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 School of Business
 Department of Management
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Academic Positions

University of Connecticut, School of Business. Storrs, CT.
 2006 – Present Associate Professor of Management
 2000 – 2006 Assistant Professor of Management

Education

PhD 2000 Georgia Institute of Technology. Atlanta, GA
 MBA 1993 Georgia Institute of Technology. Atlanta, GA
 B.S. 1987 Georgetown University. Washington, D.C.
 School of Foreign Service

Publications

Shalley, C.E., Gilson, L.L., & Blum, T.C. (In Press). Interactive Effects of Growth Need Strength, Work Context, and Job Complexity on Self-Reported Creative Performance. **Academy of Management Journal**

Mathieu, J.E., Maynard, M.T., Rapp, T. L. & Gilson, L.L. (2008). Team Effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. **Journal of Management**, 34; 410-476.

Gilson, L.L. (2007). Why be creative: A review of the practical outcomes associated with creativity at the individual, group, and organizational levels. In C. Shalley & J. Zhou (Editors), **Handbook of Organizational Creativity**, 303-322. Lawrence Erlbaum Associates, Inc.

Mathieu, J.E., Maynard, M.T., Taylor, S., & Gilson, L.L. & Ruddy, T.M. (2007) An examination of the effects of organizational district and team contexts on team processes and performance: A meso-mediational model. **Journal of Organizational Behavior**, 28; 891-910.

Mathieu, J.E., Gilson, L.L., & Ruddy, T.M. (2006). Empowerment and team effectiveness: An empirical test of an integrated model. **Journal of Applied Psychology**, 91, 97-108.

Gilson, L.L., Mathieu, J.E., Shalley, C.E., & Ruddy, T.M. (2005). Creativity and standardization: complementary or conflicting drivers of team effectiveness. **Academy of Management Journal**, 48: 521-531.

Ortiz-Walters, R. & Gilson, L.L. (2005). Mentoring in academia: An examination of the experiences of protégés of color. **Journal of Vocational Behavior**, 67: 459-475.

- Gilson, L. L., Fedor, D. B., & Roth, J. L. (2005). What is fair and to whom? Fairness evaluations of socio-sexual behavior. **Journal of Managerial Issues**, 3: 293-309.
- Martins, L.L., Gilson, L.L., & Maynard, M.T. (2004) Virtual teams: What do we know and where do we go from here? **Journal of Management**, 6: 805-835.
- Gilson, L.L. & Shalley, C.E. (2004). A little creativity goes a long way: An examination of teams' engagement in creative processes. **Journal of Management**, 30: 453-470.
- Shalley, C.E. & Gilson, L.L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. **Leadership Quarterly**, 15: 33-53.
- Gilson, L.L., Shalley, C.E., & Blum, T.C. (2001). Team and organizational attitudes as a lens and mirror impacting customer satisfaction: An empirical test in self-managed teams. **Journal of Quality Management**, 6: 235-256.
- Shalley, C.E., Gilson, L.L., & Blum, T.C. (2000). Matching creativity requirements and the work environment: Effects on Satisfaction and Intentions to leave. **Academy of Management Journal**, 43, 215-223.

Awards

- 2006- 2008 University of Connecticut, School of Business Ackerman Scholar
- 2006 University of Connecticut MBA Teacher of the Year
- 2005 University of Connecticut MBA Teacher of the Year
- 2003 Academy of Management Careers Division Best Symposium
Ortiz-Walters, R. & Gilson, L.L. (Chairs). Diversity and mentoring relationships: A closer look at the mentoring of racial minorities and women.
- 1998 Academy of Management Conflict Division Best Student Paper
Gilson, L.L. Social context and fairness: The relationship between gender and workgroup composition on perceptions of fairness.

Selected Work in Progress

- Maynard, M.T., & Gilson, L.L., The Role of Technology in Shared Mental Model Development: A Conceptual Framework and Cognitive Bridge. (Under Review)
- Davis, W., Evans, W.R., & Gilson, L.L. Translating Individual Proactivity into Organizational Flexibility: The Role of Flexible Organizational Routines. (Under Review)
- Maynard, M.T., Gilson, L.L., & Rapp, T. Initial trust formation: An integrative model test in short-term project teams. (Under Review)
- Ortiz-Walters, R. & Gilson, L.L. Developing creativity: The role of work and non-work developers and support on employee creativity. (Manuscript preparation)

Gilson, L.L., & Magley, V.J. Creativity and Performance among State Police Troopers. (data analysis)

Madjar, N., & Gilson, L.L. Differentiating the Effects of Work Pressures and Frustrations on Incremental and Radical Creativity. (data analysis)

Gilson, L.L., Moye, N., Perry-Smith, J. Re-conceptualizing creativity: Are the drivers of radical and incremental creativity different?

O'Shea, D. & Gilson, L.L. Space the final frontier: An examination of the relationship between work layout and team creativity.

Mathieu, J.E., Gilson, L.L., Taylor, S., & Maynard, M.T. Rethinking the team empowerment nomological network: Review, meta-analysis, and future directions.

Selected Conference Presentations

Gilson, L.L., & Shalley, C.E. (2007). An Examination of the Effects of Cross-Cultural Differences on Team Creativity. Society of Industrial and Organizational Psychology (SIOP) Conference; New York, NY.

Gilson, L.L. (2006). Ethics in Mentoring: Exploring Dilemmas & Tactics to Debunk the Myths. Academy of Management Conference; Atlanta, GA.

Shalley, C.E. & Gilson, L.L. (2005). Employees' creative performance: Differential effects of personal and contextual factors by job categories. Academy of Management Conference; Honolulu, HI.

Moye, N.A., Gilson, L.L., & Langfred, C.W. (2005). The influence of conflict on creativity-relevant intragroup processes over time. International Association of Conflict Management (IACM). Seville, Spain.

Gilson, L.L., Moye, N., Perry-Smith, J. (2005). Re-conceptualizing creativity through a explore exploit framework. Society of Industrial and Organizational Psychology (SIOP) Conference; Los Angeles, CA.

Mathieu, J.E., Maynard, M.T., Taylor, S., & Gilson, L.L. (2005). A meso-mediational model of contextual and work design influences on team processes and performance. Society of Industrial and Organizational Psychology (SIOP) Conference; Los Angeles, CA.

Martins, L.L., Gilson, L.L., & Maynard, M.T. (2004). Virtual teams: What do we know and where do we go from here. Academy of Management Conference; New Orleans, LA.

Gilson, L.L., Mathieu, J.E., Shalley, C.E. & Ruddy, T.M. (2004). Creativity and work standardizations: Complimentary or conflicting drivers of team effectiveness. Society of Industrial and Organizational Psychology (SIOP) Conference; Chicago, IL.

- Gilson, L.L., Mathieu, J.E., & Ruddy, T.M. (2003). A reconceptualization and test of team empowerment and its relationship with contextual supports and outcomes. Academy of Management Conference; Seattle, WA.
- Ortiz-Walters, R., & Gilson, L.L. (2003). Racial minority protégés with both formal and informal mentors: A replication and extension. Academy of Management Conference; Seattle, WA.
- Ammeter, A.P. & Gilson, L.L. (2002). Trust as a mediator of the impact of team diversity on performance in project teams. Academy of Management Conference; Denver, CO.
- Gilson, L.L., Shalley, C.E., & Blum, T.C. (2002). Team and organizational attitudes. A lens/mirror impacting customer satisfaction: Society of Industrial and Organizational Psychology (SIOP) Conference; Toronto, Canada.
- Gilson, L.L. (2001). Diversity, Dissimilarity and creativity: Does group composition or being different enhance or hinder creative performance. Academy of Management Conference; Washington, DC.
- Gilson, L.L., Shalley, C.E., & Milne, S.H. (2000). Examining the linkages between team characteristics, team creativity, and team performance: Test of a model. Southern Management Association Conference; Orlando, FL.
- Shalley, C.E. & Gilson, L.L. (2000). Individual, job, and contextual factors: Effects on creative performance and work-related affective outcomes. Academy of Management Conference; Toronto, Canada.
- Goodman, J., Ballinger, G., & Gilson, L. (2000). Toward building a theory of attrition: The impact of attrition-related non-random sampling in longitudinal, organizational research. Academy of Management Conference; Toronto, Canada.
- Blum, T.C., Gilson, L.L., & Shalley, C.E. (1999). Organizational rejuvenation: The relationship between self-managed teams, creativity, and performance. Babson-Kauffman Entrepreneurship Research Conference; Columbia, SC.
- Gilson, L.L., Shalley, C.E., & Blum, T.C. (1999). Team creative performance: The effects of individual team members, team composition and characteristics. Society of Industrial and Organizational Psychology (SIOP) Conference; Atlanta, GA.
- Gilson, L.L. (1998). Social context and fairness: The relationship between gender and workgroup composition on perceptions of fairness. Academy of Management; San Diego, CA. (Best Student Paper)
- Blum, T.C., Gilson, L.L., & Shalley, C.E. (1997). The context of creativity: Implications for strategic human resource management and competitive advantage for small firms in growing industries. Babson-Kauffman Entrepreneurship Research Conference; Boston, MA. Abstract published in *Frontiers* (pp. 373).

- Shalley, C.E., Gilson, L.L., & Blum, T.C. (1996). Enabling creativity: The role of job characteristics in jobs that demand high and low levels of creativity. Southern Management Association; New Orleans, LA.
- Gilson, L.L. & Blum, T.C. (1996). The cost of working with men: The effect of workgroup composition on perceptions of justice. Society of Industrial and Organizational Psychology (SIOP) Conference; Conference; San Diego, CA.
- Gilson, L.L., Fedor, D.B., & Roth, J.L. (1996). What really matters: Judging behavioral responses to sexual harassment Society of Industrial and Organizational Psychology (SIOP) Conference; San Diego, CA.

Professional Activities

- Editorial Board Member: Journal of Management (2003 - present)
International Journal of Leadership Studies (2005 - present)
- Southern Management Association: Organizational Behavior Track Chair (2008)
Ethics & Diversity Track Chair (2006)
- Academy of Management
Organizational Behavior Division: Chair Making Connections Committee (2007-2009)
Selection Committee, Outstanding Publication (2005)
New Member Committee (2002 – 2003)
- Invited Presenter: National Doctoral Student Consortium (2002)
PhD Project National Meetings (2004 – 2005)
- Ad-hoc Reviewer: Academy of Management Journal
Academy of Management Executive
Organizational Science
Journal of Managerial Issues
Sex Roles
Human Resource Management
- Conference Reviews: Conflict Management and Organizational Behavior
Divisions - Academy of Management
Organizational Behavior and Human Resource Divisions -
Southern Management Association

Business Experience

- Nov. 1991 – Mar. 1992 Marketing Director
James & Douglas Publishers. Marietta, GA.
- Dec. 1990 – Sep. 1991 Marketing Manager
The Blenheim Group Plc. London, England.

Aug. 1987 – Dec. 1990

European Business Development
Four Square Division of Mars. Basingstoke, England.

June 1986 - May 1987

Assistant to the Director of Sponsored Programs
Georgetown University. Washington, D.C.

Aug. 1984 - May 1985

Legislative Intern (Senator Lowell Weicker, CT)
United States Congress. Washington, D.C.