

Seth M. Spain

Curriculum Vitae

Binghamton University
School of Management
AA-312
P.O. Box 6000
Vestal, NY 13902-6000

Phone: (217) 778-0011
Email: sspain@binghamton.edu
SSRN author profile: <http://ssrn.com/author=1733648>,
author 55,950 of 260,382 (~ 22 %).

Education

PhD. Industrial and Organizational Psychology, University of Illinois at Urbana-Champaign, 2010.
Minor in Quantitative Psychology.
Advisor: Fritz Drasgow.

M.A. Industrial and Organizational Psychology, University of Illinois at Urbana-Champaign, 2007.

B.S. Psychology, University of Illinois at Urbana-Champaign, 2003.

Employment

Assistant Professor, School of Management, &
Fellow, Center for Leadership Studies,
Binghamton University, State University of New York,
July 2011 – Present

Postdoctoral Research Fellow, Institute for Innovative Leadership,
University of Nebraska at Lincoln, June 2010 - August 2011.

Internal Consultant, State Universities Civil Service System, May 2005 - May 2010.

Research Interests

Dark personality & general individual differences; Dynamic criteria; Leader selection, training, and development; Effects of leaders on employees (emotions, well-being, development); Statistical, mathematical, & computational modeling

Publications

Journal Articles

Citation counts are from Google Scholar.

Harms, P.D., & Spain, S.M. Beyond the bright side: Dark personality at work. *Applied Psychology: An International Review* (conditional acceptance for special issue).

Blevins, D., Tsang, E.W.K., & Spain, S.M. Count-based research in management: Suggestions for improvement. Conditional acceptance at *Organizational Research Methods*.

Harms, P.D., & Spain, S.M. (2014). Follower perceptions deserve a closer look. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7, 187 - 191. DOI: 10.1111/iops.12130

Harms, P.D., Spain, S.M., & Wood, D. (2014). Mapping personality in dark places. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7, 114 - 117. DOI: 10.1111/iops.12117.

Spain, S.M., & Harms, P.D. (2014). A sociogenomic perspective on neuroscience in organizational behavior. *Frontiers in Human Neuroscience*, 8, 84-xx. doi: 10.3389/fnhum.2014.00084.
<http://www.frontiersin.org/Journal/10.3389/fnhum.2014.00084/abstract>

Spain, S.M., Harms, P.D., & LeBreton, J.M. (2014). The dark side of personality at work. *Journal of Organizational Behavior*, 35, S41 - S60. 2014 International Review of Industrial and Organizational Psychology issue. <http://ssrn.com/abstract=2310814>. (Top ten downloaded paper, 23 August 2013). DOI: 10.1002/job.1894 (cited by 13)

Spain, S.M., Jackson, J.J., & Edmonds, G.W. (2012). Extending the actor-partner interdependence model to include binary outcomes: A multilevel logistic approach. *Personal Relationships*, 19, 431 - 444. DOI: 10.1111/j.1475-6811.2011.01371.x (cited by 5)

Jackson, J.J., & Spain, S.M. (2012). Causing a shift in causal thinking (Open peer commentary). *European Journal of Personality*, 26, 391 - 413.

Harms, P.D., Spain, S.M., & Hannah, S.T. (2011). Leader development and the dark side of personality. *The Leadership Quarterly*, 22, 495 - 509. DOI: 10.1016/j.leaqua.2011.04.007 (cited by 38).

Spain, S.M., Miner, A.G., Kroonenberg, P.M., & Drasgow, F. (2010). Job performance as multivariate dynamic criteria: Experience sampling and multiway component analysis. *Multivariate Behavioral Research*, 45, 599 - 626. DOI: 10.1080/00273171.2010.498286 (cited by 3)

Brummel, B.J., Rupp, D.E., & Spain, S.M. (2009). Constructing parallel simulation exercises for assessment centers and other forms of behavioral assessment. *Personnel Psychology*, 62, 137 - 170. DOI: 10.1111/j.1744-6570.2008.01132.x (cited by 22)

Gibbons, A.M., Rupp, D.E., Baldwin, A.M., Snyder, L.A., Spain, S.M., Woo, S.E., Brummel, B.J., Sims, C.S., & Kim, M.-J. (2006). Initial validation of developmental assessment center. *The Psychologist-Manager Journal*, 9, 75 - 98. (cited by 15)

Manuscripts under review

Cheong, M., Spain, S.M., Yammarino, F.J., & Yun, S. Two Faces of Empowering Leadership: Enabling and Burdening. Under review at *Journal of Applied Psychology*.

Harms, P.D., & Spain, S.M. Sorting out the relationship between dark personality and abusive supervision. Under review at *Zeitschrift für Psychologie*. Proposal accepted.

Lodi-Smith, J., Spain, S.M., Cologgi, K., & Roberts, B.W. Longitudinal trajectory of self-concept clarity in adulthood. Under review at *Journal of Research in Personality*.

Allemand, M., Spain, S.M., Reinbold, C., & Müller, S. Daily emotion regulation and subjective well-being in caregivers of older adults. Under review for *European Journal of Aging*.

Manuscripts under revision

Spain, S.M., Sotak, K.L., & Harms, P.D. Bayesian interpretations of regularization for models with many predictors: An introduction for management researchers. Under revision for *Organizational Research Methods*. To be resubmitted by the end of August. <http://ssrn.com/abstract=2460008> (10 downloads).

Spain, S.M., Sotak, K.L., Tsai, J.C.-Y., Harms, P.D., & Hannah, S.T. Using additive models to test assumptions about linearity. First revision under review at *Organizational Research Methods*. <http://ssrn.com/abstract=2164297> (39 Downloads).

Wood, D., Spain, S.M., & Denissen, J. The functional system model: An approach for integrating an agent's actions and traits. Revise and resubmit at *Psychological Review*.

Harms, P.D., & Spain, S.M. Leader emergence and personality change over time. Revising for *The Leadership Quarterly*.

0.1 Chapters in edited volumes

Harms, P.D., Credé, M., & Spain, S.M. Shortening measures: Benefits and consequence. *SAGE Handbook of Questionnaire Design*. Proposal for chapter accepted.

Working Papers

Tsai, C.-Y., Spain, S.M., Wang, A.C., & Cheng, B.S. (2013, August). Paternalistic leadership: Impact of authoritarianism and benevolence on subordinate performance. Target: *Academy of Management Journal*. To be submitted, September, 2014.

Harms, P.D., Spain, S.M., Hannah, S.T., Hogan, J., & Foster, J. You underestimate the power of the dark side: Subclinical traits, the Big Five, and job performance. Target: *Journal of Applied Psychology*. To be submitted, November 2014.

Spain, S.M., Credé, M., Harms, P.D., & Brummel, B.J. Is individual performance distributed according to a power law?: A review of methods for comparing heavy-tailed distributions. In preparation for *Personnel Psychology*. <http://ssrn.com/abstract=2238126> (86 Downloads). To be submitted September, 2014.

Spain, S.M., Harms, P.D., & Jackson, J.J. Toward a sociogenomic theory of leadership: A dynamic, interreactionist model of leadership's biological foundations. Revise and resubmit at *Organizational Psychology Review*. <http://ssrn.com/abstract=2315176> (30 Downloads). To be submitted by the end of October.

Spain, S.M., Sotak, K.L., & Miner, A.G. A mathematical model of affective events theory with Bayesian estimation. Target: *Journal of Management* special issue on Bayesian Methods. To be submitted December, 2013.

Tsai, C.-Y., Spain, S.M., Wang, A.C., & Cheng, B.S. (2013, August). Paternalistic leadership: Impact of authoritarianism and benevolence on subordinate performance. Target: *Academy of Management Journal*. To be submitted, September, 2013.

Spain, S.M., & Harms, P.D. The marginal manager. In preparation for *The Leadership Quarterly*.

Harms, P.D., & Spain, S.M. Implicit and explicit measures of leadership constructs: One scale to rule them all? In preparation for *Academy of Management Journal*.

Spain, S.M. A multivariate, multilevel model for validation. Target: *Personnel Psychology*. To be submitted February, 2014.

Spain, S.M. Putting the utility theory back in utility analysis: A decision analysis of hiring when job performance is a multivariate, dynamic criterion. Target: *Personnel Psychology*.

Spain, S.M., Sotak, K.L., & Tsai, C.-Y. Causal assumptions and inference using directed acyclic graphs: A guide for management and applied psychology researchers. In preparation for *Journal of Organizational Behavior* or *Organizational Research Methods*.

Bornay-Barrachina, M.D., Uhl-Bien, M., Gilson, L.L., Cabrera, R.V. & Spain, S.M. An Examination of Team Innovation: The Role of Team Creative Processes, Psychological Climate, and Leadership. Under revision for *Leadership Quarterly*.

Spain, S.M., Harms, P.D., Lester, P.B., & Vogelgesang, G.R. The assessment of quantitative change: Measurement invariance and alpha, beta, and gamma change. Revising for *The Leadership Quarterly*.

Jackson, J.J., & Spain, S.M. Methods of causal inference in psychology. In preparation for *Personality and Social Psychology Review*.

Lester, P.B., Harms, P.D., Spain, S.M., Hannah, S.T., & Avolio, B.J. Alpha, beta, and gamma change in reported courage: An intervention study. (writing, target: *Journal of Applied Psychology*).

Lester, P.B., Harms, P.D., & Spain, S.M. Leadership effects on combat-related post-traumatic stress: A prospective field study. (writing, target: *Journal of the American Medical Association*).

Spain, S.M. Testing competing theories with finite mixture models (writing for *Organizational Research Methods*).

Spain, S.M., Hill, P., & Jackson, J.J. Mediation in generalized linear mixed models: A Bayesian Approach (developing for *Multivariate Behavioral Research*).

Lester, P.B., Harms, P.D., Spain, S.M., Herian, M.N., Bulling, D.J., Peterson, C., Park, S., Castro, C., & Seligman, M.E.P. Can suicide be predicted using the Global Assessment Tool? (writing for *New England Journal of Medicine*).

Newman, D.A., Spain, S.M., Joseph, D., Glomb, T.M., & Fisher, C.A. Neither set points nor opponent processes account for affect's intrinsic dynamics: A damped oscillator model of emotion regulation. In preparation for *Journal of Applied Psychology* (finalizing).

Spain, S.M., & Newman, D.A. A latent growth model of validity degradation. In preparation for *Personnel Psychology* (writing).

Spain, S.M., Miner, A.G., & Tay, L.S. Three-mode principal component analysis of affect at work. In preparation for *Organizational Research Methods* (writing). http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2041734 (11 Downloads).

Presentations and posters

Invited talks

Spain, S.M. (2014, December). The dark side and family businesses. Keynote address to the NY Family Business Center. December 2, 2014, LeMoyne College, Syracuse, NY.

Spain, S.M. (2014, October). *Could your boss be managing from the dark side? Thoughts on dealing with bad bosses, and how to avoid becoming one.* Keynote address to Binghamton University Alumni Association (Bearcats of the Last Decade).

Spain, S.M. (2014, May). *Could you (or someone you know) be managing from the dark side?* Presentation to the Binghamton Noon Rotary Club, Binghamton, NY, May 27, 2104.

Spain, S.M. (2014, April). *Surveillance, Data Collection, and Use of Personally Identifying and Group Information: Is Technology Agnostic? The Ethics and Use of Data.* Panel discussion at Binghamton University Innovation day, Binghamton, NY, April 24, 2014.

Spain, S.M. (2012, November). *Questioning assumptions in OBHR research: Problems and some potential solutions.* Talk presented at the John Molson School of Business, Concordia University, Montreal, QC, November 1, 2012.

Spain, S.M. (2012, October). *Questioning assumptions in leadership and management research.* University of Houston symposium on leadership, Houston, TX, October 26 – 27.

Spain, S.M. (2012, March). *Personality traits as emergent causal states: A dynamic model of behavior consistency and change.* Collective dynamics of complex systems (CoCo) Seminar, Binghamton University, March 21.

Spain, S.M. (2011, May). *Leadership in crisis* (panelist). 41st annual St. Gallen Symposium. St. Gallen, Switzerland, May 10 - 14.

Spain, S.M. (2011, February). *The dynamics of personality, performance, and leadership* . Talk presented at the Center for Leadership Studies, Binghamton University (SUNY), Binghamton, New York, February 14, 2011.

Spain, S.M. (2010, October). *Personality and work performance over time: Different levels, different conclusions.* Talk presented at the John Molson School of Business, Concordia University, Montreal, QC, October 19, 2010.

Spain, S.M. (2009, August). *Structure and dynamics in job performance.* Talk presented at the Global Leadership Institute, University of Nebraska, Lincoln, Lincoln, NE, September 4, 2009.

Peer-reviewed presentations

Harms, P.D., & Spain, S.M. (2014, May). An indirect approach to measuring trait-based leadership styles. In J. Unnerstall (Chair). New perspectives on implicit processes in organizations. Symposium presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, May 15 – 17.

Harms, P.D., Spain, S.M., & DiSimone, J. (2014, May). Is it Ever Good being Bad? Dark-side Personality and Leadership. In J. Foster & J. Vergauwe (Chairs). The dark side of personality and leadership. Symposium presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, May 15 – 17.

Cheong, M., Spain, S.M., Yun, S., & Yammarino, F.J. (2014, May). Enabling and burdening: Paradoxical mechanisms of empowering leadership. Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, May 15 – 17.

Sotak, K.L., & Spain, S.M. (2013, August). Modeling system dynamics of affect and contextual performance using state space models. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL, August 9 – 13.

Tsai, C.-Y., Spain, S.M., Wang, A.C., & Cheng, B.S. (2013, August). Paternalistic leadership: Impact of authoritarianism and benevolence on subordinate performance. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL, August 9 – 13.

Spain, S.M., Harms, P.D., Credé, M., & Brummel, B.J. (2013, April). Power laws and log-normal distributions in performance data. Poster presented at the 28th Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX, April 11 – 13.

Tsai, C.-Y., Cheng, B.-S., & Spain, S.M. (2013, April). Paternalistic Leadership Effectiveness: Joint Effect of Authoritarianism and Benevolence. Poster presented at the 28th Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX, April 11 – 13.

Spain, S.M., Tsai, C.-Y., Sotak, K.L., & Harms, P.D. (2013, January). Is that relationship really linear? Comparing linear and additive models. Poster presented at the 14th Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA, January, 17 – 19.

Cologgi, K., Lodi-Smith, J., Spain, S.M., & Roberts, B.W. (2013, January). Longitudinal patterns of self-concept clarity across the life-span. Poster presented at the 14th Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA, January, 17 – 19.

Tsai, C.-Y., Huang, M.-P., Cheng, B.-S., Sotak, K.L., Spain, S.M., & Chou, W.-J. (2012, November). The joint effect of LMX & TMX in predicting job performance, creativity performance, and team commitment. Paper presented at the 2012 Annual Meeting of the Southern Management Association, Ft. Lauderdale, FL, Oct 30 – Nov 3.

Spain, S.M. (2012, August). Hypothesis formation and testing (chair). Paper session presented at the 72nd Annual Meeting of the Academy of Management, Boston, MA, August 3 – 7.

Spain, S.M. (2012, August). Personality and performance over time. In J. Burrus (chair), Longitudinal approaches to the study of organizational behavior. Symposium presented at the 72nd Annual Meeting of the Academy of Management, Boston, MA, August 3 – 7.

Spain, S.M., Harms, P.D., & Wood, D. (2012, January). The behavioral consequences of being able to solve complex abstract problems (i.e., being intelligent). In D. Wood (chair), The deep functionality of personality: Trait variation as sensible strategies to differing realities. Symposium to be presented at the 13th annual meeting of the Society for Personality and Social Psychology, January 26 – 28, San Diego, CA.

Spain, S.M. (2011, August). Multivariate dynamic criteria: A process model of job performance. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, TX, August 12 - 16.

Spain, S.M. (2011, August). (Discussant) Models and Analyses. Paper session at the 71st Annual Meeting of the Academy of Management, San Antonio, TX, August 12 - 16.

Harms, S.M., Spain, S.M., & Hannah, S.T. (2011, April). You underestimate the power of the dark side: The Big Five, Subclinicals, and Job Performance. Poster presented at the 26th annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL, April 14 - 16.

Spain, S.M., Harms, P.D., & Hannah, S.T. (2011, January). Going off the rails: The impact of subclinical personality traits on leader development. Poster presented at the 12th annual meeting of the Society for Personality and Social Psychology, San Antonio, TX, January 27 - 29.

Gibbons, A.M., Spain, S.M., & Vanhove, A. (2010, April). Describing Inconsistent Assessment Center Ratings: Simplex Models of Exercise Similarity. In D. Jackson & B. Hoffman (Chairs). Exercise-driven Variance in Assessment Center Ratings: Alternative Approaches, New Insights. Symposium presented at the 25th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA, April 8 - 10.

Newman, D.A., Spain, S.M., Joseph, D.L., Fisher, C.D., Glomb, T.M., & Miner, A.G. (2010, April). Intrinsic dynamic regulation of work satisfaction and mood. In P. Hanges & A. Fulmer (Chairs). *New Developments in Modeling Longitudinal and Dynamic Data*. Symposium presented at the 25th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA, April 8 - 10.

Spain, S.M., Tay, L., & Diener, E. (2010, January). Exploring the dimensions of affective experiences with three-mode component analysis. Poster presented at the 11th annual meeting of the Society for Social and Personality Psychology, Las Vegas, NV, Jan 28 - 30, 2010.

Edmonds, G.W., Jackson, J.J., Spain, S.M., & Roberts, B.W. (2009, November). Conscientiousness and neuroticism as predictors of discreet health outcomes. Poster presented at the 62nd annual meeting of the Gerontological Society of America, November 18 - 22, Atlanta, GA.

Spain, S.M. (2009, August). It's about time (and change). (Chair) Paper session presented at the 69th annual meeting of the Academy of Management, Chicago, IL, August 7 - 11.

Spain, S.M. (2009, April). Multivariate dynamic criteria: A practical approach. In D.A. Newman (Chair), *Time and Job Performance*. Symposium presented at the 24th annual meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA, April 2 - 4.

Newman, D.A., & Spain, S.M. (2009, April). A latent growth model of validity degradation. In D.A. Newman (Chair). *Time and Job Performance*. Symposium presented at the 24th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2 - 4.

von Thaden, T.L., Spain, S.M., & Woo, S.E. (2009, April). Self-reported fatigue and organizational risk in multiple airlines. In T.L. von Thaden (Chair), *Organizational Safety and Effectiveness*. Symposium Presented at the 2009 International Symposium on Aviation Psychology, Dayton, OH, April 27 - 30.

von Thaden, T.L., Woo, S.E., & Spain, S.M. (2009, April). Validating a four-factor model of safety culture in commercial flight operations. In T.L. von Thaden (Chair), *Organizational Safety and Effectiveness*. Symposium Presented at the 2009 International Symposium on Aviation Psychology, Dayton, OH, April 27 - 30.

von Thaden, T.L., Woo, S.E., & Spain, S.M. (2009, April). Investigating national differences in commercial aviation safety culture: A comparison of flight operations. In T.L. von Thaden (Chair), *Organizational Safety and Effectiveness*. Symposium Presented at the 2009 International Symposium on Aviation Psychology, Dayton, OH, April 27 - 30.

Spain, S.M., & Miner, A.G. (2008, August). Three-mode principal components analysis of daily affect at work. Interactive paper presented at the 68th annual meeting of the Academy of Management, Anaheim, CA, August 3 - 8.

Spain, S.M., Jackson, J., Edmonds, G.W., & Roberts, B.W. (2008, May). Hierarchical polynomial regression for modeling interaction effects with dyad data. Poster presented at the 2008 annual meeting of the Association for Psychological Science, Chicago, IL, May 22 - 25.

Spain, S.M., Jackson, J., Edmonds, G., & Roberts, B.W. (2008, February). Modeling personality complementarity in dyads with polynomial regression and response surfaces. Poster presented at the 2008 annual meeting of the Association for Research in Personality, Albuquerque, NM, February 6 - 7.

Rupp, D.E., & Spain, S.M. (2007, August). Corporate social responsibility and organizational justice: Multi-foci-level-motive perspective. (Chair) Symposium at the 2007 annual meeting of the Academy of Management, Philadelphia, PA, August 3 - 8.

Spain, S.M., & Miner, A.G. (2007, August). Experience sampling and multiway analysis: The dynamic structure of job performance. Paper at the 2007 annual meeting of the Academy of Management, Philadelphia, PA, August 3 - 8.

Spain, S.M., & Miner, A.G. (2007, January). Affect at work: Experience sampling and multiway analysis. Poster presented at the 2007 Emotions preconference of the 8th annual meeting of the Society for Personality and Social Psychology, Memphis, TN, January 24 - 27. www.ssrn.org/

Brummel, B.J., & Spain, S.M. (2005, April). Constructing parallel simulation exercises for developmental assessment centers. In L. A. Snyder, & D. E. Rupp (Chairs), *Developmental Assessment Centers: Special Considerations for Researchers and Practitioners*. Symposium presented at the 20th Annual Meeting of the Society for Industrial Organizational Psychology, Los Angeles, CA, April 15 - 17.

Technical reports and trade publications

Lester, P.B., Harms, P.D., Bulling, D.J., Herian, M.N., & Spain, S.M. (2011). *What we know about completed suicides and the U.S. Army's Global Assessment Tool*. Comprehensive Soldier Fitness, United States Army.

Lester, P.B., Harms, P.D., Bulling, D.J., Herian, M.N., & Spain, S.M. (2011). *Evaluation of relationships between reported resilience and soldier outcomes: Negative outcomes (Suicide, drug use, and violent crime)*. Comprehensive Soldier Fitness, United States Army. URL: <http://handle.dtic.mil/100.2/ADA538618>

Lester, P.B., Harms, P.D., Bulling, D.J., Herian, M.N., Spain, S.M., & Beal, S. (2011). *Evaluation of relationships between reported resilience and soldier outcomes: Positive outcomes (Promotion and awards)*. Comprehensive Soldier Fitness, United States Army. URL: <http://handle.dtic.mil/100.2/ADA542229>

Spain, S.M., Klafehn, J.L., & McCance, A.S. (2007). A primer on classification and examination procedures. *The System News: Illinois' Public University Support Resource and Advocate*, 5 (2), 2-6 [Special issue].

Spain, S.M., & Burrus, K.D. (2007). *Quantitative task comparison: A method for reviewing job descriptions and class specifications*. Technical report prepared for the State Universities Civil Service System, Urbana, IL.

Thesis

Multivariate Dynamic Criteria: A Process Model of Job Performance

Coverage in popular press

CNN.com, *Could your boss be managing from the "dark side"?*, No. 10 story on CNN.com, October 12, 2010. URL: <http://www.cnn.com/2010/LIVING/10/12/dark.side.management/index.html?hpt=C2>

Binghamton Research Magazine, "The 'dark side' at work", pp. 46 - 47, URL: http://www.nxtbook.com/nxtbooks/inghamton/researchmag_2013springsummer/#/48
<http://discover.binghamton.edu/faculty-spotlights/darkside-2-5372.html>

Also, I have no idea if this counts to the real world, but I—personally—am ecstatic to be even optional reading for Cosma Shalizi's advanced data analysis course at Carnegie Mellon:
<http://vserver1.cscs.lsa.umich.edu/~crshalizi/weblog/1009.html>

Interview with Sun Media, Canada, on the dark side of personality at work. November 14, 2013.

business.time.com, *3 ways being a jerk at work pays off*,
November 18, 2013. <http://business.time.com/2013/11/18/3-ways-being-a-jerk-at-work-pays-off/>

business.time.com, *The 5 Absolute Worst Kinds of Bosses*
<http://business.time.com/2014/02/03/the-5-absolute-worst-kinds-of-bosses/>

nbcnews.com *Leaning in, burning out and the humblebrag*.
<http://www.nbcnews.com/business/careers/leaning-burning-out-humblebrag-n142761>

Wall Street Journal. What corporate climbers can teach us. July 9, 2014. <http://online.wsj.com/articles/what-corporate-climbers-can-teach-us-1404862389>

CBS This Morning. *Nice guys finish last: How negative traits help in the corporate world*. <http://www.cbsnews.com/videos/nice-guys-finish-last-how-negative-traits-help-in-the-corporate-world/>

Al Jazeera America, Consider this, with Antonio Mora. <http://america.aljazeera.com/watch/shows/consider-this/2014/7/study-a-dark-a-personalitytraitshelppeopleclimbthecorporateladder.html>

inc.com. *What can leaders learn from narcissists, manipulators, and psychopaths?* <http://www.inc.com/minda-zetlin/what-leaders-can-learn-from-narcissists-manipulators-and-psychopaths.html>

The Financialist. *The corporate dark side*. <http://www.thefinancialist.com/spark/the-corporate-dark-side/>

NPR's On Point with Tom Ashbrook, July 29, 2014. *When workplace jerks get promoted*. <http://onpoint.wbur.org/2014/07/31/dark-triad-management-corporate-climbers>

Expert blogger, *Psychology Today*, August 18, 2014 - present. <http://www.psychologytoday.com/blog/the-dark-side-work>

Grants and contracts

Awarded

Investigator, *Comprehensive Soldier Fitness Project*. US Army/TKC Global. (sub-contract), \$5M

In progress

Investigator, *Life Story Narratives and Healthy Aging*, National Institutes of Aging, \$26,000

Ongoing projects

Crowdsourcing research: Many analysts, one dataset. Open Science Framework, Summer 2014.

Future Soldier Assessment,
US Army/Drasgow Consulting Group/Personnel Decisions & Hiring,
Design and analyse new implementation of soldier well-being assessment

NYS Dept. of Education,
Evaluate teacher effectiveness

Teaching experience

Binghamton University

Instructor, "Leadership Skills and Development" (Undergraduate),
Fall 2011, Instructor rating: 3.22; dept. average 3.23

Instructor, "Statistical Analysis for Management" (MBA),
Fall 2012, Instructor rating: 2.39, dept. average: 3.2

Instructor, "Statistical Analysis for Management" (MBA/PhD),
Fall 2013, Instructor rating: 4.0, dept. average:

Instructor, "Advanced Data Analysis and Applied Regression Modeling" (PhD Seminar),
Fall 2011, Instructor rating: 4.0; dept. average: 3.23
Fall 2012, Instructor rating: 3.6, dept. average: 3.2
Spring 2014 (Scheduled),

Instructor, "Research Methods II" (PhD Seminar),
Spring 2012, Instructor rating: 3.33; dept. average: 3.29
Spring, 2014 (Scheduled)

Instructor, "Computational Statistics and Data Analysis", (PhD independent study),
Spring 2012, unrated.

Instructor, "Team Leadership" (Undergraduate),
Spring 2013, Instructor rating: 3.64, dept. average: 3.4
Fall 2013, Instructor rating: 4.9, dept. average:

Instructor, "Strategic Leadership" (MBA),
Spring 2013, Instructor rating: 3.75, dept. average: 3.4"

University of Nebraska, Lincoln

Co-instructor with Todd Weber, "Professional Development Seminar – Data Management and Analysis" (PhD Seminar), Spring 2011

Co-Instructor with Peter Harms, "Research Methods" (PhD Seminar), Fall 2010

University of Illinois, Urbana-Champaign

Teaching Assistant/Lecturer, "Introduction to Social Psychology"
Perfect Teaching Rating (5.0/5.0) – Rated as Outstanding, Fall 2009

Guest Lecturer, "Organizational Psychology" (Daniel Newman), Topic: Organizational Justice

Instructor, "Introduction to Industrial/Organizational Psychology"
Rated as Excellent, Spring 2008; Spring, 2010.

Teaching Assistant, to Deborah Rupp in "Organizational Psychology"

Teaching Interests

Personnel Selection & Performance/HR

Organizational Psychology/OB/leadership, especially leader development

Research Methods (particularly, Graphical Models/ Structural Equations, Multilevel models, Generalized Linear Models, nonparametric statistics, statistical learning theory, philosophy of science, foundations of statistics)

Advising

Matthew Lugo, Senior Honor's Thesis (BU)

Ivana Milosevic, Doctoral Committee – provisional (UNL)

Paul Sledd, Senior Honor's Thesis (UIUC)

Consulting

Options Group/HR-Squared, New York City, NY

Expert in psychometrics, job analysis, and personnel psychology, April 2012 –

TKC Global/Akima, LLC., Anchorage, AK

External expert in psychometrics, Comprehensive Soldier Fitness, August 2011 – January 2013

U.S. Army, Fairfield, CA; Monterrey, CA

External Consultant, Comprehensive Soldier Fitness, 2010 – 2012

External Consultant, Future Soldier Assessment, 2012 –

Police Training Institute, Champaign, IL

External Consultant, 2008 – 2010

State Universities Civil Service System, Urbana, IL

Intern, 2005 – 2007

Internal Consultant, (job analysis, selection test design & evaluation, satisfaction surveys), 2007 – 2010

Technical Skills

Computer Skills

Mac OS X & UNIX flavors (Solaris & Ubuntu), Windows OSes (with CYGWIN)

R, Mplus, MATLAB/Octave, SAS, LISREL, BILOG, HLM, SPSS, Stata (Novice)

HTML, \LaTeX , Perl, Python (some), Common/Emacs Lisp, Fortran (limited)

My text editor of choice is Gnu Emacs.

Statistical Expertise

Multilevel/hierarchical modeling, including generalized linear mixed models
 Structural equation modeling/Latent growth models, graphical modeling
 Non-parametric statistics, especially kernel regression & generalized additive models
 Multiway models

Honors and Awards

Leader of Tomorrow, Knowledge pool, St. Gallen Symposium
 List of Teachers Rated as Outstanding by Their Students, Illinois
 List of Teachers Rated as Excellent by Their Students, Illinois
 Dean's List, University of Illinois, Urbana-Champaign

Service

University

Faculty Mentor, New Student Mentoring Program
 School of Management, Technology committee
 School of Management, Master's committee
 Spain, S.M. (2012). *Personality traits as emergent causal states: A dynamic model of behavior consistency and change*. Collective dynamics of complex systems (CoCo) Seminar, Binghamton University, March 21.
 Question and answer profile, Binghamton Research Magazine.
<http://discovere.binghamton.edu/faculty-spotlights/darkside-2-5372.html>
 Spain, S.M. (2013). *Learning R for data analysis and graphics*. Faculty Development Committee Research Seminar, School of Management, Binghamton University, March 15.
 Panelist, *Surveillance, Data Collection, and Use of Personally Identifying and Group Information: Is Technology Agnostic? The Ethics and Use of Data*, Binghamton University Innovation Day, April 24, 2014.
 Spain, S.M. (2014). *Dark personality at work: What managers should know*. Talk presented to the Binghamton Rotary Club, May 27, 2014.

Professional

Memberships

American Statistical Association – Member
 International Society for Bayesian Analysis – Member
 Association for Psychological Science – Member
 Society for Industrial and Organizational Psychology – Member
 Academy of Management – Member (OB, RM divisions)

Editorial Boards

The Leadership Quarterly

Journal of Leadership and Organization Studies

Guest editor, with Peter Harms,
Applied Psychology: An International Review,
Special issue: Beyond the bright side: Dark personality in the workplace

Ad Hoc Reviewer

National Science Foundation – Methodology, Measurement, and Statistics Program

Organizational Research Methods

Multivariate Behavioral Research

Journal of Business Ethics

Applied Psychology: An International Review

Family & Consumer Sciences Research Journal

Journal of Asia-Pacific Business

International Journal of Psychology

Conferences

Conference Reviewer, Academy of Management (HR, OB, RM)

Conference Reviewer, Society for Industrial and Organizational Psychology

Faculty mentor, New Doctoral Student Consortium (OB), Academy of Management (2012, 2013)

Faculty mentor, Academy of Management Mentorship program (2011), mentee: Lily Cushenberry (now Assistant Professor, OB, SUNY- Stony Brook)

References

Academic

Fritz Drasgow, Ph.D.
Department of Psychology,
603 E. Daniel St., Champaign-Urbana, IL 61820
Email: fdrasgow@illinois.edu
Telephone: 217-333-2739

Peter D. Harms, Ph.D.
Department of Management,
College of Business Administration,
1240 R St.
P.O. Box 880405
Lincoln, NE 68588
Email: pharms@unlnotes.unl.edu
Telephone: (402) 472-9171

Marcus Credé, Ph.D.
Department of Organizational Sciences and Communication,
George Washington University,
600 21st St. NW,
Washington, D.C. 20052
Email: mac483883@email.gwu.edu

Professional

Lewis T. (Tom) Morelock
Executive Director,
State Universities Civil Service System
1717 Philo Rd, Suite 24
Urbana, IL 61802
Email: TomM@sucss.state.il.us
Telephone: 217-278-3150