

**CHRISTINA E. SHALLEY**  
College of Management  
Georgia Institute of Technology  
Atlanta, Georgia 30308-0520  
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christina.shalley@mgt.gatech.edu

## **EDUCATION**

- Ph.D. 1989      University of Illinois, Urbana-Champaign,  
Department of Business Administration  
Major: Organizational Behavior  
Minor: Human Resource Management
- M. A. 1983      University of Illinois, Urbana-Champaign,  
Institute of Labor and Industrial Relations  
Major: HRM/Organizational Behavior
- B. A. 1980      Cum Laude, State University of New York at Albany  
Major: Psychology  
Minor: History

## **PROFESSIONAL EXPERIENCE**

- August, 2006 – Present      GT ADVANCE Professor for the College of Management  
Georgia Institute of Technology
- August, 2002- Present      Professor, College of Management  
Georgia Institute of Technology
- September, 1996-May, 2002      Associate Professor, DuPree College of Management  
Georgia Institute of Technology
- September, 1994-May, 1996      Assistant Professor, School of Management,  
Georgia Institute of Technology
- August, 1988-May, 1994      Assistant Professor, Department of Management and  
Policy, College of Business and Public Administration  
University of Arizona
- January, 1985-August, 1985      Personnel Assistant, International Business  
Machines (IBM), Rochester, Minnesota
- August, 1980-July, 1981      Research Assistant, Development Division,  
American Foundation for the Blind, New York, N.Y.

## **PUBLICATIONS**

- Shalley, C. E., Gilson, L.L., Blum, T. C. In press. Interactive effects of growth need strength, work context, and job complexity on self-reported creative performance. Academy of Management Journal.
- Shalley, C. E. 2008. Team cognition: The importance of team process and composition for the creative problem-solving process. In Yammarino, F.J. & Dansereau, F. (Eds.) Research in Multi-level Issues, vol. 7, M. Mumford, S. Hunter, & K. Bedell (Eds), Multilevel Issues in Creativity and Innovation, 289-304. Greenwich, CT: JAI Press.
- Madjar, N. & Shalley, C. E. 2008. Multiple tasks and multiple goals effect on creativity: Forced incubation or just a distraction? Journal of Management, 34, 786-805.
- Shalley, C. E., & Perry-Smith, J.E. 2008. The emergence of team creative cognition: The role of diverse outside ties, socio-cognitive network centrality, and team evolution. Strategic Entrepreneurship Journal, 1, 2, 23-41.
- Shalley, C. E. 2008. Creating roles: What managers can do to establish expectations for creative performance. In J. Zhou and C. Shalley (Eds.) Handbook of Organizational Creativity, 147-164. New York: Lawrence Erlbaum and Associates.
- Shalley, C. E., & Zhou, J. 2008. Organizational creativity research: A historical overview. In J. Zhou and C. Shalley (Eds.) Handbook of Organizational Creativity, 3-31. New York: Lawrence Erlbaum and Associates.
- Zhou, J., & Shalley, C. E. 2008. Expanding the scope and impact of organizational creativity research. In J. Zhou and C. Shalley (Eds.) Handbook of Organizational Creativity, 347-368. New York: Lawrence Erlbaum and Associates.
- Gupta, A.K., Smith, K.G., & Shalley, C. E. 2006. The interplay between exploration and exploitation. Academy of Management Journal, 49, 693-706.
- Gilson, L.L., Mathieu, J. E., Shalley, C.E., & Ruddy, T.M. 2005. Creativity and standardization: Complementary or conflicting drivers of team effectiveness? Academy of Management Journal, 48, 521-531.
- Shalley, C.E., Zhou, J., & Oldham, G.R. 2004. The effects of personal and contextual characteristics on creativity: Where should we go from here? Journal of Management, 30, 933-958.

### **Publications Continued**

- Gilson, L. L., & Shalley, C. E. 2004. A little creativity goes a long way: An examination of teams' engagement in creative processes. Journal of Management, 30, 453-470.
- Shalley, C.E., & Gilson, L.L. 2004. What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. Leadership Quarterly, 15: 33-53.
- Zhou, J., & Shalley, C.E. 2003. Research on employee creativity: A critical review and directions for future research. In J. Martocchio & G.R. Ferris (Eds.), Research in Personnel and Human Resource Management, vol. 22, p. 165-217, Greenwich, CT: JAI Press Inc.
- Perry-Smith, J.E., & Shalley, C.E. 2003. The social side of creativity: A static and dynamic social network perspective. Academy of Management Review, 28, 89-106.
- Shalley, C.E. & Parsons, C.K. 2002. Harassment in the workplace: Recognizing it and your legal liability. In Human Resources Management: Perspectives, Context, Functions and Outcomes. G.R. Ferris, M.R. Buckley, & D.B. Fedor (Eds), Prentice Hall, 4<sup>th</sup> Edition, p. 92-103.
- Shalley, C.E. 2002. How valid and useful is the integrative model for understanding work groups creativity and innovation? Invited commentary on "Sparkling fountains or stagnant ponds: An integrative model of creativity and innovation implementation in work groups" by Michael West. Applied Psychology: An International Review: 51, 406-410.
- Gilson, L. L., Shalley, C. E., & Blum, T. C. (2001). Team and organizational attitudes as a lens and mirror impacting customer satisfaction: An empirical test in self-managed teams. Journal of Quality Management. 6: 235-256.
- Shalley, C. E., & Perry-Smith, J. E. 2001. Effects of social-psychological factors on creative performance: The role of informational and controlling expected evaluation and modeling experience. Organizational Behavior and Human Decision Processes, 84, 1-22.
- Shalley, C. E. Gilson, L., & Blum, T. C. 2000. Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. Academy of Management Journal, 43, 215-223.

## **Publications Continued**

- Shalley, C. E., & Mone, M. A. 1998. Reconciling goals and quality: How goal setting can work with quality initiatives. In Advances in the Management of Organization Quality. D. Fedor & S. Ghosh (Eds.), pp. 57-87, JAI Press.
- Shalley, C. E., & Oldham, G. R. 1997. Competition and creativity performance: Effects of competitor presence and visibility. Creativity Research Journal, 10, 337-345.
- Leblebici, H., & Shalley, C. E. 1996. The organization of relational contracts: The allocation of rights in franchising. Journal of Business Venturing, 11, 403-418.
- Shalley, C. E., & Locke, E. A. 1996. Setting goals for innovation. R & D Innovation, 1- 6.
- Fedor, D., Parsons, C., & Shalley, C. E. 1996. Organizational comparison processes: Investigating the adoption and impact of benchmarking-related activities. Journal of Quality Management, 1, 161-192.
- Shalley, C. E. 1996. Becoming a teacher at a research university. Frost, P. J. & Taylor, M. S. (Eds.) Rhythms of Academic Life: Personal Accounts of Careers in Academia, pp. 61-72. Thousand Oaks, CA.: Sage Publications.
- Shalley, C. E. 1995. Effects of coaction, expected evaluation, and goal setting on creativity and productivity. Academy of Management Journal, 38, 483-503.
- Mone, M. A., & Shalley, C. E. 1995. The effects of task complexity and goal difficulty on task strategy and performance over time. Human Performance, 8, 243-262.
- Northcraft, G. B., Griffith, T. L., & Shalley, C. E. 1992. Building top management muscle in a slow growth environment: How different is better at Greyhound Financial Corporation. Academy of Management Executive, 6: 32-41.
- Earley, P. C., Shalley, C. E., & Northcraft, G. B. 1992. I think I can, I think I can...Processing time and strategy effects of goal acceptance/rejection decisions. Organizational Behavior and Human Decision Processes, 53: 1-13.
- Shalley, C. E. 1991. Effects of productivity goals, creativity goals, and personal discretion on individual creativity. Journal of Applied Psychology, 76: 179-185.
- Earley, P. C., & Shalley, C. E. 1991. New perspectives on work performance: Merging motivation and cognition. In G. R. Ferris & K. M. Rowland (Eds.), Research in Personnel and Human Resource Management, vol. 9, Greenwich, CT: JAI Press Inc.

### **Publications Continued**

Shalley, C. E., & Derber, M. 1989. Blacks, Hispanics, and Fair Employment. In M. Derber, Labor in Illinois: The Affluent Years, 1945-1980. Pp. 383-411. Urbana, Illinois: University of Illinois Press.

Shalley, C. E., & Derber, M. 1989. More Voice for Working Women. In M. Derber, Labor in Illinois: The Affluent Years, 1945-1980. Pp. 412-429. Urbana, Illinois: University of Illinois Press.

Shalley, C. E., Oldham, G. R., & Porac, J. F. 1987. Effects of goal difficulty, goal setting method and expected evaluation on intrinsic motivation. Academy of Management Journal, 30: 553-563.

Shalley, C. E., & Oldham, G. R. 1985. Effects of goal difficulty and expected external evaluation on intrinsic motivation: A laboratory study. Academy of Management Journal, 28, 628-640.

### **CONFERENCE PROCEEDINGS**

Flury, A., Kirkman, B., Shalley, C., Thursby, M., & Vincent, L. 2004. Technological innovation: Generating economic results: An immersion approach to graduate education in engineering," NCIIA 8th Annual Conference Proceedings, San Jose, CA.

Gilson, L. L., Shalley, C. E., & Milne, S. H. 2000. Examining the linkages between team characteristics, team creativity, and team performance: A test of a model. Proceedings of the Southern Management Association (SMA).

Shalley, C. E., Gilson, L., & Blum, T. C. 1996. Creativity: The importance of work environment. Proceedings of the Southern Academy of Management (SMA).

Shalley, C. E. & Johnson, P. R. 1993. The dilemma of dual goals: An investigation of resource allocation between competing goals. Best Paper Proceedings of the Academy of Management.

### **PRESENTATIONS**

Shalley, C. E., 2008. The current state of creativity research. Round Table Discussion for New Members of the Organizational Behavior Division, Academy of Management Meetings, Anaheim.

### **Presentations Continued**

- Kuang, X., & Shalley, C. E., 2008. Rewards and creativity: Effects of incentives, performance pressure and intrinsic motivation. Presented at the Academy of Management Meetings, Anaheim.
- Shalley, C. E., 2008. Managing exploration and exploitation. Presented at Atlanta Competitive Advantage Conference (ACAC), Emory University.
- Shalley, C. E., & Schoen, J. 2008. Creative personality, goal orientation, and creative performance. Presented at Society of Industrial/Organizational Psychology Meetings, San Francisco.
- Shalley, C. E. 2007. Balancing research and teaching. Presented at the Junior Faculty Consortium of the Human Resource Management Division at the Academy of Management Annual Meetings, Philadelphia.
- Shalley, C. E. 2007. Multi-level issues in the study of organizational creativity. Organized, ran, and presented at this Professional Development Workshop at the Academy of Management Meetings, Philadelphia.
- Shalley, C.E., & Liu, Y. 2007. The effects of verbal and monetary rewards on individual's creative performance. Presented at Society of Industrial/Organizational Psychology Meetings, New York.
- Shalley, C. E. 2007. Team creativity and creative cognition: Interactive effects of social and cognitive networks. Presented at the Strategic Entrepreneurship Launch Conference, Chicago.
- Shalley, C. E. 2006. Balancing research and teaching. Presented at the Junior Faculty Consortium of the Human Resource Management Division at the Academy of Management Annual Meetings, Atlanta.
- Perry-Smith, J. E., & Shalley, C. E. 2006. Team creativity: The role of team member's informal interactions. Presented at the Academy of Management Annual Meetings, Atlanta.
- Madjar, N., & Shalley, C. E. 2006. Multiple tasks and multiple goals effect on creativity: Forced incubation or just a distraction? Presented at the Academy of Management Annual Meetings, Atlanta.
- Shilpzand, M. Herold, D.M., & Shalley, C.E. 2006. Members' openness to experience and teams' creative performance. Presented at the Society of Industrial/Organizational Psychology Meetings, Dallas, Texas.

**Presentations Continued**

- Shalley, C. E. 2006. Creativity and innovation in work organizations: Multilevel approaches. Discussant for this symposium at the Society of Industrial/Organizational Psychology Meetings, Dallas, Texas.
- Shalley, C. E., Walker, W., & Herold, D.M. 2006. Improving the launch of self-managed teams with a process intervention. Presented at the Society of Industrial/Organizational Psychology Meetings, Dallas, Texas.
- Shalley, C. E., & Gilson, L. L. 2005. Employees' creative performance: Differential effects of personal and contextual factors by job categories. Presented at the Academy of Management Annual Meetings, Honolulu, Hawaii.
- Martins, L., & Shalley, C. E. 2005. Creativity in virtual dyads: Effects of demographic differences and group processes. Presented at the Academy of Management Meetings, Honolulu, Hawaii.
- Shalley, C. E. 2005. Interactive effects of personal and contextual factors on employees' Creative performance: How occupational categories differ. Invited presentation at The University of Melbourne, Melbourne, Australia.
- Shalley, C. E. 2005. Being a productive researcher and an effective teacher: How to find balance. Invited presentation at the University of Melbourne, Melbourne, Aus.
- Martins, L., & Shalley, C. E. 2005. Creativity in virtual dyads: Effects of demographic differences and group processes. Presented at the Society of Industrial/Organizational Psychology (SIOP) Meetings, Los Angeles, CA.
- Shalley, C. E. 2004. Thinking outside the box: Teams and the creative process", Invited presentation at the London Business School, May, 2004.
- Gilson, L.L., Mathieu, J.E., Shalley, C.E., & Ruddy, T.M. 2004. Creativity and standardization: Complimentary or conflicting drivers of team effectiveness? Presented at the Society of Industrial/Organizational Psychology (SIOP) Meetings, Chicago, Illinois.
- Shalley, C.E. 2004. Individual and team creativity: Emerging research directions. Presented at the Leading Through Innovation Research Conference, University of Maryland, January 2004.
- Flury, A., Kirkman, B., Shalley, C., Thursby, M., & Vincent, L. 2004. Technological innovation: Generating economic results: An immersion approach to graduate education in engineering," NCIIA 8th Annual Meetings: Education That Works: Invention, Innovation, and Entrepreneurship in Practice.

**Presentations Continued**

- Perry-Smith, & Shalley, C.E. 2003. Boxing in creativity: The interactive effects of cubicles, background music, and a process focus. Presented at the Academy of Management Meetings, Seattle.
- Shalley, C.E., & Herold, D. M. 2003. Creative products: The importance of both individual attributes and team processes. Presented at the Society of Industrial/Organizational Psychology (SIOP) Meetings, Orlando, Florida.
- Gilson, L.L., Shalley, C.E., & Milne, S.H. 2002. The critical role of creativity in the relationship between team processes and performance. Presented at the Academy of Management Meetings, Denver, Colorado.
- Gilson, L. L., Shalley, C. E., & Blum, T. C. 2002. Team and organizational attitudes as a lens and mirror impacting customer satisfaction: An empirical test in self-managed teams. Presented at the Society of Industrial/Organizational Psychology (SIOP) Meetings, Toronto, Canada.
- Shalley, C. E. Job Search. 2001. Participant in panel discussion at the Human Resource Doctoral Student Consortium at the Academy of Management Meetings, Washington, D.C.
- Gilson, L. L., Shalley, C. E., & Milne, S. H. 2000. Examining the linkages between team characteristics, team creativity, and team performance: A test of a model. Presented at the Southern Management Association (SMA) Meetings, Orlando.
- Shalley, C. E., & Gilson, L. 2000. Individual, job, and contextual factors: Effects on creative performance and work-related affective outcomes. Presented at the Academy of Management Meetings, Toronto.
- Shalley, C. E. 2000. The state of research and practice in creativity and innovation in organizations. Participant in panel discussion at the Society for Industrial and Organizational Psychology meetings, Atlanta.
- Sawyer, J. E., & Shalley, C. E. 1999. The development of innovative social relationships in organizations: A research agenda on the social context of creativity. Presented in a Symposium on Organizational Creativity at the Academy of Management Meetings, Chicago.
- Blum, T. C., Gilson, L., & Shalley, C. E. 1999. Organizational rejuvenation: The relationship between self-managed teams, creativity and performance. Presented at the 19<sup>th</sup> Annual Babson Entrepreneurship Research Conference.

**Presentations Continued**

- Wilkerson, J., & Shalley, C. E. 1999. Motivated reasoning and bias correction in performance appraisal: A test involving mixed rating motives. Presented at the Society for Industrial and Organizational Psychology meetings, Atlanta.
- Gilson, L., Shalley, C. E., & Blum, T. C. 1999. Team creative performance: The effects of characteristics of individual team members and team composition and characteristics. Presented at the Society for Industrial and Organizational Psychology meetings, Atlanta.
- Shalley, C. E., & Perry-Smith, J. E. 1998. Informational and controlling expected evaluation and vicarious learning experience: Effects on creative performance. Presented at the Academy of Management Meetings, San Diego.
- Shalley, C. E. 1998. Creativity Research. Presented at The 21<sup>st</sup> Century Change Imperative: Evolving Organizations and Emerging Networks, The Center for the Study of Organizational Change, University of Missouri-Columbia.
- Blum, T. C., Gilson, L., & Shalley, C. E. 1997. The context of creativity: Implications for strategic human resource management and competitive advantage in small firms in growing industries. Presented at the 17<sup>th</sup> Annual Entrepreneurship Research Conference at Babson College, April.
- Shalley, C. E., Gilson, L., & Blum, T. C. 1996. Creativity: The importance of work environment. Presented at the Southern Academy of Management Meetings, New Orleans.
- Johnson, P. R., & Shalley, C. E. 1996. Making tradeoffs: The role of ability, reward structure, and goals in allocating effort between conflicting tasks. Presented at the Academy of Management Meetings, Cincinnati.
- Shalley, C. E., & Johnson, P. R. 1996. The dilemma of dual goals II: An investigation of resource allocation between competing goals. Presented at the Society for Industrial and Organizational Psychology, San Diego Meetings.
- Shalley, C. E. 1995. Effects of competition type and coactor visibility on individuals' creative performance. Presented at the Society for Industrial and Organizational Psychology, Orlando meetings.
- Shalley, C. E., 1994. Teaching doctoral students to teach: A junior faculty's perspective. Presented at the Academy of Management Meetings, Dallas.

**Presentations Continued**

- Shalley, C. E. & Johnson, P. R. 1993. The dilemma of dual goals: An investigation of resource allocation between competing goals. Presented at the Academy of Management Annual Meetings, Atlanta.
- Shalley, C. E., & Adair, D. E. 1993. The relationship between goals and intrinsic motivation: The role of goal difficulty, goal setting methods, and task experience. Presented at the Society for Industrial and Organizational Psychology Meetings, San Francisco.
- Shalley, C. E., & Adair, D. E. 1992. The role of cognition in goal setting: An attribution perspective of contextual effects of intrinsic motivation and goal attainment. Presented at the Forty-first Annual Nebraska Symposium on Motivation.
- Mone, M. A., & Shalley, C. E. 1992. The effect of task complexity and goal difficulty on task strategy and performance over time. Presented at the Forty-First Annual Nebraska Symposium on Motivation.
- Shalley, C. E. 1992. Effects of coercion and expected evaluation on creativity and productivity. Presented at the Society for Industrial and Organizational Psychology Meetings, Montreal, Canada.
- Shalley, C. E. 1991. Creativity in organizational contexts: What issues must researchers address? Presented at the Academy of Management Meetings, Miami.
- Shalley, C. E. 1990. An examination of the effects of productivity goals, creativity goals, and personal discretion on individual's creativity: A laboratory study. Presented at the Academy of Management Meetings, San Francisco.
- Shalley, C. E. 1990. An examination of the effects of multiple goals on individuals' creativity and productivity. Presented at the Society for Industrial and Organizational Psychology Meetings, Miami.
- Earley, P. C., Shalley, C. E., & Northcraft, G. B. 1990. A two-stage model of goal acceptance and task strategy: What does information processing have to offer us? Presented at the Society for Industrial and Organizational Psychology, Miami.

## **WORK IN PROCESS**

Team creativity and social interactions: A network perspective.

New product idea selection and development.

The effects of rewards on creativity.

## **TEACHING EXPERIENCE**

Negotiation and Conflict Resolution (UG and MBA)  
Human Resources Management (UG and MBA)  
International Negotiations (Global EMBA)  
International Human Resources Management (Global EMBA)  
Research Methods Seminar (Ph.D.)

Executive Education Sessions Conducted for Degree and Nondegree Programs:

|                           |                                |
|---------------------------|--------------------------------|
| Negotiation and Influence | Employment Legislation         |
| Conflict Resolution       | Communication                  |
| Compensation              | Individual and Team Creativity |

### **RECOGNITION AND HONORS**

Voted MBA Elective Professor of the Year, Spring 2008.

“Thank a Teacher” award, Spring, 2008. A student nominated award sponsored by the GT Center for the Enhancement of Teaching and Learning.

Visiting Scholar, Department of Management, University of Melbourne, Melbourne Australia, Summer, 2005.

Finalist, 2004 Academy of Management Review Best Paper for “The Social Side of Creativity: A Static and Dynamic Social Network Perspective”.

Sloan Management Review 2001 article written about my research on creativity and highlighting its potential importance for managers and executives.

Business Teacher of the Year Award, 1992-93, College of Business and Public Administration, University of Arizona, Awarded by the BPA Student Council

Outstanding Undergraduate Teacher, 1993, University of Arizona, Awarded by the Department of Management and Policy

Recognized as an outstanding faculty member by the New Traditional Student Program, University of Arizona, 1991, 1992, 1993, & 1994

University of Arizona Five-Star Teaching Nominee, 1990

Cited for Outstanding Instructor in the College of Business and Public Administration, University of Arizona Teaching Distinction List for ten classes, 1989-1994

Award for Excellence in Teaching at the University of Illinois, 1987

### **GRANTS**

2007 – Kuang, Xi (Jason), & Shalley, C. E. The role of incentives and performance

- 2010 schemes for creativity and innovation. Grant funded by the Greater Atlanta Regional Grants for the Study of Entrepreneurship and Productivity.
- 2005 Shalley, C.E. Employees' creative performance: Differential effects by type of job, work arrangement, and country. CIBER Research Grant Recipient.
- 2001 Shalley, C.E. Individual, job, and contextual factors: Effects on employees' creative performance. Grant funded by the DuPree College of Management Competitive Small Grants Program.
- 2000 Shalley, C.E. Social Relationships and Connections: The Role of the Social Context on Creativity and Innovation. Grant funded by the DuPree College of Management Competitive Small Grants Program.
- 1994 Shalley, C. E. Resource allocation between competing goals under different incentive structures. Grant funded by the University of Arizona's Competitive Small Grants Program.
- 1990 Gutek, B. A., Northcraft, G. B., Galegher, J., & Shalley, C. E. The structure of contact between men and women at work: Nature and consequences. Grant funded by the National Centre for Management Research and Development, University of Western Ontario.

### **PROFESSIONAL ACTIVITIES AND ASSOCIATIONS**

- Member of Editorial Review Board for Academy of Management Review, 2008-2013.
- Member of Editorial Review Board for Journal of Management, 2002-2005, 2005-2008, 2008-2011.
- Member of the Editorial Review Board for Journal of Applied Behavioral Sciences, 2008-2011.
- Guest Editor of a Special Issue for the Academy of Management Journal on "Managing Exploration and Exploitation", 2004-2006.
- Member of the Scientific Awards Committee, OB Division, Academy of Management, 2005-2008.
- Member of the Program Committee for the Creativity, Entrepreneurship, and Organizations of the Future Conference, Harvard Business School, 2007.

### **Professional Activities and Associations Continued**

- Member of the 2003 Best Paper Award Selection Committee for Journal of Management.

Reviewer for the following journals:

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|--|--------------------------------|
| Academy of Management Journal                | Personnel Psychology           |
| Administrative Science Quarterly             | Journal of Applied Psychology  |
| Journal of Organizational Behavior           | Organization Science           |
| Journal of Personality and Social Psychology | Creativity Research Journal    |
| Management Science                           | Journal of Vocational Behavior |
| Journal of Applied Social Psychology         | Journal of Business Venturing  |
| Group Decision and Negotiation               | Human Relations                |
| Applied Psychology: An International Review  | Group and Organization         |
| Management Human Performance                 | Journal of                     |
| Managerial Studies                           |                                |
| Journal of Managerial Issues                 |                                |

Affiliations: Academy of Management, Society for Industrial and Organizational Psychology, Applied Psychological Society