Matthew J. Pearsall

Kenan-Flagler Business School

McColl Building, CB #3490

The University of North Carolina

Chapel Hill, NC 27599

Phone: (919) 962-4312

[**matthew\_pearsall@kenan-flagler.unc.edu**](mailto:matthew_pearsall@kenan-flagler.unc.edu)

**Academic Employment**

University of North Carolina, Kenan-Flagler Business School

*Associate Professor of Organizational Behavior* 2017 – Present

*Assistant Professor of Organizational Behavior* 2011 – 2017

University of Maryland, Robert H. Smith School of Business

*Assistant Professor of Management and Organization* 2008 – 2011

# Education

University of Arizona Ph.D., Management, 2008

Boston University M.B.A., 1998

Rensselaer Polytechnic Institute B.S., Mathematics, 1992

**Publications in Refereed Journals** (\*Indicates doctoral student)

Pearsall, M. J., Christian, J. S., \*Burgess, R., & Leigh, A. (in press). Preventing success: How a prevention focus causes leaders to overrule good ideas and reduce team performance gains. *Journal of Applied Psychology.*

Adapa, K., Ivester, T., Shea, C., Schultz, B., DeWalt, D., Pearsall, M. J., Dangerfield, C., Burgess, E., Marks, L., & Mazur, L. (2022). The effect of a system-level tiered huddle system on reporting patient safety events: An interrupted time series analysis. *The Joint Commission Journal on Quality and Patient Safety, 48(12),* 642-652.

\*Kalmanovich-Cohen, H., Pearsall, M. J., & Christian, J. S. (2018). The effects of leadership change on team escalation of commitment. *The Leadership Quarterly, 29,* 597-608.

Volk, S., Pearsall, M. J., Christian, M. S., & Becker, W. J. (2017). Chronotype diversity in teams: Toward a theory of team energetic asynchrony. *Academy of Management Review, 42,* 683-702.

Christian, J. S., Christian, M. S., Pearsall, M. J., & \*Long, E. C. (2017). Team adaptation in context: An integrated conceptual model and meta-analytic review. *Organizational Behavior and Human Decision Processes*, *140*, 62-89.

Sharma, P. N. & Pearsall, M. J. (2016). Leading under adversity: Interactive effects of acute stressors and upper-level supportive leadership climate on lower-level supportive leadership climate. *The Leadership Quarterly, 27,* 856-868.

Goldman, B., Shapiro, D., & Pearsall, M. J. (2016). Towards an understanding of the role of anticipatory justice in the employment dispute resolution process. *International Journal of Conflict Management, 27*, 275-298.

2*017 IJCM Outstanding Paper Award Winner*

Pearsall, M. J., & Venkataramani, V. (2015). Overcoming asymmetric goals in teams: The interactive roles of team learning orientation and team identification. *Journal of Applied Psychology, 100,* 735-748*.*

Christian, J. S., Pearsall, M. J., Christian, M. S., & Ellis, A. P. J. (2014). Exploring the benefits and boundaries of transactive memory systems in adapting to team member loss.  *Group Dynamics: Theory, Research, and Practice, 18,* 69-86*.*

\*Lorinkova, N., Pearsall, M. J., & Sims, H. P. (2013). Examining the differential longitudinal performance of directive versus empowering leadership in teams. *Academy of Management Journal*, *56,* 573-596.

Pearsall, M. J., & Ellis, A. P. J. (2011). Thick as thieves: The effects of ethical orientation and psychological safety on unethical team behavior. *Journal of Applied Psychology, 96,* 401-411.

Ellis, A. P. J., & Pearsall, M. J. (2011). Reducing the negative effects of stress in teams through cross-training: A job demands-resource model. *Group Dynamics: Theory, Research, and Practice, 15,* 16-31*.*

Pearsall, M. J., Christian, M. S., & Ellis, A. P. J. (2010). Motivating interdependent teams: Individual rewards, shared rewards, or something in between? *Journal of Applied Psychology, 95,* 183-191*.*

Pearsall, M. J., Ellis, A. P. J., & Bell, B. S. (2010). Building the infrastructure: The effects of role identification behaviors on team cognition development and performance. *Journal of Applied Psychology, 95,* 192-200*.*

Pearsall, M. J., Ellis, A. P. J., & \*Stein, J. (2009). Coping with challenge and hindrance stressors in teams: Behavioral, cognitive, and affective outcomes. *Organizational Behavior and Human Decision Processes, 109,* 18-28.

Pearsall, M. J., Ellis, A. P. J., & \*Evans, J. (2008). Unlocking the effects of gender faultlines on team creativity: Is activation the key? *Journal of Applied Psychology*, *93*, 225-234.

Pearsall, M. J., & Ellis, A. P. J. (2006). The effects of critical team member assertiveness on team performance and satisfaction. *Journal of Management*, *32*, 575-594*.*

**Manuscripts Under Peer Review**

Pearsall, M. J., Christian, J. S., & \*Croitoru, N. Integrating and differentiating team adaptation: A stimulus-based perspective. *Under 2nd review at the Journal of Applied Psychology.*

\*Croitoru, N., Pearsall, M. J., & Christian, J. S. \*Barbera, T. Team setbacks and supercompensation. *Under review*.

**Other Publications**

\*Affinito, S., Christian, M. S., Pearsall, M., & Long, E. (2019). Daily interactions with cynical coworkers affect employee energy and behavior. *Proceedings of the Seventy-ninth Annual Meeting of the* *Academy of Management.*

Pearsall, M. J., Christian, J. S., \*Kohn, J., Christian, M. S., Hofmann, D., & \*Larson, C. (2016). Overcoming temporal construal of future threats in teams. *Proceedings of the Seventy-sixth Annual Meeting of the* *Academy of Management.*

Pearsall, M. J., Ellis, A. P. J., & Bell, B. S. (2008). Slippage in the system: The effects of errors in transactive memory behavior on team performance. *Proceedings of the Sixty-eighth Annual Meeting of the Academy of Management.*

Goldman, B., Pearsall, M. J., Gilliland, S. W., & Shapiro, D. (2007). An investigation of organizational reluctance to mediate employment disputes. *Proceedings of the Sixty-seventh Annual Meeting of the Academy of Management*.

Goldman, B., & Pearsall, M. J. (2006). Wrongful dismissal. In J. H. Greenhaus & G. A. Callanan (Eds.), *Encyclopedia of career development*. Thousand Oaks, CA: Sage Publications.

**Work in Progress (Working Titles)**

\*Croitoru, N., Pearsall, M. J., & Christian, J. S., Team resilience to failure. *Writing for submission to Journal of Applied Psychology*.

\*Croitoru, N., Christian, J. S., Pearsall, M. J. Returning to work after maternity leave. *Writing for submission to Academy of Management Journal.*

Larson, L., Pearsall, M. J., Christian, J. S., & \*Barbera, T. TraCS Innovation team development. *Data analysis.*

Larson, L., Christian, J. S., Pearsall, M. J., & \*Barbera, T. COVID-19 research team formation. *Data analysis.*

\*Burgess, R., Pearsall, M. J., Christian, J. S., & \*Barbera, T. Team prevention focus and unethical behavior. *Data collection.*

\*Burgess, R., Pearsall, M. J., & Christian, J. S. Leader adaptation and return to work. *Data collection.*

\*Affinito, S., Christian, M. S., Pearsall, M., & Long, E. Nurse handoffs and cynicism. *Data analysis.*

Barbera, T.; Christian, J. S., & Pearsall, M.J. Mental health disclosures. *Data analysis*

\*Croitoru, N., Christian, J. S., Pearsall, M. J. Returning to work after furlough - longitudinal. *Data collection*.

**Selected Refereed Conference Presentations**

\*Barbera, T., Pearsall, M. J., & Christian, J. S. (2020). Team failure and the creative process: The effect of team failure and reflexivity on creativity. Paper presented at the annual meeting of the Academy of Management, Vancouver, British Columbia.

\*Burgess, R., Christian, J. S., Pearsall, M. J., & \*Barbera, T. (2020). Sins of omission: How prevention focus leads teams toward unethical behavior in times of crisis. Poster presentation at the annual INGroup conference, Bellevue, Washington.

McBee, D., Pearsall, M. J., & Christian, J. S. (2020). Team processes and social networks: The early development of interdisciplinary project teams. Paper presented at the annual Science of Team Science Conference, Durham, North Carolina.

\*Barbera, T., Pearsall, M. J., & Christian, J. S. (2019). Making sense of a setback together: How team learning orientation affects team thriving. Paper presented at the annual meeting of the Academy of Management, Boston, Massachusetts.

\*Affinito, S., Christian, M. S., Pearsall, M., & Long, E. (2019). Daily interactions with cynical coworkers affect employee energy and behavior. Paper presented at the annual meeting of the Academy of Management, Boston, Massachusetts.

*Winner of OB Division’s Most Innovative Student Paper*

Pearsall, M. J., Christian, J. S., Kohn, J., Christian, M. S., Hofmann, D. H., & Larson, C. (2016). Overcoming temporal construal of future threats in teams. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.

Volk, S., Pearsall, M. J., Christian, M. S., & Becker, W. J. (2016). A theory of chronotype diversity and team performance. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.

Kalmanovitch-Cohen, H., Pearsall, M. J., & Christian, J. S. (2016). Minimizing escalation & maximizing adaptation: The effects of leadership change. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.

Pearsall, M. J. (2014). Discussant in E. Sackett (Chairperson), Multiple goal pursuit: Perspectives from multiple levels of analysis. Symposium presentation at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.

Larson, C. H., Pearsall, M. J., Christian, M. S., & Kohn, J. L. (2014). The role of leadership in the selection of creative ideas in teams. Paper presentation at the annual INGroup conference, Raleigh, NC.

Micelli, K., Nerkar, A., & Pearsall, M. J. (2014). Team-based outlier innovations in pharmaceutical R&D: Evidence based from 1980s patent law changes. Paper presentation at the SMS Special Conference: Micro-Foundations for Strategic Management Research, Copenhagen, Denmark.

Pearsall, M. J., & Venkataramani, V. (2013). Overcoming asymmetrical goals in teams: The interactive roles of team learning orientation and team identification. Paper presentation at the annual INGroup conference, Atlanta, Georgia.

Shapiro, D., Goldman, B., & Pearsall, M. J. (2013). When is mediating employee grievances chosen vs. rejected as a dispute-resolution procedure: An anticipatory justice perspective. Paper presentation at the annual conference of the International Association for Conflict Management, Tacoma, Washington.

*Winner of IACM Best Applied Conference Paper Award*.

Tangirala, S., Pearsall, M. J., Chen, G., & Firth, B. (2011). Effects of members’ voice on performance trajectories in teams. Symposium presentation at the annual meeting of the Academy of Management, San Antonio, Texas.

Lorinkova, N., Pearsall, M. J., & Sims, H. P. (2011). Examining the differential longitudinal effects of directive versus empowering leadership in teams. Paper presentation at the annual meeting of the Academy of Management, San Antonio, Texas.

Siegel, J. L., Pearsall, M. J., Christian, M. S., & Ellis, A. P. J. (2011). Transactive memory networks in adaptation to team member loss. Poster presentation at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Christian, M. S., Pearsall, M. J., & Ellis, A. P. J. (2009). Examining the effects of hybrid rewards in teams: Balancing cooperative and competitive dynamics. Paper presentation at the annual meeting of the Academy of Management, Chicago, Illinois.

Siegel, J. L., Christian, M. S., Pearsall, M. J., & Ellis, A. P. J. (2009). Expanding definitions of adaptive performance in teams: The conflicting roles of mental models. Paper presentation at the annual meeting of the Academy of Management, Chicago, Illinois.

Siegel, J. L, Pearsall, M. J., Goldman, B., & Connolly, T. (2009). Claimant characteristics and credibility in discrimination claims. Poster presentation at the annual meeting of the Society for Industrial Organizational Psychology, New Orleans, LA.

Pearsall, M. J., Ellis, A. P. J., & Bell, B. S. (2008). Slippage in the system: The effects of errors in transactive memory behavior on team performance. Paper presentation at the annual meeting of the Academy of Management, Anaheim, California.

Goldman, B., Pearsall, M. J., Gilliland, S., & Shapiro, D. (2007). An investigation of organizational reluctance to mediate employment disputes. Paper presentation at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania. *Winner of CM Division Best Paper Award – Conflict in Context*.

Pearsall, M. J., Ellis, A. P. J., & Stein, J. (2007). Pushed past the threshold: Examining the effects of challenge and hindrance stressors in teams. Symposium presentation at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.

Pearsall, M. J., & Quiñones, M. A. (2006). The dynamic impact of training reactions during the implementation of new technologies. Symposium presentation at the annual meeting of the Academy of Management, Atlanta, Georgia.

Pearsall, M. J., & Ellis, A. P. J. (2006). The effects of critical team member assertiveness on team performance and viability. Paper presented at the annual meeting of the Academy of Management, Atlanta, Georgia.

**Honors and Awards**

Kenan Flagler MBA Teaching “All-Star” for MBA Core Course 2016, 2017, 2018, 2019, 2020

Kenan Flagler MBA Teaching “All-Star” for Negotiations 2018, 2019, 2020, 2022

Academy of Management Journal Outstanding Reviewer Award 2013, 2015, 2019

International Journal of Conflict Management Outstanding Paper Award 2017

Junior Faculty Development Award, UNC, $7500 2013

IACM Best Applied Conference Paper Award 2013

Top 15% Teaching Award, Robert H. Smith School of Business 2009, 2010, 2011

CM Division Best Paper Award – Conflict in Context 2007

Outstanding GA - The University of Arizona Foundation 2006, 2008

**Professional Service**

Editorial Board Member

*Journal of Applied Psychology* 2012 – present

*Academy of Management Journal* 2011 – 2022

Ad Hoc Reviewer

*Academy of Management Review, Organizational Behavior and Human Decision Processes, Personnel Psychology, Organization Science, Organizational Psychology Review, Small Group Research, INGRoup*

Organizational Behavior Area PhD Coordinator 2021 – present

Director of KF Behavioral Lab and Center for Decision Research 2014 – 2021

MBA program Academic Ineligibility Committee 2019 – 2022

AOM OB Division Most Innovative Student Paper Award Committee 2020

Chair of AOM OB Division Best Dissertation Based Paper Award Committee 2019

AOM OB Division Best Dissertation Based Paper Award Committee Member 2018

Proposal reviewer – *Austrian Science Fund* 2018

OB Area Faculty Hiring Committee 2017 - 2018

Invited panelist at the AOM (OB) PDW “Research Tips and Strategies 2013 from Prolific Junior Faculty”

Invited panelist at the AOM (HR) Doctoral Student Consortium 2011, 2012

Invited panelist at the AOM (OB) New Member Networking Forum 2010, 2011

Proposal reviewer – *National Science Foundation* 2010, 2011

SIOP Owens Scholarly Achievement Award Committee 2009, 2010

**Teaching Experience**

University of North Carolina

Leading and Managing (MBA Core - team teaching) 2015 - 2022

Leading and Managing (MBA Core - all sections) 2011 - 2014

Negotiations (MBA & UG) 2017 - 2022

Research Seminar on Work Groups & Teams (PhD) 2012, 2015, 2017, 2019, 2021, 2023

Research Seminar on Leadership (PhD) 2022

Leadership Immersion (MBA) 2013 - 2017

Principles of Leadership (MAC) 2016 - 2017

University of Maryland

Leadership and Managing Human Capital (MBA Core) 2009 - 2011

Research Seminar on Work Groups & Teams (PhD) 2011 Faculty Advisor for Action Learning Project (EMBA) 2010, 2011

University of Arizona

Integrating Business Fundamentals (UG) 2008 Human Side of Organizations (UG) 2005

Statistical Inference in Management (UG) 2004

Organizational Behavior (UG) 2003

**Executive programs**

University of North Carolina Delivering on Commitments through Others

Executive Decision Making

Motivating High Performance

Driving Organizational Change

Resilient Leadership

Leading and Developing

Team Dynamics

**Recent Keynote Speaking**

UNC/Duke Women’s Health Research Seminar 2020

IHRSA Institute 2018

**Recent Media Mentions and Organizational Application**

UNC White paper: “How team structure can build resilience, improve performance, & help prevent bad things happening” covering work by Jessica Christian and Matt Pearsall. https://go.kenan-flagler.unc.edu/TeamStructure

“Americans think the pandemic made them smarter and nicer. It could change their careers.” May 12, 2021. Interview with Business Insider.

“Introvert? Extrovert? Agreeable? Anxious? How to tell if WFH is the right fit for you.” Mar 9, 2021. Interview with Business Insider.

“Anyone who needs an alarm clock to wake up for work is 'out of sync' with their body, and some companies are realizing it's a major problem.” Dec 26, 2018. References Volk, Pearsall, Christian and Becker (2017) in Business Insider. https://www.businessinsider.com/design-your-work-schedule-sleep-chronotypes-2018-12

Press Briefing: COVID-19: Are Workers Really All in This Together? May 5, 2020.

“Maybe your sleep problem isn’t a problem.” Aug 25, 2018. References Volk, Pearsall, Christian

and Becker (2017) in New York Times. https://www.nytimes.com/2018/08/25/style/sleep-problem-late-night.html

“Night owls should be allowed to start work later, study finds.” May 2, 2017. Synopsis of Volk, Pearsall, Christian and Becker (2017). http://www.news.com.au/finance/small-business/night-owls-should-be-allowed-to-start-work-later-study-finds/news-story/74f3ab5b48886fbe099748afc4233c57

“Peak Performance: Lessons in Leadership from Mountain Guides.” March, 2017. Synopsis of Lorinkova et al. (2013). http://knowledge.wharton.upenn.edu/article/peak-performance-lessons-in-leadership-from-mountain-guides-for-business-managers/

“Psychology can explain why wildly successful teams get tempted to the dark side.” Oct, 2016. Synopsis of Pearsall & Ellis (2011) appearing in Quartz. http://qz.com/820763/psychological-safety-is-crucial-for-great-teamwork-but-it-has-a-dark-side/

“The ‘I’ in ‘team.’” March, 2015. Synopsis of Pearsall and Venkataramani (2015) appearing in Forbes India.

“Critical team composition issues for long-distance and long-duration space exploration.” Feb, 2015. NASA/TM-2015-218568

“Leaders eat last deluxe: Why some teams pull together and others don't,” by Simon Sinek. References Lorinkova et al. (2013).

“How leadership style affects team performance.” April, 2014. Synopsis of Lorinkova et al. (2013) appearing in Emotions & Behaviours at Work.

“The five must–have leadership traits.” Dec 20, 2013. BBC Worklife. https://www.bbc.com/worklife/article/20131230-five-must-have-management-skills

“The politics of leading teams.” Reference to Lorinkova et al. (2013) appearing in Moberg on Politics. http://mobergonpolitics.com/wordpress/?p=354

“Empowering leaders vs. directive leaders: Which is more effective?”August, 2013. Synopsis of Lorinkova et al. (2013) appearing in I/O at Work.

“Empowered teams get a slow start, but soon zoom ahead.” July 16, 2013. Synopsis of Lorinkova et al. (2013) appearing in Harvard Business Review – The Daily Stat.

“When is it better to be a directive or an empowering leader?” July, 2013. Synopsis of Lorinkova et al. (2013) appearing in Occupational Digest.

“Real delegation requires something unexpected.” June 6, 2013. Interview with BBC Capital. http://www.bbc.com/capital/story/20130515-trust-is-key-to-delegation

“Planning for organization development in operations control centers.” June, 2012. DOT/FAA/AM-12/6. FAA Office of Aerospace Medicine.

“Team training for long-duration missions in isolated and confined environments.” Oct, 2011. NASA/TM-2011-216162.

“Psychologically safe teams can incubate bad behavior.” June 15, 2011. Synopsis of Pearsall and Ellis (2011) appearing in *BPS Occupational Digest*.

“Goal oriented teams more likely to break the rules.” May 28, 2011. Synopsis of Pearsall and Ellis (2011) appearing in *The Vancouver Sun*.

“Teams behaving badly: A combination of the people and the environment.” May, 2011. Synopsis of Pearsall and Ellis (2011) appearing in *I/O at Work.*

“Thick as thieves: The roots of unethical team behaviour.” December 20, 2010. Synopsis of Pearsall and Ellis (2011) appearing in *Financial Post*.

**Dissertation Committees**

Ricky Burgess – UNC OB (co-chair). Currently at University of Pittsburgh 2023

Tracy Barbera – UNC OB (co-chair). Currently at Gartner Consulting 2022

Miles Aubert – Duke Engineering. 2021

Angelica Leigh – UNC OB. Currently at Duke University 2020

Esther Sackett – Duke OB. Currently at Santa Clara University 2017

Tali Kapadia – UNC OB. Currently at Florida International University 2017

Virginia Stewart – UNC OB. Currently at University College, Dublin 2013

Natalia Lorinkova – UMD Management (co-chair). Currently at ESADE 2010

Ryan Fehr – UMD Psychology. Currently at University of Washington 2010

**Undergraduate Thesis Advisor**

Marta Malmberg – UNC BSBA 2014

# Previous Work Experience

Ericsson Wireless Systems (San Diego, CA) - Senior Analyst 2000 – 2003

Sybase, Inc (Concord, MA) - Financial Analyst 1998 – 2000

Waterhouse Securities (Manchester, NH) - Stock Broker 1996 – 1997

U.S. Navy (USS Normandy CG-60) - Lieutenant 1992 – 1996