

## **DON VANDEWALLE**

Altshuler Distinguished Teaching Professor  
Frank and Susan Dunlevy Research Fellow  
Management & Organizations Department  
Cox School of Business  
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### **EDUCATION:**

#### **Carlson School of Management, University of Minnesota**

- Ph.D. in Organizational Behavior and Strategic Management, August 1995
- Secondary fields: Psychology, Sociology, and Statistics
- Dissertation: *A Goal Orientation Model of Feedback Seeking Behavior*
- Dissertation Chair: Larry Cummings
- Committee: Ruth Kanfer, Judi McLean Parks, Mary Nichols, Andrew Van de Ven

#### **University of Kansas**

- M. B. A. with a Human Resource Management emphasis

#### **Park College**

- B. A. with a double major in Communications and Economics/Business
- *Magna Cum Laude*, Presidential Scholar, and Departmental Honors
- Parker Memorial Award for the Outstanding Graduating Senior

### **RESEARCH AGENDA:**

The underlying theme of my research agenda is the investigation of psychological factors that influence skill development and personal performance improvement. The principal pursuit of this theme has been a systematic research program that has investigated how goal orientation (achievement motivation) preferences influence the use of self-management activities such as goal setting, feedback seeking, and planning to enhance personal performance and success. A second research agenda examines how a leader's implicit theory about ability (a fixed or a growth mindset) influences a leader's self-management and management of others.

## PUBLICATIONS:

23. Vandewalle, D., Nerstad, C. & Dysvik, A. (2019) Goal Orientation: A Review of the Miles Traveled, and the Miles to Go. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 115–144.
22. Pinkley, R. L., Conlon, D. E., Sawyer, J., Sleesman, D. J., Vandewalle, D., Kuenzi, M. (2019). The Power of Phantom Alternatives: How What Could Be Haunts What Is. *Organizational Behavior and Human Decision Processes*. 151, 34-48. \*\*\* 2017 Academy of Management 2017 Best Paper Award from the Conflict Management Division.
21. Dineen, B. R., Vandewalle, D., Noe, R. A., Wu, L., and Lockhart, D. (2018). Who Cares about Demands-Abilities Fit? Moderating Effects of Goal Orientation on Recruitment and Organizational Entry Outcomes. *Personnel Psychology*. 71, 201-224
20. Vandewalle, D. (2012). A growth and fixed mindset exposition of the value of conceptual clarity. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. 5, 301-305
19. Heslin, P. A., & Vandewalle, D. (2011). Performance appraisal procedural justice: The role of manager's implicit person theory. *Journal of Management*. 37, 1694-1718
18. Heslin, P. A., Carson, J. B., & Vandewalle, D., (2009) Practical Applications of Goal Setting Theory to Performance Management. *Performance Management: Putting Research into Practice*. J. W. Smithers and M. London eds. San Francisco, CA: Jossey Bass
17. Heslin, P. A., & Vandewalle, D. (2008). Managers' implicit assumptions about personnel. *Current Directions in Psychological Science*, 17, 219 – 223.
16. Heslin, P. A., Vandewalle, D, & Latham, G. P. (2006) Keen to Help? Managers' Implicit Person Theories and their Subsequent Employee Coaching. *Personnel Psychology*, 59, 871-902.
15. Heslin, P. A., Latham, G. P., & Vandewalle, D. (2005). The effect of implicit person theory on performance appraisals. *Journal of Applied Psychology*, 90, 842-856.
14. Cron, W., Slocum, J., Vandewalle, D, & Fu, Q. (2005). The role of goal on negative emotions and goal setting when initial performance falls short of one's performance goal." *Human Performance*, 18, 55-80.
13. Vandewalle, D. (2003). "A goal orientation model of feedback-seeking behavior." *Human Resource Management Review*, 13, 581-604.

12. Ashford, S. J., Blatt, R., & Vandewalle, D. (2003). "Reflections on the looking glass: A review of research on feedback-seeking behavior in organizations." *Journal of Management*, 29, 773-799.
11. Vandewalle, D. (2001). "Why wanting to look successful doesn't always lead to success." *Organizational Dynamics*, 30, 162-171.
10. Vandewalle, D., Cron, W. L., & Slocum, J. W. (2001). "The role of goal orientation following performance feedback." *Journal of Applied Psychology*, 86, 629-640.
9. Vandewalle, D., Ganesan, S., Challagalla, G. N., & Brown, S. P. (2000) "An integrated model of feedback-seeking behavior: Disposition, context, and cognition." *Journal of Applied Psychology*, 85, 996-1003.
8. Van Dyne, L., Vandewalle, D., Kostova, T., Latham, M. E. & Cummings, L. L. (2000) "Collectivism, propensity to trust, and self-esteem as predictors of organizational citizenship in a non-work setting." *Journal of Organizational Behavior*, 21, 3-23.
7. Vandewalle, D. (2000). "Work domain goal orientation instrument." In J. Maltby, C.A. Lewis, and A. Hill (Eds.). *A Handbook of Psychological Tests*. Lampeter, Wales, UK: Edwin Mellen Press.
6. Vandewalle, D., Brown, S., P., Cron, B., & Slocum, J. (1999). "The influence of goal orientation and self-regulation tactics on sales performance: A longitudinal field test." *Journal of Applied Psychology*, 84, 249-259.
5. Brett, J. F., & Vandewalle, D. (1999) "Goal orientation and specific goal content as predictors of performance outcomes in a training program." *Journal of Applied Psychology*, 84, 863-873.
4. Vandewalle, D. (1997). "Development and validation of a work domain goal orientation instrument." *Educational and Psychological Measurement*, 57, 995-1015.
3. Vandewalle, D. & Cummings, L. L. (1997). "An empirical test of goal orientation as a predictor of feedback-seeking behavior." *Journal of Applied Psychology*, 82, 390-400.
2. Vandewalle, D., Van Dyne, L., & Kostova, T. (1995) "Psychological ownership: An empirical examination of its consequences." *Group & Organization Management*, 20, 210-226.
1. Vandewalle, D. (1991). "Characteristics of organizational effectiveness of business and nonprofit organizations." In T. Krepel (Ed.), *The Minnesota Educational Effectiveness Program Research and Development Project* (92-124). St. Paul: Minnesota Department of Education.

## **NATIONAL and INTERNATIONAL CONFERENCE PRESENTATIONS:**

- Nerstad, C., Glasø L., & Vandewalle, D. “Hanging in There in the Throes of a Performance Climate and Burnout.” Academy of Management Annual Meeting, Chicago, IL, 2018.
- Vandewalle, D. "Field of Dreams: Building Our Teaching Destiny via Student Motivation.” Academy of Management Annual Meeting, Atlanta, GA, 2017.
- Pinkley, R. L., Conlon, D. E., Sawyer, J. E., Vandewalle, D., & Kuenzi, M. “Unpacking BATNA Availability: How Probability Can Impact Power in Negotiation.” Academy of Management Annual Meeting, Atlanta, GA, 2017 (*Best Paper Award from the Conflict Management Division*).
- Vandewalle, D. “A Positive Psychology Foundation Model for Leadership Development.” Society for Industrial/ Organizational Psychology Conference, Orlando, FL, 2017.
- Vandewalle, D. "Enhancing Motivation in the Classroom via Meaningful Experience." Academy of Management Annual Meeting, Anaheim, CA, 2016.
- Vandewalle, D. "Using the Power of Evidence-Based Teaching Practices." Academy of Management Annual Meeting, Vancouver, BC, Canada, 2015.
- Vandewalle, D., Dirks, K., Ferrin, D. Heslin, P. Cooper, C., & Kim, P. “Repairing Trust: An Implicit Theory Model Considering the Violation and the Violated.” Academy of Management Annual Meeting, Anaheim, CA, 2008.
- Dineen, B., Vandewalle, D., & Noe, R. & Lockhart, D. “Learning Orientation in Job Search and Employment Contexts: Effects on Recall and Cultural Alignment.” Academy of Management Annual Meeting, Anaheim, CA, 2008.
- Anseel, F., & Vandewalle, D. “ Supportive Feedback Environments: The Role of Supervisors’ Implicit Person Theories” Society for Industrial/ Organizational Psychology Conference, San Francisco, CA, 2008
- Vandewalle, D., Surface, E. A. & Bhavsar, K S., "Goal Orientation as a Predictor of Foreign Language Proficiency." Society for Industrial/ Organizational Psychology Conference, New York, 2007.
- Dineen, B. R., Vandewalle, D., Noe, R. A. & Lockhart, D., “Goal Orientation: Effects on Cultural Understanding, Perceived P–O Fit, and Satisfaction.” Society for Industrial/ Organizational Psychology Conference, New York, 2007.
- Watson, A. M., Meade, A. W., Surface, E. A., & Vandewalle, D., "Are Goal-Orientation Comparisons Appropriate Between American and Korean Groups?" Society for Industrial/ Organizational Psychology Conference, New York, 2007.
- Vandewalle, D. “How Can Goal Orientation Research Advance? The Crucial Role of Moderator Variables.” Part of the Symposium “What about moderators? A discussion of

novel moderators in the goal orientation-performance relationship” Academy of Management National, Conference, Atlanta, GA August 2006.

- Vandewalle, D. “Leaders: Born or developed? A social cognitive theory of why the answer matters.” Association for Psychological Science 18<sup>th</sup> Annual Convention, New York, May 2006 (keynote address).
- Heslin, P. A., & Vandewalle, D. “Who’s procedurally just? The role of managers’ implicit person theory.” Society for Industrial/ Organizational Psychology National Conference, Dallas, May 2006 (*Top 15 Best Paper Recognition*)
- Heslin, P. A., & Vandewalle, D. “Keen to help? A field study of managers’ IPTs and their subsequent employee coaching.” Academy of Management National Meeting, Honolulu, August 2005
- Heslin, P. A., & Vandewalle, D. “Feedback interventions and feedback seeking: Implications for self-regulation.” Society for Industrial/ Organizational Psychology Conference, Los Angeles, April, 2005.
- Heslin, P. A., & Vandewalle, D. “Some people never change! Predicting anchoring on initial employee performance.” Society for Industrial/ Organizational Psychology National Conference, Los Angeles, April, 2005.
- Weekley, J., & Vandewalle, D. “Work domain goal orientation as a predictor of situational judgment for sales performance.” Society for Industrial/ Organizational Psychology National Conference, Los Angeles, April, 2005.
- Heslin, P. A., Latham, G. P., & Vandewalle, D. “Implicit person theory effects on employee coaching.” Society for Industrial/ Organizational Psychology National Conference, Chicago, April, 2004.
- Cron, W., Slocum, J., & Vandewalle, D. "Goal Orientation and Student Performance," Academy of Management National, Conference, Denver, August 2002 (*Best Paper Award from the Management Education Division*).
- Vandewalle, D. “Attribution theory reconsidered: The case of implicit theory beliefs and performance management.” Academy of Management National, Conference, Washington, D.C., August 2001.
- Cron, W., Slocum, J., Vandewalle, & D. “Negative feedback and self-set goal level: The role of emotional reactions and goal orientation.” Society for Industrial and Organizational Psychology National Conference, San Diego, April 2001.
- Vandewalle, D. “Goal orientation: Advances in construct conceptualization and validation research.” Society for Industrial and Organizational Psychology National Conference, San Diego, April 2001.
- Vandewalle, D., Cron, W. L., & Slocum, J. W. “A longitudinal study of goal orientation: What leads to success in the classroom.” Society for Industrial and Organizational Psychology National Conference, New Orleans, April 2000.

- Vandewalle, D. "Goal orientation comes of age for adults: A literature review." Academy of Management Annual Meeting, Chicago, August 1999.
- Vandewalle, D., Ganesan, S., Challagalla, G. N., & Brown, S. P. "An integrated model of feedback seeking behavior: Personality, context, and cognition." Society for Industrial and Organizational Psychology National Conference, Atlanta, April 1999.
- Vandewalle, D., & Roney, J. "Procedural Justice: Practicing what we preach in the classroom." 25<sup>th</sup> National Organizational Behavior Teaching Conference, Los Angeles, June 1998.
- Vandewalle, D., Brown, S. P., Cron, W. B., & Slocum, J. W. "Wanting to look good isn't enough: Goal orientation and sales performance." Society for Industrial and Organizational Psychology National Conference, Dallas, April 1998.
- Brett, J. F., & Vandewalle, D. "Goal orientation and specific goal content as predictors of performance outcomes in a training program." Society for Industrial and Organizational Psychology National Conference, Dallas, April 1998.
- Pinkley, R. L., & Vandewalle, D. "Only the phantom knows: Impact of certain, conditional, unspecified, and zero alternatives to settlement in dyadic negotiations." Academy of Management National Conference, Boston, August 1997 (*Best Paper Award from the Conflict Management Division*).
- Vandewalle, D. "Development and validation of a work domain goal orientation instrument." Society for Industrial and Organizational Psychology National Conference, St. Louis, April 1997.
- Vandewalle, D. M. "Are our students trying to prove or improve their ability? Development and validation of an instrument to measure academic goal orientation for adults." Academy of Management Annual Meeting, Cincinnati, August 1996 (*Best Paper Award for Research Design from the Management Education Division*).
- Vandewalle D. M. & Cummings, L. L. "An empirical test of goal orientation as a predictor of feedback-seeking behavior." Society for Industrial and Organizational Psychology National Conference, San Diego, April 1996.
- Van Dyne, L., Vandewalle, D. M., Kostova, T., & Cummings, L. L. "Individual differences and discretionary behavior: Mediated effects in a cooperative setting." Academy of Management Annual Meeting, Dallas, August 1994.
- Vandewalle, D., Van Dyne, L., & Kostova, T. "Psychological ownership: An empirical examination of its consequences." Organizational Studies Doctoral Student Conference, Albany. October, 1993. (*One of the 6 Best Paper/Special Issue Awards out of 173 conference submissions*).
- Vandewalle, D. "Feedback seeking behavior: A goal orientation model." Academy of Management Annual Meeting, Atlanta. August 1993.

## **INVITED PRESENTATIONS:**

Colloquium Presentation (2019)  
School of Business, University of Kansas

Colloquium Presentation (2019)  
Oslo Business School, Oslo Metropolitan University

Seminar Presentation (2019)  
Norwegian Psychological Association

Seminar Presentations (2018)  
School of Business, College of Charleston

Colloquium and Seminar Presentations (2018)  
Lindner College of Business, University of Cincinnati

Colloquium Presentation (2017)  
Simmons School of Education, Southern Methodist University

Colloquium and Seminar Presentations (2016)  
BI Norwegian School of Business, Oslo

Colloquium Presentations (2013)  
Block School of Business, University of Missouri  
School of Business, Park University

New Faculty Teaching Excellence Program (2012, 2013 and 2015)  
Southern Methodist University

Academy Forum (2011 and 2012)  
Academy of Distinguished Teachers, Southern Methodist University

Ph.D. Conference Presentation (2010)  
Department of Strategic Management and Organization, University of Minnesota

18<sup>th</sup> Annual Teaching Effectiveness Symposium (2010)  
Center for Teaching Excellence, Southern Methodist University

Colloquium Presentation (2007)  
Department of Psychology, Southern Methodist University

Colloquium Presentation (2007)  
Department of Psychology, Stanford University

Colloquium Presentation (2007)  
Division of Clinical Science, University of Texas Southwestern Medical Center

Motivation in Context Workshop (2007)

Department of Psychology, University of Zurich

Colloquium Presentation (2006)

Jones School of Business and Department of Psychology, Rice University

Colloquium Presentation (2005)

Ross School of Business, The University of Michigan

Colloquium Presentation (2005)

Broad School of Business, Michigan State University

Colloquium Presentation (2005)

School of Psychology, University of Gent, Belgium

Keynote Address (2005)

IOOB National Conference, Florida Institute of Technology

Colloquium Presentation (2005)

Fisher School of Business, The Ohio State University

Colloquium Presentation (2004)

School of Psychology, The Georgia Institute of Technology

11<sup>th</sup> Annual Teaching Effectiveness Symposium (2004)

Center for Teaching Excellence, Southern Methodist University

Colloquium Presentation (2004)

Marshall School of Business, University of Southern California

OB/OMT Junior Faculty Workshop (2001)

Academy of Management National Conference

Ph.D. Seminar Presentation (2001)

School of Management, University Of Texas—Dallas

Colloquium Presentation (2000)

Department of Clinical and Social Sciences in Psychology, University of Rochester

Colloquium Presentation (2000)

Robert H. Smith School of Business, University of Maryland

6<sup>th</sup> Annual Teaching Effectiveness Symposium (1999)

Center for Teaching Excellence, Southern Methodist University

Ph.D. Seminar Presentation (1999)

School of Management, University Of Texas—Dallas

Colloquium Presentation (1998)

Department of Psychology, Southern Methodist University



## **EMPLOYMENT:**

### **Cox School of Business, Southern Methodist University (1995 to present)**

- **Altshuler Distinguished Teaching Professor** (2010 to present)
- **Chair**, Management & Organizations Department (2006-2014)
- **Associate Professor** of Management & Organizations (2001 to present)
- **Assistant Professor** of Management & Organizations (1995-2001).
- Teaching and independent study supervision for organizational behavior and leadership courses at the BBA, MBA, PMBA, EMBA, and Executive Education levels.

### **Carlson School of Management, University of Minnesota-Twin Cities**

- Instructor for five sections of MGMT 3002: The Psychology of Management.
- Teaching assistant for MGMT 8033: Managing the Strategy Process.

### **Kansas City, Kansas Community College**

- **Founding Honors Program Director:** Led from ground zero the development of the Presidential Scholar and Honors Program. Led the recruitment, academic advising, and curriculum for 150-plus program scholars.
- **Business Faculty:** Taught financial and managerial accounting, general management, micro and macro economics, human resource management, and in the PACE adult education program. Developed and taught the honors program accounting sequence curriculum.

### **Park College**

- **Athletic Director:** Led the growth of the athletic department from 3 to 12 NAIA varsity level teams; Responsible for athletic program development, competition scheduling, staff hiring and leadership, NAIA institutional compliance, athletic department sports information and fundraising, and facilities management and development.
- **Founding Head Track and Cross-Country Coach:** Developed from ground zero a nationally competitive track and cross-country program that produced 33 NAIA Academic and Athletic All-Americans, 19 teams competing in national competition, and 3 teams with a top 10 finish in national competition. Hold the US record at age 21 for the youngest head coach in history for an NCAA or NAIA level collegiate athletic team.
- **Director of Student Activities:** Coordinated student activities (lectures, concerts, and special events), student government, and placement activities.
- **Park University Athletics Wall of Honor:** Inducted as a member of the inaugural Class of 2015 in the Coaching Category by a unanimous selection committee vote.

## **VISITING SCHOLAR APPOINTMENTS:**

- BI Norwegian School of Business, Oslo, Norway (2016)
- University of Michigan, Ann Arbor, Michigan (2005)

## **EDITORIAL BOARDS:**

- *Journal of Applied Psychology* (current appointment)
- *Journal of Management* (appointment completed)
- *Organizational Behavior and Human Decision Processes* (appointment completed)

## **ACADEMIC FUNDING AND RESEARCH HONORS:**

- Frank and Susan Dunlevy Research Fellow, 2018-19
- SMU Cox Fisher Research Fellowship, 2010-2013
- SIOP Best Paper Award, 2006
- SMU Cox Leo F. Corrigan Faculty Research Fellowship: 2004-2005
- SMU Cox Professor on the Corrigan Endowment, 2003-2004-2005-2006
- SMU Dorothy Cullum Summer Research Fellowship: 1998-2002
- SMU Cox School of Business Annual Research Excellence Award: 1999
- SMU Teaching Technology Group Grant: 1998
- SMU Women's Studies Grant: 1997
- Academy of Management Best Paper Award: 1996, 1997, 2002, 2017
- U of Minnesota Graduate School Doctoral Dissertation Fellowship: 1993-94
- Carlson School of Management Dissertation Fellowship: 1993-94
- Carlson School of Management Thesis Cost Fellowship: 1994-95
- Richard D. Irwin Foundation Dissertation Fellowship: 1993-94

## **SOUTHERN METHODIST UNIVERSITY and COX SCHOOL SERVICE:**

- M.S. in Organizational Psychology Program Advisory Committee: 2018 to present
- SMU Health and Society Program Advisory Council: 2016 to present
- Cox BBA Policy Committee: 2016 to present
- SMU Faculty Handbook Revision Committee: 2017-18
- SMU Dedman College Division II P&T Advisory: 2015 to present
- SMU Center for Teaching Excellence Advisory Board: 2013-2017
- SMU-in-Taos Advisory Board: 2013-2017
- SMU Distinguished University Citizen Award: 2012
- SMU University Curriculum Institutions, and Cultures Committee: 2010-2011
- Chair, Southern Accreditation Finance Committee: 2009-2011
- SMU Southern Accreditation Committee Steering Committee: 2009-2011
- Chair, SMU University Benefits Council: 2006-2011
- Chair, SMU Faculty Senate Benefits Subcommittee: 2006-2011
- SMU Human Rights Program Advisory Board: 2009-2015
- SMU Master's in Educational Leadership Advisory Committee: 2009-2017
- SMU Retirement Plans Advisory Council: 2008-2011
- SMU Title IX Committee: 2007-2008
- SMU Men's Basketball Search Committee (2006)
- President's Commission on Investment in Faculty Excellence: 2003-2004
- Chair, SMU Faculty Senate Committee on Committees: 2004-2005
- Senator, SMU Faculty Senate: 2000-2006
- Cox MBA Policy Committee: 2000-2006
- Executive Committee Member, SMU Faculty Senate: 2002-2003
- Chair, SMU Faculty Senate Academic Calendar Committee: 2000-2003
- Cox Executive Committee: 1999-2000; 2006 to 2014
- Maguire Center Sports Ethics Conference Steering Committee: 1999-2000
- Cox M&O Department Faculty Search Coordinator: 1998-2000; 2005-2006
- SMU Athletic Program Admissions Review Committee: 1997-1999
- Cox Full-time MBA Policy Committee: 1997-1998

## **TEACHING RECOGNITION:**

- Cox Outstanding MBA Teaching Award, 2018
- Cox Distinguished MBA Teaching Award, 2017
- Cox Distinguished MBA Teaching Award, 2016
- Cox Distinguished MBA Teaching Award, 2015
- Cox Distinguished MBA Teaching Award, 2014
- Cox Distinguished MBA Teaching Award, 2013
- Cox Distinguished MBA Teaching Award, 2012
- Cox Distinguished MBA Teaching Award, 2011
- SMU HOPE (Honoring Our Professors' Excellence) Honoree, 2016
- Poets & Quants EMBA for Executives Professor Recognition, 2015
- Cox Most Valuable EMBA Professor, 2013
- SMU Altshuler Distinguished Teaching Professor Award, 2010
- Cox Teaching Innovation Award, 2010
- Cox Outstanding MBA Teaching Award, 2009
- Cox Outstanding MBA Teaching Award, 2006
- SMU President's Outstanding Faculty Award, 2004.
- Community College Teacher Recognition Award, University of Kansas: 1991
- Master Teacher Award, NISOD at the University of Texas: 1988, 1989
- Award of Excellence, Kansas State Board of Education: 1988

## **UNIVERSITY OF MINNESOTA SERVICE:**

- Graduate School Research Strategic Planning Committee: 1993-94
- Vice-President for Finance, Council of Graduate Students: 1993-94
- Strategic Management and Organization Department Ph.D. Committee: 1991-92
- Strategic Management and Organization Department Faculty Search: 1993-94

## **PROFESSIONAL MEMBERSHIP**

- Academy of Management OB Division liaison for the Teaching Theme Committee (TTC)
- Society for Industrial and Organizational Psychology, APA Division 14 (Sterling Circle Recognition)
- Society for Personality and Social Psychology, APA Division 8
- Consulting Division, APA Division 13
- American Psychological Association
- Center for Positive Organizations Community of Scholars

## **UNDERGRADUATE HONORS AND ACTIVITIES:**

- Parker Memorial Award (Outstanding graduating senior and class graduation speaker)
- Presidential Scholar and Dean's List
- Freshman Scholar Award (Highest freshman class grade-point average)
- Scripps-Howard Journalism Scholarship (Funded sophomore through senior year)
- Missouri College Newspaper Association Journalist of the Year
- Editor-in-Chief, Park College Stylus (campus collegiate newspaper)
- President, Park College Student Union
- Chair, Park College Judicial Board