

# **Christopher H. Thomas, Ph.D.**

Department of Management  
Richard A. Chaifetz School of Business  
Saint Louis University  
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## **Education**

**Doctor of Philosophy, *Business Administration*, 2006**

Major: Organizational Behavior / Human Resources      Minor: Strategy  
The University of Georgia

**Master of Public Administration, 1997**

North Carolina State University

**Bachelor of Arts, *Political Science*, 1993**

North Carolina State University

## **Academic Experience**

|                |  |
|----------------|--|
| 2014 – present | Saint Louis University; St. Louis, MO<br><i>Associate Professor of Management</i> (2018 – present)<br><i>Assistant Professor of Management</i> (2014 – 2018) |
| 2009 –2014     | University of Mississippi; Oxford, MS<br><i>Assistant Professor of Management</i>  |
| 2006 – 2009    | Northern Illinois University; DeKalb, IL<br><i>Assistant Professor of Management</i>   |
| 2001 – 2006    | University of Georgia; Athens, GA<br><i>Presidential Graduate Fellow / Ph.D. Candidate</i>   |

## **Publications**

Thomas, C. H., Roberts, F., Novicevic, M. M., Ammeter, A. P., & Loncar, D. (2018). Familiarity and Fluid Team Performance: Leadership and HRM Implications. *Research in Personnel and Human Resources Management*, 36, 163-196.

Roberts, F., Thomas, C. H., Novicevic, M. M., Ammeter, A. P., & Garner, B. L., Johnson, P., & Popoola, I. (2018). Integrated moral conviction theory of academic dishonesty: An empirical test. *Journal of Management Education*, 42, 104-134.

- Clayton, R. C., Thomas, C. H., Stratton, M., Schaffer, B. S., Garrison, E., & Mathews, L. G. (2017). Exercise and work-family conflict: a field experiment. *Journal of Managerial Psychology*, 32(3).
- Recognized as **2018 Outstanding Paper** in *Journal of Managerial Psychology*
- Neubaum, D. O., Thomas, C. H., Dibrell, C., & Craig, J. B (2017). Stewardship Climate: Measurement and an assessment of reliability and validity. *Family Business Review*, 30, 37-60.
- Jones, J. L., Davis, W. D., & Thomas, C. H. (2017). Is competition engaging? Examining the interactive effects of employee goal orientations and competitive work environment on work engagement. *Human Resource Management*, 56, 389-405.
- Hayek, M. J., Thomas, C. H., Novicevic, M. M., & Montalvo, D. (2016). Contextualizing and testing human capital theory: Testing the pay-for-performance assumption. *Journal of Business Research*, 69, 928-935.
- Thomas, C. H., & Hirschfeld, R. R. (2015). Knowing is half the battle: Interdependent effects of knowledge and action on leader emergence. *Leadership and Organization Development Journal*, 36, 512-526.
- Clayton, R. C., Thomas, C. H., Singh, B., & Winkel, D. E. (2015). Exercise as a means of reducing perceptions of work-family conflict: A test of the roles of self-efficacy and psychological strain. *Human Resource Management*, 54, 1013-1035.
- Clayton, R. C., Davis, W. D., Thomas, C. H., Novicevic, M. M., Ammeter, A. P. (2015). Realistic recruitment as a protective antecedent of work interference with family. *Journal of Applied Management & Entrepreneurship*, 20(4), 84-107.
- Clayton, R. C., Thomas, C. H., & Smothers, J. (2015). How to do walking meetings right. *Harvard Business Review* (Digital Article; <https://hbr.org/2015/08/how-to-do-walking-meetings-right>).
- Morrow, L. W., Thomas, C. H., & Sager, W. S. (2015). Success in spite of ourselves: Violation of Sabbath-Rest in Contemporary Culture. *Journal of Biblical Integration in Business*, 18, 49-59.
- Thomas, C. H., Hebdon, A., Novicevic, M. M., & Hayek, M. J. (2015). Fluid leadership style in dynamic contexts: A qualitative comparative analysis of the biblical account of Nehemiah. *Journal of Management History*, 21, 98-113.
- Flores, L. G., Zheng, W., Rau, D., & Thomas, C. H. (2012). Organizational learning: Sub process identification, construct validation, and an empirical test of cultural antecedents. *Journal of Management*, 38, 640-667.

- Hirschfeld, R. R. & Thomas, C. H. (2011). Age- and gender-based role incongruence: Implications for knowledge mastery and observed leadership potential among personnel in a leadership development program. *Personnel Psychology*, *64*, 661-692.
- Hirschfeld, R. R., Thomas, C. H., & Bernerth, J. B. (2011). Consequences of autonomous and team-oriented forms of dispositional proactivity for demonstrating advancement potential. *Journal of Vocational Behavior*, *78*, 237-247.
- Thomas, C. H., & Lankau, M. J. (2009). Preventing burnout: The effects of LMX and mentoring on socialization, role stress, and burnout. *Human Resource Management*, *48*, 417-432.
- Hirschfeld, R. R., Jordan, M. H., Thomas, C. H., & Feild, H. S. (2008). Observed leadership potential of personnel in a team setting: Big Five traits and proximal factors as predictors. *International Journal of Selection and Assessment*, *16*, 385-402.
- Hirschfeld, R. R., & Thomas, C. H. (2008). Representations of trait engagement: Integration, additions, and mechanisms. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *1*, 63-66.
- Hirschfeld, R. R., Thomas, C. H., & McNatt, D. B. (2008). Implications of self-deception for self-reported intrinsic and extrinsic motivational dispositions, and actual learning performance: A higher-order structural model. *Educational and Psychological Measurement*, *68*, 154-173.
- Hirschfeld, R. R., Thomas, C. H. & Lankau, M. J. (2006). Achievement and avoidance motivational orientations in the domain of mentoring. *Journal of Vocational Behavior*, *68*, 524-537.
- Lankau, M. J., Riordan, C. M., & Thomas, C.H. (2005). The effects of similarity and liking in formal relationships between mentors and protégés. *Journal of Vocational Behavior*, *67*, 252-265.

## **Book Chapters**

- Clayton, R. C., Thomas, C. H., & Smothers, J. (2016). How to do walking meetings right. In *HBR Guide to Making Every Meeting Matter* (Ch. 28). Boston, MA: Harvard Business Review Press.
- Williams, W. A., Thomas, C. H., Ammeter, A. P., Hayek, M., & Novicevic, M. M. (2014). Accountability to a servant leader and OCBs: The role of follower integrity. In R. Selladurai & S. Carraher (Eds.), *Servant Leadership: Research and Practice*. Hershey, PA: IGI Global.

## **Research Under Review or In Progress**

Thomas, C. H., Parris, D. L., Craig, J. B., Dibrell, C., Marshall, D. R. Fostering Organizational Identification through Servant Leadership: A family-firm perspective. Under review at *Australian Journal of Management*.

Lo, K. D., Clayton, R. C., Thomas, C. H., Sukup, L., Stratton, M. T. Examining the Impact of Exercise on Resilience: An Experimental Study Utilizing a Group Exercise Intervention. Under review at *Journal of Organizational Behavior*

Thomas, C. H., Kaplan, D. M., & Kaburakis, A. Sky's the Limit: Co-leadership lessons from the Tour de France. Preparing for submission to *Organization Dynamics*

Thomas, C. H., Lankau, M. J., Wayne, J. H. A multi-source examination of transformational leadership on performance and customer satisfaction: The mediating role of climate and employee engagement. Target: *Academy of Management Journal*.

Thomas, C. H., Hirschfeld, R. R., & Lankau, M. J. Mentors' motivations to get along with and get ahead of others at work: Implications for protégés' experiences in a formal mentoring program. Target: *Human Resource Management*.

Hirschfeld, R. R., & Thomas, C. H. Strategic thinking and team building as main themes for programmatic leadership development. Target: *International Journal of Selection and Assessment*.

## **Conference and Invited Presentations**

Roberts, F. B., Thomas, C. H., & Novicevic, M. M. (2016). Financial performance of fluid teams with undifferentiated member roles: The impact of familiarity. *Presented at Academy of Management Annual Meeting, Anaheim, CA.*

Jones, J. L., Thomas, C. H., & Davis, W. D. (2016). The Interactive Effect of Institutionalization of Ethics and Moral Attentiveness of Work Engagement. *Presented at Southwest Academy of Management Annual Meeting, Oklahoma City, OK.*

Thomas, C. H., Craig, J. B., Dibrell, C., Marshall, D. R. (2015). Servant leadership and organizational identification: A family-firm perspective. *Presented at Academy of Management Annual Meeting, Vancouver, BC.*

Hirschfeld, R. R., & Thomas, C. H. (2015). Social cognition and judgments of advancement potential. *Presented at Academy of Management Annual Meeting, Vancouver, BC.*

Roberts, F., Thomas, C. H., Novicevic, M. M., Ammeter, A. P., & Garner, B. L. (2013). Integrated moral conviction theory of academic dishonesty: An empirical test. *Presented at Southern Management Association, New Orleans, LA.*

- Clayton, R. C., Thomas, C. H., Schaffer, B. S., Mathews, L. G., & Stratton, M. (2013). Effects of exercise on the work-family interface: A field experiment using group exercise classes. *Presented at Southern Management Association, New Orleans, LA.*
- Jones, J. L., Davis, W. D., & Thomas, C. H. (2013). The effects of competitive work environment and employee goal orientation on engagement. *Presented at Academy of Management Annual Meeting, Orlando, FL.*
- Clayton, R. C., Davis, W. D., Thomas, C. H., Novicevic, M. M., Ammeter, A. P. (2012). Realistic recruitment as a protective antecedent of work interference with Family. *Presented at Academy of Management Annual Meeting, Boston, MA.*
- Williams, W. A., Ammeter, A. P., Novicevic, M. M., & Thomas, C. H. (2012). Measuring the Impact of Servant Leadership on OCBs & the Mediating Role of Stewardship Climate. *Presented at Academy of Management Annual Meeting, Boston, MA.*
- Hirschfeld, R. R., & Thomas, C. H. (2012) An Examination of Knowledge Content Implications for Leadership Development. *Presented at Society for Industrial & Organizational Psychology Conference, San Diego, CA.*
- Thomas, C. H., Hebdon, A., & Novicevic, M. M. (2011). Dynamic Leadership Role Configurations in Response to Contextual Demands: The Case of Nehemiah. *Presented at Southern Management Association, Savannah, GA.*
- Thomas, C. H., Lankau, M. J., & Wayne, J. H. (2011). Investigating transformational leadership: Its impact on unit-level climate, employee engagement, individual performance, and customer satisfaction. *Presented at Southern Management Association, Savannah, GA.*
- Craig, J. B., Dibrell, C., Neubaum, D. O., & Thomas, C. H. (2011). Stewardship Climate Scale: Measurement and an assessment of reliability and validity. *Presented at Academy of Management Annual Meeting, San Antonio, TX.*
- Winner of Best Empirical Paper in the Entrepreneurship Division
- Ammeter, A. P., Thomas, C. H., Novicevic, M., Garner, B. L., Hayek, M., Bogicevic B. M. (2010). Theory of moral accountability: An empirical test in the context of academic cheating. *Presented at Southern Management Association, St. Pete Beach, Florida.*
- Thomas, C. H. (March 2009). Creating a climate for high quality customer service. *Invited Executive Education presentation. Abbott Labs, Chicago, Ill.*
- Thomas, C. H. (Spring 2009). Examining the employee engagement construct. *Invited presentation on for faculty and doctoral Students of the Department of Managerial Studies, University of Illinois-Chicago.*
- Hirschfeld, R. R., & Thomas, C. H. (2009). Implications of gender and age for the objective and subjective performance of personnel in a leadership development program. *Presented at Society for Industrial & Organizational Psychology Conference, New Orleans, LA.*

- Thomas, C. H. (2007). A new measurement scale for employee engagement: Scale development, pilot test, and replication. *Academy of Management Proceedings, 67<sup>th</sup> Annual Meeting*: Philadelphia, PA.
- Thomas, C. H. (2007). An expanded model of employee engagement: Field test of determinants and outcomes. *Presented at the Academy of Management*, Philadelphia, PA.
- Hirschfeld, R.R., Bernerth, J. B., & Thomas, C. H. (2007). Dualistic Proactivity in a Team Setting: It's Not All Good. *Presented at Society for Industrial & Organizational Psychology Conference*, New York, NY.
- Thomas, C. H. (2006). Identifying research-based resources that are appropriate for undergraduate HR students. Professional Development Workshop Presentation, *Presented at the Academy of Management*, Atlanta, GA.
- Thomas, C. H. (2005). Preventing Burnout: The effects of LMX and mentoring on socialization, role stress, and burnout. *Academy of Management Proceedings, 65<sup>th</sup> Annual Meeting*: Honolulu, HI.
- Lankau, M. J., Hirschfeld, R. R., & Thomas, C. H. (2005). Mentors' motivations at work as predictors of protégés' experiences in a formal mentoring program. *Academy of Management Proceedings, 65<sup>th</sup> Annual Meeting*: Honolulu, HI.
- Hirschfeld, R. R., Thomas, C. H., & Lankau, M. J. (2005). Dyadic dispositional characteristics as determinants of mentors' personal learning. *Presented at Society for Industrial & Organizational Psychology Conference*, Los Angeles, CA.
- Hirschfeld, R. R., Thomas, C. H., & McNatt, D. B. (2005). Self-deception, intrinsic and extrinsic self-regulatory dispositions, and learning performance. *Presented at Society for Industrial & Organizational Psychology Conference*, Los Angeles, CA.
- Lankau, M. J., Riordan, C. M., & Thomas, C. H. (2004). The effects of similarity and liking on mentoring relationships: Mentors' and protégés' perspectives. *Presented at the Academy of Management*, New Orleans, LA.
- Thomas, C. H., & Lankau, M. J. (2003). Mentoring as a competitive HR strategy in organizations. *Southern Management Association Proceedings*. Clearwater, FL.
- Lankau, M. J., Thomas, C. H. & Riordan, C. M. (2003). How important is it to like each other? The impact of perceived similarity and liking in formal mentoring relationships. *Presented at Society for Industrial & Organizational Psychology Conference*, Orlando, FL.

## **Teaching Summary**

### ***Saint Louis University***

MGT 3100 Organizational Behavior (Avg. Instructor Rating: 4.77)  
MGT 4000 Strategic Management & Policy (Avg. Instructor Rating: 4.82)  
MGT 4101 Fundamentals of Leadership (Avg. Instructor Rating: 4.79)  
MGT 4910 Management Internship Supervisor (Fall, 2016; Spring 2019)  
MGT 4980 Independent Study, Fall 2016: *Applied Organizational Behavior in Union Settings*  
MGT 6000 Management (MBA-level)  
BIZ 6204 Having Difficult Conversations  
MBA 6005 Leading People and Organizations

### ***University of Mississippi***

MGMT 383 Human Resource Management (Avg. rating: 4.7/5, Referent Group: 4.4)  
MGMT 391 Organizational Behavior (Avg. rating: 4.4/5, Referent Group: 4.0)  
MGMT 484 Training & Development (Avg. rating: 4.4/5, Referent Group: 4.1)  
MGMT 676 Doctoral OB seminar (Avg. rating: 4.6/5, Referent Group: 4.2)  
MBA 606 Advanced Organizational Behavior (Avg. rating: 4.4/5, Referent Group: 4.1)

### ***Northern Illinois University***

MGMT 355 Human Resource Management (Avg. rating: 4.70/5)  
MGMT 444 Training & Development (Avg. rating: 4.93/5)  
MGMT 438 Human Resource Planning and Staffing (Avg. rating: 4.88/5)

### ***University of Georgia***

MGMT 5440 Business Ethics (Avg. rating: 4.91/5)  
MGMT 5920 Organizational Behavior (Avg. rating: 4.95/5)  
MGMT 5820 Human Resource Management (Avg. rating: 4.87/5)  
MGMT 3000 Principles of Management - *Teaching Assistant, Substitute Lecturer*  
MGMT 7800 MBA: Organizational Consulting - *Teaching Assistant, Project Teams Coordinator*

## **Awards, Honorary Positions, and other Recognition**

*Outstanding Paper*, Journal of Managerial Psychology, 2018  
*You Made a Difference*, faculty recognition by Academic Affairs, Saint Louis University, 2016  
*Outstanding Professor*, recognized by Kappa Alpha Theta Sorority, Saint Louis University, 2016  
*MBA Professor of the Year*, University of Mississippi – School of Business Admin., 2014  
*Outstanding Published Paper*, University of Mississippi – School of Business Admin., 2012  
*Junior Researcher of the Year*, University of Mississippi – School of Business Admin., 2011  
*Best Empirical Paper*, Academy of Management (Entrepreneurship Division), 2011  
*Influential Instructor*, by graduating seniors Northern Illinois University, 2008, 2009  
*Graduate School Competitive Research Grant*, Northern Illinois University, 2008, \$11,000  
*Graduate School Competitive Research Grant*, Northern Illinois University, 2007, \$10,000  
*Presidential Graduate Fellowship*, University of Georgia, 2001- 2004  
*Thomas C. Cohen Scholarship*, Terry College of Business, 2003  
*President*, Graduate Association of Public Administration, 1995  
*Special Graduate Assignment*, NCSU Emerging Issues Forum, 1995

## **Applied Research Settings and Consulting Experience**

BECO Holding Company; Charlotte, NC  
Build-A-Bear Workshop; St. Louis, MO  
Disaster Services, Inc.; Atlanta, GA  
Mariner Health Care; Atlanta, GA  
Oxford School District; Oxford, MS  
State Farm Insurance; Duluth, GA  
Scotland Memorial Hospital; Laurinburg, NC  
United States Air Force; Air University, Maxwell Airbase  
Diners Club International; Quito, Ecuador

## **Professional and Institutional Service**

### **Dissertation Committees:**

#### *Chair:*

2014: Foster Roberts: Co-chair with Milorad M. Novicevic  
2012: Jack Smothers: Co-chair with Mark N. Bing  
2011: Mario Hayek: Co-Chair with Milorad M. Novicevic

#### *Member:*

2014: Katie Hybnerova (Marketing): External Member  
2013: Hardy Johnson (Finance): External Member  
2012: Alex Williams  
2011: Russell Clayton  
2011: Paul Spurlin (Finance): External Member

### **Institutional Service:**

#### *Saint Louis University*

CSB Graduate Board of Studies, Management Department Representative, 2018 – present  
Core Curriculum Liaison, Business School Representative, Fall 2018  
Faculty Mission Liaison (Office of Mission and Identity), Fall 2017 – Spring 2019  
University Feedback Task Force (Leadership Development & Engagement), 2017  
University Faculty Senate, 2015 – present  
University Marshal, 2015 - present  
Xavier Winter Inn volunteer, St. Francis Xavier Church, 2016 - present  
Undergraduate Curriculum Task Force, (JCSB), 2015 - present  
CSB Undergraduate Board of Studies, Management Department Representative, 2015 – 2016  
Faculty Search Committee, Fall 2015  
EDBA Formation task force, (Department of Management), 2014 -2015  
Faculty Advisor, Honors College Capstone (Evan Stelmachowicz), Spring 2016  
Faculty Advisor, Honors College Capstone (Sarah Jennewein), Spring 2017



*University of Mississippi*

Faculty Advisor, Ronald G. McNair Scholars Program, University of Mississippi, 2010  
Chapter Co-Advisor, SHRM Student Chapter, University of Mississippi, 2012 - 2014  
Mission Statement Formulation Team, University of Mississippi (SBA), 2010-2011

*Northern Illinois University*

Chapter Advisor, NIU SHRM Student Chapter, 2006 – 2009  
Curriculum Development Team, NIU Graduate Certificate in Leadership, 2007 - 2008  
Departmental Curriculum Committee, Northern Illinois University, 2007 - 2009  
Departmental Research Committee, Northern Illinois University, 2007 – 2008  
Faculty Search Committees, Northern Illinois University, 2008, 2009  
University Strategic Planning Roundtable, Northern Illinois University, 2006 - 2007

**Professional Service:**

Editorial Board Memberships:

*Group and Organization Management*, 2014 – present

**2016 Impact Factor:** 1.846

**2016 Ranking:** 88/194 in Management | 34/80 in Psychology, Applied

*Journal of Occupational and Organizational Psychology*, 2012 – present

**2016 Impact Factor:** 3.139

**2016 Ranking:** 38/194 in Management | 9/80 in Psychology, Applied

Ad hoc reviewer, *The Leadership Quarterly*

Ad hoc reviewer, *Leadership and Organization Development Journal*

Ad hoc reviewer, *Journal of Organizational Behavior*

Ad hoc reviewer, *Human Resource Management*

Ad hoc reviewer, *Human Resource Management Journal*

Ad hoc reviewer, *Journal of Management Studies*

Cason Hall Publishers Best Careers Paper Selection Committee, 2002

Discussant, Southern Management Association, multiple years

Grant Reviewer, National Science Foundation, SES - INNOVATION & ORG SCIENCES, 2008

Professional Development Workshop Presenter, Academy of Management, 2006, 2009

Reviewer, Academy of Management, (HR; OB; Research Methods)

Reviewer, Midwest Academy of Management (HR /Careers Track)

Reviewer, Southern Management Association Meeting (HR /Careers; OB / OT / OD)

Session Chair, Academy of Management (HR, OB)

## **Professional Experience**

- 1999 – 2001 Strategic Solutions, Inc.; Raleigh, NC  
*Trainer / HR Consultant*
- 1999 – 2000 Greensboro College; Greensboro, NC  
*Guest Lecturer for Leading Edge Youth Ministry Academy*
- 1998 – 2001 First United Methodist Church; Laurinburg, NC  
*Director of Youth and College-Age Ministries*
- 1995 – 1998 White Plains United Methodist Church, Cary, NC  
*Director of Youth and Young Adult Ministries ('96-'98)*  
*Assistant Director of Youth Ministries ('95-'96)*
- 1994 – 1996 North Carolina State University; Raleigh, N.C.  
*Graduate Assistant (MPA – Assessment and Development Program)*
- 1993 – 1995 Blockbuster, Inc.  
*Customer Relations Coordinator / Customer Service Trainer*