VITA

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Tony L. Simons

Professor
Organizational Management,
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Education

Ph.D. & M.A. in Organization Behavior, 1993
Kellogg Graduate School of Management,
Northwestern University, Evanston, IL

B.A., Psychological Theory, 1983
University of Chicago, Chicago, IL

Research Interests

Behavioral Integrity – Word-Action Alignment in Leadership
Trust in Management
Trust in Supply Chain Relationships
Justice Perceptions
Employee Climate and the Quality of Service Delivery
Cross-Level (Meso) Theory and Method
Top Management Teams and Decision Implementation
Group Decision Making
Organizational Culture
Change Implementation

Teaching Interests

Organizational Behavior
Human Relations Skills
Negotiation
Leadership
Power, Politics, and Ethics
Strategy Implementation & Management of Change

Dissertation Title

Clash of the Titans: The Performance Impact of Top Management Team Debate — A Test of a Multiple Contingency Models

Books

Simons, Tony. *The Integrity Dividend: Leading by the Power of Your Word*. San Francisco: Jossey Bass, 2008

Guest Editorships

Simons, T., H. Leroy, & G.T. Savage. Leading in Health Care Organizations: Improving Safety, Satisfaction, and Financial Performance. *Advances in Health Care Management,* 14, 2013.

Simons, T, M. Palanski, & L. Treviño. Leader Integrity. *The Leadership Quarterly*, Vol. 24, No. 3, 2013

Refereed Research Publications

H Park, H Leroy, L Dragoni, T Simons, S Yun (2024) Does Leaders' Impression Management Help or Hurt? It Depends on the Perspective of the Follower. *Journal of Leadership & Organizational Studies* 31 (4), 473-490 https://doi.org/10.1177/15480518241273322

Brenda Nguyen, Hannes Leroy, Carol Gill and Tony Simons. (2022) Be yourself or adapt yourself? Authenticity, self-monitoring, behavioural integrity, and trust. *Journal Of Trust Research* https://doi.org/10.1080/21515581.2022.2093211

Simons, T., Leroy, H. & Nishii, L. (January 2022) Revisiting Behavioral Integrity: Progress and New Directions After 20 Years. *Annual Review of Organizational Psychology and Organizational Behavior* Vol. 9. https://doi.org/10.1146/annurev-orgpsych-012420-062016

Vogelgesang, G.R., Crossley, C., Simons, T. & Avolio, B. (2021). Behavioral Integrity: Examining the Effects of Trust Velocity and Psychological Contract Breach. *J Bus Ethics* 172, 175–190. https://doi.org/10.1007/s10551-020-04497-2

Mavis, Christos P; Richter, Ansgar; Landau, Christian; Schmidt, Sascha L; Simons, Tony. & Steinbock, Kai (2019). What Happens When Companies (Don't) Do What They Said They Would? Stock Market Reactions To Strategic Integrity. *European Management Review; Oxford* Vol. 16, Iss. 3, (Autumn 2019): 815-831.

Simons, T., J Mclean Parks & E. Tomlinson (2018). The Benefits of Walking Your Talk: Aggregate Effects of Behavioral Integrity on Guest Satisfaction, Turnover, and Hotel Profitability. *Cornell Hospitality Quarterly*, vol. 59, pp. 257-274.

R Friedman, YY Hong, T Simons, SCS Chi, SHD Oh, M Lachowicz (2016). The Impact of Culture on Reactions to Promise Breaches Differences Between East and West in Behavioral Integrity Perceptions. *Group & Organization Management*, pp. 1-43

P Guchait, JA Neal, T Simons (2016) Reducing food safety errors in the United States: Leader behavioral integrity for food safety, error reporting, and error management. *International Journal of Hospitality Management* 59, pp. 11-18

SA Way, T Simons, H Leroy, EA Tuleja (2016). What is in it for Me? Middle Manager Behavioral Integrity and Performance. *Journal of Business Ethics*, pp. 1-13

Guchait, P., Simons, T. & Pasamehmetoglu, A. (2016). Error recovery performance: The impact of leader behavioral integrity and job satisfaction. *Cornell Hotel & Restaurant Administration Quarterly.* 57 (2), 150-161

Simons, T., Leroy, H., Collewaert, V., & Masschelein, S. (2015). How Leader Alignment of Words and Deeds Affects Followers: A Meta-analysis of Behavioral Integrity Research. *Journal of Business Ethics,* Volume 132, Issue 4, pp 831-844

Chen, Y., Friedman, R. & Simons, T. (2014) The Gendered Trickle-Down Effect: How Mid-Level Managers' Satisfaction with Senior Managers' Supervision Affects Line Employee's Turnover Intentions. *Career Development International,* Vol. 19 No. 7, pp 836-856

Guchait, P., Tews, M.J., & Simons, T (2014). The influence of transactive memory systems and psychological safety on effectiveness of service management teams in a restaurant setting. *Journal of Human Resources in Hospitality & Tourism,* Vol. 13, no. 3, pp. 234-252

McCaughey,D., Halbesleben, J.R.B., Savage, G.T., Simons, T. & McGhan, G. (2013). Safety leadership: extending workplace: safety climate best practices across health care workforces. *Advances in Health Care Management*, 14, pp. 189-220

Simons, Tony & Leroy, Hannes (2013). Issues in researching leadership in health care organizations. *Advances in Health Care Management*, 14, pp 221-236

Halbesleben, J. B., Leroy, H., Dierynck, B., Simons, T., Savage, G. T., & McCaughey, D. (2013). Living Up to Safety Values in Health Care: The Effect of Leader Behavioral Integrity on Occupational Safety. *Journal Of Occupational Health Psychology*, 18(4), 395-405.

Simons, Tony, Palanski, Michael, & Treviño, Linda (2013). Toward a broader – but still rigorous – definition of leader integrity: Commentary. *The Leadership Quarterly*, Vol. 24, No. 3, pp 391-394,

Leroy, Hannes, Dierynck, Bart, Anseel, Fredrich, Simons, Tony, Halbesleben, Jonathon, McCaughey, Deirdre, Savage, Grant, & Sels, Luc (2012). Behavioral Integrity for Safety, Priority of Safety, Psychological Safety, and Patient Safety: A Team-Level Study. *Journal of Applied Psychology*, Vol. 97, no. 6, pp. 1273-1281

Leroy, Hannes, Palanski, Michael, & Simons, Tony (2012) Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance. *Journal of Business Ethics* Vol 107, No. 3, pp. 255-264

Collewaert, Veronique, Korsgaard, Audrey, Simons, Tony (2012). Relationship conflict asymmetry between angel investors and entrepreneurs: exploring antecedents and the impact of dyad position (summary). *Frontiers of Entrepreneurship Research* 32 (1), 2

Simons, Tony, Friedman, Ray, Lieu, Leigh-ann & McLean Parks, Judi. (2007) Racial differences in sensitivity to behavioral integrity: Attitudinal consequences, in-group effects, and "trickle down" among black and non-black employees. *Journal of Applied Psychology.* Vol. 92, Issue 3, p650-665. **Selected for *Academy of Management Perspectives* Research Brief, Nov 2007.**

Roberson, Quinetta, Sturman, Micheal and Simons, Tony. (2007) Does the Measure of Dispersion Matter in Multilevel Research? A Comparison of the Relative Performance of Dispersion Indexes**.** *Organizational Research Methods* Vol. 10, Iss. 4; pp. 564-587

Simons, Tony and Roberson, Quinetta (2003) Why managers should care about fairness: The effects of aggregate justice perceptions on organizational outcomes. *Journal of Applied Psychology.* Vol. 88 Issue 3, p432-443. **Winner, SHA Research Award 2004.**

Simons, Tony. (2002) Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus. *Organization Science.* Vol. 13, No. 1, pp 18-35

Simons, Tony and Hinkin, Tim. (2001) The Impact of Employee Turnover on Hotel Profits: A Test Across Multiple Hotels. *Cornell Hotel and Restaurant Administration Quarterly* Vol. 42 No. 4, pp. 65-69

Simons, Tony and Peterson, Randall. (2000) Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology.* Vol. 85, No. 1, pp. 102-111. **Winner, SHA Research Award 2002.**

Lynn, Michael and Simons, Tony. (2000) Predictors of male and female servers' average tip earnings. *Journal of Applied Social Psychology*. Vol. 30, No. 2, pp. 241-252 **Reprinted in Soles, Derek (2005). Essentials of Academic Writing. New York: Houghton Mifflin Company, pp. 252-263.**

Simons, Tony and Namasivayam, Karthik. (1999) The eye of the beholder: Hotel company ceo perceptions of threats and opportunities. *Journal of Hospitality and Tourism Research*. Vol. 23, No. 4, pp. 354-370

Simons, Tony and Pelled, Lisa. (1999) Understanding executive diversity: More than meets the eye. *Human Resource Planning Journal.* Vol. 22, No. 2; pp. 49-52

Simons, Tony, Pelled, Lisa and Smith, Ken. (1999) Making use of difference: Diversity, debate, and decision comprehensiveness in top management teams. *Academy of Management Journal.* Vol. 42, No. 6, pp. 662-673 **Third Place Winner, SHA Research Award 2001.**

Simons, Tony. (1999) Behavioral integrity as a critical ingredient for transformational leadership. *Journal of Organizational Change Management*, Special Issue on leadership processes. Vol. 12, No. 2 (April) pp. 89-103

Simons, Tony and Corsun, David L. (1998). 30,000 rooms with a view. *The International Journal of Conflict Management.* Vol. 9, No. 2 (April), pp. 161-178

Simons, Tony and Tripp, Thomas (1997). The negotiation checklist: How to win the battle before it begins. *Cornell Hotel and Restaurant Administration Quarterly*. Vol. 38, No. 1 (February), 14-23. **Japanese translation reprinted in *The Hotel Management*, October 1997, pp. 192-186.**

Simons, Tony (1996). Executive conflict management: Keys to excellent decisions and smooth implementation. *Cornell Hotel and Restaurant Administration Quarterly* . Vol. 37, No. 6 (December), 34-41

Simons, Tony (1995). Interviewing job applicants: How to get beyond first impressions. *Cornell Hotel and Restaurant Management Quarterly*. Vol. 36, No. 6 (December), 21-28

Simons, Tony and Enz, Cathy (1995). Motivating hotel employees : Beyond the carrot and the stick. *Cornell Hotel and Restaurant Management Quarterly*. Vol. 36, No. 1 (February). 20-27

Simons, Tony (1995). Commentary: Interaction & systemic view in the strategic approach. in Charles Stubbart (ed.): *Advances in Strategic Management, Vol. 11.* Greenwich, CT: JAI Press, 285-289

Simons, Tony (1993). Speech patterns and the concept of utility in cognitive maps: The case of integrative bargaining. *Academy of Management Journal* Vol. 36, No. 1, 139-156

Simons, Tony (1989). Practitioners of a new profession? A discussion summary of the first dispute systems design conference. *Negotiation Journal*, Vol. 5, No. 4, 401-406

Shortell, S., Rousseau, D., Gillies, R., Devers, K., and Simons, T (1991). Organizational assessment in intensive care units (ICUs): Construct development, reliability, and validity of the ICU Nurse-Physician Questionnaire. *Medical Care*. Vol. 29, No. 8, 709-727

Book Chapters and Non-Referreed Publications

Simons, Tony (2012). Integrity Management Provides Leadership Dividends. In Don Farrell (ed.) The Good Book of Business. (Publish Green) pp. 343-368

Simons, Tony, Tomlinson, Ed & Leroy, Hannes (2012) Research on Behavioral Integrity: A Promising Construct for Positive Organizational Scholarship in Kim S. Cameron and Gretchen M. Spreitzer (eds). *Handbook of Positive Organizational Scholarship*, Oxford, UK: Oxford University Press. pp.325-340

Simons, Tony (2011) The Integrity Dividend in Hospitality Leadership. in (Michael Sturman, ed.) *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice*. NYC: Wiley, pp. 469-482

Simons, Tony, Tomlinson, Ed & Leroy, Hannes (2011) Four key steps in developing leader integrity. In *Management Education for Integrity: Ethically Educating Tomorrow's Business Leaders*. Emerald Group Publishing, pp. 135-155

Simons, Tony (2009) The Integrity Dividend and "Doing Good." In Julian Friedland (ed) *Doing Well And Good: The Human Face of the New Capitalism*. Charlotte, NC: Information Age Publishing, pp. 151-166

Simons, Tony (2009) Discursive Leadership: In Conversation with Leadership Psychology. *Administrative Science Quarterly* Vol. 54 No. 1 pp. 162-164

Simons, Tony and Peterson, Randall (2006) When to Let Them Duke it Out. *Harvard Business Review*. June, pp. 23-24

Simons, Tony. (2003) Motivation research in hospitality between 1990 and 2001: A prescriptive review of the literature. In Salih Kusluvan (Ed.) *Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry*. New York: Nova Science Publishers

Simons, Tony (2002) The high cost of lost trust: When employees doubt a manager's integrity, the problem can show up on the bottom line. *Harvard Business Review*. September, pp. 18-19. **Traditional Chinese translation reprinted in *Infopro HBR* (Taiwan), October 2002. Simplified Chinese translation in *HBR-China*, November 2002. German translation reprinted in *Harvard Business Manager*, February 2003, pp. 8-9. Japanese translation reprinted in *Diamond Harvard Business Review*, February 2003. Spanish translation reprinted in *Harvard Deusto Business Review*, May-June 2003. Polish translation reprinted in *HBR Polska*, May 2003. Reprinted in Christopher Lovelock & Jochen Wirtz (2004) *Services Marketing - People, Technology, Strategy, 5th edition*, Upper Saddle River, NJ: Prentice Hall, pp. 341-342.**

Simons, Tony and Mclean Parks, Judi (1999). The international lodging merger. In J.M. Brett (ed.) *Negotiation & Decision Making Exercises on CD-ROM, 1999* . Evanston, IL: Dispute Resolution Research Center of Northwestern University.

Simons, Tony and Tripp, Thomas (1998). The coffee contract. In J.M. Brett (ed.) *Negotiation & Decision Making Exercises on CD-ROM, 1999.* Evanston, IL: Dispute Resolution Research Center of Northwestern University.

Simons, Tony (1996). Conflict Management: Results of the Hospitality Industry Strategic Decision Process Study. *Lodging Magazine.* November, 105-109

Simons, Tony and Tracey, J. Bruce (1996). Hospitality training toward the future. *Cruise Industry News Quarterly, Food & Beverage Special Edition*. Food and Beverage Special Issue, May, pp. 14-15.

Simons, Tony and Tracey, J. Bruce (1996). Hospitality training needs for the next decade. *Cruise Industry News Annual, 9th Edition.* 254-259.

Reports

TL Simons, K Schnaubelt, J Longstreet, M Sarkisian, H Allen, C Feltman (2016) Executive Insights on Leader Integrity: The Credibility Challenge. *Cornell Hospitality Research Center Report* 2016

Simons, Tony "What Message Does Your Conduct Send? Building Integrity to Boost Your Leadership Effectiveness," *Cornell Hospitality Research Center Report* 2014

Simons, Tony, Friedman Ray, Liu, Leigh Anne, and McLean Parks, Judi, "The Importance of Behavioral Integrity in a Multicultural Workplace," *Cornell Hospitality Research Center Report* 2008.

Simons, Tony and Peterson, Randall, "Why Trust Matters in Top Management Teams: Keeping Conflict Constructive" *Cornell Hospitality Research Center Report* 2007.

Refereed Conference Proceedings

Simons, Tony and Peterson, Randall (1998). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Academy of Management Best Papers Proceedings*. Paper presented at Academy of Management National Conference, August 1998, San Diego, CA. **Selected for publication as one of the the 3 best papers from 63 submissions to the to the Conflict Management Track of the 1998 National Academy of Mangement Conference.**

Simons, Tony (1995). Top Management Team Consensus, Heterogeneity, and Debate as Contingent Predictors of Company Performance: The Complimentarity of Group Structure and Process. *Academy of Management Best Papers Proceedings*. 62-67. Paper presented at Academy of Management Nastional Conference, August 1995, Vancouver, BC. **Selected for publication as one of the the 15 best papers from 360 submissions to the to the Business Policy and Strategy Track of the 1995 National Academy of Mangement Conference.**

Other Conference Presentations

Simons, T. Park, H. & Kim, D. Behavioral integrity and task clarity/ambiguity: an uncertainty management perspective. Paper presented at National Academy of Management Conference, Vancouver, CANADA. Aug, 2015.

Simons, T. Guchait, P. & Pasamehmetoglu, A. The dual mediation of behavioral integrity impact: trust and communication clarity. Paper presented at National Academy of Management Conference, Vancouver, CANADA. Aug, 2015.

Simons, T. (Organizer and Chair). Behavioral Integrity Advances: Articulating and Testing New Mechanisms. Four-paper symposium presented at National Academy of Management Conference, Vancouver, CANADA. Aug, 2015.

Leroy, H., Simons, T. & Masschelein, S. Would you rather work for a gorilla who says he is a gorilla, or someone who pretends to be nicer than they are? Paper presented at National Academy of Management Conference, Philadelphia, PA. Aug, 2014.

Nishii, L., Leroy, H. & Simons, T. A behavioral integrity lens on climate research. Paper presented at National Academy of Management Conference, Philadelphia, PA. Aug, 2014.

Avey, J. Mayer, D. Simons, T. & Palanski, M. What Happens To Employee Behavior When Ethical Leaders Do Not Practice What They Preach? Paper presented at National Academy of Management Conference, Philadelphia, PA. Aug, 2014.

Simons, T. McLean Parks, J. & Tomlinson, E. Department-Level and Business Unit-Level Effects of Behavioral Integrity. Paper presented at National Academy of Management Conference, Philadelphia, PA. Aug, 2014.

Simons, T. (Organizer and Chair). Behavioral Integrity – Perceived word-action alignment – as a driver of the power of words. Five-paper all-academy symposium presented at National Academy of Management Conference, Philadelphia, PA. Aug, 2014.

Keene, B. & Simons, T. L., Association of Leadership Educators National Conference, "Behavioral Integrity: The Effects of Student Perceptions on Student Achievement," Association of Leadership Educators, New Orleans LA. (July 2013) **Winner, Best Research Presentation**.

Simons, T. L., Cornell Hospitality Research Summit (CHRS), "Behavioral Integrity as a Foundation for Character and Leadership Development," CHR, Cornell Univ. (October 9, 2012).

Way, S. A., Simons, T. L. & Tuleja, E. A., Annual Meeting of the Academy of Management, "Perceived organizational support, behavioral integrity, and the job performance behaviors of Chinese hotel property managers and their subordinates.," Boston. (August 2012).

Simons, T. L., National Character and Leadership Development Forum, "The Integrity Dividend: Leadership is Relationship," US Air Force Academy, Silver Springs CO. (February 23, 2012).

Simons, T. L. (Chair), National Character and Leadership Development Forum, "Behavioral Integrity as a Foundation for Character and Leadership Development," US Air Force Academy, Silver Springs CO. (February 22, 2012).

Simons, T. L., Authentic Leadership @ Diepensteyn, "The Integrity Dividend: Extraordinary Performance Grows from Extraordinary Relationships," Belgium. (January 16, 2012).

Simons, T. L, Speaker Series, "Attitudinal and behavioral consequences of Leader Behavioral Integrity: A Meta-Analysis," Maastricht University, Maastricht, The Netherlands. (January 12, 2012).

Steinbock, K., Simons, T. L. & Schmidt, S., Academy of Management National Conference, "Alignment Between Strategy Communication and Strategic Action," San Antonio, TX. (August 15, 2011).

Simons, T. L., Consortium for Research on Emotional Intelligence in Organizations, CREIO. (November 2010).

Simons, Tony (Organizer and Chair). Behavioral Integrity: Tracking Consequences in Diverse Settings. Five-paper symposium presented at National Academy of Management Conference, Montreal, Quebec, CANADA. Aug, 2010.

Leroy, Hannes, Halbesleben, Jonathon, Dierynck, Bart, Savage, Grant and Simons, Tony. Living up to safety values in healthcare: Effects of a leaders' behavioral integrity on nurse and patient safety. Paper presented at National Academy of Management Conference, Montreal, Quebec, CANADA. Aug, 2010.

Simons, Tony, Tomlinson, Ed and Leroy, Hannes. Research on behavioral integrity: An examination of actual and perceived alignment Paper presented at National Academy of Management Conference, Montreal, Quebec, CANADA. Aug, 2010.

Simons, Tony (Organizer and Chair). What is in a Word? Developments in Behavioral Integrity Research. Six-paper symposium presented at National Academy of Management Conference, Chicago, IL. Aug, 2009.

Friedman, Ray, Simons, T. and Hong, Ying Yi. Culture's impact on behavioral integrity: When is a promise not a promise? Paper presented at National Academy of Management Conference, Chicago, IL. Aug, 2009.

Cording, Margaret, Simons, Tony and Smith, Brent. Merging under hypocrites: The performance impact of organization-level behavioral integrity. Paper presented at National Academy of Management Conference, Chicago, IL. Aug, 2009.

Simons, Tony (Organizer and Chair). Behavioral Integrity: Emerging Construct, New Questions, New Insights. Six-paper symposium presented at National Academy of Management Conference, Annaheim, CA. Aug, 2008.

Friedman, Ray, Hong, Ying Yi & Simons, Tony. Western Logic and Asian Context: Testing the Cultural boundedness of Behavioral Integrity. Paper presented at National Academy of Management Conference, Annaheim, CA. Aug, 2008. Included in above symposium.

Chen, Ying, Friedman, Ray, & Simons, Tony. Trickle-down: The Effects of Top Management Behavior on Line employees' Turnover Intent. Paper to be presented at National Academy of Management Conference, Philadelphia, PA, August 2007.

Simons, Tony (Organizer and Chair). Behavioral Integrity: Perceived Word-Action Alignment as Focal Construct for Research. 5-paper Symposium presented at National Academy of Management Conference, Atlanta, GA. Aug, 2006.

Simons, Tony and Hagen, James. The Impact of Behavioral Integrity in Supply Chain Management. Paper presented at National Academy of Management Conference, Atlanta, GA. Aug, 2006. Included in above symposium.

Simons, Tony and Hagen, James. Trust when commitment is in doubt: Unraveling the cycle of reciprocity in buyer-supplier relationships. Paper presented at National Academy of Management Conference, Honolulu, Hawaii. Aug, 2005.

Peterson, Randall, Simons, Tony and Rogers, Matthew. Bridging the Gap: Attenuating the Negative Impact of TMT Mistrust on Strategy Implementation. Paper presented at National Academy of Management Conference, New Orleans, MO. Aug, 2004.

Simons, Tony and Roberson, Quinetta. Examining the link between unit size and the homogeneity of justice perceptions: is there a "critical mass" for the emergence of justice climates? Paper presented at National Academy of Management Conference, New Orleans, MO. Aug, 2004.

Hagen, James and Simons, Tony. Differentiating Trust-in-the-Company From Trust-in-the-Executive in Supply Chain Relations. Paper presented at National Academy of Management Conference, Seattle, WA. Aug, 2003.

Friedman, Ray, Simons, Tony and Liu, Leigh-Anne. Racial Differences in Sensitivity to Behavioral Integrity. Paper presented at National Academy of Management Conference, Seattle, WA. Aug, 2003.

Simons, Tony and Roberson, Quinetta. A true look at organizational justice: The effects of aggregate justice perceptions on organizational outcomes. Paper presented at National Academy of Management Conference, Washington, DC. Aug, 2001.

Simons, Tony and Walsh, Kate. Battle of the biggies: The combined influence of job satisfaction and affective commitment on organizational outcomes. Paper presented at National Academy of Management Conference, Washington, DC. Aug, 2001.

Simons, Tony and McLean Parks, Judi. Beyond the Service-Profit Chain: The Impact of Managerial Integrity on Customers and Profits. Paper presented at the CU^2 Asian Hospitality Conference, Hong Kong, Jan. 2001.

Simons, Tony and McLean-Parks, Judi. The Sequential Impact of Behavioral Integrity on Trust, Commitment, Discretionary Service Behavior, Customer Satisfaction, and Profitability. Paper presented at National Academy of Management Conference, Toronto, ON, Aug. 2000.

Simons, Tony. Antecedents and consequences of employee trust in management. Paper presented at National Academy of Management Conference, Toronto, ON, Aug. 2000.

Cho, Bongsoon, Woo, Won-Seok and Simons, Tony. How top management team heterogeneity affects performance: The mediating effects of intragroup conflict. Paper presented at the International Conference of the Strategic Management Society, Berlin, Germany, October 1999.

Simons, Tony. Behavioral integrity — the fit between words and deeds as a research focus. Paper presented at Academy of Management National Conference, San Diego, CA, Aug. 1998.

Simons, Tony. The effect of top management group process on company performance. Also, behavioral integrity in management. Invited presentations to managers and facilitators at the Cayuga Nature Center's Leadership & Teambuilding Symposium, Ithaca, NY, Feb. 1998

Simons, Tony. Quality decision making in hotel management companies. Invited presentation at the International Council of Hotel-Motel Management Companies Workshop, Washington, D.C., Oct. 1997.

Simons, Tony and Corsun, David. The very big conference. Case presented at the North Americal Case Research Association (NACRA) annual meeting, Colorado Springs, Oct. 1996.

Simons, Tony and Pelled, Lisa. What kinds of difference make a difference? Distinguishing the performance implications of different types of top management team heterogeneity. Paper presented at Academy of Management National Conference, Cincinatti, OH, Aug. 1996.

Simons, Tony. Executive decisions in hospitality: Managing trust and conflict in the top team. Paper Presented at the Center for Hospitality Research Forum, New York City, Nov. 1995.

Simons, Tony. Sympathy, struggle and sabotage: top management team process in the hospitality industry. Paper presented at the Council on Hotel, Restaurant & Institutional Education (CHRIE) National Conference, Palm Springs, CA, Aug. 1994.

Simons, Tony. Do you like X because it is good, or is it good because you like it? Using linguistic indicators to track awareness of the subjectivity of preference in integrative bargaining. Paper presented at the International Association for Conflict Management Conference, Amsterdam, The Netherlands, Jul. 1991. **Winner, Best Poster Award**

Weingart, Laurie, Brett, Jeanne, and Simons, Tony. Strategies in conflict: Managing diversity in orientation in group negotiations. Paper presented at the International Association for Conflict Management Conference, Copenhagen, Denmark, Summer 1995.

Funded Research

Bristol Hotels Employee Climate Survey 1999. Survey of 15,000 hotel employees to develop and validate behavioral integrity theory and measurement. Bristol Hotels defrayed all research expenses including travel, printing, translation of survey into 5 languages, survey administration, data entry, and postage.

AHOLD USA Buyer-Supplier Relationship Study 2001-2002. Focus groups followed by survey of 100 purchasing executives and 600 suppliers at 6 Supermarket chains. AHOLD to defray all direct research expenses through over $60,000 in gifts.

Other Grants

Faculty Innovation in Teaching Grant, 2008-2009. Develop and implement video blog technology in OB classroom. Potential resource for OB teachers globally.

Review Activities

Member, Editorial Review Board, Journal of Trust Research, 2014-present
Member, Editorial Review Board, Group and Organization Management, 2014-present

Member, Editorial Review Board, Leadership Quarterly, 2013-present

Member, Editorial Review Board, Journal of Travel & Tourism Research, 2001

Ad-hoc reviewer for Administrative Science Quarterly, 1998-present.

Ad-hoc reviewer for Academy of Management Review, 1994-present.

Ad-hoc reviewer for Strategic Management Journal, 1994-present.

Ad-hoc reviewer for Management Science, 1991.

Ad-hoc reviewer for Organization Science, 2001-present

Ad-hoc reviewer for Human Relations, 2001-present

Ad-hoc reviewer for Journal of Management Studies, 2001

Ad-hoc reviewer for Journal of Management, 1992-present.

Ad-hoc reviewer for Cornell Hotel & Restaurant Quarterly, 1994 - present.

Ad-hoc reviewer for Journal of Occupational and Organizational Psychology, 2001-present

Ad-hoc reviewer for Organizational Research Methods, 2001-present

Ad-hoc reviewer for Group and Organization Management, 2006

Reviewed submissions for Academy of Management Conferences, 1990-present.

Teaching Experience

Northwestern University: Organization Behavior D70: Negotiations. Summer, 1991, Spring 1992, Summer, 1992, Winter 1993.

Cornell University School of Hotel Administration: HA 115: Human Relations Skills & Organization Behavior. Fall 1993-present. HA 210: Human Resources Management. Spring 1994. HA 401/411/611: Negotiations Spring 1996-present. HA-614: Leadership & Small Group Process, Fall 2001.

Other Professional Experience

Research Associate, Feedback and Training Program Developer
Systema Corporation, Sales Training and Consultation
Northbrook, Illinois, 1986-1988.

Mental Health Counselor, Short-Term Acute Care Unit
Institute of Psychiatry, Northwestern Memorial Hospital
Chicago, Illinois, 1984-1986.

Academic Honors

Graduated with University and Departmental Honors, University of Chicago, 1983.

Nominated Participant for Business Planning and Policy Doctoral Consortium, Academy of Management, Summer 1990.

Best Poster Award, International Association for Conflict Management, June 1991.

Faculty Research Awards, Cornell University School of Hotel administration, 2001, 2002, 2004.

Graduate Elective Teaching Award, Cornell University School of Hotel administration, 2013.