

EDUCATION

- 2022 PhD in Management with a Concentration in Leadership and Organizational Science. Dissertation: *Revisiting Machiavellianism: Shedding Light on a Dark Construct*. Binghamton University, SUNY.
- 2019 Advanced Graduate Certificate in Complex Systems Science and Engineering. Binghamton University, SUNY.
- 2012 Master of Business Administration (MBA). Western Kentucky University.
- 2005 Bachelor of Science in Criminal Justice. Grand Valley State University.

RESEARCH INTERESTS

- Strategic Leadership
- Computer-Aided Text Analysis (CATA)
- Machine Learning

JOURNAL ARTICLES

- 2024 **Marshall, J. D.**, Aguinis, H., & Beltran, J. R. (in press). Theories of performance: A review and integration. *Academy of Management Annals*, <https://doi.org/10.5465/annals.2022.0049> [ABDC: A*; Impact Factor: 21.2]
- Aguinis, H., Beltran, J. R., & **Marshall, J. D.** (2024). Performance: Confirming, refining, and refuting theories. *Journal of Management Scientific Reports*, 2(2), 135–153. <https://doi.org/10.1177/27550311241247487>
- 2023 **Marshall, J. D.**, Yammarino, F. J., Parameswaran, S., & Cheong, M. (2023). Using CATA and machine learning to operationalize old constructs in new ways: An illustration using U.S. governors' COVID-19 press briefings. *Organizational Research Methods*, 26(4), 705-750. <https://journals.sagepub.com/doi/full/10.1177/10944281221098607> [ABDC: A*; Impact Factor: 9.5]
- 2022 Tsai, C.-Y., **Marshall, J. D.**, Choudhury, A., Hou, Y. T. Y., Jung, M., Serban, A., Dionne, S. D., & Yammarino, F. J. (2022). Human-robot collaboration: A multilevel and integrated leadership framework. *The Leadership Quarterly*, 33(1), 1-18. <https://doi.org/10.1016/j.leaqua.2021.101594> [ABDC: A*; Impact Factor: 9.9]

Cao, S., MacLaren, N. G., Cao, Y., **Marshall, J. D.**, Dong, Y., Dionne, S. D., Yammarino, F. J., Mumford, M. D., Connelly, S., Martin, R.W., Standish, C. J., Newbold, T. R., England, S., Sayama, H., & Ruark, G. A. (2022). Group size and group performance in small collaborative team settings: An agent-based simulation model of collaborative decision-making dynamics. *Complexity*. <https://doi.org/10.1155/2022/8265296> [Impact Factor: 2.1]

2020 Wegmann, J., **Marshall, J.**, Tsai, C.-Y., & Dionne, S. D. (2020). Health education and changing stress mindsets: The moderating role of personality. *American Journal of Health Education* 51(4), 244-256. <https://doi.org/10.1080/19325037.2020.1767002> [Impact Factor: 1.0]

Under Review Tsai, C.-Y., **Marshall, J. D.**, Eckardt, R., Dionne, S. D., Jung, M. F., Hou, Y. T.-Y., & Yang, B. [Human-robot complementarities]. *Revise & Resubmit (1st round)* at *Journal of Organizational Behavior*.

Tsai, C.-Y., Jun, M., **Marshall, J. D.**, Eckardt, R., & Dionne, S. D. [Middle Managers in Strategic Leadership] *Revise & Resubmit (1st Round)* at *Strategic Management Review*.

Adair, W. L., Gross, M., Archibold, E. E., **Marshall, J. D.**, Agewa, S., & Okwu, E. [A Restorative Justice Perspective on Conflict Management]. Under review at *Canadian Journal of Behavioral Science*.

CONFERENCE PRESENTATIONS | POSTERS | SYMPOSIA

2024 **Marshall, J. D.**, Li, M., Braccia, C. J., & Tsai, C.-Y. (2024). Building a bridge to strategic leadership island. *Southern Management Association Conference* (Presentation).

Massey, M., **Marshall, J. D.**, & Maxie, J. (2024). Integrating technological innovation in education: A comparative analysis of AI and Web3 versus traditional approaches. *Southern Management Association Conference* (Presentation).

Marshall, J. D., Aguinis, H., & Beltran, J. R. (2024). Performance: A review and integration. *Academy of Management Conference, 84*, (Presentation), HR.

2023 **Marshall, J. D.** (2023). A “novel” approach to student engagement: Teaching leadership lessons through science fiction. *Southern Management Association Conference* (Presentation).

Tsai, C.-Y., Jun, M., **Marshall, J. D.**, Eckardt, R., & Dionne, S. D. (2023). A microfoundations perspective of strategic leadership: Middle managers, human capital resource emergence, and leadership processes. *Goff Strategic Leadership Conference* (Presentation).

- 2022 Tsai, C.-Y., **Marshall, J. D.**, Choudhury, A., Serban, A., Hou, Y. T.-Y., Jung, M. F., Dionne, S. D., & Yammarino, F. J. (2022). Human-robot collaboration in organizations: A multilevel and complementary perspective. *Academy of Management Conference, 82* (Symposium), OB|TIM.
- 2021 **Marshall, J. D.**, Tsai, C.-Y., Yammarino, F. J., Dionne, S. D., & Eckardt, R. (2021). Machiavellianism: Could a new operationalization spark a new conversation? *Southern Management Association Conference* (Presentation).
- Marshall, J. D.**, MacLaren, N. G., Yammarino, F. J., Sayama, H., Dong, Y., Cao, S., Cao, Y., Dionne, S. D., Mumford, M. D., Connelly, S., Martin, R. W., Standish, C. J., Newbold, T. R., England, S., & Ruark, G. (2021). Assessing group dynamics via audio analysis. *Southern Management Association Conference* (Presentation).
- Marshall, J. D.** & Yammarino, F. J. (2021). Machiavellianism: Past, present, and future of the construct. *Academy of Management Conference, 81* (Presentation), OB.
- Marshall, J. D.**, Yammarino, F. J., Parameswaran, S., & Cheong, M. (2021). Using text analysis and machine learning to classify U.S. governors' COVID-19 press briefings. *Academy of Management Conference, 81* (Presentation), RM.
- MacLaren, N.G., Yammarino, F.J., Dionne, S.D., Sayama, H., Mumford, M.D., Connelly, S., Martin, R.W., Standish, C.J., England, S., Newbold, T., Cao, Y., **Marshall, J. D.**, Cao, S., Dong, Y., Maupin, C.K., Eckardt, R., & Ruark, G.A. (2021). Leaders as interrupters: An examination of simultaneous speech in informal groups. *Academy of Management Conference, 81* (Presentation).
- Marshall, J. D.**, Kao, S.F., Tsai, C.-Y. (2021). LMX differentiation from a leader's perspective. *PhD Project – Baruch College Research Symposium, 3* (Presentation).
- Marshall, J. D.** (2021). Shedding light on a “dark” construct: A text-based operationalization of Machiavellianism. *The PhD Project's Meet the Universities and Colleges in Boston Virtual Symposium* (Presentation).
- Marshall, J. D.**, Topaloglu, E., Kurumathur, S., Dionne, S. D. (2021). Meme Monday: Meeting students where they are to take them where you are going. *Management & Organizational Behavior Teaching Society Conference, 48* (Presentation).
- 2020 MacLaren, N. G., Yammarino, F. J., Mumford, M. D., Sayama, H., Dionne, S. D., Connelly, S., Martin, R. W., Cao, Y., Standish, C. J., England, S., Newbold, T. R., Dong, Y., Cao, S., **Marshall, J.**, Maupin, C. K., Eckardt, R., and Ruark, G. A. (2020). Leader identification through networks of conversational interruptions. *Conference on Complex Systems* (Presentation). <https://psyarxiv.com/m8y5n>

- Marshall, J.**, Parameswaran, S., & Valecha, R. (2020). Rating deviation in an electronic word of mouth context: An exploration of implicit motives. *Southern Management Association Conference* (Presentation).
- Marshall, J.**, Zhu, Y., Wang, Y., Choudhury, A., Tsai, C. Y., & Yammarino, F. J. (2020). Leader-follower affective congruence and follower outcomes: The mediating role of leader-member exchange. *Southern Management Association Conference* (Presentation).
- Choudhury, A., Zhu, Y., Wang, Y., **Marshall, J.**, Dionne, S. D., & Tsai, C. Y. (2020). Effect of individualized leadership on creative performance: A dual-stage moderated mediation approach. *Southern Management Association Conference* (Presentation).
- Tsai, C.-Y., **Marshall, J.**, Eckardt, R., Maupin, C., Serban A., Dionne, S. D., Jung, M. F., & Hou, Y. T.-Y. (2020). Robots in knowledge intensive organizations: A complementary and human capital resource emergence integrated perspective. *Academy of Management Conference, 80* (Symposium), OB/MOC/OCIS Divisions.
- Tsai, C.-Y., **Marshall, J.**, Choudhury, A., Serban, A., Hou, Y. T. Y., Jung, M. F., & Yammarino, F. J. (2020). Robotic leadership: A systematic and multilevel framework. *Society for Industrial and Organizational Psychology Conference, 35* (Poster).
- MacLaren, N. G., Yammarino, F. J., Dionne, S. D., Sayama, H., Mumford, M., Connelly, S., Martin, R., Standish, C., Nebold, T., England, S., **Marshall, J.**, Cao, Y., Dong, Y., Cao, S., & Ruark, G. (2020) Interruption networks as a model of small group sociometric structure. *Northeast Regional Conference on Complex Systems, 3* (Poster)
- 2019 **Marshall, J.**, Kao, S.F., Tsai, C.-Y. (2019). Risk-adjusted performance returns and follower satisfaction: The mediating role of leader-rated leader-member exchange. *Southern Management Association Conference* (Presentation).
- Spangler, W. D., Sotak, K., Kim, J., & **Marshall, J.** (2019). The measurement and meaning of the implicit power motive. *Academy of Management Conference, 79* (Presentation), OB Division.
- Tsai, C.-Y., Kao, S. F., **Marshall, J.**, & Cheong, M. (2019). Leader-member exchange development: A multilevel investigation. *Academy of Management Conference, 79* (Presentation), OB Division.
- Tsai, C.-Y. & **Marshall, J.** (2019). Leader-member exchange and learning goal orientation. *Taiwan Association of Industrial and Organizational Psychology (TAIOP), 2* (Presentation).

Marshall, J., MacLaren, N. G., Tetteh-Nartey, S., & Topaloglu, E. (2019). Information diffusion in organizations: A network simulation. *Northeast Regional Conference on Complex Systems*, 2 (Presentation).

CURRENT PROJECTS (TITLES WITHHELD)

Marshall, J. D., Li, M., Braccia, C. J., & Tsai, C.-Y. [Redefining Strategic Leadership] Manuscript in development for submission to *The Leadership Quarterly*.

Marshall, J. D., Tsai, C.-Y., Dionne, S.D., & Eckardt, R. [CATA and Machiavellianism] Manuscript in development for submission to *Academy of Management Discoveries*.

Marshall, J. D., Yammarino, F. J., Tsai, C.-Y., Dionne, S. D., & Eckardt, R. [Machiavellianism and Strategic Leadership]. Revising for submission to *Strategic Management Review*.

Marshall, J. D., Kao, S. F., & Tsai, C.-Y. [LMX Differentiation and Satisfaction]. Revising for submission to *Group & Organization Management*.

MacLaren, N. G., Cao, S., & **Marshall, J. D.** [Volunteer Network Dynamics]. Data analysis. Targeting *Journal of Social Psychology*.

Beltran, J. R., **Marshall, J. D.**, & Aguinis, H. [Meta-theoretical Review of the Leadership Literature]. Proposal in development for *Academy of Management Annals*.

Hanna, A. A, DeSimone, J. A., Bliese, P., Landers, R. N., Williams, L. J., O'Boyle, E., **Marshall, J. D.**, & Albritton, B. H. [Artificial Intelligence in Management Research]. Preparing for submission to *Journal of Management*.

MEDIA COVERAGE

2020 Consumer Affairs. (2020, September 24). *Health education classes help anxious college students handle stress* [Press release].
<https://www.consumeraffairs.com/news/health-education-classes-help-anxious-college-students-handle-stress-study-finds-092420.html>

Science Daily. (2020, September 23). *Enrolling in health education courses may help change student's beliefs about stress* [Press release].
<https://www.sciencedaily.com/releases/2020/09/200923124728.htm>

Health News Digest (2020, September 23). *Neurotic college students could benefit from health education*. [Press release].
http://www.healthnewsdigest.com/news/Education_390/Neurotic-College-Students-Could-Benefit-From-Health-Education.shtml

The New Zealand Herald. (2020, September 23). *Neurotic college students could benefit from health education*. [Press release].

TEACHING EXPERIENCE

- 2022 – Present **Creighton University**
Leadership Skills (9 sections)
▪ 4.92/5.0 Avg Student Evaluation
- 2020 – 2021 **Binghamton University, State University of New York (Instructor)**
Strategic Leadership (MBA)
▪ 3.7/4.0 Avg Student Evaluation

Organizational Behavior (3 sections)
▪ 3.8/4.0 Avg Student Evaluation
▪ Synchronous Online Format – 2 Sections (130 students each)
▪ Hybrid Format – 80 students face-to-face and 200 synchronous online
- 2014 – 2018 **Western Kentucky University (Adjunct Instructor)**
Introduction to Leadership (10 sections)
▪ 4.7/5.0 Avg Student Evaluation

Organization and Management (3 sections)
▪ 4.6/5.0 Avg Student Evaluation

Systems Resource Development (MIS) (4 sections - online - asynchronous)
▪ 4.4/5.0 Avg Student Evaluation

Systems Process & Technologies (MIS) (3 sections - online - asynchronous)
▪ 4.7/5.0 Avg Student Evaluation

GUEST LECTURES

- 2021 Marshall, J. D. (2021). Using CATA and machine learning to operationalize old constructs in new ways. *LEAD 557, Leadership Models and Methods*, Penn State Great Valley (MBA).

Marshall, J. D. (2021). Multilevel analysis workshop (3-part series). *Management Doctoral Student Association – The PhD Project* (PhD).

Marshall, J. D. (2021). Using CATA and machine learning to operationalize old constructs in new ways. *MGMT 581, Advanced Business Statistics*, Binghamton University (MBA).
- 2020 Marshall, J. D. (2020). Introduction to text analysis in R. *MGMT 601, Research Methods II*, Binghamton University (PhD).

2019 Marshall, J. D. (2019). Leadership and innovation. *Binghamton University Innovation Scholars Program* (undergraduate).

Marshall, J. D. (2019). Leadership and team building. *Binghamton University Innovation Scholars Program* (undergraduate).

PROFESSIONAL AFFILIATIONS

- The PhD Project Management Faculty of Color Association (MFCA)
- Academy of Management (AOM)
- Southern Management Association (SMA)
- American Indian Science and Engineering Society (AISES)

PROFESSIONAL SERVICE

AOM	Reviewer, 2019 – 2024 Discussion Host – OB Doctoral Consortium, 2022 Session Chair, 2019, 2021, 2024
CARMA	PhD Student Representative, 2021 – 2022
Journal Reviewer	<i>Organizational Research Methods</i> , 2022 – Present <i>Journal of Management Studies</i> , 2024 – Present <i>Cogent Business & Management</i> , 2022 – Present <i>International Journal of Human Resource Management</i> , 2021 – Present
SMA	Reviewer, 2020 – 2024 Session Chair, 2020 Zoom Room Master, 2020
The PhD Project	Faculty Advisor, MDSA Executive Committee, 2024 – Present MDSA Peer Mentor, 2021 – 2023 Moderator, The PhD Lifecycle, Annual Conference, 2022 Presenter, Nuts & Bolts of the Dissertation, MDSA 2022 MDSA CARMA Committee, 2021 – 2022 Native American Business Leaders: Paying it Forward with a PhD, 2021 OB Panelist, Annual Conference, 2020 - 2021 MDSA Networking Committee Member, 2020 – 2021 MDSA Sessions Committee Member, 2019 – 2020

COMMUNITY LEADERSHIP

- Chairman of the Board, BRIGHT Coalition, Inc., 2015 – 2018
- Commissioner, Warren County Greenways Commission, 2013 – 2018

- Ambassador, Bowling Green Area Chamber of Commerce, 2015 – 2018
- President, WKU MBA Alumni Association, 2015 – 2016
- Vice President, Bowling Green Young Professionals, 2015 – 2016
- President, Leadership Bowling Green, 2014

CONSULTING EXPERIENCE

2016 – 2018 Owner, Amoeba Leader, LLC
 2017 – 2018 Organizational Development Consultant, Western Kentucky University
 2012 – 2015 Consultant, Independent Contractor

OTHER WORK EXPERIENCE

2005 – 2011 Police Officer, Sault Ste. Marie Tribe of Chippewa Indians

AWARDS | HONORS | GRANTS

- MIRA Undergraduate Research Grant, Awarded by Creighton University, 2023 – 2024
- Clifford D. Clark Diversity Fellowship, Awarded by Binghamton University, 2018 – 2021
- Promising Young Educator Award, Awarded by The PhD Project’s MDSA, 2021
- AIGC Fellowship, Awarded by the American Indian Graduate Center, 2018 – 2021
- Paper Development Workshop (1 of 2 selected for the OB Track), SMA Conference, 2020
- Late-Stage Doctoral Consortium, SMA Conference, 2020
- Early-Stage Doctoral Consortium, SMA Conference, 2019
- Graduate School Travel Grant, Binghamton University, \$1,000, 2019
- AIGC Scallan Scholarship, Awarded by the American Indian Graduate Center, 2018 – 2019
- Emerging Leader Award, Presented by WNKY, 2017
- Chinese Educational Leadership Fellowship, 2014
 - Studied Educational Leadership in Beijing, China
- Bart Hagerman Leadership Award, 2014
- Engaged Peer Award, WKU MBA Program, 2012

REFERENCES

Regina M. Taylor

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 Heider College of Business
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