

# JANA L. RAVER

Smith School of Business  
Goodes Hall 286  
Queen's University  
Kingston, Ontario K7L 3N6

Phone: (613) 533-3253  
Fax: (613) 533-6847  
jana.raver@queensu.ca

---

## POSITIONS HELD

### Queen's University

Smith School of Business (formerly Queen's School of Business)  
E. Marie Shantz Professor of Organizational Behavior, 2020-present  
Associate Professor (with tenure), 2010-2020  
Assistant Professor, 2004-2010  
Department of Psychology Cross-Appointment, 2007-present

### University of Maryland, Department of Psychology

Instructor, 2003-2004, 2002  
Graduate Research Assistant, 1998-2003

## EDUCATION

### University of Maryland

Ph.D., Industrial and Organizational Psychology, 2004  
*Dissertation Title:* "Interpersonal Aggression at Work: A Model of Behavioral Outcomes, Psychological Mediators, and Contextual Moderators"  
*Committee Members:* Michele Gelfand (Chair), Paul Hanges, Katherine Klein, Susan Taylor, Paul Tesluk

M.A., Industrial and Organizational Psychology, 2001

*Thesis Title:* "The Impact of Sexual Harassment on Work Group Processes and Performance"  
*Committee Members:* Michele Gelfand (Chair), Paul Hanges, Katherine Klein

### University of Florida

B.S. with Highest Honors, Psychology, 1997  
B.A. with Highest Honors, French, 1997

## AWARDS AND HONORS

E. Marie Shantz Professorship in Organizational Behavior, Smith School of Business, 2017-present

Most Influential Article Award, Academy of Management CM Division, 2017, "*Differences between tight and loose cultures: A 33-nation study.*"

E. Marie Shantz Faculty Fellowship in Organizational Behavior, Smith School of Business, 2005-2017

Best Paper Award, Outstanding Practical Implications for Management, Academy of Management OB Division, 2013, "*Continuously improving in tough times: Overcoming resource constraints with psychological capital.*"

Award for Research Achievement, Queen's School of Business, 2012

New Researcher Achievement Award, Queen's School of Business, 2006

Best Empirical Paper Award, International Association of Conflict Management, 2005, "*Behavioral outcomes of experiencing workplace aggression*"

Outstanding Article Award, International Association of Conflict Management, 2004, "*Culture and egocentric perceptions of fairness in conflict and negotiation*" (*Journal of Applied Psychology*)

D.I. McLeod Summer & Term Fellowships, Queen's School of Business, 2004-2009

Dorothy Harlow Best Paper Award, Academy of Management GDO Division, 2003, "*Linking sexual harassment, team processes, and team performance*"

Milton Dean Havron Social Sciences Award, University of Maryland Dept. of Psychology, 2003

Excellence in Research Award, University of Maryland Graduate Student Government, 2000-2001

Clara Mayo Award and Grant, Society for the Psychological Study of Social Issues, 2000

Graduate School Fellowship, University of Maryland, 1998 –2000

Phi Beta Kappa, University of Florida, 1996

Florida Academic Scholar Award and Lockheed Martin Corp. Scholarship, 1994 – 1997

## **PUBLICATIONS AND ONGOING RESEARCH**

### **Refereed Journal Articles** (+ indicates student supervised)

Brykman, K. +, & Raver, J.L. (2023). Persuading managers to enact ideas in organizations: The role of voice message quality, peer endorsement, and peer opposition. *Journal of Organizational Behavior*.

Raver, J.L., & McElheren, M. (2022). A trauma-informed approach is needed to reduce police misconduct. *Industrial and Organizational Psychology (2022)*, 15, 583–587.

Eriksson, K., Strimling, P., Gelfand, M., Wu, J., Abernathy, J. ... Raver, J., ... & Van Lange, P. A. M. (2021). Perceptions of the appropriate response to norm violation in 57 societies. *Nature Communications*, 12(1), 1481.

Brykman, K.+, & Raver, J.L. (2021). To speak up effectively or often? The effects of voice quality and voice frequency on peers' and managers' evaluations. *Journal of Organizational Behavior*, 42(4), 504-526.

Jensen, J. M., & Raver, J. L. (2021). A policy capturing investigation of bystander decisions to intervene against workplace incivility. *Journal of Business and Psychology*, 36(5), 883–901.

Chang, X. +, & Raver, J. L. (2020). The gendered nature of emotional ambivalence towards coworkers and its relational consequences. *Journal of Business and Psychology*, 35(6), 831–852.

Chadwick, I.+, & Raver, J.L. (2019). Not for the faint of heart? A gendered perspective on psychological distress in entrepreneurship. *Journal of Occupational Health Psychology*, 24(6), 662-674.

- Chadwick, I.C.<sup>+</sup>, & Raver, J.L. (2018). Psychological resilience and its downstream effects for business survival in nascent entrepreneurship. *Entrepreneurship Theory and Practice*, 44(2), 233–255.
- Jensen, J.M., & Raver, J.L. (2018). It takes two to tango: Victims, perpetrators, and the dynamics of victimization. *Industrial and Organizational Psychology*, 11(1), 141-144.
- Chadwick, I.C.<sup>+</sup>, & Raver, J.L. (2015). Motivating organizations to learn: Goal orientation and its influence on organizational learning. *Journal of Management*, 41(3), 957-586.
- Jensen, J.M., Patel, P.C., & Raver, J.L. (2014). Is it better to be average? High and low performance as predictors of employee victimization. *Journal of Applied Psychology*, 99(2), 296-309.
- Raver, J.L. (2013). Counterproductive work behavior and conflict: Merging complementary domains. *Negotiation and Conflict Management Research*, 6, 151-159.
- Jensen, J.M., & Raver, J.L. (2012). When self-management and surveillance collide: Consequences for employees' organizational citizenship and counterproductive work behaviors. *Group & Organization Management*, 37, 308-346.
- Raver, J.L., Ehrhart, M.G., & Chadwick, I.C.<sup>+</sup> (2012). The emergence of team helping norms: Foundations within members' attributes and behaviors. *Journal of Organizational Behavior*, 33, 616-637.
- Raver, J.L., Jensen, J., Lee, J.H., & O'Reilly, J.<sup>+</sup> (2012). Destructive criticism revisited: Appraisals, task outcomes, and the moderating role of competitiveness. *Applied Psychology: An International Review*, 61, 177-203.
- Gelfand, M.J., Raver, J.L., Nishii, L.H., Leslie, L.L., Lun, J., Lim, B.C., & colleagues. (2011). Differences between tight and loose cultures: A 33-nation study. *Science*, 332(6033), 1100-1104.
- Raver, J.L., & Nishii, L.H. (2010). Once, twice, or three times as harmful? Ethnic harassment, gender harassment, and generalized workplace harassment. *Journal of Applied Psychology*, 95(2), 236-254.
- Gelfand, M.J., Major, V.S., Raver, J.L., Nishii, L.H., & O'Brien, K.M. (2006). Negotiating relationally: The dynamics of the relational self in negotiations. *Academy of Management Review*, 31(2), 427-451.
- Gelfand, M.J., Nishii, L.H., & Raver, J.L. (2006). On the nature and importance of cultural tightness-looseness. *Journal of Applied Psychology*, 91(6), 1225-1244.
- Raver, J.L., & Gelfand, M.J. (2005). Beyond the individual victim: Linking sexual harassment, team processes, and team performance. *Academy of Management Journal*, 48(3), 387-400.
- Gelfand, M.J., Lim, B.C., & Raver, J.L. (2004). Culture and accountability in organizations: Variations in forms of social control across cultures. *Human Resource Management Review*, 14, 135-160.
- Schneider, B., Godfrey, E., Hayes, S., Huang, M., Lim, B.C., Nishii, L., Raver, J., & Ziegert, J. (2003). The human side of strategy: Employee experiences of strategic alignment in a service organization. *Organizational Dynamics*, 32(3), 122-141. [Authorship alphabetical after first author]
- Gelfand, M.J., Higgins, M., Nishii, L.H., Raver, J.L., Dominguez, A., Murakami, F., Yamaguchi, S., & Toyama, M. (2002). Culture and egocentric perceptions of fairness in conflict and negotiation. *Journal of Applied Psychology*, 87(5), 833-845.

**Chapters in Edited Books** (+ indicates student supervised)

Raver, J.L., & Kim, J. (forthcoming) Cultural ideologies and institutions that perpetuate gender-based violence. Chapter in S. Rawski & A. O'Leary-Kelly (Eds.), *Spotlights and shadows: What the #MeToo Movement highlights and hides about sexual harassment*. Taylor and Francis/Routledge.

Raver, J.L. (in press). Culture and organizational deviance. In M.J. Gelfand and M. Erez (Eds.), *The Oxford Handbook of Cross-Cultural Organizational Behavior*. Oxford University Press.

Gelfand, M.J., Caluori, N., Gordon, S., Raver, J., Nishii, L., Leslie, L., & Lun, J. (2020). Culture's constraints: The role of situational constraint in cultural systems. In J.F. Rauthmann and colleagues (Eds.), *The Oxford Handbook of Psychological Situations* (pp. 62-77). New York: Oxford.

Raver, J.L. (2017). Counterproductive work behaviors. In S.G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology, 2<sup>nd</sup> edition*. Thousand Oaks, CA: Sage.

Raver, J.L., & Van Dyne, L. (2017). Developing cultural intelligence. In K.G. Brown (Ed.), *The Cambridge Handbook of Workplace Training and Employee Development* (pp. 407-440). Cambridge: Cambridge University Press.

Ehrhart, M.E., & Raver, J.L. (2014). The effects of organizational climate and culture on productive and counterproductive behavior. In B. Schneider and K. Barbera (Eds.), *Oxford Handbook of Climate and Culture*. New York: Oxford University Press.

Berdahl, J., & Raver, J.L. (2011). Sexual harassment. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology, Vol. 3* (pp. 641-669). Washington: American Psychological Association.

Raver, J.L., & Chadwick, I.<sup>+</sup> (2010). Interpersonally hostile work groups: Precipitating factors and solutions. In S. Schuman (Ed.), *Working with difficult groups: How they are difficult, why they are difficult, and what you can do* (pp. 77-94). San Francisco: Jossey-Bass.

Raver, J.L., & Barling, J. (2008). Workplace aggression and conflict: Constructs, commonalities, and challenges for future inquiry. In C.K.W. De Dreu and M.J. Gelfand (Eds.), *The psychology of conflict and conflict management in organizations* (pp. 211-244). Mahwah, NJ: Lawrence Erlbaum Associates.

Raver, J.L. (2006). Counterproductive work behaviors. In S.G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology*. Thousand Oaks, CA: Sage.

Gelfand, M.J., Nishii, L.H., Raver, J.L., & Schneider, B. (2005). Discrimination in organizations: An organizational-level systems perspective. In R.L. Dipboye and A. Colella (Eds.), *Discrimination at work: The psychological and organizational bases* (pp. 89-116). Mahwah, NJ: Lawrence Erlbaum Associates. [Authorship alphabetical]

Gelfand, M.J., Raver, J.L., & Ehrhart, K.H. (2002). Methodological issues in cross-cultural organizational research. In S.G. Rogelberg (Ed.) *Handbook of research methods in industrial and organizational psychology* (pp. 216-246). Malden, MA: Blackwell.

Hanges, P.J., Lord, R.G., Godfrey, E., & Raver, J.L. (2002). Modeling nonlinear relationships: Neural networks and catastrophe analysis. In S.G. Rogelberg (Ed.) *Handbook of research methods in industrial and organizational psychology* (pp. 431-455). Malden, MA: Blackwell.

**Working Papers and Research in Progress** (+ indicates student supervised)

Andrighetto, G., Szekely, G., Guido, A., Gelfand, M., Abernathy, J., ... Raver, J.L., ...Eriksson K. Changes in social norms during the early days of the COVID-19 pandemic across 43 countries. Revise and resubmit invited, *Nature Communications* [Impact factor = 14.92]

Raver, J.L., & Rafi, M. *Police misconduct following exposure to potentially traumatic events: Evidence and mitigation strategies*. Working draft.

Raver, J.L., Savas, C., & Skoularicos, S. *Organizational resilience despite chronic adversity: A fragile balance on the front lines*. Data analysis stage.

Chadwick, I.C.+ & Raver, J.L. *Coping and improvement in the face of organizational death*. Data analysis stage.

Raver, J.L., McElheran, M. *Building trauma-informed leadership in organizations: An organizational field experiment*. Data collection stage.

Wang, Z., & Raver, J.L. *Solitude in hybrid work: Unpacking the risks, opportunities, and optimal balance*. Data collection stage.

**CONFERENCE PRESENTATIONS** (+ indicates student supervised)**Scholarly Papers**

Raver, J.L. (2023). *Culture and gender-based violence: A conceptual synthesis*. Paper presented at the International Association for Conflict Management meeting, Thessaloniki, Greece.

Raver, J.L., & Rafi, M. (2022). *Police misconduct following exposure to potentially traumatic events: Evidence and mitigation strategies*. Paper presented at the International Association for Conflict Management meeting, Ottawa, Ontario.

Raver, J.L. (2020). *Organizational resilience despite chronic adversity: A fragile balance*. Paper presented at the International Association for Conflict Management virtual meeting.

Raver, J.L., Chadwick, I. +, & Chang, X. + (2019). Workplace harassment in the larger social context: A function of our times. In V. Sojo and V. Roberts (Chairs), *From apples to barrels and orchards: Macro-level drivers of workplace abuse*. Symposium conducted at the Academy of Management annual meeting, Boston, MA.

Brykman, K.+ , & Raver, J.L. (2018). *Reject me once, shame on you: How leaders' prior responses shape the emergence of voice climate*. Paper presented at the Academy of Management annual conference, Chicago, IL.

Brykman, K.+ , & Raver, J.L. (2018). *From words to actions: The effects of voice quality on idea implementation*. Paper presented at the Academy of Management annual conference, Chicago, IL.

Chang, X.+ , & Raver, J.L. (2017). Emotional ambivalence and counterproductive behavior towards overachievers. In J.L. Raver and N. Bowling (Chairs), *Person predictors of counterproductive work behavior: Actor and target perspectives*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Orlando, FL.

- Ehrhart, M.G., Raver, J.L., Lim, B.C., & Brykman, K.<sup>+</sup> (2016). Culture, cultural integrity, and service climate: Predicting patient satisfaction in nursing units. In C.A. Hartnell (Chair), *Connecting culture and context: Insights from organizational culture theory and research*. Symposium conducted at the Academy of Management annual conference, Anaheim, CA.
- Chadwick, I.C.<sup>+</sup> & Raver, J.L. (2016). *A cognitive process model of necessity entrepreneurs: Fostering persistence through resilience*. Paper presented at the Academy of Management annual conference, Anaheim, CA.
- Brykman, K.<sup>+</sup>, & Raver, J.L. (2016). *The case for quality: Development and validation of the voice quality construct*. Paper presented at the Academy of Management annual conference, Anaheim, CA.
- Raver, J.L., Brykman, K.<sup>+</sup>, Samosh, J.<sup>+</sup>, & Chang, X.<sup>+</sup> (2016). *From adversity to thriving at work: Bridging the divide*. Paper presented at the International Association for Conflict Management, New York, NY.
- Chang, X.<sup>+</sup> & Raver, J.L. (2016). Cut down the tall poppy: Ambivalent feelings and mistreating overachievers. In A.S. Gabriel & J. Koopman (Chairs), *Who is mistreating whom? Investigating novel drivers of workplace mistreatment*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Anaheim, CA.
- Raver, J.L., & Jensen, J. (2016). Deciding to intervene: Factors influencing third-Party witnesses of incivility. In N.A. Bowling & J.L. Raver (Chairs), *I saw what you did! Bystander responses to workplace deviance*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Anaheim, CA.
- Raver, J.L., & Chadwick, I.C.<sup>+</sup> (2015). Affective diversity and dissimilarity: Implications for team victimization and effectiveness. In B. Lyons & I.C. Chadwick (Chairs), *The social context of mistreatment: Multiple levels of analysis and mitigating factors*. Symposium conducted at the Academy of Management annual conference, Vancouver, BC.
- Raver, J.L., Ehrhart, M.G., & Lim, B.C. (2015). Incivility norms and the pursuit of empowerment and cultural alignment. In M.G. González-Morales (Chair), *Context matters: New perspectives in the study of incivility*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Philadelphia, PA.
- Jensen, J., & Raver, J.L. (2015). Witnessing incivility: What factors will elicit bystander decisions to intervene? In M.G. González-Morales (Chair), *Context matters: New perspectives in the study of incivility*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Philadelphia, PA.
- Chadwick, I.C.<sup>+</sup> & Raver, J.L. (2014). Resource constrained yet proactive? The mediating role of cognitive appraisals. In M.A. Shaffer, S.D. Charlier, & M.L. Kraimer (Eds.), *The power of stressors: New directions in the challenge and hindrance stressor framework*. Symposium conducted at the Academy of Management annual conference, Philadelphia, PA.
- Raver, J.L., Tang, C.<sup>+</sup>, & Chan, A.<sup>+</sup> (2014). *Disagreeable teammates and cooperation in public goods dilemmas*. Paper presented at the International Association for Conflict Management conference annual conference, Amsterdam, Netherlands.
- Jensen, J.M., & Raver, J.L. (2014). *Witnessing incivility: How do coworkers decide when to intervene?*

Paper presented at the Society for Industrial and Organizational Psychology annual conference, Honolulu, HI.

Chadwick, I.C.<sup>+</sup> & Raver, J.L. (2013). *Continuously improving in tough times: Overcoming resource constraints with psychological capital*. Paper presented at the Academy of Management annual conference, Orlando, FL.

Raver, J.L., Ehrhart, M.E., & Lim, B.C. (2013). *Difficult team members: Implications for trust, conflict, effectiveness, and leadership*. Paper presented at the Academy of Management annual conference, Orlando, FL.

Ehrhart, M.E., Raver, J.L., & Lim, B.C. (2013). To whom do team members go for help? A multilevel investigation of sources of advice in teams. In T. Nielson (Chair), *OCB: Exploring new directions in multilevel, international contexts*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Houston, TX.

Raver, J.L., & Chadwick, I.C.<sup>+</sup> (2012). Workplace harassment and team (in)effectiveness. In L.C. Lomeli and K.N. Miner (Chairs), *Explorations into the conundrums and complexities of workplace mistreatment*. Symposium conducted at the Academy of Management annual meeting, Boston, MA.

Raver, J.L., & Chadwick, I.C.<sup>+</sup> (2011). *A phenomenological analysis of respect and disrespect in work teams*. Paper presented at the International Association for Conflict Management conference, Istanbul, Turkey.

Raver, J.L., Chadwick, I.C.<sup>+</sup>, & Jensen, J. (2010). *The context of workplace harassment: HR practices, work environments, and organizational factors*. Paper presented at the Academy of Management annual conference, Montreal, QC.

Raver, J.L., van Knippenberg, D., Mayer, D.M., Nishii, L.H., & Vestal, A. (2010). *Gender diversity norms: Influences upon information elaboration and performance*. Paper presented at the Academy of Management annual conference, Montreal, QC.

Coulson, L.<sup>+</sup>, & Raver, J.L. (2010). Bystander intervention after sexist remarks in work groups. In J. O'Reilly & K. Aquino (chairs), *Third parties' reactions to bad behavior in organizations*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Atlanta, GA.

Lyons, B.<sup>+</sup>, & Raver, J.L. (2010). Group, dyadic, and racial influences on attributions of racial discrimination. In B. Lyons & J. Raver (chairs), *Relational influences on race and sex discrimination in organizations*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Atlanta, GA.

Raver, J.L., Ehrhart, M.G., & Chadwick, I.C.<sup>+</sup> (2009). *The emergence of team helping norms: Foundations within members' attributes and behaviors*. Paper presented at the Academy of Management annual conference, Chicago.

Raver, J.L., Jensen, J., Lee, J.H., & O'Reilly, J.<sup>+</sup> (2009). *When task and relationship conflict collide: Productive responses, counterproductive responses, and trait influences*. Paper presented at the Academy of Management annual conference, Chicago.

Chadwick, I.C.<sup>+</sup>, & Raver, J.L. (2009). *Individual and organizational influences on the development of group learning*. Paper presented at the Academy of Management annual conference, Chicago.

- Raver, J.L., & Chadwick, I.C.<sup>+</sup> (2009). *Team goal orientation and conflict: Decoupling task and relational conflicts with goal orientation theory*. Paper presented at the International Association for Conflict Management conference, Kyoto, Japan.
- Chadwick, I.C.<sup>+</sup>, & Raver, J.L. (2009). *Diversity and aggression in groups: Multi-level relationships and leadership moderators*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, New Orleans, LA.
- Lyons, B.<sup>+</sup>, & Raver, J.L. (2009). *Contextual influences on attributions of racial discrimination in work groups*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, New Orleans, LA.
- Nishii, L.H., Mayer, D., Porter, R., Vestal, A., & Raver, J.L. (2009). *Gender diversity and creativity: The moderating role of group LMX*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, New Orleans, LA.
- Raver, J.L., & Nishii, L.H. (2008). *Gender harassment, ethnic harassment, and their combined effects on employee attitudes and health*. Paper presented at the Academy of Management annual conference, Anaheim, CA.
- O'Reilly, J.<sup>+</sup>, & Raver, J.L. (2008). *Rewards, surveillance, and leadership: Cross-level effects on employee deviance and citizenship*. Paper presented at the Academy of Management annual conference, Anaheim, CA.
- Raver, J.L., & van Knippenberg, D. (2008). Personality predictors of diversity beliefs and shared group diversity norms. In J.L. Raver & D. van Knippenberg (chairs), *Diversity mindsets: Their nature, development, and implications for organizations*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, San Francisco, CA.
- Raver, J.L., Dawson, J., Grojean, M., & Smith, D.B. (2008). Contextual predictors of organizational-level aggression from staff and patients. In M.S. Hershcovis & T.C. Reich (chairs), *Bringing the relationship into the experience of workplace aggression*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, San Francisco, CA.
- O'Reilly, J.<sup>+</sup>, & Raver, J.L. (2008). *Measuring norms for workplace deviance and citizenship behavior*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, San Francisco, CA.
- Jensen, J.M., Raver, J.L. & O'Reilly, J.<sup>+</sup> (2008). Influencing OCB and CWB through organizational control and performance monitoring. In J.M. Jensen (chair), *Structural and individual predictors of OCB and CWB*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, San Francisco, CA.
- Raver, J.L. (2008). *Workplace aggression from supervisors and coworkers*. Paper presented at the Seventh International Conference on Occupational Stress and Health, Washington, D.C.
- Raver, J.L. (2007). *Sexual harassment vs. generalized workplace aggression: Construct differentiation and contextual antecedents*. Paper presented at the European Association of Work and Organizational Psychology annual conference, Stockholm, Sweden.
- Raver, J.L. (2007). *Linking supervisor and coworker aggression with target behaviors and health: A*



*fair comparison*. Paper presented at the Administrative Sciences Association of Canada annual conference, Ottawa, Ontario.

Raver, J.L. & van Knippenberg, D. (2007). Openness to diversity and the informational benefits of gender diversity. In J.L. Raver & D. van Knippenberg (chairs), *Work group diversity: Sophisticated conceptualizations, task-relevant characteristics, and multilevel perspectives*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, New York.

Nishii, L.H., Gotte, A., & Raver, J.L. (2007). *Upper echelon theory revisited: Implications for diversity*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, New York.

Raver, J.L., & Ehrhart, M.G. (2006). *Interpersonally fair teams: Linking justice climate, affective tone, and team citizenship behaviors*. Paper presented at the Academy of Management annual conference, Atlanta, GA.

Raver, J.L., & O'Reilly, J.<sup>+</sup> (2006). *Trait competitiveness in harmful interpersonal conflicts: Implications for revenge and working harder*. Paper presented at the International Association for Conflict Management conference, Montreal, Canada.

Raver, J.L., & Nishii, L.H. (2006). Interactive effects of gender harassment and ethnic harassment on targets. In S. Kaplan, J. Bradley & J.L. Raver (chairs), *Modern-day sexism at work: Forgotten, but not gone*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Dallas, TX.

Raver, J.L., & Nishii, L.H. (2005). *Managing global diversity: Towards an inclusive model*. Paper presented at the Diversity as a Competitive Advantage in the Global Economy conference hosted by Syracuse University, Minnowbrook, New York.

Dawson, J.F., Raver, J.L., Grojean, M.W., & Smith, D.B. (2005). The straw that broke the camel's back: Organizational-level linkages between workplace aggression and organizational safety. In S.D. Pugh and J. Dietz (chairs), *Advances in aggregate-level research: Toward establishing causal priority*. Symposium conducted at the Academy of Management annual conference, Honolulu, Hawaii.

Raver, J.L. (2005). *Behavioral outcomes of experiencing workplace aggression*. Paper presented at the International Association for Conflict Management conference, Seville, Spain.

Raver, J.L., & Ehrhart, M.G. (2005). *Antecedents of team citizenship behaviors: Leader behaviors and affective tone*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, Los Angeles, CA.

Gelfand, M.J., Raver, J.L., Nishii, L.H., Duan, L., & Lim, B.C. (2005). A multilevel theory of cultural tightness-looseness. In A. Knight, L. Leslie, and M.J. Gelfand (Chairs), *Levels of analysis in cross-cultural organizational research*. Symposium conducted at the Society for Industrial and Organizational Society annual conference, Los Angeles, CA.

Raver, J.L., & Gelfand, M.J. (2003). *Linking sexual harassment, team processes, and team performance*. Paper presented at the Academy of Management annual conference, Seattle, WA.

Raver, J.L., Nishii, L.H., Gelfand, M.J., & Schneider, B. (2003). *Organizational-level antecedents to discrimination: A systems perspective*. Paper presented at the Academy of Management annual

conference, Seattle, WA.

Gelfand, M. J., Nishii, L.H., Godfrey, E.G., Raver, J.L., Chi, S., & Okumura, T. (2003). Culture and metaphor in negotiation. In W. Adair (Chair), *Culture and negotiation*. Symposium conducted at the Academy of Management annual conference, Seattle, WA.

Nishii, L.N., & Raver, J.L. (2003). *Collective climates for diversity: Evidence from a field study*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, Orlando, FL.

Gelfand, M.J., Lim, B.C., Nishii, L.N., & Raver, J.L. (2003). National culture and organizational culture strength: The system of cultural tightness-looseness. In F. Sala (Chair), *Antecedents and consequences of climate and culture strength*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Orlando, FL.

Raver, J.L. (2002). Tradition. In B. Schneider (Chair), *Diagnosis of a service organization: Aligning climate, culture, and strategy*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Toronto, Canada.

Raver, J.L., & Nishii, L.H. (2001). And justice for all? An organizational justice perspective on workplace diversity. In B.L. Kelsey (Facilitator), *Diversity in the workplace: Bane or boon?* Symposium conducted at the Academy of Management annual conference, Washington, DC.

Gelfand, M.J., Raver, J.L., Nishii, L.H., & Smith Major, V. (2001). Psychological mechanisms underlying the wage gap: Toward a psychology of gender in salary negotiations. In L.A. Barron and A. Mickel (Co-chairs), *Men, women, money and markets*. Symposium conducted at the Academy of Management annual conference, Washington, DC.

Nishii, L.H., & Raver, J.L. (2001). Examining contextual predictors of organizational conflict: Climate for diversity. In L. Nishii (Chair), *Conflict in groups and organizations*. Symposium conducted at the International Association for Conflict Management annual conference, Paris, France.

Godfrey, E.G., Nishii, L.H., Raver, J.L., & Gelfand, M.J. (2001). Metaphoric maps in negotiation. In P. Hanges and M.J. Gelfand (Co-chairs), *The applications of pathfinder to understanding cognition in organizational psychology*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, San Diego, CA.

Raver, J.L., Gelfand, M.J., & Ehrhart, K.M. (2001). *Cross-cultural research: Judgment calls, rival hypotheses, and potential solutions*. Paper presented at the Society for Industrial and Organizational Psychology annual conference, San Diego, CA.

Raver, J.L., & Gelfand, M.J. (2000). The impact of sexual harassment on work group processes and performance: A theoretical model. In T. Glomb (Chair), *How detrimental is sexual harassment?: Broadening the boundaries of research*. Symposium conducted at the Society for Industrial and Organizational Society annual conference, New Orleans, LA.

Nishii, L.H., Raver, J.L., Higgins, M., Gelfand, M.J., Dominguez, A., Toyama, M., & Murikami, F. (2000). Culture and negotiator cognition: Self-serving biases in negotiation in the U.S. and Japan. In M.J. Gelfand (Chair), *Theoretical advances in cross-cultural industrial and organizational psychology*. Symposium conducted at the Society for Industrial and Organizational Society annual conference, New Orleans, LA.

Gelfand, M.J., & Raver, J.L. (2000). Expanding I/O psychology theories: The role of metaphor. In M. Gelfand (Chair), *New directions in studying dimensions of culture: Intracultural variation as a meaningful construct*. Symposium conducted at the International Association for Cross-Cultural Psychology conference, Warsaw, Poland.

### **Conference Sessions Organized and Discussant/Panelist Participation**

Raver, J.L. (2019). Cultural Intelligence and MBA/MIB Teams. Panelist in: L. Van Dyne and S. Ang (Chairs), *Cultural intelligence: Capabilities in crossing cultures & working in diverse, inclusive teams*. Professional Development Workshop conducted at the Academy of Management annual conference, Boston, MA.

Raver, J.L. (2019). *Navigating troubled waters: A forum to advance research on motherhood and work*. Session organizer for panel-forum conducted at the Society for Industrial and Organizational annual conference, National Harbor, MD.

Raver, J.L. (2017). *Conflict management doctoral consortium*. Session organizer for Professional Development Workshop conducted at the Academy of Management annual conference, Atlanta, GA.

Bowling, N.A., & Raver, J.L. (2016). Co-Chairs for: *I saw what you did! Bystander responses to workplace deviance*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Anaheim, CA.

Raver, J.L. (2014). Discussant for: P.N. Sharma & D.J. Yoon (Chairs), *Putting a face to aggressive words and actions: Target and offender characteristics in workplace mistreatment processes*. Symposium conducted at the Academy of Management annual conference, Philadelphia, PA.

Raver, J.L. (2014). Panelist in: J. Keeney, E. Luckman, E.Y. Zhao, & K.A. Jehn (Chairs), *Bridging the dark and bright sides of leadership*. Panel symposium conducted at the Academy of Management annual conference, Philadelphia, PA.

Raver, J.L., Gross, M.A., & Ayoko, R. (2014). Co-Chairs for: *Conflict and Counterproductive Work Behavior: A Caucus to Build Rapport and New Directions*. Caucus Workshop conducted at the International Association for Conflict Management conference annual conference, Amsterdam, Netherlands.

Raver, J.L. (2013). Discussant for: E.Y. Zhao & K.A. Jehn (Chairs), *Exploring the darker side of leadership*. Symposium conducted at the Academy of Management annual conference, Orlando, FL.

Raver, J.L. (2013). Facilitator/Panelist in: S. Branch & J. Murray (Chairs), *Workplace bullying: Using advances in academic research to address this phenomenon*. Professional Development Workshop conducted at the Academy of Management annual conference, Orlando, FL.

Raver, J.L. (2013). Panelist in: M. Olekalns (Chair), *Conflict Management Division Junior Faculty Research Incubator*. Professional Development Workshop conducted at the Academy of Management annual conference, Orlando, FL.

Raver, J.L. (2011). Discussant for: J. Jensen (chair), *Examining factors that exacerbate, alleviate, and explain consequences of incivility*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Chicago.

- Raver, J.L. (2010). *From destructive interpersonal conflicts to compassionate relationships: Bridging the divide*. Session organizer for Professional Development Workshop conducted at the Academy of Management annual conference, Montreal, QC.
- Lyons, B., & Raver, J.L. (2010), *Relational influences on race and sex discrimination in organizations*. Co-chairs of symposium conducted at the Society for Industrial and Organizational Psychology annual conference, Atlanta, GA.
- Raver, J.L. (2008). *The dark side of employees' behavior: Evaluating our questions, answers, and future directions*. Session organizer for Professional Development Workshop conducted at the Academy of Management annual conference, Anaheim, CA.
- Raver, J.L. & van Knippenberg, D. (2008), *Diversity mindsets: Their nature, development, and implications for organizations*. Co-chairs of symposium conducted at the Society for Industrial and Organizational Psychology annual conference, San Francisco, CA.
- Raver, J.L. & van Knippenberg, D. (2007). *Work group diversity: Sophisticated conceptualizations, task-relevant characteristics, and multilevel perspectives*. Co-chairs of symposium conducted at the Society for Industrial and Organizational Psychology annual conference, New York.
- Raver, J.L. (2007). Discussant for: K. Schneider (chair), *Incivility, social undermining experiences, and diversity climate perceptions*. Symposium conducted at the Society for Industrial and Organizational Psychology annual conference, New York.
- Raver, J.L. (2007). Panelist in: *SIOF Organizational Frontiers Volume: Conflict in Organizations*. Special Event at the Society for Industrial and Organizational Psychology annual conference, New York.
- Raver, J.L., & van Knippenberg, D. (2006). *Work group diversity: Towards more sophisticated models*. Co-chairs of symposium conducted at the Academy of Management annual conference, Atlanta, GA.
- Raver, J.L. (2005). *Workplace bullying: International perspectives on moving from research to practice*. Chair of symposium conducted at the Academy of Management annual conference, Honolulu, Hawaii.
- Raver, J.L. (2005). Panelist in: *Frontiers series: Workplace discrimination*. Special Event at the Society for Industrial and Organizational Psychology annual conference, Los Angeles, CA.

## GRANTS AND CONTRACTS

- Raver, J.L. (2022-2024). Improving work culture with a trauma-informed leadership intervention for public safety personnel. Partnership Engage Grant, *Social Sciences and Humanities Research Council of Canada*, \$25,000.
- Raver, J.L. (2015-2022). From destructive relationship conflicts to thriving at work: Bridging the divide. Insight Grant, *Social Sciences and Humanities Research Council of Canada*, \$184,125.
- Raver, J.L., & Spitzmuller, M. (2017). Leading resilient teams conference. Conference funding award, *Smith School of Business*, \$20,000.
- Chan, Y., de Bettignies, J., Chen, C., Hunter, B., Hambly., H., Pant, L., Packalen, K., Raver, J., Thiele,

V., Viswanathan, L., Andrew, J., Blay-Palmer, A., Dacin, T., Donald, B., Ivus, O., & Stolarick, K. (2011). Research partnerships to revitalize rural economies. Partnership Development Grant, *Social Sciences and Humanities Research Council of Canada*, \$238,610.

Raver, J.L. (2009). General Research Grant, *Queen's School of Business*, \$19,265.

Chan, Y., Donald, B., Raver, J., Wilson, R., Hunter, G., & Blay-Palmer, A. (2008). Revitalizing rural economies by mobilizing academic knowledge. Knowledge Impact in Society Grant, *Social Sciences and Humanities Research Council of Canada*, \$298,501.

Chan, Y., Borowec, D., Aubert, B., Dostie, B., Rivard, S., Desjardins, C., Chen, C., de Bettignies, J., Donald, B., Gregory, A., McHale, J., Packalen, K., Pazderka, B., Raver, J., Selkirk, C., Sephton, P., Wilson, R., Hunter, G., Suret, J., Blay-Palmer, A. (2008). Revitalizing rural economies through community-university partnerships. Community-University Research Alliances (CURA), *Social Sciences and Humanities Research Council of Canada*, Letter of Intent Successful.

Raver, J.L. (2007). Diversity and the success of new ventures. *Monieson Centre joint project with Prince Edward/Lennox & Addington Community Futures Development Corporation (PELA CFDC)*, \$16,722.

Raver, J.L. (2006-2010). The nature, emergence, and outcomes of aggression in work groups. General Research Grant, *Social Sciences and Humanities Research Council of Canada*, \$100,486.

Raver, J.L. (2005). General Research Grant, *Queen's School of Business*, \$8,000.

Raver, J.L. (2005, 2008). D.I. McLeod Summer Fellowship, *Queen's School of Business*, \$3,200.

Raver, J.L. (2004, 2006, 2007, 2008, 2009). D.I. McLeod Term Fellowship, *Queen's School of Business*, \$900-3,000 each year.

Raver, J.L. (2000). The impact of sexual harassment on team processes and performance: Linking harassment research to bottom-line organizational outcomes. *Society for the Psychological Study of Social Issues, Clara Mayo Grant*, \$1000.

Nishii, L.H., Raver, J.L., Dominguez, A., & Gelfand, M.J. (1999-2000). Organizational culture and diversity assessment. [*University Libraries*], \$7500.

## **PROFESSIONAL SERVICE**

### **Academic Leadership**

Academy of Management, Conflict Management Division:

- Past Division Chair, 2020-2021
- Division Chair, 2019-2020
- Division Chair-Elect, 2018-2019
- Program Chair, 2017-2018
- PDW Program Chair, 2016-2017
- Representative at Large, 2009-2011 (elected Executive Committee position)
- Communications Committee Member, 2008-2009

International Association for Conflict Management:

- Representative at Large, 2011-2013 (elected officer position on IACM Board)
- Program Chair, Annual conference in Boston, Massachusetts, 2009-2010

### **Editorial Roles**

Associate Editor, *Organizational Psychology Review*, 2020-2022

Associate Editor, *Applied Psychology: An International Review*, 2011-2016

Guest Editor, *Negotiation and Conflict Management Research*, special issue on Counterproductive Work Behavior and Conflict, 2011-2013

Editorial Board Member:

*Academy of Management Journal*, 2011-2016

*Academy of Management Review*, 2011-2015

*Journal of Applied Psychology*, 2013-2015; Principal Reviewer, 2012-2013

*Negotiation and Conflict Management Research*, 2006-present

*Small Group Research*, 2011-2013

### **Ad Hoc Reviewing**

*Journal of Organizational Behavior*

*Journal of Occupational and Organizational Psychology*

*Journal of Occupational Health Psychology*

*Organizational Behavior and Human Decision Processes*

*Group and Organizational Management*

*Organization Science*

*Journal of Management Inquiry*

*Administrative Science Quarterly*

*Basic and Applied Social Psychology*

*British Journal of Management*

*International Journal of Human Resource Management*

*Thunderbird International Management Review*

Academy of Management conference: OB, CM, and GDO divisions

Society for Industrial and Organizational Psychology conference

International Association of Conflict Management conference

Work, Stress and Health conference

### **Membership in Professional Associations**

Academy of Management (AOM)

Society for Industrial and Organizational Psychology (SIOP)

International Association for Conflict Management (IACM)

Society for Human Resource Management (SHRM)

### **UNIVERSITY SERVICE**

#### **Smith School of Business Committees**

Faculty Board Chair, 2012-2017, 2020-present

Smith School of Business Strategy Development Team, 2022-2023

Graduate Committee Member, 2007-2014, 2016-2017, 2019-2021

Appointments Committee 2019-2020

Renewal, Tenure, and Promotion Committee, 2015-2016

Monieson Centre Research Advisory Board Member, 2012-2015  
Monieson Centre Funding Adjudication Committee, 2007-2010  
Unit Research Ethics Board (UREB) Member, 2006-2007  
Research Committee Member, 2006-2007  
International Committee Member, 2005-2006

### **Queen's University Committees**

Chair, Queen's University Senate Educational Equity Committee, 2022-present  
Queen's University Senate, 2021-present  
Queen's University Wellness Council Member, 2019-2020  
University General Research Ethics Board (GREB) Member, 2007-2008  
Principal's Advisory Committee for Dean Re-Appointment, 2007-2008

### **Organizational Behaviour Area Group Service**

OB Area Seminar Series Coordinator, 2006-2008, 2015-2016  
OB Area Comprehensive Exam Coordinator, 2006-2007, 2009-2010  
OB Area Representative for Commerce Program upper-year course information session, 2005-2008  
Actively involved in all OB area meetings and business (e.g., faculty recruitment, grad student recruitment, comprehensive examination committees, other business)

### **Case Competition Coaching and Judging**

TATA Corporate Social Responsibility Case Competition, Judge for Internal Team Selection, 2011  
Excalibur Human Resources Case Competition, Team Coach, 2008-2009  
Rotman (Univ. of Toronto) CSR Case Competition, Judge for Internal Team Selection, 2008

## **TEACHING EXPERIENCE AND STUDENT ADVISING**

### **Courses Taught**

#### Smith School of Business Courses

Leading with Integrity, Full-time MBA program & GDB Program, 2019-present  
Global Virtual Teams, Masters of International Business Program, 2014-present  
Global Virtual Teams, Executive MBA Program, 2020-present  
Meso Organizational Behaviour, PhD/MSc program, 2007-2017, 2020-present  
Survey Research Methods Design, PhD/MSc program, 2023-present  
Managing Human Capital, Executive MBA Program, 2008-2010, 2013-2017  
Managing Human Capital, Full-time MBA Program, 2006-2008, 2011-2016  
Managing Work and Teams, Commerce Program, 2013-2014  
Group Processes in Organizations, Commerce Program, 2007-2009  
Organizational Behavior, Commerce Program and Arts & Sciences Program, 2005-2006  
Organizational Analysis, Commerce Program, 2005

#### Smith School of Business Short-Courses/Workshops

“Leading Hybrid Teams” and “High-Performance Hybrid Teams,” Queen’s Executive Education (2022-present)

“Learning to Lead: Managing Your Talent,” Queen’s Executive Education (2018-present)

“Cultural Intelligence,” Full-time MBA Program, Masters of International Business Program, and Master's of Management Innovation & Entrepreneurship, 2012-present (co-taught with Nailin Bu)

“Leading Virtual Teams,” Queen’s Executive Education (2020-2022)

“Virtual Team Collaboration,” Workshops for all Smith Professional Graduate Programs and BComm video series (2020)

“Working in Virtual Teams,” Master's of Management Innovation & Entrepreneurship (2019, 2020)

"Promoting Civility and Respect in the Workplace," Queen’s University HR Summit (2016)

“Embracing Organizational Flux: Fostering a Culture of Continuous Learning,” Webinar for Queen’s Executive Education, 2015

“Dealing with Incivility and Bullying,” Human Resource Management Program, Queen’s Executive Education, 2008-2015

“Managing ‘Bad Apples’ and Building Better Barrels,” Organizational Effectiveness Summit, Queen’s Executive Education, 2012

“Bad Apples: Dealing with Incivility, Harassment, and Bullying in the Workplace,” Webinar for the Queen’s Executive Education, 2012

“Bullying in the Workplace,” Commerce Communications Program, 2011

“Organizational Behaviour and Knowledge,” Monieson Centre’s Workshop on the Study of Business and Knowledge, 2010-2011

“Teaching with Groups and Teams,” Ph.D. Program Teaching Series, 2005

“Working in Teams,” Commerce Communications Program, 2005

#### University of Maryland Courses

Instructor, Psychology of Organizational Processes, 2002-2003

Instructor, Psychology of Motivation and Attitudes in Organizational Settings, 2004

Teaching Assistant, Introduction to Research Methods in Industrial and Organizational Psychology, 2000

#### Research Supervision and Student Committees

##### School of Business Thesis Advisor:

- Zhengpeng (Matt) Wang (expected 2023), *Solitude in a hybrid working era.*
- Sannah Asif, MSc (2021), *A relational perspective on reporting peers’ cheating behaviour*
- Claire Savas, MSc (2021), *International sojourners’ coping with stressors during COVID-19 and the role of cultural intelligence*
- Mehnaz Rafi, MSc (2020), *Exposure to potentially traumatic events and job-related outcomes among first responders.*
- Katelyn Baik, MSc (2020), *Predictors of post-traumatic growth after relational adversity at*



work.

- Kyle Brykman, Ph.D. (2018), *The emergence and consequences of voice climate.*
- Teodora Makaji, MSc (2017), *The dark side of helping behaviours? Exploring unintended effects of help on help-recipients.*
- Xiaoxi Chang, Ph.D. first-year project (2015), *Influence of ambivalent feelings on high performer mistreatment in work teams.*
- Jonathan Samosh, MSc (2015), *Relational schemas of workplace incivility.*
- Kyle Brykman, Ph.D. first-year project (2014), *Voice quality: Scale development and validation.*
- Kathryn Christie, MSc (2014), *There are two sides to every coin: Entitlement and team decision-making.*
- Ingrid Chadwick, Ph.D. (2013), *Continuously improving in tough times: Overcoming resource constraints with positive psychological resources.*
- Ashley Martin, MSc (2012), *The competitive disadvantage: Gender differences in appraisals, task strategies and willingness to compete.*
- Amanda Chan, MSc (2010), *Counter role models and their effects on team cooperation.*
- Lisa Coulson, MSc (2009), *Whether and how to intervene: Sex-based harassment bystanders' dilemma.*
- Ingrid Chadwick, Ph.D. first-year project (2008), *The dangers of being dissimilar: An investigation of employee dissimilarity and experiences of aggression in teams.*
- Jane O'Reilly, MSc (2007), *When deviance isn't deviance: Investigating the nature of descriptive deviance norms in work groups.*
- Jane O'Reilly, B.A. Honors Thesis (2006), *A social-interactionist approach to explaining blame attributions and subsequent behavioural responses in an interpersonal conflict situation.*

School of Business Ph.D. Committees / MSc Second Reader:

- Jessie Kim, MSc (2022), *The impact of foreign credentials and candidate race on hiring decisions.*
- Addison Maerz, MSc (2016), *Receiving help: Recipient personality and the psychological consequences of receiving proactive and reactive help.*
- Erica Carlton, Ph.D. (2015), *Sleep well, work well: Three studies.*
- Angela Dionisi, Ph.D. (2014), *Vicarious exposure to male sexual harassment: Consequences, attributions & behavioural responses.*
- Yi-Te Chiu, Ph.D. (2014), *What are project members' ISD project mental models and how do they affect the management of ISD projects?*
- Julie Weatherhead, MSc (2014), *What does it take to become a leader? Externalizing and internalizing childhood behavior problems and early leadership emergence.*
- Alyson Byrne, Ph.D. (2013), *Three studies on counterintuitive effects of organizational status.*
- Kelsey Tulloch, MSc (2013), *On the court: Investigating destructive leadership outcomes in the NBA.*
- Lukas Neville, Ph.D. (2012), *Interpersonal forgiveness following trust breach: Team-relevant consequences.*
- Lindsay McShane (2012), *It's not just business, it's personal: Identity threats and fairness judgments.*
- Kok Keung (Johnny) Tay, MSc (2012), *The bright side of life: Positive psychology and environmentally significant behaviours at work.*
- Milena Guberinic, MSc (2010), *Transformational leadership: Four parts or one?*
- Jennifer Robertson, MSc (2009), *Linking transformational leadership and environmental sustainability: Do as I do and as I say.*
- Rebecca Lys, MSc (2009), *Job insecurity, poor mental health and transformational leadership.*

- Amy Christie, Ph.D. (2008), *A relational perspective to understanding status inequality in organizations.*
- Stacie Byrne, MSc (2008), *Contrasting the effects of overcontrolling and autonomy-supportive leadership on subordinate perceptions of self and leader.*
- Sandy Hershcovis, Ph.D. (2006), *The prediction and consequences of workplace aggression: A meta-analytic approach.*
- Abbas Aslani, MSc (2006), *Enriching the virtual medium of negotiation by direct contact: The moderating effect of emotional conflict.*
- Sean Tucker, MSc (2005), *Competing social influences on hostile aggression: A prospective study of ice hockey.*

#### Psychology Thesis Advising & Committees:

- Jane Mao, B.S. (2020). *Would you promote her? Examining the promotability of sexual harassment targets and those who champion positive social change.* [Role: advisor]
- Chloe Hudson, PhD. (2020). *Behavioural manifestations and a social outcome of individual differences in theory of mind.* [Role: committee member]
- Ziyi Lai, MSc. (2020). *Dysphoria as a moderator of online self-presentation via image selection.* [Role: committee member]
- Zhi Ao Mark Khei, Ph.D. (2019). *Dialectical thinking and meaning-making in negative experiences.* [Role: committee member]
- Clement Tang, B.S. honours (2013), *Team minimum agreeableness and goal interdependence on cooperation over time in a public goods dilemma.* [Role: advisor]
- Lindsay Reynolds, B.S. honours (2013), *Contextual and individual influences on bystander intervention after sexist remarks in work groups.* [Role: advisor]
- Jennifer Passey, Ph.D. (2009), *Causal uncertainty and self-regulation abilities.* [Role: committee member]
- Roy Spina, Ph.D. (2009), *Cultural differences in expectations of a correspondence in magnitude between events and their causes.* [Role: committee member]
- Brent Lyons, B.S. honours (2008), *Work group contextual influences on employees' attributions of racial discrimination.* [Role: advisor]
- Jennifer Passey, M.A. (2006), *The relations of causal uncertainty to reassurance seeking and social rejection.* [Role: committee member]

#### Other Queen's Department Committees/Advising:

- Natalie Gluic, Master of Industrial Relations (2006), *The big five, emotional intelligence, and group task performance: A literature review and synthesized model.* [Role: MIR thesis advisor]
- Hain, Abigail, School of Nursing (2021), *Living through the in-between: Growth in health professionals following the experience of a serious patient safety incident* [Role: dissertation committee member]
- Sherrey Larmour-Trode, School of Rehabilitation Therapy (2007), [Role: dissertation and comprehensive exam committee member]

#### External Thesis Examiner:

- Chetan Joshi, Ph.D. at University of Western Ontario (2009), *Employment discrimination against visible minority immigrants.*

## CONSULTING, ORGANIZATIONAL DIAGNOSES, AND PUBLIC OUTREACH

### Applied Experience

Organizational Diagnostician, First-Responders Organization, 2019-2020  
 Organizational Diagnostician, Manufacturing Organization, 2010-2013  
 Organizational Diagnostician, Healthcare Organization, 2010  
 Organizational Diagnostician, Manufacturing Organization, 2008  
 Organizational Diagnostician, Healthcare & Housing Organization, 2006  
 Organizational Diagnostician, Regional Bank, 2001  
 Test Validator & Subject Matter Expert, 2001, *Diversity Awareness (U.S.) test*, Brainbench, Inc.  
 Organizational Diagnostician, Food Services Organization, 2000–2001  
 Consultant, University Library System, 1999–2000

### Technical Reports

Raver, J.L. (2022, December). *Building a Trauma-Informed Leadership Intervention: Insights from the Academic Literature*. Proprietary.

Raver, J.L. (2019, December). *Research Report on Organizational Resilience at [Organization]*. Proprietary.

Brykman, K., & Raver, J.L. (2015, July). *Voice Quality and Idea Endorsement on the [Organization's] Innovation and Employee Engagement Platform*. Proprietary.

Brykman, K., & Raver, J.L. (2014, September). *Research Report on the Quality of Employee Suggestions: Interview Results*. Proprietary.

Chadwick, I.C., & Raver, J.L. (2014, March). *Research Report: Entrepreneurs' Experiences in the Ontario Self-Employment Benefits (OSEB) Program*. Proprietary.

Chadwick, I.C., & Raver, J.L. (2013, September). *Research Report on Employee Relations and Continuous Improvement at [Manufacturing Organization]*. Proprietary.

Chadwick, I.C., & Raver, J.L. (2012, April). *Research Report on Continuous Improvement at [Manufacturing Organization]: Follow-Up Survey Results*. Proprietary.

Raver, J.L., & Chadwick, I.C. (2012, February). *Summary of Interview Study on Interpersonal Relations in Groups at [Healthcare Organization]*. Proprietary.

Chadwick, I.C., & Raver, J.L. (2011, October). *Research Report on Continuous Improvement at [Manufacturing Organization]*. Proprietary.

Raver, J.L., & Chadwick, I.C. (2008, October). *[Manufacturing organization]: Research Report on Employees' Attitudes, Experiences, and Work Group Effectiveness*. Proprietary.

Raver, J.L. (2006, August). *[Healthcare Organization]: Results of the Assessment of Employees' Interpersonal Experiences and Well-Being*. Proprietary.

Raver, J.L., & Gelfand, M.J. (2001, June). *Interpersonal Relations, Diversity, and Teams: Results of the [Food Services Organization] Assessment*. Proprietary.

Nishii, L.H., Raver, J.L., & Dominguez, A. (2000, August). *Results of the [University Libraries'] Organizational Culture and Diversity Assessment*. Proprietary.

Schneider, B., Godfrey, E., Hayes, S., Huang, M., Kanatsugu, S., Lim, B.C., Nishii, L., Raver, J., & Ziegert, J. (2001, May). *[Regional Bank]: A Service Culture Portrait*. Proprietary. [Authorship alphabetical after first author]

## Media Appearances

Expert commentary on employee deviance, team dynamics, conflict, work-related stressors, harassment, bullying, incivility, workplace diversity, and culture has been quoted in numerous news sources.

Media coverage of the article “Destructive criticism revisited: Appraisals, task outcomes, and the moderating role of competitiveness” (Raver, Jensen, Lee & O’Reilly, 2011, *Applied Psychology: An International Review*) appeared between August 8-29 in the National Post, Vancouver Sun, Calgary Herald, Regina Leader Post, Saskatoon StarPhoenix, New Brunswick Telegraph-Journal, Cape Breton Post, and Men’s Health magazine.

Media coverage of the article “Differences between tight and loose cultures: A 33-nation study” (Gelfand, Raver, Nishii, Leslie, Lun, Lim, & colleagues, 2011, *Science*) appeared between May 26-29 in several outlets worldwide including ABC News, National Public Radio, Boston Globe, The Washington Post, India Today, New Zealand Herald, eScience news, New Scientist, and Montreal Gazette.

Media coverage of the article “Once, twice, or three times as harmful? Ethnic harassment, gender harassment, and generalized workplace harassment” (Raver & Nishii, 2010, *Journal of Applied Psychology*) appeared between June 14-20, 2010 in The National Post, Ottawa Citizen, Vancouver Sun, Regina Leader Post, Windsor Star, Alberni Valley Times, the Nanaimo Daily News, Victoria Times Colonist, Calgary Herald, CanadianBusiness.com, Workplace Violence News, BenefitsCanada.com, and in on-air interviews with CJOB Winnipeg and CHYM Kitchener.

Media coverage of the article “Beyond the individual victim: Linking sexual harassment, team processes, and team performance” (Raver & Gelfand, 2005, *Academy of Management Journal*) appeared in The National Post (October 5, 2005), Chicago Tribune (August 30, 2005), The Globe & Mail (June 17, 2005), Ottawa Business Journal (August 10, 2005), Kingston Whig-Standard (June 25, 2005), Metro News (Toronto; June 29, 2005), and in a CBC News Radio on-air interview (June 21, 2005). The paper was also profiled in a Queen’s Leaders Forum report (November 2005) and in a summary article provided to the Workplace Today online journal (August 2005).