

## Curriculum Vitae

### **KRISTIN J. BEHFAR**

**Maiden name: Jackson\***

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### **EDUCATION**

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- 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 Communication
- 1991-1994**      B.S. in Communication

### **EMPLOYMENT**

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- 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  
Founding Director of the TeaMBank

### **RESEARCH INTERESTS**

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Group processes and performance  
Intra and inter-group conflict  
Conflict management  
Cross-cultural conflict resolution

### **AWARDS**

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- Scholarship**      *Outstanding Paper Published in 2008*, International Association for Conflict Management, 2010  
*Ascendant Scholar*, Western Academy of Management, 2010
- Grants**      Council on Research, Computing & Library Resources (CORCLR), \$824.00, 2010  
Council on Research, Computing & Library Resources (CORCLR), \$5000.00, 2009  
Dispute Resolution Research Center Research Support Grant, Kellogg School of Management,  
\$2,500.00, 2004
- Teaching**      *Dean's Honoree for Teaching Excellence in Undergraduate Education*, 2010  
*Excellence in Teaching for an Elective* (an student elected award, MBA program), 2010  
*Excellence in Teaching for an Elective* (a student elected award, MBA program), 2009
- Community**      *Outstanding Community Partner* 2005, District 65 Evanston/Skokie Schools  
*Excellence in Academics and Service*, Cornell Public Service Center & the Cornell Tradition, 2002

## **PUBLICATIONS**

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### **Scholarly Book**

1. K. Behfar and L. Thompson (Eds.) (2007). *Conflict in organizational groups: New directions in theory and practice*. Evanston, IL: Northwestern University Press.  
1A. K. Behfar and L. Thompson (Eds.) (2008). *Conflict in organizational groups: New directions in theory and practice*. London, UK: Kogan Page Press. European edition.

### **Scholarly Book Chapters**

2. 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 groups: New directions in theory and practice*: pp. 3-35. Evanston, IL: Northwestern University Press.
3. Behfar, K., Kern, M., and 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. 233-262). Oxford: Elsevier Science Press.
4. Susskind, A., K. Behfar, and C. Borchgrevink (2006). "An exploration of the relationship between communication network structures, team-member exchange quality and teamwork." In G. Graen (Ed), *Sharing network leadership*, Volume 4: pp. 119-136. Greenwich CT: Information Age Publishing, Inc.
5. Peterson, R. and K. Behfar (2005). "Leadership as group regulation." In D. Messick & R. Kramer (Eds.), *The psychology of leadership: New perspectives and research*: 143-162. Mahwah, NJ: Lawrence Erlbaum Associates.

### **Refereed Journal Articles**

6. Behfar, K., E. Mannix, R. Peterson, and W. Trochim (2010). Conflict in small groups: The meaning and consequences of process conflict. *Small Group Research*.
7. Behfar, K., R. Peterson, E. Mannix, and 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.  
\* **Winner of Outstanding Paper Award**, International Association for Conflict Management
8. 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.
9. Jackson\*, K. and W. Trochim (2002). Concept mapping as an alternative approach for the analysis of open-ended survey responses. *Organizational Research Methods*, 5 (4), 307-336.

### **Other Journal Articles**

10. J. Brett, R. Friedman, and K. Behfar (2009). How to manage your negotiating team: The biggest challenge may lie on your side of the table. *Harvard Business Review*. September, pp. 105-109.
11. J. Brett, Behfar, K., and M. Kern (2006). Managing multicultural teams. *Harvard Business Review*. November, pp. 84-91.  
\* **Designated as a "Most Popular" article at HBR Educators Website**

## **PUBLICATIONS (continued)**

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- 11A. Reprinted in: *Harvard Business Review On Point*. Special issue on “Leading high impact teams.” February 2008.
12. Behfar, K. (2004). “Presenting evaluation results.” Special issue on Program Evaluation in *Volunteer Leadership*, Spring/Summer, p. 14.

### **Case Studies**

13. Behfar, K. (2006). *The Troubled Team at Universal 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.
14. 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**

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- R1. Behfar, K., R. Friedman, and J. Brett. “Managing negotiating teams: How team challenges can act as catalysts and suppressors of effective team management.”
- R2. Behfar, K. and M. Cronin. “Venting about work related annoyances: How the responses of third-party listeners impact the venter’s ability to problem solve.”
- R3. Behfar, K. and R. Swaab. “Reflecting on feedback for the individual and the team: The impact of reflexivity interventions on team process and performance.”
- R4. K. Behfar, R. Friedman and S. Oh. “From ego-to-other-centric: The impact of individual satisfaction on ego-centric behavior in teams.”

## **WORKING PAPERS**

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- WP1. Cronin, M., K. Behfar, K. McCarthy. “Heat Transfer: The benefits of complaining to people outside of team.
- WP2. K. Behfar, O. Sheldon, M. Thomas-Hunt. “Team leader behavior under conditions of status loss or gain: The use of controlling versus inclusive team meeting tactics and the response of team members.
- WP3. Behfar, K., J. Brett, J. Sanchez-Burks. “Direct versus indirect communication: The role that face threat and emotion play in cross-cultural conflict resolution.”
- WP4. Bendersky, C., K. Behfar, K. Jehn, L. Weingart. “Measurement of intra-group conflict: Conflict intensity predicts more than conflict type.”

## **CONFERENCE PRESENTATIONS**

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- C20. K. Behfar and M. Cronin (2010, August). The efficacy of venting as a function of the response of third-party listeners. Paper presented at the Academy of Management, Montreal, Canada.
- C19. Bendersky, C., K. Behfar, L. Weingart, K. Jehn, G. Todorova, and J. Bear (2010, August). Revisiting the dimensions of intra-group conflict. Paper presented at the Academy of Management, Montreal, Canada.

## **CONFERENCE PRESENTATIONS (continued)**

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- C18. K. Behfar, R. Friedman, and J. Brett (2010, July). How challenges can act as catalysts or suppressors of effective team process. Paper presented at the Interdisciplinary Network for Groups Research (INGRoup), Washington, DC.
- C17. Bendersky, C., K. Behfar, L. Weingart, K. Jehn, G. Todorova, J. Bear (2010, June). Revisiting the dimensions of intra-group conflict: Theoretical and psychometric construct refinement. Paper presented at the International Association for Conflict Management, Boston, MA.
- C16. Behfar, K and R. Swaab (2010, March). Reflexivity interventions in the field: Reflexivity on team versus individual feedback and the impact on team viability. Paper presented at the Western Academy of Management, Kona, HI.
- C15. Behfar, K., M. Cronin (2009, July). Venting about teamwork: When venting is useful and the impact of those who listen. Paper presented at INGRoup, Colorado Springs, CO.
- C 14. Behfar, K., R. Friedman, and J. Brett (2009, March). Managing negotiating teams: How team challenges can act as catalysts and suppressors of effective team process. Paper presented at the Western Academy of Management, Midway, UT.  
*\*Nominated for best paper award.*
- C 13. 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.
- C12. 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.
- C11. 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.
- C10. 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.
- C9. 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.
- C8. 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.
- C7. 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.
- C6. 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.
- C5. 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.

- C4. 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.

### **CONFERENCE PRESENTATIONS (continued)**

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- C3. 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.
- C2. 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.
- C1. 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**

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- 2010** Business School, Rutgers University
- 2009** Wharton School of Management, Organizational Behavior Conference  
Anderson School of Management, University of California, Los Angeles
- 2008** University of Michigan, American National Election Studies
- 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** Tepper School of Business, Carnegie Mellon  
Jesse H. Jones Graduate School of Management, Rice University  
London Business School  
Rutgers Business School

### **TEACHING EXPERIENCE**

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#### **University of California, Irvine**

#### **Merage School of Business**

*M229 Leadership Strategies*

*F202 Organizational Analysis*

*F296 Executive Leadership*

*M126 Foundations for Teams*

*Leading and Managing Teams*

#### **Northwestern University**

#### **Kellogg School of Management**

*MORS 460 Leading and Managing Teams (Full Time and Fully Employed MBA program)*

### **PROFESSIONAL AFFILIATIONS**

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Center for Team and Leadership Development, Research Fellow, UCI  
Center for Organizational Research (COR), Affiliate, UCI  
Academy of Management, Member

International Association for Conflict Management, Member  
Western Academy of Management, Member  
The Interdisciplinary Network for Group Research (INGRoup), Member

## **PROFESSIONAL SERVICE**

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Editorial Board Member  
*Small Group Research*

Ad hoc reviewer for  
*Journal of Applied Psychology*  
*Organizational Behavior and Human Decision Processes*  
*Academy of Management Review*  
*Organization Science*  
*Organizational Research Methods*  
*Negotiation and Conflict Management Research*

Conference program reviewer for  
Conflict Management Division, Academy of Management  
International Association for Conflict Management  
Western Academy of Management  
Interdisciplinary Network for Group Research (INGRoup)

## **MERAGE SCHOOL SERVICE**

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Master's Program committee 2008-present  
Ph.D. committee 2005-2007

## **UNIVERSITY SERVICE**

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Senate Committee, Council on Student Experiences, 2009-present  
Diversity Development Program, Advisory Board Member 2008-present