

# Seth M. Spain

Curriculum Vitae

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Department of Management  
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h-index: 11 (Google scholar) 5 (Scopus)

## Education

PhD. Industrial and Organizational Psychology, University of Illinois at Urbana-Champaign, 2010.  
Minor in Quantitative Psychology.  
Advisor: Fritz Drasgow

M.A. Industrial and Organizational Psychology, University of Illinois at Urbana-Champaign, 2007.

B.S. Psychology, University of Illinois at Urbana-Champaign, 2003.

## Employment

Assistant Professor of Organizational Behavior and Human Resources,  
John Molson School of Business,  
Concordia University,  
August 2017 - Present

Assistant Professor (Organizational Studies and Leadership), School of Management, &  
Fellow, Center for Leadership Studies,  
Affiliated faculty, Collective Dynamics of Complex Systems Research Center,  
Binghamton University, State University of New York,  
July 2011 – July 2017 (tenure offered, effective September, 2017)

Postdoctoral Research Fellow, Institute for Innovative Leadership,  
University of Nebraska at Lincoln, June 2010 - August 2011.

Internal Consultant, State Universities Civil Service System, May 2005 - May 2010.

## Research Interests

Dark personality; Leader selection, training, and development; Effects of leaders on employees (relationships, emotions, well-being, development); Job performance and personnel selection

Statistical, mathematical, & computational modeling; Learning theory; Discrete dynamics

Business ethics; Bio- & neuro-ethics; Pragmatism

Philosophy of science; philosophy of mind; foundations of statistics (especially the role of models in the previous domains); Philosophy of psychology

## Publications

### Journal Articles

Citation counts from Google Scholar: 721 total citations.

A \* below indicates a current or former PhD student coauthor

Cheong, M., Yammarino, F.J., Dionne, S.D., & **Spain, S.M.** A holistic framework for examination of effectiveness of empowering leadership. (Conditional acceptance). *The Leadership Quarterly*.

Wang, A.-C., Tsai, C.-Y.\*, Dionne, S.D., **Spain, S.M.**, Yammarino, F.J., Ling, H.-C., Huang, M.-P., Chou, L.-F., & Cheng, B.-S. (2018). Benevolence-dominant, authoritarianism-dominant, and classical paternalistic leadership: Testing their effects on subordinate performance. *The Leadership Quarterly*. In *Academy of Management Best Paper Proceedings*, 2016. (cited by 1).

Silberzahn, R., Uhlmann, E. L., Martin, D. P., Anselmi, P., Aust, F., Awtrey, E. C., Bahník, Š., Bai, F., Bannard, C., Bonnier, E., Carlsson, R., Cheung, F., Christensen, G., Clay, R., Craig, M. A., Rosa, A. D., Dam, L., Evans, M. H., Cervantes, I. F., Fong, N., Gamez-Djokic, M., Glenz, A., Gordon-McKeon, S., Heaton, T., Eriksson, K. H., Heene, M., Mohr, A. H., Högden, F., Hui, K., Johannesson, M., Kalodimos, J., Kaszubowski, E., Kennedy, D., Lei, R., Lindsay, T. A., Liverani, S., Madan, C., Molden, D. C., Molleman, E., Morey, R. D., Mulder, L., Nijstad, B. A., Pope, B., Pope, N., Prenoveau, J. M., Rink, F., Robusto, E., Roderique, H., Sandberg, A., Schlueter, E., Schönbrodt, F. D., Sherman, M. F., Sommer, S. A., Sotak, K. L.\*, **Spain, S.**, Spörlein, C., Stafford, T., Stefanutti, L., Täuber, S., Ullrich, J., Vianello, M., Wagenmakers, E.-J., Witkowiak, M., Yoon, S., & Nosek, B. A. (in press). Many analysts, one dataset: Making transparent how variations in analytical choices affect results. *Advances in Methods and Practices in Psychological Science*. (cited by 18)

<https://psyarxiv.com/qkwst/>

Covered by 538:

(<http://fivethirtyeight.com/features/science-isnt-broken/>),

*Harvard Business Review*:

(<https://hbr.org/2015/03/what-to-do-when-people-draw-different-conclusions-from-the-same-data>), and *Nature*:

<http://www.nature.com/news/crowdsourced-research-many-hands-make-tight-work-1.18508>

Wood, D., Lohman, G.H., Harms, P.D., & **Spain, S.M.** (In press). Using functional fields to formally represent the meaning and logic of behavior: A worked example using dark triad-related actions. *Personality and Individual Differences*.

Rodgers, J.D., Lodi-Smith, J., Hill, P.L., **Spain, S.M.**, Lopata, C., & Thomeer, M.L. (In press.) Personality mediates the relationship between Autism Quotient and well-being: A conceptual replication using self-report. *Journal of Autism and Developmental Disorders*. (cited by 1)

Tsai, C.-Y.\*, Dionne, S.D., Wang, A.-C., **Spain, S.M.**, Yammarino, F.J., & Cheng, B.-S. (2017). Effects of relational schema congruence on leader-member exchange and organizational citizenship behaviors. *The Leadership Quarterly*, 28, 268 - 284. DOI: 10.1037/t09954-000 (cited by 9).  
Erratum published. *The Leadership Quarterly*, 28, 469.

Lodi-Smith, J., **Spain, S.M.**, Cologgi, K., & Roberts, B.W. (2017). Longitudinal trajectory of self-concept clarity in adulthood. *Journal of Personality and Social Psychology*, 112, 755 - 768. <http://dx.doi.org/10.1037/pspp0000091> (cited by 10).

Cheong, M.\*, **Spain, S.M.**, Yammarino, F.J., & Yun, S. (2016). Two Faces of Empowering Leadership: Enabling and Burdening. *The Leadership Quarterly*, 27, 602 - 616.  
DOI: <http://dx.doi.org/10.1016/j.leaqua.2016.01.006> (cited by 3 6).

Harms, P.D., Wood, D., & **Spain, S.M.** (2016). Separating the why from the what: A reply to Jonas and Markon (2015). *Psychological Review*, *123*, 84 – 89.

DOI: 10.1037/a0039860 (cited by 11)

Harms, P.D., & **Spain, S.M.** (2015). Beyond the bright side: Dark personality at work. *Applied Psychology: An International Review*, *64*, 15 – 24.

DOI: 10.1111/apps.12042 (cited by 40)

Blevins, D., Tsang, E.W.K., & **Spain, S.M.** (2015). Count-based research in management: Suggestions for improvement. *Organizational Research Methods*, *18*, 47 – 69.

DOI: 10.1177/1094428114549601 (cited by 9).

Harms, P.D., & **Spain, S.M.** (2014). Follower perceptions deserve a closer look. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *7*, 187 - 191.

DOI: 10.1111/iops.12130 (cited by 8)

Harms, P.D., **Spain, S.M.**, & Wood, D. (2014). Mapping personality in dark places. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *7*, 114 – 117.

DOI: 10.1111/iops.12117. (cited by 15)

**Spain, S.M.**, & Harms, P.D. (2014). A sociogenomic perspective on neuroscience in organizational behavior. *Frontiers in Human Neuroscience*, *8*, article 84. doi: 10.3389/fnhum.2014.00084.

<http://www.frontiersin.org/Journal/10.3389/fnhum.2014.00084/abstract> (cited by 9)

**Spain, S.M.**, Harms, P.D., & LeBreton, J.M. (2014). The dark side of personality at work. *Journal of Organizational Behavior*, *35*, S41 - S60. 2014 International Review of Industrial and Organizational Psychology issue. <http://ssrn.com/abstract=2310814>. (Top ten downloaded paper, 23 August 2013).

DOI: 10.1002/job.1894 (cited by 211)

Listed as “Essential” reading for MG312: Extreme Organizational Behavior at London School of Economics.

**Spain, S.M.**, Jackson, J.J., & Edmonds, G.W. (2012). Extending the actor-partner interdependence model to include binary outcomes: A multilevel logistic approach. *Personal Relationships*, *19*, 431 – 444.

DOI: 10.1111/j.1475-6811.2011.01371.x (cited by 13)

Jackson, J.J., & **Spain, S.M.** (2012). Causing a shift in causal thinking (Open peer commentary). *European Journal of Personality*, *26*, 391 – 413.

Harms, P.D., **Spain, S.M.**, & Hannah, S.T. (2011). Leader development and the dark side of personality. *The Leadership Quarterly*, *22*, 495 – 509.

DOI: 10.1016/j.leaqua.2011.04.007 (cited by 171). Recommended resource for MLD-323 Authentic Leadership Development at Harvard Kennedy School of Government.

**Spain, S.M.**, Miner, A.G., Kroonenberg, P.M., & Drasgow, F. (2010). Job performance as multivariate dynamic criteria: Experience sampling and multiway component analysis. *Multivariate Behavioral Research*, *45*, 599 – 626.

DOI: 10.1080/00273171.2010.498286 (cited by 10)

Brummel, B.J., Rupp, D.E., & **Spain, S.M.** (2009). Constructing parallel simulation exercises for assessment centers and other forms of behavioral assessment. *Personnel Psychology*, *62*, 137 – 170.

DOI: 10.1111/j.1744-6570.2008.01132.x (cited by 41)

Gibbons, A.M., Rupp, D.E., Baldwin, A.M., Snyder, L.A., **Spain, S.M.**, Woo, S.E., Brummel, B.J., Sims, C.S., & Kim, M.-J. (2006). Initial validation of developmental assessment center. *The Psychologist-Manager Journal*, *9*, 75 – 98. (cited by 41)

### Books

**Spain, S.M.** *Leadership, work, and the dark side of personality: An interpersonal perspective.* Book under contract. Cambridge, MA: Elsevier.

### Chapters in edited books

**Spain, S.M.** & Harms, P.D. (invited). Dark personality and features of employment. In V. Ziegler-Hill & T.K. Shackelford (Eds.). *The SAGE handbook of personality and individual differences.* Thousand Oaks, CA: Sage.

Wood, D., **Spain, S.M.**, & Harms, P.D. (In press). Functional approaches to representing the interplay of situations, persons, and behavior. To appear in D. Funder, J.F. Rauthman, & R. Sherman (Eds.). *The Oxford handbook of psychological situations.* New York, NY: Oxford University Press.

**Spain, S.M.** (In press). Followership and Personality. In F.M. Moghaddam (Ed.). *The SAGE Encyclopedia of Political Behavior.* Thousand Oaks, CA: Sage.

Harms, P.D., & **Spain, S.M.** (In press). Personality and workplace deviance. To appear in the *Wiley Encyclopedia of personality and individual differences.* Hoboken, NJ: Wiley.

**Spain, S.M.** & Kim, J.\* (2018). Leadership, work careers, and self-concept clarity. To appear in J. Lodi-Smith & K. DeMarree (Eds.) *Self-Concept Clarity.* New York, NY: Springer Press.

**Spain, S.M.** (2017). Machine Learning. To appear in S. Rogelberg (Ed.). *Encyclopedia of Industrial and Organizational Psychology* (2<sup>nd</sup> Ed.). Thousand Oaks, CA: Sage.

**Spain, S.M.**, Harms, P.D., & Wood, D. (2016). Stress, well-being, and the dark side of leadership. To appear in (Ed.) In W.A. Gentry, P. Perrewé, J. Halbesleben, & C. Rose (Eds.). *Research in occupational stress and well-being* (Vol. 14, pp. 33 - 59). Bingley, UK: Emerald. (cited by 6).

Harms, P.D., & **Spain, S.M.** (2016). Children's stories as a foundation for leadership schemas: More than meets the eye. In C. Peus, S. Braun, & B. Schyns (Eds.) *Leadership Lessons from Compelling Contexts.* Bingley, UK: Emerald. (Cited by 5).

### Manuscripts under review

Cheong, M., Yammarino, F.J., **Spain, S.M.**, Dionne, S.D., Choi, D., & Lee, J. Empowering and directive leader behaviors and stress: Moderating role of followers' need for achievement. Under review at *Journal of Applied Psychology.*

Sotak, K.L., **Spain, S.M.**, Dionne, S.D., & Yammarino, F.J. Within-person cyclical patterns of motivation: A time series spectral analysis. Under review at *Academy of Management Discoveries.*

### Manuscripts under revision

**Spain, S.M.**, Credé, M., Harms, P.D., & Brummel, B.J. Is individual performance distributed according to a power law? A review of methods for comparing heavy-tailed distributions. <http://ssrn.com/abstract=2238126> (189 Downloads).

Eckart, R., Dionne, S.D., Tsai, C.-Y., Dunne, D., **Spain, S.M.**, Park, J., Cheong, M., Kim, J., Guo, J., Hao, C., & Kim, E.-I. Human Capital Resource Emergence and Leadership. Under revision for *Journal of Applied Psychology.*

Harms, P.D., **Spain, S.M.**, & Wood, D. Parasites, personality and perceptions of culture: How seemingly harmless infections can influence organizational behavior. Under revision for *Leadership Quarterly*.

Harms, P.D., **Spain, S.M.**, & Benes, R. A closer look at the Assistant (to the) regional manager: Real and perceived personality differences between first and second-in-command leaders.

Tsai, C.-Y., Dionne, S.D., Cheng, B.-S., Yammarino, F.J., **Spain, S.M.**, & Huang, M.-P. Effects of goal orientation congruence on leader-member exchange and subordinate work outcomes.

**Spain, S.M.**, Sotak, K.L., & Harms, P.D. Bayesian interpretations of regularization for models with many predictors: An introduction for management researchers. Under revision for *Organizational Research Methods*. To be resubmitted by the end of August. <http://ssrn.com/abstract=2460008> (49 downloads).

**Spain, S.M.**, Sotak, K.L., Tsai, J.C.-Y., & Harms, P.D.. Using additive models to test assumptions about linearity. First revision under review at *Organizational Research Methods*. <http://ssrn.com/abstract=2164297> (50 Downloads).

Harms, P.D., & **Spain, S.M.** Leader emergence and personality change over time. Revising for *The Leadership Quarterly*.

### Working Papers

Eckart, R., **Spain, S.M.**, and Blevins, D. Comparison of Random Coefficient Modeling and Fixed Effects Regression in Analyzing TopDown Multilevel Models. To be submitted to *Journal of Management*.

Harms, P.D., **Spain, S.M.**, & Foster, J. You underestimate the power of the dark side: Subclinical traits, the Big Five, and job performance. Target: *Journal of Applied Psychology*.

**Spain, S.M.**, & Harms, P.D. The marginal manager. In preparation for *The Leadership Quarterly*.

**Spain, S.M.**, Harms, P.D., & Jackson, J.J. Toward a sociogenomic theory of leadership: A dynamic, interactionist model of leadership's biological foundations. Revise and resubmit at *Organizational Psychology Review*. <http://ssrn.com/abstract=2315176> (47 Downloads).

**Spain, S.M.**, Sotak, K.L., & Miner, A.G. A mathematical model of affective events theory with Bayesian estimation. Target *Organizational Behavior and Human Decision Processes*.

Harms, P.D., & **Spain, S.M.** Implicit and explicit measures of leadership constructs: One scale to rule them all? In preparation for *Academy of Management Journal*.

**Spain, S.M.** A multivariate, multilevel model for validation. Target: *Personnel Psychology*. To be submitted September, 2015.

Newman, D.A., **Spain, S.M.**, Joseph, D., Glomb, T.M., & Fisher, C.A. Neither set points nor opponent processes account for affect's intrinsic dynamics: A damped oscillator model of emotion regulation. In preparation for *Journal of Applied Psychology*.

**Spain, S.M.**, & Newman, D.A. A latent growth model of validity degradation. In preparation for *Personnel Psychology* (writing).

**Spain, S.M.**, Miner, A.G., & Tay, L.S. Three-mode principal component analysis of affect at work. In preparation for *Organizational Research Methods* (writing). [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2041734](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2041734) (18 Downloads).

*Presentations and posters***Invited talks**

**Spain, S.M.** (2016, August). Shining a light on the dark side of personality at work. Invited address to Division 8 of the American Psychological Association. 2016 Annual meeting of the American Psychological Association, Denver, CO, August 4 - 7.

**Spain, S.M.** (2016, April). Leadership and the dark side of behavior. Binghamton University Alumni Leaders Conference, Binghamton, NY.

**Spain, S.M.** (2015, April). The dark side of personality and leadership. Department of Management and the Family Business Club, St. Bonaventure University.

**Spain, S.M.** (2015, April). Addressing model uncertainty. SIOP Theme Track Presentation, *Modernizing Regression: Cool and practically useful advances from other fields*. 30<sup>th</sup> Annual Meeting of the Society for Industrial and Organizational Psychology, April 23 - 25, 2015, Philadelphia, PA.

**Spain, S.M.** (2015, January). *Leadership and the dark side of personality*. Binghamton University Forum Luncheon presentation. Binghamton, NY, January 15, 2015.

**Spain, S.M.** (2014, December). *The dark side and family businesses*. Keynote address to the NY Family Business Center. December 2, 2014, LeMoyne College, Syracuse, NY.

**Spain, S.M.** (2014, October). *Could your boss be managing from the dark side? Thoughts on dealing with bad bosses, and how to avoid becoming one*. Presentation to Binghamton University Alumni Association (Bearcats of the Last Decade).

**Spain, S.M.** (2014, October). *Leadership and the dark side of personality*. Presentation to the Binghamton University School of Management Alumni Advisory board. Binghamton, NY, October 17, 2014.

**Spain, S.M.** (2014, October). *Team communication*. Presentation to Binghamton University and Stony Brook University Jewish Federation for the Education of Women seminar. Binghamton, NY, October 10, 2014.

**Spain, S.M.** (2014, May). *Could you (or someone you know) be managing from the dark side?* Presentation to the Binghamton Noon Rotary Club, Binghamton, NY, May 27, 2014.

**Spain, S.M.** (2014, April). *Surveillance, Data Collection, and Use of Personally Identifying and Group Information: Is Technology Agnostic? The Ethics and Use of Data*. Panel discussion at Binghamton University Innovation Day, Binghamton, NY, April 24, 2014.

**Spain, S.M.** (2012, November). *Questioning assumptions in OBHR research: Problems and some potential solutions*. Talk presented at the John Molson School of Business, Concordia University, Montreal, QC, November 1, 2012.

**Spain, S.M.** (2012, October). *Questioning assumptions in leadership and management research*. University of Houston symposium on leadership, Houston, TX, October 26 - 27.

**Spain, S.M.** (2012, March). *Personality traits as emergent causal states: A dynamic model of behavior consistency and change*. Collective dynamics of complex systems (CoCo) Seminar, Binghamton University, March 21, 2012.

**Spain, S.M.** (2011, May). *Leadership in crisis* (panelist). 41<sup>st</sup> annual St. Gallen Symposium. St. Gallen, Switzerland, May 10 - 14.

**Spain, S.M.** (2010, October). *Personality and work performance over time: Different levels, different conclusions*. Talk presented at the John Molson School of Business, Concordia University, Montreal, QC, October 19, 2010.

**Spain, S.M.** (2009, August). *Structure and dynamics in job performance*. Talk presented at the Global Leadership Institute, University of Nebraska, Lincoln, Lincoln, NE, September 4, 2009.

### Peer-reviewed presentations

Wang, A.-C., Tsai, C.-Y., Dionne, S.D., **Spain, S.M.**, Yammarino, F.J., Cheng, B.-S., & Lin, Y.-C. (2016, August). Firm yet caring: Examining curvilinear effect of paternalistic leadership on performance. Paper presented at the 76<sup>th</sup> annual meeting of the Academy of Management, August 5 - 9, Anaheim, CA. (Best paper proceedings).

**Spain, S.M.** (2016, May). Digging deeper into the darkness: Advances in dark personality research. S.M. Spain (Chair). Symposium presented at the 31<sup>st</sup> annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA, April 14 - 16.

Harms, P.D., Credé, M., DeSimone, J., & **Spain, S.M.** When shortcuts take you in the wrong direction: Problems surrounding the design and use of extremely short measures. Symposium under review for the 17<sup>th</sup> annual meeting of the Society for Personality and Social Psychology, January 28-20, San Diego, CA.

Agnihorthi, S., Banerjee, A., & **Spain, S.M.** Impact of Mobile Health Monitoring for Diabetes and Hypertension on Patient Care. Poster presented at Production and Operations Management Society.

Harms, P.D., & **Spain, S.M.** (2014, May). An indirect approach to measuring trait-based leadership styles. In J. Unnerstall (Chair). New perspectives on implicit processes in organizations. Symposium presented at the 29<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, May 15 - 17.

Harms, P.D., **Spain, S.M.**, & DiSimone, J. (2014, May). Is it Ever Good being Bad? Dark-side Personality and Leadership. In J. Foster & J. Vergauwe (Chairs). The dark side of personality and leadership. Symposium presented at the 29<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, May 15 - 17.

Cheong, M., **Spain, S.M.**, Yun, S., & Yammarino, F.J. (2014, May). Enabling and burdening: Paradoxical mechanisms of empowering leadership. Poster presented at the 29<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, May 15 - 17.

Sotak, K.L., & **Spain, S.M.** (2013, August). Modeling system dynamics of affect and contextual performance using state space models. Paper presented at the 73<sup>rd</sup> annual meeting of the Academy of Management, Orlando, FL, August 9 - 13.

Tsai, C.-Y., **Spain, S.M.**, & Wang, A.C. (2013, August). Paternalistic leadership: Impact of authoritarianism and benevolence on subordinate performance. Paper presented at the 73<sup>rd</sup> annual meeting of the Academy of Management, Orlando, FL, August 9 - 13. (cited by 1).

**Spain, S.M.**, Harms, P.D., Credé, M., & Brummel, B.J. (2013, April). Power laws and log-normal distributions in performance data. Poster presented at the 28<sup>th</sup> Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX, April 11 - 13.

Tsai, C.-Y., Cheng, B.-S., & **Spain, S.M.** (2013, April). Paternalistic Leadership Effectiveness: Joint Effect of Authoritarianism and Benevolence. Poster presented at the 28<sup>th</sup> Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX, April 11 - 13.

**Spain, S.M.**, Tsai, C.-Y., Sotak, K.L., & Harms, P.D. (2013, January). Is that relationship really linear? Comparing linear and additive models. Poster presented at the 14<sup>th</sup> Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA, January, 17 – 19.

Cologgi, K., Lodi-Smith, J., **Spain, S.M.**, & Roberts, B.W. (2013, January). Longitudinal patterns of self-concept clarity across the life-span. Poster presented at the 14<sup>th</sup> Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA, January, 17 – 19.

Tsai, C.-Y., Huang, M.-P., Cheng, B.-S., Sotak, K.L., Spain, S.M., & Chou, W.-J. (2012, November). The joint effect of LMX & TMX in predicting job performance, creativity performance, and team commitment. Paper presented at the 2012 Annual Meeting of the Southern Management Association, Ft. Lauderdale, FL, Oct 30 – Nov 3.

**Spain, S.M.** (2012, August). Hypothesis formation and testing (chair). Paper session presented at the 72<sup>nd</sup> Annual Meeting of the Academy of Management, Boston, MA, August 3 – 7.

**Spain, S.M.** (2012, August). Personality and performance over time. In J.Burrus (chair), Longitudinal approaches to the study of organizational behavior. Symposium presented at the 72<sup>nd</sup> Annual Meeting of the Academy of Management, Boston, MA, August 3 – 7.

**Spain, S.M.**, Harms, P.D., & Wood, D. (2012, January). The behavioral consequences of being able to solve complex abstract problems (i.e., being intelligent). In D. Wood (chair), The deep functionality of personality: Trait variation as sensible strategies to differing realities. Symposium to be presented at the 13<sup>th</sup> annual meeting of the Society for Personality and Social Psychology, January 26 – 28, San Diego, CA.

**Spain, S.M.** (2011, August). Multivariate dynamic criteria: A process model of job performance. Paper presented at the 71<sup>st</sup> Annual Meeting of the Academy of Management, San Antonio, TX, August 12 - 16.

**Spain, S.M.** (2011, August). (Discussant) Models and Analyses. Paper session at the 71<sup>st</sup> Annual Meeting of the Academy of Management, San Antonio, TX, August 12 - 16.

Harms, S.M., **Spain, S.M.**, & Hannah, S.T. (2011, April). You underestimate the power of the dark side: The Big Five, Subclinicals, and Job Performance. Poster presented at the 26<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL, April 14 - 16. (cited by 5).

**Spain, S.M.**, Harms, P.D., & Hannah, S.T. (2011, January). Going off the rails: The impact of subclinical personality traits on leader development. Poster presented at the 12<sup>th</sup> annual meeting of the Society for Personality and Social Psychology, San Antonio, TX, January 27 - 29.

Gibbons, A.M., **Spain, S.M.**, & Vanhove, A. (2010, April). Describing Inconsistent Assessment Center Ratings: Simplex Models of Exercise Similarity. In D. Jackson & B. Hoffman (Chairs). Exercise-driven Variance in Assessment Center Ratings: Alternative Approaches, New Insights. Symposium presented at the 25<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA, April 8 - 10.

Newman, D.A., **Spain, S.M.**, Joseph, D.L., Fisher, C.D., Glomb, T.M., & Miner, A.G. (2010, April). Intrinsic dynamic regulation of work satisfaction and mood. In P. Hanges & A. Fulmer (Chairs). New Developments in Modeling Longitudinal and Dynamic Data. Symposium presented at the 25<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA, April 8 - 10.

**Spain, S.M.**, Tay, L., & Diener, E. (2010, January). Exploring the dimensions of affective experiences with three-mode component analysis. Poster presented at the 11<sup>th</sup> annual meeting of the Society for Social and Personality Psychology, Las Vegas, NV, Jan 28 - 30, 2010.

Edmonds, G.W., Jackson, J.J., **Spain, S.M.**, & Roberts, B.W. (2009, November). Conscientiousness and neuroticism as predictors of discreet health outcomes. Poster presented at the 62<sup>nd</sup> annual meeting of the Gerontological Society of America, November 18 - 22, Atlanta, GA.

**Spain, S.M.** (2009, August). It's about time (and change). (Chair) Paper session presented at the 69<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL, August 7 - 11.

**Spain, S.M.** (2009, April). Multivariate dynamic criteria: A practical approach. In D.A. Newman (Chair), Time and Job Performance. Symposium presented at the 24<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA, April 2 - 4.

Newman, D.A., & **Spain, S.M.** (2009, April). A latent growth model of validity degradation. In D.A. Newman (Chair). Time and Job Performance. Symposium presented at the 24<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA, April 2 - 4.

von Thaden, T.L., **Spain, S.M.**, & Woo, S.E. (2009, April). Self-reported fatigue and organizational risk in multiple airlines. In T.L. von Thaden (Chair), Organizational Safety and Effectiveness. Symposium Presented at the 2009 International Symposium on Aviation Psychology, Dayton, OH, April 27 - 30.

von Thaden, T.L., Woo, S.E., & **Spain, S.M.** (2009, April). Validating a four-factor model of safety culture in commercial flight operations. In T.L. von Thaden (Chair), Organizational Safety and Effectiveness. Symposium Presented at the 2009 International Symposium on Aviation Psychology, Dayton, OH, April 27 - 30.

von Thaden, T.L., Woo, S.E., & **Spain, S.M.** (2009, April). Investigating national differences in commercial aviation safety culture: A comparison of flight operations. In T.L. von Thaden (Chair), Organizational Safety and Effectiveness. Symposium Presented at the 2009 International Symposium on Aviation Psychology, Dayton, OH, April 27 - 30.

**Spain, S.M.**, & Miner, A.G. (2008, August). Three-mode principal components analysis of daily affect at work. Interactive paper presented at the 68<sup>th</sup> annual meeting of the Academy of Management, Anaheim, CA, August 3 - 8.

**Spain, S.M.**, Jackson, J., Edmonds, G.W., & Roberts, B.W. (2008, May). Hierarchical polynomial regression for modeling interaction effects with dyad data. Poster presented at the 2008 annual meeting of the Association for Psychological Science, Chicago, IL, May 22 - 25.

**Spain, S.M.**, Jackson, J., Edmonds, G., & Roberts, B.W. (2008, February). Modeling personality complementarity in dyads with polynomial regression and response surfaces. Poster presented at the 2008 annual meeting of the Association for Research in Personality, Albuquerque, NM, February 6 - 7.

Rupp, D.E., & **Spain, S.M.** (2007, August). Corporate social responsibility and organizational justice: Multi-foci,-level,-motive perspective. (Chair) Symposium at the 2007 annual meeting of the Academy of Management, Philadelphia, PA, August 3 - 8.

**Spain, S.M.**, & Miner, A.G. (2007, August). Experience sampling and multiway analysis: The dynamic structure of job performance. Paper at the 2007 annual meeting of the Academy of Management, Philadelphia, PA, August 3 - 8.

**Spain, S.M.**, & Miner, A.G. (2007, January). Affect at work: Experience sampling and multiway analysis. Poster presented at the 2007 Emotions preconference of the 8th annual meeting of the Society for Personality and Social Psychology, Memphis, TN, January 24 - 27. [www.ssrn.org/](http://www.ssrn.org/)

Brummel, B.J., & **Spain, S.M.** (2005, April). Constructing parallel simulation exercises for developmental assessment centers. In L. A. Snyder, & D. E. Rupp (Chairs), Developmental Assessment Centers: Special Considerations for Researchers and Practitioners. Symposium presented at the 20th Annual Meeting of the Society for Industrial Organizational Psychology, Los Angeles, CA, April 15 - 17.

### Technical reports and trade publications

Lester, P.B., Harms, P.D., Bulling, D.J., Herian, M.N., & **Spain, S.M.** (2011). *What we know about completed suicides and the U.S. Army's Global Assessment Tool*. Comprehensive Soldier Fitness, United States Army.

Lester, P.B., Harms, P.D., Bulling, D.J., Herian, M.N., & **Spain, S.M.** (2011). *Evaluation of relationships between reported resilience and soldier outcomes: Negative outcomes (Suicide, drug use, and violent crime)*. Comprehensive Soldier Fitness, United States Army. URL: <http://handle.dtic.mil/100.2/ADA538618>. (cited by 8)

Lester, P.B., Harms, P.D., Bulling, D.J., Herian, M.N., Spain, S.M., & Beal, S. (2011). *Evaluation of relationships between reported resilience and soldier outcomes: Positive outcomes (Promotion and awards)*. Comprehensive Soldier Fitness, United States Army. URL: <http://handle.dtic.mil/100.2/ADA542229>. (cited by 17).

**Spain, S.M.**, Klafehn, J.L., & McCance, A.S. (2007). A primer on classification and examination procedures. *The System News: Illinois' Public University Support Resource and Advocate*, 5 (2), 2-6 [Special issue].

**Spain, S.M.**, & Burrus, K.D. (2007). *Quantitative task comparison: A method for reviewing job descriptions and class specifications*. Technical report prepared for the State Universities Civil Service System, Urbana, IL.

### Thesis

Multivariate Dynamic Criteria: A Process Model of Job Performance  
[https://www.ideals.illinois.edu/bitstream/handle/2142/16701/1\\_Spain\\_Seth.pdf](https://www.ideals.illinois.edu/bitstream/handle/2142/16701/1_Spain_Seth.pdf) (cited by 4).

### Software

(Under development) **spainmisc** - R package for evaluating the results of Bayesian analyses and checking structural equation models

(Under development) **DifferenceEquationsInR** - R package for analyzing and simulating from difference equations and other discrete dynamical systems

### Coverage in popular press

CNN.com, *Could your boss be managing from the "dark side"?*, No. 10 story on CNN.com, October 12, 2010. URL: <http://www.cnn.com/2010/LIVING/10/12/dark.side.management/index.html?hpt=C2>

Binghamton Research Magazine, "The 'dark side' at work", pp. 46 – 47, URL: [http://www.nxtbook.com/nxtbooks/binghamton/researchmag\\_2013springsummer/#/48](http://www.nxtbook.com/nxtbooks/binghamton/researchmag_2013springsummer/#/48)  
<http://discovere.binghamton.edu/faculty-spotlights/darkside-2-5372.html>

Also, I have no idea if this counts to the real world, but I—personally—am ecstatic to be even optional reading for Cosma Shalizi's advanced data analysis course at Carnegie Mellon:  
<http://vserver1.cscs.lsa.umich.edu/~crshalizi/weblog/1009.html>

business.time.com, *3 ways being a jerk at work pays off*,  
 November 18, 2013. <http://business.time.com/2013/11/18/3-ways-being-a-jerk-at-work-pays-off/>

business.time.com, *The 5 Absolute Worst Kinds of Bosses*  
<http://business.time.com/2014/02/03/the-5-absolute-worst-kinds-of-bosses/>

nbcnews.com *Leaning in, burning out and the humblebrag.*

<http://www.nbcnews.com/business/careers/leaning-burning-out-humblebrag-n142761>

Wall Street Journal. *What corporate climbers can teach us.* July 9, 2014. <http://online.wsj.com/articles/what-corporate-climbers-can-teach-us-1404862389>

mentioned on Gawker:

<http://gawker.com/science-manipulative-narcissists-succeed-in-the-workpl-1602313280>

CBS This Morning. *Nice guys finish last: How negative traits help in the corporate world.* <http://www.cbsnews.com/videos/nice-guys-finish-last-how-negative-traits-help-in-the-corporate-world/>

Al Jazeera America, Consider this, with Antonio Mora. <http://america.aljazeera.com/watch/shows/consider-this/2014/7/study-a-darka-personalitytraitshelppeopleclimbthecorporateladder.html>

inc.com. *What can leaders learn from narcissists, manipulators, and psychopaths?* <http://www.inc.com/minda-zetlin/what-leaders-can-learn-from-narcissists-manipulators-and-psychopaths.html>

<http://www.inc.com/minda-zetlin/playbook-narcissists-manipulators-psychopaths.html>

The Financialist. *The corporate dark side.* <http://www.thefinancialist.com/spark/the-corporate-dark-side/>

NPR's On Point with Tom Ashbrook, July 29, 2014. *When workplace jerks get promoted.* <http://onpoint.wbur.org/2014/07/31/dark-triad-management-corporate-climbers>

Expert blogger, *Psychology Today*, August 18, 2014 - present. <http://www.psychologytoday.com/blog/the-dark-side-work>

business.time.com, *If you think your boss is horrible, you're probably right.*

<http://time.com/3692875/if-you-think-your-boss-is-horrible-youre-probably-right>

Business Insider, *A university professor researched 120 Transformers to find out which one had the best leadership skills* <http://www.businessinsider.com.au/a-university-professor-researched-120-transformers-to-find>

Inc.com, *4 surprisingly valuable leadership lessons you can learn from the Transformers*, <http://www.inc.com/minda-zetlin/4-surprisingly-valuable-leadership-lessons-you-can-learn-from-the-transformers.html>

NPR's Voices in the Family with Dan Gottlieb, August 3, 2015.

<http://why.org/cms/voicesinthefamily/work-vs-vacation-how-to-balance-both/>

How Stuff Works NOW, *How does your boss compare to Optimus Prime*

<http://now.howstuffworks.com/2016/02/08/how-does-your-boss-compare-optimus-prime>

Daily Mail (UK), December 16, 2016.

<http://www.dailymail.co.uk/sciencetech/article-4040020/Is-boss-dysfunctional-dark-Bad-managers-come.html>

New York Magazine's "Science of us", December 15, 2016.

<http://nymag.com/scienceofus/2016/12/there-are-only-two-kinds-of-terrible-bosses.html>

The Huffington Post, *How your toxic boss is hurting your mental health*, January 10, 2017,

[http://www.huffingtonpost.com/entry/bad-boss-mental-health\\_us\\_5873b3fee4b043ad97e4a444](http://www.huffingtonpost.com/entry/bad-boss-mental-health_us_5873b3fee4b043ad97e4a444)

Money (on Time.com), *How to deal when your boss is a complete narcissist*, Feb 2, 2017,

<http://time.com/money/4656910/how-to-deal-when-your-boss-is-a-complete-narcissist/>

Also reposted by Fortune,  
<http://fortune.com/2017/02/06/boss-narcissist-company-culture-office/>

NBCNews.com, *Donald Trump is ruining workplace morale.*, Aug 7, 2017,  
<http://www.nbcnews.com/business/business-news/donald-trump-ruining-workplace-morale-n790171>,  
 quoted by Salon.com:  
<http://www.salon.com/2017/08/15/he-ruins-everything-trump-is-having-a-negative-effect-on-the-workplace-partner/>

## Grants and contracts

### Awarded

Principal Investigator, *Changing Courage*. US Army/Northrop Grumman. (sub-contract), \$15,000. (terminated due to move)

Investigator, *Comprehensive Soldier Fitness Project*. US Army/TKC Global. (sub-contract), \$5M.

### Under revision

Investigator, *Life Story Narratives and Healthy Aging*, National Institutes of Aging, \$26,000

## Ongoing projects

Crowdstorming research: Many analysts, one dataset. Open Science Framework, Summer 2014.

Future Soldier Assessment,  
 US Army/Drasgow Consulting Group/Personnel Decisions & Hiring,  
 Design and analyse new implementation of soldier well-being assessment

## Teaching experience

### Concordia University

forthcoming

### Binghamton University

Instructor, "Leadership Skills and Development" (Undergraduate),  
 Fall 2011, Instructor rating: 3.22; dept. average 3.23

Instructor, "Statistical Analysis for Management" (MBA),  
 Fall 2012, Instructor rating: 2.39; dept. average: 3.2

Instructor, "Statistical Analysis for Management" (MBA/PhD),  
 Fall 2013, Instructor rating: 3.0; dept. average: 3.34  
 Fall 2014, Instructor rating: 3.45; dept. average: 3.29  
 Fall 2015, Instructor rating: 3.33, dept. average: 3.38

Instructor, "Advanced Data Analysis and Applied Regression Modeling" (PhD Seminar),  
 Fall 2011, Instructor rating: 4.0; dept. average: 3.23  
 Fall 2012, Instructor rating: 3.6; dept. average: 3.2  
 Spring 2014, Instructor rating: 4.0; dept. average, 3.26

Instructor, "Research Methods II" (PhD Seminar),  
 Spring 2012, Instructor rating: 3.33; dept. average: 3.29  
 Spring 2014, Instructor rating: 4.00; dept. average: 3.26  
 Spring 2016, Instructor rating 3.60, dept. average: 3.41

Instructor, "Computational Statistics and Data Analysis"(PhD),  
 Spring 2012, unrated (independent study)  
 Fall 2014, Instructor rating: 3.0; dept. average: 3.29  
 Spring 2016, Instructor rating: 3.75, dept. average: 3.41

Instructor, "Team Leadership" (Undergraduate),  
 Spring 2013, Instructor rating: 3.64, dept. average: 3.4  
 Fall 2013, Instructor rating: 3.9, dept. average: 3.34  
 Spring 2015, Instructor rating: 3.4, dept. average: 3.28

Instructor, "Strategic Leadership" (MBA),  
 Spring 2013, Instructor rating: 3.75, dept. average: 3.4  
 Spring 2015, Instructor rating: 3.33, dept. average: 3.28

#### *University of Nebraska, Lincoln*

Co-instructor with Todd Weber, "Professional Development Seminar – Data Management and Analysis" (PhD Seminar), Spring 2011

Co-Instructor with Peter Harms, "Research Methods" (PhD Seminar), Fall 2010

#### *University of Illinois, Urbana-Champaign*

Teaching Assistant/Lecturer, "Introduction to Social Psychology"  
 Perfect Teaching Rating (5.0/5.0) – Rated as Outstanding, Fall 2009

Guest Lecturer, "Organizational Psychology" (Daniel Newman), Topic: Organizational Justice

Instructor, "Introduction to Industrial/Organizational Psychology"  
 Rated as Excellent, Spring 2008; Spring, 2010.

Teaching Assistant, to Deborah Rupp in "Organizational Psychology"

#### *Teaching Interests*

Personnel Selection & Performance/HR

Organizational Psychology/OB/leadership, especially leader development

Research Methods (particularly, Graphical Models/ Structural Equations, Multilevel models, Generalized Linear Models, nonparametric statistics, statistical learning theory, philosophy of science, foundations of statistics)

#### *Advising*

##### **Concordia University**

Anna Conides, MSc. Thesis committee (member, in progress)

## **Binghamton University**

Jayoung Kim, Doctoral Dissertation (member, terminated due to move to Concordia)

Aniruddha Bannerjee, Doctoral Dissertation (member)

Minyoung Cheong (Asst. Prof, OB, Penn State University, Great Valley), Doctoral Dissertation (member)

Kristin L. Sotak (Asst. Prof, OB, SUNY Farmingdale), Doctoral Dissertation (Chair)

Chou-Yu (Joey) Tsai (Asst. Prof, OB, Cal State LA), Doctoral Dissertation (member)

Alexander Knights (Asst. Prof, OB, Roger Williams College, CT), Doctoral Dissertation (member)

Paul Sledd, Senior Honor's Thesis (UIUC)

## **Consulting**

Sheffield-Haworth, New York City, NY

Expert in psychometrics, job analysis, and personel psychology, June 2015 –

Options Group/HR-Squared, New York City, NY

Expert in psychometrics, job analysis, and personnel psychology, April 2012 – May 2014

TKC Global/Akima, LLC., Anchorage, AK

External expert in psychometrics, Comprehensive Soldier Fitness, August 2011 – January 2013

U.S. Army, Fairfield, CA; Monterrey, CA

External Consultant, Comprehensive Soldier Fitness, 2010 – 2012

External Consultant, Future Soldier Assessment, 2012 –

Police Training Institute, Champaign, IL

External Consultant, 2008 – 2010

State Universities Civil Service System, Urbana, IL

Intern, 2005 – 2007

Internal Consultant, (job analysis, selection test design & evaluation, satisfaction surveys), 2007 – 2010

## **Technical Skills**

### *Computer Skills*

Mac OS X & UNIX flavors (Solaris & Ubuntu), Windows OSes (with CYGWIN)

R, Mplus, MATLAB/Octave, LISREL, BILOG

HTML, L<sup>A</sup>T<sub>E</sub>X, Perl, Python (some), Common/Emacs Lisp, Fortran (limited)

My text editor of choice is Emacs.

### *Statistical Expertise*

Multilevel/hierarchical modeling, including generalized linear mixed models  
Structural equation modeling/Latent growth models, graphical modeling  
Non-parametric statistics, especially kernel regression & generalized additive models  
Multiway models

## Honors and Awards

Fall 2016 Teaching Honor Roll, School of Management, Binghamton University  
Spring 2016 Teaching Honor Roll, School of Management, Binghamton University  
2015 Corning Award for Excellence in Research, School of Management, Binghamton University.  
2015 Binghamton University Forum presenter  
Leader of Tomorrow, Knowledge pool, St. Gallen Symposium  
List of Teachers Rated as Outstanding by Their Students, Illinois  
List of Teachers Rated as Excellent by Their Students, Illinois  
Dean's List, University of Illinois, Urbana-Champaign

## Service

### *University*

#### **Concordia University**

Research Conversations committee (2017-2018)

#### **Binghamton University**

Graduate Council (Spring 2016)

Faculty Mentor, New Student Mentoring Program

School of Management, Technology committee (2011)

School of Management, Master's committee (2012 - present)

School of Management, Comprehensive exam committees (outside OSL),  
Aniruddha Banerjee (Operations),  
Yilong (Eric) Zheng (Marketing),  
Zecong (Herman) Ma (Marketing)

School of Management, dissertation committees (outside OSL), Aniruddha Banerjee (Operations/SCM), 2017.

**Spain, S.M.** (2012). *Personality traits as emergent causal states: A dynamic model of behavior consistency and change*. Collective dynamics of complex systems (CoCo) Seminar, Binghamton University, March 21.

Question and answer profile, Binghamton Research Magazine.

<http://discovere.binghamton.edu/faculty-spotlights/darkside-2-5372.html>

**Spain, S.M.** (2013). *Learning R for data analysis and graphics*. Faculty Development Committee Research Seminar, School of Management, Binghamton University, March 15.

Panelist, *Surveillance, Data Collection, and Use of Personally Identifying and Group Information: Is Technology Agnostic? The Ethics and Use of Data*, Binghamton University Innovation Day, April 24, 2014.

**Spain, S.M.** (2014). *Dark personality at work: What managers should know*. Talk presented to the Binghamton Rotary Club, May 27, 2014.

**Spain, S.M.** (2014, September). The dark side of leadership: Can you avoid it? Binghamton University First Year Experience, September 17, 2014.

Beyond the classroom (2014, September). Video series featuring faculty members discussing their research and personal lives.

## *Professional*

### **Memberships**

Association for Psychological Science – Member

Society for Industrial and Organizational Psychology – Member

Academy of Management – Member (OB, RM divisions)

### **Editorial Boards**

Senior Associate Editor, *The Leadership Quarterly*, August 2016 - Present

*Journal of Leadership and Organization Studies*

*Organizational Research Methods*

*Guest Editor*

with Peter Harms,

*Applied Psychology: An International Review*,

Special issue: Beyond the bright side: Dark personality in the workplace

with Rory Ekhart, Shelley Dionne, Thomas Moliterno, & Francis J. Yammarino,

*Organizational Research Methods* feature topic,

New approaches to multilevel methods and statistics

### **Ad Hoc Reviewer**

National Science Foundation – Methodology, Measurement, and Statistics Program

Public Library of Science One (PLOS One)

*Journal of Management*

*Business Ethics Quarterly*

*Journal of Business Ethics*

Journal of Personality and Social Psychology  
Journal of Organizational Behavior  
Journal of Management Inquiry  
Multivariate Behavioral Research  
Applied Psychology: An International Review  
Family & Consumer Sciences Research Journal  
Journal of Asia-Pacific Business  
International Journal of Psychology

### **Conferences**

Conference Reviewer, Academy of Management (HR, OB, RM)  
Conference Reviewer, Society for Industrial and Organizational Psychology  
Faculty mentor, New Doctoral Student Consortium (OB), Academy of Management (2012, 2013)  
Faculty mentor, Academy of Management Mentorship program (2011), mentee: Lily Cushenberry (now Assistant Professor, OB, SUNY- Stony Brook)  
SIOP Hogan Award Committee, 2017 - present.

Last updated: July 31, 2018  
<http://bingweb.binghamton.edu/~sspain>