

KRISTIN M. BEHFAR**Maiden name: Jackson***

Merage School of Business

University of California, Irvine

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EMPLOYMENT

- 2005-present** **Merage School of Business, University of California, Irvine** **Irvine, CA**
Assistant Professor of Organization and Management
- 2003-2005** **Kellogg School of Management, Northwestern University** **Evanston, IL**
Post Doctoral Fellow at the Kellogg Teams and Groups Center (KTAG) and
Visiting Assistant Professor of Management and Organizations
Creator and Director of TeaMBank: <http://www.kellogg.northwestern.edu/mors/team/index.htm>

EDUCATION

- 1997-2003** **Cornell University** **Ithaca, NY**
Ph.D. in Organizational Behavior, Johnson Graduate School of Management
Dissertation: *The team exchange contract in autonomous work groups: Behaviors and work strategies for sustainable performance*
- 1994-1996** **Boston University** **Boston, MA**
M.S. in Mass Communication
Concentration: Organizational Communication
Thesis: *The question of universal access: Building infrastructure and formulating policy for a national information infrastructure*
- 1991-1994** B.S. in Mass Communication
Concentration: Public Relations
Minor: Psychology

RESEARCH INTERESTS

Group processes, intra and inter-group conflict, conflict management, team decision-making

REFEREED PUBLICATIONS

- Behfar, K., R. Peterson, E. Mannix, & W. Trochim (2008). The critical role of conflict resolution in teams: A close look at the links between conflict type, conflict management strategies, and team outcomes. *Journal of Applied Psychology*, 93 (1), 170-188.
- Peterson, R. and K. Behfar (2003). The dynamic relationship between performance feedback, trust, and conflict in groups: A longitudinal study. *Organizational Behavior and Human Decision Processes*, 92, 102-112.
- Jackson*, K. and W. Trochim (2002). Concept mapping as an alternative approach to the analysis of open-ended survey responses. *Organizational Research Methods*, 5 (4), 307-336.

OTHER PUBLICATIONS

Journal Articles

4. J. Brett, Behfar, K., and M. Kern (2006). Managing multicultural teams. *Harvard Business Review*. November, pp. 84-91.

Reprinted in: *Harvard Business Review On Point*. Special issue on “Leading high impact teams.” February 2008
5. Behfar, K. (2004). “Presenting evaluation results.” Invited article for a special issue on Program Evaluation in *Volunteer Leadership*, Spring/Summer, p. 14.

Edited Book

6. K. Behfar and L. Thompson (Eds.) (2007). *Conflict in organizational teams: New directions in theory and practice*. Evanston, IL: Northwestern University Press Board.

European release by Kogan Page Press (2008) in association with the Northwestern University Press Board.

Chapters in Edited Volumes

7. Behfar, K. and L. Thompson (2007). “Conflict within and between organizational groups: Functional, dysfunctional, and quasi-functional perspectives.” In K. Behfar and L. Thompson (Eds.), *Conflict in organizational teams: New directions in theory and practice*: pp. 3-36. Evanston, IL: Northwestern University Press Board.
8. Behfar, K., Kern, M., & Brett, J. (2006). Managing challenges in multicultural teams.” In Y. Chen (Ed.), *Research on managing groups and teams: National culture and groups* (Vol. 9, pp. 239-269). Oxford: Elsevier Science Press.
9. Susskind, A., K. Behfar, and C. Borchgrevink (2006). “An Exploration of the Relationship Between Communication Structure and Team-Member Exchange Quality.” In *LMX Leadership: The Series, Sharing Network Leadership* (SNL), Volume 4: pp. 119-136. Greenwich CT: Information Age Publishing, Inc.
10. Peterson, R. S. and K. Behfar (2005). “Leadership as group regulation.” In D. Messick & R. Kramer (Eds.), *New thinking about the psychology of leadership*: 143-162. Mahwah, NJ: Lawrence Erlbaum Associates.

Case Studies

11. Behfar, K. (2006). *The Troubled Team at American Telecom: Managing Process and Personalities*. In *Negotiation, Teamwork, and Decision Making Exercises*. Published by Kellogg School of Management Dispute Resolution Research Center and Kellogg Team and Groups Center, Northwestern University.
12. Behfar, K. (2006). *The Three-Hour Tour: Team Leadership and Communication at Electronic Design, Incorporated*. In *Negotiation, Teamwork, and Decision Making Exercises*. Published by Kellogg School of Management Dispute Resolution Research Center and Kellogg Team and Groups Center, Northwestern University.

MANUSCRIPTS UNDER REVIEW

13. Behfar, K., E. Mannix, R. Peterson, & W. Trochim. Coordinating both people and task: Revisiting and explicating the process conflict construct
14. Brett, J., R. Friedman, and K. Behfar. The team negotiation challenge: Defining and managing the internal challenges of negotiating teams
15. Behfar, K., M. Thomas-Hunt, E. Burris. Seeing Red but not expertise: The role of conflict and team management behaviors on expertise identification and performance

MANUSCRIPTS IN PROGRESS

16. Behfar, K. and R. Swaab. Shared cognition in teams: Why the alignment of shared cognition with team process behaviors is key to sustainable performance.
17. K. Behfar and M. Cronin. Venting in teams: Why who people complain to is as important as what they complain about.
18. Campbell, T. and K. Behfar. Interdisciplinary medical teams: Effective processes and best practices for integrating patient care and financial interests of provider organizations.

AWARDS

Teaching	Kellogg School of Management “Top 25%” Teacher Course Evaluations, Winter 2005 Johnson Graduate School of Management “4.5” Club, Recognition for Excellence in Teaching, 2002
Grants	Dispute Resolution Research Center Research Support Grant, Kellogg School of Management, 2004, \$2,500.00.
Community	Outstanding Community Partner 2005, District 65 Evanston/Skokie Schools Excellence in Academics and Service, Cornell Public Service Center and The Cornell Tradition, 2002

CONFERENCE PRESENTATIONS

Behfar, K., E. Mannix, R. Peterson, and W. Trochim (2008, August). Coordinating both people and task: Revisiting and explicating the process conflict construct. Paper presented at the Academy of Management, Anaheim, CA.

Behfar, K.; R. Friedman, J. Brett (2008, July). The team negotiation challenge: Defining and managing the internal challenges of negotiating teams. Paper presented at International Association of Conflict Management, Chicago, IL.

Behfar, K. and R. Swabb (2007, July). Group process and shared cognition in teams: How and why shared cognition deteriorates over time. Paper presented at INGroup, East Lansing, MI.

Behfar, K. and R. Swabb (2006, August). Shared cognition and conflict in teams: Content and adherence. Paper presented at the Academy of Management, Atlanta, GA.

CONFERENCE PRESENTATIONS continued

Behfar, K., L. Thompson, G. Leonaradelli, and M. Kern (2005, August). Intra-team and inter-team conflict: The impact of feedback from a multiple round negotiation on strategy and outcomes. Paper presented at the Academy of Management, Honolulu, HI.

Behfar, K., E. Burris, and M. Thomas Hunt (2004, August). Group conflict, expertise, and performance: How functional role behaviors mediate effective utilization of expertise. Paper presented at the Academy of Management, New Orleans, LA.

Jackson*, K., R. Peterson, E. Mannix, and W. Trochim (2002, August). Conflict resolution strategies in leaderless groups: An exploratory study of their impact. Paper presented at the Academy of Management, Denver, CO.

Jackson*, K., E. Mannix, R. Peterson, W. Trochim (2002, June). A multi-faceted approach to process conflict. Paper presented at the International Association for Conflict Management, Salt Lake City, UT.

Jackson*, K., R. Peterson, and W. Trochim (2001, August). The importance of process in leaderless teams: Performance, satisfaction, and the cycle of conflict. Paper presented at the Academy of Management. Washington, D.C.

Peterson, R. and K. Jackson* (2001, August). The origins of task and relationship conflict in work teams: A longitudinal study. Paper presented at the Academy of Management. Washington, D.C.

Jackson*, K. and W. Trochim (2000, November). Concept mapping encounters qualitative data: An alternative approach to content analysis. Paper presented at the American Evaluation Association: Increasing Evaluation Capacity. Honolulu, Hawaii.

Peterson, R. and K. Jackson* (2000, August). The role of leadership in group regulation: An open systems view. Paper presented at the Conference on New Thinking About the Psychology of Leadership, Kellogg Graduate School of Management. Chicago, IL.

Jackson*, K. and A. Susskind (2000, April). An exploration of the relationship between communication structure and team member exchange quality. Presented at Sunbelt XX: the Annual International Network of Social Network Analysis Conference. Vancouver, BC.

INVITED PRESENTATIONS

- 2007** Graduate School of Business, Stanford University
- 2005** Sloan School of Management, Massachusetts Institute of Technology
Wharton School of Management, University of Pennsylvania
School of Management, Yale University
Merage School of Business, University of California, Irvine
McCombs School of Business, University of Texas, Austin
- 2003** Graduate School of Industrial Administration/Tepper School of Business, Carnegie Mellon
Jesse H. Jones Graduate School of Management, Rice University
London Business School
Rutgers Business School

TEACHING EXPERIENCE

University of California, Irvine, Merage School of Business

F202 Organizational Analysis (FEMBA program)

Fall 2005 Section A: Average instructor rating 6.20/7 (53 students)

Section B: Average instructor rating 6.55/7 (52 students)

Spring 2006 Section C: Average instructor rating 6.29/7 (58 students)

Fall 2006 Section A: Average instructor rating 3.87/4 (60 students)

Section B: Average instructor rating 3.92/4 (59 students)

Spring 2007 Section C: Average instructor rating 3.94/4 (68 students)

Fall 2007 Section A: Average instructor rating 3.73/4 (63 students)

Section B: Average instructor rating 3.78/4 (56 students)

F296 Executive Leadership (FEMBA program)

Spring 2007 Section A: Average instructor rating 3.92/4 (52 students)

Section B: Average instructor rating 3.94/4 (52 students)

Northwestern University, Kellogg School of Management

MORS 460 Leading and Managing Teams,

Spring 2004 Section 61: Average instructor rating 8.2/10 (47 students)

Section 71: Average instructor rating 8.0/10 (8 students)

Winter 2005 Section 61: Average instructor rating 6.9/10 (59 students)

Section 71: Average instructor rating 9.1/10 (19 students)

Northwestern University, Kellogg School of Management

Leading High Impact Teams, Executive Program, Winter 2004

Conflict Workshop: Managing to Transform Conflict Into Opportunity

Conceptual Issues for Managers: High Performance Teamwork, The Manager's Program

Day long orientation seminars, quarterly 2003-2005

Northwestern University, Medical School

High Performance Medical Teamwork, Winter 2005

Three-hour seminar on high performance medical teamwork

Cornell University

Lecturer, Johnson Graduate School of Management

NCC 554 Management and Organizations, Spring 2002

Average instructor ratings: 4.7/5 (72 students)

Lecturer, Department of Communication

COMM 272 Principles of Advertising and Public Relations, Summer 1998

Average instructor ratings: none provided (24 students)

PROFESSIONAL AFFILIATIONS

Academy of Management, International Association for Conflict Management

PROFESSIONAL SERVICE

Professional Service

Ad hoc reviewer for

Academy of Management Review

Journal of International Business Studies

Organizational Research Methods

Organizational Behavior and Human Decision Processes

Small Group Research

Program reviewer, Conflict Management Division, Academy of Management 2002-2005, 2007-2008

Program reviewer, International Association for Conflict Management 2008

UNIVERSITY SERVICE

University of California, Irvine Service

Master's Program committee 2008

Ph.D. program committee 2005-2007

Northwestern University Service

KTAG grant review committee member, 2003-2005

Negotiation and Teamwork Teaching Workshop, Kellogg School of Management, 2004, 2006