

David M. Long

Mason School of Business
The College of William & Mary
3074 Miller Hall
P.O. Box 8795
Williamsburg, VA 23187-8795
Phone: (757) 221-2845 Fax: (757) 221-2884
Email: david.m.long@mason.wm.edu

EDUCATION

Ph.D., University of Florida, 2013

M.B.A., University of Florida, 2004

B. S., Presbyterian College, 1995

ACADEMIC EMPLOYMENT

Assistant Professor (2013+)

The College of William & Mary, Mason School of Business, Organizational Behavior

PUBLICATIONS

Long, D. M.* & Foulk, T. A.* (in-press) Impressed by impression management: Employee reactions to ingratiation between a coworker and a supervisor. *Journal of Applied Psychology*. *denotes equal contribution

Long, D. M. (conditionally accepted). A method to the martyrdom: Employee exemplification as an impression management strategy. *Organizational Psychology Review*.

Bolino, M. C., Long, D. M., & Turnley, W. H. (2016). Impression management in organizations: Critical questions, answers, and areas for future research. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 377-406.

Long, D. M., Baer, M. D., Colquitt, J. A., Outlaw, R., & Dhensa-Kahlon, R. K. (2015). What will the boss think?: The impression management implications of supportive relationships with star and project peers. *Personnel Psychology*, 68, 463-498.

Colquitt, J. A., Long, D. M., Rodell, J. B., & Halvorsen-Ganepola, M. D. K. (2015). Adding the 'in' to justice: A qualitative and quantitative investigation of the differential effects of justice and injustice. *Journal of Applied Psychology*, 100, 278-297.

Baer, M. D., Dhensa-Kahlon, R. K., Colquitt, J. A., Rodell, J. B., Outlaw, R., & Long, D.M. (2015). Uneasy lies the head that bears the trust: The effects of being trusted on emotional exhaustion. *Academy of Management Journal*, 58, 1637-1657.

Colquitt, J. A., Baer, M. D., Long, D. M., & Halvorsen-Ganepola, M. D. K. (2014). Scale indicators of social exchange relationships: A comparison of relative content validity. *Journal of Applied Psychology*, 99, 599-618.

Kammeyer-Mueller, J. D., Rubenstein, A. L., Long, D. M., Odio, M. A., Buckman, B. R., Zhang, Y., & Halvorsen-Ganepola, M. D. K. (2013). A meta-analytic structural model of dispositional affectivity and emotional labor. *Personnel Psychology*, 66, 47-90.

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98, 199-236.

Judge, T. A., & Long, D. M. (2011). Individual differences in leadership. In D. V. Day & J. Antonakis (Eds.), *The nature of leadership* (2nd ed., pp. 179-217). Thousand Oaks, CA: Sage.

MANUSCRIPTS UNDER REVIEW

Long, D. M. & Foulk, T. A. (under 1st review). Risky behaviors to avoid undesired impressions. *Personnel Psychology*.

Long, D. M. (under 1st review). Attributions for impression management behavior: Can being authentic and tactical both be good? *Academy of Management Journal*.

WORK IN PROGRESS

Long, D. M. & Bolino, M. C. Doing bad to look good. An impression management perspective on deviant and destructive behaviors. Target journal: *Academy of Management Review*.

Long, D. M., & Bhatia, S. A meta-analysis of impression management at work. *Data coding stage*. Target journal: *Journal of Applied Psychology*.

Foulk, T., & Long, D. M. "So are you working hard or hardly working?" An examination of the effects of jargon in the workplace. *Data collection stage*. Target journal: *Organizational Behavior and Human Decision Processes*.

Rubenstein, A., Bosco, F., Allen, D. & Long, D. M. Justice effects over time. *Writing stage*. Target journal: *Journal of Applied Psychology*.

Erez, A., Long, D. M., & Woolum, A. Rudeness contagion among military pilots: A social networks perspective. *Data analysis stage*. Target journal: *Academy of Management Journal*.

Judge, T. A., Long, D. M., Halvorsen-Ganepola, M., Knippen, J., & Simon, L. The real value of education on job performance and career success: A meta-analysis. *Writing stage*. Target journal: *Journal of Applied Psychology*.

Judge, T. A., Colquitt, J. A., Scott, B. A., & Long, D. M. Does dissertation quality lead to academic success? An empirical test. *Data collection stage*. Target journal: *Journal of Applied Psychology*.

Woolum, A., & Long, D. M. Do managers effectively use performance improvement plans: A study of state park employees. Target journal: *Journal of Applied Psychology*.

CONFERENCE PRESENTATIONS

Long, D. M., & Foulk, T. (2016, August). Impressed by impression management: Employee reactions to ingratiation between a coworker and a supervisor. In A. Klotz and S. Park (Chairs), *New perspectives on impression management at work*. Symposium conducted at the annual meeting of the Academy of Management. Anaheim, CA. Note- Accepted Symposium

Long, D. M. (2015, August). Attributions for impression management behavior: Can being authentic and tactical both be good? In B. R. Buckman and H. Leroy (Chairs), *To be or to be perceived, that is the question: Integrating others into authenticity research*. Symposium conducted at the annual meeting of the Academy of Management. Vancouver, BC.

Baer, M. D., Dhensa, R. K., Colquitt, J. A., Rodell, J. B., Outlaw, R., & Long, D.M. (2014, August). Uneasy lies the head that bears the trust: The effects of being trusted on emotional exhaustion. In N. P. Podsakoff (Chair), *Changing conversations in management research*. Symposium conducted at the annual meeting of the Academy of Management. Philadelphia, PA.

Long, D. M., Baer, M. D., & Colquitt, J. A. (2013, August). What will the boss think?: The impression management implications of supportive relationships with star and project peers. In D. L. Haggard (Chair), *Innovations in mentoring and coaching*. Paper session conducted at the annual meeting of the Academy of Management. Orlando, FL.

Colquitt, J. A., Long, D. M., Halvorsen-Ganepola, M. D. K., & Baer, M. D. (2011, August). The relative effectiveness of trust as an operationalization of social exchange. In M. L. Frazier (Chair), *Trust in interpersonal relationships: Emerging concepts and future directions*. Symposium conducted at the annual meeting of the Academy of Management. San Antonio, TX.

Judge, T. A., Colquitt, J. A., Scott, B. A., & Long, D. M. (2011, April). Dissertation quality and academic career success. In N. P. Podsakoff (Chair), *Scholarly impact and career success in organizational behavior*. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.

Colquitt, J. A., Long, D. M., Rodell, J. B., & Halvorsen-Ganepola, M. D. K. (2010, August). Measuring organizational (in)justice. In J. Greenberg (Chair), *Issues in the measurement of organizational justice*. Symposium conducted at the annual meeting of the Academy of Management. Montreal, Quebec.

Colquitt, J. A., Long, D. M., Rodell, J. B., & Halvorsen-Ganepola, M. D. K. (2010, April). Reactions to justice vs. injustice: An inductive study. In J. A. Colquitt and J. Greenberg (Chairs), *Are justice and injustice qualitatively distinct concepts?* Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Atlanta, GA.

RESEARCH INTERESTS

Impression management

Influence tactics

Organizational justice

Workplace motivation

Decision making

AD HOC REVIEWING EXPERIENCE

Academy of Management Journal (2010 – 2013)

Academy of Management (2009 – 2015)

Human Resource Management Review (2015-2016)

European Journal of Work and Organizational Psychology (2009)

Journal of Business Research (2012)

Journal of Organizational Behavior (2014-2015)

Small Group Research (2010 – 2011)

Society for Industrial and Organizational Psychology (2010 – 2012)

TEACHING EXPERIENCE

William & Mary

BUAD 317 Organizational Behavior (Undergrad course – 45 students)

Instructor rating Fall 2013: 5.00 (Business school mean 4.24)

BUAD 317-1 Organizational Behavior (Undergrad course – 51 students)

Instructor rating Spring 2014: 4.92 (Business school mean 4.37)

BUAD 317-2 Organizational Behavior (Undergrad course – 51 students)

Instructor rating Spring 2014: 4.89 (Business school mean 4.37)

BUAD 317-2 Organizational Behavior (Undergrad course – 50 students)

Instructor rating Fall 2014: 4.91 (Business school mean 4.27)

BUAD 317-3 Organizational Behavior (Undergrad course – 50 students)

Instructor rating Fall 2014: 4.84 (Business school mean 4.27)

BUAD 317-1 Organizational Behavior (Undergrad course – 50 students)
Instructor rating Fall 2015: 4.91 (Business school mean 4.35)

BUAD 317-2 Organizational Behavior (Undergrad course – 51 students)
Instructor rating Fall 2015: 4.89 (Business school mean 4.35)

BUAD 317-3 Organizational Behavior (Undergrad course – 50 students)
Instructor rating Fall 2015: 4.97 (Business school mean 4.35)

BUAD 5507-AA Organizational Behavior (Graduate online course – 23 students)
**Instructor rating Spring 2016: 4.94 (Business school mean TBD)*

BUAD 5507-A2 Organizational Behavior (Graduate online course – 23 students)
***Instructor rating Spring 2016: 5.00 (Business school mean TBD)*

* Instructor ** Master Teacher

University of Florida

MAN 6331 Compensation in Organizations (MBA elective – 72 students)
Instructor rating Spring 2011:
First module: 4.92 (Department mean 4.41)
Second module: 4.80 (Department mean 3.94)

MAN 3240 Organizational Behavior (Undergraduate requirement – 45 students)
Instructor rating Spring 2012: 4.97 (Department mean 4.13)

The Home Depot

Leadership Practicum (2006-2008)
Reading Financial Reports (2006-2008)
Hiring the Best (2006-2008)

United States Navy

Flight Instructor (1999-2016)

ACADEMIC AFFILIATIONS

Academy of Management
American Psychological Association
Society for Industrial and Organizational Psychology

COLLEGE SERVICE

2015-Present: Online MBA (OMBA) process and development team
2014-Present: Design Team for online curricula; Instructor Onboarding Committee
Present: Developed Exec Ed. Curricula for Ft. Lee Quartermasters
Present: Research Committee

OTHER WORK EXPERIENCE

2004-Present *US Navy Reserves*

- Naval Aviator
- Mission Commander
- Flight Instructor

2004-2008

The Home Depot. Atlanta, GA

- Store Leadership Program (2004)
 - Successfully completed a cross-functional developmental program, specializing in store operations, personnel management, and leadership.
- Business Development (2005)
 - Led a team in developing The Home Depot's prototype fuel and convenience store. Successfully launched and opened four stores.
- Store Manager (2006-2008)
 - Responsible for a retail store with 230 employees, \$30 MM in annual sales, and more than \$8 MM in inventory.

1996-2004

US Navy

- Naval Aviator
- Mission Commander
- Flight School Instructor