

## Piers Steel

Professor and Brookfield Research Chair  
University of Calgary/Haskayne School of Business

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Fellow of APA | Fellow of SIOP | Fellow of APS

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**2011-current** Professor, Haskayne School of Business, University of Calgary

**2006-2011** Associate Professor, Haskayne School of Business, University of Calgary

**2002-2006** Assistant Professor, Haskayne School of Business, University of Calgary

### Academic Preparation

**University of Minnesota – I/O Psychology (1997-2002)**

- Doctoral Thesis: “The measurement and nature of procrastination.”

**University of Guelph – I/O Psychology (1993-1995)**

- Masters Thesis: “The effects of inconsistencies among sex, gender, and job on promotion and pay raises.”

**University of Toronto – Bachelor of Arts (1987-1992)**

- Completed a double major in psychology and philosophy with a political science minor.

### Awards & Honours

- *Dean’s Award* (2003): **Outstanding New Scholar**
- *Excalibur National HR Case Study Competition* (2004): **Second Place Finish (Silver)**
- *Dean’s Award* (2005): **Outstanding Leadership in Teaching and Learning**
- *Academy of Management* (2006): **Best Paper Proceedings**
- *Academy of Management* (2006): **Winner of MED Division Best Paper in Management Education**
- *Academy of International Business* (2006): **Best paper in Managing People across Border track and nominated for AIB Best Paper/Temple award (overall conference best).**
- *Academy of Management* (2007): **HR Division Teaching Committee Innovative Teaching Award**
- *Excalibur National HR Case Study Competition* (2007): **First Place Finish (Gold)**
- *Journal of Applied Psychology* (2010): **Monograph Status (requires an editorial nomination and then agreement from a supermajority of editors)**
- *Killam Emerging Research Leader Award* (2010): **University of Calgary wide award in recognition of outstanding contributions to research at an early stage in career.**
- *Dean’s Award* (2010): **Outstanding Research Achievement**
- *Dean’s Award* (2011): **Managerial Relevance of Research**
- *Raymond A. Katzell Award in I-O Psychology* (2012): **This international award recognizes a SIOP member whose research and expertise addresses a societal and workplace issue and has**

- **been instrumental in demonstrating the importance of I-O related work to the general public.**
- **George A. Miller Award (2012): An international award given by the American Psychological Association for an outstanding article on general psychology, published within the past five years.**
- **Titanium Lion at the Cannes Creativity Festival (2013): One of the featured motivational experts in the advertising firm *droga5*'s award winning *Prudential* campaign. See <http://www.canneslions.com/work/2013/integrated/entry.cfm?entryid=30996&award=99&order=0&direction=1>**
- **SIOP (2015): Best International Paper Award.**
- **AASCB's Innovations that Inspire (2016): <https://www.aacsb.edu/about/advocacy-and-awareness/member-challenges/innovations-that-inspire/recipients/university-of-calgary> (One of only two Canadian awardees)**
- **SIOP (2016): Elected as a *Society of Industrial Organizational Psychology* Fellow, based on outstanding contributions and performance with international impact.**
- **APS (2016): Elected as an *Association of Psychological Science* Fellow, in recognition of sustained outstanding contributions to the advancement of psychological science and provided to the most prominent scientists in this discipline.**
- **APA (2017): Elected as an *American Psychological Association* Fellow.**

## **Publications**

### ***Refereed Journal Articles***

1. Steel, P., Brothen, T., & Wambach, C. (2001). Procrastination and personality, performance, and mood. *Personality and Individual Differences*, 30, 95-106. doi:10.1016/S0191-8869(00)00013-1 |
  2. Steel, P. & Kammeyer-Mueller, J. (2002). Comparing meta-analytic moderator search techniques under realistic conditions. *Journal of Applied Psychology*, 87(1), 96-111.
  3. Steel, P., & Ones, D. (2002). Personality and happiness: A national level of analysis. *Journal of Personality and Social Psychology*, 83(3), 767-781.
  4. Pelozo, J., & Steel, P. (2005). The price elasticities of charitable contributions: A meta-analysis. *Journal of Public Policy & Marketing*, 24(2), 260-272. doi: 10.1509/jppm.2005.24.2.260
  5. Steel, P. & König, C. J. (2006). Integrating theories of motivation. *Academy of Management Review*, 31, 889-913.
- Reprinted in:** Wagner, J. A., & Hollenbeck, J. (2009). *Readings in Organizational Behavior*. Taylor & Francis.
6. Lynn, M., & Steel, P. (2006). National differences in subjective well-being: The interactive effects of extraversion and neuroticism. *Journal of Happiness Studies*, 7, 155-165. doi: 10.1007/s10902-005-1917-z
  7. Steel, P., Huffcutt, A. I., & Kammeyer-Mueller, J. (2006). From the work one knows the worker: A systematic review of the challenges, solutions, and steps towards creating synthetic validity. *International Journal of Selection and Assessment*, 14, 16-36. doi: 10.1111/j.1468-2389.2006.00331.x

8. Steel, P. (2007). The nature of procrastination: A meta-analytic and theoretical review of quintessential self-regulatory failure. *Psychological Bulletin*, *133*(1), 65-94. doi: 10.1037/0033-2909.133.1.65
9. Willness, C., Steel, P., & Lee, K. (2007). A meta-analysis of the antecedents and consequences of workplace sexual harassment. *Personnel Psychology*, *60*, 127-162. doi: 10.1111/j.1744-6570.2007.00067.x
10. Taras, D., & Steel, P. (2007). We provoked business students to unionize: Using deception to prove an IR point. *British Journal of Industrial Relations*, *45*, 179-198. doi: 10.1111/j.1467-8543.2007.00607.x

**Innovative Teaching Award Winner from the Teaching Committee of the Academy of Management's HR Division.**

11. Steel, P., & Kammeyer-Mueller, J. (2008). Bayesian variance estimation for meta-analysis: Quantifying our uncertainty. *Organizational Research Methods*, *11*(1), 54-78. doi: 10.1177/1094428107300339
12. Steel, P., Schmidt, J., & Shultz, J. (2008). Refining the relationship between personality and subjective well-being. *Psychological Bulletin*, *134*(1), 138-161. doi: 10.1037/0033-2909.134.1.138
13. Gröpel, P., & Steel, P. (2008). A mega-trial investigation of goal setting, interest enhancement, and energy on procrastination. *Personality and Individual Differences*, *45*, 406-411. doi:10.1016/j.paid.2008.05.015
14. Caird, J., Willness, C. R., Steel, P., & Scialfa, C. (2008). A meta-analysis of the effects of cell phones on driver performance. *Accident Analysis & Prevention*, *40*(4), 1282-1293. doi:10.1016/j.aap.2008.01.009
15. Taras, V., Roney, J., & Steel, P. (2009). Half a century of measuring culture: Review of approaches, challenges, and limitations based on the analysis of 121 instruments for quantifying culture. *Journal of International Management*, *15*(4), 50-75. doi:10.1016/j.intman.2008.08.005
16. Steel, P., & Kammeyer-Mueller, J. (2009). Using a meta-analytic perspective to enhance Job Component Validation. *Personnel Psychology*, *62*, 533-552. doi: 10.1111/j.1744-6570.2009.01147.x
17. Ferrari, J. R., Barnes, K. L., & Steel, P. (2009). Life regrets by avoidant and arousal procrastinators: Why put off today what you will regret tomorrow? *Journal of Individual Differences*, *30*(3), 163-168. doi:10.1027/1614-0001.30.3.163
18. Steel, P. (2010). Arousal, avoidant and decisional procrastinators: Do they exist? *Personality and Individual Differences*, *48*, 926-934. doi:10.1016/j.paid.2010.02.025
19. Bowen, F., Rostami, M., & Steel, P. (2010). Timing is everything: A meta-analysis of the relationships between organizational performance and innovation. *Journal of Business Research*, *63*, 1179-1185. doi:10.1016/j.jbusres.2009.10.014
20. Taras, V., Kirkman, B.L., & Steel, P. (2010). Examining the impact of *Culture's Consequences*: A

three-decade, multi-level, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, 95(3), 405-439.

**Monograph Status** (requires an editorial nomination and then agreement from a supermajority of *Journal of Applied Psychology* editors; first article to successfully achieve monograph status in fifteen years).

21. Kammeyer-Mueller, J., Steel, P., & Rubenstein, A. (2010). The other side of method bias: The perils of distinct source research designs. *Multivariate Behavioral Research*, 45, 294-321. doi: 10.1080/00273171003680278
22. Taras, V., Steel, P., & Kirkman, B. L. (2010). Negative practice-value correlations in the GLOBE data: Unexpected findings, questionnaire limitations and research directions. *Journal of International Business Studies*, 41(8), 1330-1338. doi:10.1057/jibs.2010.30.
23. Steel, P., & Taras, V. (2010). Culture as a Consequence: A multilevel multivariate meta-analysis of the effects of individual and country characteristics on work-related cultural values. *Journal of International Management*, 16, 211-233. doi:10.1016/j.intman.2010.06.002
24. Johnson, J., Steel, P., Scherbaum, C., Hoffman, C., Jeanneret, P. R., & Foster, J. (2010). Validation is like motor oil: Synthetic is better. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3(3), 305-328. doi: 10.1111/j.1754-9434.2010.01245.x
25. Steel, P., Johnson, J., Jeanneret, P. R., Hoffman, C., Scherbaum, C., & Foster, J. (2010). At sea with synthetic validity. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3(3), 371-383. doi: 10.1111/j.1754-9434.2010.01255.x
26. Taras, V., Steel, P., & Kirkman, B. L. (2011). Three decades of research on national culture in the workplace: Do the differences still make a difference? *Organizational Dynamics*, 40(3), 189-198. doi:10.1016/j.orgdyn.2011.04.006
27. Taras, V., Steel, P., & Kirkman, B. (2012). Improving national cultural indices using a longitudinal meta-analysis of Hofstede's dimensions. *Journal of World Business*, 47(3), 329-341. DOI: 10.1016/j.jwb.2011.05.001
28. Steel, P., & MacDonnell, R. (2012). When rewards go wrong: A tale of five motivational misdirects. *Performance Improvement Journal*, 51(8), 19-25. DOI: 10.1002/pfi.21294.
29. Steel, P. & Ferrari, J. (2013). Sex, education and procrastination: An epidemiological study of procrastinators' characteristics from a global sample. *European Journal of Personality*, 27(1), 51-58. DOI: 10.1002/per.1851
30. Taras, V., Roney, J., & Steel, P. (2013). Work-related acculturation: Change in individual work-related cultural values following immigration. *International Journal of Human Resource Management*, 24(1), 130-151.
31. Nguyen, B., Steel, P., & Ferrari, J. (2013). Procrastination's impact in the workplace and the workplace's impact on procrastination. *International Journal of Selection and Assessment*, 21(4), 388-399.

32. O'Neil, T. A., Steel, P., & Rothstein, M. (2013). Broad factors versus narrow facets: Prediction at optimal resolution. *Academy of Management Proceedings*, 2013(1):10662-10662. DOI:10.5465/AMBPP.2013.10662symposium
33. Liu, X., Vredenburg, H. & Steel, P. (2014). A meta-analysis of factors leading to management control in international joint ventures. *Journal of International Management*, 20(2), 219-236. <http://dx.doi.org/10.1016/j.intman.2013.09.001>
34. Merkin, R., Taras, V., & Steel, P. (2014). State of the art themes in cross-cultural communication research: A meta-analytic review. *International Journal of Intercultural Relations*, 38, 1-23.
35. Caird, J. K., Johnston, K. A., Willness, C. R., Asbridge, M., & Steel, P. (2014). A meta-analysis of the effects of texting on driving. *Accident Analysis & Prevention*, 71, 311-318.
36. Taras, V., Steel, P., & Kirkman, B. L. (2014). Does country equal culture? Beyond geography in the search for cultural entities. *Academy of Management Proceedings*, 2014(1), 17239. doi:10.5465/AMBPP.2014.17239abstract
37. Bosco, F. A., Steel, P., & McDaniel, M. A. (2014). The "Big Science" revolution in management: Possibilities, technology, and applications. *Academy of Management Proceedings*, 2014(1):16949-16949. DOI:10.5465/AMBPP.2014.16949symposium
38. Steel, P., Kammeyer-Mueller, J., & Paterson, T. (2015). Improving the meta-analytic assessment of effect size variance with an informed Bayesian prior. *Journal of Management*, 41(2), 718-743.
39. Weinhardt, J., Hendijani, R., Harman, J. L., Steel, P., & Gonzalez, C. (2015). How analytic reasoning style and global thinking relate to understanding stocks and flows. *Journal of Operations Management*, 39, 23-30. doi:10.1016/j.jom.2015.07.003
40. Field, J. G., Mihm, D., O'Boyle, E. H., Bosco, F. A., Uggerslev, K., & Steel, P. (2015). An examination of the funding-finding relation in the field of management. *Academy of Management Proceedings*, 2015(1), 17463. doi:10.5465/AMBPP.2015.17463abstract
41. Steel, P., & Kammeyer-Mueller, J. (2015). The world is going to hell, the young no longer respect their elders and other tricks of the mind. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8(3), 366-371.
42. Bosco, F., Steel, P., Oswald, F. L., Uggerslev, K., & Field, J. G. (2015). Cloud-based meta-analysis to bridge science and practice: Welcome to metaBUS. *Personnel Assessment and Decisions*, 1(1). Article 2. Available at: <http://scholarworks.bgsu.edu/pad/vol1/iss1/2>
43. Steel, P., & Klingsieck, K. (2016). Academic procrastination: Psychological antecedents revisited. *Australian Psychologist*, 51, 36-46. (Special 50<sup>th</sup> Anniversary Issue: Invited but Reviewed Contribution)
44. Paterson, T. A., Harms, P. D., Steel, P. & Credé, M. (2016). An assessment of the magnitude of effect sizes: Evidence from 30 years of meta-analysis in management. *Journal of Leadership and Organizational Studies*, 23(1), 66-81.

45. Vancouver, J., Xiaofei, L., Weinhardt, J., Steel, P., & Purl, J. (2016). Using a computational model to understand possible sources of skews in distributions of job performance. *Personnel Psychology*, 69(4), 931-974.
46. Taras, V., Steel, P., & Kirkman, B. (2016). Does country equate with culture? Beyond geography in the search for cultural entities. *Management International Review*, 56, 455-487.
47. Baker, C., Bosco, F., Uggerslev, K. L., & Steel, P. (2016). metaBUS: An open search engine of I-O research findings. *The Industrial Organizational Psychologist (TIP)*.  
<http://www.siop.org/tip/july16/metabus.aspx>
48. Bosco, F., Uggerslev, K., & Steel, P. (2017). metaBUS as a vehicle for facilitating meta-analysis. *Human Resource Management Review*, 27(1), 237-254.  
<http://dx.doi.org/10.1016/j.hrmr.2016.09.013>
49. Simmons, S., Caird, J. & Steel, P. (2017). A meta-analysis of in-vehicle and nomadic voice-recognition system interaction and driving performance. *Accident Analysis and Prevention*, 106, 21-43.
50. Lee, C. I. S., Felps, W., & Steel, P. (2017, January). *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 17187).
51. Lee, C., Bosco, F., Steel, P., & Uggerslev, K. (2017). A metaBUS enabled meta-analysis of career satisfaction. *Career Development International*, 22(5), 565-582.
52. Svartdal, F., & Steel, P. (2017). Irrational delay revisited: Examining five procrastination scales in a global sample. *Frontiers in Psychology: Quantitative Psychology and Measurement*, 8(1927). doi: 10.3389/fpsyg.2017.01927
53. Steel, P., Taras, V., Uggerslev, K., & Bosco, F. (2018). The happy culture: A meta-analytic review and empirical investigation of culture's relationship with subjective wellbeing. *Personality and Social Psychology Review*, 22(2), 128-169. <https://doi.org/10.1177/1088868317721372>
54. O'Neill, T., & Steel, P. (2018). Weighted composites of personality facets: An examination of unit, rational, and mechanical weights. *Journal of Research in Personality*, 73, 1-11.
55. Guilera, G., Barrios, M., Penelo, E., Morin, C., Steel, P., & Gómez-Benito, J. (2018). Validation of the Spanish version of the Irrational Procrastination Scale (IPS). *PLOS ONE*, 13(1): e0190806. <https://doi.org/10.1371/journal.pone.0190806>
56. Zeng, R., Groggaard, B., & Steel, P. (2018). Complements or substitutes? A meta-analysis of the role of integration mechanisms in knowledge transfer in the MNE Network. *Journal of World Business*, 53(4), 415-432. <https://doi.org/10.1016/j.jwb.2018.02.001>
57. Steel, P., Svartdal, F., Thundiyil, T., & Brothen, T. (2018). Examining procrastination across multiple goal stages: A longitudinal study of Temporal Motivation Theory. *Frontiers in Psychology: Personality & Social Psychology*, 9, 327. doi: 10.3389/fpsyg.2018.00327

58. Doucouliagos, C., Stanley, T. & Steel, P. (2018). Does ICT generate economic growth? A meta-regression analysis. *Journal of Economic Surveys*, 32(3), 705-726. <https://doi.org/10.1111/joes.12211>
59. Maseland, R., Dow, D., & Steel, P. (2018). The Kogut & Singh National Cultural Distance Index: Time to start using it as a springboard rather than a crutch. *Journal of International Business*, 49(9), 1154-1166. <https://doi.org/10.1057/s41267-018-0183-3>
60. Steel, P., Schmidt, J., Bosco, F., & Uggerslev, K. (2019). The effects of personality on job satisfaction and life satisfaction: A meta-analytic investigation accounting for bandwidth-fidelity and commensurability. *Human Relations*, 72(2), 217–247. <https://doi.org/10.1177/0018726718771465>
61. Gamst-Klaussen, T., Steel, P., & Svartdal, F. (2019). Procrastination and personal finances: Exploring the roles of planning and financial self-efficacy. *Frontiers in Psychology: Personality & Social Psychology*, 10, 775. <https://doi.org/10.3389/fpsyg.2019.00775>
62. McLarnon, M. J. W., O'Neill, T., Taras, V., Law, D., Donia, M., & Steel, P. (2019). Global Virtual Team communication, coordination, and performance across three peer feedback strategies. *Canadian Journal of Behavioural Science*, 51(4), 207-218. <http://dx.doi.org/10.1037/cbs0000135>
63. Lee, C. I. S., & Steel, P. (2019, July). Naturally occurring selection: Using applicant pool data to estimate job relevant range restriction. *Academy of Management Proceedings*, 2019(1), 16220.
64. Liu, X., Vredenburg, H., & Steel, P. (2019, July). Exploring the mechanisms of corporate reputation and financial performance: A Meta-Analysis. *Academy of Management Proceedings*, 2019(1), 17903. <https://doi.org/10.5465/AMBPP.2019.193>
65. Sinha, K. K., Steel, P., Saunders, C., & Dewald, J. R. (2019, July). Synergistic impacts of entrepreneurial and learning orientations on performance: A Meta-Analysis. *Academy of Management Proceedings*, 2019(1), 11822. <https://doi.org/10.5465/AMBPP.2019.156>
66. Svartdal, F., Klingsieck, K. B., Steel, P., & Gamst-Klaussen, T. (2020). Measuring implemental delay in procrastination: Separating onset and sustained goal striving. *Personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2019.109762>
67. Hendijani, R., & Steel, P. (2020). Motivational congruence effect: How reward salience and choice influence motivation and performance. *Cogent Business & Management*, 7(1), 1791444. <https://doi.org/10.1080/23311975.2020.1791444>
68. Steel, P., Beugelsdijk, S., & Aguinis, H. (2021). The anatomy of an award-winning meta-analysis: Recommendations for authors, reviewers, and readers of meta-analytic reviews. *Journal of International Business Studies*, 52(1), 23-44. <http://hermanaguinis.com/JIBSmeta.pdf>
69. Ogunfowora, B., Nguyen, V. Q., Steel, P., & Hwang, C. C. (2021). A meta-analytic investigation of the antecedents, theoretical correlates, and consequences of moral disengagement at work. *Journal of Applied Psychology*. DOI: 10.1037/apl0000912

### **Refereed Chapters**

70. Glomb, T., Steel, P., & Arvey, R. (2002). Office sneers, snipes, and stab wounds: Antecedents, consequences, and implications of workplace violence and aggression. In R. Lord, R. Klimoski, & R. Kanfer (Eds.), *Frontiers of industrial and organizational psychology: Emotions and work* (pp. 227-259). San Francisco, CA: Jossey-Bass Inc.
71. Taras, V., & Steel, P. (2009). Beyond Hofstede: Challenging the ten commandments of cross-cultural research. In C. Nakata (Ed.), *Beyond Hofstede: Culture frameworks for global marketing and management* (p. 40-60). New York: Macmillan/Palgrave.
72. Steel, P., & Klingsieck, K. (2013). Procrastination. In D. S. Dunn (Ed.), *Oxford Bibliographies in Psychology*. New York: Oxford University Press.
73. Taras, D., Steel, P., & Ponak, A. (2015). Personality and time delay among arbitrators. *Labour Arbitration Yearbook*.
74. Steel, P., & Klingsieck, K. (2015). Procrastination. In J. D. Wright (Ed.), *The international encyclopedia of the social & behavioral sciences* (2<sup>nd</sup> ed., Vol. 19; pp. 73-78). Oxford: Elsevier.
75. Steel, P. & Weinhardt, J. (2018). The building blocks of motivation. N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesveran (Eds.), *Handbook of Industrial, Work & Organizational Psychology* (2<sup>nd</sup> ed., Vol. 3: pp. 69-96). Thousand Oaks, CA: Sage.
76. Stackhouse, M., Kirkman, B., Steel, P. & Taras, V. (2018). National culture and leadership. N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesveran (Eds.), *Handbook of Industrial, Work & Organizational Psychology* (2<sup>nd</sup> ed., Vol. 3; pp. 206-236). Thousand Oaks, CA: Sage.

### **Books**

77. Steel, P. (2011). *The Procrastination Equation: How to Stop Putting Things Off and How to Start Getting Stuff Done*.

**Worldwide distribution across 15 different publishing houses and 12 languages.**

78. Arvai, J., Campbell-Arvai, V., & Steel, P. (2012). *Decision-making for sustainability: A systematic review of the body of knowledge*. London, ON: Network for Business Sustainability.

### **Refereed Conference Papers**

79. Kammeyer-Mueller, J., & Steel, P. (2003). *Controlling instability and method variance when estimating predictor importance*. Poster session presented at the annual meeting of the Academy of Management, Seattle, WA.
80. Steel, P. & Kammeyer-Mueller, J. (2001). *Comparing meta-analytic moderator search techniques under realistic conditions*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, San Diego, CA.
81. Steel, P. (1999). *Measuring causality: The work attributions style questionnaire*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, Atlanta, GA.



82. Steel, P., & Kammeyer-Mueller, J. (2003). *An evaluation and a revision of homogeneity of variance indices: Going beyond straws*. Poster session presented at the annual meeting of the Society of Industrial Organizational Psychology, Orlando, FL.
83. Steel, P., & Kammeyer-Mueller, J. (2003). *The Iterative Homogeneity of Variance Index: A solution to negative variance estimates in meta-analysis*. Poster session presented at the annual meeting of the Academy of Management, Seattle, WA.
84. Steel, P., & Ones, D. (2001). *Personality and Happiness: A National Level of Analysis*. Poster session presented at the annual meeting of the American Psychological Association, San Francisco, CA.
85. Steel, P., Arvey, R. D., & Kyllonen, P. (1999). *Factor structure of emotional expressiveness: Faked vs. genuine emotions*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, Atlanta, GA.
86. Steel, P., Brothen, T., & Wambach, C. (2000). *Procrastination and personality*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, New Orleans, LA.
87. Steel, P., Brothen, T., & Wambach, C. (2002). *Procrastination and performance*. Poster session presented at the annual meeting of the Society of Industrial Organizational Psychology, Toronto, ON.
88. Schultz, J., Schmidt, J., & Steel, P. (2005). *Controlling for commensurability in a meta-analysis of personality and subjective well-being*. Poster session presented at the annual meeting of the Academy of Management, Honolulu, HI.
89. Taras, V., & Steel, P. (2006). *Culture as a consequence: A multilevel multivariate meta-analysis of the effects of individual and country characteristics on work-related cultural values*. Poster session presented at the annual meeting of the Academy of Management, Atlanta, GA.

**Published in Best Paper Proceedings.**

90. Steel, P., & Pelozo, J. (2006). *Hitting the sweet spot: Balancing equity and equality to maximize wealth and happiness*. Poster session presented at the annual meeting of the Academy of Management, Atlanta, GA.
91. Taras, D., & Steel, P. (2006). *We provoked business students to unionize: Ten minutes of deception creating a lasting message*. Poster session presented at the annual meeting of the Academy of Management, Atlanta, GA.

**Winner of MED Division Best Paper in Management Education.**

92. Taras, V., & Steel, P. (2006). *Improving cultural indices and rankings based on a meta-analysis of Hofstede's taxonomy*. Paper presented at the Academy of International Business Annual Meeting, Beijing, China.

**Best paper in Managing People across Border track and nominated for AIB Best Paper/Temple award (overall conference best).**

93. Taras, V., & Steel, P. (2007). *Predicting work-related culture: A multilevel multivariate meta-analysis*. Paper presented at the Academy of International Business Annual Meeting, Indianapolis, IN.
94. Karafa, J., Cohen, J. R., Ferrari, J. R., & Steel, P. (2008). *Do we regret delaying with age? Exploring the regret-procrastination relationship between young and older adults*. Poster presented at the annual meeting of the Eastern Psychological Association, Boston, MA.
95. Taras, V., Roney, J., & Steel, P. (2009). *Work-related acculturation of immigrant employees*. Paper presented at the Academy of International Business Annual Meeting, San Diego, CA.
96. Taras, V., Steel, P., & Kirkman, B. (2009). *Examining the Impact of Culture's Consequences: A Three-Decade, Multi-Level, Meta-Analytic Review of Hofstede's Cultural Value Dimensions*. Paper presented at the Academy of International Business Annual Meeting, San Diego, CA
97. Steel, P. (2009). *On the definition and measurement of procrastination*. Paper presented at the 6<sup>th</sup> Procrastination Research Conference Biennial Meeting, Counseling the Procrastinator in Academic Settings, Toronto, ON.
98. Greidanus, N., & Steel, P. (2010). *The micro-foundation of inter-firm governance capabilities*. Poster session presented at the annual meeting of the Academy of Management, Montreal.
99. Merkin, R., Taras, V., & Steel, P. (2010). *State of the Art themes in cross-cultural communication research: A meta-analytic review*. Poster session presented at the annual meeting of the Academy of Management, Montreal.
100. Merkin, R., Taras, V., & Steel, P. (2010). *The Impact of Culture on Satisfaction: A Meta-Analytic Review*. Paper presented at the Academy of International Business Annual Meeting, Rio de Janeiro.
101. Taras, D., Steel, P., & Ponak, A. (2010). *Personality and time delay among arbitrators*. Paper presented at the annual meeting of the National Academy of Arbitrators, Philadelphia.
- Published in *Proceedings of the NAA 2010 Annual Meeting*.**
102. Steel, P. (2011). *A diagnostic measure of procrastination*. Paper presented at the 7<sup>th</sup> Procrastination Research Conference Biennial Meeting, Counseling the Procrastinator in Academic Settings, Amsterdam, Netherlands.
103. Taras, D., Steel, P., & Ponak, A. (2011). *Personality and time delay among arbitrators*. Paper presented at the 7<sup>th</sup> Procrastination Research Conference Biennial Meeting, Counseling the Procrastinator in Academic Settings, Amsterdam, Netherlands.
104. Steel, P. & Taras, V. (2012). *The happy culture*. Paper session presented at the annual meeting of the Academy of Management, Boston.
105. Steel, P., Taras, V., & Merkin, R. (2012). *A meta-analytic review of subjective well-being and culture*. Paper session presented at the annual meeting of the Academy of Management, Boston.
106. Steel, P., Nguyen, B., & Kammeyer-Mueller, J. (2013). *Removing meta-analytic bias: Bayesian*

*variance estimation with an informed prior*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, Houston, TX

107. Steel, P., Taras, D., Ponak, A., & Kammeyer-Mueller, J. (2013). *Justice delayed is justice denied: Procrastination's role in arbitration delay*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, Houston, TX.
108. Thundiyil, T., & Steel, P. (2013). *Procrastination in Goal Pursuit: Test of a Temporal Motivation Theory*. Poster session presented at the annual meeting of the Western Academy of Management, Santa Fe, New Mexico.
109. Xiaofei, L., Vancouver, J. B., Weinhardt, J. M., Purl, J. D., & Steel, P. (2014). *Computational Models of Potential Processes Creating Positively Skewed Performance Distributions*. Poster session presented at the annual meeting of the Society for Industrial Organizational Psychology, Honolulu, Hawaii.
110. Taras, V., Steel, P., & Kirkman, B. (2014). *Does Country Equal Culture? Beyond Geography in Search for Cultural Entities*. Paper session presented at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.
111. Steel, P., Stanley, T., & Doucouliagos, C. (2014). *ICT and GDP Growth*. Paper presented at the annual meeting of Meta-Analysis of Economics Research (MAER) Network, Athens, Greece.
112. Taras, V., Steel, P., & Kirkman, B. (2014). *Is the world really flat (or flattening)? A meta-analytic test of national cultural convergence and modernization theories*. Paper presented at the Academy of International Business Southeast USA conference, Miami, FL.
113. Field, J. G., Munc, A. H., Bosco, F. A., Uggerslev, K. L., & Steel, P. (2015). *Effect Size Benchmarks for Common I-O Topics around the Globe*. Paper session presented at the annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, Pennsylvania.

### **Best International Paper Award**

114. Groggaard, B., Zeng, R., & Steel, P. (2015). *A meta-analysis of integration mechanism outcomes in multinational enterprises*. Paper presented at the European International Business Academy Annual Conference, Rio de Janeiro, Brazil.
115. Taras, V., O'Neil, T., Steel, P., & Tullar, W. (2015). *Free-riding in global virtual teams: An experimental study of antecedents and strategies to minimize the problem*. Paper presented at the Academy of International Business US Southeast Annual Conference, Savannah, GA.
116. Schmidt, J., Steel, P., & Nguyen, B. (2016). *The meta-analytic relationships between personality, job satisfaction, and life satisfaction*. Paper session presented at the annual meeting of the Society for Industrial Organizational Psychology, Anaheim, California.
117. McLarnon, M., O'Neill, T., Taras, V., & Steel, P. (2016). *Trajectories of interpersonal conflict in teams*. Paper session presented at the annual meeting of the Canadian Psychological Association, Victoria, BC.
118. Groggaard, B., Zeng, R., & Steel, P. (2016). *Complements or Substitutes? The Role of Integration*

*Mechanisms in Knowledge Transfer in the MNE*. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.

119. Liu, X., Vredenburg, H., & Steel, P. (2016). *Determinants and moderators of corporate reputation: A meta-analysis*. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.
120. Taras, V., Steel, P., O'Neill, T. A., & Tullar, W., McLarnon, M. (2016). *Free-riding in global virtual teams: An experimental study of antecedents and strategies to minimize the problem*. Paper presented at the annual meeting of Academy of International Business, New Orleans.
- Best Research Methods Paper Award**
121. Zeng, R., Groggaard, B., & Steel, P. (2016). *Complements or Substitutes? A Meta-analysis of The Role of Integration Mechanisms in Knowledge Transfer in the MNE Network*. Paper presented at the annual meeting of the European International Business Academy, Vienna.
122. Uggerslev, K. L., Hambley, L., Bosco, F. A., & Steel, P. (2016, October). *Estimating the relative importance of competencies associated with talent potential and performance*. Paper presented at the 5<sup>th</sup> annual Workshop on Talent Management for the European Institute for Advanced Studies in Management. Copenhagen, Denmark.
123. McLarnon, M. J. W., O'Neill, T., Taras, V., Law, D., Donia, M., & Steel, P. (2017, May). *Influence of peer feedback on the relations between communication, coordination, and performance in global virtual teams*. Paper presented at the annual meeting of the European Association of Work and Organizational Psychology Congress, Dublin, Ireland.
124. Lee, C. I. S. G., Felps, W., & Steel, P. (2017, August). *Who gets the job interview?* Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.
125. Lee, C. I. S. G., Felps, W., & Steel, P. (2019, May). *Predicting Hiring Decisions using Applicant Tracking System Data*. Paper presented at the annual meeting of the European Association for Work & Organizational Psychology, Turin, Italy.
126. Harmer, J. M., Zhang, Q., Ponak, A., Taras, D., & Steel, P. (2019, June). *Do arbitrators procrastinate?* Paper presented at the annual meeting of the Labor and Employment Relations Association, Cleveland, OH.
127. Zeng, R., Groggaard, B., & Steel, P. (2019, June). *Revisiting the complementary versus substitutive effects among different control mechanisms: Fifty shades of grey*. Paper presented at the annual meeting of the *Academy of International Business*, Copenhagen.
128. Steel, P., & Lee, C. (2019, August). *Naturally occurring selection: Using applicant pool data to estimate job relevant range restriction*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.
129. Liu, X., Vredenburg, H., & Steel, P. (2019, August). *Exploring the mechanisms of corporate reputation and financial performance: A meta-analysis*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

**Best Paper Award**

130. Sinha, K. K., Steel, P., Saunders, C., & Dewald, J. R. (2019, August). *Synergistic impacts of entrepreneurial and learning orientations on performance: A meta-analysis*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

**Best Paper Award****Other Publications**

131. Steel, P. (2005). Procrastination: Putting off healthy living. *Check Up: The magazine for optimal health*, 24, 9-10.
132. Cummins, R., Stokes, M., Michalos, A. C., Vitterso, J., Steel, P., Okerstrom, E., & Clay, N. (2005). The World's Best Country By Laza Kekic: A Critique. *S I N E T: Social Indicators Network News*, 81, 1-11.
133. Steel, P. (2008). Gen X, Gen Y, and other general nonsense: The world is going to hell and the young no longer respect their elders. *Perspective*, April, 3-4.
134. Steel, P., & Pelozo, J. (2006). *Hitting the sweet spot: Balancing equity and equality to maximize wealth and happiness* (Technical Paper No. TP-06005). Retrieved from University of Calgary, Institute for Advanced Policy Research website:  
<http://www.ucalgary.ca/iaprfiles/technicalpapers/iapr-tp-06005.pdf>

**Conference Symposiums & Presentations**

135. Steel, P. (2003). *The nature of procrastination: A meta-analysis of findings*. Paper presented at the meeting of the Counseling the Procrastinator in Academic Settings, 3rd Biennial Conference, Columbus, OH.
136. Steel, P., & Brothen, T. (2004). Self-regulation, personality traits, and procrastination. In P. M. Mangos (Chair), *Individual differences in self-regulatory effectiveness: Action-state orientation, volitional competencies, and performance*. Symposium conducted at the annual meeting of the Society of Industrial Organizational Psychology, Chicago, IL.
137. Steel, P. & Kammeyer-Mueller, J. (2004). MetaExcel Analysis and MetaExcel Coding. In P. Steel & J. Kammeyer-Mueller (Chairs), *Making meta-analysis easier and more accurate*. Symposium conducted at the annual meeting of the Society of Industrial Organizational Psychology, Chicago, IL.
138. Steel, P. (2004). Experiential learning techniques. In W. C. Gradwohl (Chair), *Facilitating deep learning through alternative teaching methods*. Symposium conducted at the annual meeting of the Society of Industrial Organizational Psychology, Chicago, IL.
139. Steel, P. (2004). A meta-analysis of procrastination and a mathematical model of motivation. In P. Steel & C. Parish (Chairs), *Beyond folk psychology: Conceptual and theoretical advances in conscientiousness*. Symposium conducted at the annual meeting of the Society of Industrial Organizational Psychology, Chicago, IL.

140. Huffcutt, A. & Steel, P. (2005) Assessing the stability of employment interview meta-analytic research. In U.-C. Klehe & C. H. Van Iddekinge (Chairs), *New directions in research on structured interview validity*. Symposium conducted at the annual meeting of the Society of Industrial Organizational Psychology, Los Angeles, CA.
141. Taras, V. & Steel, P. (2005). Cross-cultural differences and dynamics of cultures over time: Meta-Analysis of Hofstede's taxonomy. In A. Rahim (Chair), *Cultural distance revisited*. Symposium conducted at the annual meeting of the Academy of Management, Honolulu, HI.
142. Steel, P. (2006). Confusing cohorts with maturity. In Scott Wilcox (Chair), *Gen X, Gen Y and beyond*. Symposium conducted at the annual meeting of the Labour Arbitration and Policy Conference, Calgary, AB.
143. Steel, P. (2007). Temporal motivation theory. In P. Steel (Chair), *Unifying theories of motivation*. Symposium conducted at the annual meeting of the Society of Industrial Organizational Psychology, New York, NY.
144. Steel, P. (2008). Using the PAQ to create Job Component Validity. In J. Foster (Chair), *Synthetic validity: New directions and old questions answered*. Symposium conducted at the annual meeting of the Academy of Management, Anaheim, California.
145. Steel, P. (2009). Discussant. In C. Scherbaum & P. Steel (Chairs), *Synthetic Validity: Practical Questions and Answers*. Panel discussion conducted at the annual meeting of the Society of Industrial Organizational Psychology, New Orleans, LA.
146. Steel, P. (2010). Procrastination and self-regulation. In van Hooft, E. A. J. (Chair), *Why do we put things off? Self-regulation, task-characteristics, and procrastination*. Symposium conducted at the annual meeting of Society of Industrial Organizational Psychology, Atlanta, Georgia.
147. Nguyen, B., & Steel, P. (2010). The profile of a procrastinator. In van Hooft, E. A. J. (Chair), *Why do we put things off? Self-regulation, task-characteristics, and procrastination*. Symposium conducted at the annual meeting of Society of Industrial Organizational Psychology, Atlanta, Georgia.
148. Taras, D., Steel, P., & Ponak, A. (2010). Do arbitrators' personalities matter in determining delay? In Jim Oakley (Chair), *Emerging Practice Issues for Arbitrators*. Symposium conducted at the annual meeting of Canadian Arbitrators, Phoenix, AZ.
149. Nguyen, B. Steel, P., & Schmidt, J. (2011). Refining the relationship between job satisfaction and personality. Round table presentation at the annual meeting of the Academy of Management.
150. Steel, P. Kammeyer-Mueller, J., & Nguyen, B. (2012). Why meta-analysis exaggerates generalizability and underestimates situational specificity. In Morris, S. (Chair), *Methodological Advances in Meta-Analysis*. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, San Diego, CA.
151. Steel, P. (2012). Going from the still photograph to the moving picture: Making motivational models dynamic. In Weinhardt, J. (Chair), *Understanding dynamics conceptually, analytically, computationally, and empirically*. Symposium conducted at the annual meeting of the Academy of Management, Boston.

152. Steel, P. (2013). Creating an international database of subjective well-being. In Erdogan, B. (Chair), *Research incubator on happiness and subjective well-being*. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Houston, TX.
153. Hedijani, R., & Steel, P. (2013). *The effect of monetary reward and interpersonal context on intrinsic motivation and performance*. Paper presented at the Annual Behavioral Operations Conference, Ann Arbor, MI.
154. Steel, P. & O'Neil, T. (2013). Prediction of OCB at the factor and facet level. In T. O'Neil & P. Steel (Chairs), *Broad factors versus narrow facets: Prediction at optimal resolution*. Symposium conducted at the annual meeting of the Academy of Management Meeting, Orlando, FL. **Showcase Symposium.**
155. O'Neil, T. & Steel, P. (2013). SME prediction of CWB with factor and facet level data. In T. O'Neil & P. Steel (Chairs), *Broad factors versus narrow facets: Prediction at optimal resolution*. Symposium conducted at the annual meeting of the Academy of Management Meeting, Orlando, FL. **Showcase Symposium.**
156. Steel, P. (2013). *Converting between meta-analytic variance estimates based on correlations and Fisher z*. Paper presented at the 8<sup>th</sup> annual meeting of the Society for Research Synthesis Methodology, Providence, Rhode Island.
157. Steel, P., & Morin, C. (2014). The temporal perspectives behind procrastination. In Kooik, D., & Kanfer, R. (Chairs), *Future Time Perspective at Work: Different Conceptualizations, Different Findings*. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Honolulu, Hawaii.
158. Steel, P. (2014). Crowdsourcing Meta-Analytic Research and Massive Web-Based Studies. In Tars, T. (Chair), *Data Sharing, Research Crowdsourcing, and Open Collaboration: Latest Developments and Opportunities in International Business Studies*. Symposium conducted at the annual meeting of the Academy of International Business Annual Meeting, Vancouver.
159. Steel, P. (2014). *Mapping the nomological web of the social sciences*. In Bosco, F. (Chair) The "big science" revolution in management: Possibilities, technology, and applications. Symposium conducted at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.
160. Bosco, F. A., Uggerslev, K. L., Steel, P., & Field, J. G. (2015). *Generating Instant Meta-Analyses Using the metaBUS Database and Construct Taxonomy*. Master Tutorial conducted at the annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, Pennsylvania.
161. Steel, P. (2015). *New analytic capacity*. In "Using science-mapping and meta-analysis to bridge the scientist-practitioner divide." Alternative Session Type conducted at the annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, Pennsylvania.
162. Steel, P., Paterson, T., & Kammeyer-Mueller, J. (2015). *Is homogeneity a meta-analytic myth? Examining Bessel's variance estimation correction*. In R. Harvey (Chair), Examining alternatives to criterion-related validity studies when setting worker requirements. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, Pennsylvania.

163. Bosco, F. A., Uggerslev, K. L., Steel, P., & Field, J. G. (2015). *Generating instant meta-analyses using the metaBUS database and construct taxonomy*. Master tutorial conducted at the annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, Pennsylvania.
164. Steel, P. (2015). *New analytic capacity*. In F. Bosco (Chair), Using science mapping and meta-analysis to bridge the scientist-practitioner divide. Alternative session type conducted at the annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, Pennsylvania.
165. Steel, P. (2015). *Crowdsourcing meta-analytic research and massive web-based studies*. In V. Taras (Chair) Research crowdsourcing, data sharing, and large-scale collaboration. Symposium conducted at the annual meeting of the Academy of Management, Vancouver, British Columbia.
166. Steel, P. (2016). *Generating instant custom meta-analyses: A metaBUS tutorial for synthesizing management research*. Professional Development Workshop conducted at the annual meeting of the Academy of Management, Anaheim, California.
167. Khosravi, J. Y., Lee, C., Bosco, F. A., & Steel, P. (April, 2017). *Using new metaBUS functions to facilitate systematic reviews and meta-analyses*. Master tutorial conducted at the annual meeting of the Society for Industrial Organizational Psychology, Orlando, FL.
168. Bosco, F. A., Landis, R., Kepes, S., Uggerslev, K. L., Steel, P., & Brooks, P. (2017, April). *Dimension reduction as a vehicle for assessing construct redundancy*. In G. Howardson (Chair), Contemporary Views and Methods for Dimension Reduction. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Orlando, FL.
169. Steel, P. (2017, May). *The built environment and optimal decision making*. Symposium presented at the Mars Mission Social Science Workshop. The Buzz Aldrin Space Institute, FL.
170. Steel, P. (2017, July). *metaBUS: A cloud based meta-analytic platform*. In J. Grimshaw (Chair) Session C. Symposium presented at the 12<sup>th</sup> annual meeting of the Society for Research Synthesis Methodology, Montreal, Canada.
171. Steel, P. (2018, October). *The Big Data of metaBUS*. In Ichiro Iwasaki (Chair), Strategies and FDI. Symposium presented at MAER-Net, Melbourne, Australia.
172. Steel, P. (2019). *When to use factors or facets? Exactly opposite as you would expect*. In J. Foster (Chair) Alternatives to traditional personality assessment and application. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Washington, DC.
173. Steel, P. (2019). *Cloud-based semiautomated meta-analytic article coding*. Master tutorial conducted at the annual meeting of the Society for Industrial Organizational Psychology, Washington, DC.
174. Steel, P. (2019). *Tackling massive meta-analyses using an online open science platform*. Professional Development Workshop conducted at the annual meeting of the Academy of Management, Boston, MA.
175. Steel, P. (2020). *JIBS Decade Award*. A. Verbeke (Chair). Symposium conducted at the annual



meeting of the Association of International Business, Virtual.

176. Steel, P. & Fariborzi, H. (2021). *Tackling massive meta-analyses using an online open science platform*. Master's Tutorial conducted at the annual meeting of the Society for Industrial Organizational Psychology, Virtual.
177. Steel, P. (2021). Panel discussant in A. Somarju (Chair) *Thinking Bayesian: Opportunities and Challenges*. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Virtual.
178. Steel, P. (2021). Panel discussant in M. Cubrich (Chair) *When Culture Counts: Multilevel Insights into the Global Workforce*. Symposium conducted at the annual meeting of the Society for Industrial Organizational Psychology, Virtual.
179. Steel, P. & Song, Z. (2021). *Accelerating Meta-Analyses with HubMeta: An Open Science Platform*. Workshop conducted at the annual meeting of the International Association for Chinese Management Research, Virtual. IACMR is a premier scholarly association dedicated to the creation and dissemination of management knowledge with a focus on China.

### ***Submitted and Completed Manuscripts***

1. Steel, P., Taras, D., Ponak, A., & Kammeyer-Mueller, J. (preparing for submission). Self-regulation of slippery deadlines: The role of procrastination in arbitrators' time until decision. *Academy of Management Discovery*.
2. Liu, X., Vredenburg, H. & Steel, P. (preparing for submission). Corporate reputation and financial performance: A meta-analysis. *Journal of Business Research*.
3. Steel, P., Fariborzi, H., Taras, V., & Kirkman, B. (preparing for submission). Is the world really flat (or flattening)? A meta-analytic test of national cultural convergence and modernization theories. *Nature: Human Behavior*.
4. Mazdeh, H. M., Dewald, J., & Steel, P. (preparing for submission). A meta-analysis of the relationship between slack and innovation.
5. Sinha, K., Steel, P., Saunders, C., & Dewald, J. (preparing for submission). Clarifying the relationships between entrepreneurship orientation, learning orientation, and performance: A meta-analytic approach. *Journal of Management*
6. Lee, C., & Steel, P. (preparing for submission). The potential of good selection: Simulating the impact of improved applicant matching on GDP. *Science*.
7. Steel, P., & Lee, C. (preparing for submission). Naturally occurring selection: Using applicant pool data to estimate job relevant range restriction. *Journal of Applied Psychology*.
8. Steel, P., & Fariborzi, H. (**submitted**). The systemic overemphasis of intelligence: the impact of extreme reliability and range restriction corrections on GMA validity coefficients. *Journal of Applied Psychology*.
9. Taras, V., Steel, P., & Stackhouse, M. (**submitted**). The good, the bad, and the ugly: Comparative

evaluation of seven instruments for measuring Hofstedean cultural values. *Journal of World Business*.

10. Steel, P., Turner, N., & Jones, D. N. (**submitted**). Ethical Approach Scales: Operationalizing moral theory. *Journal of Business Ethics*.
11. Taras, V., O'Neill, T., McLarnon, M., Steel, P., Tullar, W. (**submitted**). Stopping the bad apple from spoiling the barrel: strategies for minimizing the social loafing in global virtual teams. *Organization Science*.
12. Taras, V., Steel, P., Kirkman, B., Hendijani, R. & McLarnon, M. (preparing for submission). Withholding effort in teams: A meta-analytic synthesis of empirical evidence on antecedents and consequences of social loafing in teams.
13. Zeng, R., Groggaard, B., & Steel, P. (**submitted**). A meta-analytic review of the Complementary versus Substitutive Effects of MNE Control Mechanisms. *Journal of International Business*.
14. Steel, P., Harms, P., Marbut, A., & Thielmann (preparing for submission). Bandwidth versus fidelity. *Psychological Bulletin*.
15. Steel, P., & Baulke, L. (preparing for submission). Procrastination, perfectionism, impulsiveness and self-efficacy.
16. Keyhani, M., & Steel, P. (preparing for submission). A meta-analytic review of entrepreneurial leadership research.

### **Professional Membership**

- Academy of Management
- Association for Psychological Science
- Society of Industrial Organizational Psychology
- Society of Human Resource Management
- International Wellbeing Group
- Institute for Advanced Policy Research (Fellow)
- Society for Research Synthesis Methodology
- Meta-Analysis of Economics Research Network

### **Reviewer**

- Editorial Review Board for *Personality and Individual Difference*, 2010-2018

Over 180 verified reviews at (<https://publons.com/a/534594>), placing in the **93<sup>rd</sup> percentile** for verified review contributions on Publons up until August 2021.

This includes reviews for:

- *Human Relations* (2)
- *Journal of Applied Psychology* (13)
- *Journal of Management Studies* (2)
- *Organizational Research Methods* (6)
- *Journal of International Business Studies* (6)
- *Organizational Behavior and Human Decision Processes* (3)

Other reviews include:

- Book reviewer for *Psychology Applied to Work (7<sup>th</sup> Ed.)*
- Book reviewer for *Human Resource Management (Noe; 4<sup>th</sup> Ed.)*
- Conference reviewer for AOM (2003-2007; Human Resource & Organizational Behavior Divisions)
- Conference reviewer for SIOP (2001-2003)
- Conference reviewer for ASAC (2003)
- Conference reviewer for WAM (2018)
- SSHRC reviewer (2008-2010)
- Reviewer for Canada Research Chairs Program (2015)
- Insight Grants Reviewer for SSHRC (2015)
- Grant Reviewer for National Science Centre (2015)

External Reviewer for Baruch University's MSILR program (2016)

SIOP: *Hogan Award for Personality and Work Performance* (2017)

SIOP: *Raymond Katzell Award in I-O Psychology* (2017, 2018)

### **Teaching Experience**

- Meta-Analysis (x 7): Resulting in 15 student publications.
- Introduction to Human Resources (x 24)
- Introduction to Management Skills (x 4)
- Introduction to Organizational Behavior / IO Psychology (x 2)
- Major Project [Students research, write, and present their own 15-20 page research proposal] (x 3)
- Individual Differences [Introductory course to personality and motivational issues] (x 3)
- Competitive Advantage through People – Senior Undergraduate (x 1)
- Competitive Advantage through People – MBA (x 1)
- Motivation: Theory & Applied – MBA (x 8)

Average Student Rating for University of Calgary (last five years): 6.2/7.0. Highest rating 6.8/7.0.

### **Committee & Service Positions**

- Appeals Committee (2003, 2006, 2007)
- Haskayne School of Business Tenure Committee (2008-2010)
- General Faculty Council's Appointment, Promotion and Tenure Committee (2010-2012)
- Research Advisory Committee (2011-2014)
- HROD Recruiting Committee (2007, 2008, 2010)
- Area Chair (2009 to 2011): Responsible for course scheduling, budgeting, and staffing (including hiring sessionals) for the Human Resources and Organizational Dynamics department.
- NREEL (University of Calgary's Natural Resources, Energy and Environmental Law) Chair Interview Advisory Committee (2021)

### **Contributions To Executive Development And Custom Programs**

- Custom program: *Coaching for Performance*. (December 2008). Delivered for Enbridge.
- Leadership on the Run: *How to Motivate to Achieve*. (November, 2007; January, 2009). Management Development Program.
- Leadership on the Run: *Procrastination & the Science of Motivation* (December, 2011).

- Directors of Education Program: *The Procrastination Equation: Why Individuals and Groups Leave the Important Until Later*. (September, 2010; February 2011). Board of directors training program.
- Energy Resources Conservation Board: *Becoming a Motivational Leader*. (May, 2011). Delivered half-day leadership program to 25 ERCB managers.
- Leadership on the Run: *Maximizing Motivation, Minimizing Procrastination*. (April, 2010, February, 2011, September, 2011, February 2012, February, 2013, October, 2013; June, 2014; July, 2014). Management Development Program.

### **Public Speaking/Lectures Engagements**

#### **Meta-analysis Made Easy/Easier (2002)**

- An overview of meta-analytic procedures attended by University of Calgary faculty and graduate students as well as outside professionals.

#### **Treasury Management Association of Calgary (2004)**

- This was a well-attended, paid presentation on procrastination. My presentation fees were donated to our Human Resource Student Association.

#### **University of Calgary Campus Fair (2004, 2007)**

- This was part of the campus fair “Speaker Series” event, where faculty members present to general public on their topic of research.

#### **Human Resource Association of Calgary (2005)**

- This was a well-attended, paid presentation on procrastination. My presentation fees were donated to our Human Resource Student Association.

#### **University of Calgary’s External Relations Speaking Series (2006)**

- This is part of University of Calgary’s outreach program “Ruby Tuesdays” where I presented my research on procrastination to a local city audience. The venue was filled to capacity.

#### **University of Calgary’s RAMP Faculty Speaker Series (2006)**

- The Residence Academic Mentoring Program (RAMP) is a program created to provide academic learning opportunities for residence students outside of the classroom. I presented my research on procrastination to a large residence audience.

#### **Canadian Federation of University Women (2006)**

- The CFUW’s mandate is the pursuit of knowledge and the promotion of education. There are 10,000 members in Canada and they are affiliated with the International Federation of University Women (IFUW). My presentation fees were donated to our Human Resource Student Association.

#### **University of Calgary’s Executive Education – Business Essential Program (2007)**

- Presented on procrastination to approximately forty business professionals.

#### **University of Calgary’s Community Advisor Training (2007)**

- I provided a workshop on procrastination to fifty community advisors.

#### **University of Calgary’s MBA Orientation (2007, 2010)**

- Presented on procrastination to the freshmen MBA class of University of Calgary.

#### **ADD/ADHD Support Group of Calgary (2007)**

- Provided a two-hour presentation on procrastination to this group, which is often afflicted by it.

#### **University of Calgary’s EMBA (2008)**

- Presented on happiness research to the senior executive MBA class of University of Calgary

#### **MIR Alumni Conference (2008)**

- Presented on procrastination to approximately thirty arbitration professionals.

#### **Leaders in Information Technology (2008)**

- Kicked off this University of Calgary leadership development series with a talk about procrastination.

**Fridays with the Faculty (2009)**

- To a sold-out venue, presented on procrastination to the local business community.

**Ernst & Young Leadership Program (2009)**

- Spoke to University of Calgary business students about the qualities of superior leadership.

**Directors Education Program (2010)**

- Opening guest speaker for a program designed for experienced board directors.

**Ideas that Matter Book Panel (2010)**

- To a sold-out venue with Naheed Nenshi, discussed Barbara Ehrenreich's book, *Bright-Sided: How the Relentless Promotion of Positive Thinking has Undermined America*.

**Pason Systems Corporation (2010, 2011)**

- Closing speaker for several of Pason's executive education courses.

**Rozsa Foundation (2010)**

- Grantee workshop, presenting how to best motivate themselves and their volunteers for a large group of non-profit senior managers.

**Engaging Leadership in Teenagers and Empowering– ELITE (2010)**

- Presented two sessions to young leaders about motivating themselves.

**The Procrastination Equation (2011)**

- Presented to an open audience of several hundred at Calgary's Plaza Theatre.

**The Executive Committee (2011)**

- Presented to several groups of CEOs regarding procrastination.

**Haskayne Mentorship Program (September, 2011)**

- Presented to several groups of CEOs regarding procrastination.

**Professional Development: Bishop Carol High School (September, 2011)**

- Presented to their teaching staff on how to deal with self-regulatory problems for their students.

**University of Calgary I/O Psychology Department (April, 2012)**

- Presented meta-analytic research to their faculty and graduate students during their research seminar.

**Calgary Labour Arbitration and Policy Conference (May, 2012)**

- A panelist speaking on re-engagement and retention.

**Fridays with the Faculty (May 25, 2012)**

- Presented on procrastination to the local business community.

**University of Calgary GTY: Dine and Dash (October, 2012)**

- Presented on procrastination at the Taylor Digital Library.

**Canadian Industrial Relations Association (November, 2012)**

- Presented to the Saskatoon chapter regarding procrastination.

**Calgary Philharmonic Orchestra (November, 2012)**

- Hosted by Rex Murphy, a panelist at the Military Museum speaking on the topic of War and Peace.

**University of Calgary GTY: Dine and Dash (Feb, 2013)**

- To a sold-out venue on the downtown campus, presented on procrastination

**Teaching Innovations Network Presentation (May, 2013)**

- Presented to Haskayne faculty on teaching techniques.

**Corporate Ethics Management Council (Feb, 2014)**

- Ethical Leadership Development -The Work of the Canadian Centre for Advanced Leadership in Business

**Risk Town Hall (May, 2015)**

- Presented to the following University of Calgary Departments: Staff Wellness, Campus Security, Emergency Management, Risk Management & Insurance, Environmental Health & Safety, Enterprise Risk Management

**Research Services Office Staff (October, 2016)**

- Presented to the research offices of the University of Calgary on metaBUS.

**Facilities Leadership Team (October, 2016)**

- Presented to the Facilities Leadership Team of the University of Calgary on metaBUS.

**Beakerhead – The Time Traveler’s Agenda (September, 2017)**

- As part of the Beakerhead’s Beakernight, presented on procrastination. Feedback: “best Beakerhead event I have ever been to.”

**Invited Workshops and University & Keynote Presentations**

**MacEwan College (2007)**

- This campus-wide presentation to a standing-room only audience on procrastination received numerous accolades. I was re-invited to provide another presentation in the following semester.

**National University of Singapore (2008)**

- An overview of meta-analytic procedures attended by University of Calgary faculty and graduate students as well as outside professionals.

**Texas A&M University (2010)**

- Presented my cultural research to the combined business and psychological programs.

**NW Association of College & University Housing Officers (2007)**

- This was a keynote presentation to 150 professionals, launching their annual conference.

**International Society for Performance Improvement Conference (2008)**

- Master series presentation on procrastination in New York, attending by several hundred performance improvement professionals.

**Society of Industrial Organizational Psychology Conference (2011)**

- Along with Dr. Calvin Hoffman, conducted the workshop “Generalizing Validity Evidence: How is it Done and Is it Right for My Situation?” To an audience of professional and academics, this workshop provided an overview of techniques for generalizing validity evidence, including job component validation, synthetic validation, and meta-analysis.

**University of Saskatchewan (2011)**

- Presented to the Edwards School of Business on motivational and procrastination research, both to a faculty only audience and to a campus wide audience in a filled auditorium.

**National Academy of Arbitrators (September, 2011)**

- Keynote presentation at their annual conference.

**Canadian Heavy Oil Association Conference (November, 2011)**

- Opening keynote speaker for their annual conference.

**Certified Management Accountants Conference (November, 2011)**

- Luncheon speaker for their annual conference.

**Ontario Real Estate Association Leadership Conference (March, 2012)**

- Provided two workshops on leadership for the governing boards.

**Prairie Merchant (May, 2012)**

- Provided two workshops on motivation for Brett Wilson’s company.

**PPI Solutions Inc. (May, 2012)**

- Provided one workshop on motivation.

**Alberta Association of Library Technicians (May, 2012)**

- Keynote for annual conference.

**Consulting Architects of Alberta (September, 2012)**

- Keynote for annual conference.

**Chevron (October, 2012)**

- Luncheon workshop for a large group of senior management.

**Calgary Construction Association (February, 2013)**

- Keynote for annual conference.

**Canadian Association of Importers and Exporters (February, 2013)**

- Keynote for annual conference.

**Prudential (February, 2013)**

- Provided expertise to design and implement a study showing the effects of energy depletion on self-regulatory behavior. Of note, this won the Cannes Creativity Award.

<http://haskayne.ucalgary.ca/news/jul-5-2013/haskayne-professor-wins-cannes-creativity-award-procrastination-video>

**Canadian Home Builder Association (March, 2013)**

- Keynote for annual conference.

**Vancouver Human Rights and Accommodation Conference (April, 2013)**

- Presentation on why people are not always motivated to pursue their rights.

**Rising Oil Stars: Energize Leadership Forum (May, 2013)**

- Presentation on why leadership needs to be informed by science.

**Meeting Professionals International - One Conference (March, 2014)**

- Keynote on procrastination.

**HR Learning and Development Workshop at University of Calgary (May, 2015)**

- Conducted a workshop on procrastination to our University's HR professionals.

**The Royal College of Physicians and Surgeons of Canada (January, 2016)**

- Credited workshop for continuing medical education and professional developments.

**University of Colorado: Human Behavior Project/metaBUS joint interests (March, 2016)**

- Invited presentation on metaBUS.

**Society of Industrial Organizational Psychology Conference (April, 2016)**

- Along with Dr. Calvin Hoffman, conducted the workshop "Validation Strategies: Making Them Better, Stronger, Faster." To an audience of professional and academics, this workshop provided an overview of techniques for generalizing validity evidence, including job component validation, synthetic validation, and meta-analysis. (*Note: A requested update of the 2011 workshop.*)

**Graduate Success Week (May, 2016)**

- Keynote presentation for ongoing and upcoming PhD students at the University of Calgary.

**University of Minnesota: The metaBUS Project – Large Scale Curation of Scientific Findings for Research Synthesis (May, 2016)**

- Invited presentation of metaBUS and synthetic validity.

**Associated Engineering – Capacity Building Seminar for Young Professionals (Oct, 2017)**

- Keynote on procrastination.

**National University of Singapore – Business School (Jan, 2018)**

- Workshop on cloud based meta-analysis.

**Okinawa Institute for Science and Technology – Japan (Feb, 2018)**

- Two-day workshop on procrastination for scientists, graduate students and post-docs.

**University of Western Australia - Perth (Feb, 2018)**

- Workshop on cloud based meta-analysis.

**Peking University - Beijing (April, 2018)**

- Workshop on cloud based meta-analysis.

**Shanghai University of Finance and Economics - Shanghai (May, 2018)**

- Workshop on cloud based meta-analysis.

**Institute of Psychology, Chinese Academy of Sciences - Beijing (June, 2018)**

- Workshop on cloud based meta-analysis.

**Tsinghua University - Beijing (June, 2018)**

- Workshop on cloud based meta-analysis.

**Sun Yat-Sen University, Guanzhou (June, 2018)**

- Workshop on cloud based meta-analysis.

#### **University of Guelph (August, 2018)**

- Workshop on cloud based meta-analysis.

#### **Petroleum Accountants of Canada Society (September, 2018)**

- Procrastination keynote for their annual conference

#### **University of Amsterdam (October, 2018)**

- Workshop on cloud based meta-analysis

#### **University of Electronic Science and Technology of China (October, 2018)**

- Workshop on cloud based meta-analysis

#### **Canadian Association of Petroleum Land Administrators (CAPLA) (March, 2019)**

- Workshop on procrastination.

#### **University of Calgary, School of Architecture, Planning and Landscape (October, 2019)**

- Lecture on decision-making.

#### **University of Sussex (November, 2020)**

- *With Hadi Fariborzi, methodological training workshop on meta-analysis technique.*

### **Coaching**

**Excalibur** was a national human resource case study competition, which featured 27 Universities from coast-to-coast (*now Quebec only*). Coaching began with recruiting dozens of HR student and then running an intensive selection procedure, where three candidates are chosen. After this, there was intensive twice-weekly coaching (8 hours per week, plus) for four months, including several practice competitions involving local HR leaders. Finally, the HR students were escorted to a full weekend, cross-Canada HR competition in Montreal. As per below, the University of Calgary students I coached performed very well.

- *2004 Team* – Second place with each of the students receiving a \$2,250 scholarship prize
- *2005 Team* – Finalists
- *2006 Team* – First place with each of the students receiving a \$3,000 scholarship prize
- *2007 Team* – Finalists

**Focus 2040** is a national competition facilitated by McMaster University's DeGroote School of Business, in association with SCNetwork – it is open to undergraduate and graduate level business students, including those completing a minor in business. The Ask - predict the world of work in the year 2040. This competition is the first of its kind in the HRM and Organizational Strategy domain, and leverages the value of industry-academic affiliation to deliver experiential learning.

- *2012 Team* – Finalists
- *2013 Team* – Participants
- *2014 Team* – Participants

**HRC West Case Competition Team** is Western Canada's first annual student HR Case Competition. Also, I was part of organizing committee to help bring this to fruition after Excalibur, the previous case competition, became Quebec only. Support for this was discontinued after we were unable to recruit enough Haskayne students to field a team.

- *2014 Team* – Participants

**Ivey-Haskayne Leadership Case Competition** is a new case competition that Piers Steel, representing Haskayne's Canadian Centre for Advanced Leadership in Business, **initiated and founded** along with Gerard Seijts, representing Ivey's Ian O. Ihnatowycz Institute for Leadership.



2015 was the inaugural year with 10 Universities competing in collaborative and competitive challenges:

<http://www.ivey.uwo.ca/leadership/events/2015/02/inaugural-leadership-case-competition/>

<https://haskayne.ucalgary.ca/news/haskayne-host-top-leadership-case-competition-mba-students>

## **Grants**

- 2003-2004 *Departmental HROD Research Grants Program* (\$18,000 - \$13,745 US)  
Piers Steel (Principle Investigator)
- 2008-2010 *Social Sciences and Humanities Research Council* (\$86,878 - \$66,342 US): Validating an integrative theory of motivation: Chasing a slippery deadline  
Piers Steel (Principle Investigator), Daphne Taras, Allen Ponak.
- 2011-2012 *Canadian Foundation for Innovation (CFI) Leaders Opportunity Fund (LOF)*  
Piers Steel (Principle)  
\$290,000 (\$221,470 US) grant to construct a Behavioral Lab at the Haskaynes School of Business.
- 2011-2012 *Social Sciences and Humanities Research Council of Canada* (\$81,000 - \$61,859 US)  
Post-doctoral Fellowship with Dr. Tom O’Neil. *Declined* due to Dr. O’Neil securing a tenure track position.
- 2011-2012 *Departmental HROD Research Grants Program* (\$10,000 - \$7,637 US )  
Piers Steel (Principle Investigator)
- 2012-2013 *Departmental HROD Research Grants Program* (\$7,500 - \$5,727 US)  
Piers Steel (Co-Investigator) Norma Neilson
- 2014-2015 *NSF/SSHRC Digging into Data Challenge* (\$250,000 - \$190,928 US)  
Piers Steel (Co-Investigator) Frank Bosco
- 2014-2018 *SSHRC Improving Personnel Selection Through Synthetic Validity*: (\$219,433 - \$167,599 US)  
Piers Steel (Principle)
- 2014-2016 *SHRM Foundation Bridging Communication Gaps in HR by Mapping Constructs and Findings* (\$140,000 US)  
(Co-applicants) Frank A. Bosco, Ph.D., Krista L. Uggerslev, Ph.D., Sven Kepes, Ph.D., Michael A. McDaniel, Ph.D., and N. Sriram, Ph.D.
- 2014-2016 *SHRM Foundation Free-Riding in Global Virtual Teams: An Experimental Study of Antecedents and Strategies to Minimize* (\$75,325 US)  
(Co-applicants) Vas Taras, Ph.D., Tom O’Neill, Ph.D., William Tullar, Ph.D.
- 2015-2016 *Research curation as a vehicle for scientific insight and the public understanding of science*. VCU Presidential Research Quest Fund, \$50,000 US.  
Bosco, F. A. (PI), Kepes, S., Brooks, P. (co-PIs), Uggerslev, K., Steel, P. (co-Investigators).
- 2016-2018 *Eyes High Postdoc grant* (\$50,000 per year - \$38,189 US).
- 2015-2018 *Social Sciences and Humanities Research Council - Community and College Social Innovation Fund* (\$239,680): Fostering the public understanding of science: Informing evidence-based practice and evidence-based education through the metaBUS project  
Piers Steel (Co-investigator), Krista Uggerslev (Principle)
- 2015-2020 *Social Sciences and Humanities Research Council* (\$167,000): Using and expanding metaBUS tools for locating and synthesizing research findings  
Piers Steel, Geoffrey Gregson (Co-investigators), Krista Uggerslev (Principle)
- 2015-2018 *Social Sciences and Humanities Research Council* (\$200,000): The intersection of teamwork, culture, and technology: enhancing soft skill development in post-secondary education through student-centered feedback  
Piers Steel, (Co-investigator), Tom O’Neill (Principle)

- 2021-2023 *Social Sciences and Humanities Research Council* (\$96,730): Improving National Indices of Culture and Testing Theories of Cultural Change.  
Piers Steel, (Principle)

### **Graduate Student Supervision**

- Examiner (2005): Kelly Piasentin – Psychology – Candidacy Exam
- Examiner (2005): John Mullrooney – Economics – Master’s Thesis Oral Examination
- Neutral Chair (2005): Andrew Loyal – Business – Candidacy Exam
- Internal “External” (2005): Chelsea Willness – Psychology – Master’s Thesis Oral Examination
- External (2006): Richard Kobayashi – Psychology – Master’s Thesis Oral Examination
- Supervisor (2006): Jim Dewald – Business – Doctoral
- Supervisory Committee (2008): Joe Schmidt – Psychology – Doctoral
- Supervisory Committee (2008): Vas Taras – Business – Doctoral
- Supervisor (2009): Caroline Manchot – Business – MBA
- Supervisory Committee (2011): Uthpala Tennakoon – Business – Doctoral
- Supervisor (2013): Chris Morin – Business MBA Thesis
- Committee Member (2013): Rosa Hendijani – Doctoral Defense
- Committee Member (2013): Fereshteh Mahmoudian – Doctoral Oral Candidacy
- Committee Member (2015): Xiaoyu Liu – Doctoral Defense
- Supervisor (2015): Brenda Nyguen – Business – Doctoral
- Committee Member (2016): Joanna McDouall – MSc Defense
- Supervisory Member (2018): Ratchel (Rong) Zeng – Doctoral
- Committee Member (2017): Clark Amistad – Master’s Defense
- Supervisory Member (2021): Sarah Simmons – Doctoral
- Committee Member (2021): Ben Moon – Msc Defense
- Supervisory Member (2021): Amir Mehr – Msc

### **Post Doc Supervision**

- Rosa Hendijani (2012-2014)
- Colin Lee (2016-2018)
- Hadi Fariborzi (2020-2021)