

## ***CURRICULUM VITAE***

### **EDUARDO SALAS**

#### HOME ADDRESS

1948 Missouri Street  
Houston, TX 77019  
(407) 970-1375

#### WORK ADDRESS

Rice University  
Department of Psychological Sciences-MS 25  
Sewall Hall 429B  
6100 Main Street  
Houston, TX 7705-1827  
(713) 348-3917

### **EDUCATIONAL BACKGROUND**

- |             |  |                   |
|-------------|--|-------------------|
| 1981 - 1984 | OLD DOMINION UNIVERSITY  | Norfolk, Virginia |
|             | Received Doctorate Degree in Industrial/Organizational Psychology.<br>Major Area: Personnel and Training<br>Minor Area: Engineering and Systems Psychology |                   |
| 1978 - 1980 | UNIVERSITY OF CENTRAL FLORIDA  | Orlando, Florida  |
|             | Received Master of Science Degree in Industrial Psychology.  |                   |
| 1977 - 1978 | FLORIDA INTERNATIONAL UNIVERSITY   | Miami, Florida    |
|             | Received Bachelor of Arts Degree in General Psychology.  |                   |

### **PROFESSIONAL AND RESEARCH EXPERIENCE**

- 8/16 – Present     RICE UNIVERSITY, Houston, Texas  
Department of Psychological Sciences

Department Chair. Responsible for: (1) setting, developing and executing the strategic vision of the department; (2) managing 17 faculty, five non-tenure track teachers and three staff in the department; (3) oversee a budget of over \$2 million dollars; (4) recruiting faculty and graduate students for our doctoral programs; (5) supporting initiatives in undergraduate and graduate education; (6) developing and guiding the excellence in scholarship for the faculty; and (7) developing and growing the research portfolio of the department.

Some of the highlights of accomplishments during the past 5 years: (1) Led the development of a strategic plan to enhance and strengthen our core research thrusts (human factors, industrial/organizational, and affective/neuro) to serve as a guide for recruitment and development initiatives, which was approved by the Dean of SoSS. (2) Led the discussion and the approval of a name change to the Department of Psychological Sciences. (3) Recruited and hired two senior professors and two junior assistant professors -- all female, and two minorities. (4) Created and implemented initiatives to strengthen our undergraduate education and activities. This included providing resources for the honors thesis program and creation of an undergraduate lounge for students to socialize and share experiences. (5) Created initiatives to support

our five NTTs and provided guidance, encouragement, and resources for them to feel appreciated and very much part of our department, as well as incorporating them as working and functioning personnel integral to the department. (6) Begun to create a supportive culture of collaboration to seek external funding. In 5 years our department's external funds has increased dramatically (from FY14 \$153,000 to FY16 \$6,400,000 to FY19 \$3,400,000 to so far in FY20 \$4,000,000). (7) Led the implementation of a new Professional Masters in Human-Computer Interaction program. (8) Led, and continuing to lead, the promotion of a department culture -- collaborative grants, interdisciplinary inclusion, diversity, and shared identity through pins, coins, t-shirts, signage, and clean spaces.

7/15 – Present      Professor and Allyn R. and Gladys M. Cline Chair of Psychology. Responsible for leading graduate courses in organizational science and human factors; mentor and advise undergraduate and graduate students; manage a research portfolio in training; team effectiveness, cross-cultural behavior, performance measurements and human-systems integration; support several research interest groups and serve on department and university committees.

6/99 – 6/15      UNIVERSITY OF CENTRAL FLORIDA - Orlando, Florida  
Department of Psychology

University Trustee Chair & Pegasus Professor . Responsible for teaching graduate courses in personnel and organizational psychology, training, and human factors; advise undergraduate and graduate students; conduct basic and applied research; serve in thesis and dissertation committees; served on department and university committees and support doctoral programs in Industrial and Organizational Psychology, Applied Experimental & Human Factors Psychology and Modeling & Simulation (see details on page 4). Thesis and Dissertations of students supervised and directed, available upon request.

UNIVERSITY OF CENTRAL FLORIDA – Orlando, Florida  
Institute for Simulation & Training

Program Director and Professor. Human Systems Integration Research Department. Responsible for conducting and managing multi-discipline research in team training, training effectiveness, human performance measurement, automation, advanced training technology, learning methodologies, and decision-making under stress and cognitive modeling, mathematical and computational algorithms. Other activities include consulting to a multi-disciplinary group of scientists on human factors, and learning issues, establish research collaborations with the different university departments and advise the Executive Director on behavioral science issues (see details on page 4).

5/84 - 5/99      NAVAL AIR WARFARE CENTER TRAINING SYSTEMS DIVISION,  
(formerly NAVAL TRAINING SYSTEMS CENTER) -Orlando, Florida

Senior Research Psychologist and Branch Head (GS-14). Program manager, and Head of the Training Technology Development Branch responsible for managing on-going multi-million dollar research and development projects in the areas of team training and performance; tactical decision-making under stress; aircrew coordination training; team decision-making; human performance measurement and modeling; training design, evaluation and effectiveness; team training in distributed environments; embedded training and advanced training technology. Responsibilities included technical oversight on all research activities and products; supervision of professional/technical staff of 35 people; consultant to acquisition on instructional

features for training devices; manage research contracts; design and develop research proposals; presentations to management, customers and users.

10/81 - 5/84      CENTER FOR APPLIED PSYCHOLOGICAL STUDIES, OLD DOMINION UNIVERSITY  
Norfolk, Virginia

Research Associate. Awarded a government research grant (U.S. Air Force Human Resources Laboratory) with the task of identifying, developing and validating time-series and rate measures predictive of skill acquisition and retention rates. Responsibilities included: statistical analyses and interpretation of data using SPSS, and other canned statistical packages; writing research proposals, project status reports and final technical reports; directing and coordinating all administrative activities.

5/81 - 7/82      ROWLAND & COMPANY - Newport News, Virginia

Training Analyst. Contractor to the Naval Air Development Center (NADC) with responsibility to review and evaluate training materials developed by McDonnell Aircraft (MCAIR) for organizational level maintenance personnel of the F/A-18 aircraft.

11/80 - 5/81      CALSPAN CORPORATION, HUMAN FACTORS AND TRAINING CENTER - Virginia  
Beach, Virginia

Associate Psychologist. Projects included several Instructional System Development (ISD) and Training Evaluation Programs. These included: a comprehensive aircrew ISD effort for the U.S. Navy, job/task and training analysis for the U.S. Coast Guard, and development of training effectiveness and evaluation methodologies for the U.S. Army.

5/79 - 11/80      U.S. NAVY TRAINING ANALYSIS AND EVALUATION GROUP. NAVAL TRAINING  
EQUIPMENT CENTER - Orlando, Florida

Research Consultant. Directed a study on Hispanic recruits who speak English as a Second Language (ESL) resulting in the development and implementation of a Navy ESL Program. Other projects involved: determining the effectiveness of memory aids in technical training; writing, developing, implementing, and validating a training workbook to improve numerical skills of recruits and worked on the development of the Computer Readability Editing System (CRES).

## **MANAGEMENT CONSULTING EXPERIENCE**

10/99-Present      MANAGEMENT CONSULTANT. Provided consultation services to numerous corporations, businesses and governmental agencies. Services include advise on how to promote teamwork; how to compose and manage work groups; how to design and deliver team training; how to improve team leadership; how to design and deliver learning systems; how to foster and create a safety culture; how to evaluate training systems; how to implement scenario-based training; how to design environments to promote collaboration; and providing guidelines for ameliorate the effects of stress. Clients include: BP, Frito-Lay, Florida Hospital, Aptima, UBS Warburg, Klein & Associates, Cognitive Technologies, Inc., U.S. Army, U.S. Air Force, U.S. Navy, Florida Maxima Corp., American Institutes for Research, Beacon Associates, CHI Systems, Mirum, ThinkSharp, Battelle, MobilVox, Axiom, Stottler-Henke, Creighton University (School of Medicine), University of Chicago (School of Medicine), CTA Health, Grant Thornton, Perceptronics, The World Bank, Cedar Sinai, Texas Childrens (Houston), UT Health Science Center, Fors Marsh Group, UT Southwestern (Dallas), SeaDrill, Rowan.

- 9/99 HAWORTH, INC. – Holland, MI.
- Organizational Consultant. Provided advice to senior management, marketing department and research group on how to create a high performance team, how to develop teamwork skills and how to train teams. Consulting activities included: a practical lecture to over 50 employees on what we know about team effectiveness; provided guidance on how to investigate the influence of physical layouts on collaborative work; and provided advice on how to set a climate for fostering teamwork in the organization.
- 9/98-9/99 AMERICAN INSTITUTES FOR RESEARCH - Washington, D.C.
- Expert. Providing guidance and advice on designing a teamwork skills assessment tools for the International Life Skills Survey. Activities include reviewing literature, writing test items, developing a scoring scheme, designing the testing plan and developing for guiding the assessment protocol.
- 7/86 WFTV (Channel 9) - Orlando, Florida
- Human Resources Consultant. Designed and conducted a workshop for upper management on group decision-making, effectiveness, and communication. In addition, consulted on management strategies and actions to solved personnel problems.
- 10/85 - 11/85  
8/84 - 9/84 ASSESSMENT DESIGNS, INC. - Orlando, Florida
- Human Resources Consultant. Assessed the managerial potential of over 120 candidates from the New York Police Department and Boston Police Department's promotional program. Assessment included: behavioral observation of an interaction test (i.e., in-basket), reporting of critical incidents and consensus discussion among assessors.
- 9/81 - 11/83 CITY OF NORFOLK - Norfolk, Virginia
- Personnel Consultant. Full responsibility for directing and coordinating all activities regarding the performance appraisal system currently used by the Norfolk Police Department (NPD). In addition, designing, conducting and evaluating training workshops on how to provide and conduct effective feedback and goal setting sessions for first and upper-level managers of the NPD.
- 1/80 - 10/80 CITY OF ORLANDO - Orlando, Florida
- Personnel Consultant. Conducted in-depth review, evaluation and validation of the Orlando Police Department's selection and performance appraisal procedures and policies. Also, conducted extensive job analyses as well as performance and skill dimensioning to be used in the design and development of an assessment center for the Orlando Fire Department.
- 3/80 - 6/80 ORANGE COUNTY - Orlando, Florida
- Personnel Consultant. Designed, developed, implemented, and validated selection procedures and guidelines for several CETA clerical and managerial positions.

3/79 - 6/79      ASSESSMENT DESIGNS, INC. - Orlando, Florida

Personnel Consultant. Conducted several job analyses and designed as well as wrote simulation exercises for managerial assessment and training. Gained experience on the assessment center methodology and its use for selection, training and career development.

## **INTERNATIONAL MANAGEMENT RESEARCH AND APPLICATIONS EXPERIENCE**

10/99              UNIVERSIDAD DEL DESARROLLO – Santiago, Chile

Organizational Consultant. Conducted two workshops for top executives from pharmaceutical and petroleum industries on how to design, develop, implement and evaluate high performance teams. Other activities included providing advise to the top executives on how to create an organizational climate for implementing high performance teams.

5/83-6/84        OLD DOMINION UNIVERSITY - Norfolk, Virginia

Research Associate. Conducted in-depth interviews with top executives from multi-national and local organizations in Lima, Peru to determine the social, political and economic factors that facilitate or hinder the implementation of managerial technologies in Peru. The results from these interviews were used to design, develop and administer a survey to top executives representing 85 multi-national, as well as local organizations with the purpose of determining: (a) the socio-technical system operating in their organization (i.e., theoretical framework), (b) the decision-making process of managers when implementing knowledge- based innovations, and (c) the organizational factors that contributed to the implementation process.

## **ACADEMIC AND TEACHING EXPERIENCE**

7/15 – Present    RICE UNIVERSITY - Houston, TX

Faculty Member:

- Industrial/Organizational Psychology Doctoral Program
- Human Factors Psychology Doctoral Program

Committee Member:

- Deans Advisory Committee (School of Social Sciences) 2015-2016
- Personnel, Plans and Priorities Committee (School of Social Sciences) 2016-2017
- University Research Committee, 2017-Present

9/18 – Present    UT Health, McGovern Medical School – Houston, TX

Assistant Professor, Dept. of Internal Medicine

6/99 – 6/15        UNIVERSITY OF CENTRAL FLORIDA – Orlando, Florida

Professor of Psychology (tenured). Joint appointment with the Institute for Simulation and Training

*Teaching.*

Seminar in Human Factors III (EXP 5258)

Seminar in Professorial Issues (EXP 6XXX)

Current Topics in I/O Psychology (INP 6217)

*Service:*

Program Director of the Human Systems Integration Research Department at the Institute for Simulation and Training, 2001-present.

Director of Applied Experimental and Human Factors Ph.D. Program, 2000-2004.

Faculty Member:

- Industrial/Organizational Psychology Doctoral Program
- Modeling and Simulation Doctoral Program
- Applied Experimental and Human Factors Psychology Doctoral Program

Committee Member:

- Department of Psychology's Advisory Committee, 2000-2004
- College of Arts and Science Dean's Advisory Committee, 2003-2004
- Department of Psychology's Annual Review Committee, 2003-2006, 2008
- College of Science Research Incentive Award Committee, 2006-2007
- College of Science Promotion and Tenure Committee, 2007-2009
- University Research Incentive Award Committee, 2010-2011
- University Search Committee for Dean of COS, 2011
- College of Science Dean's Advisory Committee, 2011-12
- President's University Committee on Employability of Students, 2013-2014
- University Search Committee for Provost, 2014

University of Central Florida  
*Grants and Contracts.*

1. *Principal Investigator.* Optimizing individual and team performance in highly immersive virtual environments. BP Amoco/gOE (9/00 – 7/01; \$400,000).
2. *Co-Principal Investigator* (with E. Rinalducci, G. Green & E. Gelenbe). Obstacle masking and Vehicle guidance research. STRICOM (7/00 – 7/01; \$31,000).
3. *Co-Principal Investigator* (with D. Stone & E. Stone-Romero). Influence of Hispanic-American values on individuals, groups, and organizational effectiveness. UCF/Metropolitan (7/00 – 12/00; \$10,000).
4. *Principal Investigator.* Towards a science of Distributed Team Training. Aptima/Air Force HED (10/00 – 5/01; \$50,000).
5. *Principal Investigator.* Assessment of virtual reality technology to support deaf and hearing impaired children. NSC (2/01 – 7/01; \$25,000).
6. *Co-Principal Investigator* (with J.P. Kincaid). Interventions for emergency vehicle accident prevention using instrumented vehicles. UCF/CATTS Program (8/99 – 11/00; \$25,000).
7. *Principal Investigator.* The use of simulation to support law enforcement driver training: A case study. UCF/CATTS Program (3/01 – 6/02; \$24,538).
8. *Principal Investigator.* Acquisition of a workshop display system. UCF/BP University Equipment Initiative. (3/01 – 6/01; \$154,000).
9. *Principal Investigator.* Team performance effort: Diagnosis and framework support. Aptima, Inc. (10/01 – 9/03; \$80,000).
10. *Principal Investigator.* A Cognitive Framework for Understanding Multinational Army Team Performance. Micro Analysis & Design. (3/02 – 9/02; \$34,933).
11. *Co-Principal Investigator (with J. Fowlkes).* Cognitive demands of warfighting readiness: Investigating planning and replanning skills. CHI Systems (4/02 – 10/02; \$29,980).
12. *Co-Principal Investigator (with S. Fiore, C. Bowers, & F. Jentsch).* Research investigating the optional sequence for learning macro-spatial knowledge in a distributed geographical impact system. STRICOM (6/02 – 6/03; \$65,000).
13. *Co-Principal Investigator (with F. Jentsch, C. Bowers & S. Fiore).* Research for an augmented learning system for the interpretation of non-verbal cues. STRICOM (6/02 – 6/03; \$75,000).
14. *Principal Investigator.* Developing, testing and validating instructional models for distributed learning systems. STRICOM (6/02 – 6/03; \$176,942).
15. *Principal Investigator.* Warrior training for coalition and collaborative teams (Phase 1). Aptima, Inc. (3/03 – 7/03; \$23,000).
16. *Co-Principal Investigator (with S. Fiore, C. Bowers & F. Jentsch).* Training perceptual processes for superior threat identification by airport security persons. FAA Technical Center (3/02 – 4/06; \$431,000).

17. *Principal Investigator*. The collaboration technology and team effectiveness conference. Northrop Grumman Corporation (5/06; \$15,137)
18. *Research Associate* (with Peter Hancock). Stress, workload and fatigue on the electronic battlefield. Multi-disciplinary University Research Initiative (MURI)/ARO. (7/01 – 6/06; \$4.6M).
19. *Principal Investigator*. Integrating knowledge acquisition and measurement strategies in Adaptive Distributed Training Systems. AFOSR (2/01 – 7/04; \$566,000)
20. *Principal Investigator*. Understanding the Pyxis System. University of Florida (8/03 -3/04, \$40,000).
21. *Principal Investigator*. Warrior training for coalition and collaborative teams (Phase II). Aptima, Inc. (2/04 – 10/05; \$70,000).
22. *Principal Investigator*. Quality indicators for consumer's use of selecting hospitals and establishing of a Patient Safety Curriculum. University of Miami (1/04 – 3/04; \$10,000)
23. *Principal Investigator*. Leadership and team performance in the US Army: A systematic effort to identify what we know and where we need to go. U.S. Army Research Institute (3/04-12/05; \$274,000).
24. *Co-Principal Investigator* (with F. Jentsch). Human robot interaction and control of multiple soldier-multiple systems team. U.S. Army Research Laboratory/Micro Analysis and Design (4/04-8/04; \$87,831).
25. *Principal Investigator (with S. Fiore)*. Florida alliance for the study of expertise. National Science Foundation (10/03 – 4/07; \$220K).
26. *Principal Investigator*. Leadership development and operational readiness in a network centric warfare coalition environment: A workshop and research agenda. US Army Research Institute (4/05 – 12/05; \$150,000).
27. *Principal Investigator*. The effects of collaborative technologies on individual and team performance in a network centric warfare (NCW) environments. US Air Force Research Laboratory. (11/05 – 12/06; \$99,441).
28. *Co-Principal Investigator* (with D.M. Nicholson, C. Stapleton, S. Fiore, J.P. Rolland, C.E. Hughes, E.M. Smith, G.A. Martin & S. Burke). Virtual technologies and environment (VIRTE) for advanced research on agents and teams. U.S. Army Research Institute/NAVAIR. (1/06 - 1/07; \$1.9M).
29. *Co-Principal Investigator* (with S. Fiore, F. Jentsch, & S. Burke). Toward an understanding of the macro-cognitive processes in complex team problem solving. Office of Naval Research. (1/06 – 1/09; \$325K).
30. *Co-Principal Investigator* (with C.A. Bowers & F. Jentsch). Identifying cognitive skills for advance automated aircraft training. Federal Aviation Administration (10/99 – 1/09, \$2,403,154).
31. *Co-Principal Investigator* (with G. Harrison, C. Hughes, S. Pattanalk, J. Weishampel, S. Fiore, C. Stapleton, E. Rutstrom & S. Burke). Cognition in natural environments: Using simulated scenarios in complex decision making experiments. National Science Foundation. (4/06 – 3/08; \$647,430).



32. *Principal Investigator*. Advanced Decision Architectures Consortia—Understanding team adaptability and multicultural teamwork. U.S. Army Research Laboratory. (6/01 – 3/08; \$790,044).
33. *Co-Principal Investigator* (with S. Burke & L. DeChurch). Towards building an understanding of Multi-team systems effectiveness: The development of a theory and program of research. Army Research Institute (7/07 – 06/09; \$180,000).
34. *Co-Principal Investigator* (with S. Burke). Dynamic system tools for team performance assessment and enhancement. Intelligent Automation, Inc. (10/07 – 4/08; \$28,000).
35. *Principal Investigator*. Impact of gaming attributes on measures of training effectiveness. Aptima, Inc. (11/07-11/09; \$180,000).
36. *Principal Investigator* (with C.S. Burke & K.A. Jentsch). Promoting understanding of team level cognition within the warfighter: The application of metrics in simulation. Office of Naval Research (12/07 – 12/08; \$75,000).
37. *Principal Investigator*. Human Terrain System (HTS) & Multicultural team training project. Georgia Tech Research Institute (12/08 – 3/10; \$543,000).
38. *Principal Investigator*. Swift trust in teams research. Mirum Corporation (11/08 – 3/10; \$50,148)
39. *Principal Investigator*. Tailoring Training for Disparately Skilled Participants in Large Scale Training Exercises. VrSoft LLC (7/09 – 3/10; \$30,000)
40. *Principal Investigator*. Adaptive Training to Enhance Individual and Team Learning. Stottler-Henke Associates, Inc. (7/09 – 4/10; \$32,000).
41. *Principal Investigator*. Safer medical reservists combat team training. University of Miami/Jackson Memorial Hospital (6/07 – 12/12; \$375,000).
42. *Principle Investigator*. Critical Social Thinking STTR Phase II. Mirum Corp. (9/09-9/11; \$225,000).
43. *Co-Principal Investigator* (with S. Burke). Leveraging Social Identities as a way to reduce goal conflict and improve coordination in military Multiteam Systems. ICF Incorporated. (7/10 – 3/11; \$85,000).
44. *Principal Investigator*. Telemedicine, teams and decision-making. University of Miami. (3/11-3/12, \$99,338).
45. *Principal Investigator*. Tailoring training for disparate skilled participants in large scale training Phase II STIR. VrSoft (11/10-11/12; \$150,000).
46. *Co-Principal Investigator* (with B. Goldiez). Simulation assessment for TATRC. University of Missouri. (9/11-10/13, \$253,591).
47. *Co-Principal Investigator* (with S. Burke). Multi-echolon measurements for Brigade Combat Team (BCT) performance. ICF Incorporated, LLC. (5/11 – 6/12, \$80,363).
48. *Co-Principal Investigator* (with S. Burke). Measuring and improving unit cohesion and performance in preparation for deployment. US Army Research Institute. (6/11 – 9/12, \$309,999).

49. *Co-Principal Investigator* (with M. Ohland, D. Woehr, M. Loughry and R. Layton). SMARTER Teamwork: System for management, assessment, research, training, education and remediation for teamwork. National Science Foundation (8/08 – 4/13; \$412,000).
50. *Principal Investigator* (with S. Fiore, F. Jentsch & S. Burke). MURI: Cognition and Collaboration in Networking Centric Operations: Understanding and Measuring Macrocognition in Teams. Office of Naval Research (9/06 – 5/13; \$5,000,000)
51. *Principal Investigator* (with S. Fiore, & K. Jentsch). Cohesion Optimization in NASA Spaceflight Teams Experience duration Assignment: Training and Indices for Optimization Performance (Constellation Pegasus). NASA (5/09 – 12/13; \$1.2M).
52. *Principal Investigator* . Does Teamwork Mediate Relationship between Partner Familiarity and EMT Injuries. University of Pittsburgh (9/12 – 10/13; \$22,890)
53. *Co-Principal Investigator* (with L. DeChurch, S. Burke & N. Kapucu). VOSS: Creating Functionally Collaborative Infrastructure in Organizations. National Science Foundation (9/09 – 4/13; \$400,000).
54. *Principal Investigator* . Towards a Scientifically Rooted Design Architecture of Team Process & Performance Modeling in Adaptive, Team-based Intelligent Tutoring System. US Army Research Laboratory. (12/12 – 12/15; \$575,000)
55. *Principal Investigator* (with S. Burke). MURI: Understanding, Measuring and Modeling the Effects of Culture in Negotiation and Collaboration: A Dynamic, Multi-Level View of Culture” University of Maryland/ARO (4/08 – 5/14; \$1,878,896)
56. *Co-Principal Investigator* (with S. Burke, & S. Fiore). TRAIN II: Enhancing Soldier, leader and Staff Decision-Making Processes: Knowledge Management, Staff Decision-Making, and Information Sharing Processes. ICF Incorporated LLC (07/12 – 05/14; \$33,000).
57. *Principal Investigator*. Telemedicine, Teams and Decision Making for Disaster Management. University of Miami (9/12 – 6/14, \$100K).
58. *Principal Investigator*. The science and practice of executive coaching: Development of a process-based model and measurement toolkit of executive coaching effectiveness. (Society for Human Resource Management Foundation (SHRM) (8/13-8/15, \$100K).
59. *Principal Investigator*. Does teamwork mediate relationship between partner familiarity and EMT injuries. University of Pittsburgh (7/12-8/14; \$45.6K).
60. *Principal Investigator*. Evidence-based metrics Toolkit for Measuring Safety and Efficiency in Human-Automation Systems. NASA (10/13-9/16; \$600K)
61. *Principal Investigator*. Using Real-Time Lexical Indicators to detect performance decrements in spaceflight teams. NSBRI (8/13-7/14; \$399,958)
62. *Principal Investigator*. NASA 3 - Dynamic Team Role Allocation in Long Duration, Exploration Missions: Identification of Roles, Triggers, and Measurement Tools (10/14-1/15; \$185K).
63. *Co-Principal Investigator*. Leadership-Followership: Moving Beyond Traditional Leadership to Build Highly Functioning Autonomous Teams (10/14-9/17; \$100K).

64. *Principal Investigator*. The Effect of Implementation Method on the Success and Effectiveness of a Pre-Anesthetic Induction Patient Safety(PIPS) Checklist, Florida Hospital (10/14-4/16,\$42,230)

Total Number of Grants: 64

Dollar Amount: \$53,593,34.00

Rice University, Houston, TX  
Grants and Contracts

1. *Principal Investigator*. Evidence-based metrics Toolkit for Measuring Safety and Efficiency in Human-Automation Systems. NASA (8/15 – 5/17; \$350K)
2. *Principal Investigator*. Using Real-Time Lexical Indicators to detect performance decrements in spaceflight teams. NSBRI (9/15 – 7/17; \$584,958)
3. *Principal Investigator*. Dynamic Team Role Allocation in Long Duration, Exploration Missions: Identification of Roles, Triggers, and Measurement Tools. NASA 3 (9/15 – 12/19; \$1.08M)
4. *Principal Investigator*. Team Performance for Intelligent Tutoring System. US Army Research Lab/UCF (7/15 – 6/16; \$50K)
5. *Co-Principal Investigator*. Facilitating the Synergistic Side of Cultural Diversity in LDSE: Identification of Challenges and Development of Cultural Training. NASA/UCF (7/16 – 7/19; \$375K)
6. *Co-Principal Investigator*. Developing and Validating Sensor-based Measurements Strategies for Team Member Selection. NASA/John Hopkins University (7/17 – 7/20; \$285K)
7. *Co-Principal Investigator*. Developing Better Leaders by Incorporating Diversity Competencies into Training Programs. The Doerr Institute for New Leaders, Rice University (9/16 – 9/17; \$28,795)
8. *Co-Principal Investigator*. The Effects of Shared Leadership Training on Research Teams. The Doerr Institute for New Leaders, Rice University. (9/16-9/17; \$16,620)
9. *Principal Investigator*. Development and Evaluation of the system Handoff Training for Combat Casualty Care (HTC3). Perceptronics. (12/17 – 7/18; \$43K).
10. *Co-Principal Investigator*. Uncovering what makes an effective leader. The Doerr Institute for New Leaders, Rice University (8/17 – 5/18; \$27K).
11. *Principal Investigator*. The Team Science Summit Workshop. Rice's Creative Ventures. (7/17 – 8/18; \$48K)
12. *Principal Investigator*. Cross Cultural Collaboration Design Teams. Rice's Creative Venturing. (5/16 – 9/17; \$71K)
13. *Co-Principal Investigator*. Promoting Leadership Self-Efficacy for Women and Minorities in STEM. The Doerr Institute for New Leaders, Rice University (11/17 – 11/18; \$26K).

14. *Co-Principal Investigator*. Diversity, Social Dominance, Likability, and Leader Effectiveness. The Doerr Institute for New Leaders, Rice University. (1/18 – 12/18; \$22K).
15. *Principal Investigator*. Collaborative Research: A two-part project examining Team Discrimination by Gender in STEM Teams and Way Forward. National Science Foundation. (1/19 – 7/22; \$600K).
16. *Principal Investigator*. Collaborative Research. UTHSC/National Institute of Health (7/19 – 6/24; \$1.0M)
17. *Principal Investigator*. Next Generation Teams and Organizational Subsystems. Army Research Institute. (9/19 – 7/22); \$1.6M).

Total Number of Grants: 17

Dollar Amount: \$6,127,453.00

1/01 – 1/07	<p>ABERDEEN UNIVERSITY – Aberdeen, Scotland</p> <p>Honorary Professor of Psychology.</p>
1/90 - 8/95	<p>ROLLINS COLLEGE - Winter Park, Florida</p> <p>Adjunct Instructor. Responsible for teaching undergraduate courses in Cross-Cultural Organizational Behavior and Organizational Psychology.</p>
1/88 – 5/03	<p>UNIVERSITY OF SOUTH FLORIDA - Tampa, Florida</p> <p>Professor. Courtesy appointment in the College of Social and Behavioral Sciences, Department of Psychology and associated with the industrial/ organizational psychology faculty. Served in two thesis committees and two dissertation committees.</p>
1/86 - 5/99	<p>UNIVERSITY OF CENTRAL FLORIDA - Orlando, Florida</p> <p>Associate Professor of Psychology (Non-tenured appointment). Responsible for teaching undergraduate courses in Industrial/Organizational Psychology and Organizational Psychology as well as graduate courses in Assessment Centers, Managerial Development, Training and Development, and Performance Appraisal. Also served in 10 thesis (Co-chaired two) committees and co-chaired two dissertation committees.</p>
1/82 - 8/83	<p>OLD DOMINION UNIVERSITY - Norfolk, Virginia</p> <p>Instructor of Psychology. Responsible for teaching undergraduate courses in Industrial/Organizational Psychology and Experimental Psychology Laboratories.</p>

## PROFESSIONAL AFFILIATIONS & ACTIVITIES

- Human Factors and Ergonomics Society (Fellow)
  - Training Technical Group
    - Program Chair, 1985-86
    - Chair, 1986-87
    - Past Chair, 1987-88
    - Secretary-Treasurer, 1989-90
    - Program Reviewer, 1991-93
  - Cognitive Engineering and Decision Making Technical Group
    - Chair, 1997-99
    - Past Chair, 1999-00
  - Council of Technical Groups (COTG)
    - Training Group Representative, 1987-89
  - Local Technical Program Coordinator (1990 Annual Meeting), 1988-90
  - National Program Committee,
    - COTG Representative, 1990-92
  - Alphonse Chapanis Award Committee
    - Member, 1992-94
  - Jerome H. Ely Human Factors Article Award Sub-Committee
    - Member, 1998-00; 2009-10
  - Fellow Selection Committee
    - Member, 2009-11
  - HFES Executive Council
    - Member, 1999-00; 2006-09
    - President-Elect, 2011-12
    - President, 2012-13
    - Past-President, 2013-14
  - Human Factors,
    - Editor-in-Chief, 2000-04
    - Associate Editor, 2005-08
- Central Florida Chapter, Human Factors Society
  - Director, 1985-1986
  - President-Elect, 1989-90
  - President, 1990-91
  - Past-President, 1991-92
- American Psychological Association (Fellow)
  - Society for Industrial and Organizational Psychology (Div. 14) - Fellow
    - External Affairs Committee (Member), 1985-88
    - Association Affairs Subcommittee (Chair), 1985-88
    - International Affairs Subcommittee (Chair), 1985-88; 1993-95
    - SIOF Program Committee, 1989-92, 1994-98
    - TIP Editorial Board, 1991-92
    - Annual Meeting Local Arrangements Representative, 1994-95
    - Fellowship Committee, 1996-99
    - S. Plains Wallace Dissertation Award Committee, 2000-03
    - William A. Owens Scholarly Achievement Award Committee, 2002-05
    - Editor for Professional Practice Book Series, 1998-03
    - Organizational Frontier Book Series (Editorial Board), 2003-08
    - Organizational Frontier Book Series (Editor), 2008-13
    - Distinguished Professional Contributor Award Committee, 2007-10
    - APA Council Representative, 2006-08
    - President Elect, 2009-2010
    - President, 2010-2011
    - Past-President, 2011-2012

Division of Applied Experimental and Engineering Psychology (Div. 21)- Fellow  
Program Committee, 1987-91  
Technical Program Chair, 1989-90  
Member at Large of Executive Committee, 1994-95  
Fellowship Committee Chair, 1997-99

Division of Military Psychology (Div. 19) – Fellow  
Member at Large of Executive Committee 2003-06

Division of Group Psychology and Group Psychotherapy (Div. 49) – Fellow  
Division of International Psychology (Div. 52) – Member

Search Committee for Editor, Journal of Applied Psychology, 2007

Task Force Committee on Journal of Applied Psychology Composition, 2007

Board of Scientific Affairs, 2009-2010

- Association for Psychological Science (Fellow)  
Member
- Academy of Management  
Human Resources Division  
Human Resources Division Five-Year Review Committee  
Member, 1999-00  
Program Committee  
Reviewer, 2000-02  
Executive Committee  
Member-at-large, 2002-05
- Southeastern Psychological Association  
Program Reviewer, 1987, 1989-90
- Interamerican Society of Psychology  
U.S. Representative, 1997-1999
- Business Association of Latin American Studies  
Program Reviewer, 1988
- International Ergonomics Association  
Science and Technology Committee  
Training Subcommittee (Chair), 1989-93

## **COMMITTEE APPOINTMENTS & SERVICE**

- Office of Naval Technology Manpower R&D Committee  
Member, 1986-94
- NATO Research Study Group on Human Performance Modeling  
U.S. Navy Representative, 1986-91
- DoD Training Technology Technical Group  
Crew, Group, Unit and Team Training Technology Sub-committee,  
Chair, 1988-92  
Co-Chair, 1992-93

- National Research Council-Committee on Human Factors  
Sponsor Representative, 1991-93
- International Applied Military Psychology Symposium  
U.S. Representative, 1992-94
- NATO Research Group on Training Strategies for Networking and Gaming  
U.S. Delegate, 1995-96
- National Science Foundation  
Reviewer, 1992-95, 1997-2005
- NASA's Intelligent System R&D Program,  
Reviewer, 2000
- FAA Scientific Task Project Group on the National Human Factors R & D Plan  
Member, 1990-91
- Army Leader Development Independent Review Team  
Member, 2001
- U.S. Army Medical Research Program,  
Reviewer, 2002
- National Research Council-Committee for the Review of NASA's Revolutionize (RA) Program,  
Airspace System Panel  
Panel Member, 2003
- National Institute of Health  
Occupational Safety Health Study Section,  
Member, 2003-05
- National Science Foundation (Science of Learning)  
Panelist, 2005
- Association of American Medical Colleges  
Educational Technology Theory Colloquium  
Panelist, 2006
- Industry/Interservice Training, Simulation and Exhibitors Conference  
Education Subcommittee Member, 2007-08
- National Sciences and Engineering Research Council of Canada (NSERC).  
Reviewer, 2005-
- National Academy of Sciences  
Institute of Medicine Committee (Resident Schedules and Patient Safety)  
Member, 2007-08
- National Academy of Sciences  
Field Evaluation & Behavioral and Cognitive Science-based Methods  
and tools for Intelligence and Counter-Intelligence  
Member, 2009-2010

- American College of Surgeons  
Committee on Development of High Performance Teams in Surgery  
through Education  
Member, 2008-2012
- National Board of Medical Examiners (Task Force on Patient Safety)  
Member, 2010
- National Academy of Sciences, Gulf Program Advisor 2013-16



## HONORS, AWARDS and RECOGNITIONS

1980	Society of Sigma Xi
1986	Research Award of Excellence (Behavioral Science). Naval Training Systems Center
1988	Research Award of Excellence (Behavioral Science). Naval Training Systems Center
1990	Certificate of Commendation (Office of Naval Research). Recognition of Nomination for Best Navy Independent Research Paper
1990	Certificate of Commendation (Chief of Naval Research). Recognition of Nomination for Best Navy Independent Exploratory Development Project
1990	Civilian Exemplary Service Award (Naval Training Systems Center).
1991	Professional Achievement Award (University of Central Florida Alumni).
1991	Meritorious Civil Service Award (Department of the Navy).
1992	Award of Merit for Group Achievement (Naval Training Systems Center). Recognition to the Aircrew Coordination Training Research Team for Superior Merit
1992	Certificate of Appreciation (Federal Aviation Administration). Recognition of Contribution to the Development of the National Plan for Aviation Human Factors
1992	Naval Aviation Systems Team Medallion Award (Naval Air Systems Command).
1993	Certificate of Commendation (Chief of Naval Research). Recognition of Nomination for Best Navy Independent Research Paper
1993	Received Nomination for the Best Paper Award at the 15th Interservice/Industry Training. Systems & Education Conference.
1994	Elected to Fellow status by the Society of Applied Experimental and Engineering Psychology.
1994	Scholarly Achievement Award, Human Resources Division of the Academy of Management.
1995	Elected to Fellow status by the Society of Industrial and Organizational Psychology.
1996	Elected to Fellow status by the Human Factors and Ergonomics Society.
1997 and	Received Nomination for the Best Paper Award at the 19 <sup>th</sup> Interservice/Industry, Simulation Education Conference.
1998	Award of Merit for Group Achievement (Naval Air Warfare Center). Recognition to the Strategic. Planning Support Team for Superior Merit.
1999	1998 American Society for Training and Development Research Award.
1999	1998 Robert J. Wherry Award for Best Paper at the IO-OB Conference (Co-Author).
1999	Received the Franklin V. Taylor Award for Contributions to Engineering and Applied Psychology (awarded by Division 21 of the American Psychological Association).
2001	Received (co-recipient) the M. Scott Myers Award for Applied Research in the Workplace. (awarded by the Society of Industrial and Organizational Psychology).
2001	Presidential Award for Special Merit (University of Central Florida).
2001	Received Academic Distinction Award (Universidad Nacional Mayor de San Marcos).
2001	Recognized in the top 10 out of 1,690 Industrial Organizational Psychologists in terms of number of publications in the 1990's.
2002	Distinguished Researcher of the Year (College of Arts & Science, University of Central Florida).
2002	Received the 2002 University Distinguished Researcher of the Year (University of Central Florida).
2002	Received The Charles S. Gersoni Award for Contributions to Military Psychology (awarded by Division 19 of the American Psychological Association).
2003	Appointed Trustee Chair Professor (University of Central Florida).
2004	Received Research Incentive Award (RIA) (University of Central Florida).
2005	Named Distinguished Speaker by the Singapore Command and Staff College.
2006	Distinguished Researcher of the Year (College of Sciences, University of Central Florida).
2006	Received Scholarship of Teaching and Learning Award (University of Central Florida).
2007	Received (co-recipient) the M. Scott Myers Award for Applied Research in the Workplace. (awarded by the Society of Industrial and Organizational Psychology).
2007	Elected to Fellow status of the Association for Psychological Science
2007	Received the Human Factors and Ergonomics Society Jack A. Kraft Innovator Award

2007	Received the Human Factors and Ergonomics Society Best Ergonomics in Design Article Award
2008	Named Pegasus Professor (University of Central Florida)
2008	Inducted in 2008 UCF's Millionaire's Club (Research Funding Recognition)
2009	Received (co-recipient) the M. Scott Myers Award for Applied Research in the Workplace. (awarded by the Society of Industrial and Organizational Psychology).
2009	Visiting Professor and Lecturer, Stanford University (School of Medicine).
2009	Elected President of the Society for Industrial and Organizational Psychology.
2009	Received the Human Factors and Ergonomics Society A.R. Lauer Safety Award.
2009	Received Research Incentive Award (RIA) (University of Central Florida)
2009	Inducted in 2009 UCF's Millionaire's Club (Research Funding Recognition)
2010	Awarded the 2010 College of Science Excellence in Research Award (College of Science, University of Central Florida)
2010	Awarded the 2010 University Excellence in Research Award (University of Central Florida)
2010	Inducted in 2010 UCF's Millionaire's Club (Research Funding Recognition)
2011	Elected President of the Human Factors and Ergonomics Society
2011	Awarded the Friends of INGroup Award (award by the Interdisciplinary Network of Group Research for professional contribution to the network)
2011	Inducted in 2011 UCF's Millionaire's Club (Research Funding Recognition)
2012	Received the Distinguished Professional Contributions Award (awarded by the Society of Industrial and Organizational Psychology).
2012	Received Scholarship of Teaching and Learning Award (University of Central Florida)
2012	Received the INGroup Joseph E. McGrath, Lifetime Achievement Award for Contribution to the Study of Groups & Teams (given by the Interdisciplinary Network of Group Research for professional contribution to the network)
2012	Received the Michael R. Losey Human Resources Lifetime Achievement Award (given by the Society for Human Resources Management).
2012	Inducted in 2012 UCF's Millionaire's Club (Research Funding Recognition)
2013	Received (co-recipient) the M. Scott Myers Award for Applied Research in the Workplace. (awarded by the Society of Industrial and Organizational Psychology).
2014	Received the 2013 Award for Excellence in Mentoring Doctoral Students (University of Central Florida)
2016	Received the Distinguished Scientific Contributions Award (awarded by the Society of Industrial and Organizational Psychology).
2016	Received the Lifetime Achievement Award for Contributions to Psychology (awarded by the American Psychological Association).
2018	Received (co-recipient) the Schmidt-Huner Meta-Analysis Award (awarded by the Society of Industrial and Organizational Psychology).
2020	Presidential Citation by the Division 19 (Military Psychology) of the American Psychological Association for scientific contributions to Military Psychology.

## EDITORSHIPS/EDITORIAL BOARDS

- Interamerican Journal of Psychology  
Member of Editorial Board, 1989-91; 2004-07
- Interamerican Journal of Occupational Psychology (Medellin, Colombia)  
Member of Editorial Board, 1985-99
- Training Research Journal  
Member of Editorial Board, 1993-00
- Journal of e-Commerce and Psychology  
Member of Editorial Board, 2000-03

- Transportation Human Factors Journal  
Member of Editorial Board, 1997-01
- International Journal of Cognitive Ergonomics  
Member of Editorial Board, 2000-01
- Personnel Psychology  
Occasional reviewer, 1990-92,  
Member of Editorial Board, 1992-02  
Member of Innovations in Research-based Practice Editorial Board, 1994-98
- Military Psychology  
Occasional Reviewer, 1989-95  
Co-editor for Team Processes, Performance and Training Special Issue, 1993-95  
Editor for Training Evaluation Special Issue, 1999-2003  
Member of Editorial Board, 1995-08  
Co-Editor for Cognition, Competition and Coordination: Understanding Expertise in Sports and It's Relevance to Learning and Performance in the Military, 2007-2008.  
Associate Editor, 2008-2016
- The International Journal of Aviation Psychology  
Co-editor for Simulation and Training in Aviation Special Issue, 1996-98  
Member of Editorial Board, 1999-2009
- Journal of Organizational Behavior  
Co-editor for Shared Cognition in Teams and Organizations Special Issue, 1999-2001  
Member of Editorial Board, 1999-
- Group Dynamics: Theory, Research & Practice  
Member of Editorial Board, 2000-2007,2011-2016
- International Journal of Sports and Exercise Psychology  
Co-Editor of Special Issue on Team Cognition and Expert Teams, 2006.
- Theoretical Issues in Ergonomics Science  
Member of Editorial Board, 2001-
- Applied Psychology: An International Review  
Member of Editorial Board, 2001-2005
- Human Factors  
Editor for Training Theory, Methods and Technology Special Issue, 1990-91  
Member of Editorial Board, 1990-00; 2008-  
Co-editor for Decision-Making in Complex Environments Special Issue, 1994-96  
Editor, 2001-2004  
Associate Editor, 2005-2008  
Editor for Human Factors in Patient Safety Special Issue, 2005-06.  
Co-editor for Collaboration, Coordination and Adaptation in Complex Sociotechnical Systems Special Issue, 2008-2010  
Co-Editor for Human Factors in Healthcare Special Issue, 2020-  
Co-Editor for Human Factors in Space Exploration Special Issue, 2021-

- Journal of Applied Psychology  
Member of Editorial Board, 2002-07; 2016-  
Associate Editor, 2008-2015
- The Leadership Quarterly  
Member of Editorial Board, 2005-
- Journal of Occupational and Organizational Psychology  
Member of Editorial Board, 2008-
- Human Resources Development Review  
Member of Editorial Board, 2007-
- International Journal of Training & Development  
Member of Editorial Board, 2008-
- Journal of Experimental Psychology: Applied  
Member of Editorial Board, 2008-2010
- Industrial and Organizational Psychology: Perspectives on Science and Practice  
Member of Editorial Board, 2008-
- Journal of Management  
Member of Editorial Board, 2008-
- Small Group Research  
Member of Editorial Board, 2009-2017
- Review of Work & Organizational Psychology (Spain)  
Member of Editorial Board, 2009-
- Simulation & Gaming: An International Journal  
Member of Editorial Board, 2008-  
Associate Editor, 2018-
- Persona (Universidad de Lima, Peru)  
Member of Editorial Board, 2009-2015
- Journal of Continuing Education in the Health Professions  
Member of Editorial Board, 2012-
- The Joint Commission Journal on Quality and Patient Safety  
Member of Editorial Board, 2013-
- Academy of Management Discoveries  
Member of Editorial Board, 2014-
- Group and Organization Management  
Member of Editorial Board, 2014-
- Academy of Management Journal
- Administrative Science Quarterly
- Applied Ergonomics
- Cognition and Emotion
- Computers & Industrial Engineering: An International Journal
- Ergonomics

- European Journal of Work and Organizational Psychology
- Health Care Management Review
- Human Performance
- Human Resources Development Quarterly
- Human Resource Management Journal
- Human Resource Management Review
- IEEE Transactions on Systems, Man and Cybernetics
- IEEE Control Systems Magazine
- IEEE Transactions on Engineering Management
- Industrial Relations
- International Journal of Industrial Ergonomics
- International Journal for Quality in Healthcare
- International Journal of Human-Computer Studies
- International Journal of Selection and Assessment
- International Journal of Medical Education
- Instructional Science
- Journal of Behavioral Decision Making
- Journal of Computer-Related Communication
- Journal of Experimental Psychology: Applied
- Journal of Healthcare Engineering Anesthesiology Research and Practice
- Journal of Social Behavior and Personality
- Journal on Quality and Patient Safety
- Management Science
- Organizational Behavior and Human Decision Processes
- Organization Research Methods
- Organizational Science
- Perceptual and Motor Skills
- Psychological Bulletin
- Quality and Safety in Health Care
- Social Science & Medicine
- Journal of Sport Sciences  
Occasional Reviewer for all the above journals
- American Psychologist  
Reviewer for Special Issue on Organizational Psychology, 1988  
Co-Editor for the Science of Teamwork Special Issue, 2017-2018  
Associate Editor, 2021-

## **JOURNAL EDITORSHIPS**

- Editor  
Human Factors, 2001-04
- Associate Editor  
Human Factors, 2005-2008  
Journal of Applied Psychology, 2008-14  
Military Psychology, 2008-2017  
Gaming & Simulation, 2018-  
American Psychologist, 2021-
- Special Issue Editor (Co-Editor)  
Human Factors, 1991 (Training)  
Military Psychology, 1995 (Team Performance)

Human Factors, 1996 (Decision-Making)  
The International Journal of Aviation Psychology, 1998 (Simulation)  
Journal of Organizational Behavior, 2001 (Team Cognition)  
Military Psychology, 2003 (Training Evaluation)  
Human Factors, 2006 (Patient Safety)  
International Journal of Sports and Exercise Psychology, 2006 (Team Cognition)  
Military Psychology, 2008 (Expertise in Sports, Relevance to Military)  
Theoretical Issues in Ergonomics Science, 2010 (Shared Cognition)  
Human Factors, 2010 (Collaboration and Coordination in Sociotechnical Systems)  
Journal of Organizational Behavior, 2013 (Negotiation and Collaboration in Multi-Cultural Environments)  
BMJ Quality and Safety, 2012-13 (Two issues: (1) Team Training and (2) Simulation-based Training)  
American Psychologist, 2017-18 (The Science of Teamwork)  
Human Resources Management Review, 2017-18 (Creating High Performance Teamwork in Organizations)  
Human Factors, 2020-2021 (Healthcare)  
Human Factors, 2021- (Space Exploration)

## OTHER EDITORIAL/REVIEW ACTIVITIES

- Professional Practice Book Series (Society for Industrial and Organizational Psychology, Jossey-Bass Publisher)  
Series Editor, 1998-2003
- Organizational Frontier Book Series (Society for Industrial and Organizational Psychology, Lawrence Erlbaum Publisher)  
Editorial Board, 2003-2008  
Series Editor, 2008-2013
- Human/Technology Interaction in Complex Systems, Greenwich, CT: JAI Press, Inc.  
Series Editor, 1998-2000
- Expertise: Research and Applications Series (LEA Publisher)  
Member of Editorial Board, 1999-
- Advances in Human Performance and Cognitive Engineering Research, London, UK: Elsevier Science, Inc.  
Founder and Series Editor, 2000-2007
- Human Factors in Defense (Ashgate)  
Series Co-Editor, 2006-2015
- Critical Essays in Aviation (Ashgate)  
Series Editor, 2006-2011
- Lawrence Erlbaum Associates Inc., Publishers,  
Book Prospectus Reviewer, 1997-2007
- Taylor & Francis  
Book Prospectus Reviewer, 2002-
- American Psychological Association, Publishers,  
Reviewer, 2000-2007

- Cambridge University Press  
Reviewer, 2003-2007

## PUBLICATIONS

### JOURNAL ARTICLES

- Zajac, S., Holladay, C.L., Tannenbaum, S.I., & Salas, E. (in press). Building effective healthcare team development interventions in uncertain times: Tips for success. Organizational Dynamics.
- Hughes, A.M., Sonesh, S.C., Mason, R.E., Gregory, M.E., Marttos, A., Schulman, C.I., & Salas, E. (in press). Trauma, teams, and telemedicine: Evaluating telemedicine and teamwork in a mass casualty simulation. Military Medicine.
- Kuriyan, A., Kinkler, G., Cidav, Z., Kang-Yi, C., Eiraldi, R., Salas, E., & Wolk, C.B. (in press) TeamSTEPPS to improve collaboration in school mental health: Protocol for a mixed-method Hybrid effectiveness-implementation study. JMIR Research Protocols.
- Lazzara, E.H., Benishek, L.E., Hughes, A.M., Zajac, S., Spencer, J.M., Heyne, K.B., Rogers, J.E., & Salas, E. (in press). Enhancing the organization's workforce: Guidance for effective training sustainment. Consulting Psychology.
- Reyes, D., Luna, M., & Salas, E. (in press). Challenges for team leaders transitioning from face-to-face to virtual teams: Tips for success. Organizational Dynamics.
- Day, D.V., Bastardo, N., Bisbey, T.M., Reyes, D.L., & Salas, E. (in press). Unlocking human potential through leadership training and development: A field review. Behavioral Science and Policy.
- Dinh, J.V., Schweissing, E., Venkatesh, A., Traylor, A., Kilcullen, M., Perez, J.A., & Salas, E. (in press). The study of teamwork processes within the dynamic domains of healthcare: A systematic and taxonomic review. Frontiers in Communication.
- Gregory, M.E., Sonesh, S.C., Hughes, A.M., Marttos, A., Schulman, C.I., & Salas, E. (in press). Using telemedicine in mass casualty disasters. Disaster Medicine and Public Health Preparedness.
- Feitosa, J., & Salas, E. (in press). Today's virtual teams: Adapting lessons learned to the pandemic context. Organizational Dynamics.
- Gregory, M.E., Hughes, A.M., Benishek, L.E., Sonesh, S.C., Lazzara, E.H., Woodard, L.D., & Salas, E., (in press). Toward the development of the perfect medical team: Critical components for adaptation. Journal on Patient Safety.
- Kazi, S., Khaleghzadegan, S., Dinh, J.V., Shelhamer, M.J., Sapirstein, A., Goeddel, L.A., Chime, N.O., Salas, E., & Rosen M.A. (2021). Team physiological dynamics: A critical review. Human Factors, 63(1), 32-65.
- Bisbey, T. M., Kilcullen, M. P., Thomas, E., Ottosen, M. J., Tsao, K. & Salas, E. (2021). Safety culture: An integration of existing models and a framework for development. Human Factors, 63(1), 88-110.
- Tannenbaum, S.I., Traylor, A.M., Thomas, E.J., & Salas, E. (2021). Managing teamwork in the face of pandemic: Evidence-based tips. BMJ Quality & Safety, 30, 59-63.
- Traylor, A.M., Tannenbaum, S.I., Thomas, E.J., & Salas, E. (2021). Helping healthcare teams save lives during COVID-19: Insights and countermeasures from team science. American Psychologist, 76(1), 1-13.
- Woods, A., Luciano, M., Aloia, T., Gottumukkala, V., & Salas, E. (2020). Functional framework for change leaders: Results of a qualitative study. BMJ Leader, 4, 207-213.



- Shuffler, M.L., Salas, E., & Rosen, M.A. (2020). The evolution and maturation of teams in organizations: Convergent trends in the new dynamic science of teams. Frontiers in Psychology, 11, 1-6.
- Salas, E., Bisbey, T. M., Traylor, A. M., & Rosen, M. A. (2020). Can teamwork promote safety in organizations? Annual Review of Organizational Psychology & Organizational Behavior, 7, 283-313.
- O'Bryan, L., Beier, M., & Salas, E. (2020). How approaches to animal swarm intelligence can improve the study of collective intelligence in human teams. Journal of Intelligence, 8(1), 2-18.
- Feitosa, J., Grossman, R., Kramer, W.S., & Salas, E. (2020). Measuring team trust: A critical and meta-Analytical review. Journal of Organizational Behavior, 41, 479-501.
- Paoletti, J., Bisbey, T.M., Reyes, D.L., Wettergreen, M.A., and Salas, E. (2020). A checklist to diagnose teamwork in engineering education. International Journal of Engineering Education, 36(1), 365-377.
- Traylor, A.M., Wettergreen, M., Woods, G., Oden, Z.M. & Salas, E. (2020). Ten teamwork findings from Student design teams. International Journal of Engineering Education, 36(1), 378-387.
- Tannenbaum, S.I., & Salas, E. (2020). Teamwork myths: What leaders need to know. Leader to Leader, 2020 (90), 58-64.
- Dinh, J.V., Traylor, A.M., Kilcullen, M.P., Perez, J.A., Schweissing, E.J., Venkatesh, A., Salas, E. (2020) Cross-disciplinary care: A systematic review on teamwork processes in healthcare. Small Group Research, 51, 125-166.
- Hughes, A.M., Zajac, S., & Salas, E. (2020). The role of work environment in training sustainment: A meta-analysis. Human Factors, 62, 166-183
- Yamada, N.K., Catchpole, K., & Salas, E., (2019). The role of human factors in neonatal patient safety. Perinatology, 43(8) 1-7. 151174.
- Wolk, C.B., Stewart, R.E., Cronholm, P., Eiraldi, R., Salas, E. & Mandell, D. (2019). Adapting TeamSTEPPS for school mental health teams: A pilot study. Pilot and Feasibility Studies, 5, 148, 2-10.
- Wolk, C.B., Locke, J., Salas, E., Eiraldi, R., Cronholm, P.F., & Mandell, D. (2019). An examination of the factor structure of TeamSTEPPS measures in school mental health teams. Journal of Psychologists and Counsellors in Schools, 30(2), 172-184.
- Salas, E., & Paoletti, J. (2019). A teams perspective on workplace aging and retirement. Work, Aging and Retirement, 5, 212-214.
- Reyes, D.L., Dinh, J.V., Lacerenza, C.L., Marlow, S.L., Joseph, D.L., & Salas, E. (2019). The state of leadership development programs for students in higher education: A meta-analysis and review. The Leadership Quarterly, 30(5). 101311.
- Hughes, A.M., Hancock, G.M., Marlow, S.L., Stowers, K., & Salas, Ed. (2019). Cardiac measures of cognitive workload: A meta-analysis. Human Factors, 61, 393-414.
- Wolk, C.B., Stewart, R.E., Eiraldi, R., Cronholm, P., Salas, E., & Mandell, D. (2019). The implementation of a team training intervention for school mental health: Lessons learned. Psychotherapy, 56(1), 83-90.

- Bisbey, T., Reyes, D., Traylor, A., & Salas, E. (2019). Teams of psychologists helping teams: Contributions from the science of team training. American Psychologist, 74, 278-289
- Cheng, S., Corrington, A., Dinh, J., Hebl, M., King, E., Ng, L., Reyes, D., Salas, E., & Traylor, A. (2019). Challenging diversity training myths: Changing the conversation about diversity training can shape science and practice. Organizational Dynamics, 48(4).
- Dinh, J.V. & Salas, E., (2019). Prioritization of diversity during physician residency matching: Trends for a new workforce. Journal of Graduate Medical Education, 11, 319-323.
- Reyes, D., Dinh, J.V., & Salas, E., (2019). What makes a good team leader? Journal of character and leadership development, 6, 88-100.
- Horstman, M.J., & Salas, E. (2019). Caregiver engagement in hospital medicine: The next frontier. Annals of Internal Medicine, 170 (2), 2-3.
- Marlow, S.L., Bedwell, W.L., Zajac, S., Reyes, D.L., Lamar, M., Khan, S., Lopreiato, J., & Salas, E., (2018). Multiple patient casualty scenarios: A measurement tool for teamwork. Simulation in Healthcare, 13 (6), 394-403.
- Dinh, J.V., & Salas, E. (2018) Steering through the storm: Leading organizations during crisis. People & Strategy, 41 (4), 22-27.
- Driskell, T., Driskell, J. E., & Salas, E. (2018). Teams in extreme environments: Alterations in team development and teamwork. Human Resource Management Review, 28 (4), 434-449.
- Rico, R., Hinsz, V.B., Davison, R.B., & Salas, E. (2018). Structural influences upon coordination and performance in multiteam systems. Human Resource Management Review, 28 (4), 332-346.
- O'Neill, T.A., & Salas, E., (2018) Creating high performance teamwork in organizations. Human Resource Management Review, 28 (4), 325-331.
- Salas, E., Zajac, S., & Marlow, S.L. (2018). Transforming health care one team at a time: Ten observations and the trail ahead. Group & Organization Management, 43 (3), 357-381.
- Marlow, S.L., Bisbey, T., Lacerenza C., & Salas, E. (2018). Performance measures for health care teams: A review. Small Group Research, 49(3), 306-356.
- Salas, E., Reyes, D.L., & McDaniel, S.H. (2018). The science of teamwork: Progress, reflections, and the road ahead. American Psychologist, 73 (4), 593-600.
- 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), 517-531.
- Driskell, J.E., Salas, E., & Driskell, T. (2018). Foundations of teamwork and collaboration. American Psychologist, 73 (4), 334-348.
- McDaniel, S.H., & Salas, E. (2018). The science of teamwork: Introduction to the special issue. American Psychologist, 73 (4), 305-307.
- Reyes, D.L., Tannenbaum, S.I., & Salas, E. (2018). Team development: The power of debriefing. People & Strategy, 41 (2), 46-51.
- Marlow, S.L., Lacerenza, C.N., Paoletti, J., Burke, C.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.

- Sottitare, R.A., Burke, S.C., Salas, E., et al. (2018). Designing adaptive instruction for teams: A meta-analysis. International Journal of Artificial Intelligence in Education, 28 (2), 225-264.
- Salazar, M., Feitosa, J., & Salas, E., (2017). Diversity and team creativity: Exploring underlying mechanisms. Group Dynamics: Theory, Research and Practice. 21 (4), 187-206.
- Feitosa, J., Lacerenza, C.N., Joseph, D.L., & Salas, E. (2017). Ethnic identity measurement: Examining its validity and reliability. Psychological Assessment. 29 (9), 1129-1141.
- Lacerenza, C.N., Reyes, D.L., Marlow, S.L., Joseph, D.L., & Salas, E. (2017). Leadership training design, delivery and implementation: A meta-analysis. Journal of Applied Psychology. 12, 1686-1718.
- Fiscella, K., Mauksch, L., Bodenheimer, T., & Salas, E. (2017). Improving care teams' functioning: Recommendations from team science. The Joint Commission Journal on Quality and Patient Safety. 43 (7), 361-368.
- Marlow, S.L., Lacerenza, C.N., & Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. Human Resource Management Review. 27, 575-589.
- Hughes, A.M., Patterson, P.D., Weaver, M.D., ... Salas, E., & Yealy, D.M. (2017). Teammate familiarity, teamwork, and risk of workplace injury in emergency medical services teams. Journal of Emergency Nursing. 43 (4), 339-346.
- Gregory, M.E., Sonesh, S.C., Feitosa, J., Benishek, L.E., Hughes, A.M., & Salas, E. (2017). Decision making on the labor and delivery unit: An investigation of influencing factors. Human Factors. 59 (6), 937-955.
- 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.
- Rico, R., Hinsz, V.B., Burke, S., & Salas, E. (2017). A multilevel model of multiteam motivation and performance. Organizational Psychology Review. 7 (3), 197-226.
- Stanton, N.A., Salmon, P.M., Walker, G.H., Salas, E. & Hancock, P.A. (2017). State-of-science: Situation awareness in individuals, teams and systems. Ergonomics. 60 (4), 449-466.
- Salas, E., Kozlowski, S.W.J., Chen, G. (2017). A century of progress in industrial and organizational psychology: Discoveries and the next century. Journal of Applied Psychology. 102 (3), 589-598.
- Kozlowski, S.W.J., Chen, G., & Salas, E. (2017). One hundred years of the Journal of Applied Psychology: Background, evolution, and scientific trends. Journal of Applied Psychology. 102 (3), 237-253.
- Dhurjati, R., Salas, E., & Profit, J. (2017). If health care teams had to win championships: Insights from high-performance sports. American Journal of Medical Quality. 32(3), 1-2.
- Feitosa, J., Lacerenza, C.N., Joseph, D.L., & Salas, E. (2017). Ethnic Identity: Factor Structure and Measurement Invariance Across Ethnic Groups. Psychological Assessment. 1129-1141.
- Salas, E. (2016). Team science in cancer care: Questions, an observation, and a caution. Journal of Oncology Practice. 12 (11), 1-3.
- Marlow, S.L., Salas, E., Landon, B.L., & Presnell, B. (2016). Eliciting teamwork with game attributes. Computers in Human Behavior, 55, 413-423.

- Salas, E. (2016). Reporting guidelines for healthcare simulation: Where is the learning? Simulation in Healthcare. 11 (4), 249.
- Benishek, L.E., Gregory, M., Hodges, K., Newell, M., Hughes, A.M., Marlow, S.L., Salas, E., 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(9), 266-304
- Patterson, P.D., Weaver, M.D., Landsittel, D.P.,...Yealy, D.M. (2016). Teammate familiarity and risk of injury in emergency medical services. Emergency Medicine Journal. 33(4), 1-6.
- Fiscella, K., Fogarty, C., & Salas, E. (2016). What can primary care learn from sports teams. Journal of Ambulatory Care Management. 39(3), 279-285.
- 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.
- Driskell, T. & Salas, E. (2015). Investigative interviewing: Harnessing the power of the team. Group Dynamics: Theory, Research, and Practice. 19(4), 273-289.
- Sonesh, S., Gregory, M. E., Hughes, A. M., Feitosa, J., Benishek, L., Verhoeven, D., . . . Salas, E. (2015). Team training in obstetrics: A multi-level evaluation. Family, Systems, & Health 33(3), 250-261.
- Grossman, R., Thayer, A. L., Shuffler, M. L., Burke, C. S., & Salas, E. (2015). Critical social thinking A conceptual model and insights for training. Organizational Psychology Review, 5(2), 99-125.
- Salas, E., Tannenbaum, S. I., Kozlowski, S. W. J., Miller, C. A., Mathieu, J. E., Vessey, W. B. (2015). Teams in Space Exploration: A new frontier for the science of team effectiveness. Current Directions in Psychological Science, 24(3), 200-207
- Lyons, R., Lazzara, E. H., Benishek, L. E., Zajac, S., Gregory, M., Sonesh, S. C., & Salas, E. (2015). Enhancing the effectiveness of team debriefings in medical simulation: More best practices. Joint Commission Journal on Quality and Patient Safety, 41(3), 115-125.
- Salas, E., Grossman, R., Hughes, A. M., & Coultas, C. W. (2015). Measuring team cohesion observations from the science. Human Factors. 57(3), 365-374.
- Taplin, S. H., Weaver, S., Chollette, V., Marks, L. B., Jacobs, A., Schiff, G., ... & Salas, E. (2015). Teams and teamwork during a cancer diagnosis: Interdependency within and between teams. Journal of Oncology Practice. 11 (3), 231-238.
- 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), 189-217.
- Sonech, 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.

- Taplin, S. H., Weaver, S., Salas, E., Chollette, V., Edwards, H. M., Bruinooge, S. S., & Kosty, M. P. (2015). Reviewing cancer care team effectiveness. Journal of Oncology Practice, 11 (3), 239-246.
- Lazzara, E.H., Benishek, L.E., Patzer, B., Gregory, M.E., Hughes, A.M., Heyne, K., Salas, E. ...Schulman, C. Utilizing telemedicine in the trauma intensive care unit: Does it Impact teamwork? Telemedicine and e-Health, 21(8), 670-676.
- Salas, E. (2015). Can team training save lives? Critical Connections, 1, 14.
- Benishek, L. E., Lazzara, E. H., Gaught, W. L., Arcaro, L. L., Okuda, Y., Salas, E. (2015). The template of events for applied and critical healthcare simulation (TEACH Sim): A tool for systematic simulation scenario design. Simulation in Healthcare, 10(1), 21-30.
- Coultas, C.W. & Salas, E., (2015) Identity construction in coaching: Schemas, information processing, and goal commitment. Consulting Psychology Journal Practice and Research, 67(4), 298-325.
- Coultas, C. W., Driskell, T., Burke, C. S., Salas, E. (2014). A conceptual review of emergent state measurement: Current problems, future solutions. Small Group Research, 45(6), 671-703.
- Feitosa, J., Kreutzer, C., Kramperth, A., Kramer, W.S., Salas, E. (2014), Expatriate adjustment: considerations for selection and training. Journal of Global Mobility, 2(2), 134–159.
- Salas, E., Shuffler, M.L., Thayer, A.L., Bedwell, W.L., & Lazzara, E.H. (2014). Understanding and improving teamwork in organizations: A scientifically based practical guide. Human Resource Management, 1-24.
- Aguado, D., Rico, R., Sanchez-Manzanares, M. & Salas, E. (2014). Teamwork competency test (TWCT): A step forward on measuring teamwork competencies. Group Dynamics: Theory, Research and Practice, 18, 101-121.
- Bedwell, W. L., Fiore, S. M., Salas, E. (2014). Developing the future workforce: An approach for integrating interpersonal skills in the MBA classroom. Academy of Management Learning & Education, 13(2), 171-186.
- Keebler, J.R., Dietz, A.S., Lazzara, E.H., Benishek, L.E., Almeida, S.A., Toor, P.A., King, H.B. & Salas, E. (2014). Validation of a teamwork perceptions measure to increase patient safety. BMJ Quality & Safety, 23, 718-726.
- Grossman, R., Thayer, A., Shuffler, M.L., Burke, C.S., & Salas, E. (2014). Critical social thinking training: A framework for design and delivery. Organizational Psychology Review, 5 (2), 99-125.
- Fiore, S. M., Wiltshire, T. J., Oglesby, J. M., O'Keefe, W. S., & Salas, E. (2014). Complex collaborative problem-solving processes in mission control. Aviation, Space, and Environmental Medicine, 85(4), 456-461.
- Lazzara, E.H., Benishek, L.E., Sonesh, S.C., Patszer, B., Robinson, P., Wallace, R., and Salas, E. (2014). The six “Ws” of rapid response systems: Best practices for improving development, implementation, and evaluation. Critical Care Nursing Quarterly, 37(2), 207-218.
- Salas, E., Lazzara, E. H., & Benishek, L. E. (2014). On being a team player: Evidence-based guidelines for teamwork in interprofessional education. Medical Science Educator, 23(3S), 524-531.
- Lazzara, E.H., Benishek, L.E., Dietz, A., Adriansen, D.J., & Salas, E. (2014). The eight success factors of simulation. The Joint Commission Journal on Quality and Patient Safety, 40, 21-29.
- Shuffler, M.L., Rico, R., & Salas, E. (2014) Pushing the boundaries of multiteam systems in research and practice: An introduction. Research on Managing Groups and Teams, 16, 3-16.

- Lacerenza, C.N., Rico, R., & Salas, E. (2014) The future of multiteam systems: Implications for research and practice. Research on Managing Groups and Teams, 16, 223-240.
- Bedwell, W.L., Salas, E., Funke, G.J., & Knott, B.A. (2014). Team workload: A multilevel perspective. Organizational Psychology Review, 4, 99-123.
- Zajac, S., Gregory, M.E., Bedwell, W.L., Kramer W.S., & Salas, E. (2014). The cognitive underpinnings of adaptive team performance in ill-defined task situations: A closer look at team cognition. Organizational Psychology Review, 4(1), 49-73.
- Lacerenza, C.N., & Salas, E. (2014). Improving collaboration: Guidelines for team training. Journal of Translation Medicine and Epidemiology, 2-10.
- Wildman, J.L., Salas, E. & Scott, C.P.R. (2013). Measuring cognition in teams: A cross domain review. Human Factors, 56, 911-941.
- Salazar, M., & Salas, E. (2013). Reflections of cross-cultural collaboration science. Journal of Organizational Behavior, 34, 910-917.
- Salas, E. (2013). The time has come for embracing interdisciplinary perspectives: Some reflections. Small Group Research, 44, 217-223.
- Hughes, A.M., & Salas, E. (2013). Hierarchical medical teams and the science of teamwork. Virtual Mentor, 15, 529-533.
- Grossman, R., Salas, E., Pavlas, D., & Rosen, M. (2013). Using instructional features to enhance demonstration-based training in management education. Academy of Management Learning & Education, 12, 219-243.
- Driskell, T., Blickensderfer, E.L., & Salas, E. (2013). Is three a crowd? Examining rapport in investigative interviews. Group Dynamics: Theory, Research and Practice, 17, 1-13.
- Salas, E., Paige, J.T., & Rosen, M.A. (2013). Creating new realities in healthcare: The status of simulation-based training as a patient safety improvement strategy. BMJ Quality & Safety, 22, 449-452.
- Salas, E., & Rosen, M.A. (2013). Building high reliability teams: Progress and some reflections on teamwork training. BMJ Quality & Safety, 22, 369-373.
- Salas, E., Lazzara, E.H., Benishek, L.E., & King, H. (2013). On being a team player: Evidence-based heuristic for teamwork in interprofessional education. Medical Science Educator, 23, 524-531.
- Shuffler, M.L., Salas, E., Yammarino, F.J., Serban, A., & Shirreffs, K. (2012). Putting the "we" in leadership. Continuing the dialogue to advance our science and practice. Industrial and Organizational Psychology: Perspectives on Science and Practice, 5, 437-443.
- Yammarino, F.J., Salas, E., Serban, A., Shirreffs, K., & Shuffler, M.L. (2012). Collectivistic approaches to leadership: Putting the "we" in leadership science and practice. Industrial and Organizational Psychology: Perspectives on Science and Practice, 5, 382-402.
- Feitosa, J., Salazar, M. & Salas, E. (2012). Social identity: Clarifying its dimensions across cultures. Psychological Topics, 21(3), 527-548.
- Dow, A.W., Salas, E., & Magmanian, P.E. (2012). Improving quality system of care: Solving complicated challenges with simulation-based continuing professional development. Journal of Continuing Education in the Health Professions, 32, 230-235.

- Feitosa, J., Grossman, R., Coultas, C.W., Salazar, M.R. & Salas, E. (2012). Integrating the fields of diversity and culture: A focus on social identity. Industrial and Organizational Psychology: Perspectives on Science and Practice, 5, 365-367.
- Bedwell, W.L., Ramsay, P.S., & Salas, E. (2012). Helping fluid teams work: A research agenda for effective team adaptation in healthcare. Transnational Behavioral Medicine, 2, 504-509.
- Bedwell, W.L., Pavlas, D., Heyne, K., Lazzara, E.H., & Salas, E. (2012). Toward a taxonomy linking game attributes to learning: An empirical study. Simulation and Gaming, 43, 729-760.
- Salazar, M.R., Lant, T.K., Fiore, S.M., & Salas, E. (2012). Facilitating innovation in diverse science teams through integrative capacity. Small Group Research, 43, 527-558.
- Driskell, J.E., Salas, E., & Driskell, T. (2012). Social indicators of deception. Human Factors, 54, 577-588.
- Patterson, P.D., Weaver, M.D., Weaver, S.J., Rosen, M.A., Todorova, G., Weingart, L.R., Krackhardt, D., Lave, J.R., Arnold, R.M., Yealy, D.M., & Salas, E. (2012). Measuring teamwork and conflict among emergency medical technician personnel. Prehospital Emergency Care, 16, 98-108.
- Pavlas, D., Jentsch, F., Salas, E., Fiore, S.M. & Sims, V. (2012). The play experience scale: Development of validation of a measure of play. Human Factors, 54, 214-225.
- Salas, E., Tannenbaum, S.I., Kraiger, K., Smith-Jentsch, K. (2012). The science of training and development in organizations: What matters in practice. Psychological Science in the Public Interest, 13, 74-101.
- Grossman, R., Shuffler, M.L., & Salas, E. (2012). Moving beyond our comfort zone: Global leadership in hostile environments. Industrial and Organizational Psychology: Perspectives on Science and Practice, 5, 244-247.
- Tannenbaum, S.I., Mathieu, J.E., Salas, E., & Cohen, D. (2012). Teams are changing: Are research and practice evolving fast enough? Industrial and Organizational Psychology: Perspectives on Science and Practice, 5, 2-24.
- Tannenbaum, S.I., Mathieu, J.E., Salas, E., & Cohen, D. (2012). On teams: Unifying themes and the way ahead. Industrial and Organizational Psychology: Perspectives on Science and Practice, 5, 56-61.
- Wildman, J.L., Shuffler, M.L., Lazzara, E.H., Fiore, S.M., Burke, C.S., Salas, E. & Garven, S. (2012). Trust development in swift starting action teams: A multilevel framework. Group and Organizational Management, 37, 137-170.
- Wildman, J.L. Thayer, A.L., Rosen, M.A., Salas, E., Mathieu, J.E. & Raynes, S.R. (2011). Task types and team-level attributes: Synthesis of the classification literature. Human Resources Development Review, 11, 97-129.
- Wildman, J.L., Thayer, A.L., Pavlas, D., Salas, E., Stewart, J.E., & Howse, W. (2012). Team knowledge research: Emerging trends and critical needs. Human Factors, 54, 84-111.
- Funke, G.J., Knott, B.A., Salas, E., Pavlas, D., & Strang, A.J. (2012). Conceptualization and measurement of team workload: A critical need. Human Factors, 54, 36-51.
- Pavlas, D., Lum, H., & Salas, E. (2012). Creating low-cost eye tracking systems: A how-to guide. Ergonomics in Design, 20, 18-23.

- Bedwell, W.L., Wildman, J.L., DiazGranados, D., Salazar, M., Kramer, W.S., & Salas, E., (2012). Collaboration at work: An integrative multilevel conceptualization. Human Resource Management Review, 22, 128-145.
- Coultas, C.W., Bedwell, W.L., Salas, E., & Burke, C.S. (2011). Value sensitive coaching: The DELTA approach to coaching culturally diverse executives. Consulting Psychology Journal: Practice and Research, 63, 149-161.
- Shuffler, M.L., DiazGranados, D., & Salas, E. (2011). There's a science for that: Team development interventions in organizations. Current Directions in Psychological Science, 20, 365-372.
- Weaver, S.J., Salas, E., & King, H.B. (2011). Twelve best practices for team training evaluation in health care. The Joint Commission Journal on Quality and Patient Safety, 37, 341-350.
- Salas, E., Gregory, M.E., & King, H.B. (2011). Team training can enhance patient safety-the data, the challenge ahead. The Joint Commission Journal on Quality and Patient Safety, 37, 339-340.
- Grossman, R. & Salas, E. (2011). The transfer of training: What matters. International Journal of Training and Development, 15, 103-120.
- DeChurch, L.A., Burke, C.S., Shuffler, M.L., Lyons, R., Doty, D., & Salas, E. (2011). A histometric analysis of leadership in mission critical multiteam environments. The Leadership Quarterly, 22, 152-169.
- Rosen, M.A., Bedwell, W.L., Wildman, J.L., Fritzsche, B.A., Salas, E., & Burke, C.S., (2011). Managing adaptive performance in teams: Guiding principles and behavioral markers for measurement. Human Resources Management Review, 21, 107-122
- Guimond, M., Sole, M.L., & Salas, E., & (2011). Getting ready for simulation-based training: A checklist for nursing educators. Nursing Education Perspectives, 32, 179-185.
- Thayer, A.L., Wildman, J.L. & Salas, E. (2011). Industrial Organizational Psychology: We have the evidence, we just don't use it (or care). Industrial and Organizational Psychology: Perspectives on Science and Practice, 4, 32-35.
- DeChurch, L.A., Hiller, N.J., Morse, T., Doty, D. & Salas, E. (2010). Leadership across levels: Levels of leaders and their levels of impact. The Leadership Quarterly, 21, 1069-1085.
- Rosen, M.A., Shuffler, M., & Salas, E. (2010). How experts make decisions: Beyond the JDM paradigm. Industrial and Organizational Psychology: Perspectives on Science and Practice, 3, 438-442.
- Fiore, S.M., Rosen, M.A., Smith-Jentsch, K.A., Salas, E., Letsky, M., & Warner, N. (2010). Toward an understanding of macrocognition in teams: Predicting processes in complex collaborative context. Human Factors, 52, 203-224.
- Rosen, M.A., Salas, E., & Pavlas, D. (2010). Demonstration-based training: A review of instructional features. Human Factors, 52, 596-609.
- Driskell, J.E., Salas, E., & Hughes, S. (2010). Collective orientation and team performances: Development of an individual differences measure. Human Factors, 52, 316-328.
- Salas, E., Cooke, N.J. & Gorman, J.C. (2010). The science of team performance: Progress and the need for more... Human Factors, 52, 344-346.
- Weaver, S.L., Rosen, M.A., Salas, E., Baum, K.D., & King, H.B. (2010). Integrating the science of team training: Guidelines for continuing medical education. Journal of Continuing Education in the Health Professions, 30(4), 208-220.



- Weaver, S.J., Lyons, R., DiazGranados, D., Rosen, M.A., Salas, E., Olgesby, J., Birnbach, D.J., Augenstein, J.S., Robinson, D.W., & King, H.B. (2010). The anatomy of healthcare team training and the state of practice: A critical review. Academic Medicine, 85, 1746-1760.
- Blickenderfer, E., Reynolds, R., Salas, E. & Cannon-Bowers, J.A. (2010). Shared expectations and implicit coordination in tennis teams. Journal of Applied Sport Psychology, 22(4), 486-499.
- Weaver, S.L., Salas, E., Lyons, R., Lazzara, E.H., Rosen, M.A., DiazGranados, D., Grim, J.G., Augenstein, J.S., Birnbach, D.J., & King, H.B. (2010). Simulation-based team training (SBTT) at the Sharp End: A qualitative study of SBTT design, implementation, and evaluation in healthcare. Journal of Emergencies, Trauma, and Shock, 4(3), 369-77.
- Rosen, M.A., Weaver, S.J., Lazzara, E.H., Salas, E., Wu, T.S., et al (2010). Tools for evaluating team performance in simulation based training. Journal of Emergencies, Trauma and Shock, 13, 353-359.
- Lazzara, E., Weaver, S.J., DiazGranados, D., Rosen, M.A., Salas, E., et al., (2010). TEAM MEDSS: Teamwork education and assessment map for medical educators designing simulation scenarios- A guide to authoring teamwork focused simulation based training scenarios for patient safety. Ergonomics in Design, 18, 11-17.
- Rentsch, J.R., Delise, L.A., Salas, E., & Letsky, M.P. (2010). Facilitating knowledge building in teams: Can a new team training strategy help? Small Group Research, 41(5), 1-19.
- Fiore, S.M., Smith-Jentsch, K.A., Salas, E., Warner, N., & Letsky, M. (2010). Macrocognition in Teams: Developing and defining complex collaborative processes and products. Theoretical Issues in Ergonomics Science, 11, 250-271.
- Salas, E., Fiore, S.M., Warner, N., & Letsky, M.P. (2010). Emerging multi-disciplinary theoretical perspectives in team cognition: An overview. Theoretical Issues in Ergonomics Science, 11, 245-249.
- Wilson, K.A., Pavlas, D., Sharit, J., and Salas, E. (2010). Tips for implementing new technologies in healthcare: A human factors approach. Ergonomics in Design, 18, 20-27.
- Weaver, S.J., Salas, E., Lyons, R., Lazzara, E.H., Rosen, M.A., DiazGranados, D., Grim, J.G., Augenstein, J.S., Birnbach, D.J., & King, H. (2010). Simulation-based team training (SBTT) at the Sharp End: A qualitative study of SBTT design, implementation, and evaluation in healthcare. Journal of Emergencies, Trauma and Shock, 3, 369-377.
- Salas, E., Rosen, M.A., & DiazGranados, D. (2010). Expertise-based intuition and decision making in organizations. Journal of Management, 36, 941-973.
- Shuffler, M.L., Wiese, C.W., Salas, E., & Burke, C.S., (2010). Leading one another across time and space: Exploring shared leadership functions in virtual teams. Journal of Work and Organizational Psychology, 26, 3-17.
- Bedwell, W.L., & Salas, E., (2010). Computer-based training: Capitalizing on lessons learned. International Journal of Training and Development, 14, 239-249.
- Weaver, S.J., Rosen, M.A., DiazGranados, D., Lazzara, E.H., Lyons, R., Salas, E., Knych, S.A., McKeever, M., Adler, L., Barker, M., & King, H. (2010). Does teamwork improve performance in the operating room?: A multi-level evaluation. The Joint Commission Journal on Quality and Patient Safety, 36, 133-142.
- Guimond, M. & Salas, E. (2009). Linking the science of training to nursing simulation. Nurse Education, 34, 105-106.

- Salas, E., Rosen, M.A., Weaver, S.J., Held, J.D., & Weissmuller, J.J. (2009). Practical guidelines for performance measurement in simulation-based training. Ergonomics in Design, 17, 12-18.
- Deering, S., Rosen, M.A., Salas, E., & King, H.B. (2009). Building team and technical competency for obstetric emergencies: The Mobile Obstetric Emergency Simulator (MOES). Simulation in Healthcare, 4(3), 166-173.
- Salas, E., Rosen, M.A., & King, H.B. (2009). Integrating teamwork into the 'DNA' of graduate medical education: Principles for simulation-based training (commentary) Journal of Graduate Medical Education, 1, 243-244.
- Salas, E., Almeida, S.A., Salisbury, M., King, H., Lazzara, E.H., Lyons, R., et.al. (2009) What are the critical success factors for implementing team training in healthcare? The Joint Commission Journal on Quality and Patient Safety, 35, 398-405.
- Salas, E., Weaver, S.J., DiazGranados, D., Lyons, R., & King, H. (2009). Sounding the call for team training in health care: Some insights and warnings. Academic Medicine, 84, 51-54.
- Salas, E., Wildman, J.L., & Piccolo, R. (2009). Using Simulation-based training to enhance management education. Academy of Management Learning & Education, 8, 559-573.
- Smith-Jentsch, K.A., Kraiger, K., Cannon-Bowers, J.A. & Salas, E. (2009). Do familiar teammates request and accept more backup? A test of transactive memory in commercial Air Traffic Control. Human Factors, 51, 181-192.
- Deering, S., Rosen, M.A., Salas, E., & King, H.B. (2009). Building team and technical competency for obstetric emergencies: The Mobile Obstetric Emergencies Simulator (MOES). Simulation in Healthcare, 4, 166-173.
- Kalisch, B., Weaver, S.J., Salas, E. (2009). What does nursing teamwork look like? A qualitative study. Journal of Nursing Care Quality, 24, 298-307.
- Rodriguez-Pay, J.M., Kennedy, M., Salas, E., Wu, A.W., Sexton, B.J., Hunt, E.A. & Pronovost, P.J. (2009). Beyond "See One, Do One, Teach One": Toward a different training paradigm. Quality and Safety in Health Care, 18, 63-68.
- Klein, C., DiazGranados, D., Salas, E., Le, H., Burke, C.S., Lyons, R., & Goodwin, G.F. (2009). Does team building work? Small Group Research, 40, 181-122.
- O'Shea, P.G., Goodwin, G.F., Driskell, J.E., Salas, E., & Ardison, S. (2009). The many faces of commitment: Facet-level links to performance in military contexts. Military Psychology, 21, 1-19.
- Lyons, R., Priest, H.A., Wildman, J.L., Salas, E., & Carnegie, D., (2009). Managing virtual teams: Strategies for team leaders. Ergonomics in Design, 17, 8-13.
- Salas, E., Rosen, M.A., Held, J.D., & Weissmuller, J.J. (2009). Performance measurement in simulation-based training: A review and best practices. Simulation & Gaming: An Interdisciplinary Journal, 40, 328-376.
- Wilson, K.A., Bedwell, W.L., Lazzara, E.H., Salas, E., Burke, C.S., Estock, J., Orvis, K.L., & Conkey, C. (2009). Relationships between game attributes and learning outcomes. Simulation & Gaming: An Interdisciplinary Journal, 40, 217-266.
- Wilson, K.A., Salas, E., Rosen, M., Taekman, J., & Augenstein, J.L. (2009). Games doctors play: Guiding principles for using simulations to train shared cognition. Cognitive Technology, 13, 8-16.

- Fritzsche, B.A., DeRouin, R., & Salas, E., (2009). The effects of stereotype threat and pacing on older adults' learning outcomes. Journal of Applied Social Psychology, 39, 2737-2756.
- Salas, E., DiazGranados, D., Weaver, S.J., & King, H. (2008). Does team training work? Principles for healthcare. Academic Emergency Medicine, 15, 1002-1009.
- Shapiro, M.J., Gardner, R., Godwin, S.A., Jay, G.D., Lindquist, D.G., Salisbury, M.L., & Salas, E. (2008). Defining team performance for simulation-based training: Methodology, metrics, and opportunities for emergency medicine. Academic Emergency Medicine, 15, 1088-1097.
- Fernandez, R., Koslowski, S.W.J., Shapiro, M.J., & Salas, E. (2008) Toward a definition of teamwork in emergency medicine. Academic Emergency Medicine, 15, 1104-1112.
- Salas, E., & Rosen, M.A., (2008). Beyond the Bells and Whistles: When Simulation-based team training works best. Forum, 26, 6-7.
- Salas, E., DiazGranados, D., Klein, C., Burke, C.S., Stagl, K.C., Goodwin, G.F., & Halpin, S.M. (2008). Does team training improve team performance? A meta-analysis. Human Factors, 51, 903-933.
- Salas, E., DiazGranados, D., Weaver, S.J., & King, H. (2008) Does team training work? Principles for health care. Academic Emergency Medicine, 15, 1002-1009.
- Rosen, M.A., Salas, E., Wu, T.S., Silvestri, S., Lazzara, E.H., Lyons, R., & Weaver, S.J. (2008). Promoting teamwork: An event-based approach to simulation-based teamwork training for emergency medicine residents. Academic Emergency Medicine, 15, 1190-1198.
- O'Connor, P., Campbell, J., Newon, J., Melton, J., Salas, E., & Wilson, K.A. (2008). Crew resource management training effectiveness: A meta-analysis and some critical needs. International Journal of Aviation Psychology, 18, 353-368.
- Birnback, D.J. & Salas, E., (2008). Can medical simulation and team training reduce errors in labor and delivery? Anesthesiology Clinics, 28, 159-168.
- Rosen, M.A., Fiore, S.M., Salas, E., Letsky, M. & Warner, N. (2008). Tightly coupling cognition: Understanding how communication and awareness drive coordination in teams. The International C2 Journal, (on line).
- Bedwell, W.L., & Salas, E. (2008). If you build it, will they interact? The importance of the instructor. Industrial and Organizational Psychology: Perspectives on Science and Practice, 1, 490-492.
- Salas, E., Klein, C., King, H., Salisbury, M., Augenstein, J.S., Birnback, D.J., Robinson, D.W., Upshaw, C. (2008). Debriefing medical teams: 12 Evidence-based best practices and tips. The Joint Commission Journal on Quality and Patient Safety, 34, 518-527.
- Salas, E. (2008). At the turn of the 21<sup>st</sup> Century: Reflections on our science. Human Factors, 50, 351-353.
- Salas, E., Cooke, N.J., Rosen, M.A., (2008). On teams, teamwork, and team performance: Discoveries and developments. Human Factors, 50, 540-547.
- Rosen, M.A., Salas, E., Silvestri, S., Wu, T. & Lazzara, E.H. (2008). A measurement tool for simulation-based training in emergency medicine: The simulation module for assessment of resident targeted event response (SMARTER) approach. Simulation in Healthcare, 3 (3), 170-179.
- Smith-Jentsch, K.A., Cannon-Bowers, J.A., Tannenbaum, S.I., & Salas, E. (2008). Guided team self-correction: Impact on team mental models, processes, and outcomes. Small Group Research, 3, 303-327.

- Salas, E., Wilson, K.A., Lazzara, E.H., King, H.B., Augenstein, J.S., Robinson, D., & Birnbach, D.J. (2008). Simulation-based training for Patient Safety: Ten principles that matter. Journal of Patient Safety, 4, 3-8.
- Rosen, M.A., Salas, E., Wilson, K.A., King, H.B., Salisbury, M., Augenstein, J.S., Robinson, D.W., & Birnbach, D.J. (2008). Measuring team performance for simulation-based training: Adopting best practices for healthcare. Simulation in Healthcare, 3, 33-41.
- Fiore, S.M., & Salas, E. (2008). Cognition, competition, and coordination: The “why” and the “how” of the relevant of the Sports sciences to learning and performance in the military. Military Psychology, 20, (Supplement 1), S1-S10.
- Fiore, S.M., Hoffman, R.R., & Salas, E. (2008). Learning and performance across disciplines: An epilogue for moving multidisciplinary research toward an interdisciplinary science of expertise. Military Psychology, 20, (Supplement 1), S155-S170.
- Sims, D.E., Burke, C.S., Metcalf, D.S., & Salas, E. (2008). Beyond the technology: Research-based guidelines for designing blended learning. Ergonomics In Design, 16, 23-29.
- Johnson, R.D., Hornick, S., Salas, E., (2008). An empirical examination of factors contributing to the creation of successful virtual learning environments. International Journal of Human Computer Studies, 66, 356-369.
- Salas, E., Wilson, K.A., Murphy, C.E., King, H.B., and Salisbury, M. (2008). Communicating, coordinating and cooperating when the life of others depends on it: Tips for teamwork. Joint Commission Journal on Quality and Safety, 34, 333-341.
- Salas, E., Nichols, D.R., & Driskell, J.E. (2007). Testing three team training strategies in intact teams: A meta-analysis. Small Group Research, 38, 471-488.
- Salas, E., Wilson, K.A., Murphy, C.E., King, H., & Baker, D. (2007). What Crew Resource Management training will not do for Patient Safety: Unless... Journal of Patient Safety, 3, 62-64.
- Salas, E., Rosen, M.A., Burke, C.S., Nicholson, D., & Howse, W.R. (2007). Markers for enhancing team cognition in complex environments: The power of team performance diagnosis. Aviation, Space, and Environmental Medicine, 78, 77-85.
- Burke, C.S., Sims, D.E., Lazzara, E.H., & Salas, E. (2007). Trust in leadership: A multi-level review and integration. The Leadership Quarterly, 18, 606-632.
- Klein, C., Stagl, K.C., Salas, E., Parker, C., & Van Eynde, D.F. (2007). Returning to Flight: Simulation-based training for the US National Aeronautics and Space Administration's Space Shuttle Mission Management Team. International Journal of Training and Development, 11, 132-138.
- Wilson, K.A., Salas, E., Priest, H.A., & Andrews, D. (2007). Errors in the heat of battle: Taking a closer look at shared cognition breakdowns through teamwork. Human Factors, 49, 243-256.
- Prince, C., Ellis, E., Brannick, M.T., & Salas, E., (2007). Measurement of team situation awareness in low experience level aviators. The International Journal of Aviation Psychology, 17, 39-55.
- Driskell, J.E., Goodwin, G.F., Salas, E., & O'Shea, P.G. (2006). What makes a good team player? Group Dynamics: Theory, Research and Practice, 10, 249-271.
- Alonso, A., Baker, D.P., Holtzman, A., Day, R., King, H., Toomey, L., & Salas, E., (2006). Reducing medical error in the military health system: How can team training help? Human Resources Management Review, 16, 396-415.

- Fiore, S.M. & Salas, E., (2006). Team cognition and expert teams: Developing insights from cross-developing analysis of exceptional teams. International Journal of Sports and Exercise Psychology, 4, 369-375.
- Salas, E., Wilson, K.A., Burke, C.S., & Priest, H.A. (2006). What is simulation-based training? Forum, 24, 12.
- Burke, C.S., Stagl, K.C., Salas, E., Pierce, L., & Kendall, D. (2006). Understanding team adaptation: A conceptual analysis & model. Journal of Applied Psychology, 91, 1189-1207.
- Littrell, L.N., Salas, E., Hess, K.P., Paley, M., & Riedel, S. (2006). Expatriate preparation: A critical analysis of twenty five years of cross cultural training research. Human Resource Development Review, 5, 1-34.
- Burke, C.S., Stagl, K.C., Klein, C., Goodwin, G.F., Salas, E., & Halpin, S.M. (2006). What type of leadership behaviors are functional in teams? A meta-analysis. Leadership Quarterly, 17, 288-307.
- Salas, E., Wilson, K.A., Burke, C.S., & Wightman, D.C. (2006). Does CRM training work? An update, extension and some critical needs. Human Factors, 48, 392-412.
- Salas, E., Wilson, K.A., Burke, C.S., Wightman, D., & Howse, W.W. (2006). A checklist for Crew Resource Management training. Ergonomics in Design, 14, 6-15.
- Salas, E., Baker, D., King, H., & Battles, J., (2006). Opportunities and challenges for human factors and ergonomics in enhancing patient safety. Human Factors, 48, 1-4.
- Salas, E., Baker, D., King, H., Battles, J., & Barach, P. (2006). On teams, organizations and safety: Of course... Joint Commission Journal on Quality and Patient Safety, 32, 112-113.
- Baker, D.P., Day, R., & Salas, E. (2006). Teamwork as an essential component of high-reliability organizations. Health Services Research, 41, 1576-1598.
- Day, D.V., Gronn, P., & Salas, E., (2006). Leadership in team-based organization: On the threshold of a new era. The Leadership Quarterly, 17, 211-216.
- DeRouin, R.E., Fritzsche, B.A., & Salas, E. (2005). E-learning in organizations. Journal of Management, 31, 920-940.
- Littrell, L.N., & Salas, E. (2005). A review of cross-cultural training: Best practices, guidelines, and research needs. Human Resources Development Review, 4, 305-334.
- Garofano, C., & Salas, E. (2005). What influences continuous employee development decisions? Human Resource Management Review, 15, 281-304.
- Burke, C.S., Wilson-Donnelly, K.A., & Salas, E. (2005). The use of a team-based strategy for organizational Transformation: Guidance for moving toward a high reliability organization. Theoretical Issues in Ergonomics Science, 6, 509-530.
- Salas, E., Sims, D.E., & Burke, C.S. (2005). Is there a "Big Five" in teamwork? Small Group Research, 36, 555-599.
- Wilson, K.A., Burke, C.S., Priest, H.A. & Salas, E. (2005). Promoting health care safety through training high reliability teams. Quality & Safety in Health Care, 14, 303-309.

- Lorenzet, S., Salas, E., Tannenbaum, S.I. (2005). Benefiting from mistakes: The impact of guided errors on learning, performance and self-efficacy. Human Resources Development Quarterly, 16, 301-322.
- DeRouin, R.E., Fritzsche, B.A., & Salas, E. (2005). Learner control and workplace e-learning: Design, person, and organizational issues. Research in Personnel and Human Resources Management, 21, 183-217.
- DeRouin, R.E., Parrish, T.J., & Salas, E. (2005). On-the-job training: Tips for ensuring success. Ergonomics In Design, 13, 23-26.
- Prince, C., Salas, E., Brannick, M., & Orasanu, J. (2005). Beyond facilitation: An improved CRM debrief for safety training. Human Factors and Aerospace Safety, 5, 1-22.
- Driskell, J.E., & Salas, E. (2005). The effects of content and demeanor on reaction to dominance behavior. Group Dynamics: Theory, Research and Practice, 9, 3-14.
- Salas, E., Wilson, K., Priest, H. & Burke, C.S. (2005). Using simulation-based training to improve patient safety: What does it take? Joint Commission Journal on Quality and Patient Safety, 31, 363-371.
- Baker, D.P., Salas, E., King, H., Battles, J., & Barach, P. (2005). The role of teamwork in the professional education of physicians: Current status and assessment recommendations. Joint Commission Journal on Quality and Safety, 31, 185-202.
- Brannick, M.T., Prince, C., & Salas, E. (2005). Can PC-based systems enhance teamwork in the cockpit? The International Journal of Aviation Psychology, 15, 173-188.
- Mathieu, J.E., Heffner, T.S., Goodwin, G.F., Cannon-Bowers, J.A., & Salas, E. (2005). Scaling the quality of teammates' mental models: Equifinality and normative comparisons. Journal of Organizational Behavior, 26, 37-56.
- Day, D.V., Gronn, P., & Salas, E. (2004). Leadership capacity in teams. The Leadership Quarterly, 15, 857-880.
- Burke, C.S., Salas, E., Wilson-Donnelly, K., & Priest, H. (2004). How to turn a team of experts into an expert medical team: Guidance from the aviation and military communities. Quality & Safety in Healthcare, 13, 96-104.
- Wilson-Donnelly, K.A., Priest, H.A., Burke, C.S., & Salas, E. (2004). Tips for creating a safety culture in organizations. Ergonomics in Design, 12(4), 25-30.
- Alvarez, K., Salas, E., & Garofano, C.M. (2004). An integrated model of training evaluation and effectiveness. Human Resources Development Review, 3, 385-416.
- DeRouin, R.E., Fritzsche, B. & Salas, E. (2004). Optimizing E-learning: Research-based guidelines for learner-controlled training. Human Resources Management Journal, 43, 147-162.
- Wilson-Donnelly, K.A., Priest, H.A., Salas, E., & Burke, C.S., (2004). The impact of organizational practices on safety in manufacturing: A review and reappraisal. Human Factors and Ergonomics in Manufacturing, 14, 1-42.
- Cuevas, H.M., Fiore, S.M., Bowers, C.A. & Salas, E. (2004). Fostering constructive cognitive and metacognitive activity in computer-based complex task training environments. Computers in Human Behavior, 20, 225-241.
- Burke, C.S., Wilson, K.A., & Salas, E. (2003). Teamwork at 35,000 feet: Enhancing safety through team training. Human Factors and Aerospace Safety, 3, 287-312.

- Harper, M., Jentsch, F., Berry, D., Lau, C., Bowers, C., & Salas, E. (2003). TPL-KATS Card-Sort: A computerized tool for knowledge structure assessments. Behavior Research Methods, Instruments, and Computers.
- Salas, E., & Kosarzycki, M.P. (2003). Why don't organizations pay attention to (and use) findings from the science of training? Human Resources Development Quarterly, 14, 487-491.
- Driskell, J.E., Radtke, P.H., & Salas, E. (2003). Virtual teams: Effects of technological mediation on team performance. Group Dynamics, 7, 297-323.
- Hoelt, R.M., Jentsch, F.G., Harper, M.E., Evans, III, A.W., Bowers, C.A., & Salas, E. (2003). TPL-KATS – Concept Map: A computerized knowledge assessment tool. Computers in Human Behavior, 19, 653-657.
- Stone-Romero, E.F., Stone, D.L., & Salas, E. (2003). Influence of culture on role conceptions and role behavior in organizations. Applied Psychology: An International Review, 52, 328-362.
- Cooke, N.J., Kiedel, P.A., Salas, E., Stout, R., Bowers, C. & Cannon-Bowers, J. (2003). Measuring team knowledge: A window to the cognitive underpinnings of team performance. Group Dynamics, 7, 179-199.
- Salas, E., Sims, D.E., Klein, C., & Burke, C.S. (2003). Can teamwork enhance patient safety? Forum, 23, 5-8.
- Salas, E., Sims, D.E., Klein, C., & Burke, C.S. (2003). How to turn a team of experts in to an expert team? Forum, 23, 8.
- Fiore, S.M., Salas, E., Cuevas, H.M. & Bowers, C.A. (2003). Distributed coordination space: Toward a theory of distributed team process and performance. Theoretical Issues in Ergonomic Science, 4, 340-363.
- Salas, E., Milham, L.M., & Bowers, C.A. (2003). Training evaluation in the military: Misconceptions, opportunities and challenges. Military Psychology, 15, 3-16.
- Bowers, C., Jentsch, F., & Salas, E. (2003). CRM training in the new environment: Challenges for flight crew training after September 11, 2001. International Journal of Aviation Research and Development, 3, 61-78.
- Brannick, M.T., Prince, C. & Salas, E. (2002). The reliability of instructor evaluations of crew performance: Good news and not so good news. The International Journal of Aviation Psychology, 12, 241-261.
- Salas, E., Wilson, K.A., Burke, C.S. & Bowers, C.A. (2002). Implementing crew resource management (CRM) training: Myths to avoid. Ergonomics in Design, 10, 20-24.
- Fiore, S.M., Cuevas, H.M. Suelzo, S. & Salas, E. (2002). Training individuals for distributed teams: Problem solving assessment for distributed mission research. Computers in Human Behavior, 18, 729-744.
- Salas, E., Kosarzycki, M.P., Burke, C.S., Fiore, S.M. & Stone, D.L. (2002). Emerging themes in distance learning research and practice: Some food for thought. International Journal of Management Reviews, 4, 135-153.
- Salas, E. & Burke, C.S. (2002). Simulation for training is effective when...Quality Safety in Health Care, 11, 119-120.

- Burke, C.S., Wilson, K.A., Salas, E., & Kincaid, J.P. (2002). Keeping emergency vehicles from becoming accident statistics. Ergonomics in Design, 10, 23-28.
- Samman, S.M. & Salas, E. (2002). Stress exposed: The unfolding story. Stress News, 14, 7-11.
- Salas, E., Burke, C.S., Bowers, C.A. & Wilson, K. (2001). Team training in the skies: Does CRM training work? Human Factors, 43, 641-674.
- Salas, E., Burke, C.S. & Samman, S.M. (2001). Understanding command and control teams operating in complex environments. Information, Knowledge, Systems Management, 2, 311-323.
- Kozlowski, S.W.J., Gully, S.M., Brown, K.G., Salas, E., Smith, E.M. & Nason, E.R. (2001). Effects of training goals and goal orientation traits on multi-dimensional training outcomes and performance adaptability. Organizational Behavior and Human Decision Processes, 85, 1-31.
- Lipshitz, R., Klein, G., Orasanu, J. & Salas, E. (2001). Rejoinder: A welcome dialogue-and the need to continue. Journal of Behavioral Decision Making, 14, 385-389
- Lipshitz, R., Klein, G., Orasanu, J. & Salas, E. (2001). Taking stock of naturalistic decision making. Journal of Behavioral Decision Making, 14, 331-352.
- Jentsch, F., Bowers, C.A. & Salas, E. (2001). What determines whether observers recognize targeted behaviors in modeling displays? Human Factors, 43, 496-507.
- Smith-Jentsch, K.A., Salas, E., & Brannick, M.T. (2001). To transfer or not to transfer?: Investigating the combined effects of training characteristics and team transfer environments. Journal of Applied Psychology, 86, 279-292.
- Cannon-Bowers, J.A. & Salas, E. (2001). Reflections on shared cognition. Journal of Organizational Behavior, 22, 195-202.
- Salas, E., & Cannon-Bowers, J.A. (2001). The science of training: A decade of progress. Annual Review of Psychology, 52, 471-499.
- Driskell, J.E., Johnston, J.H., & Salas, E. (2001). Does stress training generalize to novel settings? Human Factors, 43, 99-110.
- Salas, E., Rhodenizer, L., & Bowers, C.A. (2000). The design and delivery of CRM training: Exploring available resources. Human Factors, 42, 490-511.
- Salas, E., Burke, C.S., & Cannon-Bowers, J.A. (2000). Teamwork: Emerging principles. International Journal of Management Reviews, 2, 339-356.
- Cannon-Bowers, J.A., Salas, E., & Milham, L.M. (2000). The transfer of team training: Propositions and preliminary guidance. Advances in Developing Human Resources, 8, 63-74.
- Oser, R.L., Salas, E., Merket, D.C., Walwanis, M.M. & Bergondy, M.L. (2000). Can applied research help Naval aviation? Lesson learned implementing crew resource management training in the Navy. Transportation Human Factors, 4, 331-346.
- Foels, R., Driskell, J.E., Mullen, B., & Salas, E. (2000). The effects of democratic leadership on satisfaction: An integration. Small Group Research, 31, 676-701.
- Bowers, C.A., Pharmer, J.A., & Salas, E. (2000). When member homogeneity is needed in work teams: A meta-analysis. Small Group Research, 31, 305-327.



- Paris, C.P., Salas, E., & Cannon-Bowers, J.A. (2000). Teamwork in multi-person systems: A review and analysis. Ergonomics, 43, 1052-1075.
- Fowlkes, J.E., Baker, D.P., Salas, E., Cannon-Bowers, J.A., & Stout, R.J. (2000). The utility of event-based knowledge elicitation. Human Factors, 42, 24-35.
- Cooke, N.J., Salas, E., Cannon-Bowers, J.A., & Stout, R.J. (2000). Measuring team knowledge. Human Factors, 42, 151-173.
- Mathieu, J.E., Heffner, T.S., Goodwin, G.F., Salas, E., & Cannon-Bowers, J.A. (2000). The influence of shared mental models on team process and performance. Journal of Applied Psychology, 85, 273-283.
- Driskell, J.E., Salas, E., & Johnston, J.H. (1999). Does stress lead to a loss of team perspective? Group Dynamics, 3, 291-302.
- Merket, D., Bergondy, M., & Salas, E. (1999). Making sense out of team performance errors in military aviation environments. Transportation Human Factors Journal, 1, 231-242.
- Salas, E., Merket, D., & Bergondy, M. (1999). A welcomed dialogue: Reply to Wickens. Transportation Human Factors Journal, 1, 245-246.
- Salas, E., Rozell, D., Driskell, J.D., & Mullen, B. (1999). The effect of team building on performance: An integration. Small Group Research, 30, 309-329.
- Dwyer, D.J., Oser, R.L., Salas, E. & Fowlkes, J.E. (1999). Performance measurement in distributed environments: Initial results and implications for training. Military Psychology, 11, 189-215.
- Salas, E., Fowlkes, J., Stout, R.J., Prince, C., & Milanovich, D.M. (1999). Does CRM training enhances teamwork skills in the cockpit?: Two evaluation studies. Human Factors, 41, 326-343. 71.
- Oser, R. L., Gualtieri, J.W., Cannon-Bowers, J. A. & Salas, E. (1999). Training team problem-solving skills: An event-based approach. Computers in Human Behavior, 15, 441-462.
- Salas, E., Prince, C., Bowers, C.A., Stout, R., Oser, R.L., Cannon-Bowers, J.A. (1999). A methodology to enhance crew resource management training. Human Factors, 41, 161-172.
- Jentsch, F., Barnett, J., Bowers, C.A. & Salas, E. (1999). Who is flying this plane anyway? What mishaps tell us about crewmember role assignment and aircrew situation awareness. Human Factors, 41, 1-14.
- Bowers, C. A., Jentsch, F., Salas, E. & Braun, C.C. (1998). Studying communication patterns among aircrews: Implications for team training needs assessment. Human Factors, 40, 672-679.
- Bowers, C.A., Jentsch, F. & Salas, E. (1998). On learning to play with others kids' toys: A response to Sanders and Benda. Human Factors, 40, 685-687.
- Cannon-Bowers, J.A. & Salas, E. (1998). Team performance and training in complex environments: Recent findings from applied research. Current Directions in Psychological Science, 7, 83-87.
- Mullen, B., Driskell, J.E., & Salas, E. (1998). Meta-analysis and the study of group dynamics. Group Dynamics, 2, 213-229.
- Milanovich, D.M., Driskell, J.E., Stout, R.S., & Salas, E. (1998). Status and cockpit dynamics: A review and empirical study. Group Dynamics, 2, 1-14.

- Bowers, C.A., Thornton, C., Braun, C., Morgan, B.B. & Salas, E. (1998). Automation, task difficulty and aircrew performance. Military Psychology, 10, 259-274.
- Swezey, R.W., Owens, J.M., Bergondy, M.L., & Salas, E. (1998). Task and training requirements analysis methodology (TTRAM): an analytic methodology for identifying potential training uses of simulator networks in teamwork-intensive task environments. Ergonomics, 41, 1678-1697.
- Salas, E., Bowers, C.A. & Rhodenizer, L. (1998). "It's not how much you have but how you can use it": Towards a rational use of simulation to support aviation training. The International Journal of Aviation Psychology, 8, 197-208.
- Fowlkes, J.E., Dwyer, D.J., Oser, R.L. & Salas, E. (1998). Event-based approach to training. The International Journal of Aviation Psychology, 8, 209-222.
- Cannon-Bowers, J.A., Rhodenizer, L., Salas, E. & Bowers, C.A. (1998). A framework for understanding pre-practice conditions and their impact on learning. Personnel Psychology, 51, 291-320.
- Cannon-Bowers, J.A., Salas, E., Blickensderfer, E., & Bowers, C.A. (1998). The impact of cross-training and workload on team functioning: A replication and extension of initial results. Human Factors, 40, 92-101.
- Ford, J.K., Smith, E.M., Weisshein, D.A., Gully, S.M. & Salas, E. (1998). The influence of goal orientation, metacognitive activity, and practice strategies on learning outcomes and transfer. Journal of Applied Psychology, 83, 218-233.
- Prince, C. & Salas, E. (1997). Situation assessment for routine flight and decision making. International Journal of Cognitive Ergonomics, 1, 315-324.
- Johnston, J.H., Driskell, J.E. & Salas, E. (1997). Vigilant and hypervigilant decision making. Journal of Applied Psychology, 82, 614-622.
- Stout, R.J., Salas, E., & Fowlkes, J.E. (1997). Enhancing teamwork in complex environments through team training. Group Dynamics, 1, 169-182.
- Stout, R.J., Salas, E. & Kraiger, K. (1997). The role of trainees knowledge structures in aviation team environments. The International Journal of Aviation Psychology, 7, 235-250.
- Smith-Jentsch, K.A., Salas, E., & Baker, D. (1996). Training team performance-related assertiveness. Personnel Psychology, 49, 909-936.
- Ricci, K.E., Salas, E. & Cannon-Bowers, J.A. (1996). Do computer-based games facilitate knowledge acquisition and retention? Military Psychology, 8, 295-308.
- Baker, D. & Salas, E. (1996). Analyzing team performance: In the eye of the beholder? Military Psychology, 8, 235-246.
- Stout, R., Cannon-Bowers, J.A., & Salas, E. (1996/1997). The role of shared mental models in developing team situation awareness: Implications for training. Training Research Journal, 2, 85-116.
- Cannon-Bowers, J.A., Salas, E. & Pruitt, J. (1996). Establishing the boundaries of a paradigm for decision-making research. Human Factors, 38, 193-205.
- Inzana, C.M., Driskell, J.E., Salas, E. & Johnston, J.H. (1996). The effects of preparatory information on enhancing performance under stress. Journal of Applied Psychology, 81, 429-435.

- Smith-Jentsch, K.A., Jentsch, F.G., Payne, S.C. & Salas, E. (1996). Can pre-training experiences explain individual differences in learning? Journal of Applied Psychology, 81, 110-116.
- Sanders, T., Driskell, J.E., Johnston, J.H., & Salas, E. (1996). The effect of stress inoculation training on anxiety and performance. Journal of Occupational Health Psychology, 1, 170-186.
- Volpe, C.E., Cannon-Bowers, J.A., Salas, E., & Spector, P.E. (1996). The impact of cross-training on team functioning: An empirical investigation. Human Factors, 38, 87-100.
- Kraiger, K., Salas, E., & Cannon-Bowers, J.A. (1995). Measuring knowledge organization as a method for assessing learning during training. Human Factors, 37, 804-817.
- Brannick, M.T., Prince, A., Prince, C. & Salas, E. (1995). The measurement of team process. Human Factors, 37, 641-651.
- Copeland, C.L., Driskell, J.E. & Salas, E. (1995). Gender and reactions to dominance. Journal of Social Behavior and Personality, 10, 53-68.
- Cannon-Bowers, J.A., Salas, E., Tannenbaum, S.I. & Mathieu, J.E. (1995). Toward theoretically-based principles of training effectiveness: A model and initial empirical investigation. Military Psychology, 7, 141-164.
- Beard, R. L., Salas, E. & Prince, C. (1995). Enhancing transfer of training: Using role play to foster teamwork in the cockpit. The International Journal of Aviation Psychology, 5, 131-143.
- Salas, E., Prince, C., Baker, D.P., & Shrestha, L. (1995). Situation awareness in team performance: Implications for measurement and training. Human Factors, 37, 123-136.
- Salas, E., & Bowers, C.A., & Cannon-Bowers, J.A. (1995). Military team research: Ten years of progress. Military Psychology, 7, 55-75.
- Johnson, B.T., Mullen, B. & Salas, E. (1995). A comparison of the three major meta-analytic approaches. Journal of Applied Psychology, 80, 94-106.
- Weaver, J.L., Bowers, C.A., Salas, E. & Cannon-Bowers, J.A. (1995). Networked simulations: New paradigms for team performance research. Behavior Research Methods, Instruments & Computers, 27, 12-24.
- Bowers, C.A., Baker, D.P. & Salas, E. (1994). The importance of teamwork in the cockpit: The utility of job/task analysis indices for training design. Military Psychology, 6, 205-214.
- Stout, R., Salas, E. & Carson, R. (1994). Individual task proficiency and team process: What's important for team functioning? Military Psychology, 6, 177-192.
- Cole, D.A., Maxwell, S.E., Arvey, R., & Salas, E. (1994). How the power of MANOVA can both increase and decrease as a function of the intercorrelations among the dependent variables. Psychological Bulletin, 115, 465-474.
- Mullen, B., Anthony T., Salas, E. & Driskell, J.E. (1994). Group cohesiveness and quality of decision-making: An integration of tests of the groupthink hypothesis. Small Group Research, 25, 189-204.
- Fowlkes, J.E., Lane, N.E., Salas, E., Franz, T. & Oser, R. (1994). Improving the measurement of team performance: The TARGETs methodology. Military Psychology, 6, 47-61.
- Driskell, J.E., Hogan, J., Salas, E. & Hoskin, B. (1994). Cognitive and personality predictors of training performance. Military Psychology, 6, 31-46.

- Salas, E., Cannon-Bowers, J. A., & Blickensderfer, E. L. (1993). Team performance and training research: Emerging principles. Journal of the Washington Academy of Sciences, 83, 81-106.
- Morgan, Jr., B.B., Salas, E., & Glickman, A.S. (1993). An analysis of team evolution and maturation. Journal of General Psychology, 120, 277-292.
- Cole, D.A., Maxwell, S.E., Arvey, R. & Salas, E. (1993). Multivariate group comparisons of variable systems: MANOVA and structural equation modeling. Psychological Bulletin, 114, 174-184.
- Baker, D., Prince, C., Shrestha, L., Oser, R., & Salas, E. (1993). Aviation computer games for CRM skills training. The International Journal of Aviation Psychology, 3, 143-155.
- Brannick, M.T., Roach, R.M. & Salas, E. (1993). Understanding team performance: A multimethod study. Human Performance, 6, 287-308.
- Kraiger, K., Ford, J.K. & Salas, E. (1993). Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation [Monograph]. Journal of Applied Psychology, 78, 311-328.
- Prince, C., Oser, R., Salas, E. & Woodruff, W. (1993). Increasing hits, reducing misses in CRM/LOS scenarios: Guidelines for simulator scenario development. The International Journal of Aviation Psychology, 3, 69-82.
- Bowers, C.A., Morgan, Jr., B.B., Salas, E. & Prince, C. (1993). Assessment of coordination demand for aircrew coordination training. Military Psychology, 5, 95-112.
- Driskell, J.E., Olmstead, B. & Salas, E. (1993). Task cues, dominance cues, and influence in task groups. Journal of Applied Psychology, 78, 51-60.
- Hays, R.T., Jacobs, J.W., Prince, C. & Salas, E. (1992). Requirements for future research in flight simulation training: Guidance based on a meta-analytic review. The International Journal of Aviation Psychology, 2, 143-158.
- LaLomia, M.J., Covert, M.D. & Salas, E. (1992). Problem solving performance as a function of problem type number progression and memory load. Behavior & Information Technology, 11, 268-280.
- Rouse, W.B., Cannon-Bowers, J.A. & Salas, E. (1992). The role of mental models in team performance in complex systems. IEEE Transactions on Systems, Man, and Cybernetics, 22, 1296-1308.
- Bowers, C., Salas, E., Prince, C. & Brannick, M. (1992). Games teams play: A method for investigating team coordination and performance. Behavior Research Methods, Instruments, & Computers, 24, 503-506.
- Baker, D.P. & Salas, E. (1992). Principles for measuring teamwork skills. Human Factors, 34, 469-476.
- Mathieu, J.E., Tannenbaum, S.I., & Salas, E. (1992). The influences of individual and situational characteristics as measures of training effectiveness. Academy of Management Journal, 35, 828-847.
- Arvey, R.D., Maxwell, S.E. & Salas, E. (1992). The relative power of training evaluation design under different cost configurations. Journal of Applied Psychology, 77, 155-160.
- Covert, M.D., Salas, E., & Ramkrishna, K. (1992). The role of individual and system characteristics in computerized training systems. Computers in Human Behavior, 8, 335-352.
- Driskell, J.E. & Salas, E. (1992). Collective behavior and team performance. Human Factors, 34, 277-288.

- Hays, R.T., Jacobs, J.W., Prince, C. & Salas, E. (1992). Flight simulator training effectiveness: A meta-analysis. Military Psychology, 4, 63-74.
- Arvey, R.D., Salas, E., & Gialluca, K. (1992). Using task inventories to forecast skills and abilities. Human Performance, 5, 171-190.
- Swezey, R.W., Llaneras, R.E., & Salas, E. (1992). Ensuring teamwork: A checklist for use in designing team training programs. Performance & Instruction, 31, 33-37.
- Mullen B., Johnson, C. & Salas, E. (1991). Effects of communication network structure: Components of positional centrality. Social Networks, 13, 169-186.
- Salas, E., Hall J.K. & Cannon-Bowers, J.A. (1991). Occupational stress and safety: A review and implications for research and practice. Interamerican Journal of Occupational Psychology, 10, 83-91.
- Tannenbaum, S.I., Mathieu, J.E., Salas, E. & Cannon-Bowers, J.A. (1991). Meeting trainees expectations: The influence of training fulfillment on the development of commitment, self-efficacy, and motivation. Journal of Applied Psychology, 76, 759-769.
- Maxwell, S.E., Cole, D.A., Arvey, R.D. & Salas, E. (1991). A comparison of methods for increasing power in randomized between-subjects designs. Psychological Bulletin, 110, 328-337.
- Salas, E. & Glickman, A.S. (1991). 'Taking the first steps': A conceptual framework toward the understanding of Latin America's quality of work life. Interamerican Journal of Occupational Psychology, 10, 9-16.
- Cannon-Bowers, J.A., Tannenbaum, S.I., Salas, E. & Converse, S.A. (1991). Toward an integration of training theory and technique. Human Factors, 33, 281-292.
- Driskell, J.E. & Salas, E. (1991). Group decision-making under stress. Journal of Applied Psychology, 76, 473-478.
- Mullen, B., Salas, E. & Miller, N. (1991). Using meta-analysis to test theoretical hypothesis in social psychology. Personality and Social Psychology Bulletin, 17, 258-264.
- Mullen, B., Johnson, C. & Salas, E. (1991). Productivity loss in brainstorming groups: A meta-analytic integration. Basic and Applied Social Psychology, 12, 3-23.
- Salas, E. & Glickman, A.S. (1990). Organizational behavior, socio-technical systems theory and quality of work life: The Peruvian experience. Latin American Journal of Psychology, 22, 69-82.
- Hogan, J., Broach, D., & Salas, E. (1990). Development of a task information taxonomy for human performance systems. Military Psychology, 2, 1-19.
- Mullen, B., Salas, E. & Driskell, J.E. (1989). Salience, motivation and artifact as contributions to the relation between participation rates and leadership. Journal of Experimental Social Psychology, 25, 545-559.
- McNellis, K., Salas, E. & Coovert, M.D. (1989). The role of behavioral modeling in organizational training. Interamerican Journal of Occupational Psychology, 8, 7-19.
- Mullen, B., Symons, C., Hu, L. & Salas, E. (1989). Group size, leadership behavior and subordinate satisfaction. Journal of General Psychology, 116, 155-169.

- Mullen, B., Chapman, J., & Salas, E. (1989). The effects of group composition: 'lost in the crowd' or 'the center of attention'. Latin American Journal of Psychology, 21, 43-56.
- Coover, M.D., LaLomia, M.J., & Salas, E. (1989). Modeling human-computer decision making with covariance structure analysis. Association for Computing Machinery SIGCHI Bulletin, 20, 78-80.
- LaLomia, M.J., Coover, M.D. & Salas, E. (1988). Problem solving performance and display preference for information displays depicting numerical functions. Association for Computing Machinery SIGCHI Bulletin, 20, 47-51.
- Coover, M.D., McNelis, K., Ramakrishna, K., & Salas, E. (1988). Preferences for power in expert systems by novice users. Association for Computing Machinery SIGCHI Bulletin, 20, 32-33.
- Salas, E., Prince, C. & Prince, A. (1988). Meta-analysis and organizational behavior: Review and critical Implications for research and practice. Interamerican Journal of Occupational Psychology 7, 9-18.
- Coover, M.D., & Salas, E. (1988). Costing personnel and organizational interventions: A review and guidelines. Interamerican Journal of Occupational Psychology, 7, 19-30.
- Driskell, J.E., Hogan, R., & Salas, E. (1987). Personality and group performance. Review of Personality and Social Psychology, 9, 91-112.
- Sloan, T.S. & Salas, E. (1986). El papel de la psicologia industrial en el Tercer Mundo: Analisis y Critica [The role of industrial psychology in the Third World: Analysis and Critique]. Boletin de Psicologia, 5, 241-246.

#### **AUTHORED BOOKS**

- Tannenbaum, S.I., & Salas, E. (2021). Teams that work: The seven drivers of team effectiveness. NY, NY: Oxford University Press.
- Salas, E. with Benishek, L., Coultas, C., Dietz, A., Grossman, R., Lazzara, E. & Oglesby, J. (2015). Team training essentials: A research-based guide. London, UK: Taylor & Francis.: Wiley-Blackwell.

#### **EDITED BOOKS**

- McNeese, M.D., Salas, E., & Endsley, M.R. (Eds.) (2021). Foundations and theoretical perspectives of distributed team cognition. Boca Raton, FL: CRC Press.
- McNeese, M.D., Salas, E., & Endsley, M.R. (Eds.) (2021). Models, methodologies, and measures in distributed team cognition. Boca Raton, FL: CRC Press.
- McNeese, M.D., Salas, E., & Endsley, M.R. (Eds.) (2021). Fields of practice and applied solutions within distributed team cognition. Boca Raton, FL: CRC Press.
- Landon, L.B., Slack, K.J., & Salas, E. (Eds.) (2021). Psychology and human performance in space programs: Research at the frontier. Boca Raton, FL: CRC Press.
- Landon, L.B., Slack, K.J., & Salas, E. (Eds.) (2021). Psychology and human performance in space programs: Extreme application. Boca Raton, FL: CRC Press.
- Salas, E., Rico, R., & Passmore, J. (Eds.) (2017). The Wiley Blackwell handbook of the psychology of team working and collaborative processes. West Sussex, UK: John Wiley & Sons Ltd.

- Salas, E., Vessey, W.B., Landon, L.B. (Eds.). (2017). Team dynamics over time. (Research on Managing Groups and Teams, Vol. 18). London: Emerald Publishing.
- Salas, E., Vessey, W.B., Estrada, A.X. (Eds.). (2015). Team cohesion: Advances in psychological theory, methods and practice. (Research on Managing Groups and Teams, Vol. 17). London: Emerald Publishing.
- Shuffler, M.L., & Rico, R., & Salas, E., (Eds.).(2014). Pushing the boundaries: Multiteam systems in research & practice. (Research on Managing Groups and Teams Book Series, Vol. 16). London: Emerald Publishing.
- Salas, E., Tannenbaum, S.I., Cohen, D., & Latham, G. (Eds.) (2013). Developing and enhancing high performance teams: Evidence-based practice and advice. San Francisco, CA: Jossey-Bass.
- Salas, E., Frush, K. (Eds.) & Baker, D.P., King, H., Battles, J., & Wears, R. (Assoc. Eds.) (2012). Improving patient safety through teamwork and team training. Oxford Press.
- Salas, E., Fiore, S. & Letsky, M.P. (Eds.) (2011). Theories of team cognition: Cross-disciplinary perspectives. London, UK. Taylor & Francis.
- Salas, E. & Dietz, A.S. (Eds.) (2011). Situational Awareness: Critical Essays. Hampshire, UK: Ashgate.
- Jentsch, F., Curtis, M. & Salas, E. (Eds.) (2011). Simulation in Aviation Training: Critical Essays. Hampshire, UK: Ashgate.
- Salas, E., & Maurino, D. (Eds.) (2010). Human Factors in Aviation (2<sup>nd</sup> Edition). San Diego, CA.: Elsevier
- Kozlowski, S.W.S. & Salas, E. (Eds.) (2010). Advances in learning, training and development in organizations. Hillsdale, NJ: LEA, Inc.
- Salas, E., Goodwin, G., & Burke, C.S. (Eds.) (2010). Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches. Hillsdale, NJ: LEA, Inc
- Salas, E., Wilson, K. & Edens, E. (Eds.) (2009). Crew resource management: Critical essays. Hampshire, UK: Ashgate.
- Cooke, N. & Salas, E., (Eds.) (2008). Best of human factors: Thirty classic contributions to human factors/ergonomics science and engineering. Santa Barbara, CA: Human Factors and Ergonomics Society.
- Fiore, S.M., & Salas, E. (Eds.) (2007). Where is the learning in distance learning: Towards a science of distributed learning and training. Washington, D.C., American Psychological Association Books.
- Koppes, L.L. (Ed.) with Thayer, P.W., Vinchur, A.J., & Salas, E. (Associate Eds.) (2007). Historical perspectives in industrial and organizational psychology. Mahwah, NJ: LEA, Publishers.
- Bowers, C.A., Salas, E., & Jentsch, F. (Eds.) (2006). High-tech teams: Making effective work teams with people, machine and networks. Washington, D.C., American Psychological Association Books.
- Stanton, N., Hedge, A., Brookheair, K., Salas, E., & Hendrick, H. (Eds.) (2005). Handbook of human factors and ergonomics methods. London: Taylor & Francis.
- Salas, E., & Fiore, S.M. (Eds.) (2004). Team cognition: Process and performance at the inter- and intra-individual level. Washington, D.C.: American Psychological Association Books.

- Schiflett, S., Elliott, L.R., Salas, E., & Coovert, M. (Eds.) (2004). Scaled worlds: Development, validation and applications. Hampshire, England: Ashgate.
- McNeese, M., Salas, E., & Endsley, M. (Eds.) (2001). New trends in collaborative activities: Understanding system dynamics in complex environments. Santa Barbara, CA: Human Factors and Ergonomics Society.
- Salas E. & Klein, G. (Eds.) (2001). Linking expertise and naturalistic decision making. Hillsdale, NJ:LEA, Inc.
- Salas, E., Bowers, C.A., & Edens, E. (Eds.) (2001). Improving teamwork in organizations: Applications of resource management training. Hillsdale, NJ: LEA, Inc.
- Cannon-Bowers, J.A. & Salas, E. (Eds.) (1998). Making decisions under stress: Implications for individual and team training. Washington, D.C.: American Psychological Association Books.
- Flin, R., Salas, E., Stub, M., & Martin, L. (Eds.) (1997). Decision-making under stress: Emerging themes and applications. Hampshire, England: Ashgate.
- Brannick, M.T., Salas, E., & Prince, C. (Eds.) (1997). Team performance assessment and measurement: Theory, methods, and applications. Hillsdale, NJ: LEA, Inc.
- Ford, J.K., Kozlowski, S.W.J., Kraiger, K., Salas, E. & Teachout, M. (Eds.) (1997). Improving training effectiveness in work organizations. Hillsdale, NJ: LEA, Inc.
- Driskell, J.E., & Salas, E. (Eds.) (1996). Stress and human performance. Hillsdale, NJ: LEA, Inc.
- Guzzo, R.A. & Salas, E. (Eds.) (1995). Team effectiveness and decision-making in organizations. San Francisco, CA: Jossey-Bass, Inc.
- Swezey, R.W. & Salas, E. (Eds.) (1992). Teams: Their training and performance. Norwood, NJ: Ablex.
- McMillan, G., Beevis, D., Salas, E., Strub, M.H., Sutton, R. & Van Breda, L. (Eds.) (1989). Applications of human performance models to system design. New York, NY: Plenum Press.

### **BOOK SERIES EDITOR**

- Salas, E. (Ed.), Human /technology interaction in complex systems. Greenwich, CT: JAI Press Inc. Volume, 9 (1999).
- Salas, E. (Ed.), Advances in human performance and cognitive engineering research. London, UK: Elsevier Science, Inc. Volumes 1-7.
- Salas, E. (Ed), Critical essays on human factors in aviation. Hampshire, England: Ashgate.
- Salas, E; (Ed), Research on managing groups and teams. London, UK: Emerald Books.

### **BOOK REVIEWS**

- Salas, E. (2003). Understanding teams and groups at work: A step closer. Review of M.E. Turner (Ed.) Groups at Work: Theory and Research. Contemporary Psychology, 48, 442-443.



## CHAPTERS

- Salas, E. (in press). Teams and Teamwork. In J. Levine, & M. Hogg (Eds). Encyclopedia of Group Processes and Intergroup Relations. SAGE
- Bisbey, T.M. & Salas, E. (in press). Emerging conceptualizations in adult learning: What does it take to create real behavior change? In M. London (Ed.) The Oxford handbook of lifelong learning, (Second edition).
- Feitosa, J., Salas, E., & Borges-Andrade, J.E. (in press). IWO Psychology in Latin America. In Anderson, Viswesvaran, Sinangil, & Ones (Eds.). Handbook of Industrial, Work, and Organizational Psychology, SAGE.
- Feitosa, J. & Salas, E. (in press). Training for Expatriate. In Y.Y. Kim (Ed.), International Encyclopedia of Intercultural Communication. WILEY Blackwell.
- Lacerenza, C.N., Gregory, M., Marshall, A., & Salas, E. (in press). Debriefs: The Active meeting. In J. Allen, N. Lehmann-Willenbrock, & S. Rogelberg (Eds.), The Science of Meetings at Work. Cambridge University Press.
- Croitoru, N., Bisbey, T.M., & Salas, E. (2020). Team training for long-duration space exploration: A look ahead at the coming challenges. In L.B. Landon, K.J. Slack, & E. Salas (Eds.). Psychology and Human Performance in Space Programs: Extreme Application. (pp. 81-99). CRC Press.
- Driskell, J.E., Salas, E. & Driskell, T. (2020). Research in extreme real-world environments: Challenges for spaceflight operations. In L.B. Landon, K.J. Slack, & E. Salas (Eds.). Psychology and Human Performance in Space Programs: Research at the Frontier. (pp. 67-86). CRC Press
- Paolletti, J., Kilcullen, M.P., & Salas, E. (2020). Teamwork in space exploration. In L.B. Landon, K.J. Slack, & E. Salas (Eds.). Psychology and Human Performance in Space Programs: Research at the Frontier. (pp. 195-216). CRC Press.
- Reyes, D.L., & Salas, E. (2020). What makes a team of experts and expert team? In R.F. Subotnik, P. Olszewski-Kubilius, & F.C. Worrell (Eds.). The Psychology of High Performance: Developing Human Potential into Domain-Specific Talent. (pp. 141-160). American Psychological Association: Washington DC.
- Knotek, S.E., & Salas, E. (2020). Reflections on talent development in the professions. In R.F. Subotnik, P. Olszewski-Kubilius, & F.C. Worrell (Eds.). The Psychology of High Performance: Developing Human Potential into Domain-Specific Talent. (pp. 161-169). American Psychological Association: Washington DC.
- Bisbey, T.M., Traylor, A., & Salas, E. (2020). Implications of the changing nature of work for training. In B.J. Hoffman, M.K. Shoss & L.A. Wegman (Eds), The Cambridge handbook of the changing nature of work (pp.364-382). Cambridge University Press.
- Paolletti, J., Reyes, D., & Salas, E. (2020). Mental models and leader performance. In Mumford, M. (Ed.), Leader thinking skills: Capacities for 21<sup>st</sup> Century Leadership. (pp. 277-306). Taylor and Francis: Abingdon, VA.
- Salas, E., Reyes, D., & Woods, A. (2020). Team training in organizations: It works—when done right. In L. Argote & J. Levine (Eds.), The Oxford Handbook of Group and Organizational Learning. (pp. 233-252). Oxford University Press.
- Driskell, J.E., & Salas, E. (2020). Sustaining individual motivation in high-demand team environments. In S. Karau (Ed.) Individual Motivation within Groups. (pp.191-221). Academic Press.

- Salas, E., & Weaver, S.J., (2016). Employee growth & development: Cultivating human capital. In M. Grawitch & D. Ballard (Eds). The psychologically healthy workplace: Building a win-win environment for organizations and employees. (pp. 59-86). Washington, D.C.: American Psychological Association.
- Dinh, J.V., & Salas, E. (2017). Factors that influence teamwork. In E. Salas, R.Rico, N. Ashkanasy & J. Passmore (Eds), Handbook of the Psychology of Team Working and Collaborative Processes (pp. 15-42). Hoboken, NJ: Wiley-Blackwell.
- Dietz, A.S., Driskell, J.E., Sierra, M.J., Weaver, S.J., Driskell, T., & Salas, E. (2017). Teamwork under stress. In E. Salas, R.Rico, N. Ashkanasy & J. Passmore (Eds), Handbook of the Psychology of Team Working and Collaborative Processes (pp. 297-316). Hoboken, NJ: Wiley-Blackwell.
- Woods, A., Dinh, J.V., & Salas, E. (2017). How do I learn what to do? How the science of training supports learning. In N. Chmiel, F., Fraccaroli, M. Sverke (Eds), Introduction to Work & Organizational Psychology (pp.335-353). 3<sup>rd</sup> edition. Chichester: Wiley.
- Driskell, T., Driskell, J.E., & Salas, E. (2017). Lexicon as a predictor of team dynamics. In E. Salas, W.B. Vessey, & L.B. Landon (Eds). Team Dynamics Over Time. (pp. 231-257). Emerald Publishing Ltd.
- DiazGranados, D., Shuffler, M.L., Wingate, J., & Salas, E. (2017). Team development interventions. In E. Salas, R. Rico, & J. Passmore (Eds). The Wiley Blackwell Handbook of the Psychology of Team Working and Collaborative Processes. (pp. 555-586) Wiley.
- Salas, E., Reyes, D., & Woods, A. (2017). The assessment of team performance: Observations and needs. In von Davier, A.A., Kyllonen, P.C., & Zhu, M. (Eds.), Innovative Assessment of Collaboration. (pp.21-36) Springer: Switzerland.
- Marlow, S., Lacerenza, C., Reyes, D., & Salas, E. (2017). The science and practice of simulation-based training in organizations. In Brown, K.G. (Ed.), The Cambridge Handbook of Workplace Training and Employee Development. (pp.256-277) Cambridge University Press: New York, NY.
- Grossman, R., Oglesby, J., & Salas, E. (2015). The training process: Using the science each step of the way. In Boehm-Davis, Deborah A. (Ed); Durso, Francis T. (Ed); Lee, John D. (Ed), (2015). APA handbook of human systems integration. (pp. 501-516). Washington, D.C.: American Psychological Association.
- 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.
- Grossman, R., Heyne, K., & Salas, E. (2014). Approaches to Training. The Wiley Blackwell Handbook of the Psychology of Training, Development, and Performance Improvement, (pp. 205-223). Chicester, UK: Wiley.
- Shuffler, M.L., Rico, R., & Salas, E. (2014). Pushing the boundaries of multiteam systems in research and practice: An introduction. In M.L. Shuffler, E. Salas, & R. Rico (Eds), Pushing the boundaries: Multiteam systems in research & practice (pp. 3-16). Research on managing groups and teams (Vol. 16). Bingley, UK: Emerald Group Publishing.
- Thayer, A. L., Rico, R., Salas, E., & Marlow, S. L. (2014). Teams at work. In M. Peeters, J. de Jonge, & T. Taris (Eds.), An Introduction to Work Psychology. (pp. 434-457) West Sussex, UK Wiley-Blackwell.

- Grossman, R., Spencer J.M., & Salas, E., (2014). Enhancing naturalistic decision-making and accelerating expertise at work: Training strategies that work. In S. Highhouse, R. Dalal, & E. Salas (Eds.), The Organizational Frontiers Series: Judgment and Decision Making at Work. (pp.277-325) Routledge.
- Salas, E., Salazar, M.R., Feitosa, J., & Kramer, W. (2014). Collaboration and conflict in work teams. In B. Schneider & K.M. Barbera (Eds.), Handbook of Organizational Climate and Culture: An Integrated Perspective on Research and Practice. (pp. 382-399) Oxford University Press.
- Lacerenza, C.N., Zajac, S., Savage, N., & Salas, E. (2015). Team training for global virtual teams: Strategies for success. In R. Griffith & J. Wildman (Eds.), Leading Global Teams (pp. 91-121). Springer, NY.
- 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.), Pushing the boundaries: Multiteam systems in research & practice (pp. 187-206). Research on managing groups and teams (Vol. 16). Bingley, UK: Emerald Group Publishing.
- Feitosa, J., Spencer, J., & Salas, E. (2013). Decision Making in Work Teams: The Role of Voice. In R. Burke & C. L. Cooper (Eds.), Voice and Whistleblowing in Organizations. (pp. 137-165) Northampton, MA: Edward Elgar.
- Zajac, S., Shuffler, M.L., Darling, B., & Salas, E. (2013). Decision making in distributed multiteam systems. In S. Highhouse, R. Dalal, & E. Salas (Eds.), Judgment and decision making at work. (pp.228-248). New York: Routledge.
- Dietz, A.S., Bedwell, W.L., Oglesby, J., Salas, E., & Keeton, K. (2013). Synthetic task environments for improving performance at work: Principles and the road ahead. In J.M. Cortina and R.S. Landis (Eds.), Modern research methods for the study of behavior in organizations (pp. 349-380). New York, NY: Routledge.
- DiazGranados, D., Lazzara, E.H., Lyons, R., Wooten, II, S.R., & Salas, E. (2013). Team performance decay: Why does it happen and how to avoid it? In W. Arthur, Jr., E.A. Day, W. Bennett, Jr. & A.M. Portrey (Eds.) (pp. 364-402). Individual and team skill decay: State of the science and implications for practice. Taylor Francis.
- Salazar, M., Shuffler, M.L., Bedwell, W., & Salas, E. (2013). Toward a contextualized culture framework. In K. Sycara, M. Gelfand, & A. Abbe (Eds.), Models for inter-cultural collaboration and negotiation (pp. 27-52). New York: Springer.
- Gregory, M.E., Feitosa, J., Driskell, T., Salas, E., & Vessey, W.B. (2013). Designing, delivering, and evaluating team training in organizations: Principles that work. In E. Salas, S.I. Tannenbaum, D. Cohen & G. Latham (Eds.), Developing and enhancing high-performance teams: Evidence-based practices and advice. (pp. 441-487). San Francisco, CA: Jossey-Bass.
- Shuffler, M.L., Burke, C.S., Kramer, W.S., & Salas, E. (2013). Leading teams: Past, present, and future perspectives. In M. Rumsey (Ed.), Oxford Handbook of Leadership (pp. 144-165) New York, NY: Oxford University Press.
- Grossman, R. & Salas, E. (2013). Instructional features for training military teams in virtual environments. In C. Best, G. Galanis, J. Kerry, & R. Sottolare (Eds.), Fundamental Issues in Defence Training and Simulation (pp. 115-124). Burlington, VT: Ashgate Publishing Company
- Kramer, W. S., Thayer, A. L., & Salas, E. (2013). Goal setting in teams. In E. Locke & G. Latham (Eds.), New developments in goal setting and task performance (pp. 287-310). New York: Routledge.

- Coultas, C.W., Kindel, B., Zajac, S., & Salas, E. (2013). Nine empirical guidelines for top leadership teams in nonprofit organizations. In C.L. Cooper and R. Burke (Eds.), Human Resources Management in the nonprofit sector: Purpose and Passion. (pp.117-142). Cheltenham, UK: Edward Elgar Publishing, Ltd.
- Salas, E., Rosen, M.A., & Weaver, S.J. (2013). Best practices in measuring health care team performance. In W.C. McGaghie, J.R. Suker (Eds.) International Best Practices for Evaluation in the Health Professions. (169-198). Radcliffe Publishing.
- Driskell, T., Driskell, J.E., & Salas, E. (2013). Stress, performance, and decision making in organizations. In S. Highhouse, R.S. Dalal, & E. Salas (Eds.), Judgment and decision making at work. (pp.251-276). New York, NY: Taylor & Francis.
- Shuffler, M.L., Pavlas, D., & Salas, E. (2012). Teams in the military: A review and emerging challenges. In J. Laurence & M. Matthews, Oxford Handbook of Military Psychology (pp. 282-310). New York, NY: Oxford University Press.
- Shuffler, J.L., Burke, C.S., Kramer, W.S. & Salas, E. (2012). Leading teams: Past, present, and future perspective. In The Oxford handbook of Leadership.
- Rosen, M.A., Wildman, J.L., Salas, E., & Rayne, S. (2012). Measuring team dynamics in the wild. In A.B. Hollinghead & M.S. Poole (Eds.), Research Methods for Studying groups and teams: A guide to approach, tools and technologies (pp.386-417). Routledge
- Rosen, M.A., Salas, E., Lazzara, E.H., & Lyons, R. (2012). Cognitive task analysis: Methods for capturing and leveraging expertise in the workplace. In M.A. Wilson, R.J., Harvey, G.M. Alliger & W. Bennett, Jr. (Eds). The Handbook of Work Analysis: The Methods, system & science of work measurement in organizations. (pp.185-200). Taylor & Francis.
- Coultas, C.W., Grossmann, R. & Salas, E. (2012). Design, delivery and evaluate of training system. In G. Salvendy (Ed.). Handbook of Human Factors and Ergonomics (Fourth Edition). (pp. 490-533). Hoboken, NJ: Wiley & Sons Inc
- Driskell, T., Lazzara, E.L., Salas, E., King, H., & Battles, J. (2012). Does team training work? Where is the evidence? In E. Salas & K. Frush (Eds.), Improving patient safety through teamwork and team training. (pp.201-2117). Oxford University Press
- Coultas, C.W., Grossmann, R. & Salas, E. (2012). Design, delivery and evaluate of training system. In G. Salvendy (Ed.). Handbook of Human Factors and Ergonomics (Fourth Edition). (pp. 490-533). Hoboken,NJ:Wiley & Sons Inc.
- Lyons, R., Musaeus, P., Salas, E. & Wilson, K.A. (2012). The science and practice of job analysis abroad. In G.N. Alliger, W. Bennett, Jr., M. Wilson, & R.J. Harvey (Eds.), The handbook of work analysis in organizations: The methods, systems, applications, and science of work measurement in organizations. (pp.709-740). New York: Routledge/Psychology Press.
- Salas, E. & Fiore, S.M. (2012). Why work teams fail in organizations: Myths and advise. In L.M. Shore, J.A-M. Coyle-Shapiro & L.R. Tetrick (Eds). The employee-organization relationship: Application for the 21<sup>st</sup> Century (pp.555-576). Routledge.
- Weaver, S.J., Feitosa, J., Salas, E., Seddon, R., & Vozenilek, J.A. (2012). The science of teams: The theoretical drivers, models, & competencies of team performance for patient safety. In E. Salas (Ed.), Improving Patient Safety through Teamwork and Team Training, (pp.3-26) Oxford University Press.

- Shuffler, M.L., Pavlas, D., & Salas, E. (2012). Team in the military: A review and emerging challenges. In J.H. Laurence & M.D. Matthieu (Eds.) The Oxford Handbook of Military Psychology (pp. 282-310). Oxford: Oxford University Press, Inc.
- Salas, E., Rosen, M.A., & DiazGranados, D. (2012). Decision making in naturalistic environments. In S.W.J. Koslowski (Ed), The Oxford Handbook of Industrial-Organizational Psychology (pp. 134-138). Oxford University Press.
- Salas, E., Weaver, S.J., & Porter, M.S. (2012). Learning, training, and development in organizations. In S.W.J. Koslowski (Ed), The Oxford Handbook of Industrial-Organizational Psychology (pp. 330-372). Oxford University Press.
- Baker, D.P., Salas, E., Battles, J.B., King, H.B. (2012). The relation between teamwork and patient. In P. Carayon (Ed.), Handbook of Human Factors and Ergonomics in Health Care and Patient Safety, Second Edition (pp. 185-198). Boca Raton, FL: CRC Press.
- Rosen, M.A., Salas, E., Tannenbaum, S.I., Pronovost, P.J., & King, H.B. (2012). Simulation-based training for teams in healthcare: Designing scenarios, measuring performance, and providing feedback. In P. Carayon (Ed.), Handbook of Human Factors and Ergonomics in Health Care and Patient Safety, Second Edition (pp. 573-594). Boca Raton, FL: CRC Press.
- Salas, E., Weaver, S.J., Rosen, M.A., Gregory, M.E. (2012). Team training for patient safety. In P. Carayon (Ed.), Handbook of Human Factors and Ergonomics in Health Care and Patient Safety, Second Edition (pp. 627-647). Boca Raton, FL: CRC Press.
- Wildman, J.L., Fiore, S.M., Burke, C.S., Salas, E. (2011). Trust in swift starting action teams: Critical considerations. In N.A. Stanton (Ed.), Trust in Military Teams (pp. 71-88). Surrey, England: Ashgate Publishing.
- Weaver, S.J., Bedwell, W.L. & Salas, E. (2011). Training teams to cope with errors: A multi-level framework for instructional strategies & transfer. In D. Hofmann and M. Freese (Eds.) Errors in Organizations. (pp. 143-176). Lawrence Erlbaum.
- Bedwell, W.L., Weaver, S.J., Salas, E., & Tindall, M. (2011). Emerging conceptualization of adult training and learning. In M. London (Ed.) The Oxford Handbook for Lifelong Learning (pp.450-471), Oxford: Oxford University Press, Inc.
- Salas, E., Maurino, D. & Curtis, M. (2010). Human Factors in Aviation: An overview. In E. Salas & D. Maurino (Eds.) Human Factors in Aviation (2<sup>nd</sup> Ed) (pp. 3-17), Burlington, MA:
- Salas, E., Shuffler, M.L. & DiazGranados, D. (2010) Team Dynamics at 35,000 feet. In E. Salas & D. Maurino (Eds.) Human Factors in Aviation (2<sup>nd</sup> Ed) (pp. 249-292), Burlington, MA:
- Salas, E., Shuffler, M.L., DiazGranados, D. (2010). Flight crew performance at 30,000 feet: An updated perspective. In E. Salas, T. Allard, & D. Maurino (Eds.) Human Factors in Aviation (2<sup>nd</sup> Ed) San Diego, CA: Elsevier.
- Burke, C.S, Salas, E., Smith-Jentsch, K., Sims, V., & Rosen, M.A. (2010). Measuring macrocognition in teams: Some practical guidelines for navigating the complexities. In E.S. Patterson & J.E. Miller (Eds) Macrocognition Metrics and Scenarios (pp. ) Aldershot, England: Ashgate
- Fiore, S.M., Elias, J., Salas, E., Warner, N., & Letsky, M.P. (2010) From data to information, to knowledge: Measuring knowledge building in the context of collaborative cognition. In E.S. Patterson & J.E. Miller (Eds) Macrocognition Metrics and Scenarios (pp. ) Aldershot, England: Ashgate

- Wilson, K.A., Guthrie, J.W., Salas, E., & Howse, W. (2010). Team processes. In D. Garland, J.A. Wise, & V.D. Hopkin (Eds.), Handbook of aviation human factors (2<sup>nd</sup> Ed.). (pp. 9-19-22). Mahwah, NJ: LEA.
- Shuffler, M.L., Salas, E., & Xavier, L. (2010). The design, delivery, and evaluation of crew resource management training. In E. Weiner, B. Kanki & R. Helmreich (Eds.) Crew resource management (pp. 205-232). San Diego, CA: Elsevier.
- Wildman, J.L., Xavier, L.F., Tindall, M. & Salas, E. (2010). Best practices for training intercultural competence in global organizations. . In K. Lundy (Ed). Going global: Practical application and recommendations for HR and OD professional in the global workplace. (pp. 250-294) San Francisco, CA: Wiley & Sons
- Burke, C.S., Shuffler, M., Salas, E. & Gelfand, M. (2010). Multicultural teams: Critical team processes and guidelines. In K. Lundy (Ed). Going global: Practical application and recommendations for HR and OD professional in the global workplace. (pp.46-82) San Francisco, CA: Wiley & Sons
- Wilson, K.A., Salas, E., & Andrews, D.H. (2010). Preventing errors in the heat of battle: Formal and informal learning strategies to prevent teamwork breakdowns. In D.H. Andrews, R.P. Herz & M.B. Wolf (Eds), Human factors issues in combat identification (pp. 1-22) Aldershot, England: Ashgate
- Tannenbaum, S., Beard, R., McNall, L.A. & Salas, E. (2010) Informal learning and development in organizations. In S.W. J. Kozlowski, & E. Salas, (Eds.), Learning, training, and development in organizations. (pp. 303-332) Mahwah, NJ: Taylor Francis.
- Bedwell, W.L., Shuffler, M.L., Wildman, J., & Salas, E. (2010). Self-directed work teams: Best practices for leadership development. In R.J. Burke & M.G. Rothstein (Eds), Self-Management and leadership development, (pp. 251-293). Northampton, MA: Edward Elgar.
- Salas, E., & Kozlowski, S.W.J. (2010). Learning, training and development in organizations: Much progress and a peek over the horizon. In S.W. J. Kozlowski, & E. Salas, (Eds.), Learning, training, and development in organizations. (pp. 461-476) Mahwah, NJ: Taylor Francis.
- Salas, E., & Rosen, M.A. (2010). Experts at work: Principles developing expertise in organizations. In S.W. J. Kozlowski, & E. Salas, (Eds.), Learning, training, and development in organizations. (pp. 99-134) Mahwah, NJ: Taylor Francis.
- Weaver, S.J., Wildman, J.L. & Salas, E. (2009). How to build expert teams: Best practices. In R.J. Burke & C.L. Cooper (Eds.) The peak performing organization (pp. 129-156). New York, NY: Routledge.
- Burnbach, D.J., & Salas, E., (2009). Patient safety and team training. In D.H. Chestnut, L.S. Polley, L.C. Tsen & C.A. Wong (Eds.) Chestnut's Obstetric Anesthesia: Principles and Practices. 4<sup>th</sup> Edition (pp. 211-221) Philadelphia, PA: Mosby.
- Wildman, J.L., & Salas, E., (2009). Making it practical: Simulation, naturalistic decision making, and complexity in team performance. Multi-Level issues in organizational behavior and leadership research Vol. 8 (pp. 301-319).
- Salas, E., Guthrie, J.W., & Burke, C.S. (2009). Why training team decision making is not as easy as you think: guiding principles and needs. Decision making in complex systems., Aldershot, England: Ashgate.

- Salas, E., & Wildman, J.L. (2009). Ten critical research questions: The need for new and deeper exploration. In E. Salas, G.F. Goodwin & C.S. Burke (Eds.), Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches. (pp. 525-546) Mahwah, NJ: Erlbaum.
- Salas, E., Rosen, M.A., Burke, C.S., & Goodwin, G.F. (2009). The wisdom of collectives in organizations: Research based principles for achieving teamwork. In E. Salas, G.F. Goodwin, & C.S. Burke (Eds.), Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches. (pp. 39-79) Mahwah, NJ: Erlbaum.
- Salas, E., Weaver, S.J., Rosen, M.A., Smith-Jentsch, K.A., (2009). Managing team performance in complex settings: Research-based best practices. In J.W. Smither & M. London (Eds), Performance management: Putting research into practice (pp. 197-232). Wiley.
- Goodwin, G.F., Burke, C.S., Wildman, J.L. & Salas, E. (2009). Team effectiveness in complex organizations: An overview. In E. Salas, G.F. Goodwin, & C.S. Burke (Eds.), Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches. (pp. 3-16) Mahwah, NJ: Erlbaum.
- Salas, E., & Rosen, M.A. (2008). Naturalistic Decision Making, Expertise, and Homeland Security. In J.G. Voeller (Ed.), Wiley Handbook of Science and Technology for Homeland Security. (online) Hoboken, NJ: Wiley.
- Salas, E., & Lazzara, E.H. (2008). Training and learning development for homeland security. In J.G. Voeller, (Ed.) Wiley Handbook of Science and Technology for Homeland Security, (online) Hoboken, NJ: Wiley
- Salas, E., Wilson, K., & Lyons, R., (2008). Motivation and expertise at work: A human factors perspective. In R. Kanfer, G. Chen, & R. Pritchard (Eds.), Work motivation (pp.560-567). Boca Raton, FL: CRC Press.
- Driskell, J., & Salas, E. (2008). Affective measurement of performance. In D. Schmorow, J.Cohn, & D. Nicholson (Eds.), The PSI Handbook of Virtual Environments for Training and Education: Developments for the Military and Beyond. Volume 1 (20), (pp. 362-375). Westport, CT: Praeger
- Burke, C.S, Lum, H., Scielzo, S., Smith-Jentsch, K., & Salas, E. (2008) Examining measures of team cognition in virtual teams. In D. Schmorow, J.Cohn, & D. Nicholson (Eds.) The PSI Handbook of Virtual Environments for Training and Education: Developments for the Military and Beyond. Volume 1 (14), (pp. 266-283). Westport, CT: Praeger
- Salas, E., & Rosen, M. (2008) Performance assessment: Section perspective. In D. Schmorow, J.Cohn, & D. Nicholson (Eds.), The PSI Handbook of Virtual Environments for Training and Education: Developments for the Military and Beyond. Volume 1 (3), (pp. 227-235). Westport, CT: Praeger
- Fiore, S.M., Rosen, M., Salas, E., Burke, C.S, & Jentsch, F. (2008) Processes in complex team problem-solving: Parsing and defining the theoretical problem space. In M.P.Letsky, N.W. Warner, S.M. Fiore, C.A.P. Smith, (Eds.) Macro cognition in Teams: Theories and Methodologies. (pp 143). Hampshire, UK: Ashgate.
- Weaver, S.J., & Wildman, J.L., & Salas, E. (2008). How to build expert teams. In C.L. Cooper & R.J. Burke (Eds), The Peak Performing Organization. Oxford, UK: Taylor & Francis, Ltd.

- Rosen, M.A., Salas, E., Lyons, R., & Fiore, S.M. (2008). Expertise and naturalistic decision making in organizations: Mechanisms of effective decision making in complex environments. In G.P. Hodgkinson, & Starbuck, W.H. (Eds.), The Oxford Handbook of organizational decision making: Psychological and management perspectives. (pp. 211-230). Oxford, UK: Oxford University Press.
- Klein, C., DeRouin, R.E., Salas, E., & Stagl, K.C. (2008). What we should know but (probably) never learned in school: Thoughts on human resource education in psychology departments. In V. Gulbinas Scarpello (Ed.), The handbook of human resource management education, (pp. 69-86). Thousand Oaks, CA: Sage Publications.
- Stagl, K.C. & Salas, E. (2008). Best practices in building more effective teams. In R. Burke & C. Cooper (Eds.) Building more effective organizations (pp. 160-182). Cambridge, UK: Cambridge University Press.
- Salas, E., Wilson, K.A., & Lyons, R. (2008). Designing and delivering training for multi-cultural interactions in organizations. In D.I. Stone & E.F. Stone-Romero (Eds.), The influence of culture on human resources management processes and practices. (pp. 117-136) Mahwah, NJ: LEA.
- Burke, C.S., Priest, H.A., Upshaw, C., Salas, E., & Pierce, L. (2008). A sensemaking approach to understanding multicultural teams: An initial framework. In D.I. Stone, & E.F. Stone-Romero (Eds.), The influence of culture on human resources management processes and practices (pp. 265-301). Mahwah, NJ: LEA.
- Burke, C.S., Salas, E., & Diaz-Granados, D. (2008). The role of team learning in facilitating team adaptation within complex environments: Tools and strategies. In V. I. Sessa & M. London (Eds.), Work Group learning. (pp. 217-242) Mahwah, NJ: LEA.
- Stagl, K.C., Salas, E., & Day, D.V. (2008). Assessment of team learning outcomes: Improving team learning and performance. In V. I. Sessa & M. London (Eds.), Work Group learning (pp. 369-392). Mahwah, NJ: Lawrence Erlbaum and Associates.
- Burke, C.S., Hess, K.P., Priest, H.A., Rosen, M.A., Salas, E., Paley, M., & Reidel, S. (2008). Facilitating leadership in a global community: A training tool for multicultural team leaders. In S. Reddy (Ed.), Managing multicultural teams (pp. 178-197). Hyderabad, India: Icfai University Press.
- Stagl, K.C., Salas, E., Rosen, M.A., Priest, H.A., Burke, C.S., Goodwin, G.F., & Johnston, J.H. (2007). Distributed team performance: A multilevel review of distribution, demography, and decision-making. In F. Dansereau & F. Yammarino (Eds.), Research in multi-level issues (Volume 6, pp. 11-58). Amsterdam: Elsevier.
- Stagl, K.C., Salas, E., Rosen, M.A., Priest, H.A., Burke, C.S., Goodwin, G.F., & Johnston, J.H. (2007). Distributed team performance: Continuing the dialogue. In F. Dansereau & F. Yammarino (Eds.), Research in multi-level issues (Volume 6, pp. 83-91). Amsterdam: Elsevier.
- Rosen, M.A., Fiore, S.M. & Salas, E., (2007). Of memes and teams: Exploring the memetrics of team problem solving. In D.H. Jonassen (Ed.), Learning to solve complex scientific problems. (pp.131-155). London, UK: Taylor Frances.
- Jonassen, D.H., Engle, R., Cheng, P. & Salas, E. (2007). Research agenda for the future: What we need to learn about complex, scientific, problem solving. In D.H. Jonassen (Ed.), Learning to solve complex scientific problems. (pp.339-358). London, UK: Taylor Frances.
- Sims, D.E. & Salas, E. (2007). When teams fail in organizations: What creates teamwork breakdowns? In J. Langan-Fox, C. Cooper, & R. Klimoski (Eds.), Research companion to the dysfunctional workplace: Management challenges and symptoms (pp.302-318). Northampton, MA: Edward Elgar Publishing.



- Cohen, M.S., Adelman, L., Bresnick, T.A., Salas, E., & Riedel, S., (2007). Dialogue as medium (and message) for training critical thinking: An initial test. In R. Hoffman (Ed.). Expertise out of context. (pp. 219-263) Mahwah, NJ: Lawrence Erlbaum Associates.
- Burke, C.S., Salas, E., Estep, S., & Pierce, L. (2007). Facilitating team adaptation 'in the wild': A theoretical framework, instructional strategies, and research agenda. In R. Hoffman (Ed.), Expertise out of context. (pp. 403-428) Mahwah, NJ: Lawrence Erlbaum Associates.
- Burke, C.S., Hess, K., Salas, E., Priest, H., Paley, M., & Riedel, S. (2007). Preparing leaders for operations in complex environments: The leadership of multicultural teams. In R. Hoffman (Ed.), Expertise out of context. (pp. 507-524) Mahwah, NJ: Lawrence Erlbaum Associates.
- Salas, E. (2007). Groups. In S.G. Rogelberg (Ed.) Encyclopedia of Industrial and Organizational Psychology (pp. 298-299). Thousand Oaks, CA: Sage Publications, Inc.
- Salas, E., Stagl, K.D., Burke, C.S. & Goodwin, G.F. (2007). Fostering team effectiveness in organizations: Toward an integrative theoretical framework of team performance. In W. Spaulding & J. Flowers (Eds.), Modeling complex systems: Motivation, cognition and social processes. (pp. 185-243). Lincoln, NE: University of Nebraska Press.
- Salas, E., Guthrie, J., & Burke, C.S. (2007). Why training team decision making is not as easy as you think: Guiding Principles and needs. In M. Cook, J. Noyes, & Y. Masakowski (Eds.), Decision Making in Complex Environments. (pp. 225-232). Hampshire, England: Ashgate.
- Stagl, K.C., Salas, E., & Fiore, S.M. (2007). Best practices for cross-training teams. In D.A. Nembhard (Ed), Workforce Cross Training (pp.155-180). Boca Raton, FL: Taylor & Francis Group, LLC.
- Baker, D., Salas, E., Barach, P., Battles, J., & King, H. (2007). The relation between teamwork and patient safety. In P. Carayon (Ed) Handbook of human factors and ergonomics in health care and patient safety. (pp. 259-271) Mahwah, NJ: Lawrence Erlbaum Associates.
- Salas, E., Wilson, K.A., Sims, D.E., Burke, C.S., & Priest, H.A. (2007). Teamwork training for patient safety: Best practices and guiding principles. In P. Carayon (Ed) Handbook of human factors and ergonomics in health care and patient safety. (pp. 803-822) Mahwah, NJ: Lawrence Erlbaum Associates.
- Salas, E., Wilson, K.A., Burke, C.S., & Wightman, D.C. (2006). Crew resource management training research, practice, and lessons learned. In R.C. Williges (Ed), Review of human factors and ergonomics (Vol. 2, pp. 35-73). Santa Monica, CA: Human Factors and Ergonomics Society.
- Salas, E., DeRouin, R.E., & Gade, P.A. (2006). The military's contribution to our science and practice: People, places, and findings. In L. Koppes (Ed.) Historical perspectives in industrial and organizational psychology. (pp.169-192). Mahwah, NJ: Lawrence Erlbaum Associates.
- Salas, E., Priest, H.A., Stagl, K.C., Sims, D.E., Burke, C.S. (2006). Work teams in organizations: A historical reflection and lessons learned. In L. Koppes (Ed.) Historical perspectives in industrial and organizational psychology. (pp. 407-440). Mahwah, NJ: Lawrence Erlbaum Associates.
- Salas, E., Wilson, K.A., Priest, H.A., & Guthrie, J.W. (2006). The design, delivery and evaluation of training systems. In G. Salvendy (Ed.), Handbook of Human Factors and Ergonomics (3<sup>rd</sup> Ed.) (pp.472-512). Hoboken, NJ: John Wiley & Sons.
- Salas, E., Burke, C.S., Fowlkes, J.E. (2006). Measuring team performance "In the Wild": Challenges and tips. In W. Bennett, C.E. Lance and D.J. Woehr (Eds.). Performance Measurement. (pp.245-272). Mahwah, NJ: Lawrence Erlbaum Associates.

- Rosen, M., Kelly, B.C., & Salas, E. (2006). The role of shared cognition and CSCW in strategic alliances. In S. Martinez-Fierro, J.A. Medina-Garrido, & J. Ruiz-Navarro (Eds), Utilizing information technology in developing strategic alliances among organizations. (pp. 73-90). Hershey, PA: Idea Group, Inc.
- Fritzsche, B.A., Stagl, K.L., Salas, E., Burke, C.S. (2006). Enhancing the design, delivery, and evaluation of scenario-based training: Can situational judgment tests contribute? In J.A. Weekley and R.E. Ployhart (Eds). Situational judgment tests. (pp. 301-318). Mahwah, NJ: Lawrence Erlbaum Associates.
- Klein, C., Sims, D.E., & Salas, E. (2006). Training evaluation. In W. Karwowski (Ed), International encyclopedia of ergonomics and human factors. (pp.2441-2446). London: Taylor & Francis.
- Sims, D.E., Klein, C., & Salas, E. (2006). Team-Building. In W. Karwowski (Ed), International encyclopedia of ergonomics and human factors. (pp. 2375-2378). London: Taylor & Francis.
- Stagl, K.C. & Salas, E. (2006). Team effectiveness in organizations: Current research and practice. In W. Karwowski (Ed), International encyclopedia of ergonomics and human factors. (pp. 2384-2389). London: Taylor & Francis.
- Bowers, C., Salas, E., & Jentsch, F. (2006). Introduction: Creating high-tech teams. In C. Bowers, E. Salas, & F. Jentsch (Eds), Creating high-tech teams: Practical guidance on work performance and technology. (pp. 3-8). Washington, DC APA.
- Driskell, J.E., & Salas, E. (2006). Groupware, group dynamics, and team performance. In C. Bowers, E. Salas, & F. Jentsch (Eds), Creating high-tech teams: Practical guidance on work performance and technology. (pp.1 – 34). Washington, DC APA.
- Fiore, S.M., Cuevas, H.M., Schooler, J.W., & Salas, E. (2006) Cognition, teams, and team cognition: Memory actions and memory failures in distributed team environments. In C. Bowers, E. Salas, & F. Jentsch (Eds), Creating high-tech teams: Practical guidance on work performance and technology. (pp. 71-87). Washington, DC APA.
- Catanzaro, D., & Salas, E. (2006) Service encounter dynamics: Strategies and tips for better customer service. In L. Fogli (Ed.), Customer Service Delivery. (pp. 197-224). San Francisco, CA Jossey-Bass.
- Sutton, J.L., Pierce, L.G., Burke, C.S., & Salas, E. (2006). Cultural adaptability. In C.S. Burke, L. Pierce, & E. Salas (Eds.), Advances in human performance and cognitive engineering research (pp.143-173). Oxford, UK: Elsevier Science.
- Klein, C., DeRouin, R.E & Salas, E. (2006). Uncovering workplace interpersonal skills: A review, framework and research agenda. In G. Hodgkinson & J.K. Ford (Eds), International Review of Industrial and Organizational Psychology (Vol. 21). Chicester, UK: Wiley.
- Priest, H.A., Stagl, K.C., Klein, C. & Salas, E. (2006). Virtual teams: Creating context for distributed teamwork. In C.A. Bowers, E. Salas & F. Jentsch (Eds.), Making Effective Work Teams with People, Machines and Networks. (pp. 185-212). Mahwah, NJ: Lawrence Erlbaum & Associates.
- Salas, E., Priest, H.A., & Wilson, K.A. & Burke, C.S. (2006). Scenario-based training: Improving military performance and adaptability. In T.W. Britt, C.A. Castro, & A.B. Adler (Eds.), Military life: The psychology of serving in peace and combat. (Volume 2: Operational Stress, pp. 32-53). Westport, CT: Praeger.

- Driskell, J.E., Salas, E., & Johnston, J. (2006). Decision-making and performance under stress. In T.W. Britt, C.A. Castro, & A.B. Adler (Eds). Military life: The psychology of serving in peace and combat. (Volume 1: Military Performance, --. pp.128-154). Westport, CT: Praeger.
- Sims, D.E., Salas, E., and Burke, C.S. (2005). Promoting effective team performance through training. In S.A. Wheelan (Ed), The Handbook of Group Research and Practice. (pp. 407-426). Thousand Oaks, CA: Sage Publications.
- Salas, E., Guthrie, Jr., J.W., Wilson-Donnelly, K.A., Priest, H.A., & Burke, C.S. (2005). Modeling team performance: The basic ingredients and research needs. In W.B. Rouse & K.R. Boff (Eds)., Organizational Simulation (pp. 185-228). Hoboken, NJ: Wiley.
- Salas, E., Priest, H.A., & Burke, C.S. (2005). Teamwork and team performance measurement. In J.R. Wilson, & N. Corlett (Eds), Evaluation of Human Work (pgs. 793-808). Boca Raton, FL: CRC Press.
- Salas, E., Kosarzycki, M.P., Tannenbaum, S.I., & Carnegie, D. (2005). Aligning work teams and HR practices: Best Practices. In C. Cooper & R. Burke (Eds). Reinventing HR: Challenges and New Directions. (pp. 133-150). Toronto, Canada: Routledge Taylor & Francis Group plc.
- Priest, H.A., Wilson, K.A., & Salas, E. (2005). National standardization efforts in ergonomics and human factors. In W. Karwowski (Ed.). Handbook of Human Factors and Ergonomics Standards (pp. 111-131). Mahwah, NJ: LEA, Inc.
- Wilson, K.A., Priest, H.A., Salas, E., & Burke, C.S. (2005). Can training for safe practices reduce the risk of organizational liability? In I.Noy & W. Karwowski (Eds). Handbook of Forensic Human Factors and Ergonomics. (pp. 6-1 through 6-32). London: Taylor & Francis.
- Salas, E., & Priest, H.A. (2005). Team Training. In N. Stanton, A. Hedge, K. Brookvis, E. Salas, & H. Hendrick (Eds). Handbook of Human Factors and Ergonomics Methods. (pp.44-1 through 44-7). London: Taylor & Francis.
- Salas, E., Priest, H.A., & DeRouin, R.E. (2005). Team building. In N. Stanton, A. Hedge, K. Brookvis, E. Salas, & H. Hendrick (Eds). Handbook of Human Factors and Ergonomics Methods. (pp. 48-1 through 48-5) London: Taylor & Francis.
- Salas, E., Sims, D.E., & Klein, C. (2004). Cooperation at Work. In C. Spielberger (Ed). Encyclopedia of Applied Psychology (Vol. 1) (pp. 497-505). London: Elsevier.
- Kendall, D.L. & Salas, E. (2004). Measuring team performance: Review of current methods and consideration of future needs. In J. Ness, V. Tepe & D. Riteer (Eds.). Advances in Human Performance and Cognitive Engineering Research. Vol 5, (pp. 311-331). London: Elsevier.
- Scielzo, S., Fiore, S.M., Cuevas, H.M., & Salas, E. (2004). Diagnosticity of mental models in cognitive and metacognitive processes: Implications for synthetic task environment training. In S.Schifflet, L.R. Elliott, E. Salas & M. Coovert (Eds). Scaled worlds: Development, validation and applications. (pp. 181-199). Hampshire, England: Ashgate.
- Cuevas, H. M., Fiore, S. M., Salas, E., & Bowers, C.A. (2004). Virtual teams as socio-technical systems. In P.Ferris & S. Godar (Eds). Virtual and collaborative teams: Process, technologies, and practice, (pp. 1-19) Hershey, PA: Idea Group Publishing.
- Salas, E., Burke, C.S., Fowlkes, J.E. & Wilson, K.A. (2004). Challenges and approaches to understanding leadership efficacy in multi-cultural teams. In M. Kaplan (Ed). Advances in Human Performance and Cognitive Engineering Research Vol. 4, (pp. 341-384). London: Elsevier.

- Fiore, S. M. & Salas, E. (2004). Why we need team cognition. In E. Salas & S.M. Fiore (Eds). Team Cognition: Process and Performance at the Inter- and Intra-individual Level. (pp. 3-8) Washington, DC: American Psychological Association.
- Salas, E. & Fiore, S. M. (2004). Why team cognition. In E. Salas & S.M. Fiore (Eds). Team Cognition: Process and Performance at the Inter- and Intra-individual Level. (pp.235-248) Washington, DC: American Psychological Association.
- Stone, D.L., Salas, E., & Isenhour, L.C. (2004). The impact of the internet on human resources management policies and practices. In H. Bidgoli (Ed), The Internet Encyclopedia (pp. 150-162) New York: John Wiley & Sons, Inc.
- Salas, E., Kosarzycki, M.P., Tannenbaum, S.I., & Carnegie, D. (2004). Principles and advice for understanding and promoting effective teamwork in organizations. In R.J. Burke & C. Cooper (Eds). Leading in turbulent times (pp. 95-120). Malden, MA: Blackwell Publishing
- Salas, E., Burke, C.S., Fowlkes, J.E. & Wilson, K.A. (2004). Promoting effective leadership within multi-cultural teams: An even-based approach. In D. Day, S.J. Zaccaro & S.M. Halpin (Eds). Leader development for transforming organizations. (pp. 293-324). Mahwah, NJ: LEA, Inc.
- Salas, E., Burke, C.S. & Stagl, K.C. (2004). Developing teams and team leaders: Strategies and principles. In D. Day, S.J. Zaccaro & S.M. Halpin (Eds). Leader development for transforming organizations. (pp. 325-358), Mahwah, NJ: LEA, Inc.
- Salas, E., Burke, C.S., Fowlkes, J.E. & Priest, H.A. (2003). On measuring teamwork skills. In J. Thomas (Ed) Comprehensive Handbook of Psychological Assessment (Volume 4, Industrial/Organizational Assessment pp. 427-442). Hoboken, N.J.: Wiley.
- Cannon-Bowers, J.A., Salas, E. & Milham, L.M. (2003). The transfer of team training: Recommendations for practice. In E.E. Holton & T. T. Balwin (Eds). Improving learning transfer in organizations (pgs. 195-226). San Francisco, CA: Jossey-Bass, Inc.
- Pierce, L., & Salas E. (2003). Linking human performance principles to the design of information systems. In H.R. Booher (Ed), Handbook of Human Systems Integration (pp. 799-828). New York: John Wiley & Sons, Inc.
- Burke, C.S., Fiore, S., & Salas, E. (2003). The role of shared cognition in enabling shared leadership and team adaptability. In J.A. Conger & C.L. Pearce (Eds), Shared leadership: Reframing the how's and why's of leadership (pp. 103-122). Sage Publishers.
- Kosarzycki, M.P., Salas, E., DeRouin, R., & Fiore, S.M. (2003). Distance learning in organizations: A review and assessment of future needs. In D.L. Stone (Ed). Advances in Human Performance and Cognitive Engineering Research (Volume 3, pp.69-98). Oxford, UK: Elsevier.
- Salas, E., Cannon-Bowers, J.A. & Weaver, J. (2002). Command and control teams: Principle for training and assessment. In R. Flin and K. Arbutnot (Eds). Incident Command: Tales from the Hot Seat (pp. 239-257). Ashgate, UK.
- Salas, E., Oser, R.L., Cannon-Bowers, J.A. & Daskarolis, E. (2002). Team training in virtual environments: An event-based approach. In K.M. Stanney (Ed). Handbook of Virtual Environments (pp.873-892). Mahwah, NJ: LEA, Inc.
- Salas, E., Burke, C.S. & Cannon-Bowers, J.A. (2002). What we know about designing and delivering team training: Tips and guidelines. In K. Kraiger (Ed). Creating, implementing and managing effective training and development: State-of-the-Art lessons for practice (pp. 234-262). San Francisco, CA: Jossey-Bass, Inc

- Salas, E., & Cannon-Bowers, J.A. (2001). Teamwork and team training. In J.J. Smelser & P.B. Baltes (Eds.) International Encyclopedia of the Social and Behavioral Sciences (pp.15487-15492). Pergamon, Oxford, UK.
- Cooke, N., Stout, R. & Salas, E. (2001). A knowledge elicitation approach to the measurement of team situation awareness. In M. McNeil, E. Salas & M. Endsley (Eds.) New trends in collaborative activities: Understanding system dynamics in complex environments (pp. 114-139). Santa Barbara, CA: HFES.
- Salas, E., Fiore, S., Cannon-Bowers, J.A. & Stout, R. (2001). Team situation awareness: Cue-recognition training. In M. McNeil, E. Salas & M. Endsley (Eds.) New trends in collaborative activities: Understanding system dynamics in complex environments (pp. 169-190). Santa Barbara, CA.
- Salas, E., Cannon-Bowers, J.A. & Smith-Jentsch, K.A. (2001). Principles and strategies for team training. In W. Karwoski (Ed.) International Encyclopedia of Ergonomics and Human Factors (pp. 1296-1298). Taylor & Francis.
- Salas, E., Muniz, E.J., & Prince, C. (2001). Situation awareness in teams. In W. Karwoski (Ed.) International Encyclopedia of Ergonomics and Human Factors (pp. 555-557). Taylor & Francis.
- Cannon-Bowers, J.A. & Salas, E. (2001). Team effectiveness and competencies. In W. Karwoski(Ed.) International Encyclopedia of Ergonomics and Human Factors (pp. 1384-1387). Taylor & Francis.
- Smith-Jentsch, K.A., Baker, D.P., Salas, E., Cannon-Bowers, J.A. (2001). Uncovering differences in team competency requirements: The case of air traffic control teams. In E. Salas, C.A. Bowers & E. Edens (Eds.) Improving Teamwork in Organizations: Applications of resource management training (pp.31-54). Hillsdale, NJ: LEA, Inc.
- Driskell, J.E., Salas, E., & Johnston, J. (2001). Stress management: Individual and team training. In E. Salas, C.A. Bowers & E. Edens (Eds.) Improving Teamwork in Organizations: Applications of resource management training (pp.55-72). Hillsdale, NJ: LEA, Inc.
- Oser, R.L., Salas, E., Merket, D.C., & Bowers C.A. (2001). Applying resource management training in naval aviation: A methodology and lessons learned. In E. Salas, C.A. Bowers & E. Edens (Eds.) Improving Teamwork in Organizations: Applications of resource management training (pp.283-304). Hillsdale, NJ: LEA, Inc.
- Salas, E., Bowers, C.A., & Edens, E. (2001). An overview of resource management in organizations: Why now? In E. Salas, C.A. Bowers & E. Edens (Eds.) Improving Teamwork in Organizations: Applications of resource management training (pp.1-8). Hillsdale, NJ: LEA, Inc.
- Salas, E., Bowers, C.A., & Edens, E. (2001). Research and practices of resource management in organizations: Some observations. In E. Salas, C.A. Bowers & E. Edens (Eds.) Improving Teamwork in Organizations: Applications of resource management training (pp.335-340). Hillsdale, NJ: LEA, Inc.
- Weaver, J.L., Cannon-Bowers, J.A. & Salas, E. (2001). Stress and teams: Performance effects and interventions. In P.A. Hancock & Desmond (Eds.). Stress, Workload and Fatigue (pp.83-107). Mahwah, NJ: LEA, Inc.
- Salas, E., & Cannon-Bowers, J.A., (2000). The anatomy of team training. In S. Tobias & D.Fletcher (Eds.) Training and retraining: A handbook for businesses, industry, government and military (pp.312-335). Farmington Hills, MI: Macmillan Reference USA.

- Salas, E., & Cannon-Bowers, J.A. (2000). Design training systems systematically. In E.A. Locke (Ed). Principles of Organizational Behavior: A handbook (pp.43-59). Oxford, UK: Blackwell Publishers.
- Salas, E., & Cannon-Bowers, J.A. (2000). Teams in organizations: Lessons from history. In M.M. Beyerlein (Ed.) Work teams: Past, present and future (pp. 323-331). Kluwer Academic Publishers.
- Blickensderfer, E., Salas, E., & Cannon-Bowers, J.A. (2000). When the teams come marching home: U.S. Military team research since World War II. In M.M. Beyerlein (Ed.) Work teams: Past, present and Future (pp. 255-273). Kluwer Academic Publishers.
- Milanovich, D.M., Salas, E., Cannon-Bowers, J.A., & Muniz, E.J. (2000). Understanding team derailment: A focus on deficient team skills and attitudes. In M.M. Beyerlein, D.A. Johnson, & S.T. Beyerlein (Eds.) Advances in interdisciplinary studies of work teams (Vol. 7, pp. 187-206). Greenwich, CT: JAI Press.
- Bowers, C.A., Jentsch, F., & Salas, E. (2000). Establishing aircrew competencies: A comprehensive approach for identifying CRM training needs. In H.F. O'Neil, Jr. and D.H. Andrews (Eds.) Aircrew Training Methods and Assessment (pp. 67-84). Mahwah, NJ: LEA.
- Dwyer, D.J., & Salas, E. (2000). Principles of performance measurement for insuring aircrew training effectiveness. In H.F. O'Neil, Jr. and D.H. Andrews (Eds.) Aircrew Training Methods and Assessment (pp. 223-244). Mahwah, NJ: LEA.
- Prince, C., & Salas, E. (2000). Team situation awareness, errors, and crew resource management: Research integration for training guidance. In M.R. Endsley, and D.J. Garland (Eds.) Situation awareness analysis and measurement (pp. 325-348). Mahwah, NJ: LEA.
- Blickensderfer, E., Cannon-Bowers, J.A., Salas, E. & Baker D. P. (2000). Analyzing knowledge requirements in team tasks. In J.M.C. Schraagen, S.F. Chipman & V.L. Shalin (Eds.). Cognitive task analysis (pp. 431-447). Mahwah, NJ: LEA, Inc.
- Stout, R., Salas, E., Cannon-Bowers, J.A. & Cooke, N. (2000). Cognitive engineering in team performance measurement. In M.M. Beyerlein, D.A. Johnson, & S.T. Beyerlein (Eds.) Advances in interdisciplinary studies of work teams (Vol. 6, pp. 27-53). Greenwich, CT: JAI Press.
- Smith-Jentsch, K.A., Blickensderfer, E., Salas, E., & Cannon-Bowers, J.A. (2000). Helping team members Help themselves: Propositions for facilitating guided team self-correction. In M.M. Beyerlein, D.A. Johnson, & S.T. Beyerlein (Eds.) Advances in interdisciplinary studies of work teams (Vol. 6, pp. 55-72). Greenwich, CT: JAI Press.
- Kozlowski, S.W.J., Brown, K.G., Weissbein, D.A., Cannon-Bowers, J.A., & Salas, E. (2000). A multi-level approach to training effectiveness: Horizontal and vertical transfer. In K.J. Klein & S.W.J. Kozlowski (Eds.) Multilevel theory, research and methods in organizations. San Francisco, CA: Jossey-Bass.
- Salas, E., Cannon-Bowers, J.A., Rhodenizer, & Bowers, C.A. (1999). Training in organizations: Myths, misconceptions, and mistaken assumptions. In G. Ferris (Ed.) Research in Personnel and Human Resources Management (Vol. 17, pp. 123-161). Greenwich, CT: JAI Press Inc.
- Oser, R.L., Cannon-Bowers, J.A., Salas, E. & Dwyer, D.J. (1999). Enhancing human performance in technology-rich environments: Guidelines for scenario-based training. In E. Salas (Ed.) Human /Technology Interaction in Complex Systems (Vol. 9, pp. 175-202). Greenwich, CT: JAI Press Inc.

- Paris, C. Salas, E., & Cannon-Bowers, J.A. (1999). Human performance in multi-operator systems. In P.A. Hancock (Ed.) Human Performance and Ergonomics: Perceptual and Cognitive Principles (pp. 329-386). Orlando, FL: Academic Press.
- Prince, C. & Salas, E. (1999). Team processes and their training in aviation. In D.J. Garland, J.A. Wise & V.D. Hopkins (Eds.) Handbook of Aviation Human Factors (pp. 193-214). Hillsdale, NJ: LEA, Inc.
- Cannon-Bowers, J.A., & Salas, E. (1998). Individual and team decision-making under stress: Theoretical underpinnings. In J.A. Cannon-Bowers & E. Salas (Eds.). Making Decisions Under Stress: Implications for Individual and Team Training (pp. 17-38). Washington, D.C.:APA.
- Blickensderfer, E., Cannon-Bowers, J.A. & Salas, E. (1998). Cross-Training and team performance. In J.A. Cannon-Bowers & E. Salas (Eds.). Making Decisions Under Stress: Implications for Individual and Team Training (pp. 299-311). Washington, D.C.:APA.
- Cannon-Bowers, J.A., Burns, J.J., Salas, E. & Pruitt, J.S. (1998). Advanced technology in scenario-based training. In J.A. Cannon-Bowers & E. Salas (Eds.). Making Decisions Under Stress: Implications for Individual and Team Training (pp. 365-374). Washington, D.C.:APA.
- Salas, E., Cannon-Bowers, J.A., & Johnston, J.H. (1998). Lessons learned from conducting the TADMUS program: Balancing science, practice, and more. In J.A. Cannon-Bowers & E. Salas (Eds.). Making Decisions Under Stress: Implications for Individual and Team Training (pp. 409-413). Washington, D.C.:APA.
- Salas, E., Cannon-Bowers, J.A., Church Payne, S. & Smith-Jentsch, K.A. (1997). Teams and teamwork in the military. In C. Cronin (Ed.) Military Psychology: An introduction (pp. 71-87). Needham Height, MA
- Cannon-Bowers, J.A., & Salas, E. (1997). Teamwork competencies: The interaction of team members knowledge, skills and attitudes. In H.F. O'Neil (Ed.) Workforce readiness: Competencies and assessment (pp. 151-174). Hillsdale, NJ: LEA.
- Flin, R., Salas, E., Strub, M. & Martin, L. (1997). Introduction. In R. Flin, E. Salas, M. Strub, & L. Martin (Eds.) Decision Making under Stress: Emerging Themes and Applications. (pp. 1-8). Aldershot, U.K.: Ashgate.
- Pruitt, J.S., Cannon-Bowers, J.A., & Salas, E. (1997). In search of naturalistic decisions. In R. Flin, E. Salas, M. Strub, & L. Martin (Eds.) Decision Making under Stress: Emerging Themes and Applications (pp. 29-42). Aldershot, U.K.: Ashgate.
- Weaver, J.L., Bowers, C.A., Salas, E. & Cannon-Bowers, J.A. (1997). Motivation in teams. In M.M. Beyerlein, D.A. Johnson & S.T. Beyerlein (Eds.) Advances in Interdisciplinary studies of work teams (Vol. 4, pp. 167-192). Greenwich, CT: JAI Press.
- Blickensderfer, E., Cannon-Bowers, J.A. & Salas, E. (1997). Theoretical bases for team self-correction: Fostering shared mental models. In. M.M. Beyerlein, D.A. Johnson & S.T. Beyerlein (Eds.) Advances in interdisciplinary studies of work teams (Vol. 4, pp. 249-279). Greenwich, CT: JAI Press.
- Baker, D.P. & Salas, E. (1997). Principles for measuring teamwork: A summary and look towards the future. In M.T. Brannick, E. Salas & C. Prince (Eds.). Team performance assessment and measurement: Theory, methods and applications (pp.331-356). Hillsdale, NJ: LEA.

- Prince, A., Prince, C., Brannick, M.T., & Salas, E. (1997). The measurement of team process behaviors in the cockpit: Lessons learned. In M.T. Brannick, E. Salas & C. Prince (Eds.). Team performance assessment and measurement: Theory, methods and applications (pp.289-310). Hillsdale, NJ: LEA.
- Dwyer, D.J., Fowlkes, J.E., Oser, R.L., Salas, E. & Lane, N. (1997). Team performance measurement in distributed environments: The TARGETs methodology. In M.T. Brannick, E. Salas & C. Prince (Eds.). Team performance assessment and measurement: Theory, methods and applications (pp.137-154).Hillsdale, NJ: LEA.
- Cannon-Bowers, J.A. & Salas, E. (1997). A framework for developing team performance measures in training. In M.T. Brannick, E. Salas & C. Prince (Eds) Team performance assessment and measurement: Theory, methods and applications (pp. 45-62). Hillsdale, NJ:LEA
- Salas, E., Cannon-Bowers, J.A. & Johnston, J.H. (1997). How can you turn a team of experts into an expert team? Emerging training strategies. In C. Zsombok & G. Klein (Eds.) Naturalistic decision-making (pp.359-370). Hillsdale, NJ:LEA
- Salas, E. & Cannon-Bowers, J.A. (1997). Methods, tools, and strategies for team training. In M.A. Quiñones & A. Ehrenstein (Eds.) Training for a rapidly changing workplace: Applications of psychological research (pp.249-280). Washington, D.C.:APA.
- Salas, E., Cannon-Bowers, J.A. & Kozlowski, S.W.J. (1997). The science and practice of training: Current trends and emerging themes. In J.K. Ford & Associates (Eds.) Improving training effectiveness in work organizations (pp. 357-367). Hillsdale, NJ: LEA.
- Salas, E., Cannon-Bowers, J.A. & Blickensderfer, E. L. (1997). Moving toward reciprocity: Principles, guidelines and specifications. In J.K. Ford and Associates (Eds.) Improving training effectiveness in work organizations (pp. 291-322). Hillsdale, NJ: LEA
- Rogers, W. A., Maurer, T., Salas, E., & Fisk, A. D. (1997). Training design and cognitive theory: Principles and a methodology. In J. K. Ford and Associates (Eds.) Improving training effectiveness in work organizations (pp. 19-46). Hillsdale, NJ: LEA.
- Kozlowski, S.W.J. & Salas, E. (1997). An organizational system approach for the implementation and transfer of training. In J.K. Ford and Associates (Eds.) Improving training effectiveness in work organizations (pp. 247-290). Hillsdale, NJ: LEA.
- Duncan, P.C., Rouse, W.B., Hall Johnston, J., Cannon-Bowers, J.A., Salas, E. & Burns, J.J. (1996). Training teams working in complex systems: A mental model based approach. In W.B. Rouse (Ed.) Human/Technology Interaction in Complex Systems (Vol. 8, pp. 173-231). Greenwich, CT: JAI Press.
- Tannenbaum, S.I., Salas, E. & Cannon-Bowers, J.A. (1996). Promoting team effectiveness. In M. West (Ed.) Handbook of Work Group Psychology (pp. 503-529). Sussex, England: John Wiley & Sons.
- Kozlowski, S.W.J., Gully, S.M., McHugh, P.P., Salas, E. & Cannon-Bowers, J.A. (1996). A dynamic theory of leadership and team effectiveness: Developmental and task contingent leader roles. In G.R. Ferris (Ed.) Research in personnel and human resources management. (Vol. 14, pp. 253-305). Greenwich, CT: JAI Press.
- Bowers, C.A., Oser, R.L., Salas, E. & Cannon-Bowers, J.A. (1996). Team performance in automated systems. In R. Parasuraman & M. Mouloua (Eds.). Automation and Human Performance: Theory and applications (pp. 243-266). Hillsdale, NJ: LEA.



- Kozlowski, S.W.J. , Gully, S.M., Salas, E. & Cannon-Bowers, J.A. (1996). Team leadership and development: Theory, principles, and guidelines for training leaders and teams. In M. Bayerlein, S. Bayerlein & D. Johnson (Eds.) Advances in interdisciplinary studies of work teams (Vol. 3, pp. 251-289). Greenwich, CT: JAI Press.
- Salas, E., Driskell, J.E. & Hughes, S. (1996). The study of stress and human performance. In J.E. Driskell & E. Salas (Eds.). Stress and human performance. (pp. 1-45). Hillsdale, NJ:LEA.
- Urban, J.M., Bowers, C.A., Cannon-Bowers, J.A. & Salas, E. (1995). The importance of team architecture in understanding team processes. In M. M. Bayerlein, A. Johnson & S.T. Bayerlein (Eds.) Advances in interdisciplinary studies of work teams. (Vol. 2, pp. 205-228). Greenwich, CT: JAI Press.
- Zalesny, M.D, Salas,E. & Prince, C. (1995). Conceptual and measurement issues in coordination: Implications for team behavior and performance. In G. R. Ferris(Ed.) Research in personnel human resources management (Vol. 13, pp. 81-116). Greenwich, CT: JAI Press.
- Salas, E., Burgess, K.A. & Cannon-Bowers, J.A. (1995). Training effectiveness research: The tools of the trade. In J. Weiner (Ed.) Research techniques in human engineering. (pp. Englewood Cliffs, NJ: Prentice-Hall.
- Shrestha, L.B., Prince, C., Baker, D.P. & Salas, E. (1995). Understanding situation awareness: Concepts, methods and training. In W.B. Rouse (Ed.) Human/Technology Interaction in Complex Systems. (Vol. 7, pp. 45-83). Greenwich, CT: JAI Press.
- Cannon-Bowers, J.A., Tannenbaum, S.I., Salas, E., & Volpe, C. (1995). Defining competencies and establishing team training requirements. In R.A. Guzzo & E. Salas (Eds.) Team effectiveness and decision-making in organizations ( pp. 333-380) . San Francisco, CA: Jossey-Bass, Inc.
- McIntyre, R. & Salas, E. (1995). Measuring and managing for team performance: Emerging principles from complex environments. In R.A. Guzzo & E. Salas (Eds.). Team effectiveness and decision-making in organizations (pp. 9-45). San Francisco, CA: Jossey-Bass, Inc.
- Prince, C., Bowers, C.A., & Salas, E. (1994). Stress and crew performance: Challenges for aeronautical decision making training. In A.N. Johnston, N.J. McDonald & R.G. Fuller (Eds.) Aviation Psychology in Practice. (pp. 286-308 ). Aldershot, UK: Ashgate.
- Swezey, R.W., Meltzer, A.L. & Salas, E. (1994). Some issues involved in motivating teams. In H.F. O'Neil, Jr. & M. Drillings (Eds.) Motivation: Theory and Research. (pp. 141-169). Hillsdale, N.J.:LEA, Inc.
- Prince, C. & Salas, E. (1993). Training and research for teamwork in the military aircrew. In E.L. Wiener, B.G. Kanki & R.L. Helmreich (Eds.) Cockpit Resource Management. (pp. 337-367). Orlando, FL: Academic Press.
- Cannon-Bowers, J.A., Salas, E. & Converse, S. (1993). Shared mental models in expert team decision-making. In N.J. Castellan, Jr. (Ed.) Current issues in individual and group decision-making (pp. 221-246). Hillsdale, N.J.: Lawrence Erlbaum.
- Morgan, B.B., Jr., Herschler, D.A., Wiener, E.L. & Salas, E. (1993). Implications of automation technology for aircrew coordination and performance. In W.B. Rouse (Ed.) Human/Technology Interaction in Complex Systems. (Vol. 6, pp. 105-136). Greenwich, CT: JAI Press.
- Means, B., Salas, E., Crandall, B. & Jacobs, T.O. (1993). Training decision makers for the real world. In G. Klein, J. Orasanu, R. Calderwood & C.E. Zsombok (Eds.) Decision-making in action: Models and methods (pp. 306-326). Norwood, NJ: Ablex.

- Orasanu, J. & Salas, E. (1993). Team decision-making in complex environments. In G. Klein, J. Orasanu, R. Calderwood & C.E. Zsombok (Eds.) Decision-making in action: Models and method. (pp. 327- 345). Norwood, NJ: Ablex.
- Tannenbaum, S.I., Beard, R.L. & Salas, E. (1992). Team building and its influence on team effectiveness: An examination of conceptual and empirical developments. In K. Kelley (Ed.) Issues, theory and research in industrial/organizational psychology (pp. 117-153). Amsterdam: Elsevier.
- Salas, E., Dickinson, T.L., Converse, S.A. & Tannenbaum, S.I. (1992). Toward an understanding of team performance and training. In R.W. Swezey & E. Salas (Eds.) Teams: Their training and performance (pp. 3-29). Norwood, NJ: Ablex.
- Driskell, J.E. & Salas, E. (1992). Can you study real teams in contrived settings?: The value of small group research to understanding teams. In R.W. Swezey & E. Salas (Eds.) Teams: Their training and performance (pp. 101-124). Norwood, NJ: Ablex.
- Swezey, R.W. & Salas, E. (1992). Guidelines for use in team training development. In R.W. Swezey & E. Salas (Eds.) Teams: Their training and performance (pp. 219-245). Norwood, NJ: Ablex.
- Driskell, J.E., & Salas, E. (1992). Military Psychology. In T.N. Dupuy (Ed.) International Military and Defense Encyclopedia. Washington, D.C.: Pergamon.
- Arvey, R.D., Bhagat, R.S. & Salas, E. (1991). Cross-cultural and cross-national issues in personnel and human resources management: Where do we go from here? In G.R. Ferris & K.M. Rowland (Eds.) Research in personnel and human resources management (Vol. 9, pp. 367-407). Greenwich, CT: JAI Press.
- Driskell, J.E. & Salas, E. (1991). Overcoming the effects of stress on military performance: Human factors, training and selection strategies. In R. Gal & A. D.Mangelsdorff (Eds.) Handbook of Military Psychology (pp. 183-193). London, England: Wiley.
- Salas, E. (1989). Introduction: Models of training and skill retention. In G.R. McMillan, D. Beevis, E. Salas, M.H. Strub, R. Sutton & L. Van Breda (Eds.) Applications of Human Performance Models to System Design (pp. 399-402). New York: Plenum Press.
- Salas, E. (1986). Factores organizacionales en el proceso de transferencia de tecnologia de recursos humanos en el Peru. [Organizational factors in the transfer process of human resources technologies in Peru]. In F.R. Leon (Ed.) Psicologia y Realidad Peruana: El aporte objetivo (pp. 219-232). Lima, Peru: Mosca Azul.
- Williams, K.E., Reynolds, R.E., & Salas, E. (1985). The integration of surface warfare simulation with instructional training technology. In J.S. Garnier (Ed.) Simulators Proceedings of the Conference on Simulators (pp. 66-71). La Jolla, CA: Simulation Councils, Inc.

### **INVITED COLLOQUIA, SEMINARS & LECTURES**

- Council of Graduate Departments of Psychology (St. Petersburg, FL) Creating a culture of collaboration: Insights from the science of teamwork. Talk given at the 2020 Annual COGDOP meeting. February, 2020.
- Society of Teachers of Family Practice (Phoenix, AZ) Saving Lives: Insights from the Science of Teamwork. Talk give at the 2019 STFM Conference on Practice & Quality Improvement. December, 2019.

Foundation for Health Leadership & Innovation (Raleigh, NC) Saving Lives: Insights from the Science of Teamwork. Talk given at the NC Integrated Care Symposium 2019: Inspire, Educate & Connect. November, 2019.

Texas Childrens Hospital (Houston, TX) Saving Lives: Insights from the Science of Teamwork. Talk given at the Heart Center Retreat. October, 2019.

Texas Childrens Hospital (Houston, TX) Saving Lives: Insights from the Science of Teamwork. Talk given at the Faculty Engagement Development Meeting. July, 2019.

Baylor College of Medicine (Houston, TX) Creating a culture of patient safety: Observations on what it takes! April, 2019

Tulane University A.B. Freeman School of Business (New Orleans, LA) The Impact of Team Science: Some reflections after a 30+ year journey... February, 2019.

Houston Methodist Hospital (Houston, TX) Saving Lives: Contributions from the Science of Teamwork. Invited talk given at the System Quality Grand Rounds,. July, 2017.

University of Alabama Birmingham (Birmingham, AL) What Does it Take to Save Lives?: The Science of Teamwork May, 2017.

Baylor College of Medicine (Houston, TX) The science of teamwork: What does it take to save lives? Invited talk at the OB/GYN Graduate Rounds September, 2016.

MD Anderson (Houston, TX) Saving Lives: The Science of Teamwork and what matters. Invited talk at the Oncology Science and Practice Forum. September, 2016

University of Texas Health (Houston, TX) What does going to Mars, Team Science and Patient Care have in common? Invited talk at the Department of Interprofessional Education. September, 2016

Baylor College of Medicine (Houston, TX) Saving lives: The Science of Teamwork and what matters in practice. Invited talk at the Profiles of Professional Lecture Series. September, 2016

American Heart Association (Dallas, TX) Team science, teamwork & collaboration: Progress and Advice. May 2015

American Heart Association (Dallas, TX) Building a culture of collaboration: Observations, drivers and advice. May 2015

University of Florida, School of Medicine (Gainesville, FL). Creating a culture of teamwork to save lives! What does it take? April, 2015

Loyola University Chicago, Stritch School of Medicine. (Chicago, IL). Does medical team training work? Invited talk given at the Healthcare team training and evaluation conference. May, 2014

Duke University, School of Medicine (Durham, NC). The science of teamwork: What does it take to save lives.... April, 2013

University of Florida, School of Medicine (Jacksonville, FL). Saving lives with teamwork: What matters. April, 2013.

University of Wisconsin, School of Medicine and Public Health (Madison, WI). Teamwork when the lives of others depend on it: What matters. February, 2013.

University of Wisconsin, School of Medicine and Public Health (Madison, WI). Does team training work? Ten success factors. February, 2013.

Penn State Hershey, College of Medicine (Hershey, PA). The science of teamwork and why it matters in healthcare. November, 2012.

Universidad Adolfo Ibanez (Santiago, Chile). Key factors for effective teamwork. September, 2012.

Universidad de Lima (Lima, Peru). The science and practice of team effectiveness: What we know Works and more... September, 2012.

Universidad de Lima (Lima, Peru). The science of training: What Works. September, 2012.

Cedar-Sinai Hospital (Los Angeles, CA). Promoting teamwork when the lives of others depend on it. March, 2012.

Pennsylvania State University (College Station, PA). Having fun practicing our science: Top 10 list of what matters. April, 2012.

Georgia Institute of Technology (Atlanta, GA). The science of training in organizations: What matters in practice. February, 2012.

McGill University (Montreal, Canada). What turns a team of experts into an expert team? November, 2011.

Healthcare Society of Alberta (Calgary, Canada). Promoting teamwork when the lives of others depend on it. September, 2011.

Florida Hospital (Orlando, FL). Promoting teamwork when the lives of others depend on it. March, 2011.

New York University-Wagner (NY, NY). The science of teamwork: What matters in teams and team leaders. March, 2011.

George Washington University (Washington, DC). The science and practice of team performance: A quarter century of progress. February, 2011.

Metro (NYC, NY). The science of practice of team performance: A quarter century of progress. December, 2010.

Sunnybrook Hospital (Toronto, CA). How do you turn a team of experts into an expert team. October, 2010.

Carnegie Mellon University (Pittsburgh, PA). The science of team performance: A quarter century of progress. March, 2010.

American Psychological Association Master Lecturer (Toronto, Canada). The science of team performance: A quarter century of progress. August, 2009.

Stanford University (Palo Alto, CA). Training a team of experts into an expert team: Contributions of the science of teamwork and simulation. February, 2009.

University of Nebraska (Omaha, NE). The science of team performance: A quarter century of progress. February, 2009.

University of Houston (Clear Lake, TX). The long voyage to Mars: Can the science of team performance help? January, 2009.

Northwestern University (Feinberg School of Medicine) (Chicago, IL). Does team training work? What the data tell us. October, 2008.

Cerner Physician Leadership Forum (Kansas City, MO). Promoting teamwork when the lives of others depend on it: What does it take? September, 2007.

Beth Israel Deaconess Medical Center (Boston, MA). Creating HROs through teamwork: What does it take? April, 2007.

Vanderbilt University (School of Medicine) (Nashville TN). Promoting teamwork when the lives of others depend on it: What does it take? March 2007.

Creighton University (School of Medicine Distinguished Lecture Series) (Omaha, NE). Promoting teamwork when the lives of others depend on it: What does it take. February, 2007

University of Miami, (School of Medicine) (Miami, FL). Promoting teamwork when the life of others depend on it. October, 2006.

Mayo Clinic (College of Medicine) (Rochester, MN). Promoting teamwork when the life of others depend on it. October, 2006

John Hopkins University (School of Medicine) (Baltimore, MD). Communication and cooperation when the life of others depend on it. August, 2006.

North Carolina State University (Raleigh, NC). Follow the money: Strategies, Tips (and more) for receiving funding. April, 2006.

Creighton University (School of Medicine) (Omaha, NE). Promoting teamwork when your life (and that of others) depend on it... February, 2006.

UBS Investment Bank (London, England). The power of teams. January, 2006. NASA – Kennedy Space Center & Johnson Space Center (Cocoa Beach, FL). How do you turn a team of experts into an expert team. December, 2005.

NCIOP (Greensboro, NC). Promoting Teamwork in Organizations: The wisdom of collectives. September, 2005.

University of Wisconsin-Madison (Madison, WI). Crew resource management and teamwork in Patient Safety. September, 2005

UBS Investment Bank (New York, NY). The wisdom of collectives: 20 years of research and practice. May, 2005).

Air Force Research Laboratory (Dayton, OH). The wisdom of collectives: 20 years of research and progress. March, 2005.

Air Force Reserve Command (Riverside, CA). The design, implementation and evaluation of CRM training: Observations and what works. March, 2005.

NASA-Johnson Space Center (Houston, TX). What effective teams do. February, 2005.

University of Wisconsin-Madison (Madison, WI). Patient Safety: Contributions of the science of training. November, 2004

Karolinska Institute (Stockholm, Sweden). So you want to conduct training evaluation? What does it take? September, 2004.

Karolinska Institute (Stockholm, Sweden). Promoting patient safety through the systematic design of training: Guiding principles. September, 2004.

Hofstra University (Long Island, NY). The challenges of applying what we know about training in organizations. March, 2004.

North Dakota State University (Fargo, ND). The science of team performance and training: What we know so far... October, 2003.

Clinica Anglo Americana (Lima, Peru). Teamwork in organizations: Principles for effective medical practice. July, 2003.

University of Connecticut (Storm, CT). The science and practice of training in organizations: Some observations... April, 2003.

North Atlantic Treaty Organization Meeting (Farnborough, UK). Cultural barriers in multi-national team work. April, 2003.

Rice University (Houston, TX). The science of training: Why organizations don't pay attention to it. November, 2002.

Old Dominion University (Norfolk, VA). The science of training: How things have changed. March, 2002.

Hospital Carrion (Lima, Peru). Team performance in stressful environments. March, 2002.

Universidad Mayor de San Marcos (Lima, Peru). The science and practice of teamwork and team training. November, 2001.

Universidad Ricardo Palma (Lima, Peru). Training in organizations: What science tells us. November, 2001.

Institute for Simulation & Training, University of Central Florida (Orlando, FL). The science of training: Why organizations do not pay attention to the findings. October, 2001.

British Airways (London, UK). What do we know about teamwork and team training: Helping to promote safety in high risk environments. May, 2001.

Texas A&M University (College Station, TX). The science and practice of team training and performance. December, 2000.

University of Aberdeen (Aberdeen, Scotland). Creating safe environments through teamwork. October, 2000.

Klein Associates (Dayton, OH). The science of training: A decade of progress. September, 2000.

Astra Zeneca (Seville, Spain). What does it take to turn a team of experts into an expert team? December, 1999.

New Mexico State University (Las Cruces, NM). Team performance and training: 10 Years of Progress. November, 1999.

Universidad del Desarrollo (Santiago, Chile). Reaching group effectiveness in organizations: What does it take? October, 1999.

Universidad del Desarrollo (Santiago, Chile). The science and practice of team training and performance: What do we know so far. October, 1999.

- Haworth, Inc. (Holland, MI). Achieving team effectiveness in organizations: What does it take? September, 1999.
- University of Houston (Houston, TX). Instructional strategies to enhance teamwork in complex environments. September, 1999.
- Florida International University (Miami, FL). Teamwork in complex environments: Emerging principles. October, 1996.
- University of Maryland (College Park, MD). Tools and strategies for enhancing teamwork. October, 1996.
- Stephens Institute of Technology (Hoboken, NJ). Achieving team effectiveness: What does it take? April, 1996 (Gaudet Lecture Series).
- University of Colorado (Denver, Colorado). Recent trends in training effectiveness research: Some observations and an empirical study. March, 1996.
- The Robert Gordon University (Aberdeen, Scotland). Team performance and training in complex environments. April, 1995.
- University of Central Florida (Orlando, FL). Can Psychology Make a Difference?: The Case of Team Training. October, 1994.
- Rice University (Houston, TX). Advances in Team Training: Theory, Research & Applications. May, 1994.
- Pennsylvania State University (State College, PA). Team Training: Principles and Propositions. April, 1993.
- Indiana University (Bloomington, IN). Team training and performance: Lessons learned and new directions. March, 1991.
- Kent State University (Kent, OH). Decision making: Perspectives for the '90s. November, 1990.
- George Washington University (Washington, D.C.). Team training and performance: Lessons learned. November, 1989.
- Michigan State University (East Lansing, MI). Overview of team training and performance research. February, 1988.

### **INVITED PROFESSIONAL ACTIVITIES**

- Salas, E., (2019, October) Saving Lives: Insights from the Science of Teamwork. Keynote address given at the Collaborating Across Borders VII. Crossroads of Collaboration, Indiana University. Indianapolis, IN.
- Salas, E. (2019, June) Toward an understanding of team resilience: Opportunities and Challenges. Keynote address given at the Conference on Leading Resilient Teams. Smith School of Business, Queen's University. Kingston, Ontario. Canada.
- Salas, E. (2019, May) Expert on team work in healthcare systems and TeamSTEPPS. Keynote address given at the 40<sup>th</sup> Annual International Association for Human Caring (IAHC) Conference. Greenville, SC.

- Salas, E. (2019, April) Creating a culture of patient safety: Observations on what it takes! Keynote address given at the 6<sup>th</sup> Annual Quality Improvement and Patient Safety Conference. Houston, TX.
- Salas, E. (2018, May) Teamwork and Simulation-based Training: Observations after 30 years... Keynote address given at the Simulation-based Quality Improvement and Research Forum. Houston, TX.
- Salas, E., (2018, April) Saving Lives: Guidance from the Science of Teamwork. Invited talk given at UW-Madison Health Sciences. Madison, WI.
- Salas, E., (2018, April) Why You Should Care about Teamwork: Some Evidence-based Practices. Presentation given at UW-Madison Health Sciences. Madison, WI.
- Salas, E., (2018, January) Insights from the Science of Teamwork: What Matters in Practice. Invited talk given at the Current and Emerging Trends in Aging and Work Conference. Miami Beach, FL.
- Salas, E., (2017, October) The Science of Training: Evidence-based Practices for Skill Development. Invited talk given at the IADC Human Factors Conference & Exhibition. Galveston, TX.
- Salas, E., (2017, October) The Science of Teamwork Focusing on the 7 C's. Invited talk given at the 2017 Annual Quality Congress. Vermont Oxford Network (VON). Chicago, IL.
- Salas, E., (2017, October) Saving Lives: The Science of Teamwork and What Matters in Practice. Keynote address given at the 2017 Sanford Nursing Research and Evidence-Based Practice Conference. Sioux Falls, SD.
- Salas, E., (2017, September) Saving Lives: Guidance from the Science of Teamwork. Invited talk given at the Dept. of Neurobiology and Anatomy Seminar Series. Houston, TX.
- Salas, E., (2017, September) Saving Lives: Guidance from the Science of Teamwork. Invited talk given at the 2017 Team Science and Virtual Healthcare Conference. Grand Rapids, MI.
- Salas, E., (2017, August) 10 Observations on 30 years of Research in Teamwork and Simulation. Keynote address given at the Australasian Simulation Congress. Sydney, Australia.
- Salas, E. (2017, August) The Science of Teamwork: What Really Works in Practice? Invited talk given at the Australasian Simulation Congress. Sydney, Australia.
- Salas, E. (2016, October) Saving Lives: The science of teamwork and what it takes. Invited talk given at the ANCC Research Symposium: Building Research Capacity in your Organization. Orlando, FL.
- Salas, E. (2016, October) Can Teamwork Increase Safety? Invited talk given at the IADC Human Factors Conference. Galveston, TX.
- Salas, E. (2015, June) How can you turn a team of experts into an expert team? Invited talk given at the Fundamentals of Team Science and the Science of Team Science workshop. Bethesda, MD
- Salas, E. (2015, June) The Science of simulation-based training (SBT): Seven observations. Keynote address given at Screening, Brief Intervention and Referral to Treatment (SBIRT) for alcohol and other drug use: An Interprofessional Conference. Pittsburgh, PA
- Salas, E. (2014, June). Creating resilience with teamwork: What matters.... Invited talk given at the 4<sup>th</sup> Institute of Work Psychology International Conference. Sheffield, UK
- Salas, E. (2014, June). Three decades of team science: Progress and challenges ahead. Keynote address given at the 4<sup>th</sup> Institute of Work Psychology International Conference. Sheffield, UK.



- Salas, E. (2014, May) Does medical team training work? Invited talk given at the Healthcare team training and evaluation conference. Loyola University Chicago, Stritch School of Medicine. Chicago, IL.
- Salas, E. (2013, June). Transfer of training in organizations. Invited talk given at the meeting of the Board on Behavioral, Cognitive, and Sensory Sciences. National Research Council. Washington, D.C.
- Salas, E. (2012, March). Transforming healthcare one team at a time: What matters. Invited address given at the Human Factors and Ergonomics Society Symposium on Healthcare. Baltimore, MD.
- Salas, E. (2012, March). Promoting teamwork when the lives of neonatal depend on it. Address given at the 30<sup>th</sup> Annual National Conference of Neonatal Nursing. Orlando, FL.
- Salas, E. (2011, November). Fostering teamwork competencies with simulation-based training: What matter and some advice...Keynote address given at the 2011 Simulation Summit (Royal College of Physician and Surgeons of Canada). Montreal, Canada.
- Salas, E. (2011, November). What turns a team of experts into an expert team? Keynote address given at the 2<sup>nd</sup> Annual Falck Nutic Conference. Staranger, Norway.
- Salas, E. (2011, March). The science and practice of organizational psychology: What matters... Invited Keynote address given at the Annual Congress of Industrial Organization Psychology of Puerto Rico: Knowledge, Integration and Challenges in the Development of the Human Capital. Ponce, Puerto Rico.
- Lazarra, E.H., Rosen, M.A., Weaver, S.J., Feldman, M. & Salas, E. (2011, January). Developing observes to reliable users teamwork skills in simulation-based training. Conducted workshop at the 2011 International Simulation in Healthcare Conference, New Orleans, LA.
- Salas, E., (2010, February). How to deliver and design effective team training for safety? Invited workshop given at the Safety Symposium 2010: Implementing and sustaining safety in People and Organizations. Singapore.
- Salas, E., (2010, February). Can teamwork enhance safety? Invited Keynote Address given at the Safety Symposium 2010: Implementing and sustaining safety in People and Organizations. Singapore.
- Weaver, S.J., DiazGranados, D., Rosen, M.A., Lyons, R.L., Salas, E. et al. (2009, December). Team training for medical military teams: Using simulation to improve teamwork. Proceedings of the 31<sup>st</sup> Annual Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.
- Rosen, M.A., Salas, E., Deering, S., & King, H. (2009, December). Building team briefing cycles in healthcare: A full-spectrum approach. Proceedings of the 31<sup>st</sup> Annual Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.
- Shuffler, M.L., Salazar, M., Bedwell, W.L., Salas, E. & Burke, C.S. (2009, December). Culture on the front line: Dimensions that matter. Proceedings of the 31<sup>st</sup> Annual Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.
- Salas, E. (2009, October). Promoting teamwork when the lives of others depends on it: Competencies that matter... Invited Keynote Address given at the Halifax Series for the Canadian Healthcare Safety Symposium. Montreal, Canada.
- Salas, E. (2009, September). Promoting teamwork in distributed teams: Principles, tips and more... Invited talk given at the 5<sup>th</sup> International Conference on Integrated Operations in the Petroleum Industry. Trondheim, Norway.

- Salas, E., (2009, June). Work teams in organizations: A quarter century of progress. Invited Keynote Address delivered at the 8<sup>th</sup> Industrial and Organizational Psychology Conference, Sydney, Australia.
- Salas, E., (2009, June). The science of training: Principles, myths and guidelines. Invited Workshop delivered at the 8<sup>th</sup> Industrial and Organizational Psychology Conference, Sydney, Australia.
- Salas, E., (2009, May). The science of team performance. A quarter century of progress. Invited State of the Art Address at the 14<sup>th</sup> European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.
- Salas, E., (2008, May). Does team training work? Invited talk given at the Academic Emergency Medicine consensus conference. Washington, DC.
- Salas, E. (2008, March). What do we know about team performance? 25 Years of progress... Invited workshop given at the 29<sup>th</sup> Annual IO&OB Conference. Denver, CO.
- Salas, E., (2007, November). Simulation-based training: Principles from the science that matter. Invited panelist given at the 07 Interservice/Industry Training, Simulation & Education Conference, Orlando, FL.
- Salas, E., (2007, May). Designing learning systems in organizations: What matters... Invited talk given at the Life Long Learning at Work and at Home: Speaker's Series at the Association for Psychological Science. Washington, DC.
- Salas, E., (2007, March). Simulation in Anesthesia – The future of medical education and patient safety, Invited workshop given at the 81<sup>st</sup> Congress of the International Anesthesia Research Society, Orlando, FL
- Salas, E., (2007, March). So you want to start a simulation program? Tips, tricks & potential pitfalls. Invited workshop given at the CORD Academic Assembly, Orlando, FL.
- Salas, E. (2007 March). Beyond the basics: Bringing simulation theory & technology together. Invited talk given at the CORD Academic Assembly, Orlando, FL.
- Salas, E., (2006, October). Designing and delivering training systems for patient safety: What matters, tips and more... Invited talk given at the Human Factors in Healthcare meeting. Mayo Clinic, Rochester, NY.
- Salas, E., (2006, July). Promoting teamwork when the life of others depends on it. Keynote address given at the First TEAM meeting. University of Wisconsin, Madison, WI.
- Salas, E. (2006, May). The power of teamwork: What effective teams do best...and more. Invited address given at Future Control Station Design and Human Performance Issues in Nuclear Power Plants. Halden, Norway.
- Salas, E. (2006, March). Fostering virtual teamwork as if your life depends on it: Observations, tips and best practices. Invited address given at the Virtual Team Symposium. Florham Park, NJ.
- Salas, E. (2005, December). Team effectiveness in complex environments: 20 years of progress. Invited address given at the Fifth Annual Information Systems Cognitive Research Workshop, Las Vegas, NV.
- Salas, E. (2005, October). Establishing and maintaining individual and team situation awareness. Invited keynote address given at the Ninth Annual Power Switching Safety & Reliability Conference.

- Salas, E. (2005, August). Gaining access to organizations: Invited presentation given at the 2005 HR Division Junior Faculty Consortium. Honolulu, Hawaii.
- Salas, E. (2005, January). Developing teams with simulation-based training: What do we know? Invited address given at the University of Miami Symposium on The Role of Simulation: Patient Safety and Team Training in Advanced Medical Education.
- Salas, E. (2004, October). Is patient safety all about Human Factors? Some food for thought. Invited address given at the University of Central Florida Breast Cancer Update 2004. Orlando, FL.
- Salas, E. (2004, March). Back to basics: An integration of 25 years of team effectiveness theories and team research. Invited keynote address at the 52<sup>nd</sup> Nebraska Symposium on Motivation. Lincoln, NE.
- Salas, E. (2004, March). Changing how we conduct training research in organizations: Seeking impact! Invited keynote address given at the 25th Annual Industrial/Organizational Psychology & Organizational Behavior Graduate Student Conference. Tulsa, Oklahoma.
- Salas, E. (2004, February). 20 years of team performance research: Implications for Military Command Teams. Invited keynote address given at the 4<sup>th</sup> Military Psychology Seminar. Singapore, Singapore.
- Salas, E. (2004, February). Strategies to Enhance the Effectiveness of Decision-Making Teams: What are the Options? Invited keynote address given at the 4<sup>th</sup> Military Psychology Seminar. Singapore, Singapore.
- Salas, E. (2003, October). The Design and Delivery of CRM Training: Myths and Principles. Invited address given at the 1<sup>st</sup> International Symposium on Aviation Safety. Bogota, Colombia.
- Salas, E. (2003, October). Promoting Safety through Teamwork: What is required? Invited address given at the 1st International Symposium on Aviation Safety. Bogota, Colombia.
- Salas, E. (2003, September). Why training decision-making is not as easy as you think: Needs and guiding principles. Invited address given at the Decision-making and Human Factors Conference. Dumblane, Scotland.
- Salas, E. (2003, August). Getting access to organizations. Invited talk given at the 2003 HR Doctoral Consortium of the Academy of Management. Seattle, WA.
- Salas, E. (2003, July). Teamwork in organizations. Invited workshop given at the 25<sup>th</sup> Interamerican Congress of Psychology. Lima, Peru.
- Salas, E. (2003, July). Development and training in organizations: Progress, observations and challenges. Invited keynote address given at the 25<sup>th</sup> Interamerican Congress of Psychology. Lima, Peru.
- Salas, E. (2002, May). Enhancing teamwork in complex environments: What we know after 20 years of research and practice. Invited presentation given at the Metropolitan Association of Industrial/Organizational Psychology, New York City, New York.
- Salas, E. (2002, April). Responding to crisis: The science of team performance under pressure. Invited presentation given at the U.S. Congressional Briefing: The Human Response to Disaster, Washington, D.C.

- Salas, E. (2002, April). Having Fun Practicing Science: Top Ten List. Invited keynote address given at the Doctoral Consortia of the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Salas, E. (2001, August). Science and Practice of Training: Progress and Challenges. Invited keynote address given at the Annual Convention of the American Psychology Association. San Francisco. CA.
- Salas, E. (2001, August). Entrée in organizations. Invited roundtable given at the 2001 HR Junior Faculty Consortium of the Academy of Management. Washington, D.C.
- Salas, E. (2001, July). Training and development in organizations: Contributions of Industrial/Organizational Psychology. Invited keynote address given at the 28<sup>th</sup> Interamerican Congress of Psychology. Santiago, Chile.
- Salas, E. (2000, August). Training and Development. Invited roundtable conducted at the 2000 HR Doctoral Consortium of the Academy of Management. Toronto, Canada.
- Salas, E. (1999, November). Teamwork in Complex Environments: What do we know so far? Invited presentation given at 1999 High Consequence Systems Surety Conference. Albuquerque, NM.
- Salas, E. (1999, August). Teams. Invited roundtable conducted at the 1999 HR Doctoral Consortium of the Academy of Management. Chicago, IL.
- Salas, E., Cannon-Bowers, J.A., Dwyer, D. & Smith-Jentsch, K.A. (1997, December). Ensuring training effectiveness in simulation-based systems: What we have learned about human performance measurement. Invited tutorial given at the 19<sup>th</sup> Interservice/Industry Training, Simulation and Education Conference. Orlando, FL.
- Salas, E. & Cannon-Bowers, J.A. (1997, July). Tools and strategies for designing and delivering team training. Invited presentation given at the conference on So You Have Implemented Teams...Now What: Implications for High-Performing Organizations. State College, PA.
- Salas, E. & Cannon-Bowers, J.A. (1996, April). The science and practice of training: Myths and opportunities. Invited presentation given at the Eleventh Annual Industrial/Organizational Psychology Doctoral Consortium, San Diego, CA.
- Salas, E. (1996, March). Having fun practicing science: Top ten list. Invited keynote address given at the 17<sup>th</sup> Meeting of the I/O & OB Graduate Student Conference, Toledo, OH.
- Salas, E. & Smith-Jentsch, K. (1996, March). The design and delivery of team training: Principles and lessons learned. Invited presentation given at the 1996 Fort Knox Training Development Symposium, Ft. Knox, KY.
- Salas, E. (1995, August). Training: Myths, realities and opportunities. Invited address given at the annual meeting of the American Psychological Association, New York.
- Cannon-Bowers, J.A. & Salas, E. (1994, April). Team training in complex systems: Lessons learned and future directions. Tutorial given at the annual meeting of the International Training Equipment Conference and Exhibition, The Hague, Holland.
- Salas, E. (1993, March). Team training: Principles and propositions. Invited presentation given at the Division 21 Mid-year meeting of the American Psychological Association, Arlington, VA.
- Salas, E., Cannon-Bowers, J.A. & Baker, C.V. (1992, April). Team decision-making in complex environments: Implications for training. Invited presentation given at the TIMS workshop on Mathematical Organizational Theory, Orlando, FL.

- Salas, E. & Tannenbaum, S.I. (1991, August). Training in teams. Invited seminar conducted at the Personnel/Human Resources Division Doctoral Consortium of the Academy of Management, Miami, FL.
- Salas, E., Prince, C., Cannon-Bowers, J.A. & Baker, C. (1991, April). Skill training for teams: Ensuring success in interdependent tasks. Invited workshop presented at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Salas, E. (1991, April). Perspectives on small groups in organizations. Invited panel given at the 12th annual Industrial/Organizational and Organizational Behavior Graduate Student Conference, St. Louis, MO.
- Salas, E. (1991, April). Teamwork from team training: What we have learned in the 80's and a look at the 90's. Invited address given at the 1991 National Society for Performance and Instruction Conference, Los Angeles, CA.
- Salas, E. (1990, November). New methods and research findings in training. Invited address given at the International Symposium of Recent Research Advances in Organizational Behavior, Mexico City, Mexico.
- Salas, E., Prince, C. & Cannon-Bowers, J. (1989, November). Training aircrew coordination skills: A primer. Tutorial given at 11th meeting of the Interservice/Industry Training Systems Conference and Exhibition, Fort Worth., TX.
- Salas, E. (Chair) (1989, June). The science and practice of industrial organizational psychology: Recent trends. Invited symposium delivered at the XXII Interamerican Congress of Psychology, Buenos Aires, Argentina.
- Tannenbaum, S.I., Salas, E., & Mathieu, J.E. (1989, June). Training effectiveness: Individual, contextual and expectation variables. In E. Salas (Chair) The science and practice of industrial/organizational psychology: Recent trends. Invited symposium delivered at the XXII Interamerican Congress of Psychology, Buenos Aires, Argentina.
- Salas, E. (1985, July). Towards an understanding of Latin America's quality of work life. Invited address given at the XX Interamerican Congress of Psychology. Caracas, Venezuela.
- Salas, E. (1981). Training needs analysis. Invited presentation delivered at the First Annual Meeting of Psychology of Work and Organizations, Lima (Peru).
- Salas, E. (1981). Assessment centers. Invited presentation delivered at the First Annual Meeting of Psychology of Work and Organizations, Lima (Peru).

## TECHNICAL REPORTS, PROCEEDINGS & OTHER PUBLICATIONS

- Hughes, A.M., Volante, W.G., Stowers, K., Leyva, K., Oglesby, J.M., Bisbey, T., & Salas, E. (2014). Underpinnings of Cognition in Physiological Measurement. Proceedings of the 2014 International Meeting of the Human Factors and Ergonomics Society. Chicago, IL: HFES.
- Oglesby, J.M., Stowers, K., Leyva, K., Dietz, A.S., Burke, C.S., & Salas, E. (2014). Assessing human-automation system safety, efficiency, and performance: Developing a metrics framework. Proceedings of the 2014 International Annual Meeting of the Human Factors and Ergonomics Society. Chicago, IL: HFES.
- Hughes, A.M., Volante, W.G., Stowers, K., Leyva, K., Oglesby, J.M., Bisbey, T., & Salas, E. (2014, October). Drivers of cognition and physiological response: Towards a model of validated physiological measurement. Proceedings of the 2014 International Annual Meeting of the Human Factors and Ergonomics Society. Chicago, IL: HFES.
- Feitosa, J., Moynihan, L., Lacerenza, C., Cruz, D. & Salas, E. (April, 2013). Examining the Factor Structure of the Multigroup Ethnic Identity Measure. Poster presented at Society of Industrial Organizational Psychology, Houston, TX.
- Hughes, A.M., Sonesh, S., Zajac, S. & Salas, E. (2013). Leveraging the HFACs to understand and prevent medication errors in emergency medical services (EMS): A systematic review. Proceedings from the 2013 International Annual Meeting of the Human Factors and Ergonomics Society, 1688-1692.
- Burke, C. S., Thayer, A. L., Grossman, R., Salas, E., DiRosa, G., & Estrada, A. (2013). The measurement and emergence of cohesion within large scale, complex systems: A focus on the role of shared knowledge. In J. A. Espinosa & M. A. Clark (co-chairs), Team Knowledge Measurement and Representation in Large Collectives. Proceedings of Academy of Management.
- Dietz, A.S., Sierra, M.J. Smith-Jentsch, K. & Salas, E. (2012). Guiding principles for team stress measurement. In Proceedings of the 56<sup>th</sup> Annual Meeting of the Human Factors and Ergonomics Society (pp. 1074-1078). Santa Monica, CA: Human Factors and Ergonomics Society.
- Heyne, K., Lazzara, E. H., Keebler, J., Benishek, L. E., & Salas, E. (2012, October). Best practices for the effective implementation of telerounding. In Proceedings of the 56<sup>th</sup> Annual Meeting of the Human Factors and Ergonomics Society. Boston, MA: HFES.
- Coultas, C. W., Grossman, R., Feitosa, J., & Salas, E. (2011). Training for differences: A meta-analysis exploring what works and what doesn't in diversity. Proceedings of Interdisciplinary Network for Group Research Annual Conference, Minneapolis, MN.
- Lyons, R., Weaver, S., Allen, C., Metcalf, D., Graffeo, C. & Salas, E. (October, 2011). The combat medic card game for emergency medical procedures. Proceedings of the 55<sup>th</sup> annual meeting of the Human Factors and Ergonomics Society, San Francisco, CA.
- Lum, H.C., Sims, V.K., & Salas, E (2011, September). Low-Level Predictors Of Team Performance and Success. Proceedings of the 55th Annual Meeting of the Human Factors and Ergonomics Society. Las Vegas, NV: HFES. 55; 11457-1461
- Pavlas, D., Heyne, K., Bedwell, W. L., Lazzara, E., & Salas, E. (2010). Game-based learning: The impact of flow state and videogame self-efficacy. Proceedings of the 55th Annual Meeting of the Human Factors and Ergonomics Society. Las Vegas, NV: HFES, 54, 2398-2402.

- Heyne, K., Pavlas, D., Salas, E. (2011). An Investigation of the Effects of Flow State on Team Process and Outcomes. Proceedings of the 55th Annual Meeting of the Human Factors and Ergonomics Society. Las Vegas, NV: HFES
- Dietz, A.S., Weaver, S.J., Sierra, M.J., Bedwell, W.L., Salas, E., Smith-Jentsch, K., et al. (2010). Unpacking the temporal and interactive effects of stress on individual and team performance. In Proceedings of the 54th Annual Meeting of the Human Factors and Ergonomics Society (pp. 1017-1021). Santa Monica, CA: Human Factors and Ergonomics Society
- Lazzara, E.H., Dietz, A.S., Weaver, S.J., Pavlas, D., Heyne, K., Salas, E., & Ramachandran, S. (2010). Guidelines for training adaptive expertise. In Proceedings of the 54th Annual Meeting of the Human Factors and Ergonomics Society (pp. 2294-2298). Santa Monica, CA: Human Factors and Ergonomics Society.
- Weaver, S. J., DiazGranados, D., Rosen, M. A., Lyons, R., Salas, E., Robinson, D. W., Birnbach, D. J., King, H., Rothenberg, P., Leis, R. & Stephens, M. (2009). Team training for medical military teams: Using simulation to improve teamwork. In Proceedings of the 2009 Interservice/Industry Training, Simulation, & Education Conference. Orlando, FL.
- Bedwell, W. L., Wildman, J. L., DiazGranados, D., Shuffler, M. L., Salas, E., & Burke, C. S. (2009, July). Towards a theoretical framework of intercultural collaboration. In Proceedings of Modeling Intercultural Collaboration and Negotiation (MICON), 1-9.
- Lazzara, E.H., Shuffler, M., Rosen, M.A., Xavier, L., Wooten, S., Salas, E., et al (2009, October). Identifying the best practices for critical social thinking and metacognitive thinking training. In Proceedings of the 53rd Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Lum, H.C., Sims, V.K., Lagattuta, N.C., Rosen, M.A., & Salas, E., (2009, October) Eye movements and reliance on external memory aids predict team success in a military planning task. Proceedings of the 53rd Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Pavlas, D., Bedwell, W., Heyne, K., & Salas, E. (2009, October), Investigating the attributes in serious games that contribute to learning. Proceedings of the 53rd Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Shuffler, M. L., Salazar, M., Bedwell, W. L., Salas, E., & Burke, C. S. (2009, December). Culture on the front line: Dimensions that matter. Proceedings of the 2009 Interservice/Industry Training, Simulation, & Education Conference. Orlando, FL.
- Pavlas, D., Burke, C.S., Fiore, S., Salas, E., Jensen, R., & Fu, D. (2009, October). Enhancing unmanned aerial system training: knowledge, skills, attitudes, and methods. Proceedings of the 53rd Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Rosen, M.A., Salas, E., Fiore, S.M., Pavlas, D., & Lum, H.C. (2009, October). Team cognition and external representations: A framework and propositions for supporting collaborative problem solving. Proceedings of the 53rd Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Wildman, J., Shuffler, M., Fiore, S., Lazzara, E.,H., Rosen, M., Xavier, L. et al. (2009 October). Adopting the training cycle for trust training in swiftly starting action teams. In Steve Fiore & Elizabeth Lazzara (Chairs), Managing trust in Swift Action Teams. Symposium conducted at the 53rd Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.

- Lum, K.C., Fiore, S.M., Rosen, M.A., & Salas, E., (2008, September). Complexity in Collaboration: Developing an understanding of macrocognition in teams through examination of task complexity. Proceedings of the Human Factors and Ergonomics Society 52<sup>nd</sup> Annual Meeting, New York, NY: HFES.
- Wilson, K., Rosen, M.A., & Salas, E., (2008, September). Improving shared cognition in forward surgical teams: From theory to learning strategies. Proceedings of the Human Factors and Ergonomics Society 52<sup>nd</sup> Annual Meeting, New York, NY: HFES.
- Pavlas, D., Rosen, M.A., Fiore, S., & Salas, E., (2008, September). Using visual attention video games and traditional interventions to improve baggage screening. Proceedings of the Human Factors and Ergonomics Society 52<sup>nd</sup> Annual Meeting, New York, NY: HFES.
- Ohland, M.W., Loughry, M.L., Salas, E., Woehr, D.J., Layton, R.A., Pomeranz, H.R., Bedwell, W.L., Ferguson, D.M., Lyons, R., Heyne, K., Driskell, T. (2011). SMARTER teamwork: System for management, assessment, research, training, education, and remediation for teamwork. Proceedings of the American Society of Engineering Education.
- Rosen, M.A., Wildman, J.L., & Bedwell, W.L., Fritzsche, B., Salas, E., & Burke, C.S., (2008) Diagnosing friction points in multicultural team performance: A rationale and measurement approach. Proceedings of the Human Factors and Ergonomics Society 52<sup>nd</sup> Annual Meeting, New York, NY: HFES.
- Rosen, M.A., Lazzara, E.H., Lyons, R., Weaver, S.J., Salas, E., Wu, T.S., Silvestri, S., & King, K.B. (2008). SMARTER-Team: Adapting Event-based tools for simulation-based team training in health care. Proceedings of the Human Factors and Ergonomics Society 52<sup>nd</sup> Annual Meeting, New York, NY:HFES.
- Rosen, M. A., Salas, E., Lazzara, E. H., Lyons, R., Weaver, S., Wu, T.S., Silvestri, S., & King, H.B. (2008). SMARTER-Team: Developing an Event-based Methodology for Simulation-based Team Training in Healthcare. Proceedings of the 52<sup>nd</sup> Human Factors and Ergonomics Society Annual Meeting, New York, NY. 52(12), 793-797.
- Wilson, K.A., Salas, E., Priest, H.A. & Andrews, D. (2007). A team training taxonomy to reduce friendly fire Incidents. Human Factors and Ergonomics Society Bulletin, (50) 3, 1-2.
- Fiore, S. M., Jentsch, F., Salas, E. & Finkelstein, N. (2005). Cognition, Teams, and Augmenting Team Cognition: Understanding Memory Failures in Distributed Human-Agent Teams. Proceedings of 11th International Conference on Human Computer Interaction.
- Rosen, M., Fiore, S.M., & Salas, E. (2006). Cultural evolution in team problem solving. Proceedings of the Human Factors and Ergonomics Society 50<sup>th</sup> Annual Meeting. San Francisco, CA. (pp.1774-1778).
- Wilson-Donnelly, K. A., Burke, C. S., & Salas, E. (2006). Does CRM training work in healthcare? In Proceedings of the Annual Meeting of the Human Factors and Ergonomics Society., Santa Monica, CA.
- Burke, C.S., Hess, K.P., Priest, H.A., Rosen, M., Salas E., Paley, M., & Riedel, S. (2005). Facilitating leadership in a global community: A training tool for multicultural team leaders. Proceedings of the 2005 Interservice/Industry Training, Simulation, and Education Conference (pp. 1035-1046). Orlando, FL.



- Fiore, S. M., Jentsch, F., Salas, E. & Finkelstein, N. (2005). Cognition, Teams, and Augmenting Team Cognition: Understanding Memory Failures in Distributed Human-Agent Teams. Paper presented at the Conference on Augmented Cognition jointly held with the 11th International Conference on Human Computer Interaction.
- Moreno, P. & Salas, E. (2004). Las nuevas competencias: Unas reflexiones. Revista Aviador, Mayo-Junio, 42-44.
- Priest, H. A., Guthrie, J., Stagl, K. C., & Salas, E. (2004). Virtual Teams: The role of involvement, immersion and presence for distributed team members. In Proceedings of the Human Factors and Ergonomics Society 48<sup>th</sup> Annual Meeting. Santa Monica, CA: HFES.
- Priest, H. A., Guthrie, J., Stagl, K. C., & Salas, E. (2004). Are there differences in teamwork across team type? In Proceedings of the Human Factors and Ergonomics Society 48<sup>th</sup> Annual Meeting. Santa Monica, CA: HFES.
- Fiore, S.M., Cuevas, H.M. & Salas, E. (2003). Putting working memory to work: Integrating cognitive science theories with cognitive engineering research. In Proceeding of the Human Factors and Ergonomics Society 47<sup>th</sup> Annual Meeting (pp. 508-512). Santa Monica, CA.
- Fiore, S. M., Jentsch, F., Bowers, C. A., & Salas, E. (2003). Shared mental models at the intra- and inter-team level: Applications to counter-terrorism and crisis response for homeland security. In Proceedings of the Human Factors and Ergonomics Society 47<sup>th</sup> Annual Meeting (pp. 439-443).
- Wilson-Donnelly, K.A., Priest, H. A., Salas, E., & Burke, C.S. (2003). Guidelines for developing a safety culture to support the implementation and use of technology. In Proceedings of the Human Factors and Ergonomics Society 47<sup>th</sup> Annual Meeting (pp. 1777-1781). Santa Monica, CA: HFES
- Burke, C. S., Wilson, K. A., & Salas, E. (2002). Crisis management teams (CMT): Leveraging the science of team performance under stress. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society. Baltimore, MD. 546-551
- Cooke, N., Kiekel, P. A., Bell, B., & Salas, E. (2002). Addressing limitations of the measurement of team cognition. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 403-407
- Cuevas, H. M., Fiore, S. M., Salas, E., & Bowers, C. A. (2002). A macroergonomic approach to distributed team performance. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 1335-1339
- Fiore, S. M., Cuevas, H. M., Salas, E., & Schooler, J. W. (2002). Distributed teams and distributed memory. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 398-402
- Fiore, S. M., Cuevas, H. M., Scielzo, S., & Salas, E. (2002). Metacognitive bias in complex task training: Influence of verbal ability in performance prediction accuracy. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society, Baltimore, MD.
- Hoelt, R. M., Jentsch, F. G., Harper, M. E., Evans, W. A., Berry, D. G., Bowers, C. A., & Salas, E. (2002). Structural knowledge assessment with the team performance lab's knowledge analysis test suite (TPL-KATS). Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 756-760
- Priest, H. A., Burke, C. S., Munim, D., & Salas, E. (2002). Understanding team adaptability: Initial theoretical and practical considerations. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 561-565

- Salas, E., Fiore, S. M. (2002). Team cognition: Process and performance at the inter-and intra-individual level. Symposium Summary. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 397
- Scielzo, S., Fiore, S. M., Cuevas, H. M., & Salas, E. (2002). The utility of mental model assessment in diagnosing cognitive and metacognitive processes for complex training. Proceedings of the 46<sup>th</sup> Annual Human Factors and Ergonomics Society Baltimore, MD. 566-568
- Fiore, S.M., Salas, E., Bowers, C.A. (2001). Attitudes, behaviors, and cognition in distributed teams: The effect of team opacity on process and performance. Proceedings of the Human Factors and Ergonomics Society 45<sup>th</sup> Annual Meeting, Minneapolis, MN 382-386.
- Rhodenizer Van Duyne, L., Jentsch, K., Bowers, C., Burroughs, W., Cannon-Bowers, J., & Salas, E. (2001). Comparing the utility and sequencing of different types of feedback. Proceedings of the Human Factors and Ergonomics Society 45<sup>th</sup> Annual Meeting, Minneapolis, MN 1843-1847.
- Hancock, P.A., Ganey, H.C.N., Mouloua, M., Salas, E., Gilson, R., Greenwood-Ericksen, A., Parasumman, R., Harris, W., Leon, A., & Smith, K. (2001). A descriptive framework for the evaluation of stress effects on operator performance. Proceedings of the Human Factors and Ergonomics Society 45<sup>th</sup> Annual Meeting, Minneapolis, MN 948-951.
- Burke, C.S., Salas, E., & Kincaid, J.P. (2001). Emergency vehicles that become accident statistics: Understanding and limiting accidents involving emergency vehicles. Proceedings of the Human Factors and Ergonomics Society 45<sup>th</sup> Annual Meeting, Minneapolis, MN 508-512.
- Evans, A.W., Jentsch, F., Hitt, J.M., Bowers, C., Salas, E. (2001). Mental model assessments: Is there convergence among different methods? Proceedings of the Human Factors and Ergonomics Society 45<sup>th</sup> Annual Meeting, Minneapolis, MN 293-296.
- Cooke, N.J., Cannon-Bowers, J.A., Kiekel, P.A., Rivera, K., Stout, R., and Salas, E. (2000). Improving Team's Interpositional Knowledge through Conceptual Cross Training. Proceedings of the Human Factors and Ergonomics Society 44<sup>th</sup> Annual Meeting. San Diego, CA 44, 2390-2393.
- Jentsch, F., Bowers, C.A., & Salas, E. (2000). Developing a metacognitive training program for followership skills. Proceedings of the 10<sup>th</sup> International Symposium on Aviation Psychology, Columbus, OH
- Oser, R., Jentsch, F., Bowers, C.A., & Salas, E. (1999). Using automation to support decision making: Challenges and training research requirements. Proceedings of the Human Factors and Ergonomics Society 43<sup>rd</sup> Annual Meeting.
- Baker, D.P., Salas, E. & Cannon-Bowers, J.A. (1998). Team task analysis: Lost but hopefully not forgotten. The Industrial-Organizational Psychologist, 35, 79-83.
- Oser, R.L., Dwyer, D.J., Cannon-Bowers, J.A., & Salas, E. (1998). Enhancing multi-crew information Warfare performance-An event-based approach for training. Proceedings of the 1<sup>st</sup> Symposium of the Human Factors and Medicine Panel of the North Atlantic Treaty Organization, Edinburgh, United Kingdom.
- Stout, R.J., Salas, E., Merket, D.C., & Bowers, C. (1998). Low-Cost simulation and military aviation team Training. Proceedings of the AIAA Modeling and Simulation Technologies Conference and Exhibit, Boston, MA (pp. 311-318). Reston, VA: AIAA.
- Cooke, N.J., Stout, R., Rivera, K., & Salas, E. (1998). Exploring measures of team knowledge. Proceedings of the Human Factors and Ergonomics Society 42<sup>nd</sup> Annual Meeting. 215-219.

- Cooke, N.J., Stout, R., & Salas, E. (1997). Expanding the measurement of situation awareness through cognitive engineering methods. Proceedings of the Human Factors and Ergonomics Society 41<sup>st</sup> Annual Meeting, 215-219.
- Stout, R.J., Cannon-Bowers, J.A., & Salas, E. (1997). A team perspective on situational awareness (SA): Cueing training [CD-ROM]. Proceedings of the 19<sup>th</sup> annual Interservice/Industry Training, Simulation and Education Conference, Orlando, FL. 174-182.
- Phillips, D., Sujansky, J., Hontz, E.T., Cannon-Bowers, J.A., Salas, E. & Villalonga, J. (1997). Innovative Strategies and methods for total ship training on LPD-17 [CD-ROM]. Proceedings of the 19<sup>th</sup> annual Interservice/Industry Training, Simulation and Education Conference, Orlando, FL. 220-225.
- Oser, R.L., Cannon-Bowers, J.A., Dwyer, D.J., & Salas, E. (1997). Establishing a learning environment for JSIMS: Challenges and considerations [CD-ROM]. Proceedings of the 19<sup>th</sup> annual Interservice/Industry Training, Simulation and Education Conference, Orlando, FL. 144-153.
- Bowers, C.A., Jentsch, F., Baker, D.P., Prince, C., & Salas, E. (1997). Rapidly reconfigurable event-set based line operational evaluation scenarios. Proceedings of the 41<sup>st</sup> annual meeting of the Human Factors and Ergonomics Society, 1, 912-915.
- Cooke, N.J., Stout, R.J., & Salas, E. (1997). Broadening the measurement of situation awareness through cognitive engineering methods. Proceedings of the 41<sup>st</sup> annual meeting of the Human Factors and Ergonomics Society, 1, 215-219.
- Jentsch, F., Bowers, C.A., & Salas, E. (1997). Could mental practice and imagery be techniques for enhancing aviation team performance. Proceedings of the 41<sup>st</sup> annual meeting of the Human Factors and Ergonomics Society, 1172-1175.
- Stout, R.J., Driskell, J.E., & Salas, E. (1997). Collective orientation and team performance? Proceedings of the 41<sup>st</sup> annual meeting of the Human Factors and Ergonomics Society, 2, 1190-1194.
- Jentsch, F.G., Bowers, C.A., Sellin-Wolters, S. & Salas, E. (1995). Crew coordination behavior as predictors of problem detection and decision-making times. Proceedings of the 39<sup>th</sup> annual meeting of the Human Factors and Ergonomics Society, 2, 1350-1352.
- Prince, C. & Salas, E. (1995). The role of simulation in the measurement and training of situation awareness. Proceedings of the International Training Equipment Conference and Exhibition. (pp. 31-35). The Hague, Netherlands.
- Brannick, M.T., Prince, C., Salas, E., & Stout, R.J. (1995). Assessing aircrew coordination skills in TH-57 pilots. Proceedings of the Eighth International Symposium on Aviation Psychology, Columbus, OH, 1069-1072.
- Stout, R.J., Prince, C., Salas, E., & Brannick, M.T. (1995). Beyond reliability: Using crew resource management (CRM) measurements for training. Proceedings of the Eighth International Symposium on Aviation Psychology, Columbus, OH, 619-624.
- Blickensderfer, E.L., Cannon-Bowers, J.A. & Salas, E. (1994). Feedback and team training: Exploring the issues. Proceedings of the 38<sup>th</sup> annual meeting of the Human Factors and Ergonomics Society.
- Swezey, R.W. & Salas, E. (1994). A behavioral approach to teamwork training. In G.E. Bradley & H.W. Hendrick (Editors). Human Factors in Organizational Design and Management-IV: Proceedings of the Fourth International Symposium (pp. 315-321). Amsterdam: North-Holland.
- Blickensderfer, E.L., Cannon-Bowers, J.A., & Salas, E. (1994). Feedback and team training: Team self-correction. Proceedings of the 2<sup>nd</sup> Annual Mid-Atlantic Human Factors Conference, 81-85.

- Prince, C., Hartel, C., & Salas, E. (1993). Aeronautical decision making and consistency of crew behaviors: Implications for training. Proceedings of the Seventh International Symposium on Aviation Psychology. (pp. 248-251). Columbus, Ohio.
- Hall, J.K., Dwyer, D.J., Cannon-Bowers, J.A., Salas, E. & Volpe, C.E. (1993). Toward assessing team tactical decision-making under stress: The development of methodology for structuring team training scenarios. Proceedings of the 15th Interservice/Industry Training Systems and Education Conference (pp. 87-98). Orlando, FL.
- Bowers, C.A., Braun, C.C., Holmes, B.E., Morgan, B.B., Jr., & Salas, E. (1993). The development of aircrew coordination behaviors. Proceedings of the Seventh International Symposium on Aviation Psychology Columbus, OH, 758-761.
- Tannenbaum, S.I., Cannon-Bowers, J.A., Salas, E., & Mathieu, J.E. (1993). Factors that influence training effectiveness: A conceptual model and longitudinal analysis (NAWCTSD Technical Report Number 93-011). Orlando, FL: Naval Air Warfare Center
- Braun, C.C., Bowers, C.A., Holmes, B.E. & Salas, E. (1993). Impact of task difficulty on the acquisition of aircrew coordination skills. Proceedings of the Human Factors and Ergonomic Society 37th Annual Meeting, 2, 1262-1266.
- Stout, R.J., & Salas, E. (1993). The role of planning in coordinated team decision making: Implications for training. Proceedings of the Human Factors and Ergonomics Society 37th Annual Meeting, 2, 1238-1242.
- Travillian, K.K., Volpe, C.E., Cannon-Bowers, J.A. & Salas, E. (1993). Cross-training highly interdependent teams: Effects on team processes and team performance. Proceedings of the Human Factors and Ergonomic Society 37th Annual Meeting, 2, 1243-1247.
- Salas, E. (1993). Team training and performance. APA Psychological Science Agenda, 6(1), 9-11.
- Salas, E. & Burgess, K.A. (1992). Research support: Some guidelines (and farewell). The Industrial/Organizational Psychologist, 30 (2), 34-35.
- Tannenbaum, S.I., Cannon-Bowers, J.A., Salas, E. & Mathieu, J.E. (1992). Deriving theoretically-based principles of training effectiveness to optimize training system design. Proceedings of the 14th Interservice/Industry Training System and Education Conference, 619-631.
- Hall, J.K., Driskell, J.E., Salas, E. & Cannon-Bowers, J.A. (1992). Development of instructional design guidelines for stress exposure training. Proceedings of the 14th Interservice/Industry Training System and Education Conference, 357-363.
- Fowlkes, J.E., Lane, N.E, Salas, E. Oser, R.L. & Prince, C. (1992). TARGETS for aircrew coordination training. Proceedings of the 14th Interservice/Industry Training System and Education Conference, 342-352.
- Zalesny, M.D. & Salas, E. (1992). Measuring process in team performance and training. Proceedings of the Human Factors Society 36th Annual Meeting, 2, 1342-1345.
- Dwyer, D.J., Hall, J.K., Volpe, C.E., Cannon-Bowers, J.A., & Salas, E. (1993). A performance assessment task for examining tactical decision making under stress (Special Report No. 92-002). Orlando, FL: Naval Training Systems Center.
- Prince, A., Brannick, M.T., Prince, C. & Salas, E. (1992). Team process measurement and implications for training. Proceedings of the Human Factors Society 36th Annual Meeting 2, 1351-1355.

- Post, D.L. & Salas, E. (1992). The 1991 annual meeting survey. Human Factors Society Bulletin, 35(8), 5-7.
- Stout, R., Prince, C., Baker, C.P., Bergondy, M.L. & Salas, E. (1992). Aircrew coordination: What does it take? Proceedings of the Thirtieth Symposium Psychology in the Department of Defense, 1, 133-137.
- Salas, E. & Burgess, K. (1992). Research support: Where are the opportunities? The Industrial-Organizational Psychologist, 29(2), 79-82.
- McMillan, G.R., Beevis, D., Stein, W., Strub, M.H., Salas, E., Sutton, R. & Reynolds, K.C. (1991). A directory of human performance models for system design. (Technical Report AC/243 (Panel 8) TR/1) NATO: Brussels.
- Hogan, J., Peterson, A.V., Salas, E., Reynolds, R.E. & Willis, R.P. (1991). Team performance, training needs and teamwork: Some field observations. (Technical Report 91-007). Orlando, FL: Naval Training Systems Center.
- Converse, S.A., Cannon-Bowers, J.A. & Salas, E. (1991). Team member shared mental models: A theory and some methodological issues. Proceedings of the Human Factors Society 33rd Annual Meeting, 2, 1417-1421.
- Cannon-Bowers, J.A. & Salas, E. (1991). Trainability factors in training effectiveness. Independent Research and Independent Exploratory Development (IR/IED) Program: Annual Report FY90 (pp. 12-18). Orlando, FL: Naval Training Systems Center.
- Salas, E. (1991). Research support (or follow the money). The Industrial-Organizational Psychologist, 29(2), 81-83.
- Salas, E. & Cannon-Bowers, J.A. (1991). The team training assessment battery. Independent Research and Independent Exploratory Development (IR/IED) Program: Annual Report FY90 (pp. 25-29). Orlando, FL: Naval Training Systems Center.
- Salas, E., Prince, C. & Cannon-Bowers, J.A. (1990). Team training and performance: Findings and neglected issues. (abstract, pp. 84-86). Washington, D.C.: American Institute of Aeronautics and Astronautics, Inc.
- Salas, E., Cannon-Bowers, J.A. & Prince, C. (1990). Team training and performance research: Challenges for the 90's. The Industrial-Organizational Psychologist, 28(2), 50-52.
- Cannon-Bowers, J.A., Salas, E., & Converse, S.A. (1990). Cognitive psychology and team training: Training shared mental models of complex systems. Human Factors Society Bulletin, 33, 1-4.
- Coover, M.D., Salas, E. & Cannon-Bowers, J.A. (1990). Modeling team performance with Petri Nets. Proceedings of the 1990 Symposium on Command and Control Research (pp. 288-296). McLean, VA: Science Application International Corporation.
- Coover, M.D., Salas, E., Cannon-Bowers, J.A., Graiger, P. & Takalbar, P. (1990). Understanding team performance measures: Application of Petri Nets. Proceedings of the 1990 IEEE International Conference on Systems, Man and Cybernetics (pp. 387-393). Washington, D.C.: IEEE Computer Society Press.
- Jacobs, J.W., Prince, C., Hays, R.T. & Salas, E. (1990). A meta-analysis of the flight simulator training research. (Technical Report 89-006). Orlando, FL: Naval Training Systems Center.

- Lassiter, D.L., Vaughn, J.S., Swaltz, V.E., Morgan, Jr., B.B. & Salas, E. (1990). A comparison of two types of training interventions on team communication performance. Proceedings of the Human Factors Society 34th Annual Meeting, 2, 1372-1376.
- Stout, R.S., Cannon-Bowers, J.A., Salas, E. & Morgan, Jr., B.B. (1990). Does crew coordination behavior impact performance? Proceedings of the Human Factors Society 34th Annual Meeting, 2, 1382-1386.
- Cannon-Bowers, J.A. & Salas, E. (1990). Trainability factors in training effectiveness. In W.T. Harris (Ed.) Independent Research and Independent Exploratory Development (IR/IED) Program: Annual Report FY89 (Technical Report 90-007, pp. 13-18). Orlando, FL: Naval Training Systems Center.
- Franz, T.M., McCallum, G.A., Lewis, M.D., Prince, C., & Salas, E. (1990). Pilot briefings and aircrew coordination evaluation: Empirical results. Proceedings of the Psychology in the Department of Defense 12th Symposium (pp. 92-96). Colorado Springs, CO: U.S. Air Force Academy.
- Franz, T.M., Prince, C., Cannon-Bowers, J.A., & Salas, E. (1990). The identification of aircrew coordination skills. Proceedings of the Psychology in the Department of Defense 12th Symposium (pp. 97-101). C Colorado Springs, CO: U.S. Air Force Academy.
- Oser, R., McCallum, G.A., Salas, E. & Morgan, Jr, B.B. (1989). Toward a definition of teamwork: An analysis of critical team behaviors (Technical Report 89-004). Orlando, FL: Naval Training Systems Center.
- Swezey, R.W. & Salas, E. (1989). Development of instructional design guidelines for individual and team training systems. Proceedings of the 11th Interservice/Industry Training System Conference and Exhibition (pp. 422-426). Fort Worth, TX: National Security Industrial Association.
- Cannon-Bowers, J., Prince, C., Salas, E., Gonos, G., Owens, J. & Morgan, Jr., B.B. (1989). Determining aircrew coordination training effectiveness. Proceedings of the 11th Interservice/Industry Training System Conference and Exhibition (pp. 128-136). Forth Worth, TX: National Security Industrial Association.
- Stout, R.J., Cannon-Bowers, J., Morgan, B.B., Jr., & Salas, E. (1989). The development of a scale to assess the teamwork needs of training situations. Proceedings of the Human Factors Society 33rd Annual Meeting, 2, 1268-1272.
- Hogan, J.C., Neubauer, R.M., & Salas, E. (1989). Deriving performance measures for team tasks: Evaluating a methodology. Proceedings of the Human Factors Society 33rd Annual Meeting, 2, 1273-1277.
- Prince, C., Jacobs, J.W., Hays, R.T., & Salas, E. (1989). A meta-analysis of training device effectiveness research. In D. Daniel, E. Salas, D.M. Kotick (Eds.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY88 (Technical Report 89-009, pp. 11-14). Orlando, FL: Naval Training Systems Center.
- Prince, C. & Salas, E. (1989). Aircrew performance coordination and skill development. In D. Daniel, E. Salas, D.M. Kotick (Eds.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY88 (Technical Report 89-009, pp. 35-40). Orlando, FL: Naval Training Systems Center.
- Salas, E. (1989). A standardized methodology for team training design. In D. Daniel, E. Salas, D.M. Kotick (Eds.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY88 (Technical Report 89-009, pp. 45-48). Orlando, FL: Naval Training Systems Center.

- Daniel, D.E., Salas, E., & Kotick, D.M. (Eds.) (1989). Independent research and independent exploratory development (IR/IED) programs: Annual Report FY88 (Technical Report 89-009). Orlando, FL: Naval Training Systems Center.
- McIntyre, R.M., Morgan, Jr., B.B., Salas, E. & Glickman, A.S. (1988). Teamwork from team training: New evidence for the development of teamwork skills during operational training. Proceedings of the 10th Interservice/Industry Training System Conference (pp. 21-27). Orlando, FL: National Security Industrial Association.
- Morgan, Jr., B.B., & Salas, E. (1988). A research agenda for team training and performance: Issues, alternatives, and solutions. Proceedings of the 10th Interservice/Industry Training System Conference (pp. 560-565). Orlando, FL: National Security Industrial Association.
- Salas, E., (1988). A meta-analysis review of the team performance literature. In A.F. Smode (Ed.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY 87 (NAVTRASYSCEN TR88-002, pp. 11-16). Orlando, FL: Naval Training Systems Center.
- Prince, C., Hays, R.T., Salas, E. & Jacobs, J.W. (1988). Meta-analysis of training device simulation fidelity research. In A.F. Smode (Ed.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY87 (NAVTRASYSCEN TR88-002, pp. 27-31). Orlando, FL: Naval Training Systems Center.
- Salas, E. & Driskell, J.E. (1988). Predicting success in technical training: Non-cognitive factors that determine training performance. In A.F. Smode (Ed.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY87 NAVTRASYSCEN TR88-002, pp. 27-31). Orlando, FL: Naval Training Systems Center.
- Glickman, A.S., Zimmer, S., Montero, R.C., Guerette, P.J., Campbell, W.S., Morgan, Jr., B.B. & Salas, E. (1987). The Evolution of Teamwork Skills: An Empirical Assessment with Implications for Training (Technical Report 87-016). Orlando, FL: Naval Training Systems Center.
- Guerette, P.J., Miller, D.L., Glickman, A.S., Morgan, Jr., B.B., & Salas, E. (1987). Instructional Processes and Strategies in Team Training (Technical Report 87-017). Orlando, FL: Naval Training Systems Center.
- Ilgen, D.R., Shapiro, J., Salas, E. & Weiss, H. (1987). Functions of Group Goals: Possible Generalization from Individuals to Groups (Technical Report 87-022). Orlando, FL: Naval Training Systems Center.
- Morgan, Jr., B.B., Salas, E., & Glickman, A.S. (1987). Teamwork from team training: An assessment of instructional processes in operational team training system. Proceedings of the 9th Interservice/Industry Training Systems Conference and Exhibition (pp. 96-98). Orlando, FL: National Security Industrial Association.
- Hogan, J., Arneson, S., & Salas, E. (1987). Individual Differences in Military Training Environment: Four Areas of Research (NAVTRASYSCEN TR 87-003). Orlando, FL: Naval Training Systems Center.
- Salas, E., Morgan, Jr., B.B., & Glickman, A.S. (1987). The evolution and maturation of operational teams in training environments. Proceedings of the Human Factors Society 31st Annual Meeting, 1, 82-86.
- Swezey, R.W., & Salas, E. (1987). Development of instructional design guidelines for team training devices. Proceedings of the Human Factors Society 31st Annual Meeting, 1, 97-101.

- Pendergrass, V.E., Hamel, C.J., & Salas, E. (1987). A human information processing theory of skill acquisition: A training systems view. Proceedings of the Human Factors Society 31st Annual Meeting, 1, 643-647.
- Driskell, J.E., Salas, E. & Hogan, R. (1987). A Taxonomy for Composing Effective Naval Teams (NAVTRASYSCEN TR 87-002). Orlando, FL: Naval Training Systems Center.
- Hogan, J., Broach, D., & Salas, E. (1987). A Task Information Taxonomy for Instructional Systems Design (NAVTRASYSCEN TR 86-017). Orlando, FL: Naval Training Systems Center.
- Salas, E. (1987). Examination of the empirical evidence in team performance. In A.F. Smode (Ed.) Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY 86 (NAVTRASYSCEN TR 87-004, pp. 23-32). Orlando, FL: Naval Training Systems Center.
- Driskell, J.E., & Salas, E. (1987). Human performance in training environments: Non- cognitive predictors. In A.F. Smode (Ed.). Independent Research and Independent Exploratory Development (IR/IED) Programs: Annual Report FY 86 (NAVTRASYSCEN TR 87-004, pp. 17-22). Orlando, FL: Naval Training Systems Center.
- Morgan, Jr., B.B., Glickman, A.S., Woodard, E.A., Blaiwes, A.S. & Salas, E. (1986). Measurement of Team Behaviors in a Navy Environment (NAVTRASYSCEN TR 86-014). Orlando, FL: Naval Training Systems Center.
- Salas, E. (1986). Meta-analysis of team training and performance literature. In A.F. Smode (Ed.) Independent Research and Independent Exploratory Development (IR/IED) Program: Annual Report FY 85 (NAVTRASYSCEN TR86-003. pp. 31-38). Orlando, FL: Naval Training Systems Center.
- Salas, E., Blaiwes, A.R., Reynolds, R.E., Glickman, A.S., & Morgan, Jr., B.B. (1985). Teamwork from team training: New directions. Proceedings of the 7th Interservice/Industry Training Equipment Conference and Exhibition, 1, 400-406.
- Williams, K.E., Reynolds, R.E., & Salas, E. (1984). The application of advanced technology to surface warface training. Proceedings of the 6th Interservice/Industry Training Equipment Conference and Exhibition, 1, 243-248.
- Allen, G.L., Salas, E., Pitts, E. W., Terranova, M. & Morgan, Jr., B.B. (1984). A comparison of cognitive ability factors, learning level measures, and learning rate measures as predictors of learning performance. Norfolk, VA: Center for Applied Psychological Studies, Old Dominion University.
- Leon, F.R. & Salas, E. (1984). Industrial/Organizational Psychology in Peru: A Review. The Industrial Psychologist, 21, 25-31.
- Jones, R.J., Salas, E., Pitts, E.W., Allen, G.L., & Morgan, Jr. B.B. (1983). Cognitive abilities, performance assessment and technology: An application. Proceedings of the Human Factors Society 27th Annual Meeting, 2, 1053-1057.
- Allen, G.L., Secunda, M.D., Salas, E., & Morgan, Jr., B.B. (1982) Evaluation of Rate Parameters as Predictors of the Acquisition, Decay and Reacquisition of Complex Cognitive Skills. (Technical Report No. ITR-82-27). Norfolk, VA: Center for Applied Psychological Studies., Old Dominion University.
- Gupta, A., Secunda, M.D., Salas, E., & Lin, J. (1982). Software Documentation for Automated Presentation of Cognitive Experimental Learning Tasks. Supplement to Final Technical Report No. ITR-82-27, Norfolk, VA: Center for Applied Psychological Studies, Old Dominion University.



- Salas, E., (1981). Review and Evaluation of Organizational Level F/A-18 Maintenance Training Materials. (Final Technical Report No. C-006). Haddonfield, NJ: Rowland & Company.
- Fishburne, R.P., Gordon, R.G., & Salas, E. (1981). Instructional Systems Development: Analysis and Design of the E-2C AOC Course. (Final Technical Report #6065-58). Buffalo, NY: Calspan Corporation.
- Kincaid, J.P., Salas, E., Brady, R., & Martin, J. (1980). Field Test of Guidelines for the Development of Memory Aids in Technical Training. (TAEG Technical Memorandum #80-7). Orlando, FL: U.S. Navy Training Analysis and Evaluation Group.
- Salas, E., Kincaid, J.P., & Ashcroft, N. (1980). Hispanic Recruits in the Navy: An Assessment of Their Skills in English as a Second Language. (TAEG Technical Note 7-80). A paper delivered at the meeting of the Mid-South Educational Research Association, New Orleans, LA.
- Bowman, H.L., Jones, P.L., Kaiser, R.A., Kincaid, J.P., McDaniel, W.C., & Salas, E. (1980). Improving your Navy Numerical Skills Workbook. Orlando, FL: Memphis State University and U.S. Navy Training Analysis and Evaluation Group.
- Salas, E., Kincaid, J.P. & Ashcroft, N. (1980). Assessment of Hispanic Recruits Who Speak English as a Second Language. (TAEG Report No. 86). Orlando, FL: U.S. Navy Training Analysis and Evaluation Group

#### **PAPERS, PROFESSIONAL PRESENTATIONS & ACTIVITIES**

- Bisbey, T.M., Snyder, G.P., Paoletti, J., & Salas, E. (April, 2021). The emergence of collective resiliency and its impact on performance. Accepted for presentation at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Bisbey, T.M., Traylor, A.M., & Salas, E. (April, 2021). How can we improve virtual training? Propositions for improving transfer. In J. Olenick & K. N. Bauer (Co-Chairs). Trial and error: Processes and predictor of trainingtransfer. Symposium conducted at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Bisbey, T.M., Woods, A.L., Kilcullen, M.P., Linhardt, R.M., & Salas, E. (April, 2021). Does virtual safety training works? A meta-analysis of e-learning for safety. Accepted for presentation at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Kilcullen, M.P., Feitosa, J., Rangel, L., & Salas, E. (April, 2021). Rapid deployment of virtual teams during COVID-10: Evidence-based tips. In A. Birnbaum (Chair), Navigating the abrupt shift to virtual work teams during COVID-19. Symposium conducted at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Kilcullen, M.P., Bisbey, T.M., Rosen, M., & Salas, E. (April, 2021). Does team orientation matter? A review, meta-analysis, and multilevel framework. Accepted for presentation at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Kilcullen M.P., Woods, A.L., & Salas, E. (April, 2021). The development and refinement of a framework for effective teamwork. Accepted for presentation at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

- Traylor, A., Reyes, D., Lacerenza, C., & Salas, E. (April, 2021). Understanding the impact of Covid-19 and virtuality on engineering teams. In D. Reyes and J. Feitosa (Co-Chairs), COVID-19 pandemic on teams: How crises impact teamwork processes and outcomes. Symposium conducted at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Paoletti, J., Marlow, S.L., Bisbey, T.M., King, E.B., & Salas, E. (April, 2021). Verbal participation in leader emergence via two categorization models. Poster presented at the 36<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Salas, E., (Panelist) (April, 2018). The future of learning and development research: Threats and opportunities. Panel discussion presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Dinh, J., Reyes, D.L., & Salas, E., (April, 2018). Sustaining good Samaritans: Hurricane Harvey and volunteerism over time. Symposium presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Kazi, S., Khaleghzadegan, S., Dinh, J., Salas, E., & Rosen, M.A. (April, 2018). A review of using physiological measurement in team settings. Poster presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Driskell, T., Driskell J.E., Burke, C.S., & Salas, E. (April, 2018). Measuring team roles in mission-critical environments: An analog study. Paper presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Reyes, D.L., Lacerenza, C.N., Woods, A.L., Traylor, A., & Salas, E. (April, 2018). Bringing the Science of team training to start-up companies. Poster presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Traylor, A., Zajac, S.A., & Salas, E. (April, 2018). Decision making in diverse design teams: The role of diversity-based intelligence. Symposium presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Zajac, S.A., Young, C.K., & Salas, E., (April, 2018). Diversity in design teams: A grounded theory approach. Symposium presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Feitosa, J., Kramer, W.S., Salas, E., & Roberts, S. (April, 2018). Are you concerned? Cultural profiles to Achieve creative outcomes. Symposium presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Reyes, D.L., Dinh, J. & Salas, E. (April, 2018). How likely are you to negotiate? Traits that predict who initiates a negotiation. Poster presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Rosen, M.A., Kazi, S., Khaleghzadegan, S., Paoletti, J., Dinh, J., Salas, E., & Oswald, F. (April, 2018). Unobtrusive measures of team communication: State of the science and the road ahead. Poster presented at the 33<sup>rd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Chicago, IL.
- Anania, E.C., Disher, T.J., Kring, J.P., Iwig, C., Keebler, J.R., Lazarra, E.H., & Salas, E. (October, 2017). Communications in the spaceflight multi-team system: Training and technology recommendations to support boundary spanners. Paper presented for the 61<sup>st</sup> Annual Meeting of the Human Factors and Ergonomics Society.

- Reyes, D., Woods, A.L., Lacerenza, C.N., & Salas, E. (August, 2017). The science behind leading a science team. In S. Nesse (Chair) DEAL – Developing embedded approaches to leadership. Symposium conducted at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.
- Reyes, D., Woods, A.L., Lacerenza, C.N., & Salas, E. (July, 2017). Science team leadership. In C. Hernandez (Chair) A deeper dive into team leadership: An examination across contexts. Symposium conducted at the 2017 INGroup Conference, St. Louis, MO.
- Dinh, J., McCaslin, S., Herbst, E., Becket-Davenport, C., & Salas, E. (April, 2017). Veteran Acculturation and Reentry in the Civilian Workplace. Paper presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Salas, E. (Panelist) (April, 2017). Shaping the Future of I-O Through Multidisciplinary Approaches. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Salas, E. (Panelist) (April, 2017). Building a Pipeline and Sustaining Success as an I-O Scientist. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Burke, C.S., Marlow, S.L., Iwig, C., Salas, E. (April, 2017). Examining Team Roles in Spaceflight. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Driskell, T., Salas, E., Burke, C.S., & Driskell, J. (April, 2017). Who Said That? Language as an Indicator of Group Dynamics. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Feitosa, J., Grossman, R., Kramer, W.S., & Salas, E. (April, 2017). Team Trust and Performance: A Meta-Analysis of Measurement Idiosyncrasies. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Lacerenza, C.N., Reyes, D.L., Marlow, S.L., Joseph, D., & Salas, E. (April, 2017). Measuring Leadership Behaviors: A Review. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Marlow, S.L., Reyes, D.L., Gregory, M.E., DeBakey, M.E., & Salas, E. (April, 2017). A Systematic Review of Team Performance Measures. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Hughes, A.M., Zajac, S.A., Salas, E., & Woods, A.L. (April, 2017). Sustainment of Training: A Meta-Analytic Investigation of Work Environment Support. Paper presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Dinh, J., Zajac, S.A., Loftis, L., Schmidt, L.L., Sur, M., Hellsten, M., Bashir, D., & Salas, E. (April, 2017). Cultural Competency Among Healthcare Providers: A Qualitative Pilot Investigation. Paper presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Salas, E. (Discussant) (April, 2017). Reflections on the State of Science. Symposium presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Monsky, D., Lacerenza, C.N., Howell, R., Burke, C.S., & Salas, E. (April, 2017). Team Roles and Role Triggers in Long Duration Exploration Missions. Paper presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.

- Lacerenza, C.N., Johnson, M., Reyes, D.L., Woods, A.L., & Salas, E. (April, 2017). Competencies in Multidisciplinary Research Teams: A Systematic Review. Paper presented at the 32<sup>nd</sup> Annual Conference of the Society for Industrial Organizational Psychology. Orlando, FL.
- Lacerenza, C.N., Marlow, S., Sonesh, S., Salas, E. (August, 2016). What makes an expert team? A Decade of research. Symposium conducted at the 76<sup>th</sup> Annual Meeting of the Academy of Management. Anaheim, CA.
- Marlow, S.L., Lacerenza, C.N., Reyes, D., & Salas, E. (August, 2016). The nuts and bolts of leadership training: A meta-analytic investigation. Symposium conducted at the 76<sup>th</sup> Annual Meeting of the Academy of Management. Anaheim, CA.
- Lacerenza, C.N., Marlow, S., Sonesh, S., Salas, E. (August, 2016). First comes selection, then comes training: A meta-analytic review of leadership and managerial development. Symposium conducted at the 76<sup>th</sup> Annual Meeting of the Academy of Management. Anaheim, CA.
- Lacerenza, C.N., Marlow, S., Sonesh, S., & Salas, E. (August, 2016). What makes an expert team? A Decade of research. Symposium submitted to the 76<sup>th</sup> 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. (April, 2016). 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. Symposium submitted at the 31<sup>st</sup> Annual Meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.
- Lacerenza, C.N., Reyes, D., Marlow, S., & Salas, E. (April, 2016). The Nuts and Bolts of Leadership Training: A Meta-Analytic Investigation. In C.N. Lacerenza and K. Cullen (Co-Chair), Develop Me! Novel Approaches to Enhance Leadership. Symposium submitted at the 31<sup>st</sup> Annual Meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.
- Lacerenza, C.N., Iwig, C., Gregory, M., Thayer, A., Burke, S., Driskell T., Driskell, J., & Salas, E. (April, 2016). Team role composition and vulnerability in long duration space flight. Symposium conducted at the 31<sup>st</sup> 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. (April, 2016). The progressive model of healthcare team training: The trickle-down effect. Poster presented at the 31<sup>st</sup> Annual Meeting of the Society of 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. (April 2016). A systematic qualitative review of healthcare team training. Poster presented at the 31<sup>st</sup> Annual Meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.
- Marlow, S.L., Reyes, D., Gregory, M.E., & Salas, E. (April, 2016). A decade of team performance measurement: A systematic review. Poster presented at the 31<sup>st</sup> Annual Meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.
- Lacerenza C.N., Reyes, D., Marlow, S., & Salas, E. (April, 2016). The nuts and bolts of leadership training: A meta-analytical investigation. Symposium conducted at the 31<sup>st</sup> Annual Meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.

- Lacerenza, C.N., Marlow, S., Joseph, D., & Salas, E. (April, 2015). Improving virtual team effectiveness through team cognition: A meta-analysis. In T. Koehler (Chair), #Virtual Team Development: Applying the Science. Symposium conducted at the meeting of the Society of Industrial and Organizational Psychology, Philadelphia, PA.
- Marlow, S.L., Lacerenza, C.N., Petruzzelli, A., & Salas, E. (April, 2015). The effect of virtuality on team communication: A meta-analysis. Poster presented at the 30<sup>th</sup> 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., Marlow, S., Joseph, D.L., Salas, E. (April, 2015). 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.
- Gregory, M. E., Sonesh, S., Hughes, A. M., Cooper, T., Lacerenza, C. N., Marlow, S. L., & Salas, E. (April, 2015). When lives depend on it: Stressors and medication error. Paper presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Benishek, L. E., Lazzara, E. H., Sonesh, S. C., Leaphart, C., & Salas, E. (April, 2015). Recommendations for dealing with the challenges inherent to simulation-based team training. Poster to be presented at the 4<sup>th</sup> annual International Symposium on Human Factors and Ergonomics in Health Care, Baltimore, MD.
- Hughes, A.M., Sonesh, S.C., Gregory, M.E., Marlow, S.L., Lacerenza, C.N., & Salas, E. (April, 2015). Medication error in Emergency Medical Systems (EMS): Introducing the systems-based approach for EMS medication error diagnosis (SAFE MED). A poster presented at the HFES 2015 International Symposium in Healthcare. *Baltimore, MD*.
- Gregory, M. E., Hughes, A. M., Sonesh, S. C., Marlow, S. L., Lacerenza, C. N., Benishek, L. E., & Salas, E. (April, 2015). Who is participating in healthcare team training?: A qualitative review. Poster presented at the 2015 Human Factors and Ergonomics Society Health Care Symposium, Baltimore, MD.
- Kramer, W.S., Shuffler, M.L., Burke, C.S., & Salas, E. (August, 2014). Personality's impact on shared leadership and outcomes in virtual teams. In A.D. Schantz & V.L. Pace (Co-Chairs), Leadership and teamwork in the global-virtual workplace. Symposium presented at the Academy of Management Annual Meeting, Philadelphia, PA.
- Feitosa, J., Lacerenza, C. N., Cruz, D., Moynihan, L., & Salas, E. (May,2014). Multigroup ethnic identity measure: An investigation of its psychometric properties. Paper presented at the 74th annual meeting of the Academy of Management. Philadelphia, PA.
- Marlow, S., Lacerenza, C. N., Joseph, D., & Salas, E. (May,2014). The Effect of virtuality on team communication: A Meta-analysis. Paper presented at the 9th annual meeting of the Interdisciplinary Network for Group Research. Raleigh, NC.
- Lacerenza, C. N., Marlow, S., Colley, K., Joseph, D., & Salas, E., (May,2014). 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.
- Nesse, S., Salas, E., & Lacerenza, C. (May,2014). Right from the start: A Corporate crisis team leadership intervention. Symposium presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology. Honolulu, HI.

- Salas, E. (Panelist) (May, 2014). Team dimensional training: A Strategy for guided team self-correction. Symposium conducted at the 29<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Honolulu, HI.
- Salas, E., (May, 2014). Trust in organizations across levels: Interpersonal, team and multiteam. Symposium conducted at the 29<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Honolulu, HI.
- Salas, E., (May, 2014). Enhancing team effectiveness across and between levels of analysis. Symposium conducted at the 29<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Honolulu, HI.
- Salas, E. (Panelist). (May, 2014). Challenges facing project teams: Towards a specific research agenda. Panel presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Coultas, C. W., Sonesh, S. C., Benishek, L. E., & Salas, E. (May, 2014). Executive Coaching Research: Toward a Context-General Model. Poster presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Sonesh, S.C., Coultas, C., Salas, E. (May, 2014). How Does Coaching Work? A Mixed Method Analysis. Poster presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Lacerenza, C., Marlow, S., Colley, K., Joseph, D., & Salas, E., (May, 2014). Team cognition in distributed teams: Does virtuality matter? Poster presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Thayer, A. L., Gregory, M. E., Grossman, R., Burke, C. S., & Salas (May, 2014). Toward development and validation of an unobtrusive unit cohesion measure. Poster presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Thayer, A.L., Shuffler, M.L., & Salas, E. (May, 2014). Political skill's influence on dyadic trust and distrust in teams. In A. Fulmer & J. Wildman (Co-Chairs), Trust in organizations across levels: Interpersonal, team, & multiteam. Presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Shuffler, M.L., Burke, C.S., Kramer, W.S., Savage, N., & Salas, E. (May, 2014). Leading together yet apart: Collective leadership in distributed virtual teams. Poster presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Heyne, K., Keebler, J., Shuffler, M.L., Stowers, K., Ogelsby, J., Afek, A., & Salas, E. (May, 2014). Reflective approaches to team training in a simulated command and control environment. In L.D'Innocenzo & M. Kukenberger (Co-Chairs), Enhancing team effectiveness across and between levels of analysis. Symposium presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Shuffler, M.L., Burke, C.S., Kramer, W.S., Savage, N., Bleiberg, M., & Salas, E. (May, 2014). The role of political skill in virtual team leadership emergence. In C. Rubino (Chair), From a distance: Which individual differences matter in virtual teams? Symposium presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Sonesh, S.C., Hughes, A.M., Gregory, M.E., Salas, E. (May, 2014). A qualitative investigation of emergent leadership in healthcare. In S. Synnove, S. & C.S. Burke (Co-chairs), Team Leadership When Lives Depend on It. Symposium presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.

- Gregory, M. E., Benishek, L. E., Hughes, A. M., Sonesh, S., Joseph, D. L., King, H. B., & Salas, E. (May, 2014). Does healthcare team training work? A review of what matters. In M. Kerry & E. H. Lazzara (Chairs), A Look at a Paradigmatic Shift in Healthcare Training. Symposium presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Salas, E. (Panelist). (May, 2014). Challenges facing project teams: Towards a specific research agenda. Panel presented at the 29<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Shuffler, M.L., Burke, C.S., Heyne, K., & Salas, E. (July, 2013). Diversity in team leadership structure: Influences on team outcomes. Paper presented at the Interdisciplinary Network for Group Research Conference, Atlanta, GA.
- Grossman, R., Burke, S., Salas, E., Ng Mon, C., (April, 2013). Examining identity, shared leadership, and cohesion in virtual teams. Symposium conducted at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Smith-Jentsch, K.A., Sierra, M.J. & Salas, E. (April, 2013). Countdown to Mars: Sequencing team training for the long haul. Symposium conducted at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Kramer, W.S., Savage, N.M., Davis, C., Shuffler, M.L., Burke, S., & Salas, E. (April, 2013). Tolerance for ambiguity's impact on emergence of leadership and outcomes. Symposium conducted at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Gregory, M.E., Zajac, S.A., Bedwell, W.L., Kramer, W.S., & Salas, E. (April, 2013). Culture and transactive memory systems. Paper presented at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Grossman, R., Thayer, A.L., Burke, S., DeCostanza, A.H., Estrada, A.X., DiRosa, G., & Salas, E. (April, 2013). Conceptualizing cohesion at multiple levels: A theoretical model. Paper presented at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Shuffler, M.L., Burke, C.S., Fahey, R.J., & Salas, E. (April, 2013). Collective orientation's influence on shaping leadership in distributed virtual teams. Paper presented at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Grossman, R., Feitosa, J., Salas, E., Pavlas, D. & Rosen, M.A., (April, 2013). Optimizing demonstration-based training in management education contexts through instructional features. Paper presented at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Coultas, C., Salazar, M.R., Burke, S., & Salas, E. (April, 2013). Effects of Cultural values/norms on affective responses to incivility. Symposium conducted at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Fiore, S.M., Smith-Jentsch, K.A., Wiese, C., & Salas, E. (April, 2013). Macro cognition in teams: Collaborative cognition inside and outside the head. Symposium conducted at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.
- Shuffler, M.L., Burke, S., Bleiberg, M.A., Savage, N.M., & Salas, E. (April, 2013). Influences of leadership characteristics on virtual team leadership network structures. Symposium conducted at the 28<sup>th</sup> Annual Conference for Society of Industrial and Organizational Psychology, Houston, TX.

- Lyons, R., Bedwell, W.L. & Salas, E. (2012, August). No more excuses for teamwork ignorance: Free training resources. Presentation to be presented at the 120<sup>th</sup> Annual Conference for the American Psychological Association, Orlando, FL.
- Shuffler, M.L., DiazGranados, D., & Salas, E. (July, 2012). Creating and sustaining effective teams: Towards a temporally based framework of team development interventions. Paper presented at the Interdisciplinary Network for Group Research Conference, Chicago, IL.
- Ohland, M.W. Loughry, M.L., Salas, E., Woehr, D.J., Layton, R.A., Pomeranz, H.R., Bedwell, W.L., Ferguson, D.M., Lyons, R., Heyne, K., Driskell, T. (June, 2012). SMARTER teamwork: System for management, assessment, assessment, research, training, education, and remediation for teamwork. Poster to be presented at the 2012 American Society of Engineering Education Annual Conference, San Antonio, TX.
- Bedwell, W.L., & Piccolo, R. (Co-Chairs) (April, 2012). Teaching teamwork: Integrating innovative science into the classroom. Symposium to be presented at the 27<sup>th</sup> Annual Conference for the Society of Industrial and Organizational Psychology, San Diego, CA.
- Shuffler, M.L., Grossman, R., Salas, E. & Moore, J. (July, 2011). Applying group decision making theory to understanding non-armed state actors' decisions. Paper presented at the Interdisciplinary Network for Group Research Conference, Minneapolis, MN.
- Piccolo, R., Lyons, R. (Co-Chairs) (April, 2011). Applying science to improve the teaching of teamwork in classrooms. Symposium conducted at the 26<sup>th</sup> Annual Conference for the Society of Industrial and Organizational Psychology, Chicago, IL.
- Lyons, R., Bedwell, W.L., Salas, E., Heyne, K. (April, 2011). Teamwork in the movies: Applying science to instructional design. In Piccolo, R., Lyons, R. (Co-Chairs), Applying Science to Improve the Teaching of Teamwork in Classrooms. Symposium conducted at the 26<sup>th</sup> Annual Conference for the Society of Industrial and Organizational Psychology, Chicago, IL.
- Bedwell, W., Smith-Jentsch, K., Weaver, S., Sierra, M., Fiore, S., Salas, E. (April, 2011) Long-duration space flight crews: A team training needs analysis. In Rench, T., Kozlowski, S., (Co-Chairs), Teams in Space A New Frontier for Organizational Psychology. Symposium conducted at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Smith-Jentsch, K. A., Sierra, M. J., Weaver, S. J., Bedwell, W, Salas, E. (April, 2011). Training multi-team systems to self-correct. In Park, G., DeShon, R. (Co-Chairs), Managing multiteam systems: Theoretical and empirical advances. Symposium conducted at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Weaver, S. J., Smith-Jentsch, K. A. (April, 2011) Composition, cohesion, and climate in air traffic control teams. In Salazar, M.R., Weaver, S.J. (Co-Chairs), Composing Effective Teams: One Size Does Not Fit All. Symposium conducted at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Salas, E. (Panelist). (April, 2011). In extremis teams: What do we need to know? Panel presented at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Salas, E. (Panelist). (April, 2011) The unwieldy world of teams: Teamwork issues in applied settings. Panel presented at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Salas, E., Weaver, S. (Co-Chairs). (April, 2011) Teams in the wild: Do our theories and methods fit? Panel presented at the 26<sup>th</sup> Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.



- Burke, C.S., DiazGranados, D., DeChurch, L.A., Salas, E. (April, 2011) Looking at goal conflict in multiteam systems: An empirical investigation. In Park, G., DeShon, R. (Co-Chairs), Managing multiteam systems: Theoretical and empirical advances. Symposium conducted at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Coultas, C., Bedwell, W., Salas, E. (April, 2011) Defining and developing motivational multicultural leaders. In Hunter, A., Shuffler, M. (Co-Chairs), Developing culturally competent leaders: Current theory, research & lessons learned. Symposium conducted at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Fiore, S., Smith-Jentsch, K., Salas, E. (April, 2011) Macro cognition in teams: Developing theory to examine complex collaborative cognition. In Chao, G., Kozlowski, S. (Co-Chairs), Macro cognition: The next frontier for team cognition research. Symposium conducted at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lyons, R., Bedwell, W., Salas, E., Heyne, K. (April, 2011) Teamwork in the movies: Applying science to instructional design. In Piccolo, R., Lyons, R. (Co-Chairs), Applying science to improve the teaching of teamwork of teamwork in classrooms. Symposium conducted at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Coultas, C., Bedwell, W., Salas, E., Burke, S. (April, 2011) Scalpels, not hacksaws: Culturally competent coaching. Paper presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lyons, R., Pavlas, D., Fiore, S., Lum, H., Salas, E. (April, 2011) Considering the influence of task complexity on macrocognitive team processes. Paper presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Rosen, M., Fiore, S., Salas, E. (April, 2011) Team knowledge-building processes and problem solving outcomes: An empirical investigation. Paper presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Thayer, A., Grossman, R., Shuffler, M., Burke, C.S., Salas, E. (April, 2011) Critical social thinking training: A framework for design and delivery. Poster presented at the the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Bedwell, W.L., Smith-Jentsch, K., Weaver, S.J., Sierra, M.J., Fiore, S.M., Dietz, A., Carter, D., Oglesby, J., & Salas, E. (April, 2011) Extreme teams: A training needs analysis for long-duration spaceflight. Proposal submitted to the 18<sup>th</sup> IAA Humans in Space Symposium, Houston, TX.
- Dietz, A.S., Driskell, J.E., Weaver, S.J., Bedwell, W.L., Sierra, M.J., & Salas, E. (April, 2011) Assessing the role and effects of stress in long-duration spaceflight teams: A framework and training taxonomy. Poster presented at the 18<sup>th</sup> IAA Humans in Space Symposium, Houston, TX.
- Smith-Jetsch, K., Salas, E., Fiore, S.M., Weaver, S.J., Bedwell, W.L., Sierra, M.J., Dietz, A., Carter, D. & Oglesby, J. (April, 2011) Integrated team training to support optimal crew performance in long duration space exploration. Poster presented at the 18<sup>th</sup> IAA Humans in Space Symposium, Houston, TX.
- Lazzara, E.H., Pavlas, D., Bedwell, W., Heyne, K., & Salas, E. (2010, August). What features matter?: Linking serious game attributes to learning outcomes. Paper to be presented at American Psychological Association, San Diego, CA.

- Layton, R., Loughry, M.L., Ohland, M., Pomeranz, H., Bedwell, W.L., & Salas, E. (2010). The effective management of student teams using the CATME/Team-maker system. Poster presented at the 5<sup>th</sup> Annual Conference of the Interdisciplinary Network for Group Research (INGRoup) in Washington, DC.
- Lazzara, E.H., Shuffler, M., Rosen, M.A., Xavier, L., Wooten, S., Salas, E., et al (2009, October). Identifying the best practices for critical social thinking and metacognitive thinking training. Poster presented at the 53<sup>rd</sup> Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Lum, H.C., Sims, V.K., Lagattuta, N.C., Rosen, M.A., & Salas, E., (2009, October) Eye movements and reliance on external memory aids predict team success in a military planning task. Paper presented at the 53<sup>rd</sup> Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Pavlas, D., Bedwell, W., Heyne, K., & Salas, E. (2009, October), Investigating the attributes in serious games that contribute to learning. Paper presented at the 53<sup>rd</sup> Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Pavlas, D., Burke, C.S., Fiore, S., Salas, E., Jensen, R., & Fu, D. (2009, October). Enhancing unmanned aerial system training: knowledge, skills, attitudes, and methods. Paper presented at the 53<sup>rd</sup> Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Rosen, M.A., Salas, E., Fiore, S.M., Pavlas, D., & Lum, H.C. (2009, October). Team cognition and external representations: A framework and propositions for supporting collaborative problem solving. Paper presented at the 53<sup>rd</sup> Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Wildman, J., Shuffler, M., Fiore, S., Lazzara, E.,H., Rosen, M., Xavier, L. et al. (2009 October). Adopting the training cycle for trust training in swiftly starting action teams. In Steve Fiore & Elizabeth Lazzara (Chairs), Managing trust in Swift Action Teams. Symposium conducted at the 53<sup>rd</sup> Annual Meeting of the Human Factors and Ergonomics Society, San Antonio, TX.
- Rosen, M.A., Salas, E., Deering, S., & King., H.B. (2009, September). Team debrief in simulation-based training: An integrative framework, strategies, and tips. Paper presented at the 9<sup>th</sup> Annual International Meeting of Simulation in Healthcare, Lake Buena Vista, FL.
- DiazGranados, D., Rosen, M.A., & Lyons, R., Weaver, S.J., Salas, E., Wilson K.A., et. al. (2009, September). Can simulation-based training in FSTs develop affective team competencies? Poster presented at the 9<sup>th</sup> Annual International Meeting of Simulation in Healthcare, Lake Buena Vista, FL.
- DiazGranados, D., Rosen, M.A., Weaver, S.J., Lyons, R., Salas, E., Wilson, K.A., et.al. (2009, September). Effects on collective efficacy in forward surgical teams: Does type of simulation matter? Poster presented at the 9<sup>th</sup> Annual International Meeting of Simulation in Healthcare, Lake Buena Vista, FL.
- Salas E., (2009, May). The science and practice of CRM training: Some observations after three decades. Paper presented at the 14<sup>th</sup> European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.
- Salas, E., (2009, May). Macro cognition in teams: Understanding cognition in complex collaborative environments. Paper presented at the 14<sup>th</sup> European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.

- Salas, E., (2009, May). The development of expertise in organizations: Principles that matter. Paper presented at the 14<sup>th</sup> European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.
- Weaver, S.J., Rosen, M.A., DiazGranados, D., Lyons, R., Lazzara, E. et al (2008, December). Optimizing safe, effective care through teamwork: Interim results of an Evaluation of TeamSTEPPS in the operating rooms. Paper presented at the 20<sup>th</sup> Annual Institute for Healthcare Improvement National Forum, Nashville, TN.
- Bennett, W., Merket, D., Salas, E., Zaccaro, S.J., & Kozlowski, S.W.J. (2008, September). Challenges in team-of-teams training and assessment. Panel discussion at the 52<sup>nd</sup> Annual Meeting of the Human Factors and Ergonomics Society, New York, NY.
- Lum, K.C., Fiore, S.M., Rosen, M.A., & Salas, E., (2008, September). Complexity in Collaboration: Developing an understanding of macrocognition in teams through examination of task complexity. Paper presented at the 52<sup>nd</sup> Annual Meeting of the Human Factors and Ergonomics Society, New York, NY.
- Wilson, K., Rosen, M.A., & Salas, E., (2008, September). Improving shared cognition in forward surgical teams: From theory to learning strategies. Paper presented at the 52<sup>nd</sup> Annual Meeting of the Human Factors and Ergonomics Society, New York, NY.
- Pavlas, D., Rosen, M.A., Fiore, S., & Salas, E., (2008, September). Using visual attention video games and traditional interventions to improve baggage screening. Paper presented at the 52<sup>nd</sup> Annual Meeting of the Human Factors and Ergonomics Society, New York, NY.
- Rentsch, J.R., Salas, E., Chao, G.T., Gelfand, M.J., & Hanges, P.J. (2008, April). Why pay attention to cultural issues in organizations? Panel discussion at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Lyons, R., Burke, C.S., Priest, H., & Salas, E., (2008, April). Training for work in multicultural environments: An organizing framework. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Rosen, M., Salas, E., & Upshaw, C., (2008, April). Understanding demonstration-based training: A definition, framework and some initial guidelines. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Klein, C., Salas, E., DiazGranados, D., Burke, C.S., Stagl, K., Goodwin, G., & Halpin, S. (2008, April). Do team-training interventions enhance team outcomes? A meta-analytic initiative. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- DiazGranados, D., Klein, C., Salas, E., Le, H., Burke, C.S., Lyons, R., & Goodwin, G., (2008, April). Does team building work? Paper presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Wildman, J., Bedwell, W., Rosen, M., Fritzsche, B., Burke, C.S., & Salas, E. (2008 April). So you want to measure team adaptation? Some guiding principles. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kozlowski, S.W.J., Salas, E., Pritchard, R.D., & Beier, M.E. (2008, April). Frontier Series Learning, training, and development in organizations. Panel presentation at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

- Baker, D.P., Salas, E., Alonso, A., Day, R., Holtzman, A.K., Steighner, L.A., Porter, C., King, H., & Battles, J. (2008 April). M.Scott Myers award for applied research in the workplace: TeamSTEPPS: Team strategies and tools to enhance performance and patient safety. Presentation at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Goodwin, G.F., Salas, E., Pritchard, R.D., Rentsch, J.R., DeChurch, L.A., Slaughter, A.J., Mohammed, S. & Dorsey, D.W. (2008, April). Frontier Series Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches. Panel presentation at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Rosen, M.A., Feldman, M., Fiore, S.M. & Salas, E. (2007, October). Augmented team cognition for complex problem-solving tasks: A framework and research agenda. Paper presented at the Human Factors and Ergonomics Society 51<sup>st</sup> Annual Meeting, Baltimore, MD.
- Priest, H., Burke, B., Burke, C.S., & Salas, E.. (2007, April). Methodologies employed in measuring shared cognition: What do we know? Paper presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Salas, E., King, H.B., Baker, D.P., Wilson, K., & Lyons, R. (2007, April). Promoting teamwork when the life of others depends on it: Critical success factors for health care. In Symposium presented at 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Klein, C., Stagl, K.C., Salas, E., Burke, C.S., DiazGranados, D., Goodwin, G.F., & Halpin S.M. (2007, April). A meta-analytic examination of team development interventions. Paper presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Stagl, K.C., Fritzsche, B.A., & Salas, E.. (2007, April). The construct validity of a situational judgment test. Paper presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Sims, D., Burke, C.S., Metcalf, D., & Salas, E. (2007, April). Beyond the technology: Research based guidelines for designing blended learning. Poster presented at the 22<sup>nd</sup> Annual Conference for the Society of Industrial and Organizational Psychology, New York, NY.
- Rosen, M.A., Wilson, K.A., & Salas, E. (2007, January). Using simulation-based training to improve patient safety: The need for performance diagnosis. Poster presented at the 7<sup>th</sup> International Meeting on Simulation in Healthcare, Orlando, FL.
- Klein, C., Salas, E., Burke, C.S., Goodwin, G.F., Halpin, S. & Diaz-Granados, D. (2006, August). Does team training enhance team processes, performance, and team member affective outcomes? In C.O. L.H. Porter (Chair), Training outcomes: The role of context. Paper session conducted at the 66<sup>th</sup> Annual Meeting of the Academy of Management, Atlanta, GA.
- Rosen, M.A., Fiore, S.M., & Salas, E., (2006, July). Cultural evolution in team problem solving. Poster presented at the 1<sup>st</sup> Meeting of the Interdisciplinary Network for Group Research (INGRoup), Pittsburgh, PA.
- Wilson, K.A., Guthrie, J.W., Salas, E., & Burke, C.S. (2006, July). Dyads and triads at 35,000 feet: A look 20 years later. Paper presented at the 1<sup>st</sup> Meeting of the Interdisciplinary Network for Group Research (INGRoup), Pittsburgh, PA.

- Rosen, M.A., Guthrie, J.W., Wilson, K.A., Burke, C.S., Salas, E., Nelson, W.T., & Bolia, R.S. (2006, July). Teams and technology: A review of the effects of computer-mediation on team performance. Poster presented at the 1<sup>st</sup> Meeting of the Interdisciplinary Network for Group Research (INGROUP), Pittsburgh, PA.
- Salas, E. (2006, May). Panelist. In G. Chen (Panelist). Getting more respect: Informing multiple constituents about I-O scientific contributions. Panel given at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Fritzsche, B.A., Mottarella, K.E., DeRouin, R.E., & Salas, E. (2006, May). Learner control in a web-based course: Pace yourself. Paper presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Hess, K.P., Burke, C.S., Priest, H., Rosen, M., Salas, E., Paley, M.J., & Riedel, S.L., (2006, May). Facilitating leadership in multicultural teams. In S.J. Zaccaro, T. Koehler, & G. Yun, (Co-Chairs). Global at work, but local at heart. Symposium presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Klein, C., Stagl, K.C., Salas, E., Parker, C.P., Van Eynde, D.F., (2006, May). Simulation training evaluation for NASA's mission management team. Paper presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Burke, C.S., Stagl, K.C., Klein, C., Goodwin, G.F., Salas, E., & Halpin, S.M. (2006, May). Does leadership in teams matter? A meta-analytic investigation of leadership behavior, team characteristics, and team performance. Symposium presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Rosen, M., Salas, E., Jentsch, F., Brunner, B., Todaro, J., & Crowe, K. (2006, January). The effects of Simulation use and prior experience on trainee knowledge structure and task performance in cardiopulmonary emergency medicine training. Paper presented at the 6<sup>th</sup> International Meeting on Medical Simulation, San Diego, CA.
- Rosen, M., Wilson, K.A., & Salas, E. (2006, January). Fidelity and Transfer of Training in Medical Simulation. Poster presented at the 6<sup>th</sup> International Meeting on Medical Simulation, San Diego, CA.
- Wilson, K.A., Salas, E., & Burke, C.S. (2005, June). Crew resource management (CRM) training: Where are we after 20 years? Poster presented at the Naturalistic Decision Making 7 Conference, Amsterdam, Netherlands.
- DeRouin, R.E., Parrish, T.J. & Salas, E. (2005, April). On-the-job Training: A review of researchers and practitioners. Paper presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Salas, E. (2005, April). Panelist. In K.J. Krokos (Chair). Training Principles: The influence of training research on training practice. Panel given at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Garofano, C.M. & Salas, E. (2005, April). What influences continuous employee development decisions? Paper presented at 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Salas, E., (2005 April). Discussant. In S.J. Zaccaro, Z.N.J. Horn, B.Wiggins (Co-Chairs). Best practices in making virtual teams that work. Symposium presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

- Burke, C.S., Goodwin, G.F., Salas, E., & Halpin, S.M. (2005, April). Army leaders in teams: Knowns, unknowns and a map for the future. In D.V. Day & S.M. Halpin (Co-Chairs). Leader development theory and research in the United States Army. Symposium presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Salas, E., (2005 April). (Discussant). In J.R. Rentsch & D. Steele-Johnson (Co-Chairs). Keys to high team performance on complex tasks. Symposium presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Salas, E. (2005, April). Panelist. In R. Day & D.P. Baker (Co-Chairs). Training the next generation of doctors. Panel given at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Kelly, B.C., Badum, A.M., Salas, E., & Burke, C.S. (2005, April). Shared cognition: Can we all get on the same page? Paper presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Salas, E. (2005, April). Panelist. In W.S. Becker & M.D. Kelly (Co-Chairs). Gaining visibility for your work: Learn from the experts. Panel given at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Salas, E. (2005, April). Presenter. I-O participation in federal research grants. Seminar given at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Sutton, J. Pierce, L.G., Salas, E., & Burke, C.S. (2005, April). Cultural adaptability. In C.S. Burke (Chair). Emerging multicultural team theory and research. Symposium presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Burke, C.S., Salas, E., Stagl, K.C., Wilson-Donnelly, K.A., & Pierce, L. (2005, April). Team adaptation in multicultural teams: A theoretical forum. In C.S. Burke (Chair), Emerging multicultural team theory and research. Paper presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Fiore, S.M., Salas, E., Jentsch, F., & Finkelstein, N. (2004, October). Team cognition in human agents team research. Presented at the Training for Tomorrow Conference, NASA Johnson Space Center Advanced Technology Integration Group, Houston, TX.
- DeRouin, R. E., & Salas, E. (2004). 30 years of Nobel-winning psychologists: What does it take? Paper presented at the 112<sup>th</sup> Annual American Psychological Association Conference in Honolulu, HI.
- DeRouin, R. E., Fritzsche, B. A., & Salas, E. (2004). Learner control and workplace e-learning: Design, person, and organizational issues. Poster presented at the 112<sup>th</sup> Annual American Psychological Association Conference in Honolulu, HI.
- Priest, H. A., Burke, C. S., Salas, E., & Bowers, C. (2004, August). What do we know about Teams? A Practical Framework. Paper presented at the 112<sup>th</sup> Annual American Psychological Association Conference in Honolulu, HI.
- Priest, H. A., Guthrie, J., Burke, C. S., Bowers, C., Salas, E., & Milham, L. (2004, August). The Pattern of Team Communication across Team Type: Are all Teams Created Equal? Paper presented at the 112<sup>th</sup> Annual American Psychological Association Conference in Honolulu, HI.
- Wilson-Donnelly, K. A., Priest, H. A., Burke, C. S., Klein, C., Sims, D. E., Salas, E., Wears, R. L., & Perry, S. (2004, July). Automated technology and patient safety: A case study. Paper presented at the 112<sup>th</sup> Annual Meeting of the American Psychological Association, Honolulu, HI.

- Wilson-Donnelly, K. A., Burke, C. S., & Salas, E. (2004, July). Critically examining CRM training's effectiveness: An update, extension, and needs. Paper presented at the 112<sup>th</sup> Annual Meeting of the American Psychological Association, Honolulu, HI.
- Fritzsche, B.A., Burke, C.S., Flowers, L., Stagl, K., Wilson, K., & Salas, E. (2004, May). Improving team adaptability using contrasting cases training. In C.S. Burke & E. Salas (Co-Chairs), Emerging Theoretical and Empirical Approaches used in Team Effectiveness Research. Symposium conducted at the annual meeting of the American Psychological Society, Chicago, IL.
- Sims, D.E., Priest, H.A., Wilson, K.A., Burke, C.S., & Salas, E. (2004, April). Safety culture and error reporting in hospital transfusion services. In K.E. Fox (Chair) I-O Psychology in medicine: Some recent empirical applications. Symposium presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Goodwin, G.F., Gavan O'Shea, P., Driskell, J.E., & Salas, E. (2004, April). Reasoning item development process: Pitfalls, successes, and lessons learned. In S.B. Gustafson (Chair) Making conditional reasoning tests work: Reports from the frontier. Symposium presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- DeRouin, R.E., Fritzsche, B.A., & Salas, E. (2004, April). Age, stereotype threat, and training performance. In B.A. Fritzsche (Chair) The aging workforce: Advancements in training development, and lifelong learning. Symposium presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Klein, C., DeRouin, R.E., & Salas, E. (2004, April). Interpersonal skills: What they are and how to acquire them. Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Sims, D.E., Fritzsche, B.A., & Salas, E. (2004, April). The decision to trust: Which antecedents are most important? Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- DeRouin, R.E., Sims, D.E., Nakano, K.M., & Salas, E. (2004, April). Sources of silence: Why subordinates don't voice concerns to management. Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Kendall, D.L., Salas, E., Burke, C.S., & Stagl, K.C. (2004, April). Understanding team adaptability: A conceptual framework. Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Sims, D.E., Salas, E., & Burke, C.S. (2004, April). Is there a "Big Five" in teamwork? Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Littrell, L.N., & Salas, E. (2004, April). Best practices in cross-cultural training: Can they be improved? Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Baker, D.P., Beaubien, J.M., Holtzman, A.K., & Salas, E. (2004, April). Applying I-O to healthcare: Investigating the requirements for team training. Paper presented at the 19<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Fiore, S.M., Jentsch, F., Bowers, C.A. & Salas, E. (2003, October). Shared mental models at the Intra- and Inter-team level: Applications to counterterrorism and crisis response for homeland security. Paper presented at 47<sup>th</sup> Annual Meeting of Human Factors and Ergonomics Society, Denver, Colorado.

- Wilson-Donnelly, K.A., Priest, H.A., Salas, E. & Burke, C.S. (2003, October). Guidelines for developing a safety culture to support the implementation and use of technology. Paper presented at 47<sup>th</sup> Annual Meeting of Human Factors and Ergonomics Society, Denver, Colorado.
- Fiore, S.M., Cuevas, H.M. & Salas, E. (2003, October). Putting working memory to work: Integrating cognitive science theories with cognitive engineering research. Paper presented at 47<sup>th</sup> Annual Meeting of Human Factors and Ergonomics Society, Denver, Colorado.
- Salas, E. (2003, July). Responding to crisis: Terrorism, emergencies and accidents. In R. Ardila (Chair). The great social problems of our time: What is psychology doing to understand and change them? Symposium presented at the 25<sup>th</sup> Interamerican Congress of Psychology, Lima, Peru.
- Salas, E. (2003, July). Competencies in work groups. In E. Castillo (Chair). Knowledge and competencies: Challenges for organizations. Symposium presented at the 25<sup>th</sup> Interamerican Congress of Psychology, Lima, Peru.
- Salas, E., Kosarzycki, M., Fiore, Stephen M., and DeRouin, R.E. (2003, April). Distance Learning in Organizations: Trends and Needs. In D.L. Stone and K. Lukaszewski (Co-Chairs). eHR: The Influence of Technology on Human Resources Management. Symposium presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Wilson, K.A., Burke, C.S., Salas, E., Fowlkes, J., and Priest, H. (2003, April). Promoting Workplace Safety Through High Reliability Teams. In G. Chen and J. C. Wallace (Co-Chairs). Occupational Health and Safety: Encompassing Personality, Emotion, Teams, and Automation. Symposium presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Burke, C.S., Salas, E., Fowlkes, J., and Wilson, K.A. (2003, April). Developing Leaders for Multicultural Teams: An Event-Based Approach. In D.V. Day (Chair). Understanding Leader Development: Building Individual Leaders and Team Leadership. Symposium presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Kosarzycki, M., and Salas, E. (2003, April). What Managers Need to Do to Support Transfer of Training. In W.L. Richman-Hirsch (Chair). Advances in Training Research: Impact on Motivation, Transfer, Business Results. Symposium presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- DeRouin, R.E., Fritzsche, B.A., and Salas, E. (2003, April). Empowering Workplace E-Learners: Research-Based Guidelines for Learner-Controlled Training. Paper presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Alvarez, K., and Salas, E. (2003, April). Individual Characteristics and Training Evaluation: Toward an Integrative Model. Paper presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Salas, E. (2003, April). Panelist. In S.W.J. Kozlowski (Chair). Getting Learning into Web-Based, Distance, and Distributed Training. Panel given at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Salas, E. (2003, April). Discussant. In C.M. Frye and C.D. Johnson (Co-Chairs). Picture This! Using Feature Films to Teach I-O Competencies. Symposium presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Scielzo, S., Fiore, S.M., Samman, S.N., Cuevas, H.M., Bowers C.A., & Salas, E. (2002, August). Effects of multimedia on knowledge acquisition. Paper presented at the 110<sup>th</sup> Annual Convention of the American Psychological Association, Chicago, Illinois.



- Salas, E. (2002, April). Discussant. In S.W.J. Kozlowski (Chair). Advances in Training Effectiveness: Traits, States, Learning Processes, and Outcomes. Symposium presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Salas, E. (2002, April). Panelist. In E.F. Stone-Romero (Chair). Hispanic Americans and Human Resources Practices. Panel Discussion given at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Salas, E. (2002, April). Discussant. In W.L. Richman-Hirsch (Chair). What Happens Before Training? The Impact of Pre-Training Processes/Experiences. Symposium presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Salas, E., Mullen, B., Nichols, D.R., and Driskell, J.E. (2002, April). What Contributes to the Effective Design of Team Training?: A Meta-Analysis. In A. Towler (Chair) Current Issues in Training Design and Evaluation. Symposium presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Kosarzycki, M., Salas, E., Burke, C.S., and Fiore, S.M. (2002, April). Emerging Themes in Distance Learning: Some Food for Thought. Paper presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Burke, C.S., Salas, E., Stagl, K.C., & Fowlkes, J. (2002, April). Leading Multi-Cultural Distributed Teams: Maintaining Shared Cognition From a Distance. In J.C. Ziegert and K.J. Klein (Co-Chairs) Team Leadership: Current Theoretical and Research Perspectives. Symposium presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Salas, E. (2002, April). Presenter. In A.J. Colella (Chair). M. Scott Myers Award for Applied Research in the Workplace How to Make a Team of Experts an Expert Team: Guidelines for Improving Team Decision making Under Stress. Symposium presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Kring, J.P., Fiore, S.M., & Salas, E. (2002, April). Russian-US Cooperation in Space: Historical Insight and Future Challenges. Paper presentation at the 39<sup>th</sup> Space Congress. Cape Canaveral, FL.
- Kring, J.P., Fiore, S.M., Samman, S.N., & Salas, E. (2002). Culture's impact on spacecraft design and human technology interfaces: Findings and recommendations. Abstract of 2002 Aerospace Medical Association Annual Meeting paper. Aviation, Space, & Environmental Medicine, 73, 225.
- Burke, C.S., Salas, E. & Fowlkes, J.E. (2001, August). Measuring Team Performance Within Naturalistic Settings: Challenges, Obstacles, Guidelines. Paper presented at the 109<sup>th</sup> Annual Convention of the American Psychological Association, San Francisco, CA.
- Samman, S.M., Torrez, L.I., Sims, V.K., Bowers, C.A., & Salas, E. (2001, August). Increasing Performance in a highly Immersive Virtual Environment. Paper presented at the 109<sup>th</sup> Annual Convention of the American Psychological Association, San Francisco, CA.
- Wilson, K.A., Burke, C.S., Salas, E., & Bowers, C.A. (2001, August). Does CRM Training Transfer to the Cockpit? Methodological Observations. Paper presented at the 109<sup>th</sup> Annual Convention of the American Psychological Association, San Francisco, CA.
- Stone-Romero, E.F., Stone, D.L., Salas, E., Hartman, M., & Muniz, E.J. (2001, April). Differences in the work-related values and behaviors of Hispanic-Americans and Anglo-Americans. In D. Chrobot-Mason (Chair) Leaders of Diverse Work Groups: Understanding the Challenges and Exploring Strategies for Success. Symposium presented at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

- Salas, E. (2001, April). Discussant. In S.M. Fiore (Chair). Cognition and Cognitive Technology: Maximizing "Multimodality" when Implementing "Multimedia" Training. Symposium presented at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Salas, E. (2001, April). Discussant. In S.W.J. Kozlowski & R.P. DeShon (Co-Chairs). Enhancing Team Performance: Emerging Theory, Instructional Strategies, and Evidence. Symposium presented at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Lorenzet, S., Yukl, G.A., Tannenbaum, S.I., Salas, E., Williams, K.J., & Eddy, E. (2001, April). Goal Orientation and Errors in Training: A Social Cognitive Approach. Paper presented at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Salas, E. (2001, April). Discussant Leader. In D.L. Stone (Chair). Human Resources Technology and Privacy-Part II. Panel given at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Hitt, J., Jentsch, F., Bowers, C.A., Salas, E., & Edens, E. (2000, November). Scenario-based training for autoflight skills. Paper presented at the Australian Aviation Psychology Association Conference. Sydney Australia.
- Salas, E. (2000, August). Panelist. In D.L. Stone & S. E. Newell (Co-Chairs). Gente del Corazon: The Influence of Spanish Culture on Organizational Culture and Practices. Panel given at the Annual Meeting of the Academy of Management. Toronto, Canada.
- Jentsch, F., Hitt, J., Bowers, C., & Salas, E. (2000, August). Studying Conceptual Knowledge of Vertical-Flight-Path Guidance. In P. Ikomi (Chair) Modeling Knowledge and Performance in the Aviation Domain. Symposium presented at the 108<sup>th</sup> Annual Convention of the American Psychological Association. Washington, D.C.
- Salas, E. (2000, August). Panelist. In D.P. Baker (Chair). Conducting Cross-Cultural Research on Teams. Conversation Hour given at the 108<sup>th</sup> Annual Convention of the American Psychological Association. Washington, D.C.
- Salas, E., (2000, April). Panelist. In D.P. Baker & L. Horvath (Co-Chairs). Teamwork: A Global Phenomenon? Panel given at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kozlowski, S.W.J., Brown, K.G., Weissbein, D.A., Cannon-Bowers, J.A., & Salas, E. (2000, April). A Multi-level approach to training effectiveness: Enhancing horizontal and vertical transfer. In K.J. Klein & S.W.J. Kowzłowski (Co-Chairs) Multilevel theory in I-O psychology: Examples and lessons for theory development. Symposium presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Salas, E. (2000, April). Co-host. Early career twisters: Learning the rules of the game. Roundtable presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Salas, E. (2000, April). Discussant. In J.A. Cannon-Bowers (Chair). The cognitive basis of training. Symposium presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Rhodenizer, L., Bowers, C.A., Burroughs, W., & Salas, E. (1999, September). The use of 2-D and 3-D displays for training a formation detection task. Paper presented at the 43<sup>rd</sup> annual meeting of the Human Factors and Ergonomics Society, Houston, TX.

- Salas, E. (1999, September). Panelist in M.J. Paley (Chair) Is there research off the tenure track? Panel given at the 43<sup>rd</sup> annual meeting of the Human Factors and Ergonomics Society, Houston, TX.
- Oser, R.L., Jentsch, F.G., Bowers, C.A., & Salas, E. (1999, September). Using automation to support decision making: Challenges and training research requirements. In L.G. Pierce (Chair) The human-computer team: Interaction or interference. Symposium presented at the 43<sup>rd</sup> annual meeting of the Human Factors and Ergonomics Society, Houston, TX.
- Salas, E. & Cannon-Bowers, J.A. (1999, August). Enhancing team performance in complex environments: Team training strategies. In W.C. Howell (Chair) Engineering Psychology: Where General Psychology Meets Design. Symposium conducted at the annual meeting of the American Psychological Association, Boston, MA.
- Blickensderfer, E., Cannon-Bowers, J.A., & Salas, E. (1999, May). The relationship between shared knowledge and team performance: A field study. In K.A. Smith-Jentsch & L.L. Levesque (Co-chairs) Shared cognition in teams: Predictors, Processes, and Consequences. Symposium conducted at the 14<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Milanovich, D.M., Muniz, E.J., Salas, E., & Cannon-Bowers, J.A. (1999, May). Team derailment: An initial examination. Paper presented at the 14<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Smith-Jentsch, K.A., Salas, E., Cannon-Bowers, J.A., & Hall, S. (1999, May). Stability of team membership as a factor in team training design. In S.J. Zaccaro (Chair) Team development interventions: What's appropriate and when? Symposium conducted at the 14<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Blickensderfer, E., Radtke, P., Salas, E., & Cannon-Bowers, J.A. (1999, May). Competencies and suggested training for distributed teams. In L.R. Offermann (Chair) Teams at a distance: Lessons learned and future prospects. Symposium conducted at the 14<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Mathieu, J.E., Salas, E., Cannon-Bowers, J.A. & Goodwin, G.F. (1999, May). Scaling the quality of teammates' mental models: Equifinality and expert comparisons. In J.R. Rentsch (Chair) Must we change our minds about team mental models? A guide for applied settings. Symposium conducted at the 14<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Blickensderfer, E., Cannon-Bowers, J.A., & Salas, E. (1998, October). Assessing team shared knowledge: A field test and implications for team training. Paper presented at the 42<sup>nd</sup> annual meeting of the Human Factors and Ergonomic Society, Chicago, IL.
- Blickensderfer, E.L., Cannon-Bowers, J.A., & Salas, E. (1997, October). Does overlap in team member knowledge predict team performance? Paper presented at the 41<sup>st</sup> annual meeting of the Human Factors and Ergonomics Society, Albuquerque, NM.
- Salas, E. (1998, October). Panelist. In J. M. Orasanu (Chair) 15 years of team research: What we have learned? Panel given at the 42<sup>nd</sup> annual meeting of the Human Factors and Ergonomics Society, Chicago, IL.
- Salas, E. (1998, October). Panelist. In R. J. Stout (Chair) What do we know about training situational awareness? Panel given at the 42<sup>nd</sup> annual meeting of the Human Factors and Ergonomics Society, Chicago, IL.

- Blickensderfer, E., Cannon-Bowers, J.A., & Salas, E. (1998, October). Assessing team shared knowledge: A field test and implications for team training. Paper presented at the 42<sup>nd</sup> annual meeting of the Human Factors and Ergonomic Society, Chicago, IL.
- Blickensderfer, E.L., Cannon-Bowers, J.A., & Salas, E. (1997, October). Does overlap in team member knowledge predict team performance? Paper presented at the 41<sup>st</sup> annual meeting of the Human Factors and Ergonomics Society, Albuquerque, NM.
- Salas, E. (1998, October). Panelist. In J. M. Orasanu (Chair) 15 years of team research: What we have learned? Panel given at the 42<sup>nd</sup> annual meeting of the Human Factors and Ergonomics Society, Chicago, IL.
- Salas, E. (1998, October). Panelist. In R. J. Stout (Chair) What do we know about training situational awareness? Panel given at the 42<sup>nd</sup> annual meeting of the Human Factors and Ergonomics Society, Chicago, IL.
- Salas, E. (1998, April). Panelist. In S. Arad & M. A. Champion (Co-Chairs) Team Research: Methodology and measurement challenges. Panel given at the 13<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Salas, E. (1998, April). Discussant. In J.E. Mathieu & S.M. Gully (Co-Chairs) Individual differences, learning, motivation and training outcomes. Symposium conducted at the 13<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Cannon-Bowers, J.A., Salas, E., Blickensderfer, E. (1998, April). On training crews. In R.J. Klimoski (Chair) When is a work team a crew - and does it matter? Paper presented at the 13<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, Dallas, TX.
- Bowers, C.A., Morgan, B.B., Salas, E. (1998, April). Selecting team members: Should we be on "crews control". In R.J. Klimoski (Chair) When is a work team a crew - and does it matter? Paper presented at the 13<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, Dallas, TX.
- Smith-Jentsch, K.A., Cannon-Bowers, J.A., Salas, E. (1998, April). The measurement of team performance. Master tutorial presented at the 13<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, Dallas, TX.
- Smith-Jentsch, K.A., Cannon-Bowers, J.A., Salas, E., & Krager, K. (1998, April). A data-driven model of precursors to teamwork: Implications for training. In K. Krager (Chair) Team effectiveness as a product of individual, team, and situational factors. Paper presented at the 13<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, Dallas, TX.
- Mathieu, J.E., Goodwin, G.F., Heffner, T.S., & Salas, E. (1998, April). Tests of alternative models of the influence of members' KSAOs on performance in teams. In K. Krager (Chair) Team effectiveness as a product of individual, team, and situational factors. Paper presented at the 13<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, Dallas, TX.
- Muniz, E.J., Stout, R.J., Brannick, M.T. & Salas, E. (1997, March). The relationship between team processes and performance: A replication. Paper presented at the annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- Cannon-Bowers, J.A., & Salas, E. (1997, April). The science and practice of team-based organizations: Lessons learned and future directions. Conversation hour delivered at the 12<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MI.

- Smith-Jentsch, K., Cannon-Bowers, J.A., & Salas, E. (1997, April). New wine in old bottles: A framework for theoretically based OJT. In K. Smith-Jentsch (Chair). Toward a continuous learning environment. Symposium delivered at the 12th annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MI.
- Blickensderfer, E.L., Cannon-Bowers, J.A., & Salas, E. (1997, April). Training teams to self-correct: An empirical investigation. Paper presented at the 12th annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MI.
- Jentsch, F., Irvin, J., Bowers, C., Smith-Jentsch, K., & Salas, E. (1997, April). What determines whether observers recognize targeted behavior in modeling displays? Paper presented at the 12<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MI.
- Salas, E., Mullen, B., Rozell, D. & Driskell, J.E. (1997, April). The effects of team building on performance: An integration. Paper presented at the 12th annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MI.
- Brannick, M.T., Prince, C., & Salas, E. (1997, April). Team training: Achieving efficient positive transfer. Paper presented at the 12th annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MI.
- Stout, R.J., Salas, E., Prince, C. & Fowlkes, J.E. (1996, August). The efficacy of enhancing team performance in complex environments. In E. Salas & R.J. Stout (Co-Chairs). The science and practice of enhancing team work in organizations. Symposium conducted at the annual meeting of the American Psychological Association, Toronto, Canada.
- Salas, E. (1996, April). Panelist. In D.A. Johnson (Chair). Team models and organizational outcomes. Panel given at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Cannon-Bowers, J.A., Salas, E., Bowers, C. & Rhodenizer, L. (1996, April). Conditions of practice: Optimizing learning and performance. In K.A. Smith-Jentsch (Chair). When, how and why does practice make perfect? Paper given at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Cannon-Bowers, J.A., Salas, E. & Tannenbaum, S.I. (1996, April). The myth and realities of training: Preparing for the 21st Century. Roundtable conducted at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Stout, R., Salas, E. & Kraiger, K. (1996, April). Using behavioral and cognitive measures of learning in team training. In R. Noe (Chair). How can organizations facilitate transfer of training? Paper presented at the 11th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Muniz, E., Stout, R.J., & Salas, E. (1996, March). Communication as an indicator of team situation awareness. Paper presented at the 42nd annual meeting of the Southeastern Psychological Association, Norfolk, VA.
- Prince, C., Salas, E., Bowers, C., & Jentsch, F. (1995, November). Team situation awareness research: Many paths to a destination. Paper presented at the International Conference on Experimental Analysis of Measurement of Situation Awareness, Daytona Beach, FL.
- Prince, C., Salas, E., & Stout, R.J. (1995, November). Situation Awareness: Team measures, training methods. Paper presented at the International Conference on Experimental Analysis and Measurement of Situation Awareness, Daytona Beach, FL.

- Salas, E. (1995, October). Discussant. In G.A. Klein (Chair) Applying the naturalistic decision-making perspective to training. Symposium given at the 39th annual meeting of the Human Factors and Ergonomic Society, San Diego, CA.
- Salas, E., Cannon-Bowers, J.A., Johnston, J. & Smith-Jentsch, K. (1995, August). The development of a methodology for measuring team performance. In D.A. Johnson (Chair) Measurement issues with teams. Symposium given at the annual meeting of the American Psychological Association, New York.
- Driskell, J.E. & Salas, E. (1995, August). A meta-analysis of stress management training. In M. Teachout (Chair) Meta-analysis and training effectiveness. Symposium presented at the annual meeting of the American Psychological Association, New York.
- Smith, K.A., Salas, E. & Brannick, M.T. (1995, May). Toward narrowing the gap between post-training potential and transfer performance: A script processing approach. In K.A. Smith & E. Salas (Co-chairs). Searching for solutions to the "transfer of training problem": A multi-disciplinary approach. Symposium conducted at the 10th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Driskell, J.E., Salas, E., & Johnston, J. (1995, May). Does stress lead to a loss of team perspective? Paper presented at the 10th c of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Covert, M.D., Campbell, G.E., Cannon-Bowers, J.A., & Salas, E. (1995, May). A methodology for a team performance measurement system. Paper presented at the 10th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Smith, K.A., Jentsch, F.G., Church, S.T., & Salas, E. (1995, May). Pre-training experiences as a moderator of learning. Paper presented at the 10th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Driskell, J.E., Johnston, J., & Salas, E. (1995, May). Is stress training generalizable to novel settings? Paper presented at the 10th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Salas, E. (1995, May). Panelist. In W.J. Camara (Chair). Federal funding opportunities for I/O psychology. Conversation hour conducted at the 10th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Salas, E. (1995, May). Discussant. In S.G. Straus (Chair). Expertise, information exchange and problem solving in computer-mediated groups. Symposium presented at the 10th Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Brannick, M.T., Prince, C., Salas, E. & Stout, R. (1995, April). Assessing aircrew coordination skills in TH-57 pilots. In C. Bowers and F. Jentsch (Chairs), Empirical research using PC-based flight simulations. Symposium conducted at the Eighth International Symposium on Aviation Psychology, Columbus, OH.
- Stout, R.J., Prince, C., Salas, E., & Brannick, M.T. (1995, April). Beyond Reliability: Using Crew Resource Management (CRM) Measurements for Training. Paper presented at the 10th International Symposium on Aviation Psychology. Columbus, OH.
- Blickensderfer, E., Cannon-Bowers, J.A. & Salas, E. (1995, March). Theoretically-based implications for measuring shared mental models in teams. Paper presented at IO/OB Graduate Student Conference. Denver, Co.

- Salas, E., & Cannon-Bowers, J.A. (1994, October). Beyond practice and feedback: What mental model theory offers. Panel presented at the 38th annual meeting of the Human Factors and Ergonomics Society, Nashville, TN.
- Kozlowski, S.W.J., Ford, J.K. & Salas, E. (1994, July). Team development: Levels, process and learning outcomes. In D. R. Ilgen (Chair). Work team performance: Some critical issues. Symposium conducted at the 23rd International Congress of Applied Psychology, Madrid, Spain.
- Salas, E. & Cannon-Bowers, J.A. (1994, June). Advances in team decision making training. Presentation given at the Second Conference on Naturalistic Decision Making, Dayton, OH.
- Inzana, C.M., Driskell, J.E., Salas, E., & Hall, J.K. (1994, April). Does preparatory information enhance performance under stress? Paper presented at the 40th annual meeting of the Southeastern Psychological Association, New Orleans, LA.
- Driskell, J.E., Salas, E. & Hall, J.K. (1994, April). The effect of vigilant and hypervigilant decision training on performance. Paper presented at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Inzana, C.M., Driskell, J.E., Salas, E., & Hall, J.K. (1994, April). The effects of preparation information on enhancing performance under stress. Paper presented at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Cannon-Bowers, J.A., Tannenbaum, S.I., Salas, E. & Volpe, C. (1994, April). Defining team competencies: Implications for training requirements and strategies. In E. Salas & R. Guzzo (Co-chairs). Team decision-making in organizations: New frontiers. Symposium conducted at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Smith, K.A., Salas, E., & Brannick, M.T. (1994, April). Leadership style as a predictor of teamwork behavior: Setting the stage for managing team climate. In K.J. Nilan (Chair). Understanding teams and the nature of teamwork. Symposium conducted at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Cannon-Bowers, J.A., Stout, R., & Salas, E. (1994, April). The development of shared knowledge structures and shared situational awareness in teams. In D. Day (Chair). Performance schemas: Issues of development, similarity, and change. Symposium conducted at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Baker, D.P. & Salas, E. (1994, April). The importance of teamwork: In the eye of the beholder? Paper presented at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Salas, E., Bowers, C.A., Braun, C.C. & Jentsch, F.G. (1994, April). The development of team process: An empirical investigation. In J.E. Mathieu (Chair) Developmental views of team processes and performance. Symposium conducted at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Salas, E. (1994, April). Chair. Cognitive psychology applied to training: The future is now. Panel presented at the ninth annual meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Salas, E. & Cannon-Bowers, J.A. (1993, October). Team training: Theory, research and application. Paper presented at the Advancements in Integrated Delivery Technologies Conference, Denver, CO.

- Salas, E. & Cannon-Bowers, J.A. (1993, October). Team training in complex environments: What does it take? In R.E. Christ (Chair) Team training, group processes, and organizational psychology: Major theoretical and research issues that bridge boundaries. Panel presentation given at the annual meeting of the Human Factors and Ergonomic Society, Seattle, WA.
- Blickensderfer, E.L. Stout, R.J., Cannon-Bowers, J.A. & Salas, E. (1993, October). Deriving theoretically driven principles for cross-training in teams. Paper presented at the annual meeting of the Human Factors and Ergonomic Society, Seattle, WA.
- Holmes, B.E., Braun, C.C., Bowers, C.A. & Salas, E. (1993, October). Mental models: A longitudinal study. Paper presented at the annual meeting of the Human Factors and Ergonomics Society, Seattle, WA.
- Saunders, T., Driskell, J.E., Hall, J. & Salas, E. (1993, August). The effects of stress inoculation training on anxiety and performance. Paper presented at the annual meeting of the American Psychological Association, Toronto, Canada.
- Salas, E. & Cannon-Bowers, J.A. (1993, August). The making of a dream team. In J.A. Cannon-Bowers (Chair) Training teams: Research and applications. Symposium presented at the annual meeting of the American Psychological Association, Toronto, Canada.
- Cannon-Bowers, J.A. & Salas, E. (1993, August). Understanding teams and teamwork: Multiple perspectives. In T.L. Hayes (Chair) Overcoming barriers to work: Interactions of social and technical systems. Symposium presented at the annual meeting of the American Psychological Association, Toronto, Canada.
- Brannick, M.T., Prince, A., Salas, E. & Prince, C. (1993, April). Impact of raters and events in team performance measurement. Paper presented at the eight annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Salas, E. (1993, April). Towards globalizing I/O Psychology: Latin American contributions. Paper presented at the eight annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Mullen, B., Anthony, T., Salas, E. & Driskell, J.E. (1993, April). Group cohesiveness and quality of decision-making: An integration of tests of the group think hypothesis. Paper presented at the eight annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kraiger, K., & Salas, E. (1993, April). An empirical test of two cognitively-based measures of learning during training. In D.B. Peterson (Chair) Innovations in training evaluation: New measures, new designs. Symposium conducted at the eight annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Burgess, K.A., Salas, E. & Cannon-Bowers, J.A. (1993, April). Training team leaders: "More than meets the eye". In J.A. Cannon-Bowers (Chair). Optimizing team performance through team leader behavior. Symposium conducted at the eight annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Prince, C., Salas, E. & Hartel, C. (1993, April). Targeting aeronautical decision-making training for crews. In J. Orasanu (Chair). Decision making on the flight deck. Symposium conducted at the seventh International Symposium of Aviation Psychology, Columbus, OH.
- Bowers, C. A., Braun, C., Holmes, B., Morgan, B.B. & Salas, E. (1993, April). The development of aircrew coordination behavior. Paper presented at the seventh International Symposium of Aviation Psychology, Columbus, OH.



- Burke, C.S., Cannon-Bowers, J.A., Volpe, C. & Salas, E. (1993, March). So what is teamwork anyway?: synthesis of the team process literature. Paper presented at the annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- Salas, E. (1993, March). Team training in Naval operations. Presentation given at the TYPE Commander's Safety Officer's Conference, Norfolk, VA.
- Driskell, J.E. & Salas, E. (1993, February). Social Psychology in the Boardroom: Overcoming status disadvantages in organizations. Paper presented at the annual meeting of the American Association for the Advancement of Science, Boston, MA.
- Salas, E. (Chair). (1993, February). Situational awareness in team performance. Panel presented at the First Center for Applied Human Factors in Aviation Conference, Orlando, FL.
- Burgess, K.A., Burke, C.S., Salas, E. & Cannon-Bowers, J.A. (1993, February). Team performance under the gun: An examination of team leader behaviors under stress. Paper presented at the First Mid-Atlantic Human Factors Conference, Norfolk, VA.
- Salas, E. (1992, November). Team training in the Navy: Lessons Learned (So Far). In M. Parmentier (Chair) A study of cost/training effectiveness. Panel presented at the 14th Interservice/Industry Training Systems Conference, San Antonio, TX.
- Burgess, K.A., Salas, E., Cannon-Bowers, J.A. & Hall, J.K. (1992, October). Training guidelines for team leaders under stress. Paper presented at the annual meeting of the Human Factors Society, Atlanta, GA.
- Stout, R.J., Carson, R. & Salas, E. (1992, August). Can team process behavior enhance performance? Paper presented at the Centennial meeting of the American Psychological Association, Washington, D.C.
- Franz, T.M., Fowlkes, J., Prince, C. & Salas, E. (1992, August). Understanding and assessing teamwork for training. Paper presented at the Centennial meeting of the American Psychological Association, Washington, D.C.
- Salas, E. (1992, July). Enhancing the quality of worklife in Latin America: Reality of Illusion? In M. Kaplan (Chair). Cultural Ergonomics: Research and Systematization, Problems and Products. Panel presented at the XXV International Congress of Psychology, Brussels, Belgium.
- Cannon-Bowers, J.A. & Salas, E. (1992, May). Team research projects: Department of Defense initiatives. In D.R. Ilgen (Chair) Team decision-making research and theory. Symposium conducted at the seventh annual meeting of the Society for Industrial and Organizational Psychology, Montreal, Quebec, Canada.
- Driskell, J.E. & Salas, E. (1992, May). Selecting team players versus non-team players. In J.J. McHenry (Chair) Selecting members for teams. Symposium conducted at the seventh annual meeting of the Society for Industrial and Organizational Psychology, Montreal, Quebec, Canada.
- Baker, C.V., Salas, E., Cannon-Bowers, J.A. & Spector, P.E. (1992, May). The effects of inter-positional uncertainty and workload on teamwork and task performance. Paper presented at the seventh annual meeting of the Society for Industrial and Organizational Psychology, Montreal, Quebec, Canada.
- Stout, R., Prince, C., Baker, D.P., Bergundy, M.L., & Salas, E. (1992, April). Aircrew coordination: What does it take? Paper presented at the 13th annual Psychology in the DoD Symposium, Colorado Springs, CO.

- Prince, C., Oser, R., Salas, E., & Shrestha, L. (1992, April). Devising scenarios for crew resource management training: Reality and illusion. Paper presented at the third meeting of the International Training Equipment Conference, Luxembourg.
- Salas, E. (1992, April). Chair and discussant. Training for complex tactical environments: Bringing together diverse perspectives. Panel presented at the third meeting of the International Training Equipment Conference, Luxembourg.
- Burgess, K.A., Riddle, D.R., Hall, J.K. & Salas, E. (1992, March). Principles of team leadership under stress. Paper presented at the annual meeting of the Southeastern Psychological Society, Knoxville, TN.
- Kozlowski, S.W.J., & Salas, E. (1991, October). A multilevel contextual model for training implementation and transfer. Paper presented at the Training Effectiveness Conference, Michigan State University, East Lansing, MI.
- Salas, E. (1991, September). Discussant. In W.L. Waag (Chair) Naturalistic decision-making. Symposium conducted at the annual meeting of the Human Factors Society, San Francisco, CA.
- Salas, E. (1991, August). Discussant. In M. Citera (Chair) Teamwork: Cognitive representations, accountability, and team decision biases. Symposium conducted at the annual meeting of the American Psychological Association, San Francisco, CA.
- Salas, E. & Driskell, J.E. (1991, July). What effective groups do and more. Paper presented at the XXIII Interamerican Congress of Psychology. San Jose, Costa Rica.
- Salas, E. (1991, July). Factors affecting the implementation of human resources technologies: How managers decide. Paper presented at the XXIII Interamerican Congress of Psychology. San Jose, Costa Rica.
- Cannon-Bowers, J.A., Salas, E. & Grossman, J.D. (1991, June). Improving tactical decision making under stress: Research directions and applied implications. Paper presented at the International Applied Military Psychology Symposium, Stockholm, Sweden.
- Baker, C.V., Cannon-Bowers, J.A. & Salas, E. (1991, June). Reducing uncertainty in command and control. Paper presented at the 8th annual conference on Command and Control Decision Aids. Washington, D.C.
- Bowers, C.A., Morgan, B.B., Jr., & Salas, E. (1991, April). The assessment of aircrew coordination demand for helicopter flight requirements. Paper presented at the 6th International Symposium on Aviation Psychology, Columbus, OH.
- Swezey, R.W., Beard, R., Prince, C. & Salas, E. (1991, April). Instructional strategy for aircrew coordination training. Paper presented at the 6th International Symposium on Aviation Psychology, Columbus, OH.
- Prince, C. & Salas, E. (1991, April). Aircrew coordination training: Team skill training to improve cockpit performance. Paper presented at the 2nd Navy R&D Information Exchange Conference, China Lake, CA.
- Baker, T.A., Dickinson, T.L. & Salas, E. (1991, April). The influence of team and individual training in interdependent tasks. In E. Salas (Chair) Methods and tools for understanding teamwork: Research with practical applications? Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.

- Morgan, B.B., Jr., Bowers, C., Salas, E. & Cannon-Bowers, J.A. (1991, April). Applying learning principles to team performance. In E. Salas (Chair) Methods and tools for understanding teamwork: Research with practical applications? Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Salas, E. (Chair) (1991, April). Methods and tools for understanding teamwork: Research with practical implications? Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Baker, D.P., Salas, E. & Prince, C. (1991, April). Team task importance: Implications for conducting team task analysis. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Brannick, M.T., Roach, R.M. & Salas, E. (1991, April). Understanding team performance: A multimethod study. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Kozlowski, S.W.J., & Salas, E. (1991, April). Application of a multilevel contextual model to training implementation and transfer. In J.K. Ford (Chair). Training as an integrated activity: An organizational system perspective. Symposium presented at the annual meeting of the Society for Industrial Organizational Psychology, St. Louis, MO.
- Tannenbaum, S.I., Mathieu, J.E., Salas, E. & Cannon-Bowers, J.A. (1991, April). An examination of the factors that influence training effectiveness: A model and research agenda. In S.I. Tannenbaum (Chair). Understanding and enhancing training effectiveness: A broader perspective. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Prince, C. & Salas, E. (1991, April). The utility of low fidelity simulation for training aircrew coordination skills. Paper presented at the International Training Equipment Conference, Maastricht, Netherlands.
- Smith, K. & Salas, E. (1991, March). Training assertiveness: The importance of active participation. Paper presented at the annual meeting of the Southeastern Psychological Association, New Orleans, LA.
- Hall, J.K., Cannon-Bowers, J.A. & Salas, E. (1991, February). Trainability factors in training effectiveness. Paper presented at the annual meeting of the Association of Communication and Educational Technologies, Orlando, FL.
- Baker, C.V., Salas, E. & Cannon-Bowers, J.A. (1991, February). Team training research. Paper presented at the annual meeting of the Association of Communication and Educational Technologies, Orlando, FL.
- Salas, E. (1991, January). Team training and performance: Findings and neglected issues. Paper presented at the Challenges in Aviation Human Factors: The National Plan Conference, Vienna, VA.
- Coover, M.D., Cannon-Bowers, J.A., & Salas, E. (1990, November). Applying mathematical modeling technology to the study of team training and performance. Paper presented at the 12th Interservice/Industry Training Systems Conference, Orlando, FL.
- Coover, M.D., Salas E., & Cannon-Bowers, J.A. (1990, November). Understanding team performance measurement: Application of Petri-nets. In D.L. Kleinman & W.S. Vaughan (Co-Chair). Coordination and decision-making in human teams. Symposium delivered at the 1990 IEEE Systems, Man, and Cybernetics Conference, Los Angeles, CA.

- Salas, E. (1990, October). Industrial/Organizational psychology and human factors: A marriage made in heaven? In C.S. Smith (Chair). A case of integrating human factors and industrial-organizational psychology. Symposium presented at the annual meeting of the Human Factors Society, Orlando, FL.
- Lassiter, D.L., Smalty, V.E., Vaughn, J.S., Morgan, Jr., B.B. & Salas, E. (1990, October). A comparison of two types of training interventions on team communication performance. Paper presented at the annual meeting of the Human Factors Society, Orlando, FL.
- Stout, R.J., Cannon-Bowers, J.A., Salas, E. & Morgan, Jr., B.B. (1990, October). Does crew coordination behavior impact performance? Paper presented at the annual meeting of the Human Factors Society, Orlando, FL.
- Cannon-Bowers, J.A., Salas, E., & Willis, R. (1990, August). Shared mental models in expert decision-making team. In G. Malecki (Chair). Naturalistic group decision making. Symposium presented at the annual meeting of the American Psychological Association, Boston, MA.
- Mullen, B., Driskell, J.E., Hu, L., Salas, E. & Johnson, C. (1990, August). Team attrition, replacement and performance estimation. Paper presented at the annual meeting of the American Psychological Association, Boston, MA.
- Cannon-Bowers, J.A., Salas, E. & Willis, R.P. (1990, August). Stress and decision making. In J.E. Driskell (Chair) Reducing the effects of stress on performance: Current approaches. Symposium presented at the annual meeting of the American Psychological Association, Boston, MA.
- Salas, E. (1990, July). Toward an understanding of teamwork: Lessons learned from naturalistic settings. In D.R. Ilgen (Chair). Team effectiveness: Changing views of groups and teams. Symposium conducted at the 22nd International Congress of Applied Psychology, Kyoto, Japan.
- Prince, C., & Salas, E. (1990, June). Aircrew coordination performance and skill development. Paper presented at the annual meeting of the Navy's IR/IED Symposium, Baltimore, MD.
- Cannon-Bowers, J.A., & Salas, E. (1990, June). Trainability factors in training effectiveness. Paper presented at the annual meeting of the Navy's IR/IED Symposium, Baltimore, MD.
- Covert, M.D., Salas, E., & Cannon-Bowers, J.A. (1990, June). Modeling team performance with petrinets. Paper presented at the 1990 JDL Symposium on Command and Control Research, Monterey, CA.
- Cannon-Bowers, J.A., Willis, R., & Salas, E. (1990, April). Tactical decision-making in teams: Lesson learned and implications for training. Paper delivered at the Seventh Annual Workshop on Command and Control Decision Aiding, Dayton, OH.
- Driskell, J.E., & Salas, E. (1990, April). Collective orientation and team performance. Paper delivered at the annual meeting of the Society for Industrial/Organizational Psychology, Miami, FL.
- Covert, M.D., McNelis, K., Salas, E., & Cannon-Bowers, J.A. (1990, April). Application of petrinets to the study of individual and team decision making. In K. Kraiger (Chair) Cognitive representations of work. Symposium conducted at the annual meeting of the Society for Industrial/Organizational Psychology, Miami, FL.
- Cannon-Bowers, J.A. & Salas, E. (1990, April). Cognitive psychology and team training: Shared mental models in complex systems. In K. Kraiger (Chair) Cognitive representations of work. Symposium conducted at the annual meeting of the Society for Industrial/Organizational Psychology, Miami, FL.

- Mathieu, J.E., Tannenbaum, S.I., & Salas, E. (1990, April). A casual model of individual and situational influences on training effectiveness measures. In M.S. Teachout (Chair) Understanding and evaluating training effectiveness: Multiple perspectives. Symposium conducted at the annual meeting of the Society for Industrial/Organizational Psychology, Miami, FL.
- Coover, M.D., McNelis, K., & Salas, E. (1990, April). Estimating team training effectiveness: A comparison of utility approaches. In M.S. Teachout (Chair) Understanding and evaluating training effectiveness: Multiple perspectives. Symposium conducted at the annual meeting of the Society for Industrial/Organizational Psychology, Miami, FL.
- Cannon-Bowers, J., Prince, C., Salas, E. Gonos, G., Owens, J. Morgan, Jr., B.B. (1989, November). Determining aircrew coordination training effectiveness. Paper presented at the 11th meeting of the Interservice/Industry Training Systems Conference and Exhibition, Fort Worth, TX.
- Salas, E. & Morgan, Jr., B.B. (1989, August). Role of teamwork in the development of effective work groups. In R. Smither (Chair) Strategies for optimizing team performance. Symposium conducted at the annual meeting of the American Psychological Association, New Orleans, LA.
- McCallum, A.G., Oser, R.L., Morgan, Jr., B.B. & Salas, E. (1989, August). An investigation of the behavioral components of teamwork. Paper presented at the annual meeting of the American Psychological Association, New Orleans, LA.
- Mullen, B., Salas, E. & Driskell, J.D. (1989, August). Salience as a determinant of the participation leadership relation. Paper presented at the annual meeting of the American Psychological Association, New Orleans, LA.
- Johnson, C., Mullen, B. & Salas, E. (1989, August) Productivity loss in brainstorming groups. Paper presented at the annual meeting of the American Psychological Association, New Orleans, LA.
- Salas, E., Lindsey, L. & Glickman, A.S. (1989, June). Socio-technical systems theory: An integrative framework for organizational psychology in Latin America. Paper presented at the XXII Interamerican Congress of Psychology, Buenos Aires, Argentina.
- Daniel, D.E., Salas, E. & Kotick, D.M. (1989, June). Simulation, training and human performance technology: Lessons learned. Paper presented at the annual meeting of the Navy's Independent Research/Independent Exploratory Development Symposium, Baltimore, Maryland.
- Salas, E. (1989, May). Teamwork for air traffic controllers. Panel conducted at the 1989 Air Traffic Control Symposium, Pensacola, FL
- Morgan, Jr., B.B., Lassiter, D.L. & Salas, E. (1989, April). Networked simulation application for team training and performance research. Paper presented at the Interactive Networked Simulation for Training Symposium, Orlando, FL.
- Salas E. (1989, April). Tales of an I/O psychologist in 'human factors' land: Lessons learned. In C.S. Smith (Chair). Interdisciplinary research and practice: Integrating I/O and human factors psychology. Symposium conducted at the annual meeting of the Society for Industrial/Organizational Psychology, Boston, MA.
- McIntyre, R.M., Morgan, Jr., B.B., Salas, E., & Glickman, A.S. (1989, April). Teamwork in the Navy defined: Relevance for the non-military environment. Paper presented at the annual meeting of the Society for industrial/Organizational Psychology, Boston, MA.
- Arvey, R.D., Salas, E., Gialluca, K.A. (1989, April). Using task inventories to forecast skills and abilities. Paper presented at the annual meeting of the Society for Industrial/Organizational Psychology, Boston, MA.

- Oser, R., McCallum, G.A., Morgan, Jr., B.B., & Salas, E. (1989, March). An analysis of the effects of team interaction behavior on team performance. Paper presented at the annual meeting of the Southeastern Psychological Association, Washington, D.C.
- Morgan, Jr., B.B., & Salas, E. (1988, November). A research agenda for team training and performance: Issues, alternatives, and solutions. Paper presented at the 10th Interservice/Industry Training Systems Conference, Orlando, FL.
- McIntyre, R.M., Morgan, Jr., B.B., Salas, E., & Glickman, A.S. (1988, November). Teamwork from team training: New evidence for the development of teamwork skills during operational training. Paper presented at the 10th Interservice/Industry Training Systems Conference, Orlando, FL.
- Salas, E. & Swezey, R.W. (1988, August). Design guidelines for team training systems: A behavioral taxonomy. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Salas, E., Montero, R.C., Glickman, A.S., & Morgan, Jr. B.B. (1988, August). Group development, teamwork skills and training. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Johnson, C., Mullen, B. & Salas, E. (1988, August). Effects of communication network structure: Components of network centrality. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Coovert, M.D., Ramakrishna, K., McNelis, K., & Salas, E. (1988, August). User preference for power in expert systems. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- LaLomia, M.J., Coovert, M.D., & Salas, E. (1988, August). A comparison of information displays depicting numerical functions. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Coovert, M.D., LaLomia, M.J., & Salas, E. (1988, August). A covariance structure model of human-computer interaction for decision making. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Mullen, B., Salas, E., & Johnson, C. (1988, August). Components of positional centrality in communication networks: A meta-analytic integration. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Hogan, J., Raza, S. & Salas, E. (1988, August). Team cohesiveness, performance and the influence of task type. Paper presented at the annual meeting of the American Psychological Association, Atlanta, GA.
- Salas, E. (Chair) (1988, May). Training and skill acquisition. Coordinated session at the NATO meeting of Human Performance Models for System Design, Orlando, FL.
- Coovert, M.D., LaLomia, M.J., & Salas, E. (1988, May). Modeling human-computer decision making with covariance structure analysis. Paper presented at the Association for Computing Machinery Conference on Human Factors in Computing Systems (CHI '88), Washington, D.C.
- LaLomia, M.J., Coovert, M.D., & Salas, E. (1988, May). Problem solving performance and display preference for information displays depicting numerical functions. Paper presented at the Association for Computing Machinery Conference on Human Factors in Computing Systems (CHI '88), Washington, D.C.

- Coover, M.D., Ramakrishna, K., McNellis, K., & Salas, E. (1988, May). How powerful should expert systems be: An examination in three domains. Paper presented at the Association for Computing Machinery Conference on Human Factors in Computing Systems (CHI '88), Washington, D.C.
- Finfer, L.A., Weiss, H.M., Salas, E., Driskell, J.E., & Ilgen, D.R. (1988, April). The effects of stress on the consequences of automaticity. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Arneson, S., Hogan, J. & Salas, E. (1988, April). An integrative model of individualized instruction. In E.A. Fleishman (Chair) Measurement development, and transfer of abilities: Implications for training. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Converse, S.A., Dickinson, T.L., Tannenbaum, S.I., & Salas, E. (1988, March). Team training and performance: A meta-analysis. Paper presented at the annual meeting Southeastern Psychological Association, New Orleans, LA.
- Morgan, B.B., Jr., Salas, E. & Glickman, A.S. (1987, November). Teamwork from team training: An assessment of instructional processes in Navy team training systems. Paper presented at the meeting of the Interservice/Industry Training Equipment Conference and Exhibition, Washington, D.C.
- Salas, E., Morgan, B.B., Jr., & Glickman, A.S. (1987, October). The evolution and maturation of operational teams in a training environment. In J.T. Lester (Chair) Team development in operational team training systems. Paper presented at the annual meeting of the Human Factors Society, New York City, NY.
- Swezey, R.W., & Salas, E. (1987, October). Development of instructional design guidelines for team training devices. In J.T. Lester (Chair) Team development in operational team training systems. Paper presented at the annual meeting of the Human Factors Society, New York City, NY.
- Pendergrass, V., Hamel, C., & Salas, E. (1987, October). A human information processing theory of skill acquisition: A training systems view. Paper presented at the meeting of the Human Factors Society, New York City, NY.
- Salas, E. & Lester, J.T. (Co-Chairs). (1987, August) Approaches for understanding team training and performance: Synthesis, models and applications. Symposium conducted at the American Psychological Association Meeting, New York City, NY.
- Tannenbaum, S.I., Dickinson, T.L., Converse, S.A., & Salas, E. (1987, August). A meta-analysis of team performance. In E. Salas & J.T. Lester (Co-Chairs) Approaches for understanding team training and performance: Synthesis, models and applications. Paper presented at the annual meeting of the American Psychological Association Meeting, New York City, NY.
- Salas, E., Morgan, B.B., Jr., & Glickman, A.S. & Zimmer, S. (1987, August). Examination of team behavior in a training context: A model of team development. In E. Salas & J.T. Lester (Co-Chairs) Approaches for understanding team training and performance: Synthesis, models and applications. Paper presented at the annual meeting of the American Psychological Association Meeting, New York City, NY.
- Salas, E., Driskell, J.E., & Hogan, R. (1987, May). Non-cognitive predictors of leadership performance. Paper presented at the Center for Army Leadership Third Annual Leadership Research Conference, Kansas City, MO.
- Coover, M.D., Benson, P.G., & Salas, E. (1987, April). Strengthening the scientist-practitioner bond: opportunities and pitfalls. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Inc., Atlanta, GA.

- Woodard, E.A., Morgan, B.B., Jr. & Salas, E. (1987, March). An investigation of the relationship between individual and team biodata to team performance. Paper presented at annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- Glickman, A.S. & Salas, E. (1986, December). Implementing managerial technology. Paper presented to the Department of Industrial Engineering and Management, Technion-Israel Institute of Technology Haifa, Israel.
- Glickman, A.S. & Salas, E. (1986, November). Implementing managerial technology: Managerial decision-making. Paper presented to the Department of Labor Studies, Tel Aviv University, Ramat Aviv, Israel.
- Glickman, A.S., & Salas, E. (1986, October). Factors affecting decision-making on managerial technology in Peru. Colloquium presented to the Secretariat of the Socio-Technical Team of the Kibbutz Industries Association. Tel Aviv, Israel.
- Salas, E. & Reynolds, R.E. (Co-Technical Chairs) (1986, October). Training systems. Coordinated session at the Fourth Annual Workshop on Command and Control and Decision Aiding, Dayton, OH.
- Salas, E., Dickinson, T.L., Converse, S.A. & Tannenbaum, S.I. (1986, August). Integrating research findings across studies of team performance: A team training analysis. Paper presented at the American Psychological Association Meeting, Washington, D.C.
- Hoskin, B., Driskell, J.E., & Salas, E. (1986, August). Non-cognitive predictors of training performance. Paper presented at the American Psychological Association Meeting, Washington, D.C.
- Salas, E., & Glickman, A.S. (1986, July). Application of organizational assessment in the implementation of managerial technology. Paper presented at 21st International Congress of Applied Psychology, Jerusalem, Israel.
- Glickman, A.S., Morgan, Jr., B.B., Blaiwes, A.S., & Salas, E. (1986, July). Team evolution and maturation. Paper presented at the 21st International Congress of Applied Psychology, Jerusalem, Israel.
- Dickinson, T.L., Salas, E., Converse, S.A. & Tannenbaum, S.I. (1986, April). Impact of task and work structure on team performance. In A.S. Glickman (Chair). Recent developments in team training and performance measurement. Symposium conducted at the meeting of the Tenth Psychology in the DoD Symposium.
- Salas, E. (1986, March). Team training and performance. In J. Turnage (Chair). The role of human factors in industrial/organizational psychology. Panel presentation at the Southeastern Industrial/Organizational Psychological Association, Orlando, FL.
- Salas, E., Blaiwes, A.S., Reynolds, R.E., Glickman, A.S., & Morgan, Jr., B.B., (1985, November). Teamwork from team training: New directions. Paper presented at the meeting of the Interservice/Industry Training Equipment Conference and Exhibition, Orlando, FL.
- Salas, E. (Chair) (1985, September). Training technology in the 1990's: Developments, applications, and research issues. Symposium conducted at the meeting of the Human Factors Society. Baltimore, MD.
- Reynolds, R.E., Andrews, D.H., Beagles, C.A., Ahlers, R.H., Ricard, G.L., and Salas, E. (1985, September). A futuristic appraisal of emerging Navy training systems. In E. Salas (Chair) Training technology in the 1990's: Developments, applications and research issues. Paper presented at the annual meeting of the Human Factors Society, Baltimore, MD.



- Reynolds, R.E., & Salas, E. (1985, September). A demonstration of surface warfare advanced training technology. Paper presented at the annual meeting of the Human Factors Society. Baltimore, MD.
- Salas, E. (1985, July). Socio-technical analysis in the delivery of training programs. Paper presented at the XX Interamerican Congress of Psychology. Caracas, Venezuela.
- Salas, E., & Glickman, A.S. (1985, August). Understanding latin america's quality of work life: A proposed framework. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, CA.
- Dwyer, D.J., & Salas, E. (1985, August). R & D in military psychology: Human factors research in naval training systems. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, CA.
- Reynolds, R.E., & Salas, E. (1985, August). Research in advanced training assistance technology. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, CA.
- Williams, K.E., Reynolds, R.E., & Salas, E. (1985, March). The integration of surface warfare simulation with instructional training technology. Paper presented at the Eastern Simulation Conference, Norfolk, VA.
- Pitts, E.W., Salas, E., Terranova, M., Allen, G.L., & Morgan, B.B., Jr. (1984, October). Dynamic measures of potential training success. Paper presented at the annual meeting of the Human Factors Society, San Antonio, TX.
- Jones, R.J., Salas, E., Pitts, E.W., Allen, G.L., & Morgan, B.B., Jr. (1983, October). Cognitive abilities, performance assessment and technology: An Application. Paper presented at the annual meeting of the Human Factors Society, Norfolk, VA.
- Salas, E. & Glickman, A.S. (1983, July). Quality of work life In latin america: A socio-technical assessment. Paper presented at the XIX Interamerican Congress of Psychology. Quito (Ecuador).
- Davis, D.D., Glickman, A.S., & Salas, E. (1983, July). Community interventions, organizational change and social policy. Paper presented at the XIX Interamerican Congress of Psychology, Quito (Ecuador).
- Winne, P.S., & Salas, E. (1983). Effects of rater training in feedback and goal-setting behavior on rating errors: A longitudinal field study. In R.J. Vance (Chair). Implementing and updating the NPD performance rating system. Paper presented at the meeting of the International Personnel Management Association, Washington, D.C.
- Secunda, M.D., Salas, E., Allen, G.L., & Morgan, B.B., Jr. (1983). Individual differences in cognitive skill acquisition and retention: A training perspective. Paper presented at the annual meeting of the Eastern Psychological Association, Philadelphia, PA.
- Salas, E., Secunda, M.D., Allen, G.L., & Morgan, B.B., Jr. (1983). Learning rates in complex cognitive tasks: Implications for trainability. Paper presented at the annual meeting of the Southeastern Psychological Association. Atlanta, GA.
- Tannenbaum, S.I. & Salas, E. (Co-Chairs) (1983). Meta-analysis in industrial/organizational psychology and organizational behavior: Probes of the technique current practice and the future. Symposium conducted at the Fourth National Industrial/Organizational Psychology and Organizational Behavior Graduate Student Convention. Chicago, IL.

- Salas, E., & Pitts, E.W. (1983). Some Practical Issues in Conducting a Meta-Analysis: A Case Study. In S.I. Tannenbaum and E. Salas (Co-Chairs). Meta-analysis in industrial/organizational psychology practice and the future. Paper presented at the Fourth National Industrial/Organizational Psychology and Organizational Behavior Graduate Student Convention. Chicago, IL.
- Cauthorne, C.V., & Salas, E. (1983). Implications of Meta-Analysis and a Glimpse into the Future. In S.I. Tannenbaum and E. Salas (Co-Chairs). Meta-analysis in industrial/organizational psychology and organizational behavior: Problems of the technique, current practice and the future. Paper presented at the Fourth National Industrial/Organizational Behavior: Graduate Student Convention. Chicago, IL.
- Salas, E., Morgan, B.B., Jr., Cauthorne, C.V., Jones, R.J., & Pitts, E.W. (1982). Stress and safety: In search of an agenda. Paper presented at the Third Annual Scientist Practitioner Conference in Industrial/Organizational Psychology. Norfolk, VA.
- Salas, E., & Morgan, B.B., Jr. (1982). Effects of occupational stress on safety: A review with important implications. Paper presented at the meeting of the Virginia Psychological Association. Richmond, VA.

## REFERENCES

Available upon request  
1/23//2021