

Oliver J. Sheldon

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

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

PROFESSIONAL EXPERIENCE:

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

HONORS, AWARDS, AND RESEARCH GRANTS:

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

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

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

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

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

RESEARCH INTERESTS:

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

JOURNAL PUBLICATIONS:

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

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

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

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

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

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

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

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

- Media coverage includes: *Harvard Business Review Online (Invited Research Synopsis)*

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

- Media coverage includes: *CNN, Scientific American*

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

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

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

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

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

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

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

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

BOOK CHAPTERS:

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

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

MANUSCRIPTS IN PREPARATION:

Zhang, Y., Dong, N., Yin, K., Sheldon, O.J. The effect of leader secure-base support on

employees' daily performance: An attachment theory perspective. Revise and resubmit: *Applied Psychology: An International Review*

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

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

Sheldon, O.J., Wiesenfeld, B. & Brockner, J. Does being treated fairly make employees more likely to engage in unethical pro-organizational behavior? Exploring why and when. Under review: *Journal of Applied Psychology*.

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

WORK IN PROGRESS:

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

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

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

Ghosh, K., Zweig, D., & Sheldon, O.J. The dark side of psychological ownership in in the workplace: When pro-organizational becomes pro-self.

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

CONFERENCE PRESENTATIONS:

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

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

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

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

- Sackett, A. & Sheldon, O.J. (2019). On Missed Boats and Sunken Ships: Asymmetric Tolerance for Errors in Entrepreneurial Entry Decisions. Paper presented at the Annual Meeting of the Academy of Management. Boston, M.A., August.
- Chen, M., Chen, C. C., & Sheldon, O.J. (2016). The double-edged effects of collectivism on unethical behavior in the workplace. Paper presented at the Annual Meeting of the Academy of Management. Anaheim, C.A., August.
- Chen, M., Chen, C.C., & Sheldon, O.J. (2015). Relaxing moral reasoning to win: How organizational identification leads to unethical pro-organizational behavior. Paper presented at the annual meeting of the Academy of Management, Vancouver, B.C., August.
- Sheldon, O.J., & Fishbach, A. (2014). Anticipating and resisting the temptation to behave unethically. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA, August.
- Sheldon, O.J., & Fishbach, A. (2014). Resisting the temptation to behave badly: Anticipating temptation promotes ethical decisions, but only when the self-control conflict is apparent. Paper presented at the general meeting of the European Association for Social Psychology, Amsterdam, The Netherlands, July.
- Menon, T., Sheldon, O.J., & Galinsky, A.D. (2014). Barriers to transforming hostile relationships: Why friendly gestures can backfire. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Austin, TX, January.
- Sheldon, O.J., Ames, D.R., & Dunning, D. (2013). Emotionally unskilled, unaware, and uninterested in learning more: Reactions to feedback about deficits in emotional intelligence. Paper presented at the annual meeting of the Academy of Management, Orlando, FL, August.
- Lount, R.B., Sheldon, O.J., Rink, F. & Phillips, K.W. (2012). How much conflict really exists? Biased perceptions of racially diverse teams. Paper presented at the annual meeting of Interdisciplinary Network for Group Research, Chicago, IL, July.
- Sheldon, O.J., Plaks, J.P., & Shoda, Y. (2011). The role of sense-making in strategic interaction: Contingently-varying counterparts are preferred to randomly varying counterparts. Paper presented at the annual meeting of the International Association of Conflict Management, Istanbul, Turkey, July.
- Stillman, P., Fujita, K., & Sheldon, O.J. (2011). Taking one for the team: A contrual level theory take on social dilemmas. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX, January.
- Sheldon, O.J. (2010). Playing favorites: Differentially allocated social support and the cultivation of rivalry in teams. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada, August.
- Sheldon, O.J., & Fishbach, A. (2010). Resisting the temptation to compete: The role of self-control in overcoming barriers to cooperation. Paper presented at the annual meeting of the International Association of Conflict Management, Boston, MA, June.

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

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

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

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

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

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

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

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

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

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

INVITED PRESENTATIONS:

2006 Fall University of Illinois, Urbana Champaign (Business School, OB)

2009/2013 Fall Rutgers University, New Brunswick (Department of Psychology)

PROFESSIONAL AFFILIATIONS:

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

TEACHING EXPERIENCE:

2009-present Rutgers Business School, Rutgers University
Negotiations (MBA and Undergraduate levels)
Organizational Behavior (MBA level)
Management Skills (Undergraduate level)
Social Science Research Methods (PhD level)

2017-2017 Columbia Business School, Columbia University
Negotiations (MBA level)

2006-2009 Booth School of Business, University of Chicago
Negotiations (MBA level)

2004-2005 S.C. Johnson Graduate School of Management, Cornell University
Negotiations (MBA level)

STUDENT ADVISING

2018-2023 Primary Advisor: Yoon Sim

2016-2022 Primary Advisor and Dissertation Chair: Gohar Harutyunyan, Instructor at University of Utah, 2020

2021 Dissertation Committee Member: Marcus Crews

2018 Dissertation Committee Member: Rong Fu

2015 Dissertation Committee Member: Ali Unal

2014 Dissertation Committee Member: Aparna Krishnan

2014 Dissertation Committee Member: Justin Kraemer

2013 Dissertation Committee Member: Joseph Gaspar

PROFESSIONAL SERVICE:

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

and Conflict Management Research, Journal of Applied Psychology, Social Psychological and Personality Science.

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

UNIVERSITY, SCHOOL, AND DEPARTMENTAL SERVICE:

2023-present	Rutgers Business School, Research Resources Committee
2022-present	Rutgers University Internal Review Board (IRB) Member
2020-2023	Rutgers Business School, Technology Policy Committee
2017-present	Rutgers Department of Management and Global Business, PhD Program in Organization Management Coordinator
2017-present	Rutgers Business School PhD Program in Management Executive Committee
2018-2020	Rutgers Business School, Research Resources Committee
2013-present	Rutgers Department of Management and Global Business OM PhD Program Admissions Committee
2011-2015	Rutgers Business School, Technology Policy Committee
2010-2011	Rutgers Department of Management and Global Business Faculty Recruiting Committee
2010-2011	Rutgers Department of Management and Global Business Course Design for Management Skills Course
2009-2010	Rutgers Department of Management and Global Business Faculty Recruiting Committee
2009-present	Rutgers Business School, Founder and Director of the RBS Behavioral Lab