

**Patrick E. Downes**  
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School of Business  
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## **ACADEMIC POSITIONS**

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**Assistant Professor**, University of Kansas, 2021-present  
**Assistant Professor**, Texas Christian University, 2018-2021  
**Assistant Professor**, Rutgers University-New Brunswick, 2015-2018

## **EDUCATION**

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**Ph.D.** Organizational Behavior & Human Resource Management, University of Iowa, 2015  
**M.Ed.** Higher Education Administration, Iowa State University, 2008  
**B.S.** Marketing & Business Administration, University of Kansas, 2006

## **PUBLICATIONS**

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- Downes, P. E., Gonzalez-Mulé, E., Seong, J. Y., & Park, W. W. (2021). To collaborate or not? The moderating effects of team conflict on performance-prove goal orientation, collaboration, and team performance. *Journal of Occupational and Organizational Psychology*.  
<https://doi.org/10.1111/joop.12360>
- Downes, P. E., Reeves, C. J., McCormick, B., Boswell, W. R., & Butts, M. (2021). Incorporating job demand variability into job demands theory: A meta-analysis. *Journal of Management*.  
<https://doi.org/10.1177/0149206320916767>
- Downes, P. E., Crawford, E. R., Seibert, S. E., Stoverink, A. C., Campbell, E. M. (2020). Referents or role models? The self-efficacy and job performance effects of perceiving higher performing peers. *Journal of Applied Psychology*. <https://doi.org/10.1037/apl0000519>
- Methot, J. R., Rosado-Solomon, E., Gabriel, A., & Downes, P. E. (2020). Office chit-chat as a social ritual: The uplifting yet distracting effects of daily small talk at work. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2018.1474>  
- Selected press coverage: *The New York Times*, *AOM Insights*; *Fast Company*, *The Insider*  
- Adapted for *Harvard Business Review*, "Remote workers need small talk, too". Published March 25, 2021.
- McCormick, B., Reeves, C. J., Downes, P. E., Li, N., & Ilies, R. (2018). Scientific contributions of within-person research in management: Making the juice worth the squeeze. *Journal of Management*. <https://doi.org/10.1177/0149206318788435>
- Yu, J., Downes, P. E., Carter, K., & O'Boyle, E. H. (2018). The heterogeneity problem in meta-analytic structural equation modeling (MASEM) revisited: A reply to Cheung. *Journal of Applied Psychology*, 103, 804-811.

Downes, P. E., Kristof-Brown, A. L., Judge, T. A., & Darnold, T. C. (2017). Motivational mechanisms of self-concordance theory: Goal-specific efficacy and person-organization fit. *Journal of Business and Psychology*, 32, 197-215. **\*Awarded 2017 Editor Commendation**

Seibert, S. E., Kacmar, K. M., Kraimer, M. L., Downes, P. E., & Noble, D. (2017). The role of research strategies and professional networks in management scholars' productivity. *Journal of Management*, 43, 1103-1130.

Yu, J. \*, Downes, P. E. \*, Carter, K., & O'Boyle, E. H. (2016). The problem of effect size heterogeneity in meta-analytic structural equation modeling. *Journal of Applied Psychology*, 101, 1457-1473. \*equal contribution

Downes, P. E., & Choi, D. (2014). Employee reactions to pay dispersion: A typology of existing research. *Human Resource Management Review*, 24, 53-66.

Underlined authors denote graduate student coauthors throughout the project.

## **MAJOR WORKING PAPERS**

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Ferguson, A., Brymer, R., Downes, P. E., & Stoverink, A. Relieving the pressure: Team familiarity attenuates external conformity pressure in decision-making teams. First Revise and Resubmit, *Journal of Management*.

Downes, P. E. & Lee, E. Peer effects over time. First Revise and Resubmit at *Human Resource Management*.

Li, P., Qu, Y., Li, M., Downes, P. E., & Wang, G. Relational HR and career calling during COVID. Manuscript in preparation for submission to *Journal of Applied Psychology*.

Downes, P. E., Harris, T. B., & Allen, D. A. Human-in-the-loop human capital analytics: Combining motivation and data science to enhance employment decisions. Manuscript in preparation for submission to *Management Science*.

Downes, P. E., Obermann, P., & Pierce, J. Risk and employee job satisfaction. Manuscript in preparation for submission to *Management Science*.

Badura, K., Downes, P. E., O'Boyle, E., & Joseph, D. Methods for detecting subgroup moderation in meta-analytic structural equation modeling. Manuscript in preparation for submission to *Personnel Psychology*.

Downes, P. E., Gonzalez-Mulé, E., & O'Boyle, E. Statistical power in meta-regression. Manuscript in preparation for submission to *Organizational Research Methods*.

Briker, R., Downes, P. E., Walter, F., & Cole, M. A meta-analysis of time pressure in teams. Data analysis ongoing.

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## CONFERENCE PRESENTATIONS

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- Ferguson, A., Downes, P. E., Brymer, R., & Stoverink, A. Exploring Team Familiarity as a Buffer to External Conformity Pressure in Decision-Making Teams. 2020 Academy of Management Annual Meeting (virtual).
- Downes, P. E. & McCormick, B. Using meta-analysis to advance the study of within-person change. 2019 Society for Industrial-Organizational Psychology (Washington, D.C.).
- Downes, P. E., Reeves, C. J., Boswell, W. R., & McCormick, B. Getting used to the grind: A meta-analysis of typical and atypical job demands. 2018 Academy of Management Annual Meeting (Chicago).
- Methot, J. R., Rosado-Solomon, E., Gabriel, A., & Downes, P. E. The effects of daily small talk at work. 2018 Academy of Management Annual Meeting (Chicago).
- Downes, P. E. From zero to data in 90 minutes: An introduction to web scraping in R. 2018 AOM Big Data specialized conference (London).
- Downes, P. E. Manager acceptance of predictive modeling. 2018 AOM Big Data specialized conference (London).
- Downes, P. E., Seibert, S. E., & Crawford, E. R. Upward performance comparisons and self-efficacy. 2017 Academy of Management Annual Meeting (Atlanta).
- Downes, P. E. & Gonzalez-Mulé, E. Job characteristics and pay dispersion. 2016 Academy of Management Annual Meeting (Anaheim).
- De Geest, D., Downes, P. E., & Gonzalez-Mulé, E. Collaboration or competition? The moderating effects of team conflict perceptions on performance goal orientation. 2016 Academy of Management Annual Meeting (Anaheim).
- Goering, D., Nielsen, J., Downes, P. E., & Seibert, S. E. Meta-analysis on servant leadership with burnout, stress, needs-based outcomes, changing depending on context. 2016 Academy of Management Annual Meeting (Anaheim).
- Downes, P. E., Yu, J., Carter, K., & O'Boyle, E. H. Incorporating Effect Size Variation into Meta-Analytic Structural Equation Modeling. 2015 Academy of Management Annual Meeting (Vancouver). **\*Research Methods Division Best Student Paper Award Winner; Nominated for Best Paper Proceedings.**
- Downes, P. E., Walter, S. L., & Crawford, E. R. What you see is how you act: Perceived and actual centrality in motivation and performance. Academy of Management Annual Meeting (Vancouver).
- Methot, J. R., Downes, P. E., Levin, D. Z., & Sharma, P. N. Peer ties and voice: The effects of constructive voice on liking and competence perceptions. 2015 Academy of Management Annual Meeting (Vancouver).

- Crawford, E. R., LePine, J. A., & Downes, P. E. From compositions to configural structures: An emerging view of team processes and teamwork. 2014 Academy of Management Annual Meeting (Philadelphia).
- Downes, P. E., Crawford, E. R., & Walter, S. L. A configural approach to the emergence of team cohesion. 2013 Academy of Management Annual Meeting (Orlando) and at the 2013 Conference of the Interdisciplinary Network for Group Research (Atlanta).
- Downes, P. E., Gonzalez-Mulé, E., & DeGeest, D. Trait activation in teams: How individuals are affected by team cohesion. 2013 Academy of Management Annual Meeting (Orlando).
- Reeves, C. J., Brown, K. G., & Downes, P. E. Do we need stinking badges? Leveraging the power of games in the classroom. 2013 Academy of Management Annual Meeting (Orlando).
- Crawford, E. R., Downes, P. E., Reeves, C. J., & Gonzalez-Mule, E. Team member ability, familiarity, and success in the NBA. 2013 Society of Industrial/Organizational Psychology Annual Meeting (Houston).
- Seibert, S. E., Downes, P. E., & Christopher, J. Applicant reactions to online background checks: Welcome to a brave new world. 2012 Academy of Management Annual Meeting (Boston).
- De Geest, D., & Downes, P. E. Learning curves: Longitudinal growth modeling of GMA and goal orientations' effects on performance. 2012 Academy of Management Annual Meeting (Boston). **\*Nominated for Best Paper Proceedings.**

## TEACHING

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### University of Kansas

- **Compensation & Performance Management** (Undergraduate). Fall 2021.
- **Micro-level Research Methods** (Ph.D.). Fall 2021.
- **Advanced Organizational Behavior** (Undergraduate). Spring 2022.
- **Advising**
  - Dissertation Committee Member, Mengwei Li

### Texas Christian University

- **People Analytics** (MBA)
  - Spring 2020: *Average Rating: 4.23/5\**, n = 30 *\*COVID-19 disruption*
- **Organizational Management** (Undergraduate)
  - Fall 2018: *Average Rating: 4.67/5.0*, n=45
  - Spring 2019: *Average Rating: 4.65/5.0*, n=50
  - Fall 2019: *Average Rating: 4.82/5.0*, n=71
  - Fall 2020 (Honors Section): *Average Rating: TBD*, n=75
- **Advising**
  - Capstone Project Faculty Advisor, MS in Business Analytics (2020-2021)
  - Committee Member, Honors Thesis, Anita Pai (2020)

**Rutgers University**

- **Advanced HR Analytics** (Master's)
  - Fall 2017: *Overall Rating*: 4.72/5.0, n=29
- **Data-Based Decisions** (Master's)
  - Fall 2015 - Spring 2018: *Overall Rating Range*: 4.50-4.88 (of 5.0), n = 148
- **Managing Social Networks** (Executive)
  - Fall 2015: *Overall Rating*: 6.0/6.0, n=6
- **Advising**
  - Chair, Honors Thesis & McNair Fellow Advisor, Tanla Ayik (2016-2017).
  - Independent Study Supervisor, Emily Rosado-Solomon, *Meta-analysis* (2017).
  - Dissertation Committee Memberships
    - Emily Rosado-Solomon (PhD and Masters)
    - Sasha Pustovit (PhD)
    - Hanbo Shim (Masters)

**University of Iowa**

- **Strategic Human Resource Management** (Undergraduate)
  - Fall 2012: *Overall Rating*: 5.91/6.00, n=23
- **Introduction to Management** (Undergraduate Teaching Assistant)
  - *Overall Ratings*:
    - Spring 2013: 5.8/6.0, n=99
    - Spring 2012: 5.6/6.0, n=45
    - Fall 2011: 4.2/5.0, n=60
- **Introduction to OB/HR** (MBA Teaching Assistant)
- **Leadership** (MBA Teaching Assistant)

**PROFESSIONAL ACTIVITIES**


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<b>Professional Affiliations and Positions</b>	Executive Committee Member, HR Division (2013-2017 & 2020-present) Member, Academy of Management (HR, OB, RM Divisions; 2010-present) Society for Industrial and Organizational Psychology (2010-present) Interdisciplinary Network for Group Research Executive Committee (2013-2018)
<b>Professional Development Workshops (AOM)</b>	Reviewing at the Academy of Management (2021), <i>Panelist</i> The Ethical Considerations in Implementing Predictive Models in Organizations (2021), <i>Panelist</i> HR Division Doctoral Consortium (2016-2019), <i>Presenter, Panelist</i> Designing Experiential Classroom Exercises (2018), <i>Panelist</i> Too Much of a Good (or Not Enough of a Bad) Thing? Counteracting Consequences of Work Relationships (2018), <i>Panelist</i> Building a Research Community: Advancing a Social Network Perspective in Human Resource Management (2017), <i>Panelist</i> All-Academy New PhD Student Consortium (2017), <i>Panelist</i> OB Division Mid-Stage Doctoral Consortium (2017), <i>Panelist</i>

HR Division Mid-Stage Doctoral Consortium (2016), *Panelist*

### **Editorial Boards**

Journal of Organizational Behavior (2020-present)

Personnel Psychology (2019-present)

Human Resource Management (2019-present)

### **Ad Hoc Reviewing**

#### Peer-reviewed Journals

Academy of Management Journal (2014-present)

Academy of Management Learning and Education (2018-present)

Academy of Management Discoveries (2019-present)

Academy of Management (OB, HR, and RM Divisions; 2012-present)

Human Resource Management (2014-2018)

Journal of Applied Psychology (2016-present)

Journal of Management (2017-present)

Organization Science (2021-present)

Personnel Psychology (2017-2018)

#### Conference and Other Reviewing

HR Division (AOM) Awards Committee (2021-2022)

INGRoup Best Student Paper Award (2021)

Southern Management Association (2017-present)

## **DEPARTMENT, SCHOOL, AND UNIVERSITY SERVICE**

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### **University of Kansas**

- Presented “Building a Research Pipeline” at Ph.D. PDW (2021)
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### **Texas Christian University**

- Member, Neeley Analytics Initiative (2020-2021)
- Member, Undergraduate Admissions Committee (2018-2021)
- Presenter, UNTHSC joint research colloquium (2018)

### **Rutgers University**

- HR Analytics Curriculum Committee (2015-2018)
- Presented “Teaching Effectively” in SMLR PhD student professional seminar (2017)
- Presented “Simulation-based teaching” in SMLR teaching workshop (2017)
- Presented “Preparing for the job market” in SMLR PhD student professional seminar (2016)
- Ronald E. McNair Faculty Mentor (2016)
- MHRM Orientation Program (2015-2016), *Panelist*
- Presented “Preparing for the dissertation” in SMLR PhD student professional seminar (2015)

## **INVITED TALKS**

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University of Kansas School of Business (2018, 2020)

Texas Christian University, Neeley School of Business (2017)

Rutgers University, School of Management and Labor Relations (2014)  
Indiana University, Kelly School of Business (2014)  
University of Kentucky, Gatton College of Business and Economics (2014)

### **AWARDS AND HONORS**

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SMA Best-in-Track Conference Reviewer Award, 2019  
Rutgers SMLR James Chelius Teaching Award, 2018  
Human Resources Division Innovative Teaching Award, 2016  
Research Methods Division Best Student Paper Award, 2015  
AOM Best Paper Proceedings, 2015; 2012  
University of Iowa Outstanding Graduate Teaching Award, 2013  
University of Iowa Presidential Graduate Research Fellowship, 2010-2015  
University of Iowa Ponder Research Award, 2010-2014