

Curriculum Vitae

Professor dr. M. C. Schippers



Personal

Michaéla Corstiana Schippers
Nieuwpoortslaan 32
1141 BT Monnickendam, The Netherlands

Date of birth: August 13, 1970
Place: Landsmeer, The Netherlands

Qualifications

Ph.D., Free University Amsterdam, The Netherlands, May 2003
Dissertation: “Reflexivity in teams”

M.Sc., Free University Amsterdam, The Netherlands, April 1998
Social Psychology, Work- and Organizational Psychology, Sport Psychology

Research/teaching appointments

- 2016 - Professor of Behavior and Performance Management, Rotterdam School of Management, Erasmus University
- 2012 - 2016 Associate Professor Leadership and Management, Rotterdam School of Management, Erasmus University
- 2010 - Scientific director of the Erasmus Centre for Behavioral Operations Management
- 2003 - 2012 Assistant Professor of Organization and Personnel Management, Rotterdam School of Management, Erasmus University
- 2002 - 2003 Assistant Professor of Organizational Psychology, Economics and Business Administration, Free University Amsterdam

Current research (see also attached *publication list*)

Current research concentrates on team reflexivity, team diversity and study success. Other current projects concern knowledge sharing within teams and networks, virtual teams, behavioral operations management, goal-setting, new ways of working, and social exclusion/inclusion.

Teaching

Currently, I am co-teaching in the Professional Development track. I developed lectures, work groups and assignments around Goal Setting. The goal setting track is an online, written intervention used since 2011, which enhanced study success by 22%. Students write about their ideal life, what they want from life and they set specific goals.

In the past, I taught the master elective “Future of work” which was developed by myself. Within this course, students acquire knowledge of the main concepts the future work place, distributed work and related concepts such as virtual teams, future education and e-learning, managing the future workplace, and collaboration in 3D virtual worlds. Furthermore, they also experience the different ways of virtual work and how this affects their collaboration and decision making.

Furthermore, I developed and coordinated the following courses within the bachelor:
(700-1000 students within the Dutch program, 350-450 students within the international program)

- Human Resource Management
- Psychological and Social Processes
- Organization and Management
- Organizational Behavior

Executive/postdoctoral courses:

- Full-time MBA Personal Leadership Development
- Postdoctoral course Human Behavior
- Executive Masterclass employee engagement

In light of the “Boost the Bachelor” I designed a large first-year course, Organizational Behavior (6 ECTS, Bachelor 1). I was the coordinator as well as the teacher for this course, from 2008 - 2011, with 700-900 students participating in lectures, work groups, team assignments and individual assignments. The course was evaluated exceptionally well. I was nominated for the “Best Teacher Award” in 2010 with this course.

PhD students current

- Juan Carlos Martinez Delgado
A paradoxical lens on high-growth firms (HGFs)
Part-time PhD Programme in Management (RSM)
Expected graduation date: 2024

- Sebastian Freyhofer
Learning from mistakes decreases biases and errors and increases organizational fitness
Part-time PhD Programme in Management (RSM)
Expected graduation date: 2023
- Duncan Rooders
Bridging the gap between Behavioural Science and Business Strategy by
combining Implementation Intentions and Strategic goal striving in business
Part-time PhD Programme in Management, RSM
Expected graduation date: 2024 (Note: On hold due to personal circumstances)
- Izaak Dekker
Performance effects of a goal setting intervention for students and teachers in Dutch higher
professional education_
Hogeschool van Rotterdam en Part-time PhD Programme in Management (RSM)
Expected graduation date: 2022 (has handed in his dissertation)
- Job Hudig
An investigation into how an evidence-based goal-setting intervention closed the gender and
ethnic achievement gap
ESSB EUR
Expected graduation date: 2022 (finishing up his dissertation)

PhD students graduated

- Evgenia Dolgova
The social side of innovation: The role of network dynamics
RSM Erasmus University
Graduated: 2019
- Christina Wessels
Flexible working practices: How employees can reap the benefits for
engagement and performance
RSM Erasmus University
Graduated: 2017
- Kai-Philip Otte
Re-examining the relationship between team reflexivity and team performance
Kiel University
Graduated: 2017
- Andreas Alexiou
Learning from serious games: The role of quality of the human computer interface
RSM Erasmus University
Graduated 2016
- Alon Lisak (advisor)
Global leadership and virtual teams

University of Haifa
Graduated 2011

- Taiga Brahm
Development of team competence by means of computer aided collaborative learning
[Entwicklung von Teamkompetenz durch computergestützte kollaborative Lernprozesse]
University of St. Gallen
Graduated 2009
- Zuzana Šašovová
Liking and disliking: The dynamic effects of social networks during a large-scale
information system implementation.
Free University Amsterdam
Graduated 2006

Member of committee

- Andrea Reina
Work engagement: An episodic perspective
Psychology Department, Erasmus University Rotterdam
Graduated in 2020
- Fabian Nullmeijer
Effective contracting of uncertain performance outcomes: Allocating responsibility for
performance outcomes to align goals across supply chain actors
RSM Erasmus University
Graduated in 2019
- Monique de Bruin-Smolders
Self-regulated learning and academic performance: A study among freshmen
Psychology Department, Erasmus University Rotterdam
Graduated in 2017
- Nick van der Meulen
The distance dilemma; The effect of flexible working practices on performance in the digital
workplace
RSM Erasmus University
Graduated in 2016
- Bernd Carette
Towards a better theoretical understanding of learning from experience in organizations: An
integration of cognitive and motivational explanations
Ghent University
Graduated in 2014
- Robert Eckhoff
Finding levers of innovation in diverse teams
Free University Amsterdam
Graduated in 2012
- Yves Guillame

Relational diversity, social integration and individual effectiveness.
Aston Business School
Graduated in 2008

Consultancy

I offered consultancy around team work, team learning, and communication to teams for companies including IBM, Unilever, ING Bank, Falcon Leven, and Organon Technika. These were often management teams.

Media exposure

I did numerous interviews with the Dutch television, radio, newspapers, and magazines. These interviews were about my research on teams, goal-setting as well as on my “side-topic” superstition in sport. Lately, I also did several interviews on the psychological side effects of the measures relating to the Covid-19 crisis. Examples of this are interviews with CNN, New York Magazine, Oprah Magazine, Eindbazen podcast and NTR radio (see also <https://www.irim.eur.nl/erasmus-centre-for-study-and-career-success/>).

Examples in the press goal setting:

- *Doelen stellen belangrijk voor vaardigheden en academische prestaties* by Redactie Nationale Onderwijsgids, June 2017
- *How writing down life goals helps students boost their semester grades* by Eric Schulzke for Deseret News, Feb. 2016
- *The writing assignment that changes lives* by Anya Kamenetz for nprEd, July 2015
- *How writing down specific goals can empower struggling students* by Anya Kamenetz for KQED News, July 2015
- *Not satisfied? Rewrite yourself, says research* for Female Entrepreneurs, Feb. 2015
- *Why academic tenacity matters* by Scott Barry Kaufman for Scientific American, April 2014
- *Can a writing assignment make you happier, healthier and less stressed?* by Anya Kamenetz for Oprah Magazine, Dec. 2013

Professional service activities

On the editorial board of:

- Leadership Quarterly
- European Journal of Work and Organizational Psychology
- Small Group Research
- Journal of Business and Psychology

Ad-hoc reviewer for:

- Academy of Management Review
- Organizational Science
- Psychological Science
- Journal of Organizational Behavior
- Human Relations

- Applied Psychology: An International Review
- Group and Organization Management
- Group Processes & Intergroup Relations
- Journal of Organizational Change Management
- Personnel Review

Grants

- 2020: Open access articles (nine) funded by Open Access fund EUR (total € 15.000)
- 2020: ERIM Support Program grant within the Personal Research Assistance Program (€2500)
- 2019: KNAW Comenius Senior Fellow (€100.000; chatbot)
- 2019: CLI Fellow (salary costs myself for 0.2 fte + student assistant for 2 years)
- 2019: CLI funding for a pilot with the goal-setting chatbot
- 2020: ERIM Support Program grant within the Personal Research Assistance Program (€2500)
- 2018: CLI funding for a PhD student goal setting (€200.000)
- 2018: Grant from the Ministry of Education (OCW; € 95.000; Equal opportunities alliance), together with IJsselcollege
- 2018: ERIM Support Program grant within the Personal Research Assistance Program
- 2017: ERIM Support Program grant for data collection by research assistant
- 2015: ERIM Support Program grant for data collection by research assistant
- 2015: GERI2: Impact of gender diversity on research & innovation: EUR 1 million (advisor)
- 2014: Grant from the municipality of Rotterdam (LOB) for the high school goal-setting Program, together with Focus on Goals (€ 70.000)
- 2013: ERIM grant within the Personal Research Assistance Program
- 2012: ERIM Travel grant for a foreign visit to the Harvard Business School
- 2010: ERIM Research grant Behavioral Operations Management – A team decision making perspective
- 2010: Trust fund EUR grant and ERIM Travel grant for a conference visit to Montréal
- 2009: Trust fund EUR grant and ERIM Travel grant for a foreign visit to the Harvard Business School
- 2008: Trust fund EUR grant and ERIM Travel grant for a foreign visit to the Harvard Business School
- 2007: ERIM grant within the Personal Research Assistance Program
- 2005: Trust fund EUR grant combined with ERIM Travel grant for a six-month foreign visit to the Harvard Business School
- 2004: ERIM Research grant “Individual differences in teams”

Honors/awards

- 2019: Winner of the MOOC 2019 reward (driving businesses toward the sustainable development goals, <https://www.coursera.org/learn/sdgbusiness>), Eva Rood
- 2018: Winner of the RSM 2018 Funding award
- 2017: Winner of the 2017 ERIM Award for Impact on Management (<https://www.rsm.nl/about-rsm/news/detail/14110/>)
- 2014: Winner of the Academy of Management MED division Best Symposium Award for the most significant contribution to management education and development

- 2013: Winner of the best paper award Eastern Academy of Management Conference in Spain
- 2011: Winner of the ERIM impact on management practice award (with the Erasmus@work research group)
- 2010: Runner up for the “Best Teacher Award”
- 2003: Winner of the Division 49 (groups and teams) American Psychological Association Dissertation Award

Languages

Dutch: Native
 English: Fluent
 German: Fluent

Other academic activities

2018- President Management Committee Goal-setting Chatbot
 2017- Scientific director Erasmus Centre for Study & Career Success
 2016 - 2018 VU-EUR-UL Taskforce Diversity
 2016- “EUR werkgroep onderzoeksdatabase”.
 2015 - 2018 Taskforce Academic Interventions Diversity
 2015 - “Onderzoeksagenda Onderwijskwaliteit & Studiesucces”
 2013 - Member of the I WILL Embassy
 2012 - 2015 Workgroup Survey Research, Scientific Integrity Project
 2012 Organizer of symposium of the examination board
 2011 - Member of the examination board of RSM
 2011 - 2012 Member of “Nominaal=Normaal” workgroup
 2010 - Scientific director of the Erasmus Centre for Behavioral Operations Management
 2009 - 2017 Member of Erasmus@work research group
 2008 - Founder and director of the Reflexivity Network
 2008 - 2010 Treasurer of the department of Organisation and Personnel Management
 2008 - 2010 Member of the managerial team of the department of Organisation and Personnel Management
 2005 Visiting scholar at Harvard Business School (six months)
 2001 - 2003 Member of the works council at the Free University Amsterdam

Ancillary activities

- Ikigaitv.nl: Positive psychology interventions for the general public, to enhance mental well-being
- The Great Happiness Project: Weekly one hour Zoom (together with a psychiatrist and positive psychology coach to enhance mental well-being with the general public)
- Public Lectures
- Seminars and workshops
- Speaking on public gatherings
- Expert witness for the extra-parliamentary inquiry (BPOC)

Publications

International refereed journals

2021

- Gabelica, C., Mayer, S., Schippers, M.C. (2021). Dynamics in team learning and social loafing: The role of performance and learning orientation. In press *Journal of Educational Psychology*. EP*
ISI 5.81
- Van Neerijnen, P., Tempelaar, M. P., Schippers, M. C., & Figge, P. (2021). Ambidexterity: Size matters! Reflexive climate and organizational TMS's influence and the contingent effect of size. In press *Journal of Small Business Management*. S/EP
ISI 4.51
- Hudig, J., Scheepers, A., Schippers, M.C. & Smeets, G. (2021). Motives for studying and student wellbeing: Validation of the motivational mindset model. In press *Frontiers in Psychology*, doi: 10.3389/fpsyg.2021.753987 EP
ISI 2.99
- Freyhofer, S., [Ziegler](#), N., Elisabeth De Jong, E., Schippers, M.C. (2021). Loneliness, depression, and anxiety in times of COVID-19: How coping strategies and loneliness relate to mental health outcomes and academic performance. *Frontiers in Psychology*, doi.org/10.3389/fpsyg.2021.682684 EP
ISI 2.99
- Schippers, M. C. & Rus, D. C. (2021). Majority decision making works best when shared task representations are high and leadership clarity is low. *Frontiers in Psychology*. 12, doi: 10.3389/fpsyg.2021.650525 EP
ISI 2.99
- Schippers, M.C., & Rus, D. C. (2021). Optimizing decision-making processes in times of covid-19: Using reflexivity to counteract information processing Failures. *Frontiers in Psychology*. 12, doi: 10.3389/fpsyg.2021.650525 EP
ISI 2.99
- Konradt, U., Schippers, M. C., Otte, K. P., & Fulmer, A. (2021). Teams in transition: a three-wave longitudinal study of reflection, implicit and explicit coordination and performance improvements. *Frontiers in Psychology*, 12. Doi: 10.3389/fpsyg.2021.677896 EP*
ISI 2.99

2020

- Schippers, M. C. (2020). For the greater good? The devastating ripple effects of the Covid-19 crisis. *Frontiers in Psychology*, 11, 2626. doi: 10.3389/fpsyg.2020.577740 EP*
ISI 2.99
- De Jong, B., Ziegler, N. & Schippers, M.C. (2020). From shattered goals to meaning in life: life crafting in times of the COVID-19 Pandemic. *Frontiers in Psychology*, 11; 2648. Special issue: Coronavirus Disease (COVID-19): Psychological, Behavioral, Interpersonal Effects, and Clinical Implications for Health Systems. doi: 10.3389/fpsyg.2020.577708 EP*
ISI 2.99
- Schippers, M. C., Morisano, D., Locke, E. A., Scheepers, A. W. A., Latham, G. P., & de Jong, E. M. (2020). Writing about personal goals and plans regardless of goal type boosts academic performance. *Contemporary Educational Psychology*, EP
ISI 4.28

60, 101823. doi: <https://doi.org/10.1016/j.cedpsych.2019.101823>

Alexiou, A., Schippers, M. C., Oshri, I., & Angelopoulos, S. (2020). *Narrative and aesthetics as antecedents of perceived learning in serious games*. *Information, Technology & People*, 33. doi: <https://doi.org/10.1108/ITP-08-2019-0435>

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| P ISI 3.52 |
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Dekker, I., De Jong, E. M., Schippers, M. C., De Bruijn-Smolters, M., Ziegler, N., Giesbers, B., Alexiou, A. (2020). Optimizing students' mental health and academic success: AI-enhanced life crafting. *Frontiers in Psychology*, 11, 1063. Special issue: Achievement emotions in University Teaching and Learning, Students' Stress and Well-being. <https://doi.org/10.3389/fpsyg.2020.01063>

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| EP* ISI 2.99 |
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Hudig, J., Schippers, M.C. Scheepers, A. & Smeets, G. (2020). Motivational mindsets and reasons for studying: Development and validation of a classification tool. *Frontiers in Psychology*, 11, 3191. doi: 10.3389/fpsyg.2020.535801

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| EP* ISI 2.99 |
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2019

Schippers, M.C. & Ziegler, N. (2019). Life crafting as a way to find purpose and meaning in life. *Frontiers in Psychology*, 10(2778). doi: 10.3389/fpsyg.2019.02778

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| EP* ISI 2.99 |
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Schippers, M.C., Rauch, A., Belschak, F. & Hulsink, W. (2019). *Entrepreneurial intentions of teams: Sub-dimensions of Machiavellianism interact with team resilience*. *Frontiers in Psychology*, 10(2607). doi: 10.3389/fpsyg.2019.02607

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| EP* ISI 2.99 |
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Alexiou, A., Khanagha, S. & Schippers, M. C. (2019). Productive organizational energy Mediates the impact of organizational structure on absorptive capacity. *Long Range Planning*, 52, 155-172. doi: 10.1016/j.lrp.2018.02.001.

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| P/EP* ISI 8.88 |
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Wessels, C., Schippers, M. C., Stegmann, S., Bakker, A. B., Van Baalen, P. J., & Proper, K. I. (2019). Fostering flexibility in the new world of work: A model of time-spatial job crafting. *Frontiers in Psychology*, 10(505). doi: 10.3389/fpsyg.2019.00505.

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| EP* ISI 2.99 |
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Backmann, J., Weiss, M., Schippers, M. C., & Hoegl, M. (2019). Personality factors, student resiliency, and the moderating role of achievement values in study progress. *Learning and Individual Differences*, 72, 39-48. doi: <https://doi.org/10.1016/j.lindif.2019.04.004>

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| S ISI 3.13 |
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2018

Verbeke, W. J., Belschak, F. D., Ein-Dor, T., Bagozzi, R.P., & Schippers, M. C. (2018). Anxious attached winners of a team status contest produce higher testosterone levels than avoidant-attached winners. *Frontiers in Psychology* 9(1051). doi: 10.3389/fpsyg.2018.01051.

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| EP* ISI 2.99 |
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Lee, K., Duffy, M. K., Scott, K. L., & Schippers, M. C. (2018). The experience of being envied at work: How being envied shapes employee feelings and motivation. *Personnel Psychology*, 71(2), 181-200. doi: 10.1111/peps.12251

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| P/EP* ISI 7.07 |
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Alexiou, A., & Schippers, M. C. (2018). *Digital game elements, user experience and learning*:

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| EP ISI 3.95 |
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A conceptual framework. Education and Information Technologies, 23: 2545-2567. doi: 10.1007/s10639-018-9730-6

2017

Otte, K.-P., Konradt, U., Garbers, Y., & Schippers, M. C. (2017). Development and validation of the REMINT: a reflection measure for individuals and teams. *European Journal of Work and Organizational Psychology, 26*, 299-313. doi:10.1080/1359432X.2016.126182

EP
ISI 2.60

2016

Konradt, U., Otte, K.-P. & Schippers, M. C. & Steenfatt, C. (2016). Reflexivity in teams – a review and new perspectives. *The Journal of Psychology: Interdisciplinary and Applied, 150*, 153-174. doi: 10.1080/00223980.2015.1050977

ISI 2.92

2015

Schippers, M. C., & Scheepers, A. W. & Peterson, J. B. (2015). A scalable goal-setting intervention closes both the gender and minority achievement gap. *Palgrave Communications 1*:15014 doi: 10.1057/palcomms.2015.14. <http://www.palgrave-journals.com/articles/palcomms201514#supplementary-information>.

ISI 2.90

Schippers, M. C., West, M. A., Dawson, J. F. (2015). Team reflexivity and innovation: The moderating role of team context. *Journal of Management, 41*, 769-788. doi: 10.1177/0149206312441210

P*
ISI 8.08

Konradt, U., Schippers, M. C., Garbers, Y. & Steenfatt, C. (2015). Effects of guided reflection and feedback on team performance improvement: The role of team regulatory processes and emergent cognitive states. *European Journal of Work and Organizational Psychology, 24*, 777-795. doi: 10.1080/1359432X.2015.1005608

EP
ISI 2.60

Scott, K. L., Tams, S., Schippers, M. C., & Lee, K. Y. (2015). Opening the black box: Why and when workplace exclusion affects social reconnection behavior, health and attitudes. *European Journal of Work and Organizational Psychology, 24*(2), 239-255. doi: 10.1080/1359432x.2014.894978

EP
ISI 2.60

2014

Schippers, M. C., Edmondson, A. E., & West, M. A. (2014). Team reflexivity as an antidote to information processing failures. *Small Group Research, 45*(6), 731-769. doi: 10.1177/1046496414553473

S
ISI 2.66

Scott, K. L., Zagenczyk, T. J., & Schippers, M. C., Purvis, R. L. & Cruz, K. (2014). Coworker exclusion and employee outcomes: An investigation of the moderating roles of perceived organizational and social support. *Journal of Management Studies, 51*, 1235-1256. doi: 10.1111/joms.12099

P*
ISI 7.39

Schippers, M. C. (2014). Social loafing tendencies and team performance: The compensating effect of agreeableness and conscientiousness. *Academy of Management Learning & Education, 13* (1), 62-81, doi: 10.5465/amle.2012.0191

EP*
ISI 4.06

2013

- Schippers, M. C., Homan, A. C., & van Knippenberg, D. (2013). To reflect or not to reflect Prior team performance as a boundary condition of the effects of reflexivity on learning And final team performance. *Journal of Organizational Behavior*, 34, 6-23. doi: 10.1002/job.1784 P/EP*
ISI 8.17
- Alexiou, A., Schippers, M. C. & Oshri, I. (2012). Positive psychology and training applications: the role of emotions and psychological flow in serious games development. *Psychology* 3, 1243-1247. doi: 10.4236/psych.2012.312A184
- Van Lange, P. A. M., Schippers, M. C., & Balliet, D. (2011). Who volunteers in psychology experiments? A study of prosocial motivation in volunteering. *Personality and Individual Differences*, 51, 279-285. EP
ISI 2.31
- Schippers, M. C., & Hogenes, R. (2011). Energy management of people in organizations: A review and research agenda. *Journal of Business and Psychology*, 26, 193-203. EP*
ISI 6.76
- Sasovova, Z., Mehra, A., Borgatti, S. P., & Schippers, M. C. (2010). Network churn: The effects of self-monitoring personality on brokerage dynamics. *Administrative Science Quarterly*, 55, 639-669. P*
ISI 5.88
- Nederveen Pieterse, A., van Knippenberg, D., Schippers, M. C., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31, 609-623. doi: 10.1002/job.650 PEP*/
ISI 8.17
- Widmer, P. S., Schippers, M. C., & West, M. A. (2009). Recent developments in reflexivity research: A review. *Psychology of Everyday Activity*, 2, 2-11.
- Schippers, M. C., Den Hartog, D. N., Koopman & van Knippenberg, D. (2008). The role of team leadership in enhancing team reflexivity and team performance. *Human Relations*, 61, 1593-1616. EP
ISI 3.04
- van Knippenberg, D., & Schippers, M. C. (2007). Work group diversity. *Annual Review of Psychology*, 58, 515-541. DOI: 10.1146/annurev.psych.58.110405.085546 EP*
ISI 24.14
- Schippers, M. C., Den Hartog, D. N., & Koopman, P. (2007). Reflexivity in teams: A measure and correlates. *Applied Psychology: An International Review*, 56, 189-211. EP
ISI 3.72
- Schippers, M. C., & Van Lange, P. A. M. (2006). The psychological benefits of superstitious rituals in top sport: A study among top sportsmen. *Journal of Applied Social Psychology*, 36, 2532-2553. EP
ISI 2.12
- Schippers, M. C., Den Hartog, D. N., Koopman, P. L., & Wienk, J. A. (2003). Reflexivity and diversity in teams: The moderating effects of outcome interdependence and group longevity. *Journal of Organizational Behavior*, 24, 779-802. DOI: 10.1002/job.220
- Den Hartog, D. N., Schippers, M. C., & Koopman, P. L. (2002). The impact of leader behavior on trust in management and co-workers. *SA Journal of Industrial Psychology*, 28, 29-34.

National and international (refereed) journals

- Schippers, M.C. & Ioannidis, J.A. (2021) *Governments and democracies in times of health crisis*. Accepted for publication in Tablet <https://www.tabletmag.com/about>.
- Op den Kamp, E., Schippers, M. C., & Scheepers, A. (2013). Hoe 'doelen stellen' je leven en je prestaties verbetert [How goal setting improves both the quality of your life and performance]. *Sigma*, 5, 6-9.
- Van Baalen, P., Van der Meulen, D., Bouwman, J., & Schippers, M. C. (2012). Task-location optimization in the hybrid workspace: The role of reflection. *Tijdschrift voor Ergonomie*, 37, 28-32.
- Schippers, M.C. (2012). Why team reflexivity works. *RSM Insight*, 12(4), 18-19
- Schippers, M. C., Rook, L., & van de Velde, S. L. (2011). Crisis performance predictability in supply chains. *RSM Insight*, 7(3), 10-11.
- Schippers, M. C., Den Hartog, D. N., & Koopman, P.L. (2005). "Reflexiviteit van teams: Ontwikkeling van een instrument." *Gedrag & Organisatie*, 18, 83-102.

Conference proceedings

- Locke, E. A., & Schippers, M. (2018). Improving lives: Personal goal setting boosts student performance and happiness. *Academy of Management Proceedings*, 2018(1), 16790. doi: 10.5465/AMBPP.2018.16790symposium
- Schippers, M.C. & W. A., Locke, (2014). Writing about goals enhances academic performance and aids personal development. *Academy of Management Proceedings*, 2014(1). doi:10.5465/AMBPP.2014.12781symposium

Note: Award winning symposium

- Van Neerijnen, P., Tempelaar, M. P., Schippers, M. C., & Figge, P. (2012, August). *Performance through ambidexterity: the role of a firm's organizational TMS and reflexive climate*. Best paper proceedings of the Nineteenth Annual Meeting of the Academy of Management, Boston, MA.
- Schippers, M. C., West, M. A., & Dawson, J. F. (2010). *Team reflexivity and innovation: The moderating role of team context*. Paper presented at the Proceedings of the Seventieth Annual Meeting of the Academy of Management (CD), ISSN 1543-8643.
- Schippers, M. C., & Homan, A. C. (2009). *Breaking the negative performance spiral: The role of team reflexivity and team learning*, Proceedings of the Sixty-Ninth Annual Meeting of the Academy of Management (online program).

Books, or contributions to books

Schippers, M. C., Edmondson, A. C., & West, M. A. (2020). Team reflexivity. In J. M. Levine & L. Argote (Eds.), *The Oxford Handbook of Group and Organizational Learning* (p. 175-193). New York, NY: Oxford University Press.

Wessels, C. W., & Schippers, M. C. (2019). Reflecting on and proactively making use of flexible working practices makes all the difference: The role of spatial job crafting. In C. Kelliher and J. Richardson. *Work, Working and Work Relationships in a Changing World*. Oxford University Press.

Schippers, M. C., & Scheepers, A. W. A. (2018). Individual motivation, team learning and performance in collaborative academic contexts. In S. J. Karau (Ed.), *Social loafing and group motivation*: Academic Press/Elsevier.

Otte, K.-P., Knipfer, K., & Schippers, M. C. (2018). Team reflection: A catalyst of team development and the attainment of expertise. In P. Ward, J. M. Schraagen, J. Gore & E. M. Roth (Eds.), *The Oxford handbook of expertise*: Oxford University Press.

Schippers, M. (2017, June 16). IKIGAI: Reflection on life goals optimizes performance and happiness *ERIM Inaugural Address Series Research in Management*: Retrieved from <http://hdl.handle.net/1765/100484>.

Schippers, M. C., West, M. A., & Edmondson, A. C. (2017). Team reflexivity and innovation. In Salas, E., Rico, R., & Passmore, J. (Eds.), *The Wiley Blackwell Handbook of the Psychology of Teamwork and Collaborative Processes*. Chichester: Wiley-Blackwell.

De Leeuw, S., Schippers, M. C., & Hoogervorst, S. (2015). The Fresh Connection: Cross-functional integration in Supply Chain Management. In E. Bendoly, W. VanWezel & D. G. Bachrach (Eds.), *Handbook of Behavioral Operations Management: Social and psychological dynamics in production and service settings*. Oxford: Oxford Press.

Schippers, M. C. (2001). Reflexiviteit als hulpmiddel [Reflexivity as a tool]. In H. Korevaar, Y. Politiek, & P. Spruit (Eds.), *Managers en teams*. Alphen aan den Rijn: Samson.

Manuscripts currently under review

Schweitzer, V., Gerpott, F., Lehmann-Willenbrock, N., De Leeuw, S., Schippers, M.C., (2021). *Setting the stage: Why initial socio-emotional communication is relevant for performance development of cross-functional supply chain management teams*. R&R invited from Journal of Operations Management

P* ISI
4.62

Dekker, I., Schippers, M.C., Schooten (2021). *The right job pays: Effects of work on the study progress of pre-service teachers*. Manuscript submitted to European Journal of Teacher Education. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3848452

EP
ISI 2.25

Dos Santos, C., Uitdewilligen, S., Margarida Passos, A., Schippers, M. C., & Van der Vegt, L. (2021). *Directed but learning: The differential effects of guided reflexivity on team performance improvement under directive and empowering leadership*. Manuscript submitted to Journal of Occupational and Organizational Psychology.

EP ISI
2.64

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| <p>Dekker, I., Schippers, M.C. & Van Schooten, 2021. <i>Reflective goal-setting boosts academic performance in teacher- and business education; a large scale field experiment</i>. R&R (first round) Journal of Research on Educational Effectiveness.</p> | <p>EP*ISI 3.45</p> |
| <p>Datzer, D. , Backmann, J. Razinskas, S., Schippers, M.C. & Hoegl, M. (2021). <i>Overcoming habitual procrastination task enjoyment and resilience as determinants of the day-to-day effects of procrastination</i>. Manuscript submitted to Applied Psychology, an International Review.</p> | <p>PEISI 2.81</p> |
| <p>Hudig, J., Scheepers, A., Schippers, M.C. & Smeets, G. (2021). Further validation of the motivational mindset model and new insights into student wellbeing. Manuscript submitted to Collabra: Psychology</p> | <p>ISI .411</p> |
| <p>Dolgova, E. & Schippers, M. C. (2021). <i>The effect of pro-active personality and perceptions of competence on friendship formation in teams</i>. R&R (second round) invited from Organization Science.</p> | <p>P*ISI 3.03</p> |

Manuscripts in preparation (selection)

Schippers, M.C. (2021) *Social rejection, scapegoating and moral outrage in times of Covid-19*. Manuscript in preparation for Frontiers in Psychology.

Scheepers, A. W. A., Schippers, M. C, & Rus, D. (2021). *Long term effects of three interventions aimed at enhancing study success*. Manuscript in preparation for Journal of Applied Psychology.

Schippers, M. C., Rommers, H. (2021). *Increasing mental health and well-being during the covid-19 crisis: Three promising interventions*. Manuscript in preparation for Frontiers in Psychology.

Otte, K.-P., Konradt, U., & Schippers, M. C. (2021). *Advancing team reflection research: A mixed methods approach*. Manuscript in preparation for Journal of Organizational Behavior.

Schippers, Meyer, B., & Hasler, B. S., Gockel, C., & Peng, X. (2021). *Predicting the performance of global virtual teams: The role of conflict and humor*. Manuscript in preparation for Journal of Management.

Van Riel, A. C. R., Sasovova, Z., & Schippers, M. C. (2021). *Technology mediated learning: The role of information system attributes, the user and the learning experience*. Manuscript in preparation for Academy of Management Learning & Education.

Schippers, M.C., Kunze, F. & Bezrukova, E. (2021). *Faultlines and team reflexivity in school management teams: The effect on student's performance*. Manuscript in preparation for Journal of Applied Psychology.

Dietz, B., Schippers, M. C., & Giardini, A. (2021). *A cross level exploration of how and when selling team reflexivity impacts salesperson performance*. Manuscript in preparation for Journal of Organizational Behavior.

- Silberzahn, R., Taselli, S. & Schippers, M. C. (2021). *Tendency for amorality, justification of norm violations and team performance*. Manuscript in preparation for Journal of Applied Psychology.
- Schippers, M. C., & De Jong, B. A. (2021). *Team reflexivity and team performance: A meta-analysis of main effects, moderators, and covariates*. Working paper, Rotterdam, RSM Erasmus University.
- Schippers, M. C., Rook, L., & Van de Velde, S. L. (2021). *Team reflexivity and regulatory focus can enhance sales and operations planning effectiveness: Evidence from a business simulation*. In preparation for Journal of Organizational Behavior.
- Schippers, M. C., Rook, L., & Van de Velde, S. L. (2021). *Surviving a crisis: The role of reflexivity and regulatory focus*. Manuscript in preparation for Organization Science.
- Van de Velde, S., Rook, L., Schippers, M. C., & Van Veen, R. (2021). *Anchoring and regulatory focus in the newsvendor problem: Field evidence*. Manuscript in preparation for Journal of Operations Management.
- Rook, L., Van de Velde, S. L., & Schippers, M. C. (2021). *Regulatory focus as a moderator for the newsvendor "pull-to-center" effect: experimental evidence*. Manuscript in preparation for Management Science.
- Schippers, M. C., Rico, R., Sánchez-Manzanares, M., & Bogenrieder, I. (2021). *Faultlines, coordination, and performance in work teams: the moderating role of reflexivity*. Manuscript in preparation for Journal of Applied Psychology.
- Schippers, M. C., Van Baalen, P., & Van der Meulen, D. (2021). *Mobile work: the interacting effect of acceptance, career influence and innovation*. Rotterdam: RSM Erasmus University.
- Koppius, O. R., Schippers, M. C., & Nijkamp, R. (2021). *Cooperative performance: A relational view on diversity, friendship, conflict and communication*. Manuscript in preparation for Organization Science.
- Van der Kamp, M., Jehn, K., & Schippers, M. C. (2018). *Faultline activation and deactivation, team reflexivity and conflict*. MBS working paper.
- Schippers, M. C., Homan, A., & Van Lange, P. A. M. (2018). *Social value orientation in teams*. Rotterdam: RSM working paper.
- Lisak, A., Erez, M., & Schippers, M. C. (2018). *Global leadership behaviors and followers' characteristics: Understanding multicultural team effectiveness*. Beer-Sheva: Ben-Gurion University of the Negev - Guilford Glazer Faculty of Business and Management.
- Brahm, T., & Schippers, M. C. (2018). *Reflexivity in virtual teams*. Manuscript in preparation for Journal of Vocational Behavior.
- Brahm, T., & Schippers, M. C. (2018). *Validierung eines deutschsprachigen Instruments zur Erhebung der Reflexivität in Teams [Validation of a German instrument to assess reflexivity in teams]*. Manuscript in preparation for Zeitschrift für Arbeits- und Organisationspsychologie.

Conference papers (selection)

- Silberzahn, R., & Schippers, M. C. (2013). *The rise of the dark knights? Self-monitors vs. Machiavellianists and their changing ties in teams over time*. Paper presented at the 74th Annual Meeting of the Academy of Management, Orlando, FL.
- Van Neerijnen, P., Schippers, M. C. Tempelaar, M. P., & Figge, P. (2012, August). *Performance through ambidexterity: the role of a firm's organizational TMS and reflexive climate*. Best paper proceedings of the Nineteenth Annual Meeting of the Academy of Management, Boston, MA.
- Schippers, M. C., West, M. A., & Dawson, J. F. (2010). *Team reflexivity and innovation: The moderating role of team context*. Best Paper Proceedings of the Seventieth Annual Meeting of the Academy of Management (CD), ISSN 1543-8643.
- Schippers, M. C., & Homan, A. *Breaking the negative performance spiral*. (2009, August). Best paper proceedings Academy of Management, Chicago, IL.
- Schippers, M. C., Edmondson, A. E., & West, M. A. (2006, August). *The role of reflexivity in team information processing and decision making*. Paper presented at the Academy of Management Meeting, Atlanta, GA.
- Schippers, M. C. (2005, April). *The role of team leadership in enhancing team reflexivity and team performance*. Paper presented at SIOP, Los Angeles, CA.
- Schippers, M. C. (2004, August). *Learning to learn at school: Reflexivity, team composition and school performance*. Paper presented at the Academy of Management Meeting, New Orleans, LA.
- Schippers, M. C. (2003, May). *Reflexivity, team composition and school performance: The role of need for cognition and group attachment*. Paper presented at the 11th European Congress of Work and Organizational Psychology, Lisbon, Portugal.
- Schippers, M. C., Den Hartog, D. N., Koopman, P. L., & Wienk, J. A. (2002, August). *Reflexivity and diversity in teams: The moderating effects of outcome interdependence and group longevity*. Paper presented at the Academy of Management, Denver, CO.
- Schippers, M. C., Den Hartog, D. N., & Koopman, P. L. (2001, August). *Reflexivity in teams: The relation with trust, group potency, team leadership, and performance of work teams*. Paper presented at the Academy of Management, Washington DC.

Conferences Professional Development Workshops & Symposia

- 2014: PDW Managing Field Research. Presented at the 74th Annual Meeting of the Academy of Management, Philadelphia, PA
- 2013: PDW Getting great field data: strategies for successfully partnering with organizations to collect data. Presented at the 74th Annual Meeting of the Academy of Management, Orlando, FL.