

Curriculum Vitae

Prof. dr. M. C. Schippers



Personal

Michaëla 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

2017-2016 - Scientific director of the Erasmus Centre for Study and Career Success
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 - 2016 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 life crafting, societal inequalities, diversity and inclusion, societal effects of the Covid-19 crisis, online scalable interventions to enhance purpose and meaning in life, role of a chatbot in delivering positive psychology interventions, team reflexivity, team diversity and study success. Other projects concern virtual teams, new ways of working, leadership, goalsetting app, and social exclusion/inclusion.

Teaching

I am currently teaching the bachelor year 3 elective for about 150 students on Positive Psychology for Coaching and Career Success. Students learn theory and participate in interventions such as life crafting, letters to the future, gratefulness letters and gratefulness diaries. They write assignments and make a multiple choice exam on these topics.

I did 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. Study success of students with an ethnic minority background had up to 50% increase in study success.

In 2019 and 2020, we tested a life crafting chatbot “Iki” among more than 1,400 students, during the Covid-19 crisis. We found that students using the chatbot were more likely to stay on par regarding self-regulated learning, ikigai (purpose in life) and future self-continuity. These findings are on the interplay of teaching and research.

Until 2018, 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
- Professional Development Track

Elective:

- Positive Psychology for Coaching and Career Success
- Future of Work

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

- Sebastian Freyhofer
Thriving and performance of students and sportspersons
Part-time PhD Programme in Management (RSM)
Expected graduation date: 2024

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

- 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)

PhD students graduated

- Job Hudig
Motivational Mindset Model, student well-being and performance
ESSB EUR
Graduated: 14 december 2023

- Izaak Dekker
Academic Thriving: Optimizing Student Development with Evidence-Based Higher
Education
Hogeschool van Rotterdam en Part-time PhD Programme in Management (RSM)
Graduated: June 2022

- 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 Šašiovová
Liking and disliking: The dynamic effects of social networks during a large-scale
information system implementation.
Free University Amsterdam
Graduated 2006

Member of committee

- Shi Chen
Life crafting
Graduated 3 July 2024
- Guillem Casoliva Cabana
Unravelling team ethical culture: The existence, relevance and implications for ethics
management
RSM
Graduated in 2024
- 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

We offered contract research and consultancy around the increase of study success for many institutions. About 60.000 students in 25 institutions have participated in the life crafting intervention developed by me and my team.

In the past, 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, life crafting/goal-setting as well as on my “side-topic” superstition in sport. Lately, I also did several interviews on the societal and psychological effects of the Covid-19 crisis. Examples of this are interviews with Op1, Jinek, CNN, New York Magazine, Oprah Magazine (<https://www.oprah.com/spirit/self-authoring-health-benefits-of-writing>), Eindhaven podcast and NTR radio (see also <https://www.erim.eur.nl/erasmus-centre-for-study-and-career-success/>).

In 2022 I started my own podcast [followthescience.nl](https://www.followthescience.nl) - Follow the Science
The channel has currently about 32.300 followers.

Examples:

Webinar Life Crafting

[How Can Your Company Perform Better: Life Crafting as an evidence based tool](https://www.youtube.com/watch?v=sDMy4f7qAJQ)

<https://www.youtube.com/watch?v=sDMy4f7qAJQ>

TedX:

[Life Crafting Through Personal Goal Setting | Michaéla Schippers |](https://www.youtube.com/watch?time_continue=2&v=Jhjw8bJy2tQ)

[TEDxErasmusUniversityRotterdam](https://www.youtube.com/watch?time_continue=2&v=Jhjw8bJy2tQ)

[https://www.youtube.com/watch?time_continue=2&v=Jhjw8bJy2tQ&feature=emb_logo](https://www.youtube.com/watch?time_continue=2&v=Jhjw8bJy2tQ)

Implement life crafting at your course

[Life Crafting - Series of Five Webinars - YouTube](#)

In your company

[Webinar: How can your company perform better: life crafting as an evidence-based tool - YouTube](#)

- [*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
- Frontiers in Psychology

Grants

- 2022: NWO ORC ALIGN4Energy: Aligning citizens and systems - Combining digital citizen engagement and personalised behavioural interventions to enable system-optimal clean energy investments at scale (Total 4.9 million, RSM share € 185.513 for a post-doc position).
- 2022: ERASMUS+ Programme CISCOFY (Total € 200.000; our share € 34.925)
- 2022: Erasmus X programme, for valorization goalsetting (€ 30.000)
- 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; € 32.224 + student assistant for 2 years; €17.292; in total € 49.516)
- 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

- Follow the Science podcast (followthescience.nl)
- ikigaitv.nl: Positive psychology interventions for the general public, to enhance mental well-being
- Great Citizens Movement (greatcitizensmovement.org). Humanity can do better by helping each other, using positive psychology to aid humanity and the world. Core values are humanness, autonomy, wisdom and co-creation
- The Great Happiness Project (currently inactive): Aim to enhance mental well-being of the general public

- Public lectures, seminars and workshops
- Speaking on public gatherings
- Expert witness for the (extra-)parliamentary inquiry Covid-19 crisis

Publications

International refereed journals

2024

Ioannidis, J. P. A., Schippers, M. C. & 30 co-authors (2024). *Undeclared advocacy and activism and biased expert selection in COVID-19 consensus*. In press Journal of Clinical Epidemiology. DOI: <https://doi.org/10.1016/j.jclinepi.2024.111428>

EP*
ISI 7.2
Q1, top 10%

Schippers, M.C., Ioannidis, J. & M. Luijks (2024). *Is society caught up in a death spiral? Modeling societal demise and its reversal*. Frontiers in Sociology, 9. <https://doi.org/10.3389/fsoc.2024.1194597>

ISI 2.50

Kepp, K, Schippers, M. C., & 11 co-authors (2024). *Zero-covid advocacy during the COVID-19 pandemic: A case study of views on Twitter/X*. Accepted for Monash Bioethics Review

ES
ISI 1.60

Dekker, I., Schippers, M.C., Schooten (2024). *The right job pays: Effects of work on the study progress of pre-service teachers*. Accepted in Pedagogische studiën https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3848452

ISI < 1

2023

Dekker, I., Schippers, M.C. & Van Schooten, 2023. Reflective goal-setting boosts academic performance in teacher- and business education; a large-scale field experiment. *Journal of Research on Educational Effectiveness*. DOI: 10.1080/19345747.2023.2231440

EP*
ISI 2.22
Q1-Top 10%

Hudig, J., Scheepers, A., Schippers, M.C. & Smeets, G. (2023). *Goalsetting is mindsetting: Reflection on life goals taps into the plasticity of motivational mindsets*. In press Psychological Reports. Doi:10.1177/00332941231180813

ISI 2.93
Q2

2022

Gabelica, C., Mayer, S., Schippers, M.C. (2022). Taking a free ride: How team learning affects social loafing. *Journal of Educational Psychology*, 114, 716-733. doi 10.1037/edu0000713

EP*
ISI 6.86
Q1, top 10%

Schippers, M.C., Ioannidis, J. & Joffe (2022). Aggressive measures, rising inequalities and mass formation during the COVID-19 crisis: An overview and proposed way forward. *Frontiers in Public Health*. doi: 10.3389/fpubh.2022.950965

EP
ISI 6.46

Hudig, J., Scheepers, A., Schippers, M.C. & Smeets, G. (2022). Motivational mindsets, Mindset churn and academic performance: The role of a goal-setting intervention and purpose in life. *Current Psychology*. doi: 10.1007/s12144-022-03462-8

ISI 2.39
Q2

2021

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. *Journal of Small Business Management*, 6, 61, p. 3121-3154. doi 10.1080/00472778.2021.1981917

S/EP
ISI 6.88
Q1

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 4.23

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 4.23

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 4.23

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 4.23

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 4.23

2020

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 4.23

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 4.23

EP*
ISI 11.97
Q1

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*, 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/IPT-08-2019-0435>

P
ISI 4.48

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>

EP
ISI 4.23

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

EP
ISI 4.23

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

EP
ISI 4.23

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

EP
ISI 4.23

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.

P/EP*
ISI 7.83

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.

EP
ISI 4.23

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>

EP
ISI 3.90
Q1

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.

EP
ISI 4.23

Lee, K., Duffy, M. K., Scott, K. L., & Schippers, M. C. (2018). The experience of being

P*
ISI 5.47

envied at work: How being envied shapes employee feelings and motivation.
Personnel Psychology, 71(2), 181-200. doi: 10.1111/peps.12251

Alexiou, A., & Schippers, M. C. (2018). *Digital game elements, user experience and learning: A conceptual framework*. *Education and Information Technologies*, 23: 2545-2567. doi: 10.1007/s10639-018-9730-6

EP
ISI 3.67

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 4.86

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 4.01

2015

Schippers, M. C., & Scheepers, A. W. & Peterson, J. B. (2015). A scalable goal-setting intervention closes both the gender and minority achievement gap. *Nature: 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 13.51

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 4.87

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 4.87

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 2.50

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

P*
ISI 9.72

organizational and social support. *Journal of Management Studies*, 51, 1235-1256. doi: 10.1111/joms.12099

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 2.87

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
10.08

2012

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

2011

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

2010

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

P/EP*
ISI 10.08

2009 and earlier

Widmer, P. S., Schippers, M. C., & West, M. A. (2009). Recent developments in reflexivity research: A review. *Psychology of Everyday Activity*, 2, 2-11.

EP
ISI 5.66

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.

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 27.78

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 5.41

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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.

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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.

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Manuscripts currently under review

Schweitzer, V., Gerpott, F., Lehmann-Willenbrock, N., De Leeuw, S., Schippers, M.C., (2024). *Cracks in the foundation: How relational communication dynamics predict performance development in cross-functional teams*.
R1 invited from Journal of Supply Chain Management

P/EP*
ISI 8.03

Ceri Booms, M., de Jong, B., & Schippers, M. C. (2024). *Self-regulated team reflexivity: An integrative (ABCD) model and meta-analytical test*. Under review at Journal of Management.

P*
ISI 13.51

J. P. A. Ioannidis & M. C. Schippers (2024). *Revelations and blame culture: Avoiding a societal long COVID-19 syndrome*. Opinion article submitted to British Medical Journal.

EP*
ISI 96.21

Dos Santos, C., Uitdewilligen, S., Margarida Passos, A., Schippers, M. C., & Van der Vegt, L. (2024). *Directed but learning: The differential effects of guided reflexivity on team performance improvement under directive and empowering leadership*. R1 sent to Group & Organization Management.

EP
ISI 4.29

Quinn and 26 co-authors (2024). *Is it time to acknowledge and learn from our mistakes in handling the COVID-19 pandemic?* Article submitted to BMJ Global Public Health

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ISI 5.55

Schippers, M. C., de Jong, E. M., Rus, D. & Rommers, H. (2024). *Shaping ideal futures: Writing a letter to the future*. Manuscript submitted to Frontiers in Psychology.
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Datzer, D. , Backmann, J. Razinskas, S., Schippers, M.C. & Hoegl, M. (2024). *Overcoming habitual procrastination task enjoyment and resilience as determinants of the day-to-day effects of procrastination*. Manuscript submitted to Learning and Individual Differences. Available at SSRN 4362702.

EP (Q1)
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Dolgova, E. & Schippers, M. C. (2024). *The effect of pro-active personality and perceptions of competence on friendship formation in teams*. R&R (second round) invited from Organization Science.

P*
ISI 3.03

Elisa Kern de Castro (and eight co-authors; 2024): *Role shift from unrealistic to functional optimism in illness perception: A psychometric comparison across ten countries*. Manuscript submitted to Journal of Behavioral Medicine

EP
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Manuscripts in preparation (selection)

Freyhofer, S., Schippers, M.C., Gabelica, C. (2024). *Keeping academic performance on par in times of the Covid-19 crisis: The role of positive coping strategies and resourcefulness*. Manuscript in preparation for Journal of Educational Psychology.

Scheepers, A. W. A., Schippers, M. C, & Rus, D. (2024). *Long term effects of three interventions aimed at enhancing study success*. Manuscript in preparation for Journal of Applied Psychology.

Dolgova, E. & Schippers, M. C. (2024). *The effect of pro-active personality and perceptions of competence on friendship formation in teams*. R&R (second round) invited from Organization Science.

Schippers, M. C., Rommers, H. (2024). *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. (2024). *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. (2024). *Predicting the performance of global virtual teams: The role of conflict and humor*. Manuscript in preparation for Journal of Management.

De Bruijn-Smolders, M., van Schooten, E. & Schippers, M.C. (2024). *Effects of an AI-Chatbot Intervention on Students' Self-Regulated Learning, Ikigai, and Future-Self Continuity: A Large-Scale Field Experiment during the Covid-19 crisis*. Manuscript in preparation

Conference papers (selection)

Ceri-Booms, De Jong, B. & Schippers, M.C. (2023). *The nomological network of team reflexivity, a meta-analysis*. Paper to be presented at the 83rd Annual Meeting of the Academy of Management, Boston, MA

Shaping ideal futures: Writing a letter to the future submitted to: Sub-theme 10: [SWG] Shaping Desirable Futures – Imagining (Real) Utopias. Paper to be presented at EGOS Cagliari, July 2023

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.