

Christina N. Lacerenza, Ph.D.

University of Colorado Boulder
995 Regent Drive, Boulder, CO 80309
linkedin.com/in/christinalacerenza
Christina.Lacerenza@colorado.edu

Employment

- 06/2018-Present **University of Colorado Boulder**
Leeds School of Business, AACSB Accredited
Organizational Leadership and Information Analytics Division
Assistant Professor
- 08/2017-05/2018 **University of Colorado Boulder**
Leeds School of Business, AACSB Accredited
Organizational Leadership and Information Analytics Division
Chancellor's Postdoctoral Fellow
- 05/2016-08/2017 **Amazon**
Talent Assessment Department
Organizational Psychologist, Intern

Education

Rice University

PhD, Industrial/Organizational Psychology; May, 2017

University of Central Florida

MS, Industrial/Organizational Psychology; December 2015

BS, Psychology, with Honors; May, 2012

Awards

- Schmidt-Hunter Meta-Analysis Award, 2018
- Leslie Joyce and Paul Thayer Fellowship, 2017

Publications

Refereed Journal Publications

Lacerenza, C. N., Marlow, S. L., Tannenbaum, S. I., & Salas, E. (2018). Team development interventions: Evidence-based approaches for improving teamwork. *American Psychologist*, 73(4), 517.

Marlow, S., **Lacerenza, C.N.**, Paoletti, J., Burke, S., & Salas, E. (2018). Does team communication represent a one-size-fits-all approach?: A meta-analysis of team communication and performance. *Organizational Behavior and Human Decision Processes*, 144, 145-170.

Maynard, M.T., Conroy, S., & **Lacerenza, C.N.** (2018). It takes two to tango: The management of academic-industry partnerships requires multiple perspectives. *Industrial and Organizational Psychology*, 11(4) 1-5.

Marlow, S., Bisbey, T., **Lacerenza, C.N.**, & Salas, E. (2018). Performance Measures for Health Care Teams: A Review. *Small Group Research*, 49(3), 306-356.

Lacerenza, C. N., Reyes, D., Marlow, S., Joseph, D., & Salas, E. (2017). Leadership training design, delivery, and implementation: A Meta-analysis. *Journal of Applied Psychology*, 102(12), 1686-1718.

One of JAP's top 25 most downloaded articles (as of July, 2018)

Marlow, S. L., **Lacerenza, C. N.**, Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. *Human Resource Management Review*. Advance online publication.

Marlow, S., **Lacerenza, C. N.**, & Iwig, C. (2017). The Influence of textual cues on perceptions of an email sender. *Business and Professional Communication Quarterly*. Advance online publication.

Feitosa, J., **Lacerenza, C. N.**, Joseph, D., & Salas, E. (2017). Ethnic identity: Factor structure and measurement invariance across ethnic groups. *Psychological Assessment*, 29(9), 1129-1141.

Marlow, S. L., Hughes, A. M., Sonesh, S. C., Gregory, M. E., **Lacerenza, C. N.**, Benishek, L. E., & Salas, E. (2017). A Systematic review of team training in health care: Ten questions. *The Joint Commission Journal on Quality and Patient Safety*, 43(4), 197-204

Hughes, A. M., Gregory, M. E., Joseph, D. L., Sonesh, S. C., Marlow, S. L., **Lacerenza, C. N.**,...& Salas, E. (2016). Saving Lives: A Meta-analysis of team training in healthcare. *Journal of Applied Psychology*, 101(9), 1266-1304.

Recipient of the 2018 Schmidt-Hunter Meta-Analysis Award

Benishek, L. E., Gregory, M. E., Hodges, K., Newell, M., Hughes, A. M., Marlow, S., **Lacerenza, C. N.**, & Salas, E. (2016). Bringing the science of team training to school-based teams. *Theory Into Practice*, 55(2), 112-119.

Sonesh, S. C., Coultas, C. W., **Lacerenza, C. N.**, Marlow, S. L., Benishek, L. E., & Salas, E. (2015). The power of coaching: a meta-analytic investigation. *Coaching: An International Journal of Theory, Research and Practice*, 1-23.

Sonesh, S. C., Coultas, C. W., Marlow, S. L., **Lacerenza, C. N.**, Reyes, D., & Salas, E. (2015). Coaching in the wild: Identifying factors that lead to success. *Consulting Psychology Journal: Practice and Research*, 67(3), 189.

Lacerenza C. N. & Salas, E. (2014). Improving Collaboration: Guidelines for Team Training. *Journal of Translational Medicine and Epidemiology*, 2(2), 1028-1038.

Ford, J. A., & **Lacerenza, C.N.** (2011). The relationship between source of diversion and prescription drug misuse, abuse, and dependence. *Substance use & misuse*, 46(6), 819-827.

Refereed Book Chapters

Johnson, S. K., & **Lacerenza, C. N.** (2018). Leadership Is Male-centric: Gender Issues in the Study of Leadership. In *What's Wrong With Leadership?* (pp. 121-137). Routledge.

Sonesh, S., **Lacerenza, C. N.**, Marlow, S. L., & Salas, E. (2018). What Makes an Expert Team. In K. A. Ericsson (Ed.). *Cambridge Handbook of Expertise and Expert Performance* (2nd Edition).

Marlow, S. L., **Lacerenza, C. N.**, Woods, A. L., & Salas, E. (2017). Training Creativity in Teams. *Team Creativity and Innovation*, 283.

Marlow, S. L., **Lacerenza, C. N.**, Reyes, D., & Salas, E. (2017). 11 The Science and Practice of Simulation-Based Training in Organizations. *The Cambridge Handbook of Workplace Training and Employee Development*, 256.

Lacerenza, C.N., Gregory, M., Marshall, A., & Salas, E. (2015). Debriefs: The Learning meeting. In J. A. Allen, N. Lehmann-Willenbrock, & S. G. Rogelberg. (Eds.). (2015). *The Science of Meetings at Work*. Cambridge University Press.

Lacerenza, C.N., Zajac, S., Savage, N., & Salas, E. (2014). Team training across cultures. In R. Griffith & J. Wildman (Eds.), *Leading Global Teams*.

Lacerenza, C.N., Rico, R., Salas, E., & Shuffler, M. (2014). The Future of multiteam systems: Implications for research and practice. In M. Shuffler, E. Salas, & R. Rico (Eds.), *Multiteam Systems*.

Invited

Salas, E., & **Lacerenza, C.N.** (2013, September). Team Training for Team Science: Improving Interdisciplinary Collaboration. In *Workshop on Science Team Dynamics and Effectiveness- The National Academies of Sciences, Engineering, and Medicine*, July (Vol. 1).

Technical Reports

Pusilio, C., **Lacerenza, C. N.**, & Steffensmeier, J. (2017). Global Job Analysis Project. Amazon.com, Inc.

Sonesh, S., Gregory, M., Hughes, A., **Lacerenza, C.N.**, Marlow, S., Cooper, T., & Salas, E. (2013). An Empirical Examination of Medication Error in Emergency Medical Systems

(EMS): Towards a Comprehensive Taxonomy. Florida Department of Health Bureau of Emergency Medical Services.

Presentations

- Lacerenza, C. N.,** Marlow, S. L., Reyes, D., & Hebl, M. (2018, August). The Stigmatization of Feminism and the 2016 U.S. Election: A Two-Part Study. Presented at the 78th annual meeting of the Academy of Management. Chicago, IL.
- Lambert, B., Van Wagoner, P., Johnson, S., **Lacerenza, C. N.,** & Hekman, D. R. (2018, August). How Female Leadership Inspires Advancement, Breaks Barriers, and Destroys Biases. Presented at the 78th annual meeting of the Academy of Management. Chicago, IL.
- Marlow, S. L., **Lacerenza, C. N.,** Reyes, D., & Hebl, M. (2018, April). Perceptions towards Feminists: Did the 2016 Election Matter? Presented at the 33rd annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.
- Reyes, D., **Lacerenza, C. N.,** Woods, A., Traylor, A., & Salas, E. (2018, April). Bringing the Science of Team Training to Start-Up Companies. Presented at the 33rd annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.
- Lacerenza, C. N.** (2017, August). Dynamic Leader Emergence in Self-Managed Engineering Teams. Presented at the 77th annual meeting of the Academy of Management. Atlanta, GA.
- Lacerenza, C. N.,** & Salas, E. (2017, August). The New Leader on the Block: A Review and Research Agenda of Shared Leadership. Presented at the 77th annual meeting of the Academy of Management. Atlanta, GA.
- Reyes, D. L., Woods, A., **Lacerenza, C. N.,** & Salas, E. (2017, August). The Science Behind Leading a Science team. Presented at the 77th annual meeting of the Academy of Management. Atlanta, GA.
- Lacerenza, C. N.,** Johnson, M., Reyes, D., Woods, A., & Salas, E. (2017, April). Critical Competencies to Enhance Multidisciplinary Team Success: A Systematic Review. Presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Lacerenza, C. N.,** Marlow, S. L., & Iwig, C. (2017, April). Email me! How email textual cues influence perceptions. Presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Lacerenza, C. N.,** Reyes, D., Marlow, S. L., Joseph, D., & Salas, E. (2017, April). Measuring Leadership Behaviors: A Meta-Analytic Review. In S. L. Marlow and J. Feitosa (Co-Chairs), Team-related constructs: How and what to measure?. Symposium conducted at the 32nd annual meeting of the Society of Industrial and Organizational Psychology, Orlando, FL.
- Monsky, D., **Lacerenza, C.N,** Howell, R., Burke, C. S., Salas, E. (2017, April) Team roles and role triggers in long duration exploration missions. Presented at the 32nd Annual Conference for the Society of Industrial and Organizational Psychology, Orlando, FL.
- Lacerenza, C. N.,** Marlow, S., Sonesh, S., Salas, E. (2016, August). What makes an expert team? A Decade of research. Presented at the 76th annual meeting of the Academy of Management. Anaheim, CA.
- Lacerenza, C. N.,** Reyes, D., Marlow, S., & Salas, E. (2016, August). First comes selection, then comes training: A Meta-Analytic review of leadership and managerial development. Presented at the 76th annual meeting of the Academy of Management. Anaheim, CA.

- Lacerenza, C. N.,** Iwig, C., Gregory, M., Thayer, A., Burke, S., Driskell, T., Driskell, J., & Salas, E. (2016, April). Team Role Composition and Vulnerability in Long Duration Space Flight. In S. Burke & C. Wiese (Co-Chairs). Examining Team Process and Performance Requirements in Mission Critical Teams. Presented at the 31st annual meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Lacerenza, C. N.,** Reyes, D., Marlow, S., & Salas, E. (2016, April). The Nuts and Bolts of Leadership Training: A Meta-Analytic Investigation. In C. N. Lacerenza and K. Cullen (Co-Chairs), Develop Me! Novel Approaches to Enhance Leadership. Presented at the 31st annual meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Marlow, S. L., Hughes, A. M., Gregory, M. E., Joseph, D., Sonesh, S., **Lacerenza, C. N.,** Benishek, L. E., King, H. B., & Salas, E. (2016, April). The progressive model of healthcare team training: The trickle-down effect. Presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Marlow, S. L., Woods, A. L., Hughes, A. M., Sonesh, S., Gregory, M. E., **Lacerenza, C. N.,** Benishek, L. E., Hernandez, C., & Salas, E. (2016, April). A systematic qualitative review of healthcare team training. Presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Lacerenza, C. N.,** Marlow, S., Joseph, D., & Salas, E. (2015, April). Improving virtual team effectiveness through team cognition: A meta-analysis. In T. Koehler (Chair), #VirtualTeamDevelopment: Applying the Science. Presented at the meeting of the Society of Industrial and Organizational Psychology, Philadelphia, PA.
- Lacerenza, C.N.,** Marlow, S., Guler, C., Feitosa, J., & Salas, E. (2015, April). Predictive Power of Cognition: A meta-Analytic Structural Equation Model. Presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Gregory, M. E., Sonesh, S., Hughes, A. M., Cooper, T., **Lacerenza, C. N.,** Marlow, S. L., & Salas, E. (2015, April). When lives depend on it: Stressors and medication error. Presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Hughes, A.M., Sonesh, S.C., Gregory, M.E., Marlow, S. L., **Lacerenza, C.N.,** & Salas, E. (2015, April). Medication error in Emergency Medical Systems (EMS): Introducing the systems-based approach for EMS medication error diagnosis (SAFE MED). Presented at the HFES 2015 International Symposium in Healthcare. Baltimore, MD.
- Marlow, S. L., Coultas, C., **Lacerenza, C. N.,** Sonesh, S., & Salas, E. (April, 2015). Insights into coaching: Identifying contributors to effectiveness. Presented at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Sonesh, S.C., Hughes, A.M., Gregory, M.E., Benishek, L.E., **Lacerenza, C. N.,** Marlow, S., Joseph, D.L., Salas, E. (2015, April). Elements of Training Design and Training Implementation: Implications for Team Training Effectiveness. In K. Ford & K. Kraiger (co-chairs), New Directions for Understanding Training Effectiveness. Presented at the 30th annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, PA.
- Marlow, S. L., **Lacerenza, C. N.,** Petruzzelli, A., & Salas, E. (2015, April). The effect of virtuality on team communication: A meta-analysis. Presented at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- Feitosa, J., **Lacerenza, C. N.**, Cruz, D., Moynihan, L., & Salas, E. (2014, August). Multigroup ethnic identity measure: An investigation of its psychometric properties. Presented at the 74th annual meeting of the Academy of Management. Philadelphia, PA.
- Lacerenza, C. N.**, Joseph, D., & Cassisi, J. (2014, August). The Measurement of guilt: Psychometric properties of the test of self-conscious affect. Presented at the 74th annual meeting of the Academy of Management. Philadelphia, PA.
- Marlow, S. L., **Lacerenza, C.N.**, Colley, K., & Salas, E. (2014, July). The effect of virtuality on team communication: A meta-analysis. Presented at the 9th annual INGRoup Conference, Raleigh, NC.
- Nesse, S., Salas, E., & **Lacerenza, C. N.** (2014, May). Right from the start: A Corporate crisis team leadership intervention. Presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology. Honolulu, HI.
- Lacerenza, C. N.**, Marlow, S., Colley, K., Joseph, D., & Salas, E., (2014, May). Does virtuality matter? A meta-analysis on team cognition and performance. Presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology. Honolulu, HI.
- Gregory, M. E., Hughes, A. M., Sonesh, S. C., Marlow, S. L., **Lacerenza, C. N.**, Benishek, L. E., & Salas, E. (2014, April). Who is participating in healthcare team training?: A qualitative review. Presented at the 2014 Human Factors and Ergonomics Society Health Care Symposium, Baltimore, MD.
- Feitosa, J., Moynihan, L., **Lacerenza, C.N.**, Cruz, D. & Salas, E. (2013, April). Examining the Factor Structure of the Multigroup Ethnic Identity Measure. Presented at Society of Industrial Organizational Psychology, Houston, TX.
- Salas, E., & **Lacerenza, C.N.** (2013, July). Team Training for Team Science: What We Know Works & A Way Forward. Presented at the National Academy of Sciences: Team Dynamics and Effectiveness.
- Lacerenza, C.N.**, Vogel-Walcutt, J.J. (2011, November). The effect of meta-cognitive prompts pre-training on scenario-based training. Presented at SLOAN Consortium International Conference on Online Learning. Lake Buena Vista, FL.
- Ford, J.A., **Lacerenza, C. N.** (2010, August). The Relationship between source of diversion and prescription drug misuse, abuse, dependence. Presented at Society for the Study of Social Problems. Atlanta, GA.

Invited Talks and Q/As

University of Connecticut, School of Business (2018, Q/A with doctoral course)

Colorado State University, College of Natural Sciences (2018, Industrial/Organizational Psychology Department)

University of Colorado Boulder, College of Arts and Sciences (2017, Psychology Department)

MD Anderson Cancer Center, Houston, TX (2016, Workshop for leadership and team science training)

Teaching Experience

University of Colorado, Boulder; Boulder, CO. (Leeds School of Business)

- Individual, Team, and Organizational Development, Spring 2019

- Individual, Team, and Organizational Development (honors), Spring 2019

University of Houston-Downtown, Houston, TX. (Master of Business Administration Program)

- Human Resource Management, Spring 2017 (Adjunct Lecturer)
 - Evaluations: 4.3/5.00

Rice University, Houston, TX. (Undergraduate)

- Business Communications, Fall 2016 (Teaching Facilitator)
- Business Communications, Fall 2016 (Guest Lecturer)
- Developmental Psychology, Fall 2016 (Teaching Assistant)
- Introduction to Psychology, Spring 2016 (Teaching Assistant)
- Research Methods, Fall 2015 (Teaching Assistant)

Funded Grants/Research Support

Increasing Leadership Effectiveness in Self-Managed Teams at Rice University (P-I)

- Amount: **\$27,634.96**
- Funded by the **Doerr Institute for New Leaders' Innovation Fund**
- Investigators: Christina N. Lacerenza (Principal Investigator), Eduardo Salas, Matthew Wettergreen, Margaret Beier, Ann Saterbak (Co-Investigators)
- My contribution: Assisted with theoretical development, development of statement of work, project timeline, and budget

Developing Better Leaders by Incorporating Diversity Competencies into Training Programs (Co-I)

- Amount: **\$28,795**
- Funded by the **Doerr Institute for New Leaders' Innovation Fund**
- Investigators: Michelle Hebl (Principal Investigator), Eduardo Salas, Christina Lacerenza, Christine Nittrouer, Abby Corrington, Denise Reyes, Rachel Trump, and Amanda Woods (Co-Investigators)
- My contribution: Assisted with theoretical development, development of statement of work, project timeline, and budget

Facilitating the Synergistic Side of Cultural Diversity in LDSE: Identification of Challenges and Development of Cultural Training (Assisting Author)

- Amount: **\$920,000**
- Funded by the **National Aeronautics and Space Administration**
- Principal Investigators: Shawn Burke (Principal Investigator) & Eduardo Salas (Co-Investigator)
- My contribution: Assisted with theoretical development, development of statement of work, project timeline, and budget

Cross-Cultural Management: Challenges to Team Process and Performance (Assisting Author)

- Amount: **\$60,000**
- Funded by the **Interdisciplinary Excellence Awards (IDEA) Rice University**

- Principal Investigators: Eduardo Salas & Margaret Beier
- My contribution: Assisted with theoretical development, project scope, development of statement of work, project timeline, and budget

Selected Media Coverage

Research highlighted in: Teamwork: The hidden ingredient in trading success. (2017). *Forbes*. <https://www.forbes.com/sites/brettsteenbarger/2017/11/13/teamwork-the-hidden-ingredient-in-trading-success/#514c7e2d70af>

Research highlighted in: Quality beats quantity in team communications. (2017). *Association for Psychological Science*. <https://www.psychologicalscience.org/news/minds-business/quality-beats-quantity-in-team-communications.html>

Research highlighted in: Team training can produce great results. (2016). *EMR & EHR*. <http://www.emrandehr.com/2016/07/21/team-training-can-produce-great-results/>

Research highlighted in: Team-trained health care staff can reduce patient deaths by 15 percent. (2016). *Science Daily*. <https://www.sciencedaily.com/releases/2016/07/160714110914.htm>

Research highlighted in: McCaig, M. (2016). Team training in healthcare can save lives. *Rice News*. <http://news.rice.edu/2016/07/14/team-training-in-health-care-can-save-lives/>

Service

Professional Service

Ad-hoc Reviewer: *Journal of Management, Journal of Organizational Behavior*

University Service

Leeds School Teaching Quality Framework Task Force Committee Member (2018-present)
BASE Uplift Committee, Assisting the Committee with teamwork training components (2018-present)

Guest Lecturer, *ORGN 4020: Hiring and Retaining Critical Human Resources*, University of Colorado Boulder, Fall 2018

Professional Affiliates

Academy of Management	2014 - Present
HCI, The Global Association for Strategic Talent Management	2014 - Present
Society for Industrial & Organizational Psychology	2011 - Present