**Natalia M. Lorinkova**

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**Academic Appointments**

**The Pennsylvania State University**

Associate Professor, School of Labor and Employment Relations (2023 - present)

**ESADE Business School, Ramon Llull University**

Associate Professor, Department of People Management and Organizations, ESADE

Business School (2020 - 2023)

**Georgetown University**

Assistant Professor of Management, McDonough School of Business (2014 – 2020)

**Wayne State University**

Assistant Professor of Management, Mike Illitch School of Business (2011 - 2014)

**Education**

**Ph. D. (Management)** University of Maryland, R. H. Smith School of Business

**MBA** Korean Development Institute, Seoul, South Korea

**B. Sc. (Linguistics)** Sofia University, Bulgaria

**Research Interests**

* Leadership - longitudinal and multi-level effects of leadership on team and individual outcomes
* Alternative work arrangements and diversity issues – virtual and global teamwork, language and non-visible diversity issues

**Refereed Journal Articles**

Perry, S. J., Lorinkova, N. M., & Madanoglu, M. (2022). Disparate Safety Enforcement: Curvilinear Effects, Mechanisms, and Boundary Conditions of Supervisor-rated Leader-Member Exchange. ***Journal of Management,*** *48(8), 2318-2348*. <https://doi.org/10.1177/01492063211044415>

Brown, S. G., Hill, N. S., & Lorinkova, N. M. (2021). Leadership and virtual team performance: A meta-analytic investigation. ***European Journal of Work and Organizational Psychology,*** 30(5), 672-685. <https://doi.org/10.1080/1359432X.2021.1914719>

Lorinkova, N. M., & Bartol, K. M. (2021). Shared leadership development and team performance: A new look at the dynamics of shared leadership. ***Personnel Psychology***, 74 (1), 77-107. <https://doi.org/10.1111/peps.12409>

*Best Paper Award Personnel Psychology 2023*

Lorinkova, N. M., & Perry, S. J. (2019). Influences of group- versus individual-focused transformational leadership on individual helping and group performance. ***Journal of Organizational Behavior****, 40 (3),* 231-247.<https://doi.org/10.1002/job.2322>

Lorinkova, N. M., & Perry, S. J. (2018). The Threshold Effect of Relative Leader-Member Exchange (RLMX) on Engagement and Performance. ***Academy of Management Best Papers Proceedings.*** <https://doi.org/10.5465/AMBPP.2018.293>

Lorinkova, N. M., & Perry, S. J. (2017). When is empowerment effective? The role of leader-leader exchange in empowering leadership, cynicism, and time theft. ***Journal of Management,*** 43(5), 1631-1654.<https://doi.org/10.1177/0149206314560411>

Perry, S. J., Lorinkova, N. M., Hunter, E., Hubbard, A., & McMahon, T. (2016). When does virtuality really “work”? Examining the role of work–family and virtuality in social loafing. ***Journal of Management****,* 42(2), 449-479.<https://doi.org/10.1177/0149206313475814>

Marinova, S., Peng, C., Lorinkova, N. M., Chiaburu, D., & Van Dyne, L. (2015). Change-oriented behavior: A meta-analysis of individual and job design predictors. ***Journal of Vocational Behavior***, 88, 104-120. <https://doi.org/10.1016/j.jvb.2015.02.006>

Lorinkova, N. M., Pearsall, M. J., & Sims, H. P. (2013). Examining the differential longitudinal performance of directive versus empowering leadership in teams. ***Academy of Management Journal,*** 56(2), 573-596. <https://doi.org/10.5465/amj.2011.0132>

Chiaburu, D., Lorinkova, N. M., & Van Dyne, L*.* (2013)*.* Employees’ social context and change- oriented citizenship: A meta-analysis of leader, co-worker, and organizational influences. ***Group and Organization Management Journal****,*38(3), 291-333. <https://doi.org/10.1177/1059601113476736>

Seo, M., Taylor, M. S., Hill, N. S., Zhang, X., Tesluk, P., & Lorinkova, N. M. (2012). The role of affect and leadership during radical organizational change. ***Personnel Psychology****,* 65, 121-165. <https://doi.org/10.1111/j.1744-6570.2011.01240.x>

Lorinkova, N. M. & Martin, J. E. (2012). The role of supervisory support and union commitment in predicting employee change internalization. ***Academy of Management Best Papers Proceedings.***

Somaya, D., Wiliamson, I. O., Lorinkova, N. M. (2008). Gone but not lost: The different performance impacts of employee mobility between cooperators vs. competitors. ***Academy of Management Journal***, 51(5), 936-953. <https://doi.org/10.5465/amj.2008.34789660>

**Books & Book Chapters**

Wassenaar, Christina L., Pearce, Craig L., & Lorinkova, N. (In press). *Shared Leadership 2.0: Taking Stock and Looking Forward*. Cambridge University Press, Cambridge, England, UK.

**R&Rs and Work in Progress**

Pearce, C., Lorinkova, N., Hogan, T. C., & Wassenaar, C. L. (pre-print - SSRN). The age of discontinuity revisited: Guidelines for the emerging neo-knowledge work society. R &R @

Organizational Dynamics, DOI: <https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5000058>

Lorinkova, N. M., Hamstra, M. R. W., & Mehmood, Q. Empowering leadership and employee innovation: The distinct and joint implications of close and distant leaders. 2nd R & R at ***Group and Organizational Management***.

Lorinkova, N. & Purvanova, R. Task versus relational leadership: (Re)examining shared leadership dynamics. Submitted to ***Journal of Management***.

Lorinkova, N. M., Perry, S. J., & Fernandez Castillo, G. Double or triple jeopardy: How gender and age moderate the effect of non-native speaker status on stress and performance. Third study data collection in progress.

Lorinkova, N. M., Purvanova, R., Pearce, C., & Fu, N. Combining opposites: Examining the effects of opposing leadership styles on change-oriented behaviors. In preparation for submission to ***Personnel Psychology***.

**Scholarly Activities**

**Invited Presentations**

Lorinkova, N. October 2024. Paradoxical and Shared Leadership: Applications and Challenges. Presentation at US Army War College, Carlisle Barracks, PA.

Lorinkova, N. November 2023. "Your accent is so cute! Where are you from?” A conceptual approach to the role of accents for workplace inclusion. Academy of Management Review Workshop, Barcelona, Spain.

Lorinkova, N. M., & Bartol, K. September 2018. Too many cooks spoil the broth: A new look at the dynamics of shared leadership. Presentation as a guest speaker at University of Maryland.

Lorinkova, N. M., & Perry, S. J. October 2016. Influences of group- versus individual-focused transformational leadership on individual helping and group performance. Presentation as a guest speaker at George Washington University.

**Selected Conference Presentations**

Lorinkova, N. M., Perry, S. J., & Fernandez Castillo, G. Double or triple jeopardy: How gender and age moderate the effect of non-native speaker status on stress and performance. *Paper presented at AOM 2022 Annual Conference, August 5–9th, Seattle, WA.*

Lorinkova, N. M., & Perry, S. J. Supervisor-rated leader-member exchange (SLMX) and safety enforcement: Two studies examining curvilinear effects of SLMX. *Paper presented at AOM 2019 Annual Conference, August 8–12th, Boston, MA.*

Lorinkova, N. M., & Perry, S. J. When status differences matter: The threshold effects of relative leader-member exchange (RLMX) on engagement and performance. *Paper presented at AOM 2018 Annual Conference, August 9-13th Chicago, IL.*

Lorinkova, N. M., & Hariz, D. Habla Espanol? A conceptual approach to the role of non-native accent at the workplace. *Paper presented at AOM 2017 Annual Conference, August 4-8th, Atlanta, GA.*

Ramani, R., Singh, S., & Lorinkova, N. M., Putting “Acting” back in deep acting: How can empowering leadership help? *Paper presented at AOM 2016 Annual Conference, August 5-9th, Anaheim, CA.*

Lorinkova, N. M., & Perry, S. J. The “we” and “me” of transformational leadership: Implications for helping and group performance. *Paper presented at AOM 2016 Annual Conference, August 5-9th, Anaheim, CA.*

Hill, N. S. & Lorinkova, N. M. Virtual Team Leadership: A review and conceptual framework for future research. *Paper presented at AOM 2016 Annual Conference, August 5-9th, Anaheim, CA.*

**Research Grants**

Bosak, J., Lorinkova, N. M., Flood, P., & Taylor, M. S. 2012. The role of within-group differentiated perceptions of leadership as predictors of employee reactions to change. Project awarded € 8500 through the Dublin City University Development for Clusters Research Grants.

Lorinkova, N. M., Pearsall, M., & Sims, H. P. 2009. The effects of leadership and leader reputation on team performance. Project awarded $2500 through R. H. Smith School Small Research Grants.

**Media Mentions & Technical Reports**

Keller Center Research Report (June, 2018)

International Research Conference on Business and Social Innovation (2018) - <https://www.youtube.com/watch?v=q1yTozxKEaU>

Harvard Business Review (July, 2013) <https://hbr.org/2013/07/empowered-teams-get-a-slow-sta>

IO at Work (2013) <http://www.ioatwork.com/empowering-leaders-or-directive-leaders/>

Forbes (2010) <https://www.forbes.com/sites/freekvermeulen/2010/12/29/seeing-your-employees-getting-poached-its-not-all-bad/#5756279324e6>

**Honors & Awards**

Personnel Psychology, Best Paper Award, 2023

Academy of Management, OB Division, Best Conference Paper Proceeding, 2018

Academy of Management, OB Division, Best Conference Paper Proceedings, 2012

Distinguished Teaching: Center for Teaching Excellence, University of Maryland, College Park, 2008-2009

Academy of Management, HR Division, Best Paper Award, 2007

Strategic Management Society, Annual Meeting, Best Conference Paper Finalist, 2007

**Professional Service and Affiliations**

**Professional service**

Chief Communications Officer, Academy of Management (AOM) OB Division (2018-2021)

Network of Leadership Scholars (NLS) Awards Committee (incoming chair; member 2018-19)

Reviewer, Academy of Management Journal (2013 – present)

Reviewer, Personnel Psychology (2016–present)

Reviewer, Journal of Management (2017–present)

PSU elected Senator, Research and Scholarships Committee Member (2024 – present)

**Professional Affiliations**

Member, Academy of Management, HR, OB, GDO, & RM divisions

Member, Society for Industrial and Organizational Psychologists (SIOP)

Member, American Psychological Association (APA)

**REFERENCES**

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| **Dr. Henry P. Sims, Jr.**  Professor Emeritus of Management and  Organization  Robert H. Smith School of Business  University of Maryland  College Park, MD, 20742-1815  Phone: (240) 380-6795 C  Email: [hsims@umd.edu](mailto:hsims@umd.edu) | **Dr. Ina Purvanova**  Professor of Management and Organizational Leadership, Department Chair  Drake University  2847 University Avenue  Des Moines, IA 50311  Phone: 515-271-2737  Email: [ina.purvanova@drake.edu](mailto:ina.purvanova@drake.edu) |
| **Dr. Sara Jansen Perry**  Associate Professor of Management at Baylor University, Hankamer School of Business  Waco, TX  Phone: 832-445-7263  E-mail: [sara\_perry@baylor.edu](mailto:sara_perry@baylor.edu) | **Dr. Kathrine (Kay) Bartol**  Robert H. Smith Profesor of Leadership and Innovation  Robert H. Smith School of Business  4530 Van Munching Hall  University of Maryland  Phone: 301-405-2249  Email: kbartol@umd.edu |