

TAMMY L. RAPP

CURRICULUM VITAE

Ohio University
College of Business
Department of Management
1 Ohio University, Athens, OH 45701
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EDUCATION

PhD	2009	University of Connecticut	Organizational Behavior
MBA	2003	Alliant International University	Strategic Management
MS	1998	San Diego State University	Management
BS	1993	Bryant College	Marketing

ACADEMIC APPOINTMENTS

2020 to present	Associate Professor	Ohio University
2018 to present	Robert H. Freeman Professor of Management	Ohio University
2016 to 2020	Assistant Professor	Ohio University
2015 to 2016	Visiting Assistant Professor	Ohio University
2013 to 2014	Post-Doctoral Fellow	University of Alabama
2010	Visiting Lecturer	Clemson University
2008	Adjunct Lecturer	Kent State University
2003 to 2006	Graduate Research Assistant	University of Connecticut

RESEARCH INTERESTS

My primary research focus is on the enabling mechanisms supporting team effectiveness, with specific interest in team processes, team emergent states, and team leadership. My second focus is on the phenomena relating to multiple simultaneous team memberships. In my research, I try to extend the understanding of these phenomena by studying them across levels or over time.

REFEREED JOURNAL ARTICLES (*Citations: Google Scholar)

Rapp, T.L. & Rapp, A. (2021). Virtual sales teams: Challenges and evidence-based recommendations. *Organizational Dynamics*.
<https://doi.org/10.1016/j.orgdyn.2020.100821>

Rapp, T.L., Maynard, M.T., Domingo, M., Klock, E. (2021). Team emergent states: What has emerged in the last two decades? *Small Group Research*, 52(1), 68-102.
<https://doi.org/10.1177/1046496420956715>

Maynard, M. T., Mathieu, J. E., **Rapp, T. L.**, Gilson, L., & Kleiner, C. (2020). Team leader coaching intervention: An investigation of the impact on team processes and performance within a surgical context. *Journal of Applied Psychology*.
<http://doi.org/10.1037/apl0000814>

- Featured in [I/O At Work](#)
- Featured in [OHIO News](#)

- Rapp, T. L.** & Mathieu, J. E. (2019). Team and individual influences on members' identification and performance per membership in multiple team membership arrangements. *Journal of Applied Psychology*, 104(3), 303-320. <http://dx.doi.org/10.1037/apl0000344> *(14)
- Rapp, T. L.**, Gilson, L. L., Mathieu, J. E., & Ruddy, T. (2016). Leading empowered teams: An examination of the role of external team leaders and team coaches. *Leadership Quarterly*, 27(1), 109-123. <https://doi.org/10.1016/j.leaqua.2015.08.005> *(44)
- Rapp, T. L.**, Rapp, A., & Bachrach, D. G., & Mullins R. (2014). The role of team goal monitoring in the curvilinear relationship between team efficacy and team performance. *Journal of Applied Psychology*, 99(5), 976-987. <http://dx.doi.org/10.1037/a0036978> *(45)
- Rapp, A., Bachrach, D., & **Rapp, T. L.** (2013). The influence of time management skill on the curvilinear relationship between organizational citizenship behavior and task performance. *Journal of Applied Psychology*, 98(4), 668-677. <http://dx.doi.org/10.1037/a0031733> *(132)
- Maynard, M. T., Mathieu, J. E., **Rapp, T. L.**, & Gilson, L.L. (2012). Something(s) old and something(s) new: Modeling drivers of global virtual team effectiveness. *Journal of Organizational Behavior*, 33(3), 342-365. <https://doi.org/10.1002/job.1772> *(253)
- Mathieu, J. E., **Rapp, T. L.**, Maynard, M. T., & Mangos, P. (2010). Interactive effects of team and task shared mental models as related to air traffic controllers' collective efficacy and effectiveness. *Human Performance*, 23(1), 22-40. <https://doi.org/10.1080/08959280903400150> *(124)
- Rapp, A., Ahearne, M., Mathieu, J. E., & **Rapp, T. L.** (2010). Managing sales teams in a virtual environment. *International Journal of Research in Marketing*, 27, 213-224. <https://doi.org/10.1016/j.ijresmar.2010.02.003> *(95)
- Mathieu, J. E. & **Rapp, T. L.** (2009). Laying the foundation for successful team performance trajectories: The roles of team charters and deliberate plans. *Journal of Applied Psychology*, 94(1), 90-103. <http://dx.doi.org/10.1037/a0013257> *(294)
- Mathieu, J. E., Maynard, M. T., **Rapp, T. L.**, & Gilson, L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. *Journal of Management*, 34(3), 410-476. <https://doi.org/10.1177/0149206308316061> *(2684)
- [Scholarly Impact Award](#), *Journal of Management* (2013)
 - [Editor's Choice Collection](#), *Journal of Management*
 - A "Most Read" Articles in *Journal of Management*

Rapp, A., **Rapp, T. L.**, and Schiellwart, N. (2008). An empirical analysis of e-service implementation: Antecedents and the resulting value creation. *Journal of Services Marketing*, 22 (1), 24-36. <https://doi.org/10.1108/08876040810851932> *(31).

Rapp, T. L. & Mathieu, J. E. (2007). Evaluating an individually self-administered generic teamwork skills training program across time and levels. *Small Group Research*, 38(4), 532-555. <https://doi.org/10.1177/1046496407300479> *(53)

Total Citations: Google Scholar = 3943

BOOK CHAPTERS

Mathieu, J. E., Maynard, M. T., **Rapp, T. L.**, & Gilson, L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. In J. A. Wagner III, & J. R. Hollenbeck (Eds.), *Readings in organizational behavior* (pp. 321-380). New York, NY, US: Routledge/Taylor & Francis Group.

OTHER PUBLICATIONS

Rapp, T. L., Davis, W., & Gilson, L. L. (forthcoming). Cutting edge topics need a sharp knife and a solid cutting board: Welcome to the 2021 Special Conceptual Issue. *Group & Organization Management*.

Rapp, T. L. (2016). A cross-classified multilevel analysis of identity and performance in multiple team arrangement. In John Humphreys (Ed.), *Best Paper Proceedings of the Seventy-sixth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561. <https://doi.org/10.5465/ambpp.2016.199> *(2)

MANUSCRIPTS IN SUBMISSION

Bachrach, D. G., **Rapp, T. L.**, Ogilvie, J. L., & Rapp, A. [Title removed to protect peer review process]. *Journal of Management* (under 3rd review).

Bachrach, D. G., **Rapp, T. L.**, Rapp, A., & Ogilvie, J. [Title removed to protect peer review process]. *Group & Organization Management* (Preparing for 2nd review).

Mistry, S., Kirkman, B., Moore, O., Hanna, A., & **Rapp, T.L.** [Title removed to protect peer review process]. *Personnel Psychology* (Preparing for 2nd review).

MANUSCRIPTS IN PREPARATION

Moore, O., Mistry, S., & **Rapp, T.L.**, & Bell, B. Multiple team memberships: Too much ambiguity in multiteam project arrangements. (Data analysis complete; writing stage)

Rapp, T.L., Maynard, M.T., Dominguez, M.D., Klock, E., & Mathieu, J.E., Team emergent states: It's time for a temporal approach. (Writing stage)

Rapp, T. L. Multiple team identities: A person-by-team interaction perspective. (Data analysis stage)

Rapp, T. L. Balancing multiple team memberships: The impact on individual team member role stress and job performance. (Data analysis stage)

Rapp, T. L. The influence of team charters on team performance: The role of team process as explanatory mechanism. (Data analysis stage)

Rapp, T. L. The mediating role of team emergent states in the relationship between team charters and team performance. (Data analysis stage)

Rapp, T. L., & Rapp, A. The interplay of individual and composition goal orientations: A person-in-situation perspective. (Data collection complete)

Rapp, A.A., **Rapp, T.L.**, Bachrach, D., & Ogilvie, J.L. Stretch goals: They are not what they're cracked up to be. (Data collection complete).

Beeler, L., **Rapp, T. L.**, & Rapp, A. Person-targeted and general workplace incivility among salespeople: Is hindsight 20-20? (Data collection phase)

Rapp, T. L. & Mistry, S. The structure of multiple organizational identities: An expanded perspective to reflect modern organizational arrangements. (Planning phase)

CONFERENCE PRESENTATIONS

Moore, O., **Rapp, T.L.**, & Mistry, S. (2020) New theoretical directions in multiple team membership research: The employee experience *Symposium at the Annual Meeting of the Academy of Management*, Virtual Conference.

Maynard, M.T., **Rapp, T.L.**, Mathieu, J.E., Gilson, L.L., & Marshall, D. (July 2019). Can you coach effective leadership? An examination of an intervention within the operating room context investigating its impact on team processes and performance. Paper presented at the *Interdisciplinary Network of Group Research (INGRoup) Conference*: Lisbon: Portugal.

Moore, O., **Rapp, T.L.**, & Mistry, S. (2019) Multi-method and multi-level perspectives on multiple team memberships. *Symposium at the Annual Meeting of the Academy of Management*, Boston, MA.

Rapp, T. L. (2018). Multiple team identities: A person-by-team interaction perspective. Paper presented at the *Annual Meeting of the Academy of Management*: Chicago, IL.

Moore, O. & **Rapp, T.L.** (2018) Multi-level Perspectives on Multiple Team Memberships. *Symposium at the Annual Meeting of the Academy of Management*, Chicago, IL.

Rapp, A., Ogilvie, J., & **Rapp, T. L.** (2018). A cross-classified multilevel analysis of identity and performance in multiple cross-functional sales team arrangements. Paper presented at the *American Marketing Association Winter Conference*: New Orleans, LA.

- Rapp, A., Ogilvie, J., & **Rapp, T. L.** (2017). A cross-classified multilevel analysis of identity and performance in multiple cross-functional sales team arrangements. Paper presented at the *2017 Thought Leadership on the Sales Profession Conference*: Paris, France
- Rapp, T. L.** (2016). A cross-classified multilevel analysis of identity and performance in multiple team arrangements. Paper presented at the *Annual Meeting of the Academy of Management*: Anaheim, CA.
- Rapp, T. L.**, Rapp, A., Bachrach, D., Mullins, R. (2014). Team goal monitoring in the curvilinear relationship between team efficacy and team performance. Paper presented at the *Annual Meeting of the Academy of Management*: Philadelphia, PA.
- Maynard, M. T., Gilson, L. L., Mathieu, J. E., **Rapp, T. L.**, & Marshall, D. (2013). The impact of a teamwork coaching intervention on operating room team processes and performance. Paper presented at the *Interdisciplinary Network of Group Research (INGRoup) Conference*: Atlanta, GA.
- Rapp, A. A., Peterson, A., Hughes, D. & **Rapp, T. L.** (2012). A question of productivity and performance: The selling sales manager or the managing sales manager? Paper presented at the *Thought Leadership on the Sales Profession Conference*: Harvard University, Boston, MA.
- Maynard, M. T., **Rapp, T. L.**, & Dean, M. (2009). Team creative environment: An expanded view of the nomological network within supply chain teams. Paper presented at the *Annual Meeting of the Academy of Management*: Chicago, IL.
- Rapp, T. L.** (2008). The psychological dynamics underlying individual responses to working in multiple project teams: An intra-person and inter-person investigation. Paper presented at the *Annual Meeting of the Academy of Management*: Anaheim, CA.
- Rapp, T. L.** & Ruddy, T. (2007). Team learning as mediating leader behaviors, empowerment, interdependence and team performance. Paper presented at the *Annual Meeting of the Academy of Management*: Philadelphia, PA.
- Mathieu, J. E., Maynard, M. T., **Rapp, T. L.**, & Gilson, L. L. (2007). Organizational team effectiveness: A review and new directions. Paper presented at the *Annual Meeting of the Academy of Management*: Philadelphia, PA.
- Maynard, M. T., & **Rapp, T. L.** (2007). Ability-based trust development in project teams: The role of diversity, personality, and justice. Paper presented at the *Annual Meeting of the Academy of Management*: Philadelphia, PA.
- Mathieu, J. E., Maynard, M. T., **Rapp, T. L.**, & Mangos, P. M. (2006). Interactive effects of team and task shared mental models as related to air traffic controllers' team efficacy and effectiveness. Paper presented at the *Annual Meeting of the Academy of Management*: Atlanta, GA.

Rapp, T.L. (2006). Contextualizing team learning: New insights through considerations of task and time. Paper presented at the *Annual Meeting of the Academy of Management*: Atlanta, GA.

Mathieu, J.E. & Woods (**Rapp**), **T.L.** (2005). Team training effects over time: Invest now to benefit later. Paper presented at the *Annual Meeting of the Academy of Management*: Honolulu, HI.

Mathieu, J.E. & Woods (**Rapp**), **T.L.** (2005). A longitudinal examination of within- and between- member functional diversity on team performance. Paper presented at the *Annual Meeting of the Academy of Management*: Honolulu, HI.

Mathieu, J.E. & Woods (**Rapp**), **T.L.** (2005). Laying the foundation for successful team performance trajectories: The roles of team charters and deliberate plans. Paper presented at the *Society for Industrial Organizational Psychology*: Los Angeles, CA.

Rapp, A. & Woods (**Rapp**), **T.L.** (2004). An exploratory examination of individual and manager level effects on salesperson performance using Hierarchical Linear Modeling. Paper presented at the *National Conference of Sales Management*: Miami, FL.

Woods (**Rapp**), **T.L.** & Rapp, A. (2004). Issue interpretation, organizational learning responses, and potential influences: A learning perspective. Paper presented at the *International Academy of Business and Management*: Las Vegas, NV.

Wright, P. & Woods (**Rapp**), **T.L.** (1999). Twenty years later: Selection and training procedures of U.S. multinationals. Paper presented at the *International Business Education Technology*: Cancun, Mexico.

GRANTS, HONORS, AND AWARDS

2020	Excellence in Intellectual Contribution Award, OU College of Business
2020	Excellence in Research Recognition, OU College of Business
2020	Outstanding Reviewer Award, <i>Group & Organization Management</i>
2019	Highest Ranked Journal Article: Ohio University, Management Department
2019	Excellence in Research Recognition, OU College of Business
2019	Research Seed Grant, Ohio University, College of Business
2018	Robert H. Freeman Professorship: Ohio University, College of Business
2018	Research Impact Award: Ohio University Management Department
2018	Research Seed Grant: Ohio University, College of Business (with A. Rapp)
2018	Extra Effort Award, Critical Leadership Role: OU COB Women's Group
2017	Research Seed Grant: Ohio University, College of Business
2016	Alt-Textbook Grant: Ohio University Libraries (Integrated Business Cluster)
2016	Alt-Textbook Grant: Ohio University Libraries (Honors Research Seminar)
2013	Scholarly Impact Award, <i>Journal of Management</i>
2009	CIBER PhD Dissertation Fellowship
2008	Phi Kappa Phi Honor Society Inductee
2007	Society for Human Resource Management (SHRM) Dissertation Award

2007 Academy of Management OB Doctoral Consortium
 2007 Doctoral Dissertation Fellowship Award, University of Connecticut
 2006 Pre-doctoral Fellowship, University of Connecticut
 2006 Academy of Management HR Doctoral Consortium
 2005 Pre-doctoral Fellowship, University of Connecticut
 2004 Pre-doctoral Fellowship, University of Connecticut
 2006 Management PhD Student Teaching Award, University of Connecticut
 2006 Outstanding Reviewer, Academy of Management OB Division
 2005 Doctoral Fellowship Award for Best Doctoral Paper, NCSM, Miami, FL
 2005 Southern Management Association Doctoral Consortium
 2004 CIBER Research Grant, University of Connecticut (with J.E. Mathieu)

SERVICE TO PROFESSION

Academic Journals

2020 - present Co-Editor, 2021 Conceptual Issue, Group & Organization Management
 2020 - present Associate Editor: Group & Organization Management
 2018-2020 Editorial Review Board Member: Group & Organization Management
 Ad hoc reviewer: Journal of Applied Psychology
 Ad hoc reviewer: Journal of Organizational Behavior
 Ad hoc reviewer: Group Processes & Intergroup Relations
 Ad hoc reviewer: Academy of Management Journal
 Ad hoc reviewer: Group & Organization Management
 Ad hoc reviewer: Journal of Occupational and Organizational Psychology
 Ad hoc reviewer: Small Group Research
 Ad hoc reviewer: American Journal of Business

Academy of Management

2018-present Making Connections Committee Member, OB Division
 2005-present Conference Reviewer, Academy of Management Annual Meeting
 2021 Doctoral Student Buddy, OB Division
 2020 Symposium Organizer and Co-Chair
 2019-2020 PDW Organizer, “*New to OB: Navigating the OB Division and AOM*”
 2019 Mentor (Welcome-a-Member Program), OB Division
 2019 Symposium Organizer and Co-Chair
 2018 Symposium Organizer and Co-Chair
 2017-2019 Ambassador, OB Division
 2007 Session Co-chair, Academy of Management Annual Meeting
 2005 Session Discussant, Southern Management Association
 2005 Conference Reviewer, Southern Management Association

SERVICE TO UNIVERSITY, COLLEGE, AND DEPARTMENT

2020-present Chair, Intellectual Contributions Committee, College of Business
 2019-present Graduate Academic & Professionalism Committee, College of Business
 2019-present Primary OU Contact, Consortium for the Adv. of Research Methods & Analytics
 2021 Invited speaker (Building Teams), Celebrate Women Conference
 2020 Chair, Tenure & Promotion Committee, Management Department

2020 Interim Chair, Intellectual Contributions Committee, College of Business
 2017-2020 Member, Intellectual Contributions Committee, College of Business
 2018-2019 Interviewer, Full Time MBA/Dual MSA Program Candidates
 2017-2019 Advisor, Honors Tutorial College, Ohio University
 2017-2019 Annual Evaluation Committee, Management Department
 2017-2019 Co-Chair, Social Committee, Management Department
 2019 Attendee, AACSB Accreditation Team, Tenure-Track Meeting
 2019 Judge, Ohio University Research Expo
 2019 Co-Organizer, Departmental Faculty Retreat, Management Department
 2019 Guest Lecturer, College of Arts & Sciences, Psychology PhD Seminar
 2018 Chair, Faculty Hiring Committee (Human Resource Management)
 2018 Tenure & Promotion Committee, Management Department
 2018 Faculty Panelist, PMBA Program Recruiting/Information Event
 2017-2018 Research Task Force, Department of Management
 2016-2018 Management Representative, College of Business Up Close Events
 2015-2018 Associate Director, College of Business Honors Program, Ohio University
 2017 Chair, Faculty Hiring Committee (Human Resource Management)
 2017 Management Representative, Ohio University Scholars Day
 2017 Invited Speaker (Team Charters), College of Business Schey Sales Centre
 2016-2017 Member, OB Subgroup, Department of Management
 2016 Mock Interviewer, Office of Career Management
 2015-present Attendee, OU Freshman Convocation and Spring Commencement Ceremonies

DISSERTATION AND THESIS ADVISING

2017-2019 Advisor, Taylor Woodford, Ohio University Honors Tutorial College
 2018 External Reader, Christine Newton, Athabasca University, Canada.
 2015 PhD Dissertation Committee Member, Jessica Ogilvie, University of Alabama
 2015 PhD Dissertation Committee Member, Kati Johnson, University of Alabama

PROFESSIONAL AFFILIATIONS

Academy of Management (OB, HR, and Research Methods Divisions)
 Interdisciplinary Network for Group Research (INGroup)
 International Network for the Science of Team Science (INSciTS)
 American Psychological Association

TEACHING EXPERIENCE AND EVALUATIONS

Graduate Courses

MBA 6340 Organizational Behavior & Human Resources (Professional MBA)

- S2020: Section 102: 4.5/5.0 [hybrid]
- S2019: Section 100: 4.6/5.0 [hybrid]
- S2018, Section 101: 4.7/5.0 [hybrid]
- S2017, Section 101: 4.5/5.0 [hybrid]
- F2015, Section 101: 4.3/5.0 [hybrid]

MBA 6340 Organizational Behavior & Human Resources (Residential MBA/Traditional format)

- F2019, Section 101: 4.6/5.0

- F2018, Section 101: 4.2/5.0
- F2017, Section 101: 4.3/5.0

Undergraduate Courses

Organizational Behavior, MGT 3400

- F2020, Section 103: 7.5/9.0 [online]
- F2020, Section 104: 8.3/9.0 [online]
- S2020, Section 102: 8.6/9.0
- F2019, Section 102: 8.2/9.0
- F2019, Section 101: 7.8/9.0 [Honors section]
- S2019, Section 102: 8.3/9.0
- F2018, Section 102: 8.2/9.0
- F2018, Section 106: 8.6/9.0 [Honors Section]
- S2018, Section 105: 7.5/9.0

Introduction to Management and Organizations (Integrated Business Cluster), MGT 2100

- S2017, Section 106: 4.9/5.0
- F2016, Section 104: 4.6/5.0
- S2016, Section 101: 4.9/5.0
- S2016, Section 100: 4.5/5.0 [Honors Section]
- F2015, Section 104: 4.3/5.0 [Honors Section]

Leading Teams: Special Topics in Business Administration, BA 4900

- F2017, Section 100: 8.1/9.0 [Honors Section]

Research Seminar: Special Topics in Business Administration, BA 4900)

- F2016, Section 100: 3.6/5.0 [Honors Section]
- S2016, Section 100: 4.3/5.0 [Honors Section]

Dynamics of Leadership, M&IS 34265 (Kent State University)

- F2008: 4.5/5.0

Human Resource Management, M&IS 34180 (Kent State University)

- S2008: 4.6/5.0

Strategy, Policy, and Planning, MGMT 290 (Univ. of Connecticut)

- S2006: 9.4/10.0
- F2005: 9.3/10.0
- S2005: 9.3/10.0
- F2004: 9.2/10.0

INDUSTRY EXPERIENCE

2000-2003 Program Manager; Business Analyst • First American Corp., Poway, CA
 1999-2000 Investor Relations Manager • PinnFund USA, Carlsbad, CA
 1996-1999 Insurance Manager; Senior Analyst • PSB Lending Corp., Carlsbad, CA
 1993-1996 Account Manager • Norwest Financial, Grafton, MA.