

Shannon L. Marlow, Ph.D.**Curriculum Vitae**

The University of Texas at San Antonio
1 UTSA Circle, San Antonio, TX 78249

Shannon.marlow@utsa.edu

EMPLOYMENT

8/2018 – Present **The University of Texas at San Antonio**
College of Business, AACSB Accredited
Department of Management, Assistant Professor

EDUCATION

Ph.D., Industrial & Organizational Psychology May 2018
Rice University, Houston, TX

M.S., Industrial & Organizational Psychology August 2015
University of Central Florida, Orlando, FL

B.S., Psychology (Minor: Statistics), Summa Cum Laude May 2013
University of Central Florida, Orlando, FL

RESEARCH

Google Scholar citation count: 3,028

Reyes, D. L., Dinh, J., Lacerenza, C. N., **Marlow, S. L.**, Joseph, D., & Salas, E. (2019). The state of higher education leadership development program evaluation: A meta-analysis, critical review, and recommendations. *Leadership Quarterly*, *30*(5), 101311.

Burke, C. S., Georganta, E., & **Marlow, S. L.** (2019). A bottom-up perspective to understanding the dynamics of team roles in mission critical teams. *Frontiers in Psychology*, *10*, 1322-1338.

Hughes, A. M, Hancock, G., **Marlow, S. L.**, Stowers, K., & Salas, E. (2019). Cardiac measures of cognitive workload: A meta-analysis. *Human Factors*, *61*(3), 393-414.

Marlow, S. L., Bedwell, W., Zajac, S., Reyes, D. L., Lamar, M., Khan, S.,...Salas, E. (2018). Multiple patient casualty scenarios: A measurement tool for teamwork. *Simulation in Healthcare*, *13*(6), 394-403.

Salas, E., Zajac, S., & **Marlow, S. L.** (2018). Transforming health care one team at a time: Ten observations and the trail ahead. *Group and Organization Management*, *43*(3), 357-381.

Lacerenza, C. N., **Marlow, S. L.**, Tannenbaum, S., & Salas, E. (2018). Team development interventions: Evidence-based approaches to improving teamwork. *American Psychologist*, *73*(4), 517-531.

Marlow, S. L., Bisbey, T., Lacerenza, C. N., & Salas, E. (2018). Performance measures for health care teams: A review. *Small Group Research, 49*(3), 306-356.

Marlow, S. L., Lacerenza, C. N., Paoletti, J., Salas, E., & Burke, S. (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.

Marlow, S. L., Lacerenza, C. N., & Iwig, C. (2018). The influence of textual cues on perceptions of an email sender. *Business and Professional Communication Quarterly, 81*(2), 149-166.

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

Marlow, S. L., Lacerenza, C. N., Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. *Human Resource Management Review, 27*(4), 575-589.

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.

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

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*, 1266-1304.
Recipient of the 2018 Schmidt-Hunter Meta-Analysis Award.

Marlow, S. L., Salas, E., Landon, B. L., & Presnell, B. (2016). Eliciting teamwork with game attributes. *Computers in Human Behavior, 55*(PA), 413-423.

Sonesh, S. C., Coultas, C., 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, 8*(2), 73-95.

Sonesh, S. C., Coultas, C., **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), 189-217.

Book Chapters

Marlow, S. L. (2018). Teamwork. In V. Zeigler-Hill & T. K. Shakelford (eds.), *Encyclopedia of Personality and Individual Differences*,

- Lacerenza, C. N., **Marlow, S. L.**, Sonesh, S. C., & Salas, E. (2018). What makes an expert team? A decade of research. In K. A. Ericsson, R. Hoffman, A. Kozbelt, & M. Williams (Eds.), *The Cambridge handbook on expertise and expert performance* (pp. 506-532). Cambridge, United Kingdom: Cambridge University Press.
- Marlow, S. L.**, Lacerenza, C. N., Reyes, D., & Salas, E. (2017). The science and practice of simulation-based training in organizations. In K. G. Brown (Ed.), *The Cambridge handbook of workplace training and employee development* (pp. 256-277). Cambridge, United Kingdom: Cambridge University Press.
- Marlow, S. L.**, Lacerenza, C. N., Woods, A., & Salas, E. (2017). Training creativity in teams. In R. Reiter-Palmon (Ed.), *Team Creativity and Innovation* (pp. 283-303). Oxford, United Kingdom: Oxford University Press.
- Savage, N., **Marlow, S. L.**, Salas, E. (2015). The multi-level effects of organizational planning on performance. In M. Mumford & M. Frese (Eds.), *The Psychology of Planning in Organizations* (pp. 186-199). New York, NY: Routledge.
- Thayer, A. L., Rico, R., Salas, E., & **Marlow, S. L.** (2013). Teams at work. In M. Peeters, J. de Jonge, & T. Taris (Eds.), *An Introduction to Contemporary Work Psychology* (pp. 434-457). West Sussex, UK: Wiley-Blackwell.

Technical Reports

- Marlow, S. L.**, Iwig, C., Lacerenza, C. N., & Salas, E. (2017). Assessing health care team performance: A review of tools and the evidence supporting their use. Houston, TX: Rice University.
- Hughes, A. M., Oglesby, J., **Marlow, S. L.**, Bisbey, T., Leyva, K, Cooper, T., & Salas, E. (2014). Real-time measurement of cognitive performance: A meta-analysis. Orlando, FL: Institute for Simulation & Training.
- Sonesh, S. C., Gregory, M. E., Hughes, A. M., Lacerenza, C., **Marlow, S. L.**, Benishek, L...Salas, E. (2013). An empirical examination of medication error in emergency medical systems (EMS): Towards a comprehensive taxonomy. Orlando, FL: Institute for Simulation & Training.

PRESENTATIONS

Invited

- Marlow, S. L.** (2020, December). Building effective team communication. Presented virtually to City South Chamber of Commerce Leader Academy. San Antonio, TX.
- Marlow, S. L.** (2020, November). Effective communication. Workshop virtually presented to Georgia Clinical & Translational Science Alliance (CTSA) as part of the Team Science Skill Workshop. Atlanta, GA.
- Marlow, S. L.** (2019, November). The more we learn the better we perform: A meta-analysis of team learning, performance, and innovation. Presented at the Industrial Organizational Psychology Research Seminar, Rice University, Houston, TX.

- Marlow, S. L.** (2018, October). Leader emergence in self-managed teams. Presented at the Management Research Seminar, the University of Texas at San Antonio, San Antonio, TX.
- Buljac, M., Salas, E., Weaver, S., Burke, S., Waller, M., Maynard, T., Dekker, C., & **Marlow, S. L.** (2017, July). The amazing diversity in the research landscape of team training: What do we know and what is still left to be learned? Presented at INGRoup, St. Louis, MO.
- Salas, E., & **Marlow, S. L.** (2017, June). The science of teamwork: Principles of effective teamwork. Workshop presented at MBA Student Government Leadership Summit, Rice University, Houston, TX.
- Marlow, S. L.**, Hughes, A. M., Gregory, M. E., Joseph, D. L., Sonesh, S. C., Lacerenza, C. N., & Salas, E. (2016, April). A meta-analytic investigation of health care team training effectiveness. Presented at Rice University, Houston, TX.
- Marlow, S. L.** (2014, March). Distinguishing game-based training from simulation-based training. Presented at University of Central Florida, Orlando, FL.

Symposia

- Vangrieken, K., & **Marlow, S. L.** (2023, April). Team learning: A systematic review and future research agenda for measurement. In Rockwood, J. & Fleming, A. C. (Co-Chairs), Novel approaches to the measurement and assessment of teams. Symposia presented at 2023 annual meeting of the Society of industrial and Organizational Psychology, Boston, MA.
- Marlow, S. L.** (2022, April). Novel research on and unique approaches to studying team communication (Chair). Symposia presented at 2022 annual meeting of the Society of industrial and Organizational Psychology, Seattle, WA.
- Lacerenza, C. N., **Marlow, S. L.**, & Salas, E. (2022, April). Are we all speaking up? How to foster a shared sense of psychological safety, quickly. In **Marlow, S. L.** (Chair), Novel research on and unique approaches to studying team communication. Symposia presented at 2022 annual meeting of the Society of industrial and Organizational Psychology, Seattle, WA.
- Marlow, S. L.**, & Lacerenza, C. N. (2021, November). To the root of team learning: A meta-analysis of team learning antecedents and outcomes. Symposia presented at the annual meeting of the Southern Management Conference, New Orleans, LA.
- Lacerenza, C. N., & **Marlow, S. L.** (2020, July). Team emergent state development, an enigma no more: An empirical investigation of the crystallization of team psychological safety. Symposia presented at the 2020 annual meeting of the Academy of Management, virtual.
- Marlow, S. L.**, Bedwell, W., Zajac, S., Reyes, D. L., Lamar, M., Khan, S.,...Salas, E. (2019, April). Multiple patient casualty scenarios: A measurement tool for teamwork. In McCloy and Kell (Co-Chairs), Measurement: New methods for classic problems, classic methods for new problems. Symposia presented at the 2019 annual meeting of the Society of industrial and Organizational Psychology, National Harbor, MD.
- Lacerenza, C. N., **Marlow, S. L.**, Reyes, D. L. (2018, July). The Stigmatization of Feminism and the 2016 US Election: A Two Part Study. Presented at the 2018 annual meeting of the Academy of Management, Chicago, IL.
- Marlow, S. L.** (2017, October). Examining the relationships between unique types of communication and performance: A meta-analysis. Presented at Teaming Inside and Out: Avant-Garde Research on Teams. Montreal, QH, Canada.

- Marlow, S. L., & Feitosa, J.** (2017, April). 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.
- Marlow, S. L., Reyes, D. L., Gregory, M. E., & Salas, E.** (2017, April). A systematic review of team performance measures. 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.
- Burke, C. S., **Marlow, S. L.,** Iwig, C., & Salas, E. (2017, April). Examining team roles in space flight. In L. DeChurch (Chair), Exploring new frontiers: Building better teams on earth and beyond. Symposium conducted at the 32nd annual meeting of the Society of 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.
- Marlow, S. L.,** Lacerenza, C. N., Reyes, D. L., & Salas, E. (2016, August). The nuts and bolts of leadership training: A meta-analytic investigation. In D. Doty (Chair), Leadership development. Symposium conducted at the 2016 annual meeting of the Academy of Management, Anaheim, CA.
- Lacerenza, C. N., Denise, R., **Marlow, S. L.,** & Salas, E. (2016, April). The nuts and bolts of leadership development: A meta-analytic investigation. In K. Cullen-Lester and C. N. Lacerenza (Chairs), Develop me! Novel approaches to enhance leadership. Symposium conducted at the meeting of the 31st annual meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Sonesh, S. C., Hughes, A. M., Gregory, M. E., Benishek, L.E., Lacerenza, C. N., **Marlow, S. L.,** 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. Symposium conducted at the 30th annual meeting of the Society for Industrial Organizational Psychology, Philadelphia, PA.
- Lacerenza, C. N., **Marlow, S. L.,** Joseph, D., & Salas, E. (2015, April). Improving virtual team effectiveness through team cognition: A meta-analysis. In T. Koehler (Chair), #VirtualTeamDevelopment: Applying the Science. Symposium conducted at the meeting of the Society of Industrial and Organizational Psychology, Philadelphia, PA.

Poster Presentations

- Paoletti, J., **Marlow, S. L.,** Bisbey, T., King, E., & Salas, E. (2021, April). Verbal participation in leader emergence via two categorization models. Poster presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, virtual.
- Pan., L., Marlow, S. L., & Caza, A. (2021, April). Job autonomy and role ambiguity: Moderating role of external constraints. Poster presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, virtual.
- Pan, L., Caza, A., **Marlow, S. L.** (2020, June). Examining the bright and dark sides of transformational leadership. Poster presented at the 35th annual meeting of the Society for Industrial and Organizational Psychology, virtual.

- Reyes, D. L., Lacerenza, C. N., **Marlow, S. L.**, Dinh, J. V., Joseph, D., & Salas, E. (2019, April). Leadership development in higher education: A meta-analysis and systematic review. Poster presented at the 34th annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Marlow, S. L.**, Lacerenza, C. N., Reyes, D. L., & Hebl, M. (2018, April). Perceptions towards feminists: Did the 2016 election matter? Poster presented at the 33rd annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lacerenza, C. N., Iwig, C., & **Marlow, S. L.** (2017, April). Email me! How email textual cues influence perceptions. Poster presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- 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. Poster 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. Poster presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Marlow, S. L.**, Reyes, D., Gregory, M. E., & Salas, E. (2016, April). A decade of team performance measurement: A systematic review. Poster to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Lacerenza, C. N., Burke, C. S., Metcalf, D. S., **Marlow, S. L.**, Read, L., Allen, C., & Mazzeo, M. (2015). Using augmented reality to train combat medics: An evaluation. Presented at Interservice/Industry Training, Simulation, and Education Conference (I/ITSEC), Orlando, FL.
- Gregory, M. E., Sonesh, S. C., Hughes, A. M., Cooper, T., Lacerenza, C. N., **Marlow, S. L.**, & Salas, E. (2015, April). When lives depend on it: Stressors and medication error. Poster presented at the 30th annual meeting 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). Poster presented at the HFES 2015 International Symposium in Healthcare. Baltimore, MD.
- Lacerenza, C. N., **Marlow, S. L.**, Guler, C., Feitosa, J., & Salas, E. (2015, April). Predictive Power of Cognition: A meta-Analytic Structural Equation Model. Poster presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Marlow, S. L.**, Coultas, C., Lacerenza, C. N., Sonesh, S., & Salas, E. (2015, April). Insights into coaching: Identifying contributors to effectiveness. Poster presented at the 30th Annual Conference for the Society for Industrial and 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. Poster presented at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- 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. Poster presented at the 2014 Human Factors and Ergonomics Society Health Care Symposium, Baltimore, MD.

Marlow, S. L., Lacerenza, C., Colley, K., & Salas, E. (2014, July). The effect of virtuality on team communication: A meta-analysis. Poster presented at the 9th annual INGRoup Conference, Raleigh, NC.

Lacerenza, C., **Marlow, S. L.,** Colley, K., & Salas E. (2014, May). Team cognition in distributed teams: Does virtuality matter? Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.

TEACHING EXPERIENCE

The University of Texas at San Antonio

Managing Human Resources, Fall 2020, Fall 2021, Spring 2022, Fall 2022

Instructor Evaluation: 4.7/5, 4.3/5, 4.7/5, 4.5/5

Course Evaluation: 4.9/5, 4.3/5, 4.7/5, 4.5/5

Internship in Management, Summer 2021, Summer 2022, Fall 2022, Spring 2023

Training and Developing Employees, Spring 2020

Evaluations not distributed due to COVID-19 mid-course adjustments

Performance Management, Fall 2019

Instructor Evaluation: 4.6/5

Course Evaluation: 4.6/5

Human Resource Management Doctoral Seminar, Spring 2019, Spring 2021, Spring 2023

Instructor Evaluation: 4.8/5, N/A (no responses provided), N/A (no responses provided)

Course Evaluation: 4.5/5, N/A (no responses provided), N/A (no responses provided)

Staffing Organizations, Fall 2018, Fall 2019

Instructor Evaluation: 4.7/5, 4.3/5

Course Evaluation: 4.9/5, 4.3/5

Rice University

Introduction to Social Psychology, Summer 2017

Instructor Evaluation: 1.1/5 (1 = *Outstanding*, 5 = *Poor*)

Course Evaluation: 1.2/5 (1 = *Outstanding*, 5 = *Poor*)

Stress and Health (Teaching Assistant), Spring 2018

Introduction to Psychology (Teaching Assistant), Spring 2016

Research Methods in Psychology (Teaching Assistant), Fall 2016

FUNDED GRANTS AND CONTRACTS

Uncovering What Makes an Emergent Leader Effective: An Empirical, Longitudinal Study and Practical Recommendations.

Investigator(s): **Shannon Marlow** (PI), M.S., Eduardo Salas, Ph.D. (Co-PI), Gary Woods, Ph.D. (Co-PI)

Funding Agency: Doerr Institute for New Leaders, Rice University

Funding Amount: \$26,898.15

Dynamic Team Role Allocation in Long Duration, Exploration Missions: Identification of Roles, Triggers, and Measurement*

Investigator(s): Eduardo Salas, Ph.D. (PI), Shawn Burke (Co-PI), Ph.D., James Driskell (Co-PI), Ph.D., Stephen Fiore (Co-PI), Ph.D.

Funding Agency: NASA

Funding Amount: \$1,200,000

Facilitating the Synergistic Side of Cultural Diversity in LDSE: Identification of Challenges and Development of Cultural Training*

Investigator(s): Shawn Burke, Ph.D. (PI), Eduardo Salas (Co-PI)

Funding Agency: NASA

Funding Amount: \$920,000

**I contributed to the authorship of these proposals.*

MEDIA COVERAGE OF RESEARCH

(2020). Management professor discusses team communication in the virtual workforce. *UTSA Today*. <https://www.utsa.edu/today/2020/10/story/marlow-studies-virtual-working.html>

(2019). 5 Ways to Make Videoconferencing Less Terrible. *Forge*. <https://forge.medium.com/how-to-communicate-at-work/home>

(2018). Effective team communication? Focus on quality! *Science for Work*. <https://scienceforwork.com/blog/team-communication/>

(2017). Teamwork: The hidden ingredient in trading success. *Forbes*. <https://www.forbes.com/sites/brettsteenbarger/2017/11/13/teamwork-the-hidden-ingredient-in-trading-success/#5425de2070af>

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

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

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

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

SERVICE

Department

Chair, Assistant Professor Management Department Executive Committee	2023 – present
Member, HRM Degree Reinstatement Ad Hoc Committee	2022 – 2023
Member, Management Chair Faculty Search Committee	2022 - 2023
Member, McCarter Seminar	2020 – 2021; 2022 - present

Chair, McCarter Seminar	2021 – 2022
Co-Chair, OB Faculty Search Committee	2020
Member, HRM Faculty Search Committee	2019
Member, Doctoral Handbook Review Ad Hoc Committee	2019 – 2020
Member, Graduate Research Methods Course Review Ad Hoc Committee	2019 – 2020
Member, Doctoral Program Committee	2018 – present

College

Member, Technology Ad Hoc Committee	2021-2022
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Professional

Chair, SIOP Awards, Student Travel Awards Subcommittee	2022 – present
Ad-Hoc Reviewer	2018 – present

- *Academy of Management Conference*
- *Society of Industrial and Organizational Psychology Conference*
- *European Journal of Work & Organizational Psychology*
- *Frontiers in Psychology*
- *Human Research Management Review*
- *Journal of Occupational Health Psychology*
- *Journal of Management*
- *PLOS*
- *Small Group Research*

PROFESSIONAL AFFILIATIONS

2013-present Academy of Management

2013-present Society for Industrial and Organizational Psychology