

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

PUBLICATIONS

Marlow, S. L., Bedwell, W., Zajac, S., Reyes, D. L., Lamar, M., Khan, S.,...Salas, E. (in press).
Multiple patient casualty scenarios: Behavioral markers for teamwork measurement.
Simulation in Healthcare.

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., 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.

Lacerenza, C. N., Reyes, D., **Marlow, S. L.**, & 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., & Iwig, C. (2018). The influence of nonverbal cues on perceptions of an email sender. *Business and Professional Communication Quarterly*, 81(2), 149-166.
- 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.
- Marlow, S. L.**, Salas, E., Landon, B. L., & Presnell, B. (2016). Eliciting teamwork with game attributes. *Computers in Human Behavior*, 55(PA), 413-423.
- 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.

- 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.

Revise and Resubmit

- Reyes, D. L., Lacerenza, C. N., **Marlow, S. L.**, Joseph, D., & Salas, E. (revise and resubmit) A review of leadership training in education. *Leadership Quarterly*.

Book Chapters

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

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.

Lacerenza, C. N., **Marlow, S. L.**, Sonesh, S. C., & Salas, E. (in preparation). 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*.

Marlow, S. L., Lacerenza, C. N., Reyes, D., & Salas, E. (in preparation). The science and practice of simulation-based training in organizations. In K. G. Brown (Ed.), *The Cambridge handbook of workplace training and employee development*.

Marlow, S. L., Lacerenza, C. N., Woods, A., & Salas, E. (in preparation). Training team creativity. In R. Reiter-Palmon (Ed.), *Team creativity*.

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.

AWARDS

Schmidt-Hunter Meta-Analysis Award, the Society for Industrial and Organizational Psychology, 2018

PRESENTATIONS

Invited

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, Missouri.
- 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

- 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

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.

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
Staffing Organizations, Fall 2018

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

(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

Ad-hoc Reviewer

- *Business and Professional Communication Quarterly*

PROFESSIONAL AFFILIATIONS

2013-present Academy of Management

2013-present Society for Industrial and Organizational Psychology

2013-present Interdisciplinary Network for Group Research (INGRoup)