

## ***CURRICULUM VITAE***

### **EDUARDO SALAS**

#### HOME ADDRESS

242 Lakeridge Court  
Winter Springs, FL 32708  
(407) 699-4755

#### WORK ADDRESS

Institute for Simulation & Training  
University of Central Florida  
3100 Technology Parkway, Ste. 135B  
Orlando, FL 32826  
(407) 882-1325

### **EDUCATIONAL BACKGROUND**

- 1981 - 1984      OLD DOMINION UNIVERSITY      Norfolk, Virginia
- Received Doctorate Degree in Industrial/Organizational Psychology.  
Major Area: Personnel and Training  
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**

- 6/99 - Present      UNIVERSITY OF CENTRAL FLORIDA - Orlando, Florida  
Department of Psychology
- 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 and The World Bank.
- 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 economical 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**

- 6/99 – Present      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-
- University Search Committee for Provost, 2014

### *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-echelon 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 (10/14-9/17; \$1.2M).
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: \$51,258,367.68

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, 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-
- 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-

## **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 Intersevice/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	Received Nomination for the Best Paper Award at the 19 <sup>th</sup> Intersevice/Industry, Simulation and 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).
2000	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	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 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)

## 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-
- The International Journal of Aviation Psychology  
Co-editor for Simulation and Training in Aviation Special Issue, 1996-98  
Member of Editorial Board, 1999-
- 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-
- 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-
- 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, 2008-2010



- Journal of Applied Psychology  
Member of Editorial Board, 2002-07  
Associate Editor, 2008-
- 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-
- Review of Work & Organizational Psychology (Spain)  
Member of Editorial Board, 2009-
- Simulation & Gaming: An International Journal  
Member of Editorial Board, 2008-
- Persona (Universidad de Lima, Peru)  
Member of Editorial Board, 2009-
- 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

## **JOURNAL EDITORSHIPS**

- Editor  
Human Factors, 2001-04
- Associate Editor  
Human Factors, 2005-2008  
Journal of Applied Psychology, 2008-14  
Military Psychology, 2008-
- 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)

## OTHER EDITORIAL/REVIEW ACTIVITIES

- Professional Practice Book Series (Society for Industrial and Organizational Psychology, Jossey-Bass Publisher)  
Series Editor, 1998-03
- Organizational Frontier Book Series (Society for Industrial and Organizational Psychology, Lawrence Erlbaum Publisher)  
Editorial Board, 2003-  
Series Editor, 2008-13
- Human/Technology Interaction in Complex Systems, Greenwich, CT: JAI Press, Inc.  
Series Editor, 1998-00
- 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-
- Critical Essays in Aviation (Ashgate)  
Series Editor, 2006-
- Lawrence Erlbaum Associates Inc., Publishers,  
Book Prospectus Reviewer, 1997-07
- Taylor & Francis  
Book Prospectus Reviewer, 2002-
- American Psychological Association, Publishers,  
Reviewer, 2000-07
- Cambridge University Press  
Reviewer, 2003-07

## PUBLICATIONS

### JOURNAL ARTICLES (A total of 287 to date)

- 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: The Journal of the Society for Simulation in Healthcare, 10(1), 21-30.
- Coultas, C. W., Driskel, T., Burke, C. S., Salas, E. (2014). A conceptual review of emergent state measurement: Current problems, future solutions. Small Group Research. 1-33.
- 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. (in press). Understanding and diagnosing teamwork in organizations: A scientifically based practical guide. Human Resource Management.
- 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.
- Bedwell, W. L., Salas, E., Funke, G. J., & Knott, B. A. (2014). Team workload: A multilevel perspective. Organizational Psychology Review, 4(2), 99-123.
- Wildman, J.L., Salas, E. & Scott, C.P.R. (2013). Measuring cognition in teams: A cross domain review. Human Factors, 56, 911-941.
- 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, 1-9.
- 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.

- 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., Bewell, 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.
- 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.
- 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 historimetric 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). Emergining 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., Birnback, 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.
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**INVITED COLLOQUIA, SEMINARS & LECTURES**  
**(A total of 77 to date)**

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**  
**(A total of 75 to date)**

- 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 17th 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**  
**(A total of 153 to date)**

- 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.
- 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.
- 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



- 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
- 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 54<sup>th</sup> 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 54<sup>th</sup> 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 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. 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. Proceedings of 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. Proceedings of 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. Proceedings of the 53<sup>rd</sup> 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 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. Proceedings of 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.

- 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 52nd 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
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**PAPERS, PROFESSIONAL PRESENTATIONS & ACTIVITIES**  
**(A total of 365 to date)**

- Benishek, L. E., Lazzara, E. H., Sonesh, S. C., Leaphart, C., & Salas, E. (2015, April). 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 to be presented at the HFES 2014 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. (2015, April). Who is participating in healthcare team training?: A qualitative review. Poster to be presented at the 2014 Human Factors and Ergonomics Society Health Care Symposium, Baltimore, MD.
- Salas, E. (May, 2014). Presenter. M. Scott Myers Award :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.
- 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.

- 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.
- Grossman, R., Burke, S., Salas, E., Ng Mon, C., (2013, April). 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. (2013, April). 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. (2013, April). 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. (2013, April). 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. (2013, April). 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.
- Grossman, R., Feitosa, J., Salas, E., Pavlas, D. & Rosen, M.A., (2013, April). 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. (2013, April). 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. (2013, April). 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. (2013, April). 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.

- 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. (2012, June). 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) (2012, April). 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.
- Piccolo, R., Lyons, R. (Co-Chairs) (2011, April). 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. (2011, April). 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. (2011, April) 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 26th 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. (2011, April) 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 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Weaver, S. J., Smith-Jentsch, K. A. (2011, April) 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 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Smith-Jentsch, K.A. (Chair and Panelist). (2011, April) The Golden Gate: Building Bridges between Research and Operations. Panel presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Sierra, M.J., Smith-Jentsch, K.A., Carter, D., Weaver, S., & Bedwell, W. (2011, April) Disentangling the Unique Effects of Team Dimensional Training's Design Elements. Poster presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Salas, E. (Panelist). (2011, April). In extremis teams: What do we need to know? Panel presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.
- Salas, E. (Panelist). (2011, April). 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). (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. (2011, April). 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. Zaccarro, 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. Kozlowski (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 twistors: 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.

- 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 12th 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.
- Coovert, 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.
- Coovert, 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.
- Coovert, 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.
- Covert, 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.
- Coovert, 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.
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2/4/15