. *Journal of Applied Psychology*. 93, 1335-1347.

Winner of Emerald Citations of Excellence Award for 2009

Barclay, L., Skarlicki, D. P., & Pugh, S. D. (2008). When explanations are not enough: Employers' integrity as a moderator of the relationship between organizational justice and retaliation. *Journal of Organizational and Occupational Psychology*, 81, 123-146.

Skarlicki, D. P., & Kulik, C. T. (2005). Third party reactions to employee (mis)treatment: A justice perspective. In B. M. Staw & R. M.

Kramer (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews* (Vol. 26, pp. 183–229).

Barclay, L., Skarlicki, D. P., & Pugh, S. D. (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology, 90*, 629 – 643.

Jones, D., & Skarlicki, D. P. (2005). The social construction of justice: The effects of overhearing peers discuss an authority's fairness reputation on reactions to subsequent treatment. *Journal of Applied Psychology, 90*, 363-372.

Brennan, A., & Skarlicki, D. P. (2004). Personality and perceived justice as predictors of survivors' attitudes and behaviors following an organizational downsizing. *Journal of Applied Social Psychology, 34*, 1306-1328.

Skarlicki, D. P., Folger, R., & Gee, J. (2004). When social accounts backfire: Effects of a polite message or an apology on reactions to an unfair outcome. *Journal of Applied Social Psychology, 34*, 322 – 341.

Seijts, G., Skarlicki, D. P., & Gilliland, S. (2003). Canadian and American Reactions to the Introduction of a Drug and Alcohol Testing Program in the Workplace. *Employee Responsibilities and Rights Journal, 15*(4), 191 – 208.

Pugh, S. D., Skarlicki, D. P., & Passell, B. S. (2003). After the fall: Layoff victims' trust and cynicism in re-employment. *Journal of Organizational and Occupational Psychology, 76*, 201-212.

Jones, D. A., & Skarlicki, D. P. (2003). The relationship between perceptions of fairness and voluntary turnover among retail employees. *Journal of Applied Social Psychology, 33*(6), 1226-1243.

Klammer, J., Skarlicki, D. P., & Barclay, L. (2002). Speaking up in the Canadian military: The roles of voice, being heard, and generation in predicting civic virtue. *Canadian Journal of Behavioural Sciences, 34*, 134-172.

Seijts, G., Skarlicki, D.P., & Gilliland, S. (2002). Reactions to managing counterproductive behavior through the implementation of a drug and alcohol testing program: Americans and Canadians are more different than you might expect. *International Journal of Selection and Testing: Counterproductive Behaviors at Work, 10*, 45-52.

Sulsky, L., Skarlicki, D.P., & Keown, J. (2002). Frame-of-reference training: Overcoming the effects of organizational citizenship behavior on performance appraisal accuracy. *Journal of Applied Social Psychology, 6*, 1224-1241.

Brockner, J., Chen, Y. R., Mannix, E. A., Leung, K., & Skarlicki, D. P. (2000). The moderating influence of cultural differences in self-construal on the interactive relationship between outcome favorability and procedural fairness. *Administrative Sciences Quarterly, 45*, 138-159.

Skarlicki, D. P., Lucas, C., Prociuk, T., & Latham, G. P. (2000). Factors explaining why people remain in or leave a scholarly society: The Canadian Psychological Association. *Canadian Psychology, 41*, 69-74.

Skarlicki, D. P., Folger, R., & Tesluk, P. (1999). Personality as a moderator in the relationship between fairness and retaliation. *Academy of Management Journal, 42*, 100-110.

Folger, R., & Skarlicki, D. P. (1999). Unfairness and resistance to change: Hardship as mistreatment. *Journal of Organizational Change Management, 12*, 35-50.

Skarlicki, D. P., Ellard, J. H., & Kelln, B. R. C. (1998). Third-party perceptions of a layoff: Procedural, derogation, and retributive aspects of justice. *Journal of Applied Psychology, 83*, 119-127.

Folger, R., & Skarlicki, D.P. (1998). When tough times make tough bosses: Managerial distancing as a function of layoff blame. *Academy of Management Journal, 41*, 79-87.

Skarlicki, D. P., & Latham, G.P. (1997). Leadership training in organizational justice to increase citizenship behavior within a labor union: A replication. *Personnel Psychology, 50*, 617-634.

Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural and interactional justice. *Journal of Applied Psychology, 82*, 434-443.

Skarlicki, D. P., & Latham, G.P. (1996). Increasing citizenship behavior within a public sector union: A test of organizational justice theory. *Journal of Applied Psychology, 81*, 161-169.

Latham, G. P., & Skarlicki, D. P. (1996). The effectiveness of the situational, patterned behavior, and conventional structured interviews in minimizing in-group favoritism of Canadian Francophone managers. *Applied Psychology: An International Review, 45*, 177-184.

Skarlicki, D. P., Latham, G. P., & Whyte, G. (1996). Utility analysis: Its evolution and tenuous role in human resource management decision making. *Canadian Journal of Administrative Sciences*, 13, 13-21.

Latham, G. P., & Skarlicki, D. P. (1995). Criterion-related validity of the situational and patterned behavior interviews with organizational citizenship behavior. *Human Performance*, 8(2), 67-80.

Skarlicki, D. P., & Latham, G.P. (1995). Organizational citizenship behavior and performance in a university setting. *Canadian Journal of Administrative Sciences*, 12, 175-181.

BOOKS

Nadistic, T., & Skarlicki, D. P. (in progress). A manager's guide to organizational justice – Eyrolles Publishers.

EDITED BOOKS

Gilliland, S., Steiner, D., & Skarlicki D. P., (Eds.). (2014). *The social dynamics of organizational justice*. Greenwich CT: Information Age Publishing.

Gilliland, S., Steiner, D., & Skarlicki D. P., (Eds.). (2011). *Emerging perspectives on organizational justice and ethics*. Greenwich CT: Information Age Publishing.

Gilliland, S., Skarlicki D. P., & Steiner, D. (Eds.). (2008). *Justice, morality, and social responsibility*. Greenwich CT: Information Age Publishing.

Gilliland, S., Steiner, D., & Skarlicki D. P. (Eds.). (2007). *Managing social and ethical issues in organizations*. Greenwich CT: Information Age Publishing.

van den Bos, K., Gilliland, S., Steiner, D., & Skarlicki, D. P. (Eds.). (2005). *What motivates fairness in organizations?* Greenwich CT: Information Age Publishing.

Gilliland, S., Steiner, D., & Skarlicki D. P. (Eds.). (2003). *Emerging perspectives on managing organizational justice*. Greenwich CT: Information Age Publishing.

Gilliland, S., Steiner, D., & Skarlicki D. P. (Eds.). (2002). *Emerging perspectives on values in organizations*. Greenwich CT: Information Age Publishing.

Gilliland, S., Steiner, D., & Skarlicki, D. P. (Eds.). (2001). *Theoretical and cultural perspectives on organizational justice. Research in social issues in management*. Greenwich CT: Information Age Publishing.

CHAPTERS, AND NON-REFEREED PUBLICATIONS

Kay, A., Masters-Waage, T.C., & Skarlicki, D. (2019). *Mindfulness at Work*. In T. Allen (Ed.), *Oxford Bibliographies in Management*, New York: Oxford University Press. doi:10.1093/OBO/9780199846740-0123

Skarlicki, D. P., O'Reilly, J., & Kulik, C. (2015). The third-party perspective of justice. In M. Ambrose & R. Cropanzano (Eds.), *Oxford handbook of justice in work organizations* (pp. 235 - 256). New York: Oxford University Press.

Skarlicki, D. P., Brown, G., & Bemmels, B. (2012). The impact of a victim's reaction to unfair treatment on third parties' emotion and retribution: A moral perspective. In L. Neider & C. Schriesheim (Eds.), *Research in management, Perspectives on justice and trust in organizations* (Vol. 9, pp. 77 – 106). Greenwich CT: Information Age Publishing.

Goodstein, J., Aquino, K., & Skarlicki, D. P. (2011). Opening a new conversation in organizational justice: A conceptual model of offender reintegration. In S. Gilliland, D. Skarlicki, & D. Steiner (Eds.), *Research in social issues in management: Emerging perspectives on organizational justice and ethics* (pp. 75–104). Greenwich CT: Information Age Publishing.

Barclay, L., & Skarlicki, D. P. (2008). Shifting perspectives: Helping the victim recover from organizational justice violations. In S. Gilliland, D. Skarlicki, & D. Steiner (Eds.), *Research in social issues in management: Justice, morality, and social responsibility* (pp. 155 – 200). Greenwich CT: Information Age Publishing.

Folger, R., & Skarlicki, D. P. (2008). The evolutionary basis of deontic justice. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Research in social issues in management: Justice, morality, and social responsibility* (pp. 29 – 62). Greenwich CT: Information Age Publishing.

Barclay, L., & Skarlicki, D. P. (2005) When playing fair gets results. Organizational values, fairness, and performance. *HR Professional Magazine*, February/March Issue, p. 40.

Patient, D., & Skarlicki, D. P. (2005). Why managers don't always do the right thing when delivering bad news. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Research in social issues in management* (pp. 149–178). Greenwich CT: Information Age Publishing.

Skarlicki, D. P. (2004). Review of misbehavior in organizations: Theory, research, and management by Y. Vardi & E. Weitz, Mahwah NJ: Erlbaum. *Administrative Science Quarterly*, 668-670.

Folger, R., & Skarlicki, D. P. (2005) Beyond counterproductive work behavior: Moral emotions and deontic retaliation vs. reconciliation. In S. Fox & P. Spector (Eds.), *Counterproductive workplace behavior: An integration of both actor and recipient perspectives on causes and consequences*. American Psychological Association.

Skarlicki, D. P., & Latham, G. P. (2005). Can leaders be trained to be fair? In J. Greenberg & J. Colquitt, (Eds.), *Handbook of organizational justice* (pp. 499-524). Lawrence Erlbaum and Associates.

Barclay, L., & Skarlicki, D. P. (2004). Playing fair. Are you upholding justice at the office? *HR Professional Magazine*, February/March Issue

Patient, D., & Skarlicki, D. P. (2003). Delivering bad news. *HR Professional Magazine*, June/July Issue.

Skarlicki, D. P., & Folger, R. (2004). Deepening our understanding of organizational retaliatory behavior, In R. Griffin & A. O'Leary-Kelly (Eds.), *The dark side of organizational behavior* (pp. 373-403). Society of Industrial and Organizational Psychology Frontier Series. San Francisco CA: Jossey-Bass.

Skarlicki, D.P., & Folger, R. (2003). Fairness and human resource management. *Human Resource Management Review*, 13, 1 – 5.

Dirks, K., & Skarlicki, D.P. (2004). Trust in leaders: Existing research and emerging issues. In R. Kramer and K. Cook (Eds.), *Trust within organizations* (pp. 21 – 40). New York: Sage.

Ellard, J. H., & Skarlicki, D. P. (2002). Motivational and cognitive assessments of deservingness: An analysis of third-party observers' responses to employee mistreatment. In D. Steiner, D. Skarlicki, & S.

Gilliland, (Eds.), *Research in social issues in management* (pp. 133-158). Greenwich CT: Information Age Publishing.

Steiner, D., & Skarlicki, D. P., Gilliland, S. (Eds.). (2002). *Organizational justice beyond the organization. Research in social issues in management*. Greenwich CT: Information Age Publishing

Skarlicki, D., & Dirks, K. (2001). Leader as a builder of trust. *HR.com* [on-line serial].

Skarlicki, D. P. (2001). Cross-cultural perspectives of organizational justice. *The International Journal of Conflict Management*, 12(4), 292-294.

Folger, R., & Skarlicki, D. P. (2001). Fairness as a dependent variable: Why tough times can lead to bad management. In R. Cropanzano (Ed.), *Justice in the workplace: Volume II--From theory to practice* (pp. 97-18). Mahwah NJ: Erlbaum.

Skarlicki, D.P. (1999). Review of Young workers: Varieties of experiences, J. Barling & E. K. Kelloway (Eds.), *Washington, D.C.: American Psychological Association. Canadian Psychology* (pp. 286-288).

Folger, R., & Skarlicki, D. P. (1998). A popcorn metaphor for workplace violence. In R.W. Griffin, A. O'Leary-Kelly, & J. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior* (Vol. 23, pp. 43-81). Monographs in organizational behavior and relations. Greenwich: JAI Press.

Skarlicki, D. P. (1996). What do we know about restructuring and downsizing? The *Canadian Psychological Association Psynopsis*, Spring, 1996, 10-12.

Latham, G. P., Skarlicki, D. P., Irvine, D., & Siegel, J. P. (1993). The increasing importance of performance appraisals to employee effectiveness in organizational settings in North America. In C.L. Cooper & I.T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*, (Vol. 8, pp. 87-132).

CONFERENCE PAPERS

Kay, A., Hafenbach, A., & Skarlicki, D.P. (August, 2021). *The link between mindfulness and work performance: The role of psychological capital and work meaningfulness*. Paper to be presented at the Academy of Management (virtual).

Kay, A., Hafenbach, A., & Skarlicki, D.P. (June, 2021). *How and when mindfulness motivates work performance: The mediating role of psychological capital and the moderating role of work meaningfulness*. Paper to be presented at the European Academy of Management, Montreal PQ.

Dhaliwal, N., Skarlicki, D. P., Hoegg, J., & Park, J. (August, 2020). *The effect of punishment motives on leader trustworthiness*. Paper presented at Academy of Management Annual Conference, Vancouver BC.

Kay, A., Hafenbach, A. &, Skarlicki, D. P. (August, 2020). *Human sustainability in organizations*. Paper presented at Academy of Management Annual Conference, Vancouver BC.

Song, Y., Skarlicki, D. P., Shao, R., & Park, J. (August, 2019). *Daily customer mistreatment and employees' daily sleep quality: The role of LMX*. Paper presented at Academy of Management Annual Conference, Boston, MA.

Schultz, N., Rupp, D., Shao, R., & Skarlicki, D.P. (August, 2019). *Gendered reactions to organizational justice: A meta-analysis*. Paper presented at Academy of Management Annual Conference, Boston, MA.

Shao, R., Tenbrunsel, A., Skarlicki, D. P., & Diekmann, K. (2019, June). *Deceiving groups versus individuals: The interactive effect of plurality, group status, and collectivism on the decision to misrepresent information to others*. Paper presented at European Academy of Management, Lisbon, Portugal.

Restubog, S., Garcia, P., Jones, D., & Skarlicki, D. S. (April, 2019). *Abusive supervision at work*. Symposium presented at the Society for Industrial and Organizational Psychology Annual Conference, Washington DC.

Kay, A, & Skarlicki, D. P. (2018, April). *Let's practice what we preach: The science AND practice of mindfulness at work*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Chicago IL.

Kay, A, & Skarlicki, D. P. (2018, April). *Exploring the benefits of mindfulness at work: Recent advances*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Chicago IL.

Song, Y. H., Skarlicki, D.P., Shao, R., & Park, J. (2017, August). The cross-level moderation effects of problem-solving orientation and core self-evaluation on daily reports of customer mistreatment and customer-directed sabotage. Paper presented at the Academy of Management Annual Conference, Atlanta GA.

Kay, A., Hafenbrack, A., Skarlicki, D.P., & Griffin, M. (2017, August). Enhancing Performance via Eudaimonic Well-Being: The Interactive Roles of Mindfulness and Authenticity. Paper presented at the Academy of Management Annual Conference, Atlanta GA.

Daniels, M., Kay, A., & Skarlicki, D.P. (2017, August). *Quieting the ego: Exploring the mediating role of self-compassion and humility in the link between mindfulness and performance*. Paper presented at the Academy of Management Annual Conference, Atlanta GA.

Daniels, M., Kay, A., & Skarlicki, D. P. (2016, April). *Mindfulness and performance: Exploring the meditating role of humility*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Anaheim, CA.

Song, Y., Shao, R., & Skarlicki, D. P. (2016, April). *Effects of conflict-handling strategies on daily customer mistreatment - employee performance relationship*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Anaheim, CA.

Song, Y., Shao, R., Park, J., & Skarlicki, D. P. (2016, August). *The role of conscientiousness and LMX in the customer mistreatment and employee sabotage linkage*. Paper presented at the Academy of Management Annual Conference, Anaheim, CA.

Shao, R., Rupp, D., Skarlicki, D., & Paddock, L. (2015, August). *The role of Uncertainty Avoidance and Individualism in the relationship between corporate social responsibility and employees' organizational citizenship behaviors*. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Song, Y. H., Shao, R., Park, J., & Skarlicki, D. P. (2015, August). *The cross-level moderated mediation effects of psychological detachment and supervisor justice on daily reports of customer mistreatment, emotional exhaustion, and customer-directed sabotage*. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Avolio, B., Skarlicki, D. P., Rogo, R., & Lo, K. (2015, August). *Examining the value of responsible leadership*. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Skarlicki, D. P. (2015, August). *Exploring alternative questions: Established vs. emerging issues in justice research (Discussant)*. Symposium presented at the Academy of Management Annual Conference, Vancouver, BC.

Garcia, P., Restubog, S., Skarlicki, D. P., & Jones, D. (2015, August). *Psychological mechanisms between parental differential treatment and abusive supervision*. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Kay, A., Skarlicki, D. P., Diamond, A., & Solloway, G., (2015, August). *Reducing interpersonal conflict through mindfulness training: Emotion regulation as mediator*. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Walker, D., van Jaarsveld, D., & Skarlicki, D.P. (2015, August). *What made that interaction uncivil? Event characteristics and perceptions of customer incivility*. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Skarlicki, D. P., Restubog, S., Garcia, P., & Jones, D. (2015, May). *Interactional justice as a dependent variable: The relationship between differential parental treatment and abusive supervision*. Paper presented at European Association of Work and Organizational Psychology (EAWOP), Oslo Norway.

Shao, R., Tenbrunsel, A., Diekmann, K., Skarlicki, D.P. (2015, June). *Predicting unethical behavior: The interactive role of plurality, status and culture on misrepresenting information*. Paper presented at the 4thInternational Workshop on Organizational Justice and Behavioural Ethics, Edinburgh UK.

Walker, D., van Jaarsveld, D., Skarlicki, D. P. (2015, May). *Early moments matter: Understanding customer and employee negative language*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Philadelphia, PA.

Kay, A., & Skarlicki, D. P., (2014, August). *Emotion regulation, mindfulness, and authentic leadership: A mediation model*. Paper presented at the Academy of Management Annual Conference, Philadelphia, PA.

Skarlicki, D. P., van Jaarsveld, D., Shao, R., & Ho Song, Y. (2014, August). *The compensatory effect of supervisor fairness in predicting employee sabotage toward the customer*. Paper presented at the

Academy of Management Annual Conference, Philadelphia, PA.

Skarlicki, D. P. (2014, May). *Mentoring graduate students: Scientific findings and practical tips*, In Jennifer Nahrgang (Chair). Panel presentation at the Society for Industrial and Organizational Psychology Annual Conference, Honolulu HA.

Shao, R., & Skarlicki, D. P. (2013, August). *Employee sabotage affiliated with injustice from customers: The moderating role of justice orientation and individual-collective primacy*. In M. Graso (Chair) *Cross-cultural organizational justice*. Symposium presented at the Academy of Management Annual Conference, Orlando, FL.

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T.Y., & Nadisic, T. (2013, August). *Corporate social responsibility and employee engagement: The role of self-autonomy and individualism*. Paper presented at the Academy of Management Annual Conference, Orlando, FL.

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2013, August). *Interpersonal injustice and turnover intentions: The moderating role of corporate social responsibility and collectivism*. In R. K. Dhensa-Kahlon, & L. Zhu (Co-chairs). *Why justice matters: The role of meaning in organizational justice research*. Symposium presented at the Academy of Management Annual Conference, Orlando, FL.

Skarlicki, D. P., & Turner, R. A. (2013, August). *Explicit unethical behavior begets implicit unethical behavior: The role of victim derogation bias*. Paper presented at the Academy of Management, Orlando, FL.

Skarlicki, D. P., Nadisic, Fortin, M., & Cropanzano, R. (2013, August). *Managers as Robin Hoods*. Paper presented at the Academy of Management, Orlando, FL.

Skarlicki, D. P., Avolio, B., & Lo, K. (2013, June). *The value of informational justice: The effect of CEO's social accounts on financial analysts' valuations*. Paper presented at The Third International Workshop on Organizational Justice and Behavioral Ethics, Center for Research and Management, Toulouse, France.

Robinson, M., MacNeily, A. E., McInnes, C., Lennox, P., Carr, N., Skarlicki, D. P., Masterson, J., & Arneja, J. (June, 2012). *Leadership in Canadian urology: What is the right stuff?* Presentation at the Canadian Urological Association, Banff AB.

Rupp, D., Shao, R., Skarlicki, D. P., & Kim, T. (2012, August). *How business ethics payoff: The role of corporate social responsibility in attracting and motivating employees*. Paper presented at Academy of Management Annual Meetings, Boston, MA.

Walker, D. D., van Jaarsveld, D., & Skarlicki, D. P. (2012, August). *Untangling employee and customer incivility spirals: Hardiness and boredom in service interactions*. Paper presented at Academy of Management Annual Meetings, Boston, MA.

Shao, R., & Skarlicki, D. P. (2011, August). *Employee sabotage associated with customer injustice: A comparison of North American and East Asia*. Paper presented at the Academy of Management Annual Conference, San Antonio TX.

*Winner of the AOM OB Division's 2011 Award for Best International Paper.

Skarlicki, D. P., Hoegg, J., & Nadisic, T. (2010, November). *Does injustice affect your sense of taste?* Paper presented at International Round Table on Innovation in Organizational Justice, Orlando, FL.

Skarlicki, D. P., Shao, R., Skarlicki, D. P., & Rupp, D. E. (2010, August). *The role of corporate social responsibility in attracting high caliber talent: Third-party justice perspective*. Paper presented at the International Society for Justice Research Biennial Conference, Banff, Canada.

Shao, R., Rupp, D. E., Skarlicki, D. P., & Jones, K. S. (2010, August). *Do justice effects generalize across cultures? A meta-analysis of culture on multi-foci justice*. In R. Shao & D. P. Skarlicki (Co-chairs) *Taking workplace justice abroad: Daring to care about the differences*. Symposium presented at the Academy of Management Annual Conference, Montreal, Canada.

Skarlicki, D. P., Black, C., & Wong, S. (2010, March). *Patient centered care: Going above and beyond the call of duty*. Presentation in Patient-centered care is more than medicine, Martin Puterman chair; UBC Center for Health Care Management, Celebrate Research Week, UBC Robson Square, Vancouver BC.

Skarlicki, D. P., Hoegg, J., & Nadisic, T. (2010, February). *Does employee mistreatment affect your sense of taste? The role of disgust in moral violations*. Paper presented at the 2010 Behavior Ethics Conference. Orlando FL.

Walker, D. D., Skarlicki, D. P., & van Jaarsveld, D. D. (2009, August). *Sabotaging the customer for unfair treatment: The moderating role of hardiness and negative affectivity*. Paper presented at the Academy of Management Annual Meetings, Chicago, IL.

Shao, R., & Skarlicki, D. P. (2009, August). *The role of mindfulness in predicting individual performance*. Poster presentation at the American Psychological Association Annual Conference, Toronto ON

Lavelle, J., Barclay, L., Skarlicki, D. P., & Folger, R. (2009, April). *Organizational injustice and recovery encounters: Critical moments of truth*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA.

Walker, D., van Jaarsveld, D., & Skarlicki, D. P. (2008, August). *Employees mistreating customers: The role of negative affectivity in the relationships among customer incivility, emotional exhaustion, and service employee incivility*. Paper presented at Academy of Management Annual Meetings, Anaheim, CA.

Skarlicki, D. P., van Jaarsveld, D., & Walker, D. (2008, April). *The role of emotion and emotional expressivity in the link between mistreatment by customers and employee sabotage*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, San Francisco, CA

Nadasic, T., Skarlicki, D. P., & Fortin, M. (2008, May). *Who are the modern Robin Hoods? The role of moral identity in predicting allocations of invisible remedies by managers*. Paper presented at the European Group for Organizational Studies (EGOS), Amsterdam, NL.

Nadasic, T., & Skarlicki, D. P. (2007, August). *Corrective justice: How managers intercede to alleviate unfairness at work*. Paper presented at Academy of Management Annual Meetings, Philadelphia, PA

Patient, D., & Skarlicki, D. P. (2007, August). *The role of empathy and emotional maturity in interactional justice delivering bad news*. Paper presented at Academy of Management Annual Meetings, Philadelphia, PA.

Skarlicki, D. P., van Jaarsveld, D., & Walker, D. (2007, April). *Abusive customers: Moral identity as a moderator of the relationship between customer interactional justice and retaliation*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, New York.

Patient, D., & Skarlicki, D. P. (2007, May). *The role of empathy and emotional maturity in interactional justice delivering bad news*. Paper presented at Research Advances in Organizational Justice, Toulouse, France.

Bigelow, D., Steuve, D., Iverson, R., Skarlicki, D. P., et al (2007, April). *Organizational culture as a determinant of safety performance*. Paper presentation at IAAP Health and Safety Conference, Toronto, ON.

Skarlicki, D. P., van Jaarsveld, D., & Walker, D. (2006, October). *Abusive customers: Moral identity as a moderator of the relationship between customer interactional justice and retaliation*. BC OB conference, Simon Fraser University, Vancouver BC.

Barclay L., & Skarlicki, D. P. (2006, November). *Shifting perspectives: Helping the victim recover from organizational justice violations*. Paper presented at the International Round Table on Innovations in Organizational Justice, Tucson, AZ.

Folger, R., & Skarlicki, D. P. (2006, November). *The Evolutionary Basis of Deontic Justice*. Paper presented at the International Round Table on Innovations in Organizational Justice, Tucson, AZ.

Jones, D. A., & Skarlicki, D. P. (2006, June). *Organizational justice over time: How perceptions of fairness can change*. Presented at the 67th annual meeting of the Canadian Psychological Association, Calgary, Alberta, Canada.

Skarlicki, D. P., Brown, B., & Bemmels, B. (2004, August). *The effect of the victim's reaction on third party observers' fairness judgments and retributive intentions*. In S. Blader (Chair) *Is that fair? Investigating the subjective quality of organizational justice*. Symposium at the annual meetings of the Academy of Management, New Orleans, LA.

Folger, R., & Skarlicki, D. P. (2004, August). *Beyond workplace deviance: Deontic justice as moral retaliation for organizational wrongdoing*. Paper presented at the annual meetings of the Academy of Management, New Orleans, LA.

Barclay, L., Lavalley, J., & Skarlicki, D. P. (2004, April). *Repairing violations of justice: What managers think victims want versus what victims want*. Paper presented at Society for Industrial and Organizational Psychology Annual Conference, Chicago IL.

Patient, D., & Skarlicki, D. P. (2004, April). *Communication channel: When and why it matters to Interpersonal justice*. Paper presented at the

Society for Industrial and Organizational Psychology Annual Conference, Chicago IL.

Jones, D., & Skarlicki, D. P. (2003, April). *Integrating fairness theory with fairness heuristic theory: Reactions to interactional injustice*. In J. Colquitt (Chair) *Testing new theories of organizational justice*. Symposium presented at 2003 Society for Industrial and Organizational Psychology Annual Conference, Orlando, FL.

Barclay, L., & Skarlicki, D. P. (2003, April). *Repairing injustice: Fixing what's broken*. Paper presented at 2002 Society for Industrial and Organizational Psychology Annual Conference, Orlando, FL.

Barclay, L., Skarlicki, D. P., & Pugh, D. (2003, August). *Exploring the role of emotions in layoff victim's fairness perceptions and retaliation*. Paper presented at the annual meetings of the Academy of Management, Seattle, WA.

Patient, D. L., & Skarlicki, D. P. (2003, June). *Delivering bad news The effects of communication channel on sincerity, fairness, and acceptance*. Paper presented at the annual meetings of the Academy of Management, Seattle, WA.

Patient, D. L., & Skarlicki, D. P. (2003, August). *Why managers don't always do the right thing when delivering bad news*. Paper presented at the International Round Table on Innovation in Organizational Justice Research. University of Utrecht, NL.

Skarlicki, D.P., Barclay, L., & Pugh, S. D. (2003, June). *When interpersonal fairness is not enough: Retaliation in layoffs*. Paper presented at the Eastern Academy of Management (International) meetings, Porto, Portugal.

Skarlicki, D.P., Bemmels, B., & Brown, G. (2002, August). *Not all third-party observers of mistreatment are alike: The influence of the visibility of a victim's suffering on fairness perceptions and retributive justice*. In J. Lavallo & R. Folger (Co-chairs) *Third-Party and Victim Reactions to Unfairness: Similar or Dissimilar – When, Why, and How?* Symposium presented at the annual meetings of the Academy of Management, Denver, CO.

Skarlicki, D.P., Barclay, L., Patient, D., & Pugh, S. D. (2002, August). *Retaliation in Layoffs: When leaders add salt to the wound*. In T. Bauer & P. Tierney (Co-chairs) *Destructive Leadership: Antecedents, Manifestations, Attributions and Outcomes*. Symposium presented at the annual meetings of the Academy of Management, Denver, CO.

Skarlicki, D.P., & Dirks, K. (2002, August) *The relationship between dimensions of trust in leader and organizational citizenship behavior*. In D. McAllister (Chair) *Integrating Trust Perspectives: Foundations for a Revised*

Integrative Model of Organizational Trust. Symposium presented at the annual meetings of the Academy of Management, Denver, CO.

Barclay, L., & Skarlicki, D. P. (2002, May). Cultural influences on organizational justice. Presented at the 2002 Annual Convention of the Canadian Psychological Association, Vancouver, BC.

Patient, D. L., & Skarlicki, D. (2002, May). *Delivering bad news: Does the medium matter?* Paper presentation at the 2002 Annual Convention of the Canadian Psychological Association, Vancouver, BC.

Miller, D., & Skarlicki, D. P. (2002, April). *Accountability in organizational justice: A policy-capturing approach*. Paper presented at 2002 Society for Industrial and Organizational Psychology Annual Conference, Toronto ON.

Jones, D., & Skarlicki, D. P. (2002, April). *The effects of social information on fairness evaluations and retaliation*. Paper presented at 2002 Society for Industrial and Organizational Psychology Annual Conference, Toronto ON.

Jones, D., & Skarlicki, D. P. (2002, April). *Interactive justice effects on retail employees' voluntary turnover*. Paper presented at 2002 Society for Industrial and Organizational Psychology Annual Conference, Toronto ON.

Skarlicki, D. P., & Dirks, K. (2002, April). *Trust among co-workers and performance: Is it better to give than to receive?* Paper presented at 2002 Society for Industrial and Organizational Psychology Annual Conference, Toronto ON.

Seijts, G., Skarlicki, D.P., Gilliland, S., & Foster, J. (2001, August). *Canadian and American reactions to the introduction of a drug and alcohol testing program in the workplace*. In D. P. Skarlicki & D. Shapiro (Co-chairs) *Retaliation for Unfair Governance: Only in America?* Showcase symposium presented at the annual meetings of the Academy of Management, Washington, DC.

Barclay, L., & Skarlicki, D. P. (2001, June). *Evaluating the temporal nature of justice concerns in an academic setting*. Paper presentation at the annual meetings of the Canadian Psychological Association, Laval PQ.

Pugh, S. D., & Skarlicki, D. P. (2000, August). *Psychological contracts in transition: Assimilation or contrast?* In D. P. Skarlicki (Chair) *Puzzles and paradoxes in organizational justice research*. Showcase symposium presented at the annual meetings of the Academy of Management, Toronto, ON.

Seijts, G., Skarlicki, D. P., & Gilliland, S. W. (2000, August). *Americans and Canadians are more different than you might expect: Reactions to the implementation of a drug and alcohol testing program*. Paper presented at the annual meetings of the Academy of Management, Toronto, ON.

Jones, D. A., & Skarlicki, D. P. (2000, June). *Turnover among retail employees: Organizational justice and referent cognitions theory predictions*. Paper presented at the Canadian Psychological Association Convention, Ottawa, ON.

Brennan, A., & Skarlicki, D. P. (2000, April). *Personality and justice as predictors of survivors' reactions following downsizing*. Paper presentation at 2000 Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA.

Skarlicki, D. P., Folger, R., & Klimiuk, J. (2000, April). *Which quid for what quo pro? Applying advances in organizational justice research to understand the relationship between fairness and job performance in a call center*. In Z. Byrne (Chair) *What does it mean to be fair? Organizational justice and effective work behaviors*. Symposium presented at 2000 Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA.

Pugh, S. D., Skarlicki, D. P., & Passell, B. S. (2000, April). *After the fall: Layoff victims' trust and cynicism in re-employment*. Paper presentation at 2000 Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA.

Skarlicki, D. P., & Ellard, J. H. (1999, June). *Third-party observers' responses to mistreatment: A justice perspective*. Paper presented at the International round table: Innovations in organizational justice, Nice, France.

Skarlicki, D. P., Lucas, C., Latham, G., & Prociuk, T. (1999, May). *Attracting and retaining members of the Canadian Psychological Association*. In L. Sulsky (Chair) *Closing the scientist-practitioner gap: Applying research to practical issues*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Celnar, C., & Skarlicki, D. P. (1999, May). *Measuring fairness as a predictor of employee resistance to change*. In S. Rever-Moriyama (Chair) *Methodological approaches to studying workplace fairness*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Miller, D., Kline, T., & Skarlicki, D. P. (1999, May). *A policy-capturing approach examining the role of accountability in fairness and retaliation*. In S.

Rever-Moriyama (Chair) *Methodological approaches to studying workplace fairness*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Rever-Moriyama, S., Wallace, J., & Skarlicki, D. P. (1999, May). *Using a retrospective approach to studying employee responses to psychological contract violation*. In S. Rever-Moriyama (Chair) *Methodological approaches to studying workplace fairness*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Jones, D. A., & Skarlicki, D. P. (1999, May). *Methodological approaches to studying employee responses to workplace fairness: A quasi-experimental approach*. In S. Rever-Moriyama (Chair) *Methodological approaches to studying workplace fairness*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Brennan, A., & Skarlicki, D. P. (1999, May) *Justice research in field settings*. In S. Rever-Moriyama (Chair) *Methodological approaches to studying workplace fairness*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Lucas, C., & Skarlicki, D. P. (1999, May). *Interactional justice as a moderator of the relationship between social accounts and psychological contract violation*. In S. Rever-Moriyama (Chair) *Methodological approaches to studying workplace fairness*. Symposium presented at the annual meetings of the Canadian Psychological Association, Halifax, NS.

Skarlicki, D. P. (1998, August). *Organizational justice as a motivator of retaliation behavior*. In D.P. Skarlicki & A. O'Leary-Kelly (Co-Chairs) *Advances in organizational justice theories: The motivation to engage in dysfunctional behavior*. Symposium presented at the meetings of the Academy of Management, San Diego, CA.

Skarlicki, D. P. (1998, April). *Innovating organizational justice: Cultural, value, and stakeholder perspectives*. Roundtable by D. Steiner & S. Gilliland (Co-Chairs). Presented at the 1998 Society for Industrial and Organizational Psychology Annual Conference, Dallas, TX.

Sulsky, L. M., Skarlicki, D. P., & Keown, J. (1998, April). *Organizational citizenship behavior as a source of unwanted performance appraisal rating variance: Implications for Frame-of-Reference training*. Presented at the Society for Industrial and Organizational Psychology Annual Conference, Dallas, TX.

Lucas, C., Skarlicki, D. P., Sulsky, L. M., & Latham, G. P. (1998, June). *The effect of performance evaluations on organizational citizenship behavior*. In J. Gruman (Chair) *A cross-section of graduate student research in industrial and*

organizational psychology across Canada. Symposium presented at the annual meetings of the Canadian Psychological Association, Edmonton, AB.

Jones, D., & Skarlicki, D. P. (1998, June). *The effectiveness of fairness training in the workplace: Implications for citizenship and retaliatory behaviors*. Presented at the annual meetings of the Canadian Psychological Association, Edmonton, AB.

Skarlicki, D. P., Ellard, J., & Kelln, B. R. C. (1997, August). *Third-party perceptions of a layoff: Procedural, derogation, and retributive aspects of justice*. In D.P. Skarlicki & R. Folger (Co-chairs). *Civility in organizational downsizing: Antecedents and consequences of fairness in layoff practices*. Symposium presented at the meetings of the Academy of Management, Boston, MA.

Keown, J., Skarlicki, D. P., Klammer, J., Bietel, G., & Bradley, L. (1997, June). *The relationship between organizational citizenship behavior and performance: A meta-analysis*. In A. Nicol (Chair) *A cross-section of graduate student research in industrial and organizational psychology across Canada*. Symposium presented at the annual meetings of the Canadian Psychological Association, Toronto, ON.

Klammer, J., & Skarlicki, D. P. (1997, June). *Speaking up in the Canadian military: Factors attenuating the effectiveness of voice*. In A. Okres (Chair) *Symposium on psychological research in the military*. Symposium presented at the annual meetings of the Canadian Psychological Association, Toronto, ON.

Skarlicki, D. P., & Folger, R. (1996, April). *Getting even: Dysfunction in the workplace as retaliatory behavior*. In J. Collins (Chair), *Counterproductive workplace behavior and workplace dysfunction*. Symposium presented at the 1996 Conference of the Society for Industrial & Organizational Psychology, San Diego, CA.

Skarlicki, D. P., & Folger, R. (1996, August). *Does disposition moderate the effect of perceived injustice on workplace violence?* In R. Folger (Chair) *Violence by disgruntled employees: Evidence on injustice and popcorn effects*. Symposium presented at the meetings of the Academy of Management, Cincinnati, OH.

Skarlicki, D. P. (1996, August). *Wounded pride in negotiations: The effect of a polite message and an apology on the perceived fairness and acceptance of a low offer*. Paper presentation at the meetings of the Academy of Management, Cincinnati, OH.

Folger, R., & Skarlicki, D. P. (1996, April). *Accounting for the Churchill effect: Blame for the layoff as a determinant of managerial distancing*. In A. Korsgaard (Chair) *Being nasty or nice: How do people make the choice?*

Symposium presented at the 1996 Conference of the Society for Industrial & Organizational Psychology, San Diego, CA.

Folger, R., & Skarlicki, D. P. (1995, August). *The popcorn model of workplace violence*. In R. Griffin (Chair) *Workplace violence: An emerging research domain in organizational science*. Symposium presented at the meetings of the Academy of Management, Vancouver, BC.

Skarlicki, D. P., & Latham, G. P. (1995, August). *Increasing citizenship behavior within a public and a private sector union: A test of organizational justice theory*. Paper presentation at the meetings of the Academy of Management, Vancouver, BC.

Latham, G. P., & Skarlicki, D. P. (1994, April). *The relative effectiveness of the situational, patterned behavior, and conventional structured interviews in minimizing the similar-to-me bias of Francophone managers*. Paper presentation at 1994 Conference of the Society for Industrial & Organizational Psychology, Nashville TN.

Skarlicki, D. P., & Latham, G. P. (1993, March). *Organizational citizenship behavior and performance in a university setting*. Paper presented at the 14th Annual Graduate Student IO/OB Conference, Toronto, Canada.

Skarlicki, D. P., & Latham, G. P. (1993, April). *Predicting organizational citizenship behavior*. Paper presented at the Eighth Workshop on Strategic Human Resource Management, European Institute for Advanced Studies of Management, Toronto, Canada.

Skarlicki, D. P. (1993, June). *Utility analysis: Is history repeating itself?* In G.P. Latham (Chair) *Utility analysis research in industrial and organizational psychology: Past, present, and future*. Symposium presented at the Annual Meeting of the Administrative Sciences Association of Canada, Lake Louise, Alberta, Canada.

Skarlicki, D. P. (1992, June). *Performance appraisal: The appraisal instrument and sources of assessment*. In G.P. Latham (Chair). *The increasing importance of performance appraisals to employee effectiveness in organizational settings in North America*. Symposium presented at the Annual Meeting of the Administrative Sciences Association of Canada, Quebec City, Canada.

INVITED PRESENTATIONS

Skarlicki, D. P., & Gardam, M., (2020, June). Leading in COVID. Preparing for what's next. Webinar presented to the Physician Leadership Program.

Skarlicki, D. P., & Cochrane, D. (2020, April) Leading in a crisis. Webinar presented to the Physician Leadership Program.

Skarlicki, D. P. (2019, May). Corporate Social Responsibility and Employee Engagement: The moderating role of autonomy and individualism. Talk given to Dhillon Centre for Business Ethics Advisory Board.

Skarlicki, D. P. (2019, January). Making a Difference in Health Care. Talk given to medical students at University of Victoria, Victoria BC.

Skarlicki, D. P. (2017, January). Leadership in Health Care. Talk given to medical students at University of Victoria, Victoria BC.

Skarlicki, D. P. (2017, January). Curriculum Transition Team: Making a Difference. Talk given to Faculty of Medicine, Island Medical Program, University of Victoria, Victoria BC.

Skarlicki, D. P. (2016, October). *Negotiating for success*. Talk given to MBA recruitment session, Shanghai Jiao Tung University, Shanghai China.

Skarlicki, D. P. & Kay, A. (2016, October). *Cultivating compassion through mindfulness training*. Presentation to the Catholic Health Association Leader's Conference, Fort Worth, TX.

Skarlicki, D. P. (2016, April). *The unengaged healthcare employee: What can complexity science do for you?* The 12th Annual Office of Pediatric Surgical Evaluation and Innovation (OPSEI) Lectureship, BC Children's Hospital, Vancouver BC

Skarlicki, D. P. (2016, March). *Trust in CEOs (Panelist)*. Vancouver Board of Trade. Pan Pacific Hotel, Vancouver BC.

Skarlicki, D. P. (2016, February). *Leadership training for physician leaders (Panelist)*. BC Patient Safety and Quality Forum, Hyatt Hotel. Vancouver BC.

Skarlicki, D. P. (2015, October). *How to teach Executive Education; Food for thought series (Panelist)*. Sauder School of Business. Vancouver BC.

Skarlicki, D. P. (2015, October). *The role of values in leadership in medicine*. Talk given to the Transitions into Practice Program, Faculty of Medicine. Vancouver General Hospital, Vancouver BC.

Skarlicki, D. P. (2015, June). *Playing favorites: The effect of parents playing favorites on subsequent interactional justice*. Paper presented at IÉSEG School of Management, Paris, France

Skarlicki, D. P. (2015, June). *What leaders know and might not know about workplace fairness*. Talk given to EMBA program at IÉSEG School of Management, Paris, France

Skarlicki, D.P. (2015, April). *Leadership: Making a difference in education*. Talk delivered to vice-chancellors of Pakistan for the Commonwealth of Learning. Vancouver BC.

Skarlicki, D.P. (2015, April). *Leading in complexity: The art and science of influence*. Workshop presented at the 2015 Canadian Conference on Physician Leadership, Sheraton Wall Centre, Vancouver BC.

Skarlicki, D. P. (2015, March). *Teaching to a class of diverse students; Facilitator - Food for thought series*. Sauder School of Business. Vancouver BC.

Skarlicki, D.P. (2015, March). *The how of survive and thrive: The critical role of values*. National Judicial Institute, Fairmont Hotel, Vancouver, BC.

Skarlicki, D.P. (2015, February). *Leading in complexity*. Session delivered to Association of Administrative and Professional Staff, UBC, Vancouver, BC.

Skarlicki, D.P. (2015, February). *Negotiating for success*. Talk given to MBA recruitment session, Toronto, ON.

Skarlicki, D.P. (2014, October). *Transformational change at Providence Health Care*. Talk given to Providence Health Care, St Paul's Hospital, Vancouver, BC.

Skarlicki, D.P. (2014, May). *Leadership and workplace justice: What you might and might not know*. Talk given at the Sauder After Dark: Dine and discover, Four Seasons Hotel, Vancouver, BC.

Skarlicki, D.P. (2014, February). *Advising family business: Leadership during uncertainty*. Talk given to the Institute of Family Enterprise Advisors (IFEA), Terminal City Club, Vancouver, BC

Skarlicki, D.P. (2013, November). *Leadership during uncertainty in family business*. Talk given to the Canadian Association of Family Enterprises (CAFÉ), Vancouver Club, Vancouver, BC.

Skarlicki, D.P. (2013, March). *Exploring cultural interpretations of organizational justice and fairness*. Talk given to the Conference Board of Canada, Council of Human Resource Executives, Vancouver, BC.

Skarlicki, D.P. (2013, February). *Leadership: Making a Difference*. Talk delivered to Young Presidents' Organization, Sauder School of Business, UBC.

Skarlicki, D.P. (2012, October). *The role of disgust in deontic reactions to injustice*. Research talk given to the Employment Relations and Organizational Behavior Department, London School of Economics and Political Science, London UK.

Skarlicki, D.P. (2012, September). *Does injustice leave a bad taste in your mouth?* Research talk given to Faculty of Medicine and Psychology, University of Rome – Sapienza, Rome, Italy.

Skarlicki, D.P. (2011, October). *Next generation leaders: Finding, building & securing the future talent pool*. Talk given to Annual Conference of the Healthcare Leaders' Association of British Columbia, Vancouver BC.

Skarlicki, D.P. (2011, September). *Leading organizational readiness for extreme challenges: The central role of organizational justice*. Talk given to Center for Leadership and Strategic Thinking, Foster School of Business, University of Washington, Seattle, WA.

Skarlicki, D.P. (2011, June). *Employee sabotage associated with customer injustice: A study within Canada and a comparison of Canada and China*. Research talk delivered at Shanghai Jiao Tong University Antai School of Business.

Arneja, J. S., & Skarlicki, D.P. (2011, June). *Leadership trends in Canadian academic surgery: Are we training leaders with the tools necessary to provide effective leadership?* Presentation to Department of Surgery Grand Rounds, Vancouver General Hospital.

Skarlicki, D. P. (2011, March). *Leadership amid turbulence – What we need from leadership now*. Presentation given to the Sauder Business Club, Shanghai, China.

Waites, M., Skarlicki, D. P., & Eccles, S. (February, 2011). *What is coming and strategies to address the future*. Presentation given to the Sauder School of Business Centre for CEO Leadership Thought Leader Breakfast, Shangri-La Hotel, Vancouver BC

Avolio, B., & Skarlicki, D. P. (2010, December). *Establishing the innovation imperative – moving beyond creativity*. Presentation given to the Sauder School of Business Centre for CEO Leadership Annual CEO Summit, Shangri-La Hotel, Vancouver BC

Skarlicki, D.P. (2010, October). *How the mighty fall and why some companies never give in?* Rocky Mountaineer Board of Directors, Vancouver BC

Skarlicki, D.P. (2010, June). *Leadership in health care: We have never needed you more*. Keynote address given at the 25th Annual Psychiatry Research Conference, Vancouver BC.

Skarlicki, D. P., Black, C., & Wong, S. (2010, March). *Patient centered care: Going above and beyond the call of duty*. Presentation in "Patient-centered care is more than medicine", Martin Puterman chair; UBC Center for Health Care Management, Celebrate Research Week, UBC Robson Square, Vancouver BC.

Skarlicki, D.P. (2008 February). *Leading with your values*. Talk given to Institute of Chartered Accountants of B.C. (ICABC) Annual Conference, Wall Centre, Vancouver.

Skarlicki, D.P. (2004, December). *Leadership: Making the leap to executive ranks*. Talk given to Institute of Chartered Accountants of B.C. (ICABC) Annual Conference, Sutton Place Hotel, Vancouver.

Skarlicki, D.P. (2004, October). *Leadership: Making a difference*. Talk given to Deloitte Senior Managers, Royal Vancouver Yacht Club, Vancouver.

Skarlicki, D.P. (2004, October). *The payoff of organizational justice*. Invited talk given to Purdy's Chocolates, Executive Airport Plaza, Richmond, BC.

Patient, D., & Skarlicki, D.P. (2004, October). *The effect of emotional intelligence on organizational justice*. Presentation given to Purolator Courier, Richmond, BC.

Skarlicki, D.P. (2004, March). *Managing fairness amid organizational change*. Talk given at UBC Robson Square for Sauder School of Business Research Excellence Award.

Skarlicki, D.P. (2003, December). *Managing organizational justice at the Fraser Health*. Invited presentation to the Fraser Health Authority.

Skarlicki, D.P. (2003, October). *The payoff of organizational justice*. Invited speaker at the YMCA's Leadership Retreat, Vancouver, BC.

Skarlicki, D. P. (2002, November). *Performance management for business families*. Talk given to the Canadian Association for Family Enterprises (CAFÉ). Vancouver, BC.

Skarlicki, D. P. (2002, December). *Negotiations for chartered accountants*. Talk given to the Institute of Chartered Accountants of British Columbia (ICABC). Vancouver, BC.

Skarlicki, D. P. (2002, October). *Hiring and Firing: Managing Layoffs Until the Next Hiring Upswing*. Presented at the Western Aerospace Alliance Conference, Victoria B.C.

Skarlicki, D. P. (2001, November). *Organizational justice as an independent and dependent variable*. Invited colloquium, University of Washington.

Skarlicki, D.P. (2001, June). *The impact of leadership styles on serving your YMCA and your community*. Invited speaker at the YMCA's 150-year Anniversary Conference, Vancouver, BC.

Skarlicki, D.P. (2001, April). *Building fairness into human resource practices*. Talk given to senior executives at VanCity, Vancouver, BC

Skarlicki, D.P. (2000, September). *The growing importance of trust to leadership effectiveness*. Invited speaker at the Royal Bank Training Conference, Vancouver, BC

Skarlicki, D.P. (2000, June). *Motivating people to excellence*. Invited speaker at the Levy Rosenblum Institute for Family Business, Tulane University, New Orleans, LA.

Skarlicki, D.P. (2000, May). *Creating high performance organizations: The payoff of organizational fairness*. Invited speaker at the Canadian Public

Personnel Management Association, National Training Conference, Edmonton, AB.

Skarlicki, D.P. (1996, October). *What are we learning about downsizing?* Invited presentation to the Calgary Industrial and Organizational Psychology Group, Calgary, AB

Skarlicki, D.P. (1996, October). *Perceived fairness in the workplace and its impact on worker stress.* Invited presentation to the Human Factors Association of Canada, Alberta, and Northwest Territories Chapter, Calgary AB.

Folger, R., & Skarlicki, D.P. (1995, February). *The payoff of organizational fairness.* Invited presentation to the Levy-Rosenblum Institute for Entrepreneurship. New Orleans LA.

Skarlicki, D.P., & Latham, G.P. (1994, April). *Organizational citizenship behavior and performance in a university setting.* Invited presentation at the 1994 Conference of the Society for Industrial & Organizational Psychology, Nashville TN.

Skarlicki, D.P. (1993, September). *State of the science of the employment interview.* Presentation to the Ontario Psychological Association, Toronto, ON.

RESEARCH UNDER EDITORIAL REVIEW

Skarlicki, D.P., Rogo, R., Avolio, B., & Lo, K. The role of CEO accountability and perceived integrity in analysts' forecasts of a firm's earnings and share price. Under revise and resubmit at *Personnel Psychology*.

Shao, R., Tenbrunsel, A., Skarlicki, D. P., & Diekmann, K. Predicting unethical behavior: The interactive role of plurality, status and culture on misrepresenting information. Under revise and resubmit at *Personnel Psychology*.

Strah, N., Rupp, D. R., Shao, R., King, E., & Skarlicki, D. P. The role of gender in perceptions of and reactions to organizational justice. Under revise and resubmit at *Journal of Organizational Behaviour*.

Song, Y., Shao, R., Skarlicki, D. P., Long, H., Park, J. Fear of COVID-19 Relates Positively to Citizenship Behavior toward Customers among Service Employees with High Affiliation Needs. Under review at *Journal of Management*.

RESEARCH IN PROGRESS

Kay, A., Hafenbrack, A., & Skarlicki, D.P. Mindfulness training motivates work performance: For whom, how, and when.

Daniels, M., Kay, A., & Skarlicki, D. P. Soothing the ego: Self-compassion fosters interpersonal organizational citizenship behavior via humility.

Shea, C., Skarlicki, D. P., & Labianca, J. Viewing organizational justice through a network perspective: How social networks shape the justice impressions and reactions.

Okimoto, T.G., Bosel, G., Aquino, K., Skarlicki, D.P., & Goodstein, J., The impact of offender narratives on workplace reintegration: Humanizing the harm-doer.

STUDENT SUPERVISION

Faith Njaramba (in progress). The relationship between leadership style and organizational resilience among Small and Medium Businesses in COVID: The mediating role of psychological capital. Strathmore University Nairobi

Nathan Dhaliwal (2021). The consequences of punishment. PhD co-advisor, UBC.

Adam Kay (2018). Mindfulness at work. PhD Dissertation advisor, UBC.

Olga Sawatzky (2017). The relationship between mindfulness and reporting medical errors. MHA Thesis UBC.

Sandra Goldsworthy (2015). The mechanisms by which training contributes to critical care nurses' intent to stay. UBC School of Nursing, UBC, Committee Member.

Colleen Lau (2013). When does organizational citizenship behavior predict burnout and when does it predict engagement? Examining job demands, resources, personality and flow. Masters' Thesis advisor.

Ruodan (Teresa) Shao (2011). Do Chinese workers sabotage their customers for unfair treatment? The cross-cultural generalizability of justice effects. PhD Dissertation advisor, UBC.

David Walker (2009), Workplace incivility: The case of customers. Ph.D. Dissertation advisor, UBC.

Christine Lamarche (2008). Facilitating change within health care: Examination of the i-care initiative within Fraser Health/ Masters in Health Administration.

Yves Cloutier (2008). The role of gender in health care human resource management. Masters in Health Administration.

David Patient (2006). Why managers do not always do the right thing when delivering bad news Ph.D. Dissertation advisor, UBC.

Laurie Barclay (2006). Exploring the Pennebaker effect on reducing perceptions of (in)justice. Ph.D. Dissertation advisor, UBC.

Aoife Brennan (1999). Personality and perceived justice as predictors of survivors' attitudes and behaviors following an organizational downsizing. Masters' Thesis, The University of Calgary.

Colleen Lucas (1999). The effect of social accounts on psychological contract violations. Masters' Thesis, The University of Calgary.

Joy Klammer (1997). Speaking up in the workplace: Modeling the implications of procedural justice, perceived organizational support, being heard, and tokenism in the relationship between voice and civic virtue. Masters Thesis, The University of Calgary.

Colleen Lucas (1997). The effect of performance appraisal evaluations on organizational citizenship behavior. Honors Thesis, The University of Calgary.

Carolina Cheng (1997). A cross-cultural comparison of equity theory predictions: A policy capturing approach. Honors Thesis, The University of Calgary.

EXTERNAL EXAMINER

External examiner for Chen Wang, Doctoral Dissertation, Marketing Division, Sauder School of Business, March 31, 2014.

External examiner for Leslie Duncan, Doctoral Dissertation, "Disease Avoidance Mechanisms and Their Implications", Department of Psychology, UBC, 2009.

External examiner for Alishia Alibhai, Doctoral Dissertation, Department of Psychology, University of Calgary, 2009

External examiner for Craig Nathanson, Doctoral Dissertation, Department of Psychology, UBC, 2008

External examiner for Thierry Nadisic, Doctoral Dissertation, HEC, Paris, 2008

External examiner for Xiaowan Lin, Doctoral Dissertation, City University of Hong Kong, 2008

External examiner for Jennifer Holden, Doctoral Dissertation, Department of Educational Studies, UBC, 2000

PROFESSIONAL AFFILIATIONS

- Academy of Management
- Administrative Sciences Association of Canada
- American Psychological Association – Society for Industrial and Organizational Psychology
- Association for Psychological Science
- Canadian Psychological Association
- European Association of Work and Organizational Psychology
- International Society for Justice Research

BOARD MEMBERSHIP

- Dhillon Centre for Business Ethics Advisory Board
- Sauder Physician Leadership Program Advisory Board

PROFESSIONAL ACTIVITIES AND SERVICE

- Reviewer for research grant applications:
 - SSHRC, 2008, 2011, 2018
 - The Israel Science Foundation, 2010
- Academy of Management, Organizational Behavior Division, Executive Committee Member-at-Large, 2004 to 2007.
- Consulting Editor, Journal of Organizational Behavior 2001-2007
- Editorial Board, Journal of Management, 2004-present
- Editorial Board, Personnel Psychology, 2016-present
- Editorial Board, Journal of Organizational Behavior, 1999-2003
- Behavioral Ethic Review Board Member, UBC, 2004-2011
- Co-editor for Research in Social Issues in Management (with S. Gilliland & D. Steiner)
- Co-editor for Human Resources Management Review, Special Issue on Organizational Justice (with R. Folger)
- Guest Editor of International Review of Conflict Management, Special Issue on Organizational Justice

- Appointments, Promotions, and Tenure Committee, Sauder School of Business, 2003 –2007.
- PhD Advisor, Sauder School of Business, Organizational Behavior and Human Resources Division, 2003 to 2006.
- Canadian Psychological Association, Professional Affairs Committee, Consult Role.
- Academy of Management, Organizational Behavior Division, Communications Committee Member.
- Academy of Management, Organizational Behavior Division, New Members Committee.
- Academy of Management, Organizational Behavior Division, Program Committee Member, 1996 Annual Meetings
- Canadian Psychological Association, 1997 and 1998 Convention Program Chair, Industrial and Organizational Psychology Division
- Director of the Graduate Program in Industrial and Organizational Psychology, Department of Psychology, The University of Calgary 1995-1999.
- Human Subjects Review Committee, Department of Psychology, The University of Calgary 1995-1999.
- ·Founding member of Creating Organizational Excellence, A Research Unit of the Faculty of Social Sciences, University of Calgary 1995-1999.
- Journal Reviewer for: Academy of Management Journal, Academy of Management Review, Canadian Journal of Administrative Sciences, Canadian Psychology, Journal of Applied Psychology, Journal of Applied Social Psychology, Journal of Management Studies, Journal of Organizational Behavior, Journal of Organizational Change Management, Journal of Occupational Health Psychology Group and Organizational Management, Organization Science, and Personnel Psychology.
- Conference Reviewer for: Academy of Management, Administrative Sciences Association of Canada, Society for Industrial and Organizational Psychology, and American Psychological Association, and American Management Foundation

TEACHING

Sauder School of Business, University of British Columbia:

- Undergraduate: Introduction to Human Resource Management
 - Advanced Topics in Human Resource Management
 - Organizational Behavior
- MBA: Core team member (Integrated Foundations) for Full Time, Part Time (Professional), International and Executive MBA programs
 - Negotiation
 - Strategic Human Resource Management

- Leadership Development
- PhD: Doctoral seminar in Human Resource Management
- MHA:
 - Strategic Human Resource Management
 - Organizational Behavior
- EMBA:
 - Organizational Behavior
 - Leadership
 - Negotiation
- International Programs:
 - Korea Telecom
 - Shanghai Telecom/Shanghai Jai Tong University Business Management Program
 - Guangdong Leadership Program
- Executive Programs:
 - Meeting the Leadership Challenge
 - Management Certificate for Dentists
 - Performance Management
 - Professional Services Management
 - Managing Complex Negotiations
 - Strategies and Skills of Effective Negotiations
 - Accelerated Leadership Program
 - Physician Leadership Program
 - Aboriginal Management Program
 - Canadian Radiology Leadership

The University of Calgary:

- Industrial Psychology
- Organizational Psychology
- Special Topics in Industrial/Organizational Psychology - Justice in the Workplace
- Graduate Seminar: Advanced Topics in Industrial/Organizational Psychology
- Graduate Seminar: Recruitment and Selection
- Graduate Seminar: Organizational Change

A. B. Freeman School of Business, Tulane University:

- Executive MBA: Negotiating for Success
- MBA: Organizational Behavior, Managerial Negotiations, Strategic Human Resource Management
- Undergraduate: Managerial Negotiations
- International Programs (Chile, Latin America, Taiwan): Managerial Negotiations

School of Public Health and Tropical Medicine, Tulane University:

- Human Resources Management for Health Care Administrators

Center for the Advancement of Native Economies, First Nations Resource Council:

- Developed the Socio-Economic Planning Model and Training for Trainers program. Conducted economic development strategy workshops in Native communities in Western Canada.

CONSULTING & SEMINAR ACTIVITIES

- BC Lottery Corporation, Vancouver BC
- BC Nurses Union, Vancouver BC
- Canadian Association of Radiologists
- Cathay Pacific, Vancouver BC
- Chartered Accountants Association of BC, Vancouver BC
- Construction Safety Network, Vancouver, BC
- Earl's Restaurants, Vancouver, BC
- Emily Carr University, Vancouver, BC
- Entergy Corporation, New Orleans, LA
- First Nations Resource Council, Edmonton, AB
- Fraser Valley Health Region, Abbotsford, BC
- Health Employees Union, Vancouver, BC
- Glaxo Canada, Inc., Toronto, Ontario
- Government of Canada Courts Administration Service, Vancouver BC
- Grand Pacific Management International Corporation, Taipei, Taiwan
- Hayes Helicopters, Duncan BC
- Interfor, Vancouver BC
- Kenora-Patricia Child and Family Services, Kenora, ON
- Laitram Corporation, New Orleans, LA
- Ledcor Group of Companies, Vancouver, BC
- Lite-On Corporation, Taipei, Taiwan
- Mosaic Forest Management, Vancouver, BC
- National Judges Institute, Ottawa ON
- Petroleum Helicopters Inc., Lafayette, LA
- Purdey's Chocolates, Vancouver BC
- Rocky Mountaineer, Vancouver BC
- Roland Berger Consulting, Frankfurt, Germany
- Royal Bank, Vancouver BC
- Sauder Industries, Vancouver BC
- Safety Network of the B.C. Roadbuilders' Association, Vancouver BC
- Slack Technologies, Vancouver BC; San Francisco, CA
- Skretting Corp, Vancouver BC
- Solectron, Sizhou, China
- TELUS, Vancouver, BC
- VanCity, Vancouver, BC

- Walkerton Inquiry, Walkerton, ON
- YMCA Canada, Toronto, ON
- VMI Communications, Ltd., Toronto, ON

PUBLIC RELATIONS AND MEDIA

- Media Interviews: New Orleans Times, Calgary Herald, CBC Radio, “The Current”, CKNW Radio; Global Television, VTV, Canadian Living, Profit.
- Featured in Viewpoints Magazine Special Issue on Leadership
- Featured in Business in Vancouver, October 19-25, 2010
- Featured as the Professor to Stalk, EMBA in Health Care
- Globe and Mail Article, Cathay Pacific Spreads its Wings, Dec. 22, 2010
- Media Interview CBC “The Current”, with Anna Maria Tremonti: Bullying in the Workplace, June 15, 2010
- Media interview, CBC “On the Coast” program with Kathryn Gretsinger (host): topic: Leadership Lessons from Steve Jobs; October 6, 2011.
- Featured in a story in Report on Business entitled: “Why Chinese workers don’t hate the boss: The faculty members of Canadian business schools learn just as much as they teach at their satellite campuses overseas.” Erin Millar, Globe and Mail Nov 3, 2011, page E7`
- Research on Service Workers Abuse reported on March 25 - CTV news
- Research on Service Workers Abuse reported on March 26 in The Province (front page), The Globe and Mail (p. L - 5), 24 Hours, Radio 1470
- March 26, 2013 Research on Service Workers Abuse reported on CKNW (Bill Goode Show), CBC Almanac Radio Talk show.
- May 14 -17, 2013, Research on Injustice and Taste reported in the Xinhua (China), Vancouver Sun, Yahoo! Finance, People’s Daily (China), Express be (Germany), Huntington Post, Herald Sun (Melbourne), and Adelaide Now.
- July 7, 2013, Research on Injustice and Taste, Edmonton Sun.
- July 9, 2013, Research on Injustice and Taste. Men’s Health News
- November, 26, 2013 - CBC radio – guest on “The Road Home”, host Stephen Quinn. Topic – Women in Leadership
- March 29, 2014 – Globe and Mail – interviewed regarding “spending entitlements” in private business.
- March, 2014 - Harvard Business Review featured research on Belief in a Just World. <http://blogs.hbr.org/2014/03/your-belief-that-the-world-is-just-can-make-you-cruel/>
- June, 2014 – Financial Post – lead interview regarding the Physician Leadership Program.

- http://business.financialpost.com/2014/06/23/should-hospital-administrators-hold-mbas-or-medical-degrees/?_federated=1
- March, 2015 – Open door policies can harm office communication. In Canadian Business
<http://www.canadianbusiness.com/innovation/close-your-office-door/>
 - March 17, 2015 Taber's anti-swearing bylaw fits tradition of behaviour-busting CBC news -
<http://www.cbc.ca/news/canada/british-columbia/taber-s-anti-swearing-bylaw-fits-tradition-of-behaviour-busting-1.2997483>
 - June 6, 2015. Workplace wellness article -
<http://www.vancouversun.com/touch/story.html?id=11116399>
 - June 6, 2015 article on UBC mindfulness training.
https://www.google.fr/?qfe_rd=cr&ei=Tnt0VaH3GOqx0wW9oYHABg&gws_rd=ssl#q=the+chain+reaction+of+mindfulness+vancouver+sun
 - August 7, 2015 – CKNW Radio interview regarding the Academy of Management Meetings: What contributes to abusive supervision?
 - July 26 CBC Early Edition - Working with rude customers.
<http://www.cbc.ca/news/canada/british-columbia/jennifer-newman-working-with-rude-customers-1.3165594>
 - October 6, 2015 – CKNW Radio interview with Simi Sara regarding effective leadership practices.
 - October 6, 2015 – Business in Vancouver - Mean bosses hurt the bottom line, study finds.
<https://www.biv.com/article/2015/10/mean-bosses-hurt-bottom-line-study-finds/>
 - October 23, 2015 – BC Business - How Lululemon Continues to Make its Mark After Chip Wilson Stepped Away.
<http://www.bcbusiness.ca/your-business/how-lululemon-continues-to-make-its-mark-after-chip-wilson-stepped-away>
 - December 26, 2015 – Business Vancouver – Partners in Education featuring the Physician Leadership Program.
 - February 3, 2016 – BC Business - What movies about business tell us about business.
<http://www.bcbusiness.ca/marketing-media/what-movies-about-business-tell-us-about-business>
 - February 11, 2016 – 30 Day mindfulness training reported in the Vancouver Sun.
<http://www.vancouversun.com/health/mindfulness+program+aims+ease+workplace+stress/11715659/story.html>
 - July 5, 2016 – Interviewed on CBC Radio one; BC Almanac with Gloria Macerenko on Mindfulness training
 - July 9, 2016. Featured in discussion of online mindfulness program
<http://www.cbc.ca/beta/news/canada/british-columbia/online-mindfulness-program-receives-praise-from-ubc-researchers-1.3667240>

- [October 21, 2016 Why investing in employee perks still matters; BC Business: https://www.bcbusiness.ca/why-investing-in-employee-perks-still-matters](https://www.bcbusiness.ca/why-investing-in-employee-perks-still-matters)
- December 13, 2016 - effects of customer insulting language on employees; CKNW: <https://omny.fm/shows/steele-drex/better-customer-service-by-not-being-a-jerk>
- December 13, 2016 - effects of customer insulting language on employees; Huffington Post Quebec: http://quebec.huffingtonpost.ca/2016/12/12/comment-recevoir-un-bon-service-a-la-clientele-restez-poli-et-pesez-vos-mots-dit-une-etude_n_13588968.html
- December 13, 2016 - effects of customer insulting language on employees; Science Magazine: <http://scienmag.com/get-better-customer-service-by-choosing-your-words-wisely/>
- December 13, 2016 - effects of customer insulting language on employees; Health Medicine Network: <http://healthmedicinet.com/i/get-better-customer-service-by-choosing-your-words-wisely/>
- December 13, 2016 - effects of customer insulting language on employees; CBC web: <http://www.cbc.ca/news/canada/british-columbia/call-centre-research-1.3893464>
- December 13, 2016 - effects of customer insulting language on employees; CBC On the Coast (scroll to 1:00:00): <http://www.cbc.ca/news/canada/british-columbia/programs/onthecoast/december-12-2016-1.3893712>
- December 13, 2016 - effects of customer insulting language on employees; CBC Radio West (scroll to 10:00): <http://www.cbc.ca/news/canada/british-columbia/programs/radiowest/5-6-00-pm-1.3893970?autoplay=true>
- December 13, 2016 - effects of customer insulting language on employees; Consumer Affairs: <https://www.consumeraffairs.com/news/for-better-customer-service-use-positive-language-and-focus-on-the-problem-121316.html>
- April 1, 2017 – horrible bosses <https://www.cpacanada.ca/en/connecting-and-news/cpa-magazine/articles/2017/april/horrible-bosses>
- June 28, 2017 – Interviewed for Faculty Perspectives on Executive Education <https://www.unicornexed.org/perspectives-faculty/>
- July 1, 2017 – The downside of swift blame. NEWSRADIO 11:30
- Chicago Tribune -March 23, 2018 – The upside of mindfulness at work: <http://www.chicagotribune.com/business/success/inc/tca-mindfulness-at-work-just-makes-sense-20180323-story.html>
- [Globe and Mail](#) - December 17, 2018 – The effect of CSR on employee engagement:

<https://www.theglobeandmail.com/business/careers/leadership/article-how-getting-employees-involved-in-giving-can-produce-big-dividends/>

- Huffington Post – November 26, 2019 – The role of emotional labour at work: https://www.huffingtonpost.ca/entry/emotional-labour-labor-definition_ca_5dd82b4de4b00149f71c5c88.
- Globe & Mail – December 4, 2019 The Physicians Leadership Program at Sauder, UBC <https://www.theglobeandmail.com/ellipsis-preview/HDW2JKR2MJHRNMY3NQMETDRVZM/>
- Business in Vancouver - December 9, 2019 The effect of customer mistreatment on turnover. <https://biv.com/audio/2019/12/how-customer-behaviour-affects-turnover-service-industry-biv-today-no-388>
- Ratchet and Wrench – February 11, 2020. Support your staff. <https://www.ratchetandwrench.com/articles/9503-support-your-staff>
- 660 News in Calgary; Lisa Grant interviewer – September 9, 2020. The benefits of mindfulness in effectively dealing with workplace conflict.
- News1130 Radio: Richard Dettman host – September 9, 2020. How mindfulness can aid in dealing effectively with workplace conflict.