

May 2026

CURRICULUM VITAE

Name: Brockner, Joel

Address: Graduate School of Business 420 Beechmont Drive
Columbia University New Rochelle, NY 10804
New York, NY 10027

Phone: 212-854-4435 914-632-1371

E-mail: jb54@gsb.columbia.edu

Birth: December 20, 1950; New York, NY

Marital Status: Married to Audrey Jacobs Brockner; three sons (Eliot H. Brockner, 39, Dustin J. Brockner, 36, and Lucas H. Brockner, 33)

Education:

1968-1972 SUNY at Stony Brook, Stony Brook, NY
(B.A. in psychology, cum laude, awarded 5/72)

1972-1977 Tufts University, Medford, MA
(Graduate study in personality/social
psychology; M.S. awarded 11/74, Ph.D. awarded
5/77)

Awards and Honors: Winner of 2023 *Distinguished Scientific Contributions Award* from
the *Society for Industrial and Organizational Psychology, Division
14 of the American Psychological Association* (Lifetime
Achievement Award.

Winner of 2020 *Distinguished Scholarly Contributions to
Management*, from the *Academy of Management* (Lifetime
Achievement Award.

Winner of the Morton Deutsch Award for the Best Paper published
in 2016 in *Social Justice Research*

Several Honors for the book, *The Process Matters* (see below)

Best Symposium in the Organizational Behavior Division of the
Academy of Management Conference, Anaheim, 2016 (entitled,
“Behavioral Ethics at Work”)

Article in *Harvard Business Review* entitled, “Why it’s So Hard to Be Fair,” selected for inclusion in *HBR*’s “10 Must Reads on Emotional Intelligence, 2015.

Co-winner of the “Dean’s Innovation in the Classroom Award,” Columbia Business School, 2005.

Batten Fellow, University of Virginia, Darden School of Business, 2005.

Winner of the Chazen Prize in International Research, Columbia Business School, 2003.

Winner of the Best Paper Award at the Academy of Management Conference, Organizational Behavior Division, 2002.

Elected as a Fellow of the Academy of Management, 2001

Named as the Phillip Hettleman Professor of Business, Columbia Business School, 1998.

Elected as a Fellow of the American Psychological Association (Division 14), 1990.

Nominated for Distinguished Scientific Award for an Early Career Contribution to Psychology, American Psychological Association, 1985.

Professional Societies:

Academy of Management
American Psychological Association (Divisions 8 and 14)
Society for the Advancement of Social Psychology
Society for the Psychological Study of Social Issues
Society of Experimental Social Psychology

Experience:

October 1998-present	Phillip Hettleman Professor of Business, Graduate School of Business, Columbia University
----------------------	---

January-June 2012	Visiting Professor of Organizational Behavior Harvard Business School
January 2008-present	Professor of Psychology and Education (courtesy appointment) Department of Organization and Leadership Teachers College, Columbia University
July 1990-October 1998	Professor of Management, Graduate School of Business, Columbia University
July 1984-July 1990	Associate Professor of Management, Graduate School of Business, Columbia University. Promoted to tenure, May, 1988.
Summer 1986-Summer 1988	Adjunct Professor, Department of Nursing Education, Teachers College, Columbia University.
Fall 1983-Summer 1984	Associate Professor of Management and Policy, University of Arizona
Fall 1980-Summer 1983	Visiting Assistant Professor of Psychology, Tufts University.
Fall 1977-Summer 1980	Assistant Professor of Psychology, SUNY College at Brockport
Summers 1979, 1980	Research Associate, Tufts University.
Fall 1976-Summer 1977	Lecturer in Psychology, Middlebury College

Teaching Interests:

Organizational Behavior
Managerial Decision-Making
Leadership

Research Interests:

The effects of organizational change (e.g., downsizing) on employees
Organizational justice
Self processes
Entrapment in escalating conflicts
Regulatory focus effects in work organizations
Cultural influences on work attitudes and behaviors

Publications:

Books:

Brockner, J. (2016). *The process matters: Engaging and equipping people for success*. Princeton, NJ: Princeton University Press.

a. Honorable Mention for the 2016 PROSE Award in Business, Finance & Management, Association of American Publishers

b. Winner of the 2016 Bronze Medal in Operations Management /Lean/Continuous Improvement, Axiom Business Book Awards

c. Selected as a Best Business Book in Management in 2016 by *Strategy + Business*

Brockner, J. (2010). *A contemporary look at organizational justice: Multiplying insult times injury*. New York: Routledge.

Brockner, J. (1988). *Self-esteem at work: Research, theory, and practice*. Lexington, MA: Lexington Books (Finalist in the nominations for the George R. Terry Book Award by the Academy of Management.)

Brockner, J., & Rubin, J.Z. (1985). *Entrapment in escalating conflicts: A social psychological analysis*. New York: Springer-Verlag.

Refereed Articles and Book Chapters:

In press:

Brockner, J., & Bobocel, R. How justice theory and research can help address organizational and societal problems. *Organizational Psychology Review*.

Brockner, J., & Van Dijke, M. Work engagement and burnout in anticipation of physically returning to work: The effects of imminence of return, self-affirmation, and regulatory focus. *Journal of Experimental Social Psychology*.

Li, J., Wang, C., Williams, M., Chen, Y., & Brockner, J. My boss is younger, less educated, and has a shorter tenure: Status (in)congruence and supervisor competence influence subordinates' fairness perceptions and work motivation. *Journal of Applied Psychology*.

Pfrombeck, J., Galinsky, A., Nagy, N., North, M., Brockner, J., & Grote, G. A self-affirmation intervention increases reemployment success for the unemployed. *Proceedings of the National Academy of Sciences*.

2022:

Kim, J., Brockner, J., & Block, C. J. Congruence between self-affirmation and self-construal eliminates the MBA gender performance gap. *Organizational Behavior and Human Decision Processes*, 169, 104-118.

2021:

Brockner, J., De Cremer, D., van Dijke, M., De Schutter, L., Holtz, B., & Van Hiel, A. Factors affecting supervisors' enactment of interpersonal fairness: The interactive relationship between their managers' informational fairness and supervisors' sense of power. *Journal of Organizational Behavior*, 42, 800-813.

Brockner, J., & Sherman, D. A. Wise interventions in organizations. In J. Chatman & L. Kray (Eds.), *Research in organizational behavior*, 39.

Brockner, J., Wiesenfeld, B. M., & Fridman, I. How prominent features of organizational life inform principles of social psychology. In P.A.M. van Lange, E.T. Higgins, and A. Kruglanski (Eds.). *Social psychology: Handbook of basic principles* (3rd ed., pp. 545–566). New York: Guilford.

Liu, Z., Brockner, J., & Morris, M. W. Bolstering biculturals: Self-affirmation reduces contrastive responses to identity primes. *Journal of Experimental Social Psychology*. 95.

2020:

Bendersky, C., & Brockner, J. Mistreatment from peers can reduce the effects of respectful treatment from bosses, and respectful peers can offset mistreatment from bosses. *Journal of Organizational Behavior*, 41, 549-566. The authors contributed equally to this project; their order of authorship is arbitrary.)

Carter, A.B., Bobocel, D. R., & Brockner, J. When to explain why or how it happened: Tailoring accounts to fit observers' construal level. *Journal of Experimental Psychology: Applied*, 26, 158-170.

Van Dijke, M., Quaquebeke, N., & Brockner, J. In self-defense: Reappraisal buffers the negative impact of low procedural justice on performance. *Journal of Experimental Psychology: Applied*, 26(4), 739–754.

2019:

Brockner, J., & Wiesenfeld, B. M. Organizational justice is alive and well and living elsewhere (but not too far away). In E. A. Lind (ed.), *Social psychology and justice* (pp. 213-242). New York: Routledge.

2018:

Chun, J. S., Brockner, J., & DeCremer, D. How temporal and social comparisons in performance evaluation affect fairness perceptions. *Organizational Behavior and Human Decision Processes*, 145, 1-15. (An excerpt of this research was published in a blog at *Harvard Business Review*, March 22, 2018.)

2017:

Liu, Z., Liu, X.X., Hong, Y.Y., Brockner, J., Tam, K.P., & Li, Y.M. Is individual bribery or organizational bribery more intolerable in China (versus in the United States)? Advancing theory on the perception of corrupt acts. *Organizational Behavior and Human Decision Processes*, 143, 111-128.

Lu, G., Brockner, J., Vardi, Y., & Weitz, E. A dark side of experiencing job autonomy: Unethical behavior. *Journal of Experimental Social Psychology*, 73, 222-234.

Wiesenfeld, B. M., Reyt, J. N., Brockner, J., & Trope, Y. Construal level theory in organizational research. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 367-400.

2016:

Brockner, J., & Wiesenfeld, B.M. Self-as-object and self-as-subject in the workplace. *Organizational Behavior and Human Decision Processes*, 136, 36-46.

Galinsky, A.D., Mason, M.F., & Brockner, J. Psychologists in schools of business: Where theory meets practice. In R.J. Sternberg (Ed.), *Career paths in psychology: Where your degree can take you*. Washington, DC: American Psychological Association.

Seifert, M., Brockner, J., Bianchi, E. C., & Moon, H. How workplace fairness affects employee commitment. *Sloan Management Review*, 57, 15-17.

Siegel, P., Brockner, J., Wiesenfeld, B., & Liu, Z. Non-contingent success reduces people's desire for processes that adhere to principles of fairness. *Social Justice Research*, 29, 375-401. (Winner of the Morton Deutsch Award for Best Paper published in 2016 in *Social Justice Research*.)

2015:

Bianchi, E. C., Brockner, J., Van den Bos, K., Seifert, M., Moon, H., Van Dijke, M., & De Cremer, D. Trust in decision-making authorities dictates the form of the interactive relationship between outcome fairness and procedural fairness. *Personality and Social Psychology Bulletin*, 41, 19-34. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

Brockner, J., Wiesenfeld, B. M., Siegel, P. A., Bobocel, D. R., & Liu, Z. Riding the fifth wave: Organizational justice as dependent variable. In A. Brief & B. Staw (Eds.), *Research in organizational behavior* (Vol. 35, pp. 103-121). London: Elsevier.

Liu, Z., & Brockner, J. The interactive effect of positive inequity and regulatory focus on work performance. *Journal of Experimental Social Psychology*, 57, 111-116.

Zhao, G., Chen, Y., & Brockner, J. What influences managers' enactment of procedural fairness towards their subordinates? The role of subordinates' trustworthiness. *Journal of Experimental Social Psychology*, 59, 96-112. (The three authors contributed equally to this project; their order of authorship is arbitrary.)

2014:

Brockner, J., & Carter, A. Toward the fifth wave: Justice as a dependent variable. In S. Gilliland, D. Steiner, & D. P. Skarlicki (Eds.), *The social dynamics of organizational justice* (pp. 251-286). Charlotte, NC: Information Age Publishing, Inc.

Brockner, J., Senior, D., & Welch, W. Corporate volunteerism, the experience of self-integrity, and organizational commitment: Evidence from the field. *Social Justice Research*, 27, 1-23.

2013:

Van den Bos, K., Brockner, J., van den Oudenalder, M., Shanmukh V. Kamble, S. & Nasabi, A. Delineating a method to study cross-cultural differences with experimental control: The voice effect and countercultural contexts regarding power distance. *Journal of Experimental Social Psychology*, 49, 624-634. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

2012:

Ames, D., Maissen, L.B., & Brockner, J. The role of listening in interpersonal influence. *Journal of Research in Personality*, 46, 345-349.

Bianchi, E. C., & Brockner, J. Dispositional trust predicts employees' perceptions of procedural fairness. *Organizational Behavior and Human Decision Processes*, 118, 46-59.

Brockner, J., & Bianchi, E. Breaking the vicious cycle of low trust in decision-making authorities: It's what they do *and* how they do it. In R. M. Kramer & T. Pittinsky (Eds.), *Restoring trust: Enduring challenges and emerging answers* (pp. 257-273). Oxford University Press.

Roloff, K.S., Brockner, J., & Wiesenfeld, B.M. The role of process fairness authenticity in negotiations and its challenges for 21st century negotiators. In B. M. Goldman & D. L. Shapiro (Eds.), *The psychology of negotiations in the 21st century workplace: New challenges and new*

solutions (pp. 43-67). New York: Routledge Press.

Wiesenfeld, B.M., & Brockner, J. On the reciprocal relationship between basic and applied psychological theory. *Organizational Psychology Review*, 2, 172-182.

2010:

De Cremer, D., Brockner, J., Fishman, A., van Olffen, W., & Mayer, D. When do procedural fairness and outcome favorability interact to influence organizational commitment?: The moderating effect of uncertainty. *Journal of Applied Psychology*, 95, 291-304. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

Elovainio, M., Vahtera, J., Kivimäki, Brockner, J., M., Linna, A., Van den Bos, K., Greenberg, J., & Pentti, J. Distributive, procedural, and relational justice as predictors of change in health after a major life event. *Journal of Epidemiology and Community Health*, 64, 470-472.

Van den Bos, K., Brockner, J., Stein, J. H., Steiner, D. D., Van Yperen, N. W., & Dekker, D. M. The psychology of voice and performance capabilities in masculine and feminine cultures and contexts. *Journal of Personality and Social Psychology*, 99, 638-648. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

2009:

Brockner, J., Wiesenfeld, B., & Diekmann, K. Towards a "fairer" conception of process fairness: How, when and why more may not be better than less. *The Academy of Management Annals*, 3, 183-216.

Lavelle, J.J., Brockner, J., Konovsky, M., Price, K.H., Henley, A.B., Taneja, A., & Vinekar, V. Commitment, procedural fairness, and organizational citizenship behavior: A multi-foci analysis. *Journal of Organizational Behavior*, 30, 337-357. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

2008:

Brockner, J., De Cremer, D., Fishman, A., & Spiegel, S. When does high procedural fairness reduce self-evaluations following unfavorable outcomes?: The moderating effect of prevention focus. *Journal of Experimental Social Psychology*, 44, 187-200.

Brockner, J., & James, E.H. Towards an understanding of when executives see crisis as opportunity. *Journal of Applied Behavioral Science*, 44, 94-115.

Buontempo, G., & Brockner, J. Emotional intelligence and the ease of recall judgment bias: The mediating effect of private self-consciousness. *Journal of Applied Social Psychology*, 38, 159-172.

2007:

Brockner, J., Fishman, A.Y., Reb, J., Goldman, B., Spiegel, S., & Garden, C. Procedural fairness, outcome favorability, and judgments of an authority's responsibility. *Journal of Applied Psychology*, 92, 1657-1671.

Lavelle, J., Rupp, D., & Brockner, J. Taking a multi-foci approach to the study of justice, social exchange, and citizenship behavior: The target similarity model. *Journal of Management*, 33, 841-866.

Stephan, J., & Brockner, J. Spaced out in cyberspace?: Evaluations of computer-based information. *Journal of Applied Social Psychology*, 37, 210-226.

Wells, R.E., & Brockner, J. Managers' affective expressions as determinants of employee responses to change. In M. A. Neale, E. A. Mannix & C. Anderson (Eds.), *Research on managing groups and teams*: (Vol. 10, pp. 249-273.). Oxford, UK: Elsevier Science Press.

Wiesenfeld, B., Swann, W., Brockner, J., & Bartel, C. Is more fairness always preferred?: Self-esteem moderates reactions to procedural justice. *Academy of Management Journal*, 50, 1235-1253.

2006:

Brockner, J. Why it's so hard to be fair. *Harvard Business Review*, 84 (3), 122-129. (Selected for inclusion in *HBR's 10 Must Reads on Emotional Intelligence*, 2015)

Brockner, J., & Flynn, F. Why organizational scientists care about *Moneyball*: Commentary on Wolfe et al.'s 'Radical HRM Innovation and Competitive Advantage.' *Human Resource Management*, 45, 127-131.

2005:

Brockner, J., DeCremer, D., Van den Bos, K., & Chen, Y. The influence of interdependent self-construal on procedural fairness effects. *Organizational Behavior and Human Decision Processes*, 96, 155-167. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

Brockner, J., & Wiesenfeld, B. How generalizable is the interactive relationship between outcome favorability and procedural fairness? In J. Greenberg & J. Colquitt (Eds.), *Handbook of organizational justice: Fundamental questions about fairness in the workplace* (pp.525-553). Hillsdale, N.J.: Erlbaum.

Siegel, P.A., & Brockner, J. Individual and organizational consequences of CEO claimed handicapping: What's good for the CEO may not be so good for the firm. *Organizational Behavior and Human Decision Processes*, 96, 1-22.

Siegel, P.A., Post, C., Brockner, J., Fishman, A., & Garden, C. The moderating influence of procedural fairness on the relationship between work-life conflict and organizational commitment. *Journal of Applied Psychology*, 90, 13-24.

2004:

Brockner, J., Higgins, E. T., & Low, M.B. Regulatory focus theory and the entrepreneurial process. *Journal of Business Venturing*, 19, 203-220.

Brockner, J., Spreitzer, G., Mishra, A., Hochwarter, W., Pepper, L., & Weinberg, J. Perceived control as an antidote to the negative effects of layoffs on survivors' organizational commitment and job performance. *Administrative Science Quarterly*, 49, 76-100.

2003:

Brockner, J. Unpacking country effects: On the need to operationalize the psychological determinants of cross-national differences. In R.M. Kramer & B.M. Staw (Eds.), *Research in organizational behavior* (Vol. 25, pp. 333-367). Oxford, UK: Elsevier Press.

Brockner, J., Heuer, L.B., Magner, N., Folger, R., Umphress, E., Van den Bos, K., Vermunt, R., Magner, M., & Siegel, P.A. High procedural fairness heightens the effect of outcome favorability on self-evaluations: An attributional analysis. *Organizational Behavior and Human Decision Processes*, 91, 51-68.

Chen, Y., Brockner, J., & Greenberg, J. When is it "A pleasure to do business with you"? The effects of status, outcome favorability, and procedural fairness. *Organizational Behavior and Human Decision Processes*, 92, 1-21.

Flynn, F.J., & Brockner, J. It's different to give than to receive: Asymmetric reactions of givers and receivers to favor exchange. *Journal of Applied Psychology*, 88, 1-13.

2002:

Brockner, J. Making sense of procedural fairness: How high procedural fairness can reduce or heighten the influence of outcome favorability. *Academy of Management Review*, 27, 58-76.

Brockner, J., Paruchuri, S., Idson, L.C., & Higgins, E.T. Regulatory focus and the probability estimates of conjunctive and disjunctive events. *Organizational Behavior and Human Decision Processes*, 87, 5-24.

Chen, Y., Brockner, J., & Chen, X. Individual-collective primacy and ingroup favoritism: Enhancement and protection effects. *Journal of Experimental Social Psychology*, 38, 482-491.

Church, A.H., Walker, A.G., & Brockner, J. Multi-source feedback for organization development and change. In J. Waclawski & A.H. Church (Eds.), *Organization development: A*

data-driven approach to organizational change (pp. 27-54). San Francisco: Jossey-Bass.

2001:

Brockner, J., Ackerman, G., & Fairchild, G. When do elements of procedural fairness make a difference? A classification of moderating influences. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 179-212). Stanford, CA: Stanford University Press.

Brockner, J., Ackerman, G., Greenberg, J., Gelfand, M., Francesco, A.M., Chen, Z.X., Leung, K., Bierbrauer, G., Gomez, C., Kirkman, B., & Shapiro, D. Culture and procedural justice: The influence of power distance on reactions to voice. *Journal of Experimental Social Psychology*, 37, 300-315.

Brockner, J., & Higgins, E.T. Regulatory focus theory: Its implications for the study of emotions in the workplace. *Organizational Behavior and Human Decision Processes*, 86, 35-66.

(Nominated for the William A. Owens Scholarly Achievement Award, given by the Society for Industrial and Organizational Psychology, American Psychological Association.)

Iyengar, S.S., & Brockner, J. Cultural differences in self and the impact of personal and social influences. In R. Cialdini (Ed.), *The practice of social influence in multiple cultures* (pp. 13-32), Hillsdale, NJ: Erlbaum Associates.

Wiesenfeld, B.M., Brockner, J., Petzall, B., Wolf, R., & Bailey, J. Stress and coping among layoff survivors: A self-affirmation analysis. *Anxiety, Stress, and Coping: An International Journal*, 14, 15-34.

2000:

Brockner, J., Chen, Y., Mannix, E., Leung, K., & Skarlicki, D. Culture and procedural fairness: When the effects of what you do depend upon how you do it. *Administrative Science Quarterly*, 45, 138-159 (reprinted in 2005 in C. L. Cooper and W. H. Starbuck (Eds.), *Work: Contexts and consequences*. London: Sage Publications.)

Garonzik, R., Brockner, J., & Siegel, P.A. Identifying international assignees at risk for premature departure: The interactive effect of outcome favorability and procedural fairness. *Journal of Applied Psychology*, 85, 13-20. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

Wiesenfeld, B.M., Brockner, J., & Thibault, V. Procedural fairness, managers' self-esteem, and managerial behaviors following a layoff. *Organizational Behavior and Human Decision Processes*, 83, 1-32.

1999:

Wiesenfeld, B., Brockner, J., & Martin, C. A self-affirmation analysis of survivors' reactions to an unfair organizational downsizing. *Journal of Experimental Social Psychology*, 35, 441-460. (The first two authors contributed equally to this project; their order of authorship is arbitrary.)

1998:

Brockner, J., Heuer, L., Siegel, P., Wiesenfeld, B., Martin, C., Grover, S., Reed, T., & Bjorgvinsson, S. The moderating effect of self-esteem in reaction to voice: Converging evidence from five studies. *Journal of Personality and Social Psychology*, 75, 394-407.

Chen, Y., Brockner, J., & Katz, T. Towards an explanation of cultural differences in ingroup favoritism: The role of individual vs. collective primacy. *Journal of Personality and Social Psychology*, 75, 1490-1502.

Wiesenfeld, B.M., Brockner, J. Towards a psychology of contingent work. In J.J. Halpern & R.S. Stern (Eds.), *Debating rationality: Nonrational aspects of organizational decision making* (pp. 195-215). Ithaca, NY: ILR Press.

1997:

Brockner, J., Siegel, P.A., Daly, J., Tyler, T.R., & Martin, C. When trust matters: The moderating effect of outcome favorability. *Administrative Science Quarterly*, 42, 558-583.

Brockner, J., Wiesenfeld, B.M., Stephan, J., Hurley, R., Grover, S., Reed, T., DeWitt, R.L., & Martin, C. The effects on layoff survivors of their fellow survivors' reactions. *Journal of Applied Social Psychology*, 27, 835-863.

1996:

Brockner, J., & Chen, Y. The moderating effects of self-esteem and self-construal in reaction to a threat to the self: Evidence from the People's Republic of China and the United States. *Journal of Personality and Social Psychology*, 71, 603-615.

Brockner, J., & Siegel, P. Understanding the interaction between procedural and distributive justice: The role of trust. In R. Kramer & T. Tyler (Eds.), *Trust in organizations* (pp. 390-413). Newbury Park, CA.: Sage Publications.

Brockner, J., & Wiesenfeld, B.M. An integrative framework for explaining reactions to decisions: The interactive effects of outcomes and procedures. *Psychological Bulletin*, 120, 189-208.

1995:

Bennett, N., Martin, C.L., Bies, R.J., & Brockner, J. Coping with a layoff: A longitudinal study of victims. *Journal of Management*, 21, 1025-1040.

Brockner, J. Towards enhancing survivors' organizational and personal reactions to layoffs: A rejoinder to Daniels. *Strategic Management Journal*, 16, 329-331.

Brockner, J. How to stop throwing good money after bad: Using theory to guide practice. In D. Schroeder (Ed.), *Social dilemmas: Perspectives on individuals and groups* (pp. 163-181). New York: Praeger.

Brockner, J. Self processes in leading downsized (and other changed) organizations. In D. Noer & W. Tornow (Eds.), *Leading downsized organizations* (pp. 36-41). Greensboro, NC: Center for Creative Leadership.

Brockner, J., & Lee, R.J. Career development in downsizing organizations: A self-affirmation analysis. In M. London (Ed.), *Employee development and job creation: Human resource strategies for organizational growth* (pp. 49-70). San Francisco: Jossey-Bass.

Brockner, J., Wiesenfeld, B.M., & Martin, C.L. Decision frame, procedural justice, and survivors' reactions to job layoffs. *Organizational Behavior and Human Decision Processes*, 63, 59-68.

1994:

Brockner, J. Perceived fairness and layoff survivors' reactions, or how downsizing organizations can do well by doing good. *Social Justice Research*, 7, 345-364.

Brockner, J. Ichniowski, C., Cooper, R., & Davy, J. Reactions of survivors to seniority-based layoffs: A multi-method analysis. In D. Lewin & D. Sockell (Eds.), *Advances in industrial and labor relations* (Vol. 6, pp. 231-260). Greenwich, CT.: JAI Press.

Brockner, J., Konovsky, M., Cooper-Schneider, R., Folger, R., Martin, C., & Bies, R.J. The interactive effects of procedural justice and outcome negativity on the victims and survivors of job loss. *Academy of Management Journal*, 37, 397-409.

1993:

Brockner, J., Grover, S., O'Malley, M.N., Reed, T., & Glynn, M.A. Threat of future layoffs, self-esteem, and survivors' reactions: Evidence from the laboratory and the field. *Strategic Management Journal*, 14, 153-166.

Brockner, J., & Kim, D.H. Factors affecting stayers' job satisfaction in response to a co-worker who departs for a better job. *Journal of Applied Social Psychology*, 23, 1659-1684.

Brockner, J., & Wiesenfeld, B.M. Living on the edge (of social and organizational psychology): The effects of layoffs on those who remain. In J.K. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research* (pp. 119-140). Englewood Cliffs, N.J.: Prentice-Hall.

Brockner, J., Wiesenfeld, B.M., & Raskas, D. Self-esteem and expectancy-value discrepancy: The effects of believing that you can (or can't) get what you want. In R.F. Baumeister (Ed.), *Self-esteem: The puzzle of low self-regard* (pp. 219-240). New York: Plenum.

Brockner, J., Wiesenfeld, B.M., Reed, T., Grover, S., & Martin, C. Interactive effect of job content and context on the reactions of layoff survivors. *Journal of Personality and Social Psychology*, 64, 187-197.

Konovsky, M.A., & Brockner, J. Managing victim and survivor layoff reactions: A procedural justice perspective. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp. 133-153). Hillsdale, N.J.: Erlbaum.

1992:

Brockner, J. The escalation of commitment to a failing course of action: Towards theoretical progress. *Academy of Management Review*, 17, 39-61.

Brockner, J. Managing the effects of layoffs on survivors. *California Management Review*, 34, 9-28.

Brockner, J. Self-esteem. In L.K. Jones (Ed.), *The encyclopedia of career change and work issues* (pp. 271-273). Phoenix: The Oryx Press.

Brockner, J., Grover, S., Reed, T., & DeWitt, R.L. Layoffs, job insecurity, and survivors' work effort: Evidence of an inverted-U relationship. *Academy of Management Journal*, 35, 413-425.

Brockner, J., Tyler, T.R., & Cooper-Schneider, R. The influence of prior commitment to an institution on reactions to perceived unfairness: The higher they are, the harder they fall. *Administrative Science Quarterly*, 37, 241-261.

1990:

Brockner, J. Scope of justice in the workplace: The case of survivors' reactions to co-worker layoffs. *Journal of Social Issues*, 46, 95-106.

Brockner, J., DeWitt R., Grover, S., & Reed, T. When it is especially important to explain why: Factors affecting the relationship between managers' explanations of a layoff and survivors' reactions to the layoff. *Journal of Experimental Social Psychology*, 26, 389-407.

Brockner, J., & Greenberg, J. The impact of layoffs on survivors: An organizational justice analysis. In J. Carroll (Ed.), *Advances in applied social psychology and organizational settings* (pp. 45-75). Hillsdale, N.J.: Lawrence Erlbaum Associates.

1989:

Grover, S., & Brockner, J. Empathy and the attitudinal similarity-attraction relationship. *Journal of Research in Personality*, 23, 469-479.

Kernis, M., Brockner, J., & Frankel, B. Self-esteem and reactions to failure: The mediating role of overgeneralization. *Journal of Personality and Social Psychology*, 57, 707-714.

1988:

Brockner, J. The effects of work layoffs on survivors: Research, theory and practice. In B. M. Staw and L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 10, pp. 213-255). Greenwich, Conn.: JAI Press.

Brockner, J., Grover, S., & Blonder, M. Predictors of survivors' job commitment following layoffs: A field study. *Journal of Applied Psychology*, 73, 436-442.

Delaney, J. T., Sockell, D. & Brockner, J. The mandatory-permissive distinction and the collective bargaining process. *Industrial Relations*, 27, 21-36.

Sandelands, L., Brockner, J., & Glynn, M. A. If at first you don't succeed, try, try again: The effects of persistence-performance contingencies, ego involvement, and self-esteem on task persistence. *Journal of Applied Psychology*, 73, 208-216.

1987:

Brockner, J., Derr, W., & Laing, J. Self-esteem and reactions to negative feedback: Towards greater generalizability. *Journal of Research in Personality*, 21, 318-333.

Brockner, J., Grover, S., Reed, T., DeWitt, R., & O'Malley, M. Survivors' reactions to layoffs: We get by with a little help for our friends. *Administrative Science Quarterly*, 32, 526-542.

Brockner, J., O'Malley, M., Davies, D., & Hite, T. Reward allocation and self-esteem: The roles of modeling and equity restoration. *Journal of Personality and Social Psychology*, 52, 844-850.

1986:

Brockner, J. The effects of work layoffs on survivors. *Supervisory Management*, 31, 2-7.

Brockner, J. & Adsit, L. The moderating impact of sex on the equity-satisfaction relationship: A field study. *Journal of Applied Psychology*, 71, 385-390.

Brockner, J., Greenberg, J., Brockner, A., Bortz, J., Davy, J., & Carter, C. Layoffs, equity theory, and work performance: Further evidence of the impact of survivor guilt. *Academy of Management Journal*, 29, 373-384.

Brockner, J. & Hess, T. Self-esteem and task performance in quality circles. *Academy of Management Journal*, 29, 617-622.

Brockner, J., Houser, R., Lloyd, K., Nathanson, S., Birnbaum, G., Deutscher, J., & Rubin J. Z. Escalation of commitment to an ineffective course of action: The effect of feedback having negative implications for self-identity. *Administrative Science Quarterly*, 31, 109-126.

Brockner, J. & Lloyd, K. Self-esteem and interpersonal attraction: Separating fact from fantasy. *Journal of Research in Personality*, 20, 496-508.

1985:

Brockner, J. The relation of trait self-esteem and positive inequity to productivity. *Journal of Personality*, 53, 517-529.

Brockner, J., Davy, J., & Carter, C. Layoffs, self-esteem, and survivor guilt: Motivational, affective, and attitudinal consequences. *Organizational Behavior and Human Decision Processes*, 36, 229-244.

Brockner, J., & Elkind, M. Self-esteem and reactance: Further evidence of attitudinal and motivational consequences. *Journal of Experimental Social Psychology*, 21, 346-361.

Brockner, J., Hjelle, L., & Plant, R. Self-focused attention, self-esteem, and the experience of state depression. *Journal of Personality*, 53, 425-434.

1984:

Brockner, J., Guzzi, B., Kane, J., Levine, E., & Shaplen, K. Organizational fundraising: Further evidence on the effect of legitimizing small donations. *Journal of Consumer Research*, 11, 611-614.

Brockner, J., Nathanson, S., Friend, A., Harbeck, J., Samuelson, C., Houser, R., Bazerman, M., & Rubin, J.Z. The role of modeling processes in the 'knee-deep in the big muddy' phenomenon. *Organizational Behavior and Human Performance*, 33, 77-99.

1983:

Brockner, J. Low self-esteem and behavioral plasticity. In L. Wheeler & P.R. Shaver (Eds.), *Review of personality and social psychology*, (Vol. 4, pp. 237-271). Beverly Hills, CA: Sage Publications.

Brockner, J., Gardner, A.M., Bierman, J., Mahan, T., Thomas, B., Weiss, W., Winters, L., & Mitchell, A. The roles of self-esteem and self-consciousness in the Wortman-Brehm model of reactance and learned helplessness. *Journal of Personality and Social Psychology*, 45, 199-209.

Brockner, J., & Guare, J. Improving the performance of low self-esteem individuals: An attributional approach. *Academy of Management Journal*, 26, 642-656.

Brockner, J., & Swap, W.C. Resolving the relationship between placebos, misattribution, and insomnia: An individual differences perspective. *Journal of Personality and Social Psychology*, 45, 32-42.

Lloyd, K., Paulsen, J., & Brockner, J. The effects of self-esteem and self-consciousness on interpersonal attraction. *Personality and Social Psychology Bulletin*, 9, 397-404.

1982:

Brockner, J., Altman, S., & Chalek, H. Self-focused attention and helping behavior: A field study. *Personality and Social Psychology Bulletin*, 8, 678-684.

Brockner, J., Pressman, B., Cabbitt, J., & Moran, P. Non-verbal intimacy, sex, and compliance: A field study. *Journal of Non-Verbal Behavior*, 6, 1-9.

Brockner, J., Rubin, J.Z., Fine, J., Hamilton, T., Thomas, B., & Turetsky, B. Factors affecting entrapment in escalating conflicts: The importance of timing. *Journal of Research in Personality*, 16, 247-266.

Nathanson, S., Brockner, J., Brenner, D., Samuelson, C., Countryman, M., Lloyd, M., & Rubin, J.Z. Toward the reduction of entrapment. *Journal of Applied Social Psychology*, 12, 193-208.

1981:

Brockner, J. Two quality personality texts. *Contemporary Psychology*, 26, 104-105.

Brockner, J., & DiNardo, E. Some self-esteem correlates of methadone maintenance patients. *International Journal of the Addictions*, 16, 157-163.

Brockner, J., Rubin, J.Z., & Lang, E. Face-saving and entrapment. *Journal of Experimental Social Psychology*, 17, 68-79.

Brockner, J., & Vasta, R. Do casual attributions mediate the effects of extrinsic rewards on intrinsic interest? *Journal of Research in Personality*, 15, 201-209.

Brockner, J., & Wallnau, L. Self-esteem, anxiety, and the avoidance of self-focused attention. *Journal of Research in Personality*, 15, 277-291.

1980:

Rubin, J.Z., Brockner, J., Eckenrode, J., Enright, M., & George, C. Weakness as strength: Test of a 'my hands are tied' ploy in bargaining. *Personality and Social Psychology Bulletin*, 6, 216-221.

Rubin, J.Z., Brockner, J., Small-Weil, S., & Nathanson, S. Factors affecting entry into psychological traps. *Journal of Conflict Resolution*, 24, 405-426.

1979:

Brockner, J. Self-esteem, self-consciousness, and task performance: Replications, extensions, and possible explanations. *Journal of Personality and Social Psychology*, 37, 447-461.

Brockner, J. The effects of self-esteem, success-failure, and self-consciousness on task performance. *Journal of Personality and Social Psychology*, 37, 1732-1741.

Brockner, J., & Eckenrode, J. Self-monitoring and the actor-observer bias. *Representative Research in Social Psychology*, 9, 81-88.

Brockner, J., & Nova, M. Further determinants of attitude attributions: The perceived effects of assigned behavior on post-behavior attitudes. *Personality and Social Psychology Bulletin*, 5, 311-315.

Brockner, J., Shaw, M.C., & Rubin, J.Z. Factors affecting withdrawal from an escalating conflict: Quitting before it's too late. *Journal of Experimental Social Psychology*, 15, 492-503.

Vasta, R., & Brockner, J. Self-esteem and self-evaluative covert statements. *Journal of Consulting and Clinical Psychology*, 47, 776-777.

1978:

Brockner, J., & Hulton, A.J.B. How to reverse the vicious cycle of low self-esteem: The importance of attentional focus. *Journal of Experimental Social Psychology*, 14, 564-578.

1976:

Brockner, J., & Swap, W.C. The effects of repeated exposure and attitudinal similarity on self-disclosure and interpersonal attraction. *Journal of Personality and Social Psychology*, 33, 531-540.

1975:

Rubin, J.Z., & Brockner, J. Factors affecting entrapment in waiting situations: The rosenkrantz and guilford effect. *Journal of Personality and Social Psychology*, 31, 1054-1063.

Under Editorial Review or Undergoing Revision:

Brockner, J., Chen, Y., & Zhu, G. The interactive effects of perceived intent and ability on work beliefs and behaviors: A social cognition perspective.

Chen, J., Wei, S., & Brockner, J. Justice and interorganizational relationship continuity: An investigation based on boundary spanners' dual role.

Lupoli, M., Jachimowicz, J., Brown, Z., Brockner, J., & Galinsky, A. Crossing ethical boundaries in the pursuit of passion: How passion gaps cause unethical pro-organizational behavior.

Sheldon, O., Wiesenfeld, B., & Brockner, J. Exploring when and why being treated fairly make employees more likely to engage in unethical pro-organizational behavior.

Siegel, P., Brockner, J., & Wieland, A. The interactive effect of process fairness and personal uncertainty on self-handicapping.

Presentations and Invited Addresses (past 10 years only):

Brockner, J. Still in search of a just workplace: Discussant comments. Academy of Management Conference, Seattle, August 2022

Brockner, J., & Van Dijke, M. Returning to work with high engagement: The effects of imminence, self-affirmation, and regulatory focus. Academy of Management Conference, Seattle, August 2022

Brockner, J. Demystifying wise interventions: The moderating effect of organizational context. Paper presented to the Berkeley Culture Conference, January 2021

Li, J., Wang, C., Williams, M., Chen, Y., & Brockner, J. My boss is younger, less educated, and has a shorter tenure: Status (in)congruence and supervisor competence influence subordinates' fairness perceptions and work motivation. Academy of Management Conference, Boston, August 2019

Brown, Z., & Brockner, J. Passion gaps cause unethical pro-organizational behavior by increasing self-threat. Paper presented at Academy of Management Conference, Chicago, August 2018

Carter, A., Bobocel, R., & Brockner, J. When to explain why and how: Recipient construal level shapes perceptions of fairness. Paper presented at the Academy of Management Conference, Atlanta, 2017.

Bendersky, C., & Brockner, J. Snarky peers can undermine polite bosses: The challenge of managing interpersonally unfair peers. Paper presented at the Academy of Management

Conference, Anaheim, 2016.

Brockner, J. Catching the fifth wave: The next stage of organizational justice research. Discussant for symposium presented at the Academy of Management Conference, Anaheim, 2016.

Lu, J., Brockner, J., Vardi, Y., & Weitz, E. The dark side of job autonomy: Unethical behavior. Paper presented at the Academy of Management Conference, Anaheim, 2016.

Siegel, P. A. Brockner, J., & Liu, Z. The effect of non-contingent success on people's desire for high process fairness. Paper presented at the Academy of Management Conference, Vancouver, 2015.

Brockner, J. Towards gaining support for federal spectrum reform. Paper presented to the Brookings Institution, Washington, D.C., 2014.

Brockner, J. The potential power of words to achieve congruence between university athletics and university mission. Symposium discussant at the Academy of Management Conference, Philadelphia, 2014.

Feldman, S., Brockner, J., Liu, Z., & Higgins, T. Parental maltreatment, regulatory focus, and recommending the placement of children in foster care. Paper presented at the Academy of Management Conference, Philadelphia, 2014, and published in the conference's Best Paper Proceedings.

Zhao, G., Chen, Y., & Brockner, J. Procedural fairness as reward or shield: The role of subordinates' trustworthiness. Paper presented at the Academy of Management Conference, Philadelphia, 2014.

Brockner, J., Zhao, G., & Chen, Y. The other way around: How subordinates influence their managers' procedural fairness. Paper presented at the International Society for Justice Research, New York, 2014.

Brockner, J. Towards a procedurally fair workplace. Paper presented to the District of Columbia Courts, Washington, D.C., 2014.

Brodsky, A., Margolis, J., & Brockner, J. Social salience and voice. Paper presented at the Academy of Management Conference, Orlando, 2013.

Zhao, G., Yoon, H. J., Chen, Y., & Brockner, J. Antecedents of procedural justice: A cross-culture comparison of direct reports' trustworthiness. Paper presented at the Academy of Management Conference, Orlando, 2013.

Colloquia (past 10 years only):

Wharton Business School, 2021
 Columbia University, 2019 (Teachers College)
 Columbia Business School, 2018
 Rutgers University, 2017
 Cornell University, 2017
 Cornell University, 2013

Academic Consultation:

Member of Editorial Board, *Journal of Personality and Social Psychology* (1998-2001)
 Member of Editorial Board, *Journal of Applied Social Psychology* (1997-present)
 Member of Editorial Board, *Academy of Management Review* (1999-2005)
 Member of Editorial Board, *Academy of Management Journal* (1985-1990)
 Member of Editorial Board, *Organizational Behavior and Human Decision Processes* (2001-2007; 2015-current)

Member of Editorial Committee, *The Academy of Management Annals* (2006-2011)

Grant reviewer for:

National Science Foundation
Social Sciences and Humanities Research Council of Canada

Book reviewer for:

Contemporary Psychology

Ad Hoc reviewer for:

Academy of Management Review
Administrative Science Quarterly
Basic and Applied Social Psychology
Journal of Applied Psychology
Journal of Consumer Research
Journal of Experimental Social Psychology
Journal of Organizational Behavior
Journal of Personality
Journal of Personality and Social Psychology
Journal of Research in Personality
Motivation and Emotion
Organization Science
Organizational Behavior and Human Decision Processes
Personality and Social Psychology Bulletin
Psychological Bulletin
Psychological Review
Social Psychology Quarterly

Member of the Program Committee for the Academy of Management Conference,
Organizational Behavior Division, 1986-present.

Executive Education:

Faculty Director of the following Executive Education Programs at Columbia Business
School:

Center for Curatorial Leadership
Developing Leaders Program
High Impact Leadership: Maximizing Individual and Organizational Performance
Leadership Essentials
UJA

Private Sector Consultation:

AT&T
National Bank of Mexico
Philip Morris Company
International Management Institute
Canada Dry Corporation
Dunhill Personnel System
IBM
Moran, Stahl, & Boyer
Right Associates
Bristol-Myers Squibb
NYNEX
Eastman Kodak
Lee Hecht Harrison
Southern New England Telephone
Hay Associates
Merck & Co.
Pfizer
Sandoz Pharmaceutical
Gurian and Bikson (expert witness)
Kimberly Stovall & Associates (expert witness)
Prudential Insurance
MBNA
Elf Atochem
National Transit Institute
Hay McBer
Citigroup
State Farm Insurance
SONY
American Management Association

Zurich Specialties
Rite-Aid Corporation (expert witness)
Stratus Technologies
IXIS Capital Markets
Linkage_Asia
Duke Corporate Education
Fashion Institute of Technology
The American College
CIT
Association of Art Museum Curators
Canadian Health Services Research Foundation

Within past five years:

BOCES
Northwestern Mutual
The Andrus Foundation
Mellon Foundation
Morgan Stanley
Leading Hotels of the World
Societe Generale
Brooklyn Navy Yard
United Nations
National Association of Temple Administrators
Yale Center for British Art
Center for Curatorial Leadership