

Donald E. Gibson

Fairfield University
Charles F. Dolan School of Business
North Benson Road
Fairfield, CT 06430-5195
Tel (203) 254-4000, ext. 2841
Fax (203) 254-4105
dgibson@mail.fairfield.edu

Appointments

Associate Professor, Management, Fairfield University, 2001 - present
Assistant Professor, Organizational Behavior, Yale School of Management, 1995 - 2001

Education

July 1995 Ph.D., Management, Anderson Graduate School of Management,
University of California, Los Angeles.
Dissertation: "Individual Idols, Organizational Ideals: Role Models in
Organizations." Chair: Connie Gersick.

June 1990 MBA with honors, Anderson Graduate School of Management, University
of California, Los Angeles.

June 1984 MA, Communications (Radio and Television), San Francisco State
University.

December 1981 BS with high honors, Administrative Studies, University of California,
Riverside.

Research Interests

The attributes and impact of organizational role models and mentors, the management of individual emotional experience and expression in organizations, anger and aggression in workplace conflict, and effective organizational communication.

Teaching Interests

Organizational behavior, leadership and teams, strategic human resource management

Peer-Reviewed Journal Articles

- Gibson, Donald E. 2006. "Emotional Episodes at Work: An Experiential Exercise in Feeling and Expressing Emotions." To be published in the June issue of *Journal of Management Education*.
- Schweitzer, Maurice, DeChurch, Leslie, & Gibson, Donald E. 2005. "Conflict Frames and the Use of Deception: Are Competitive Negotiators Less Ethical?" *Journal of Applied Social Psychology*, Vol. 35(10), pp. 2123-2149.
- Bhattacharya, Mousumi., Gibson, Donald E., & Doty, D. Harold. 2005. "Human Resources and Competitive Advantage: The Effects of Skill, Behavior and HR Practice Flexibility on Firm Performance." *Journal of Management*, Vol. 31(4), pp. 622-640.
- Gibson, Donald E. 2004. "Role Models in Career Development: New Directions for Theory and Research." *Journal of Vocational Behavior*. Vol. 65(1), pp. 134-156.
- Gibson, Donald E., & Schroeder, Scott. 2003. "Who ought to be Blamed? The Effect of Organizational Roles on Blame and Credit Attributions" *International Journal of Conflict Management*. Vol. 14(2), pp. 95-117.
- Gibson, Donald E. 2003. "Developing the Professional Self-Concept: Role Model Construals in Early, Middle, and Late Career Stages." *Organization Science*, Vol. 14(5), pp. 591-610.
- Mainiero, Lisa A., & Gibson, Donald E. 2003. "Managing Employee Trauma: Dealing with the Emotional Fallout from 9-11." *Academy of Management Executive*, Vol. 17(3), pp. 130-143.
- Gibson, Donald E., & Barron, Lisa M. 2003. "Exploring the Impact of Role Models in Older Employees." *Career Development International*, Vol. 8(4), pp. 198-209.
- Gibson, Donald E. & Barsade, Sigal G. 2003. "Managing Organizational Culture Change: The Case of Long-Term Care." *Journal of Social Work in Long-Term Care*, Vol. 2(1,2), pp. 11-34.
- Gibson, Donald E. 1994. "Humor Consulting: Laughs for Power and Profit in Organizations." *International Journal of Humor Research*, 7: 403-428.

Peer-Reviewed Book Chapters

- Gibson, Donald E. & Schroeder, Scott. 2002. "Grinning, frowning, and emotionless: Agent perceptions of power and their effect on felt and displayed emotions in influence attempts." In Neal Ashkanasy, Charmine Hartel, and Wilfred Zerbe (Eds.), *Managing Emotions in the Workplace*, pp. 184-211. Armonk, NY: M. E. Sharpe.
- Barsade, Sigal, & Gibson, Donald E. 1998. "Group Emotion: A View from Top and Bottom." In Deborah Gruenfeld, Margaret Neale, and Elizabeth Mannix (Eds.), *Research on Managing in Groups and Teams*, Vol. 1, pp. 81-102. Greenwich, CT: JAI Press.

Gibson, Donald E. 1997. "The Struggle for Reason: The Sociology of Emotions in Organizations." In Rebecca J. Erickson and Beverley Cuthbertson-Johnson (Eds.) *Social Perspectives on Emotion*, Vol. 4, pp. 211-256. Greenwich, CT: JAI Press.

Peer-Reviewed Conference Proceedings

"Role Models: Reinvigorating a Developmental Construct in Career Theory," *Proceedings of the Academy of Management*, Seattle, WA, August, 2003.

"Emotions at Work: An Experiential Exercise," *Proceedings of the Eastern Academy of Management*, Baltimore, MD, May, 2003.

Editor-Reviewed Publications

Gibson, Donald E. 2006. "Role Models." Entry in Greenhaus, Jeffrey H., & Callanan, Gerard A. (Eds.), *Encyclopedia of Career Development*. Thousand Oaks, CA: Sage Publications.

Gibson, Donald E. 2005. "The Nature of the Exercise of Authority: Response." In Donald E. Holt (Ed.), *The Heart of a Business Ethic: The Hansen-Wessner Memorial Lecture Series*, p. 166-169. New York: University Press of America.

Gibson, Donald E. 2004. "Returning *Human* to HR Management." In Subir Chowdhury (Ed.), *Next Generation Business Handbook: New Strategies from Tomorrow's Thought Leaders*, pp. 887-902. New York: John Wiley & Sons.

Gibson, Donald E. & Cordova, Diana I. 1999. "Women's and Men's Role Models: The Importance of Exemplars." In Audrey Murrell, Faye Crosby, and Robin Ely (Eds.), *Mentoring Dilemmas: Developmental Relationships within Multicultural Organizations*, pp. 121-142. Mahwah, NJ: Lawrence Erlbaum Associates.

Gibson, Donald E. 1995. "Emotional Scripts and Organization Change." In Fred Massarik (Ed.), *Advances in Organization Development*, Vol. 3, pp. 32-62. Norwood, NJ: Ablex.

Applied Articles

Gibson, Donald E., & Tulgan, Bruce. 2002. "Managing Anger in the Workplace." *Loss Prevention*. July-August, pp. 38-42, 53.

Gibson, Donald E. 2000. "Exploding the Myth of the Corporate Role Model." *Executive Talent*. Vol 1 (3): 42-47.

Books (Practitioner-oriented)

Gibson, Donald E. & Tulgan, Bruce. (2002). *Anger in the Workplace*. Amherst, MA: HRD Press.

Papers under Submission

Anger at Work: A Toxic Emotion or a Constructive Catalyst? (with Ronda Callister, Barbara Gray, Maurice Schweitzer, and Joo-Seng Tan) under review at *Organization Science*.

“Do Men and Women React Differently to Crisis Events? New Insights into the Use of Justice and Care Responses in the Workplace” (with Lisa Mainiero and Sherry Sullivan), under review at *Group and Organization Management*.

Working Papers

“Perceived Violations of Fairness and Ethical Decision Making” (with Maurice E. Schweitzer), revise and resubmit from *Journal of Behavioral Decision Making*.

“Anger at Work: The Influence of Anger Expressions on Organizational Outcomes” (with Maurice Schweitzer, Ronda Callister, and Barbara Gray) to be submitted to *International Journal of Conflict Management*.

“Human Resource Flexibility, High-Performance Work Practices and Firm Performance: A Mediated Relationship” (with Mousumi Bhattacharya), to be submitted to *Group and Organization Management*.

“The Effect of Gender and Social Comparison Referents on Expected Achievement in Organizations” (with Barbara Lawrence), to be submitted to *Organization Science*.

“Unoriginal Sins?: A Case For Rethinking Student Plagiarism (with Michael Cavanaugh), to be submitted to *Academy of Management Learning & Education*.

Honors

Nominated, Outstanding Empirical Paper Award, “Human Resources and Competitive Advantage: The Effects of Skill, Behavior and HR Practice Flexibility on Firm Performance,” Eastern Academy of Management, Providence, RI, May, 2004.

Best Paper Award, “Role Models: Reinvigorating a Developmental Construct in Career Theory,” Academy of Management (Careers Division), Seattle, WA, August, 2003.

Best Experiential Exercise Award, “Emotions at Work: An Experiential Exercise,” Eastern Academy of Management, Baltimore, MD, May, 2003.

Finalist, Best Dissertation Proposal Award, The Institute of Management Sciences (TIMS) College on Organization. Competition held at the Fall ORSA/TIMS Meeting, Detroit, Michigan, October 23, 1994.

Graduate Student Paper Award, “The Struggle for Reason: The Sociology of Emotions in Organizations,” American Sociological Association, Sociology of Emotions section, Los Angeles, California, August 5-9, 1994.

Graduate Fellowship, Anderson Graduate School of Management, 1991-1994.

OB/OMT Doctoral Consortium, Academy of Management, 1993.

Outstanding Paper, "Constructing Emotional Maps: Structures in Organizations and Emotions," Western Academy of Management, San Jose, California, March 24-27, 1993.

Outstanding Presentation, "Symbolic and Instrumental Scapegoating: Strategic Blame and Credit in Organizations," Graduate Student Research Conference, California Lutheran University, Thousand Oaks, California, March 13, 1993.

Refereed Presentations

"To be Angry or Not to be Angry in Groups: Examining the Question" (with S. Barsade and R. Putzel). Presentation to The Role of Emotions in Organizational Life Conference, Toronto, Canada, May, 2005.

"Relational or Agency Orientation? Gender Differences in Emotional Response to Crisis Events" (with Lisa Mainiero and Sherry E. Sullivan). Presented to the Academy of Management, New Orleans, LA, August, 2004.

"Perceived Violations of Fairness and Ethical Decision Making" (with Maurice Schweitzer). Presented to the Academy of Management, New Orleans, LA, August, 2004.

"Anger at Work: The Influence of Anger Expressions on Organizational Outcomes" (with Maurice Schweitzer, Ronda Callister and Barbara Gray). Presented to the Fourth Conference on Emotions and Organizational Life, London, UK, June, 2004.

"Human Resources and Competitive Advantage: The Effects of Skill, Behavior and HR Practice Flexibility on Firm Performance" (with Mousumi Bhattacharya and D. Harold Doty). Presented to the Eastern Academy of Management, Providence, RI, May, 2004.

"The Effect of Gender and Social Comparison Referents on Expected Achievement in Organizations" (with Barbara Lawrence). Presented to the Academy of Management, Seattle, WA, August, 2003.

"Role Models: Reinvigorating a Developmental Construct in Career Theory." Presented to the Academy of Management, Seattle, WA, August, 2003.

"Social Networks and Motivation: Exploring the Effect of the Social Context on Work Motivation" (with Mousumi Bhattacharya and Lisa Mainiero). Presented to the Academy of Management, Seattle, WA, August 2003.

"The Influence of Organizational Contexts and Outcomes of Anger Expression in the Workplace" (with R. Callister, B. Gray, M. Schweitzer, and J. Tan). Presented to the Academy of Management, Seattle, WA, August 2003.

- “Emotions at Work: An Experiential Exercise.” Presented to the Eastern Academy of Management, Baltimore, MD, May, 2003.
- “Anger at Work: The Influence of Anger Expressions on Organizational Outcomes” (with Maurice Schweitzer and Ronda Callister). Presented to the International Association for Conflict Management, Park City, UT, June 2002.
- “Anger in the Classroom, II: Teaching About Anger in Organizations, Dealing with Anger in the Classroom” (with Roger Putzel). Presented to the Organizational Behavior Teaching Conference, Orange, CA, June 2002.
- “To be Angry or not to be Angry in Groups: Examining the Question” (with S. Barsade & R. Putzel). Presented to the Academy of Management, Washington, DC, August 2001.
- “Cultural Differences in Expressions of Anger: A Comparison of Employees in Singapore and the U.S.” (with M. Hamilton, R. Callister, J. Tan, B. Gray, M. Schweitzer, & M. Davidson). Presented to the Academy of Management, Washington, DC, August 2001.
- “Anger in the Classroom: Research on an Underutilized Resource” (with R. Putzel). Presented to the Organizational Behavior Teaching Conference, Harrisonburg, VA, June 2001.
- “Anger in Organizations: A Contextual View” (with R. Callister, M. Davidson, B. Gray, M. Schweitzer, & J. Tan). Presented to the International Association for Conflict Management, St. Louis, MO, June 2000.
- “The Pluralistic World of Organizational Role Models: Looking for Inspiration beyond Age-and Hierarchy-based Relationships” (with L. Barron). Presented to the Academy of Management, Chicago, IL, August 1999.
- “The Experience of Anger at Work: Lessons from the Chronically Angry” (with Sigal Barsade). Presented to the Academy of Management, Chicago, IL, August 1999.
- “Managing Other People’s Emotions: Expressed Emotions and Influence Tactics in Organizations” (with S. Barsade). Presented to the Academy of Management, San Diego, CA, August 1998.
- “Emotions and Power: The Powerholder’s View” (with Scott Schroeder). Presented to the Conference on Emotions and Organizational Life, San Diego, CA, August 7-8, 1998.
- “A Career Stage Theory of Role Models.” Presented to the Academy of Management, Boston, MA, August 1997.
- “Creating Ideals: Women, Men and Role Models in Organizations.” Presented to the Academy of Management, Cincinnati, OH, August 1996.
- “The Sadness Script: Emotional Responses to Change at Work.” Presented to the Organizational Studies Doctoral Student Conference, Seattle, WA, October 1, 1994.

“Idols and Ideals: A Multi-level View of Role Modeling in Organizations.” Presented to the Academy of Management, Dallas, TX, August 1994.

“A Dream in the Mirror: Imitation and Role Modeling in Organizations.” Presented to the Western Academy of Management, Santa Fe, NM, March 23-26, 1994.

“Emotional Scripts in Organizations.” Presented at the Stanford Conference on Organizations at Asilomar in Pacific Grove, CA, April 12, 1993.

“Constructing Emotional Maps: Structures in Organizations and Emotions.” Presented to the Western Academy of Management, San Jose, CA, March 24-27, 1993.

“Symbolic and Instrumental Scapegoating: Strategic Blame and Credit in Organizations.” Presented to the Graduate Student Research Conference, California Lutheran University, Thousand Oaks, CA, March 13, 1993.

Invited Presentations

“Expressing Anger in Groups: Catharsis or Catastrophe?” (with S. Barsade and R. Putzel). Presented to the Academy of Management, Honolulu, HI, August, 2005.

“Gender, Role Models, and Career Achievement.” Presentation to the Women’s Studies Program, “Women and Work.” Fairfield University, Fairfield, CT, March, 2004.

“Role Models: Reinvigorating a Developmental Construct in Career Theory.” Presentation to the Rutgers Research Seminar, Management & Global Business Department, Rutgers Business School, Newark, NJ, April 2003.

“Anger at Work: The Influence of Anger Expressions on Organizational Outcomes.” Research Seminar, Fairfield University, February, 2003.

“Developmental Relationships and Organizational Commitment: The Role of Role Models.” Research Seminar, Fairfield University, October, 2002.

“Spirit and Work,” Invited response to the Hansen-Wessner Memorial Lecture, sponsored by The ServiceMaster Foundation, Yale University Divinity School and Yale School of Management, October 5, 2000.

“Inspiration and Imagination: Role Models in Organizations.” Invited Proseminar in Organizational Behavior, University of Illinois at Urbana-Champaign, October 13, 2000.

“Linking Relationships with Role Models to Relationships with Organizations: Insight from Two Field Studies.” Presented to the Human Resources and Organizational Behavior Department, University of California at Los Angeles, November 12, 1999.

“Strategies of Identification: Men’s and Women’s Role Models in Organizations.” Presented to the 3rd annual Organizational Behavior Conference, The Wharton School, University of Pennsylvania, November 14-15, 1997.

“The Influence of Group Emotional Composition on Group Dynamics” (with Sigal Barsade).
Presented to the Stanford Conference on Managing in Groups and Teams, Stanford,
California, June 13-14, 1997

“A Meso Approach to Role Models: The Complexity of Gender.” Presented to the MESO
Conference, Gainesville, Florida, March 8-10, 1996.

Teaching Experience

Fairfield University, Dolan School of Business

Leadership and Teams (MBA); 2004-2006

Introduction to Management (undergraduate); 2004-2005

Managing People for Competitive Advantage (MBA); 2004, 2005

Managing Human Resources for Competitive Advantage (undergraduate); 2001-2006

Business Strategy in the Global Environment (undergraduate); 2001-2003

Human Resource Management (MBA); 2001-2003

Business Communication and Influence (MBA); 2002

Yale School of Management (all graduate level)

Strategic Human Resource Management; 1996-2001

Organizational Communication and Influence; 1996, 1998-2001

Foundations of Leadership and Teams (with Victor Vroom); 1998

Organizational Behavior (Core course); 1997

California State University, Fullerton

Organizational Behavior; Spring, 1994

San Francisco State University

Broadcast Industry Conference Practicum; Spring, 1984

Professional Affiliations

Academy of Management

American Psychological Association

Beta Gamma Sigma, National Business Honor Fraternity

International Association for Conflict Management

INFORMS

Organizational Behavior Teaching Society

Ad Hoc Research Paper Reviewer

Administrative Science Quarterly (6 reviews)
Academy of Management Journal (2 reviews)
Academy of Management Review (6 reviews)
International Journal of Conflict Management (2 reviews)
Journal of Organizational Behavior (2 reviews)
Organization Science (7 reviews)
Journal of Vocational Behavior (1 review)
Journal of Applied Social Psychology (2 reviews)
American Behavioral Scientist (1 review)
Career Development International (3 reviews)

Professional Leadership Activities

Academy of Management Review Best paper committee, 2005

Executive Director, International Association for Conflict Management. Term: 2003-2006.

Track Chair, Experiential Learning Association (Eastern Academy of Management). Term: 2004-2006

Elected Board Member, Careers Division, Academy of Management. Term: 2003-2006.

Representative-At-Large, Conflict Management Division, Academy of Management, March, 2000 – August, 2001.

Pre-Conference Coordinator and Panel Moderator: “Ain’t Misbehavin’: Understanding Aggressive and Antisocial Behavior in Organizations.” Academy of Management, Washington, DC, August, 2001.

Executive Education and Managerial Presentations

“Six Sigma Project Management.” Series of seminars on leadership and team issues in project management at Cendant Mobility, Danbury, CT, January – current, 2006.

“Managing Anger in the Workplace.” Presentation to Fairfield University Alumni College. Fairfield, CT, November, 2005.

“Strategic Human Resource Management.” Presentation to the Advanced Leadership Development Program for the China International Center for Economic and Technical Exchanges (CICETE). Yale University, New Haven, CT, October, 2005.

“Leadership and Influence.” Presentation to the Peoples Bank Alumni Development & Networking Event. Bridgeport, CT, September, 2005.

“Leadership and Communication: Seeking Understanding.” Presentation to the Business Statesmanship Program for Managers from the Netherlands. Yale University, New Haven, CT, June, 2005.

“Leadership and HR Management.” Series of 5 seminars presented to the Executive Management Certificate Program for Managers from the United Arab Emirates. Yale University, New Haven, CT, June, 2005.

“Communication and Teamwork: Seeking Understanding.” Seminar with top management team from the Avebe Group (Netherlands). Yale University, New Haven, CT, February, 2005.

“Six Sigma Project Management.” Series of seminars on leadership and team issues in project management at Cendant Mobility, Danbury, CT, January – April, 2005.

“Managing Anger in the Workplace: Resolving Myths about a ‘Hot’ Emotion.” Presentation to the Connecticut Psychological Association, Fairfield, CT, April, 2004.

“Managing Anger in the Workplace.” Presentation to the American Society for Healthcare Human Resources Administration (ASHHRA) 39th annual conference, Denver, CO, August, 2003.

“Managing Anger in the Workplace.” Presentation to the Society of Gastroenterology Nurses and Associates (SGNA) 30th annual course, Atlanta, GA, May 2003.

Two-day seminar to the Executive MBA class, Renmin University, “Strategic Human Resource Management,” Beijing, China, September 7 and 8, 2002.

Two-day seminar to the partnership of Enterprise Investors, “Strategies for Effective Presentations,” Warsaw, Poland, October 22 and 23, 2001.

Two-day seminar to the leadership of Fundusz Mikro, “Strategies for Effective Presentations,” Warsaw, Poland, October 20 and 21, 2001.

One-day seminar to New Haven corporate and public sector executives and Yale University managers, “Leadership through Communication: Vision, Credibility and Listening.” Session 3 of Management Training Institute, sponsored by Organizational Development and Learning Center, Yale University, November 17, 2000.

“Finding One’s Soul through One’s Work.” Yale-Berkeley Business Ethics Seminar. Co-coordinator of one-day program presented at Yale Divinity School, May 19, 2000.

“Leadership through Communication: Vision, Credibility and Listening,” Management Training Institute, Yale University, October 8, 1999.

One-day seminar to professional architects as part of the American Institute of Architects/Connecticut’s Leadership Certificate Program. “Organizational Communication,” presented in Fall 1999.

American Institute of Architects/Connecticut, “Creating Effective Presentations” Fall, 1998.

American Institute of Architects/Connecticut, “Creating Effective Presentations” Fall, 1997.

Media Appearances

Toth, David (Fairfield, CT). "Defusing the anger bomb." *Fairfield County Business Journal*. April 11, 2005.

Fishman, Julie (Stamford, CT). "Survey finds managers are too stiff." *The Advocate*. Business Section, September 12, 2003.

WSTC 1400/WNLK 1350 (Norwalk, CT), Morning News—Report on "Managing Employee Trauma," September 10, 2003.

Kasiewicz Caseria, Jill, "What to do when you feel angry at work: Dr. Donald Gibson." *Campus Currents*, Fairfield University, November 6, 2001, Vol. 10(4), p. 1.

KNX-AM Newsradio (Los Angeles, CA), morning business report on "The Costs of Workplace Anger." August 31, 2001.

WWRL-AM, Morning Show, "How to deal with anger following the WTC terrorism attack." September 21, 2001, 7:20 a.m.

AM 1060, Boston, Massachusetts, appeared on Mark Mill's *Market Wrap*, September 6, 2001.

CBC radio, St. John, New Brunswick, "Information Morning," hosted by Paul Castle. September 5, 2001.

BBC Radio, "Desk Rage," January 19, 2001.

"Workplace Violence Today," July 7, 2000, hour-long talk radio program sponsored by The National Institute for the Prevention of Workplace Violence (KFNX-AM 1100, Phoenix, Arizona).

60 Minutes program, "The Power of Positive Speaking," segment with Morley Safer, March 2000

"The Experience of Anger at Work: Lessons from the Chronically Angry" (with Sigal Barsade) was presented to the Academy of Management in Chicago, August 1999. An Associated Press story covered the study, which attracted national media attention. Radio and television interviews included: Reuters, NBC National News, MSNBC Morning Report, KABC (Los Angeles), News 12 Connecticut, Metro News (Boston), NPR news (Washington, DC), and the BBC (London, UK). The study was cited in the *Los Angeles Times*, the *Boston Globe*, the *New York Daily News*, the *Chicago Tribune*, the *San Francisco Examiner*, *Sunday Telegraph (London)*, numerous smaller newspapers, and various web sites, August-September, 1999.

Consulting Experience

RainmakerThinking, Inc., New Haven, CT
Pratt & Whitney, East Hartford, CT
Learning Incentive/Ben Bronz Academy, West Hartford, CT
Children's Rights, Inc., New York City
American Industrial Hygiene Association

Business Experience

Writer, Investor's Business Daily, Los Angeles, CA, 1989.
Interviewed, wrote articles featuring CEOs of successful companies.

Manager, Lorimar Productions, Inc. Culver City, CA, 1984-1988.
Managed staff of five account representatives and five support personnel responsible for quality control, post production, and international distribution of television and motion picture product.