Mark G. Ehrhart

Department of Psychology, San Diego State University, 5500 Campanile Dr., San Diego, CA 92182-4611
phone: (619) 594-4439; fax: (619) 594-1332
e-mail: mehrhart@mail.sdsu.edu

EDUCATION

University of Maryland
Industrial/Organizational Psychology — Ph.D.: August 2001
Dissertation: *Leadership and Justice Climate as Antecedents of Unit-Level Organizational Citizenship Behavior*
Chair: Dr. Benjamin Schneider

University of Maryland
Industrial/Organizational Psychology — M.A.: December 1999
Master's Thesis: *Follower Characteristics and Preference for Charismatic Leadership*
Chair: Dr. Katherine Klein

Georgia Institute of Technology
Applied Psychology, with Highest Honors — B.S.: May 1996

POSITIONS HELD

Associate Chair, Department of Psychology, San Diego State University. 2012–present.
Master's Program Co-Advisor, Department of Psychology, San Diego State University. 2010–2012.
Associate Professor, Department of Psychology, San Diego State University. 2007–present.
Assistant Professor, Department of Psychology, San Diego State University. 2001–2007.

PUBLICATIONS

Books

Ehrhart, M. G., Schneider, B., & Macey, W. H. (2014). *Organizational climate and culture: An introduction to theory, research, and practice*. New York: Routledge.

Journal Articles

Aarons, G. A., *Ehrhart, M. G.*, Farahnak, L. R., & Hurlburt, M. S. (2015). Leadership and organizational change for implementation (LOCI): A randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation Science, 10,* 11.

Aarons, G. A., *Ehrhart, M. G.,* & Farahnak, L. R. (2014). The implementation leadership scale (ILS): Development of a brief measure of unit level implementation leadership. *Implementation Science, 9,* 45.

Aarons, G. A., *Ehrhart, M. G.*, Farahnak, L. R., & Sklar, M. (2014). Aligning leadership across systems and organizations to develop a strategic climate for evidence-based practice implementation. *Annual Review of Public Health, 35,* 255-274.

Aarons, G. A., *Ehrhart, M. G.*, Farahnak, L. R., & Sklar, M. (2014). The role of leadership in creating a strategic climate for evidence-based practice implementation and sustainment in systems and organizations. *Frontiers in Public Health Services and Systems Research, 3*, Article 3.

Aarons, G. A., Green, A. E., Willging, C. E., *Ehrhart, M. G.*, Roesch, S. C., Hecht, D. B., & Chaffin, M. J. (2014). Mixed-method study of a conceptual model of evidence-based intervention sustainment across multiple public-sector service settings. *Implementation Science, 9,* 183.

Ehrhart, M. G., Aarons, G. A., & Farahnak, L. R. (2014). Assessing the organizational context for EBP implementation: The development and validity testing of the Implementation Climate Scale (ICS). *Implementation Science, 9,* 157.

Kath, L. M., Stichler, J. F., *Ehrhart, M. G.*, & Schultze, T. A. (2013). Predictors and outcomes of nurse leader job stress experienced by AWHONN members. *Journal of Obstetric, Gynecologic, and Neonatal Nursing, 42,* E12-E25.

Kath, L. M., Stichler, J. F., *Ehrhart, M. G.*, & Sievers, A. (2013). Predictors of nurse manager stress: A dominance analysis of potential work environment stressors. *International Journal of Nursing Studies, 50,* 1474-1480.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology, 64,* 361-388.

Kath, L. M., Stichler, J. F., *& Ehrhart, M. G.* (2012). Moderators of the negative outcomes of nurse manager stress. *Journal of Nursing Administration, 42*, 215-221.

Kono, T., Ehrhart, K. H., *Ehrhart, M. G.*, & Schultze, T. (2012). Examining implicit leadership theories in Japan and the U.S. *Asia Pacific Journal of Human Resources, 50*, 367-387.

Raver, J., *Ehrhart, M. G.*, & Chadwick, I. C. (2012). The emergence of team helping norms: Foundations within members' attributes and behavior. *Journal of Organizational Behavior, 33,* 616-637.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. A. (2012). A funny thing happened on the way to the future: The focus on organizational competitive advantage lost out. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 5*, 96-101.

Naumann, S. E., *& Ehrhart, M. G.* (2011). Moderators of the relationship between helping norms and individual helping. *Small Group Research, 42,* 225-248.

Chung-Herrera, B. G., *Ehrhart, M. G.*, Ehrhart, K. H., Hattrup, K., & Solamon, J. (2010). Stereotype threat, state anxiety, and specific self-efficacy as predictors of promotion exam performance. *Group & Organization Management, 35,* 77-107.

Chung-Herrera, B. G., Ehrhart, K. H., *Ehrhart, M. G.*, Solamon, J., & Kilian, B. (2009). Can test preparation help to reduce the Black-White test performance gap? *Journal of Management, 35,* 1207-1227.

Ehrhart, M. G., Ehrhart, K. H., Roesch, S. C., Chung-Herrera, B. G., Nadler, K., & Bradshaw, K. (2009). Testing the latent factor structure and construct validity of the Ten-Item Personality Inventory. *Personality and Individual Differences, 47,* 900-905.

Mayer, D. M., *Ehrhart, M. G.*, & Schneider, B. (2009). Customer contact and intangibility as boundary conditions of the service climate – customer satisfaction link. *Academy of Management Journal, 52,* 1034-1050.

Ehrhart, K. H., Roesch, S., *Ehrhart, M. G.*, & Kilian, B. (2008). A test of the factor structure equivalence of the 50-item IPIP five-factor model measure across gender and ethnic groups. *Journal of Personality Assessment, 90,* 507-516.

Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human Performance, 19,* 159-173.

Schneider, B., *Ehrhart, M. G.*, Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005). Understanding organization-customer links in service settings. *Academy of Management Journal, 48,* 1017-1032.

Testa, M. R., & *Ehrhart, M. G.* (2005). Service leader interaction behaviors: Comparing employee and manager perspectives. *Group & Organization Management, 30,* 456-486.

Ehrhart, M. G. (2004). Leadership and justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology, 57*, 61-94.

Ehrhart, M. G., & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology, 89,* 960-974.

Ployhart, R. E., & *Ehrhart, M. G.* (2003). Be careful what you ask for: Effects of response instructions on the construct validity and reliability of situational judgment tests. *International Journal of Selection & Assessment, 11,* 1-16.

Ployhart, R. E., & *Ehrhart, M. G.* (2002). Modeling the practical effects of applicant reactions: Subgroup differences in test-taking motivation, test performance, and selection rates. *International Journal of Selection & Assessment, 10,* 258-270.

Schneider, B., Ehrhart, K. H., & *Ehrhart, M. G.* (2002). Understanding high school student leaders, II: Peer and teacher perspectives and their correlates. *Leadership Quarterly, 13*, 275-299.

Smith-Major, V. L., Klein, K. J., & *Ehrhart, M. G.* (2002). Work time, work interference with family, and psychological distress. *Journal of Applied Psychology, 87*, 427-436.

Dickson, M. W., Smith, D. B., Grojean, M., & *Ehrhart, M. G.* (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *Leadership Quarterly, 12*, 197-217.

Ehrhart, M. G., & Klein, K. J. (2001). Predicting followers' preferences for charismatic leadership: The influence of follower values and personality. *Leadership Quarterly, 12*, 153-179.

Book Chapters

Aarons, G. A., Farahnak, L. R., & *Ehrhart, M. G.* (2014). Leadership and strategic organizational climate to support evidence-based practice implementation. In R. S. Beidas & P. C. Kendall (Eds.),

Dissemination and implementation of evidence-based practices in child and adolescent mental health (pp. 82-97). New York: Oxford University Press.

Ehrhart, M. G., & Raver, J. L. (2014). The effects of organizational climate and culture on productive and counterproductive behavior. In B. Schneider & K. Barbera (Eds.), *The Oxford handbook of organizational climate and culture* (pp. 153-176). New York: Oxford University Press.

Kath, L. M., Roesch, S. C., & *Ehrhart, M. G.* (2013). An overview of multilevel modeling in occupational health psychology. In R. R. Sinclair, M. Wang, & L. E. Tetrick (Eds.), *Research methods in occupational health psychology: Measurement, design, and data analysis* (pp. 323-348). New York: Routledge.

Aarons, G. A., Horowitz, J. D., Dlugosz, L. R., & *Ehrhart, M. G.* (2012). The role of organizational processes in dissemination and implementation research. In R. C. Brownson, G. A. Colditz, & E. K. Proctor (Eds.), *Dissemination and implementation research in health: Translating science to practice* (pp. 128-153). New York: Oxford University Press.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. A. (2011). Organizational climate research: Achievements and the road ahead. In N. Ashkanasy, C. Wilderom, & M. Peterson (Eds.), *Handbook of organizational culture and climate* (2nd ed., pp. 29-49). Thousand Oaks, CA: Sage.

Schneider, B., *Ehrhart, M. G.*, & Macey, W. A. (2011). Perspectives on organizational climate and culture. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology: Vol. 1. Building and developing the organization* (pp. 373-414). Washington, DC: American Psychological Association.

Naumann, S. E., & *Ehrhart, M. G.* (2005). A unit-level perspective on organizational citizenship behavior. In D. L. Turnipseed (Ed.), *A Handbook on Organizational Citizenship Behavior: A Review of 'Good Soldier' Activity in Organizations* (pp. 143-156). Hauppauge, NY: Nova Science Publishing.

Schneider, B., Ehrhart, K. H., & *Ehrhart, M. G.* (2005). Organizational climate. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *Blackwell Encyclopedic Dictionary of Management: Vol. 11. Organizational Behavior* (2nd ed., pp. 270-272). Oxford, UK: Blackwell.

Schneider, B., Bowen, D. E., *Ehrhart, M. G.*, & Holcombe, K. M. (2000). The climate for service: Evolution of a construct. In N. M. Ashkanasy, C. Wilderom, & M. F. Peterson (Eds.), *Handbook of Organizational Culture and Climate* (pp. 21-36). Newbury Park, CA: Sage.

Articles in Conference Proceedings

Chung-Herrera, B. G., *Ehrhart, M. G.*, Ehrhart, K. H., Hattrup, K., & Solamon, J. (2005). A new vision of stereotype threat: Testing its effects in a field setting. *Proceedings of the 2005 Academy of Management Conference.* Honolulu, HI.

Smith-Major, V. L., Klein, K. J., & *Ehrhart, M. G.* (2000). Work time, work interference with family, and employee well-being. *Proceedings of the 2000 Academy of Management Conference.* Toronto, ON.

PRESENTATIONS

Workshops

Schneider, B., & *Ehrhart, M. G.* (2013, April). *Organizational climate and culture: Manifestations, measurement, and management.* Workshop conducted at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Kath, L. M., & *Ehrhart, M. G.* (2013, May). *A beginner's guide to multilevel modeling*. Workshop conducted at the 10th international Work, Stress, and Health conference, Los Angeles, CA.

Aarons, G. A., *Ehrhart, M. G.*, & Horowitz, J. (2010, August). *Leadership to facilitate evidence-based practice implementation in healthcare organizations*. Professional development workshop presented at the 70th annual conference of the Academy of Management, Montreal, QC.

Professional Conferences

Aarons, G. A., *Ehrhart, M. G.*, Farahnak, L. R., & Finn, N. (2014, December). *Implementation leadership: Confirmatory factor analysis and supervisor-clinician discrepancy in ratings on the Implementation Leadership Scale (ILS)*. Paper presented at the 7th Annual NIH Conference on the Science of Dissemination and Implementation, Betheseda, MD.

Ehrhart, M. G. (2014, August). Panelist in C. A. Hartnell (Chair), *Clarifying organizational culture: Conceptual clarifications, extensions, and research directions*. Panel discussion at the 74th annual conference of the Academy of Management, Philadelphia, PA.

Ehrhart, M. G. (2014, May). Panelist in G. A. Aarons (Chair), *New opportunities in implementation science and practice for I/O psychologists*. Panel discussion at the 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Farahnak, L. R., *Ehrhart, M. G.*, & Aarons, G. A. (2014, May). *The influence of transformational leadership and attitudes on implementation success*. Poster presented at the 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Raver, J. L., *Ehrhart, M. G.*, & Lim, B. C. (2013, August). *Difficult team members: Implications for trust, conflict, effectiveness, and leadership*. Paper presented at the 73rd annual conference of the Academy of Management, Lake Buena Vista, FL.

Kath, L. M., *Ehrhart, M. G.*, & Stichler, J. F. (2013, May). Dr. Jekyll and Mr. Hyde: Effects of ambivalent supervisors who are both supportive and unsupportive. In L-Q. Yang & R. R. Wright (Chairs), *Let all social partners in the social support process count: New perspectives on classical theory*. Symposium conducted at the 10th international Work, Stress, and Health conference, Los Angeles, CA.

Ali, A., Ryan, A. M., *Ehrhart, M. G.*, & Wessel, J. (2013, April). *Buffering the negative effects of discrimination on job seekers*. Poster presented at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Ehrhart, M. G., Raver, J. L., & Lim, B. C. (2013, April). To whom do team members go for help? A multilevel investigation of sources of advice in teams. In T. Nielsen (Chair), *OCB: Exploring new directions in multilevel, international contexts*. Symposium conducted at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Kath, L. M., Fierro, A. M., *Ehrhart, M. G.*, Gates, M., & Stichler, J. F. (2013, April). Relative importance of social support as predictors of work–family conflict. In M. T. Ford (Chair), *Interactions among support, work, and family: Who, when, and where?* Symposium conducted at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Soltani, B., Ali, A., *Ehrhart, M. G.*, Schultze, T., & Ensey, C. (2013, April). *OCB and gender: A policy capturing approach*. Poster presented at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Aarons, G. A., *Ehrhart, M. G.*, & Dlugosz, L. R. (2012, April). Maximizing a strategic climate for the implementation of evidence-based practice. In *M. G. Ehrhart* (Chair), *Focused organizational climates: New directions and new possibilities*. Symposium conducted at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Dlugosz, L. R., *Ehrhart, M. G.*, & Aarons, G. A. (2012, April). *The effects of change on innovation climate level and strength*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Drobka, S., *Ehrhart, M. G.*, Ehrhart, K. H., Ali, A., & Waller, K. (2012, April). *A longitudinal study of proactivity during socialization*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Ehrhart, M. G., Ehrhart, K. H., Ali, A., Roesch, S., & Palmer, L. E. (2012, April). *A MIMIC model of acculturation and the IPIP FFM measure*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Ehrhart, M. G., Schneider, B., & Macey, W. A. (2012, April). Organizational climate, organizational culture, and competitive advantage. In L. Petitta (Chair), *Understanding the culture and climate underpinnings of organizational effectiveness*. Symposium conducted at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Aarons, G. A., *Ehrhart, M. G.*, & Dlugosz, L. (2012, March). Implementation climate and leadership for evidence-based practice implementation: Development of two new scales. Paper presented at the 5th Annual NIH Conference on the Science of Dissemination and Implementation: Research at the Crossroads, Rockville, MD.

Ali, A., Drobka, S. K., Mansell, D., & *Ehrhart, M. G.* (2011, April). *The interactive effects of social exchange and perceived fit on organizational socialization*. Poster presented at the 91st annual convention of the Western Psychological Association, Los Angeles, CA.

Ousley, S., Bressler, L., & *Ehrhart, M. G.* (2011, April). *Gender-based stereotypes for organizational citizenship behavior.* Poster presented at the 91st annual convention of the Western Psychological Association, Los Angeles, CA.

Ali, A., *Ehrhart, M. G.*, Palmer, L. E., Drobka, S. K., Ehrhart, K. H., & Kath, L. M. (2011, April). *Predictors of new employee socialization to organizations*. Poster presented at the 26th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Stichler, J. F., Kath, L. M., & *Ehrhart, M. G.* (2011, April). *Predictors of nurse manager workplace stress*. Paper presented at the 44th annual Western Institute of Nursing (WIN) Communicating Nursing Research Conference, Las Vegas, NV.

Dlugosz, L. R., Aarons, G. A., & *Ehrhart, M. G.* (2010, August). *Transformational leadership: Leader-member exchange and climate affects organizational citizenship*. Paper presented at the 118th annual convention of the American Psychological Association, San Diego, CA.

Schultze, T., *Ehrhart, M. G.*, Kath, L. M., & Stichler, J. F. (2010, April). *LMX as a buffer of role stress in nurse managers*. Poster presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Shore, L. M., *Ehrhart, M. G.*, & Coyle-Shapiro, J. (2010, April). POS in teams: Support for all or support for one? In M. G. Gonzalez-Morales & R. Eisenberger (Chairs), *Multilevel perspectives on perceived organizational support*. Symposium presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Vong, S., *Ehrhart, M. G.*, Ehrhart, K. H., & Devos, T. (2010, April). *Gender and organizational citizenship behavior: An implicit association approach*. Poster presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Kath, L. M., *Ehrhart, M. G.*, Stichler, J. F., & Sievers, A. J. (2009, November). *Workplace stress experiences of nurse leaders: A dominance analysis of stressors predicting perceptions of stress*. Paper presented at the Work, Stress, and Health 2009: Global Concerns and Approaches conference, San Juan, Puerto Rico.

Stichler, J. F., Kath, L. M., & *Ehrhart, M. G.* (2009, September). *Practice environment predictors of nurse management stress*. Paper presented at the 2009 American Nurses Credentialing Center (ANCC) Research Symposium, Louisville, KY.

Raver, J. L., *Ehrhart, M. G.*, & Chadwick, I. C. (2009, August). The emergence of team helping norms: Foundations within members' attributes and behavior. In E. Stiehl (Chair), *Helping, reciprocity and mutual obligation*. Symposium conducted at the 69th annual conference of the Academy of Management, Chicago, IL.

Stichler, J. F., Kath, L. M., & *Ehrhart, M. G.* (2009, June). *Understanding workplace stress experienced by nurse managers in AWHONN*. Paper presented at the annual meeting of the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN), San Diego, CA.

Stichler, J. F., Kath, L. M., & *Ehrhart, M. G.* (2009, April). *Understanding workplace stress among nurse managers*. Paper presented at the 42nd Annual Western Institute of Nursing (WIN) Communicating Nursing Research Conference, Salt Lake City, UT.

Ehrhart, M. G., Shore, L. M., & Bommer, W. H. (2009, April). Reciprocity and helping exchange in teams. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Some new developments in the study of organizational citizenship behavior*. Symposium conducted at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Naumann, S. E., & *Ehrhart, M. G.* (2009, April). Moderators of the relationship between helping norms and individual helping. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Some new developments in the study of organizational citizenship behavior*. Symposium conducted at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Peyton, T., *Ehrhart, M. G.*, & Ehrhart, K. H. (2009, April). *"My displeasure to serve you today": Antecedents of emotional deviance*. Poster presented at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Peyton, T., *Ehrhart, M. G.*, Boulanger, C., Sawitzky, A., & Rettenmaier, P. (2008, August). Ethnic composition and perceived discrimination: Predicting diversity climate perceptions & outcomes. In B. J. DeMarr (Chair), *Perceiving diversity in organizations: The effects of perceived discrimination, inclusiveness and psychological contract violation*. Symposium conducted at the 68th annual conference of the Academy of Management, Anaheim, CA.

Sawitzky, A., Conte, J., & *Ehrhart, M. G.* (2008, August). Role stressors as mediators of relationships between polychronicity and health. In A. A. Stachowski & S. A. Kaplan (Chairs), *Only time will tell: Time's role in organizational processes and outcomes*. Symposium to be conducted at the 68th annual conference of the Academy of Management, Anaheim, CA.

Vong. S., Jackson, A., & *Ehrhart, M. G.* (2008, August). An empirical investigation of sex-role stereotypes and charismatic leadership. In R. Hawarden (Chair), *Exploring gendered perceptions: Reflexivity, roles and stereotypes*. Symposium conducted at the 68th annual conference of the Academy of Management, Anaheim, CA.

Ehrhart, M. G., Peyton, L. T., Boulanger, C., & Sawitzky, A. (2008, April). *More helping = More stress? It depends on who you are*. Poster presented at the 23rd annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Naumann, S. E., *Ehrhart, M. G.*, & Miles, J. A. (2007, October). Helping norms in work groups: A field study. Poster presented at the 15th annual conference of the Institute of Behavioral and Applied Management, Reno, NV.

Isaacs, H., & *Ehrhart, M. G.* (2006, August). Predicting emotional regulation strategies: The influence of customer interaction. In A. A. Grandey & M. Groth (Chairs), *Emotion regulation and emotion perception in work interactions*. Symposium to be conducted at the 66th annual conference of the Academy of Management, Atlanta, GA.

Raver, J. L., & Ehrhart, M. G. (2006, August). Interpersonally fair teams: Linking justice climate, affective tone, and team citizenship behaviors. In C. Wu (Chair), *Justice in group and organizational contexts*. Symposium to be conducted at the 66th annual conference of the Academy of Management, Atlanta, GA.

Chung-Herrera, B. G., Ehrhart, K. H., *Ehrhart, M. G.*, Solamon, J., & Kilian, B. (2006, May). *Do test preparation and strategies reduce the Black-White performance gap?* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Ehrhart, K. H., Roesch, S., *Ehrhart, M. G.*, & Kilian, B. (2006, May). *Testing gender and ethnic factor structure equivalence of the IPIP.* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Mohammed, C. J., *Ehrhart, M. G.*, & Czerwinski, M. (2006, May). *Manager-subordinate racial similarity and work outcomes: Examining possible moderators.* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Czerwinski, M. C., Schultze, T., & *Ehrhart, M. G.* (2006, April). *Antecedents and outcomes of leadership preferences: A field study*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.

Isaacs, H., Chandler, C., & *Ehrhart, M. G.* (2006, April). *Individual and organizational predictors of emotion regulation strategies*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.

Westfall, K. J., Stevens, C. M., & *Ehrhart, M. G.* (2006, April). *Gender and organizational citizenship behavior: Organizational expectations and role definitions*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.

Chung-Herrera, B. G., *Ehrhart, M. G.*, Ehrhart, K. H., Hattrup, K., & Solamon, J. (2005, August). A new vision of stereotype threat: Testing its effects in a field setting. In M. E. Graham (Chair), *Affirmative action and stereotype threat: Truths, lies, and consequences.* Symposium conducted at the 65th annual conference of the Academy of Management, Honolulu, HI.

Ehrhart, M. G., Godfrey, E., & Morales, S. (2005, April). *Schemas for organizational citizenship behavior in gender-stereotyped jobs*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Mayer, D. M., *Ehrhart, M. G.*, & Schneider, B. (2005, April). *OCB and service climate: Examining multilevel antecedents of customer satisfaction*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Raver, J. L., & *Ehrhart, M. G.* (2005, April). *Antecedents of team citizenship behaviors: Leader behaviors and affective tone*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Sears, K. J., & *Ehrhart, M. G.* (2005, April). *An integrated safety model: Understanding the impact of leadership*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Mayer, D. M., *Ehrhart, M. G.*, & Schneider, B. (2004, August). When does a service climate lead to satisfied customers? An examination of potential moderators. In J. S. MacCormick & S. K. Parker (Chairs), *What matters for work unit and organizational effectiveness? Advances in linkage research*. Symposium conducted at the 64th annual conference of the Academy of Management, New Orleans, LA.

Ehrhart, M. G., & Bargagliotti, H. (2004, April). *Predicting follower reactions to leaders: Self-concept, ILT, and situational characteristics*. Poster presented at the 19th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Ehrhart, M. G., & Godfrey, E. (2003, April). *The role of schemas in gender and OCB research*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Ehrhart, M. G., Mayer, D. M., & Schneider, B. (2003, April). Leadership, justice climate, and OCB: A climate strength approach. In F. Sala (Chair), *Antecedents and consequences of climate and culture strength*. Symposium conducted at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Ehrhart, M. G., Thomas, J. L., & Bliese, P. D. (2003, April). *The incremental impact of unit-level OCB on unit effectiveness*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Ehrhart, M. G. (2002, April). Servant-leadership and justice climate as antecedents of unit-level organizational citizenship behavior. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.

Mayer, D., Schneider, B., Saltz, J. L., *Ehrhart, M. G.*, & Salvaggio, A. N. (2002, April). Service and sales: The role of customer satisfaction. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.

Saltz, J. L., Schneider, B., *Ehrhart, M. G.*, & Mayer, D. M. (2002, April). Leader personality and leader behavior: Necessary ingredients for service. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.

Ehrhart, K. M., *Ehrhart, M. G.*, & Schneider, B. (2001, April). There's more to life than service climate: Service climate in context. In R. De Shon (Chair), *The impact of workplace climate on organizational outcomes: A tale of two levels.* Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Ehrhart, M. G., & Ployhart, R. E. (2001, April). Methodological issues involving the test-retest reliability of noncognitive measures. In F. L. Oswald (Chair), *If I could put time in a model: Understanding constructs longitudinally.* Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Ployhart, R. E., & *Ehrhart, M. G.* (2001, April). Effects of response instructions on the criterion-related validity, construct validity, and reliability of situational judgment tests. In M. A. Campion (Chair), *Situational judgment tests: What constructs are we measuring?* Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Ehrhart, M. G., Holcombe, K. M., Hayes, S. C., & Schneider, B. (2000, August). Service climate, service culture, and service-related outcomes. In J. U. Dietz and S. D. Pugh (Chairs), *A new time in service research: Moving beyond main effects and isolated theoretical perspectives.* Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.

Smith-Major, V. L., Klein, K. J., & *Ehrhart, M. G.* (2000, August). Work time, work interference with family, and employee well-being. In J. G. Rosse (Chair), *Stress and health*. Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.

Ployhart, R. E., & *Ehrhart, M. G.* (2000, April). *Modeling the practical effects of applicant reactions.* Poster presented at the 15th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Ehrhart, M. G., & Klein, K. J. (1999, October). *Follower characteristics and preference for charismatic leadership.* Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.

Holcombe, K. M., *Ehrhart, M. G.*, & Schneider, B. (1999, October). *The identification and development of leadership potential in adolescence.* Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.

Ehrhart, M. G., Holcombe, K. M., & Schneider, B. (1999, May). *Leadership in adolescence: Comparing peer and teacher perspectives*. Poster presented at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Grojean, M., Smith, D. B., Dickson, M. W., & *Ehrhart, M. G.* (1999, May). Values, personality, ethical climate, and leadership: How do they fit into the Army of the 21st century? In Dickson, M. W. (Chair), *Walking the talk: Leaders, followers, and the values between them*. Symposium conducted at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Holcombe, K. M., *Ehrhart, M. G.*, & Schneider, B. (1998, April). Growing leaders: The adolescent years. In D. Campbell (Chair), *Seasons of a leader's life.* Symposium conducted at the 13th annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

TEACHING EXPERIENCE

Advanced Seminar in Organizational Psychology (PSY 722 – SDSU)
Seminar in Organizational Psychology (PSY 622 – SDSU)
Organizational Psychology (PSY 321 – SDSU)
Psychological Testing and Measurement (PSY 370 – SDSU)
Leadership in Organizations (PSYC 464 – UMCP)

PROFESSIONAL AFFILIATIONS

Academy of Management
San Diego Industrial/Organizational Professionals (SDIOP)
Society for Industrial and Organizational Psychology

AWARDS AND HONORS

S. Rains Wallace Dissertation Award, Society for Industrial and Organizational Psychology, 2003.
Mortar Board Outstanding Faculty and Staff Award, 2010-11.