

## **LINDRED L. GREER**

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 Graduate School of Business  
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### **POSITIONS**

**Stanford University, Graduate School of Business**, Palo Alto, California  
 August 2013- Assistant Professor of Organizational Behavior

**Erasmus University, Rotterdam School of Management**, Rotterdam, The Netherlands  
 2012-2013 Associate Professor (with Tenure) of Organization and Personnel Management

**University of Amsterdam**, Amsterdam, The Netherlands  
 2008-2012 Assistant Professor (with Tenure, 2011) of Work & Organizational Psychology

### **EDUCATION**

**Wharton School, University of Pennsylvania**, Philadelphia, Pennsylvania  
 2000 – 2004 Field of study: Bachelor of Science in Economics  
 Specialization: Management

**Leiden University**, Leiden, The Netherlands  
 2004 – 2008 Field of study: PhD. (cum laude) in Social and Organizational Psychology  
 Dissertation: “Group Composition and Conflict”  
 Supervisor: Professor Karen A. Jehn

### **RESEARCH OVERVIEW**

Power struggles and conflicts can destroy teams. Power struggles between founders can cause a start-up to go under. Emotional conflicts can lead management teams to make disastrous decisions for their firm. In my research, I seek to understand these darker aspects of team dynamics - why they arise and how they can be circumvented. In my work, I challenge past research that has assumed that groups are homogenous entities (i.e., group members experience conflict and other group processes in similar ways to one another). By contrast, I focus on how group members can vary from each other in their experiences, perceptions, and behaviors, and I find that we can resolve ongoing theoretical debates by incorporating such individual asymmetries in our theories and research on group dynamics. I employ multiple methods, including laboratory studies, archival studies, and field studies (quasi-experiments, surveys, and qualitative) in my research.

### **AWARDS**

Best Conference Paper Award, INGRoup [Interdisciplinary Network for Group Research], 2016.

Outstanding Reviewer Award, Academy of Management Journal, 2015.

Outstanding Paper Award Winner, 2014, for the best paper published in the *International Journal of Conflict Management* in 2013.

Outstanding Reviewer Award, Academy of Management Journal, 2012.

Outstanding Reviewer Award, Academy of Management, Organizational Behavior Division, 2010.

Christiaan Hamaker Teaching Award, Psychology Department, University of Amsterdam, 2010.

Best Dissertation Award, American Psychological Association (APA) Division 49, 2009.

Best Project on Performance Improvement in Service Delivery (Finalist), European Institute for Public Administration, 2009.

Best Dissertation Award (Top 3 Finalist), International Association for Conflict Management, 2009.

Best Student Paper Award, Academy of Management, Conflict Management Division, 2008.

Best Student Paper Award, International Association for Conflict Management, 2008.

Outstanding Paper Award Winner of the Literati Network Awards for Excellence 2008 (for the best paper published in the *International Journal of Conflict Management* in 2007).

Emerald Best Student Paper Award, Academy of Management, Gender & Diversity in Organizations Division, 2007.

Best Student Paper Award, Academy of Management, Conflict Management Division, 2007.

Best Student Paper Award, International Association for Conflict Management, 2007.

Best Student Paper Award, International Association for Conflict Management, 2005.

## **RESEARCH FUNDING AND GRANTS**

Sole applicant on research grant from the Netherlands Organization for Scientific Research (NWO) (VENI; €250,000) for the project “Too many chefs in the boardroom? A multi-level model of the effects of team power,” 2011.

Consultant for Dutch Ministry of Internal Affairs (€10,000) for the project entitled “Mediation skills for civil servants”, 2010.

Co-applicant on research grant from the Netherlands Organization for Scientific Research (NWO) (Conflict and Security Theme; €600,000) for the project "Representative negotiation: Cross-level influences in inter-group conflict," 2009.

## KEY PUBLICATIONS

(\*denotes doctoral student was first author)

\*Daniels, D., Neale, M.A., & Greer, L.L. (2016). The spillover effect: Perceived diversity contagion in teams. *Organizational Behavior and Human Decision Processes*, in press.

Sinha, R., Sivanthan, N., Greer, L.L., Conlon, D.E., & Edwards, J.E. (2016). Skewed task conflict in teams: What happens when a few see more than the rest? *Journal of Applied Psychology*, *101*, 1045-1055.

\*Taracki, M., Greer, L.L., & Groenen, P.J.F. (2016). When does power disparity help or hurt group performance? *Journal of Applied Psychology*, *101*, 415-429.

\*Aaldering, H., Greer, L.L., Van Kleef, G.A., & De Dreu, C.K.W. (2013). When representatives sacrifice themselves: The effects of social value orientation and interest alignment on representative negotiation. *Organizational Behavior and Human Decision Processes*, *120*, 240-250.

\*De Wit, F., Greer, L.L., & Jehn, K.A. (2012). The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology*, *97*, 360-390.

Greer, L.L., Homan, A.C., De Hoogh, A.H.B., & Den Hartog, D.N. (2012). Tainted visions: The effects of visionary leader behaviors and leader categorization tendencies on the financial performance of ethnically diverse teams. *Journal of Applied Psychology*, *97*, 203-213.

De Dreu, C.K.W., Greer, L.L., Handgraaf, M.J., van Kleef, G.A., & Shalvi, S. (2011). Oxytocin promotes human ethnocentrism. *Proceedings of the National Academy of Sciences*, *108*, 1262-1266.

Greer, L.L., Caruso, H.M., & Jehn, K.A. (2011). The bigger they are, the harder they fall: Linking team power, conflict, congruence, and team performance. *Organizational Behavior and Human Decision Processes*, *116*, 116-128.

De Dreu, C.K.W., Greer, L.L., Handgraaf, M., Shalvi, S., van Kleef, G.A., Baas, M., ten Velden, F., van Dijk, E., & Feith, S.W.W. (2010). The neuropeptide oxytocin regulates parochial altruism in intergroup conflict among humans. *Science*, *328*, 1408-1411.

Greer, L.L. & van Kleef, G.A. (2010). Equality versus differentiation: The effects of power dispersion on social interaction. *Journal of Applied Psychology*, *95*, 1032-1044.

Thatcher, S.M.B. & Greer, L.L. (2008). Does it really matter if you recognize who I am? The implications of identity comprehension for individuals in work teams. *Journal of Management*, *34*, 5-24.

## BOOK CHAPTERS AND INVITED SUBMISSIONS

Greer, L. L., & Dannals, J. (2017). Conflict in teams. In R. Rico, E. Salas, & N. Ashkanasy, *The Wiley Blackwell Handbook of Team Dynamics, Teamwork, and Collaborative Working* (pp. 317-344). Somerset, NY: Wiley Blackwell.

Greer, L. L. (2014). Power and conflict in teams. In N. M. Ashkanasy, O. B. Ayoko, & K. A. Jehn (Eds.), *Handbook of Research in Conflict Management*, 93-108. Cheltenham, UK: Edward Edgar Publishing.

- Greer, L.L., & Bendersky, C. (2013). Power and status in negotiation and conflict research: Introduction to the special issue. *Negotiation and Conflict Management Research*, 6, 239-252.
- Greer, L.L. (2012). Cohesion: then and now: Introduction to the special issue. *Small Group Research*, 43, 655-661.
- Greer, L.L., Saygi, O., Aldering, H., & De Dreu, C.K.W. (2012). Conflict in medical teams: Danger or opportunity? *Medical Education*, 46, 935-942.
- Jehn, K.A. & Greer, L. L. (2012). Diversity as disagreement: The role of intra-group conflict. In Q. M. Roberson (Ed.), *The Oxford Handbook of Diversity and Work*, pp. 179-191. New York, NY: Oxford University Press.
- Jehn, K. A., Greer, L. L., & Rupert, J. (2008). Diversity and conflict. In A. Brief (Ed.), *Diversity at Work*, pp. 166-219. Cambridge: Cambridge University Press.
- Greer, L.L. & Jehn, K.A. (2007). The pivotal role of emotion in intragroup process conflict. *Research on Managing Groups and Teams*, 10, 23-45.
- Jehn, K.A. & Greer, L.L. (2007). Who's watching? How onlookers affect team negotiations. *Negotiation*, 10(7), 1-4.

#### **OTHER PEER-REVIEWED PUBLICATIONS**

(\*denotes doctoral student was first author)

- Beersma, B., Greer, L.L., Dalenberg, S., & De Dreu, C.K.W. (2016). Need for structure as asset and liability in dynamics team decision-making. *Group Dynamics*, 20, 16-33.
- Shemla, M., Meyer, B., Greer, L.L., & Jehn, K.A. (2016). A review of perceived diversity in teams: Does how members perceive their team's composition impact team processes and outcomes? *Journal of Organizational Behavior*, 37, S89-S106.
- De Hoogh, A.H.B., Greer, L.L., & Den Hartog, D.N. (2015). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *Leadership Quarterly*, 26, 687-701.
- \*Saygi, O., Greer, L.L., Van Kleef, G.A., & De Dreu, C.K.W. (2015). Bounded benefits of representative cooperativeness in intergroup negotiations. *Group Decision and Negotiation*, 24, 993-1014.
- \*Saygi, O., Greer, L.L., Van Kleef, G.A., & De Dreu, C.K.W. (2014). Too little too late? Effects of outgroup negotiation concession making patterns on intergroup relations. *Group Processes and Intergroup Relations*, 17, 143-160.
- Homan, A.C. & Greer, L.L. (2013). Considering diversity: The positive effects of considerate leadership in diverse teams. *Group Processes & Intergroup Relations*, 16, 105-125.
- Jehn, K.A., Rispens, S., Jonsen, K. & Greer, L.L. (2013). Conflict contagion: A temporal perspective on the development of conflict within teams. *International Journal of Conflict Management*, 24(4), 352-373. **Outstanding Paper Award Winner 2014 for the best paper published in journal in 2013.**
- De Dreu, C.K.W., Greer, L.L., Handgraaf, M.J.J., Shalvi, S., & van Kleef, G.A. (2012). Oxytocin

modulates selection of allies in intergroup conflict. *Proceedings of the Royal Society B: Biological Sciences*, 279, 1150-1154.

De Dreu, C.K.W., Shalvi, S., Greer, L.L., Van Kleef, G.A., & Handgraaf, M.J. (2012). Oxytocin motivates non-cooperation in intergroup conflict to protect vulnerable in-group members. *PLoS One*, 7(11), e46751.

\*Sligte, D., Greer, L.L., & De Dreu, C.K.W. (2012). Illegitimacy undermines leader creativity only under stable power. *Revista de Psicología Social* (special issue on power), 27, 347-354.

Rispens, S., Greer, L.L., Jehn, K.A., & Thatcher, S.M.B. (2011). How relational closeness buffers the effect of relationship conflict on helpful and deviant group behaviors. *Negotiation and Conflict Management Research*, 4, 277-296.

Homan, A.C., Greer, L.L., Jehn, K.A., & Koning, L. (2010). Believing shapes seeing: The impact of diversity beliefs on the construal of group composition. *Group Processes & Intergroup Relations*, 13, 477-493.

Greer, L.L. & Jehn, K.A. (2009). Follow me: Strategies used by emergent leaders in virtual organizations. *International Journal of Leadership Studies*, 5, 102-120.

Greer, L.L., Jehn, K.A., & Mannix, E.A. (2008). Conflict transformation: An exploration of the inter-relationships between task, relationship, and process conflict. *Small Group Research*, 39, 278-302.

Jehn, K.A., Greer, L.L., Levine, S., & Szulanski, G. (2008). The effects of conflict types, dimensions, and emergent states on group outcomes. *Group Decision and Negotiation*, 17, 465-495.

Rispens, S., Greer, L.L., & Jehn, K.A. (2007). It could be worse: A study on the alleviating role of trust and interdependence in intragroup conflict. *International Journal of Conflict Management*, 18, 325-344. **Outstanding Paper Award Winner 2008 for the best paper published in journal in 2007.**

#### **PAPERS UNDER REVISE AND RESUBMIT**

(\*denotes doctoral student was first author)

Greer, L.L., De Jong, B.A., Schouten, M.E., & Dannals, J. Effects of hierarchy in teams. *Second round revise and resubmit at the Journal of Applied Psychology*.

\*Van Bunderen, L., Greer, L.L., & van Knippenberg, D. Intergroup conflict and hierarchy. *Second round revise and resubmit at Academy of Management Journal*.

Greer, L.L., De Hoogh, A.H.B., Van Kleef, G.A., & De Dreu, C.K.W. Crazy leaders. *Revise and resubmit at Journal of Applied Psychology*.

#### **PAPERS UNDER REVIEW**

(\*denotes doctoral student was first author)

Greer, L.L., Dannals, J. & Rao, H. Extracting value from hierarchy in start-up teams. *Under review at Administrative Science Quarterly*.

Meyer, B., Glenz, A., Taracki, M., Greer, L.L., & Thatcher, S. M.B. Ego faultlines. *Under review at Administrative Science Quarterly.*

\*Yu, S., & Greer, L.L. Expanding the hierarchical pie to share leadership. *Under review at Journal of Applied Psychology.*

\*Yu, S., & Greer, L.L. Scarcity contagion. *Under review at Journal of Personality and Social Psychology.*

\*Zhao, E., & Greer, L.L. Paranoia in high-power interactions. *Under review at Organization Science.*

## **WORKING PAPERS**

(\*denotes doctoral student was first author)

Aalbers, R., Taracki, M., & Greer, L.L. Team design. Target: *Academy of Management Journal.*

\*Van Bunderen, L., & Greer, L.L. Uncertainty in teams. Target: *Academy of Management Journal.*

## **WORK IN PROGRESS**

(\*denotes doctoral student was first author)

Greer, L.L., Rao, H., Neale, M.A., & Freund, A. Prenups in startups. Target: *Administrative Science Quarterly.*

Greer, L.L., Van Bunderen, L., & Yu, S. Navigating power and hierarchy in organizational groups. Invited submission for *Research in Organizational Behavior.*

Greer, L.L., Yu, S., Van Kleef, G.A., & Galinsky, A.D. Power trading. Target: *Journal of Personality and Social Psychology.*

\*Van Bunderen, L., Greer, L.L., & Kearney, E. Levels of hierarchy. Target: *Academy of Management Journal.*

## **REFEREED INTERNATIONAL PRESENTATIONS (FIRST AUTHOR)**

\*Indicates best paper award/conference proceedings paper/showcase symposium

Academy of Management (2005, 2006, 2007\*, 2008\*, 2009, 2010, 2011, 2013, 2015\*, 2016\*)

European Association of Work and Organizational Psychology (2011)

European Association of Social Psychology (2011)

INGroup (2007, 2008, 2015, 2016\*)

International Association of Conflict Management (2005, 2006, 2007\*, 2008\*, 2010, 2012, 2014, 2016)

Society for Personality and Social Psychology (2016)

## **INVITED TALKS**

Carnegie Mellon University (Tepper), Erasmus University, Harvard University (HBS), Indian Business School, Kurt Lewin Institute, Leiden University, London Business School, Michigan State University (Eli Broad), National University of Singapore, New York University (Stern), Stanford University (GSB);

Psychology), Tilburg University, University of Amsterdam (Organizational Psychology; Amsterdam Business School), University of California-Berkeley (Haas), University of Groningen, University of Maryland (Robert H. Smith School), University of Melbourne (Melbourne Business School), University of Pennsylvania (Wharton), VU Free University, Washington University in St. Louis (Olin)

## PROFESSIONAL MEMBERSHIPS

Academy of Management  
Conflict Management Division  
Gender and Diversity in Organizations Division  
Organizational Behavior Division

INGroup

International Association of Conflict Management  
Society for Experimental Social Psychology (Fellow)  
Society for Industrial and Organizational Psychology  
Society for Personality and Social Psychology

## ACADEMIC SERVICE

Editor

Associate Editor, *Small Group Research* (2011-2015)  
Guest Editor, Special Issue on Power and Conflict, *Negotiation and Conflict Management Research* (2013)

Editorial Boards

*Academy of Management Journal* (2011- )  
Best Reviewer Award, 2012, 2015  
*Administrative Science Quarterly* (2013- )  
ASQ Scholarly Impact Award Committee, 2016  
*Journal of Experimental Social Psychology* (2017- )  
*Journal of Applied Psychology* (2015- )  
*Organizational Behavior and Human Decision Processes* (2013- )  
*Small Group Research* (2009-2011)

Ad Hoc Reviewer

*Academy of Management Journal*, *Administrative Science Quarterly*, *Applied Psychology: An International Review*, *Basic and Applied Social Psychology*, *British Journal of Social Psychology*, *British Journal of Management*, *Current Directions in Psychological Science*, *European Journal of Social Psychology*, *Gedrag & Organisatie (Behavior & Organization)*, *Group Decision and Negotiation*, *Group Dynamics*, *Group & Organization Management*, *Group Processes & Intergroup Relations*, *Hong Kong Research Grants Council*, *Human Performance*, *International Journal of Conflict Management*, *Journal of Applied Psychology*, *Journal of Applied Social Psychology*, *Journal of Business Research*, *Journal of Business Ethics*, *Journal of Experimental Psychology: General*, *Journal of Experimental Social Psychology*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *Journal of Personality and Social Psychology*, *Journal of Personnel Psychology*, *Leadership Quarterly*, *Management Science*, *National Science Foundation*, *Negotiation & Conflict Management Research*, *NWO (Dutch Funding Organization for Scientific Research)*, *Organization Science*, *Organizational Behavior and Human Decision Processes*, *Organizational Psychology Review*, *PLOS One*, *Proceedings of the Royal Society B: Biological Sciences*, *Small Group Research*,

*Social Psychological and Personality Science, Swiss National Science Foundation, Work & Stress*

#### Committee Membership and Elected/Appointed Positions

##### Academy of Management

Best Empirical Paper Committee, Organizational Behavior Division, 2014  
Representative-at-Large, Conflict Management Division, 2011-2013  
Chair of Finance Committee, New Doctoral Student Consortium, 2007-08  
Co-Chair of Finance Committee, New Doctoral Student Consortium, 2006-07  
Finance Committee Member-New Doctoral Student Consortium, 2005-06

##### International Association of Conflict Management

Program Chair, 2012  
Best Theoretical Paper Committee, 2014

##### Kurt Lewin Institute

Co-Organizer, Group & Organizational Processes Research Track, 2009-2012  
Co-Chair, Power and Influence Track, Kurt Lewin Institute Conference, 2012

#### Symposium Organizer

Academy of Management, 2006, 2007, 2015, 2016  
Kurt Lewin Institute, 2009, 2010, 2011, 2012

#### Internal Service

Hiring committee for tenure-track positions, Stanford University, 2013, University of Amsterdam, 2011.

PhD admissions selection committee, Stanford University, 2014, 2015, 2016.

Research Masters Track Coordinator (Organization Track), Erasmus University, 2013.

#### Dissertation committees:

Siyu Yu, New York University, Stern School of Business, 2018 expected.  
Andrew Wild, Education, Stanford University, 2017 expected.  
Ozum Saygi, Social and Organizational Psychology, University of Amsterdam, 2015.  
Hillie Aaldering, Social and Organizational Psychology, University of Amsterdam, 2014.  
Nicoleta Meslec, Organization Studies, Tilburg University, 2013.  
Murat Taracki, Rotterdam School of Management, Erasmus University, 2013.  
Victoria Visser, Rotterdam School of Management, Erasmus University, 2013.

#### Doctoral student advisor:

Maartje Schouten (2012-2016). Hierarchical struggles in teams, Erasmus University.  
Lisanne van Bunderen (2013-2017). Intragroup and intergroup conflicts, Erasmus University.

## **TEACHING EXPERIENCE**

### **Awards and Qualifications**

GSB Academic Recognition Dinner for Highest Evaluated Faculty 2015-16



Christiaan Hamaker Teaching Award, Psychology Department, University of Amsterdam, 2010.

Basic Teaching Qualification Certificate for Teaching at Dutch Universities, June 2009.

### **Courses Taught**

#### The Psychology of Start-up Teams

4/2015 – Present          Stanford University, *Course Developer and Instructor*, Elective MBA course

#### Managing Groups and Teams

9/2013 – Present          Stanford University, *Instructor*, Core MBA course

2/2010-4/2012          University of Amsterdam, The Netherlands, *Instructor*, Introductory undergraduate course

#### Advanced Topics in Teams and Groups

5/2014 – 5/2014          Stanford University, *Instructor*, Elective MBA and EMBA course

2/2013 - 2/2013          American University in Cairo, Egypt, *Instructor*, Executive MBA course

#### Perspectives on the Social Psychology of Organizations

9/2013 – 12/2013          Stanford University, *Instructor*, PhD student seminar

#### Organizational Behavior

8/2012 – 12/2012          Erasmus University, the Netherlands, *Instructor*, Required masters course

#### Organizational Change

4/2008-6/2011          University of Amsterdam, The Netherlands, *Instructor*, Elective senior undergraduate course

#### Introduction to Research Methods

2/2006-12/2009          Leiden University & University of Amsterdam, The Netherlands, *Instructor*, Introductory undergraduate course

#### Conflict and Cooperation

2/2008-6/2008          Leiden University, The Netherlands, *Instructor*, Elective senior undergraduate course

### **EXECUTIVE EDUCATION AND CONSULTING EXPERIENCE**

#### *Topics*

Team Dynamics, Negotiation, Psychology of Startup Teams, Team Decision-making, Diversity & Inclusion, Leadership Development, Power and Influence in Teams, Conflict Management and Mediation Skills, Conflict in Teams, Distributed (Virtual) Teamwork

#### *Companies / Groups*

500Startups, ABN-AMRO, Alchemist, Amersfoort Hospitals, American University in Cairo Executive MBA Program, Atlanta Tech Village, Cardinal Ventures, Cross Campus, Dutch Ministry of Internal Affairs, Dutch National Railway, ING, KPN, MedicineX, Schouten & Nelissen, Sequoia Capital, Shell (via Duke Custom Executive Education), Stanford Executive Leadership Development, Stanford General Motors Program, Stanford GSB Female Alumni, Stanford GSB Salon, Stanford Hospital, Stanford Ignite, Stanford Influence and Negotiation Skills Program, Stanford Latino Entrepreneurs Initiative, Stanford

LEAD, Stanford Worldview, Stanford Women in Cable Television, Venture Studio

**LANGUAGES**

English, Dutch