

Raymond T. Lee (updated Feb., 2020)

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Personal

b. San Francisco, CA, USA (July 30, 1961); naturalized citizen of Canada (May 27, 1997)

Professional

Google Scholar profile: <https://scholar.google.ca/citations?user=TGfGzcYAAAAJ&hl=en&oi=ao>

Education

PhD (April, 1989), major: industrial/organizational psychology, minor: psychological measurement, Wayne State University, Detroit, MI, USA

MS (August, 1985), industrial/organizational psychology, San Francisco State University, CA, USA

BA *cum laude* (January, 1984), psychology, San Francisco State University

Position

Professor, Organizational Behaviour (2006 - present), Department of Business Administration, I. H. Asper School of Business, University of Manitoba. Instructional areas: organizational behaviour, managerial decision-making. Research areas: workplace aggression/bullying, professional burnout, emotional labour.

Previous Positions

Associate Professor (2002 - 2006), Department of Business Administration, I. H. Asper School of Business, University of Manitoba

Assistant Professor (1991 - 2002, tenured 1996), Department of Business Administration, I. H. Asper School of Business, University of Manitoba

Research Fellow (1989 - 1991), College of Urban, Labor, and Metropolitan Affairs, Wayne State University

Graduate Research Assistant (1988 - 1989, 1986 - 1987), Department of Management and Organization Sciences, Wayne State University

Administrative Intern (1987 - 1988), Department of Human Resource Development, Financial Systems Division, Unisys Corp., Detroit

Part-time Instructor (1989, 1988, 1986), Department of Management and Organization Sciences, Wayne State University

Part-time Instructor (1989, 1988), Department of Psychology, Wayne State University

Teaching Assistant (1984 - 1985), Department of Psychology, San Francisco State University

Survey Project Coordinator (1984 - 1985), Personnel Department, Barclays Bank of California, San Francisco

Research Publications

C. M. Grimard & R. T. Lee (2020). Chapter 13 – Cross-cultural perspectives of workplace bullying. In S. Einarsen, H. Hoel, D. Zapf & C. L. Cooper (Eds.), *Bullying and harassment in the workplace: Theory, research, and practice* (3rd ed., pp. 435-454). Boca Raton, FL: CRC Press.

G. O'Farrell, C. M. Grimard, J. L. Power & R. T. Lee (2018). Chapter 7 - Targets of workplace bullying and mistreatment: Helpless victims or active provocateurs In P. D'Cruz et al. (Eds.), *Pathways of job-related negative behaviour: Handbooks of workplace bullying, emotional abuse and harassment* (Vol. 2, pp. 1-40). Singapore: Springer.

C. M. Grimard, R. T. Lee & B. L. Lovell (2017). A blessing or a burden? Relating motivation for teaching to emotional engagement at a Canadian university. *Journal of Higher Education Theory and Practice*, 17(7): 35-51.

R. T. Lee & C. M. Brotheridge (2017). Chapter 11 - Coping with workplace aggression. In N. A. Bowling & M. S. Herscovis (Eds.), *Research and theory on workplace aggression* (pp. 271-290). Cambridge, UK: Cambridge University Press.

R. T. Lee & B. L. Lovell (2014). Chapter 3 - Workplace bullying: A Canadian perspective. In R. Csiernik (Ed.), *Workplace wellness: Issues and responses* (pp. 33-49). Toronto: Canadian Scholars' Press.

R. Lee, B. Seo, S. Hladkyj, B. Lovell & L. Schwartzmann (2013). Correlates of physician burnout across regions and specialties: A meta-analysis. *Human Resources for Health*, 11: 48. URL: <http://www.human-resources-health.com/content/11/1/48>.

B. Lovell & R. Lee (2012). Patient-centred continuing professional development for Canadian physicians. *African Journal of Health Professions Education*, 4: 40-43.

C. M. Brotheridge, R. T. Lee & J. L. Power (2012). Am I my own worst enemy? The experiences of bullying targets who are also aggressors. *Career Development International*, 17: 358-374.

B. L. Lovell, R. T. Lee & C. M. Brotheridge (2012). Interpersonal factors affecting communication in clinical consultations - Canadian physician perspectives. *International Journal of Health Care Quality Assurance*, 25: 467-482.

R. T. Lee & C. M. Brotheridge (2011a). Words from the heart speak to the heart: A study of deep acting, faking, and hiding among child care workers. *Career Development International*, 16: 401-420.

R. T. Lee & C. M. Brotheridge (2011b). Sex and position status differences in workplace aggression. *Journal of Managerial Psychology*, 26: 403-418. Recipient of *Highly Commended Paper Award* (2012).

B. L. Lovell & R. T. Lee (2011a). Quality of care perceptions: Evidence from a *Globe and Mail* blog. *Journal of Participatory Medicine*, 3: e21, URL: <http://www.jopm.org/evidence/research/2011/05/02/perceptions-about-quality-of-care-evidence-from-a-globe-and-mail-blog/>.

B. L. Lovell & R. T. Lee (2011b). Impact of workplace bullying on emotional and physical well-being: A longitudinal collective case study. *Journal of Aggression, Maltreatment & Trauma*, 20: 344–357.

C. M. Brotheridge & R. T. Lee (2010). Restless and confused: Emotional responses to workplace bullying in men and women. *Career Development International*, 15: 687-707.

B. L. Lovell, R. T. Lee & C. M. Brotheridge (2010). Physician communication barriers to achieving shared

understanding and shared decision making with patients. *Journal of Participatory Medicine*, 2: e12, URL: <http://www.jopm.org/evidence/research/2010/10/13/physician-communication-barriers-to-achieving-shared-understanding-and-shared-decision-making-with-patients>.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (2010a). Tenderness and steadiness: Relating job and interpersonal demands and resources with burnout and physical symptoms of stress in Canadian physicians. *Journal of Applied Social Psychology*, 40: 2319-2342.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (2010b). Relating physician emotional expression to shared understanding and shared decision-making with patients. *International Journal of Work Organisation and Emotion*, 3: 336-350.

B. L. Lovell, R. T. Lee & C. M. Brotheridge (2009). Gender differences in the application of communication skills, emotional labor, stress-coping, and well-being among Canadian physicians. *Archives: The International Journal of Medicine*. 2: 273-278.

B. L. Lovell, R. T. Lee & E. Frank (2009). May I long experience the joy of healing: Professional and personal well-being among physicians from a Canadian province. *BMC Family Practice*, 10:18, URL: <https://bmcfampract.biomedcentral.com/articles/10.1186/1471-2296-10-18>.

C. M. Brotheridge & R. T. Lee (2007). Hands to work, heart to God: Religiosity and organizational behavior. *Journal of Management, Spirituality and Religion*, 4: 287-309.

C. M. Brotheridge & R. T. Lee (2006). Examining the relationship between the perceived work environment and workplace bullying. *Canadian Journal of Community Mental Health: Special Issue on Work and Mental Health*, 25: 31-44.

R. T. Lee & C. M. Brotheridge (2006a). When prey turns predatory: Workplace bullying as a predictor of counter-aggression/bullying, coping and well-being. *European Journal of Work and Organizational Psychology*, 15: 352-377.

R. T. Lee & C. M. Brotheridge (2006b). Crossing the thin blue line: A review of the prevalence, causes, and outcomes of police burnout. *Canadian Journal of Police and Security Services*, 4: 250-262.

R. T. Lee & C. M. Brotheridge (2006c). Chapitre 6 - Enrichissement et conciliation du lien entre le travail et la famille. In A. El Akremi, S. Guerrero & J.-P. Neveu (Eds.), *Comportement Organisationnel, Vol. 2: Justice organisationnelle, enjeux de carrière et épuisement professionnel* (pp. 189-205). Brussels: De Boeck Université.

C. M. Brotheridge & R. T. Lee (2006). We are family: Congruity between organizational and family functioning constructs. *Human Relations*, 59: 139-159.

C. M. Brotheridge & R. T. Lee (2005). Impact of work-family interference on general well-being: A replication and extension. *International Journal of Stress Management*, 12: 203-221.

C. M. Brotheridge & R. T. Lee (2005). Correlates and consequences of degree purchasing among Canadian university students. *Canadian Journal of Higher Education*, 35: 71-97.

C. M. Brotheridge & R. T. Lee (2003). Development and validation of the Emotional Labour Scale. *Journal of Occupational and Organizational Psychology*, 76: 365-379. Reprinted in: V. V. Ramani & G. V. S. Sreedhar (Eds.), *Emotional labour: An introduction* (2006, pp. 110-132). Hyderabad: ICFAI (Institute of Chartered Financial Analysts of India) University Press.

- C. M. Brotheridge & R. T. Lee (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, 7: 57-67.
- B. E. Ashforth, A. M. Saks & R. T. Lee (1998). Socialization and newcomer adjustment: The role of organizational context. *Human Relations*, 51: 897-926.
- B. E. Ashforth, A. M. Saks & R. T. Lee (1997). On the dimensionality of Jones' (1986) measures of organizational socialization tactics. *International Journal of Selection and Assessment*, 5: 200-214.
- R. T. Lee & B. E. Ashforth (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81: 123-133.
- R. T. Lee & J. E. Martin (1996). When a gain comes at a price: Pay attitudes after changing tier status. *Industrial Relations: A Journal of Economy & Society*, 35: 218-226.
- R. T. Lee & B. E. Ashforth (1993a). A further examination of managerial burnout: Toward an integrated model. *Journal of Organizational Behavior*, 14: 3-20.
- R. T. Lee & B. E. Ashforth (1993b). A longitudinal study of burnout among supervisors and managers: Comparisons between the Leiter and Maslach (1988) and Golembiewski et al. (1986) models. *Organizational Behavior and Human Decision Processes*, 54: 369-398.
- J. E. Martin & R. T. Lee (1992). Pay knowledge and referents in a tiered employment setting. *Relations Industrielles*, 47: 654-672.
- R. T. Lee & B. E. Ashforth (1991a). Work-unit structure and processes and job-related stressors as predictors of managerial burnout. *Journal of Applied Social Psychology*, 21: 1831-1847.
- R. T. Lee & B. E. Ashforth (1991b). Evaluating two burnout models among supervisors and managers in a public welfare setting. *Journal of Health and Human Resources Administration*, 13: 508-527.
- R. T. Lee & J. E. Martin (1991). Internal and external referents as predictors of pay satisfaction among employees in a two-tier wage setting. *Journal of Occupational Psychology*, 64: 57-66.
- R. T. Lee & B. E. Ashforth (1990). On the meaning of Maslach's three dimensions of burnout. *Journal of Applied Psychology*, 75: 743-747.
- B. E. Ashforth & R. T. Lee (1990). Defensive behavior in organizations: A preliminary model. *Human Relations*, 43: 621-648.
- B. E. Ashforth & R. T. Lee (1989). The perceived legitimacy of managerial influence: A twenty-five year comparison. *Journal of Business Ethics*, 8: 231-242.

Commentaries/Essays

- C. M. Brotheridge & R. T. Lee (2015). Emotional labor. In S. M. Dahlgaard-Park (Ed.), *The SAGE encyclopedia of quality and the service economy* (pp. 189-194). London: Sage.
- R. T. Lee (2015). Wellbeing and burnout in the workplace, Psychology of. In J. D. Wright (Ed.), *International encyclopedia of the social & behavioral sciences*, Vol. 25 (2nd ed., pp. 534-536). Oxford, UK: Elsevier.
- Encyclopedia recipient of the PROSE Award for Excellence in Reference Works (2016), and the Prose Category*

Award in Multivolume Reference - Humanities & Social Sciences (2016).

B. Lovell, L. Schwartzmann & R. Lee (2014). Burnout and health promotion among physicians from across the globe. *Reviews in Health Care*, 5: 53-54.

B. L. Lovell & R. T. Lee (2013). Burnout and health promotion in veterinary medicine. *Canadian Veterinary Journal*, 54: 790-791.

B. Lovell & R. Lee (2013). The importance of safety in health communications. *Reviews in Health Care*, 4: 157-158.

R. T. Lee & C. M. Brotheridge (2013a). Workplace aggression and bullying at the cross-roads: Implications and recommendations. *Journal of Managerial Psychology*, 28: 328-332.

R. T. Lee & C. M. Brotheridge (2013b). Workplace aggression and bullying at the cross-roads: Introduction to the Special Issue. *Journal of Managerial Psychology*, 28: 228-234.

R. T. Lee (Fall, 2011a). Through the looking glass: On reflective practice in research. *Path to Pedagogy*, University Teaching Services, University of Manitoba, 20(1): 20-21.

R. Lee (January/February, 2011b). Transforming employee burnout into engagement. *Marketplace: Innovation, Strategy, Leadership* (Winnipeg), 3(1): 18-19.

J. Power, R. Lee & C. Brotheridge (January, 2011). Workplace bullying: Consequences and remedies for employers. *HR Professional*, 28(1): 29-30.

B. L. Lovell & R. T. Lee (Summer, 2010). Positive practice environments in the Canadian healthcare system. *PPE News: Positive Practice Environments for Health Care Professionals*, Issue 2: 5.

R. T. Lee & B. L. Lovell (May, 2010a). Emotional communications with students: Challenges and opportunities. *Path to Pedagogy*, University Teaching Services, University of Manitoba, 18(3): 14-15.

R. T. Lee & B. L. Lovell (Spring, 2010b). Practice experience and depersonalization in Canadian physicians: Findings and implications. *WHO: Global Occupational Health Network Newsletter*, Issue 17: 24-25, URL: http://www.who.int/occupational_health/publications/newsletter/newsletter_17_announcements_news/en/index2.html.

R. T. Lee & B. L. Lovell (Fall, 2009). Physician health and patient care: A Canadian perspective. *WHO: Global Occupational Health Network Newsletter*, Issue 16: 21-22, URL: http://www.who.int/occupational_health/publications/newsletter/newsletter_16_regions/en/index10.html.

C. M. Brotheridge & R. T. Lee (2008). The emotions of managing: An introduction to the special issue. *Journal of Managerial Psychology*, 23: 108-117.

R. T. Lee (September, 2007). Teaching techniques: Challenges and opportunities in and outside the classroom. *Path to Pedagogy*, University Teaching Services, University of Manitoba, 16(1): 2-3.

C. Brotheridge & R. Lee (August 9, 2007). 4 months of holidays? Not quite! *Inside Higher Education*, URL: <http://www.insidehighered.com/views/2007/08/09/brotheridge>. A modified version published in *The Suburban – Quebec's Largest English Weekly Newspaper* (August 23, 2007): 4.

R. T. Lee (March 21, 2007). Managing and preventing bullying at school and the workplace: Direct and hidden

costs of bullying. *The Manitoban: Official University of Manitoba Students' Newspaper*, 94(25): 8.

R. Lee & C. Brotheridge (October, 2006). The Holy Grail of relevance: In today's customer and consumer-oriented society, where do students-as-customers end and students-as-learners begin? *CAUT (Canadian Association of University Teachers) Bulletin: Canada's Voice for Academics*, 53(8): A2.

B. E. Ashforth & R. T. Lee (1997). Burnout as a process: Commentary on C. L. Cordes, T. W. Dougherty, & M. Blum, "Patterns of burnout among managers and professionals: A comparison of models." *Journal of Organizational Behavior*, 18: 703-708.

B. E. Ashforth & R. T. Lee (1993). Letter to the editor: Evaluating two burnout models among supervisors and managers in a public welfare setting. *Journal of Health and Human Resources Administration*, 15: 373-375.

Conference Proceedings

C. M. Brotheridge, R. T. Lee & B. L. Lovell (2013). The joy of teaching: How teaching orientation influences emotional engagement at a Canadian university. *Administrative Sciences Association of Canada Conference Proceedings: Management Education Division*, 34(10): 5-13. Recipient of *Best Paper Award*.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (2011). Predictors of teaching effectiveness among professors and instructors at a Canadian university. *Proceedings of EDULEARN11 Conference*: 71-76.

B. L. Lovell, R. T. Lee & C. M. Brotheridge (2008). How communications between physician and patient affect concordance, compliance and patient safety in a Canadian setting. *Proceedings of the Healthcare Systems, Ergonomics and Patient Safety Conference*. URL: <http://www.timeoutintensiva.it/archivio/how%20comunication.pdf>.

C. M. Brotheridge & R. T. Lee (1997). Assessing the underlying congruence of work unit and family functioning constructs. *Administrative Sciences Association of Canada Conference Proceedings: Organizational Behaviour Division*: 23-29.

S. E. Bruning, M. C. Kernan, R. T. Lee & Z. Ismail (1994). Supervisory and motivational strategies as antecedents of organizational commitment and consequences. *Administrative Sciences Association of Canada Conference Proceedings: Organizational Behaviour Division*, 15: 32-41.

J. E. Martin & R. T. Lee (1990). Informational and relevancy factors as predictors of referents in a tiered setting. *Industrial Relations Research Association Conference Proceedings*: 218-229.

R. T. Lee & B. E. Ashforth (1990). Construct validation of the three dimensions of job burnout among supervisors and managers in the human services. *Eastern Academy of Management Conference Proceedings*: 300-303.

R. T. Lee & B. E. Ashforth (1989). Job burnout among human services professionals: A comparisons of two models. *Association of Human Resources Management and Organizational Behaviour Conference Proceedings: Human Resources Management Division*: 89-94.

B. E. Ashforth & R. T. Lee (1989). Defensive behaviour in organizations I: A typology, and, II: Antecedents and consequences. *Administrative Sciences Association of Canada Conference Proceedings: Organizational Behaviour Division*, 10: 97-116.

B. E. Ashforth & R. T. Lee (1988). The perceived legitimacy of managerial influence: A twenty-five year comparison. *Council on Employee Responsibilities and Rights Conference Proceedings*: 225-234.

Conference Presentations

R. T. Lee & C. M. Brotheridge (April, 2016). Review and model of coping with workplace aggression. Annual Paris Economics, Finance and Business Conference, Paris, France. *World Journal of Management Best Paper Award*.

R. T. Lee & B. L. Lovell (June, 2014). A review of workplace/mobbing legislation. 9th International Conference on Workplace Bullying and Harassment, Milan, Italy.

B. L. Lovell & R. T. Lee (September, 2011). Using health promoting communication strategies to enhance chronic illness management among patients in family practice. WONCA Europe Conference of Family Doctors, Warsaw, Poland.

B. L. Lovell, R. T. Lee & C. M. Brotheridge (July, 2011). Attitudes toward learner-centered teaching methods among professors and instructors at a Canadian university. International Conference on Education and New Learning Technologies, Barcelona, Spain.

B. Lovell, R. Lee, S. Hladkyj, B. Seo, & L. Schwartzmann (June, 2011a). A cross national meta-analysis of the relationships between medical practice and health outcome variables with physician burnout. International Conference on Health Economics, Management and Policy, Athens, Greece.

R. Lee, B. Seo & B. Lovell (June, 2011b). A meta-analytic examination of burnout correlates in nurses. International Conference on Health Economics, Management and Policy, Athens, Greece.

B. L. Lovell, R. T. Lee & C. M. Brotheridge (May, 2011). Attitudes toward learner-centered teaching methods among healthcare professionals at a Canadian university. International Conference on Faculty Development in the Health Professions, Toronto, Canada.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (May, 2011). Burnout and teaching effectiveness in the healthcare faculties of a Canadian university. International Conference on Faculty Development in the Health Professions, Toronto, Canada.

B. L. Lovell & R. T. Lee (June, 2010). Patients' perceived barriers to and facilitators for achieving shared understanding and decision making with physicians – Evidence from *Globe and Mail* blogs. Interdisciplinary Conference on Communication, Medicine and Ethics, Boston, USA.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (May, 2010). Variations in practice management between male and female Canadian family physicians. WONCA World Conference of Family Doctors, Cancun, Mexico.

B. L. Lovell & R. T. Lee (March, 2010). Contribution of the Positive Practice Environment Campaign to improve retention and motivation in health-care professionals. Innovations in Health Human Resource Policy Conference, Vancouver, Canada.

B. L. Lovell & R. T. Lee (October, 2009). Physician communication barriers to shared understanding and shared decision-making: Implications for patient safety. Canadian Healthcare Safety Symposium, Montréal, Canada.

B. L. Lovell & R. T. Lee (May, 2009). Education research findings from physicians in Canada - Implications for practice and public health outcomes. World Congress on Public Health, Istanbul, Turkey.

R. T. Lee, & B. L. Lovell (November 2008). The link between emotional labour and well-being among veterinarians: A research agenda. International Conference on Communication in Veterinary Medicine, Banff, Canada.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (September 2008). How physician emotional labour impacts

shared understanding and decision-making with patients in a Canadian context. International Conference on Communication in Healthcare, Oslo, Norway.

R. T. Lee & B. L. Lovell (June, 2008). I can't believe it happened! A case study on the experiences and effects of workplace bullying on the victim and witness. International Conference on Workplace Bullying: Sharing Our Knowledge, Montréal, Canada.

J. L. Power, R. T. Lee & C. M. Brotheridge (June, 2008). A typology of perpetrators, targets and observers: Differences in personal background, traits, burnout, and coping with bullying. International Conference on Workplace Bullying: Sharing our Knowledge, Montréal, Canada.

B. Lovell, R. Lee, K. Skakum & E. Frank (October, 2007). May I long experience the joy of healing: Personal and professional well-being among Canadian physicians and surgeons. International Doctors' Health Conference, Sydney, Australia.

B. L. Lovell & R. T. Lee (August, 2007). Gender differences in the application of communication skills, emotional labour, stress-coping, and well-being among physicians: It's in the delivery. International Meeting of the Association of Health Care Professionals, Grays, Essex, UK.

R. T. Lee, B. L. Lovell & C. M. Brotheridge (August, 2007). Tenderness and steadiness: Situational predictors of burnout and strain and their relationships with stress-coping among Canadian physicians. International Meeting of the Association of Health Care Professionals, Grays, Essex, UK.

R. T. Lee & C. M. Brotheridge (August, 2006). Work-family enrichment and facilitation: A review and reinterpretation. Academy of Management Meeting, Atlanta, USA.

C. M. Brotheridge & R. T. Lee (August, 2006). Restless and confused: The tepid emotions of bullying. International Conference on Emotions and Organizational Life, Atlanta, USA.

R. T. Lee & C. M. Brotheridge (August, 2006). Validation and extension of the Emotional Labour Scale: Evidence from day-care providers. International Conference on Emotions and Organizational Life, Atlanta, USA.

C. M. Brotheridge & R. T. Lee (June, 2005). Relationship between the perceived work environment and workplace bullying. Conference on Mental Health and the Workplace, Montréal, Canada.

R. T. Lee & C. M. Brotheridge (May, 2002). Impact of bullying on stress, burnout, and coping responses. Administrative Sciences Association of Canada, Winnipeg, Canada.

R. T. Lee & C. M. Brotheridge (August, 2001). Aggression and burnout: Effects of different forms of bullying on victims. American Psychological Association, San Francisco, USA.

R. T. Lee (August, 1999). Burnout and career change. American Psychological Association Meeting, Boston, USA.

C. M. Brotheridge & R. T. Lee (August, 1998). On the dimensionality of emotional labor: Development and validation of an emotional labor scale. Conference on Emotion in Organizational Life, San Diego, USA.

R. T. Lee & C. M. Brotheridge (August, 1998). Toward a theory of emotional labor and job burnout. International Conference of Applied Psychology, San Francisco, USA.

R. T. Lee (August, 1997). Faculty burnout: A conservation of resources perspective. American Psychological Association Meeting, Chicago, USA.

B. E. Ashforth, A. M. Saks & R. T. Lee (August, 1995). Socialization and newcomer adjustment: The role organizational structure and job design. Academy of Management Meeting, Vancouver, Canada.

R. T. Lee & B. E. Ashforth (July, 1994). Antecedents and outcomes of job burnout: Toward a comprehensive model through meta-analysis. World Congress of Sociology, Sociology of Mental Health Working Group, Bielefeld, Germany.

R. T. Lee & J. E. Martin (January, 1993). Perceived reasons for the negotiation of tiers as correlates of pay-related attitudes and commitment. Industrial Relations Research Association Meeting, Anaheim, USA.

R. T. Lee & J. E. Martin (August, 1992). Effects of change in tier status on attitudes toward pay and work. Academy of Management Meeting, Las Vegas, USA.

R. T. Lee & B. E. Ashforth (June, 1992). Effects of managerial burnout on branch-level performance. Canadian Psychological Association Meeting, Quebec City, Canada.

R. T. Lee & B. E. Ashforth (August, 1991). Demographic, organizational, and dispositional correlates of managerial aspirations. American Psychological Association Meeting, San Francisco, USA.

R. T. Lee & J. E. Martin (August, 1990). Internal and external referents as predictors of pay satisfaction in a two-tier wage setting. Academy of Management Meeting, San Francisco, USA.

R. T. Lee & B. E. Ashforth (August, 1990). Work-unit structure and process and job-related stressors as predictors of managerial burnout. Academy of Management Meeting, San Francisco, USA.

R. T. Lee & B. E. Ashforth (April, 1989). Longitudinal threshold analysis of burnout among supervisors and managers in a public welfare setting. Midwest Academy of Management Meeting, Columbus, USA.

J. E. Martin & R. T. Lee (December, 1987). Referents used in the evaluation of pay in a two-tier wage situation. Industrial Relations Research Association Meeting, Chicago, USA.

Media Coverage of Research

Bruce Cochrane (October 4, 2016). Veterinarians facing stress risk burnout and compassion fatigue. Farmscape: <http://www.farmscape.ca/f2ShowScript.aspx?i=25702&q=Veterinarians+Facing+Stress+Risk+Burnout+and+Compassion+Fatigue> (based on radio interview with Brenda Lovell on September 27, 2016).

Mary Rechteris (November/December, 2015). Feeling tired? Stressed? You're not alone - 10 key thoughts on physician burn-out. *Becker's ASC Review*, 9: 50. URL: <http://beckershealthcare.uberflip.com/i/606753-beckers-asc-review-nov-dec-2015>.

Anne Polta (October, 2010). Time crunch. HealthBeat, URL: <http://healthbeat.areavoices.com/2010/10/24/time-crunch>.

Neil Weisfeld (October, 2010). Shared decision making and you, URL: <http://talkingtoyourdoc.wordpress.com/2010/10/14/shared-decision-making-and-you>.

Michele G. Sullivan (August, 2010). Female family physicians often connect well with patients. *Family Practice News*, 40(13), 76, URL: [http://www.familypracticenews.com/article/S0300-7073\(10\)70870-7/pdf](http://www.familypracticenews.com/article/S0300-7073(10)70870-7/pdf), and (June,

2010). Women family physicians connect emotionally with patients, but are more stressed out. Elsevier *Global Medical News*, URL: http://egmn.idsk.com/stories_global/46_ds_12238976.jsp. Both articles based on interviews and findings presented at the WONCA World Conference of Family Doctors.

Sharon Orrange (July, 2010). Primary care physician, URL: <http://www.dailystrength.org/experts/dr-orange/article/female-primary-care-doctors-connect-emotionally-with-patients-but-are-more-stressed-out>.

Carly Weeks (September 28, 2008). What does your doctor think of you? *Globe and Mail, Life and Health Section*, pp. 1, 4, Toronto, Canada. Article based on interviews and our *Proceedings of the Healthcare Systems, Ergonomics and Patient Safety Conference*, URL: <http://www.theglobeandmail.com/life/article712418.ece>. *Globe and Mail* article selected by United Press International (UPI.com) and re-titled, "Study: Being a good patient is healthy" (September 27, 2008), and reprinted in COMTEX, *Times of the Internet, Wall Street Journal Market Watch*, and other websites, URL: http://www.upi.com/Odd_News/2008/09/27/Study-Being-a-good-patient-is-healthy/UPI-50021222547316/.

Briefs/Technical Reports

R. T. Lee with P. O'Neil, Sr. (2015). Antecedents and consequences of internal threats: Implications for management and prevention. URL: <http://www.idt911consulting.com/wp-content/uploads/2015/11/Antecedents-and-Consequences-of-Internal-Threats-in-Organizations-Implications-for-Management-and-Prevention.pdf>. Published by IDT911 Consulting, LLC, 1501 Broadway, Suite 1616, New York, NY, USA.

R. T. Lee (December, 2005). *Dealing with workplace harassment and bullying: Some recommendations for the Employment Standards of Manitoba* (6 pp.). Submitted to the Employment Standards of Manitoba, Winnipeg, URL: http://www.gov.mb.ca/labour/labmgmt/emp_standards/submissions/lee.pdf.

R. T. Lee & B. E. Ashforth (January, 1989). *Survey of work-related stress: Second survey feedback report* (18 pp.). Submitted to the Wayne County Department of Social Services, Detroit.

R. T. Lee & B. E. Ashforth (May, 1988). *Survey of work-related stress: First survey feedback report* (18 pp.). Submitted to the Wayne County Department of Social Services, Detroit.

Current Projects

R. T. Lee, B. L. Lovell & C. M. Grmiard, Study relating work-life conflict, faculty support and teaching motivation to wellbeing and teaching effectiveness in Canadian university academics. Write-up and preparation for journal submission.

R. T. Lee et al., Meta-analysis of the correlates of nursing burnout. Data collection and analysis.

Dissertation and Thesis

Antecedents and consequences of job burnout among social services supervisors and managers: A comparison of two models. Dissertation Chair: Lois E. Tetrick, Wayne State University (April, 1989).

Effects of climate perception on job satisfaction: Role stress as an intervening variable. Thesis Chair: Susan H. Taylor, San Francisco State University (August, 1985).

Awards/Grants

Co-investigator with K. P. Harlos et al. *Partnering to prevent workplace bullying using international and integrative perspectives*. SSHRC Partnership Grant for \$199,995 (2015-2018)

C. M. Brotheridge, R. T. Lee & B. L. Lovell, *Best Paper Award* for the Management Education Division (out of 30) of the Administrative Sciences Association of Canada Conference, Calgary, Canada (June, 2013)

R. T. Lee & C. M. Brotheridge, *Highly Commended Paper Award*, as one of the four best publications (out of 44) for 2011 in the *Journal of Managerial Psychology*, Bingley, UK: Emerald Group Publishing Limited (July, 2012)

Associates' Achievement Award in Research, Associates of the Asper School of Business, University of Manitoba for \$4000 (2011)

UM/SSHRC conference travel, University of Manitoba, for \$1500 (2011) and \$1500 (2008)

University Research Grants Program, *A meta-analytic review of the risk factors and outcomes of burnout in nurses*, University of Manitoba, for \$7097.52 (2010 - 2011)

Centre for Higher Education Research Development (CHERD), University of Manitoba, for \$4805 (2006 - 2008)

Reward for Publications, Faculty of Management, University of Manitoba, for \$1000 (2002 - 2003, 2003 - 2004)

Faculty of Management, University of Manitoba, for \$980. with Céleste Brotheridge (1998 - 1989)

Faculty of Management, University of Manitoba, Dean's Office Summer Research Assistant Grant for \$2500 (1995)

Faculty of Management, University of Manitoba, Dean's Office Research Support Grant for \$3000 (1991 - 1992)

Editorial Responsibility

Associate Editor (2013 - present). *BMC: Psychology*, Section: Social, organizational, and cultural psychology.

R. T. Lee & C. M. Brotheridge (2013a). Workplace aggression and bullying at the cross-roads: State of the art in theory and research. Part two: Moderators and outcomes. *Journal of Managerial Psychology: Special Issue, 28*: 328-428.

R. T. Lee & C. M. Brotheridge (2013b). Workplace aggression and bullying at the cross-roads: State of the art in theory and research. Part one: Theoretical perspectives. *Journal of Managerial Psychology: Special Issue, 28*: 228-323.

C. M. Brotheridge & R. T. Lee (2008). The emotions of managing. *Journal of Managerial Psychology: Special issue, 23*:108-203.

Editorial Board Memberships

International Technology, Education and Development Conference (2012)

Journal of Managerial Psychology (2011 - present)

Journal of Medical Psychology (2009 - 2014)

Journal of Occupational Health Psychology (2003 - 2010)

Reviewer

Canadian human resource management: A strategic approach (10th ed., 2013) by Schwind et al., published by McGraw-Hill Ryerson, Whitby, ON.

Organizational Behaviour in a Global Context (2011) edited by Mills et al., published by University of Toronto Press.

Academy of Management Journal (1999, 1998)

Applied Psychology: An International Review (2002)

Asian Journal of Social Psychology (2010)

Athens Journal of Social Sciences (2014)

BMC Women's Health (2014)

Burnout Research (2014)

Canadian Journal of Administrative Sciences (2014, 2007, 1997, 1994)

Canadian Journal of Behavioural Science (2012, 2011)

European Journal of Work and Organizational Psychology (2010)

European Psychologist (2007)

Health: An Interdisciplinary Journal for the Social Study of Health, Illness and Medicine (2012)

Human Relations (2012)

International Journal of Occupational Medicine and Environment (2014)

Journal of Applied Social Psychology (2006)

Journal of Behavioral Medicine (2005)

Journal of Managerial Psychology (2010 - 2014)

Journal of Occupational and Organizational Psychology (1998, 1997)

Journal of Occupational Health Psychology (2000 - 2010)

Journal of Organizational Behavior (1999, 1998, 1996, 1995)

Organizational Behaviour and Human Decision Processes (2003, 2002)

Nursing Outlook (2010)

Psychological Bulletin (1994)

Psychological Reports: Perceptual and Motor Skills (2004, 2002)

Psychology and Health (2000)

Psychology of Violence (2011)

SAGE Open (2013)

South African Journal of Industrial Psychology (2012)

Spanish Journal of Psychology (2014)

Work & Stress (2014)

S. Leka (2010) *Health impact of psychosocial hazards at work: An overview*, WHO report, Geneva (2010)

City University of Hong Kong Research Committee grant application (2012, 2011)

Israel Science Foundation grant application (2011)

Social Sciences and Humanities Research Council grant applications (2011, 2009, 2004, 1998)

Academy of Management Conference (1996)

Administrative Sciences Association of Canada Conference (2015, 2014, 2003, 2002, 1994)

Association of Management Conference (1990)

International Technology, Education and Development Conference (2012)

Dr. Karen Harlos' application for promotion to full professor, Faculty of Business and Economics, University of Winnipeg (2014)

Dr. Martin Spraggon's application for promotion to full professor, School of Business and Management, American University of Sharjah (2013)

Instructor of Credit Courses

Undergraduate: Introduction to Organizational Behaviour, Introduction to Human Resource Management, Managerial Decision-Making

Graduate/MBA: Organizational Theory and Behaviour, Organizational Decision-Making, Industrial Relations/Human Resource Management, Psychological Measurement

Instructor of Additional Courses

Visiting instructor, undergraduate human resource management: Wellness in the Workplace, European Business School – Paris (March, 2015)

Guest instructor, Doctoral Seminar in Organizational Behaviour instructed by Dr. Nick Turner, Department of Business Administration, facilitated seminar on emotions in organizations (2007)

Lecturer, Mid-management seminar: Human Resource Management, Continuing Education Division (2004, 2003)

Visiting professor, undergraduate human resource management and graduate research methods, Jiao-tong University, Xi'an, People's Republic of China (March - June, 1998)

Instructor, Faculty of Management doctoral readings courses in research methods (1997); theoretical research and empirical research papers for Céleste Brotheridge (1998)

Guest instructor, Graduate Seminar in Organizational Behaviour instructed by Dr. Sue Bruning, Department of Business Administration, facilitated seminar on organizational decision-making (2003, 2002, 2000, 1997, 1996, 1994)

Guest instructor, Graduate Seminar in Marketing instructed by Dr. Cathy Goodwin, Department of Marketing, Faculty of Management, facilitated seminar on research methods (1993)

Instructional Materials

R. T. Lee (2006). Online study-guide (chapter quizzes, web-links, and key-terms) for *Essentials of Organizational Behaviour* (1st Canadian ed.) by A. J. Dubrin. Toronto: Thomson Nelson.

R. T. Lee (2002). *Instructor's manual, Canadian human resource management: A strategic approach* (6th ed.) by H. Schwind, H. Das, & T. Wagar, Toronto: McGraw-Hill Ryerson.

Student Advising

PhD dissertation committee member, Rachael Pettigrew (interdisciplinary, 2010 - 2014)

PhD dissertation committee member, Françoise Cadigan (Organizational Behaviour, 2010 - 2012)

Comprehensive exam evaluator, Olya Bullard (Marketing, 2011)

BA (Honours) thesis advisor, Lindsay M. Bryson (April, 2011). *Shiftwork and job performance in nurses*, Department of Psychology, University of Manitoba.

MSc program committee member, Françoise Cadigan (Organizational Behaviour, 2009 - 2010)

PhD dissertation external examiner, Steven Kiely (Sport Science), School of Sport Science, Exercise and Health, University of Western Australia (2009)

MA thesis committee member, Simmi Mann (Psychology, 2008 - 2009)

PhD program committee member, Kent Walker (Organizational Behaviour, 2007 - 2008)

PhD dissertation committee member, Cheryl Harasymchuk (Psychology, 2006 - 2009)

PhD program committee member, Rachael Pettigrew (interdisciplinary, 2006 - 2008)

PhD dissertation external examiner, Donovan Lawrence (Organizational Behaviour), Haskayne School of Business, University of Calgary (2007)

PhD program committee member, Deidre McCaughey (Organizational Behaviour, 2003 - 2005)

PhD program committee member, Cheryl Harasymchuk (Psychology, 2004 - 2006)

MA thesis committee member, Cheryl Harasymchuk (Psychology, 2004)

Orientation day faculty advisor/presenter, I. H. Asper School of Business (2003, 2002)

Faculty advisor/coach, Faculty of Management students participating in Excalibur Human Resource Management Case Competition, Montreal (2002, 2001)

PhD program committee member, Robert Kleysen (Organizational Behaviour, 1999 - 2001)

PhD program committee chair, Céleste M. (formerly Brotheridge) Grmiard (Organizational Behaviour, 1996 - 1999), Fellow of the Royal Society of Canada, Division of Social Sciences (elected 2019)

University Service

Promotion committee member, I. H. Asper School of Business (2019, 2018, 2016, 2013, 2010, 2007)

Steering committee member, I. H. Asper School of Business (2016, 2014, 2012)

Tenure committee member, I. H. Asper School of Business (2018, 2016, 2008, 2006, 2004, 2003, 2002)

Department of Business Administration Head search committee member, I. H. Asper School of Business (2014, 2008)

Faculty adjudicator, Asper School of Business Academic Integrity Committee (2014 - 2017)

Extended Education HRM Certificate Program advisory committee member, Extended Education Division (2014, 2003 - 2008)

Asper School of Business representative, presenting the Asper International Teaching Exchange Program to faculty and students at European Business School-Paris and KEDGE Business School, Bordeaux (2014)

Judging panel member, SSHRC CGSM applications, Faculty of Graduate Studies (2013 - 2014)

Finance position recruitment committee member, Department of Accounting and Finance (2012 - 2013)

Management & Organization major review committee member, Department of Business Administration (2012)

Joint Research Ethics Review Board member, University of Manitoba (2008 - 2011)

Judging panel member, student presentations for GMGT2010 - Introduction to Communications, 140 Drake Centre (November, 2013); Marlborough Hotel, Winnipeg (March, 2010)

Senate disciplinary committee member, University of Manitoba (2008 - 2010)

Continuous improvement committee member, I. H. Asper School of Business (2007 - 2009)

Senator, University of Manitoba (2007-2008)

Cooperative Education Program advisory committee member, I. H. Asper School of Business (2006 - 2010)

Undergraduate program committee member, I. H. Asper School of Business (2005 - 2006, 2002 - 2003)

Undergraduate HRM curriculum review committee chair, Department of Business Administration (2003)

Continuing Education Division Advanced Certificate in HRM liaison committee chair, Department of Business Administration (2003)

International management position recruitment committee member, Department of Business Administration (2003)

HRM position recruitment committee member, Department of Business Administration (2003, 1999 - 2001)

PhD program committee chair, Faculty of Management (1996 - 1999)

Organizational behaviour PhD committee area coordinator, Faculty of Management (1995 - 1999)

Judging panel member, 2nd Annual International Human Resource Strategies Competition, Department of Business Administration (1995)

Student international exchange selection committee member, Faculty of Management (1994)

Organizational behaviour doctoral seminar curriculum sub-committee chair, Department of Business Administration (1992 - 1994)

Council member, Faculty of Graduate Studies (1992 - 1994)

Library committee member, Faculty of Management (1992 - 1993)

Professional Service

Presenter on "Cross-cultural issues in workplace bullying," Hickson Research Day Poster Presentation, Asper

School of Business, University of Manitoba (March, 2020)

Invited speakers (with B. Lovell) on “Compassion fatigue in veterinary medicine,” at International One Welfare Conference, Winnipeg (September, 2016)

Consultant with IDT911 Consulting, LLC, in collaboration with Paul O’Neil, wrote and published white paper, “Antecedents and consequences of internal threats in organizations: Implications for management and prevention” (2014-5)

Interviewed by Charles Adler, morning host on CJOB radio (Winnipeg), *The Charles Adler Show*, on compressed workweek (October, 2014)

Invited speaker on “Workplace communications: The good, bad and ugly,” at GMGT2000 - Introduction to Communications Gala: Drake Centre, Winnipeg (November, 2012); Niakwa Country Club, Winnipeg (March, 2012); Canad Inns Destination Centre Fort Garry, Winnipeg (June, 2011); Travelodge, Winnipeg East (March, 2011)

Participant, virtual focus group discussing proposed organizational behaviour textbook by Neubert and Dyck, The Grandview Group, LLC on behalf of John Wiley & Sons (October, 2012)

Discussant with Brenda Lovell on burnout in healthcare professionals at members’ meeting of *Associazione Italiana Benessere e Lavoro* (AIBeL) [Italian Association of Wellbeing at Work], Rome (June, 2012)

Discussant with Brenda Lovell on workplace bullying/mobbing at meeting of *Istituto Nazionale Assistenza Sociale* (INAS) [National Institute of Social Assistance], Rome (June, 2012)

Panel speaker on “Contributors and outcomes of physician burnout: Evidence from Canada and across the globe,” Hickson Research Day Presentation, Asper School of Business, University of Manitoba (March, 2012)

Facilitator with Brenda Lovell at University Teaching Services workshop, “Enhancing teaching, research and service through reflective practice,” University of Manitoba (January, 2012)

Consultant with GE Global Research on workplace deviance (summer, 2011)

Session chair at International Conference on Health Economics, Management and Policy, Athens, Greece (June, 2011)

Collaborator with facilitators Brenda Lovell and Diane Gagnon on two half-day workshop sessions, “Bullying, harassment, and violence in the workplace,” 13th Annual Lighting the Fire Conference: Education and Assessment, Achieving a Good Life, organized by the Manitoba First Nations Education Resource Centre, Victoria Inn, Winnipeg (May, 2011). Prepared information on workplace bullying for conference workshop.

Panel speaker on “The respectful workplace: Definition, prevalence and prevention of workplace harassment,” 10th Annual Mel Myers Labour Conference, Victoria Inn, Winnipeg (March, 2011)

Invited speaker on “Managing the major risk factors of burnout in the 21st century,” at Canadian Society for Industrial and Organizational Psychology Institute, sponsored by the I. H. Asper School of Business, University of Manitoba, Winnipeg (June, 2010)

Interviewed and quoted by Wayne State University I/O psychology graduate student editor Nathalie Castaño on alumni profile in the *Wayne@Work Newsletter* (February, 2010), URL:

<http://www.clas.wayne.edu/unit-inner.asp?WebPageID=3166>

Interviewed and quoted by Geoff Kirbyson, *Winnipeg Free Press* reporter on social intelligence in “Soft skills offer an edge in an ever-harder world,” in *The Bottom Line: The Independent Voice for Canada’s Accounting and Financial Professionals* (March, 2009), 25(16). URL:

<http://www.thebottomlinenews.ca/index.php?section=article&articleid=370>

Interviewed by Melanie Deveau, afternoon host on CKLW radio (Windsor, ON), *Windsor Now*, on Lovell, Lee et al.’s study of Manitoba physicians (September 2008)

Interviewed and quoted by Carly Weeks, *Globe and Mail* reporter on study of Manitoba physicians in “What does your doctor think of you?” *Globe and Mail, Life and Health Section* (September 28, 2008), pp. 1, 4.

Interviewed by Marie Odile Marcoux, CBC *Radio-Canada* reporter on the implementation of new psychological harassment policy for members of the Division Scolaire franco-manitobaine No. 49 (October, 2007)

Interviewed by Shawn Reynolds, *Global Winnipeg* TV reporter on why workers engage in non job-related activities during work time (February, 2007)

Interviewed by Terry MacLeod, CBC *Radio One* Manitoba host, on work stress and stress-coping among social workers at Marymount on the *Urban Myths* segment (November, 2006)

Interviewed and quoted by Adam Clayton, *Winnipeg Sun* reporter on job loss in “‘Steady job’ scarcer, Stats Can study says: Fewer working the 9-to-5,” *Winnipeg Sun* (March 30, 2006), p. 4.

Speaker on “Dealing with workplace harassment and bullying: Some recommendations for the Employment Standards of Manitoba,” at Manitoba Employment Standards Code Review, Winnipeg Convention Centre (December, 2005)

Session chair at Conference of the Administrative Sciences Association of Canada, Winnipeg (May, 2002)

Discussant on how workers cope with layoffs in China and Canada on a television news program, Sha’an-xi station channel 2, Xi’an, People’s Republic of China (June, 1998)

Discussant at Conference of the Administrative Sciences Association of Canada, Quebec City (August, 1992)

Speaker on “How to motivate your employees,” at Canadian Public Personnel Management Association executive luncheon, Holiday Inn Airport West, Winnipeg (March, 1992)

Discussant at research colloquium sponsored by the College of Urban, Labor, and Metropolitan Affairs, Wayne State University, Detroit (June, 1991)

Discussant at Conference of the Association of Human Resource Management and Organizational Behavior, Boston (November, 1989)

Speaker at Conference of the Industrial/Organizational Psychology Student Colloquium of San Francisco State University and the Bay Area Personnel Association, San Francisco (May, 1985)

Professional Development

Completed the *Accessibility for Manitobans Act* accessibility training (August, 2017)

Participant at Fair Hearings Workshop for Asper Academic Integrity Adjudicators (November, 2014)

Certificate of Completion of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans Course on Research Ethics (TCPS 2 CORE, August 19, 2011)

Participant at doctoral consortium of the Personnel & Human Resources Division of the Academy of Management, San Francisco (August, 1990)

Participant at doctoral consortium of the Midwest Academy of Management, Columbus, OH (August, 1989).

Institutional Affiliations

Adjunct faculty member, California School of Professional Psychology, Alliant International University, San Francisco (2011 - present)

Academy of Management (1992-1998)

Administrative Sciences Association of Canada (2013 - present, 1998 - 2003)

Global Health Workforce Alliance, World Health Organization (2008 - present)

Global Occupational Health Network, World Health Organization (2008 - present)

International Association of Chinese Management Research (2003 - present)

Participant, World Health Organization, Global Occupational Health Program, *Network of experts in the psychosocial work environment of developing countries, related hazards and work-related stress* (2009 - present)

Other Interests/Hobbies

History and culture of San Francisco. Contributed to Edmund S. Wong's book, *Growing up in San Francisco's Chinatown: Boomer memories from noodle rolls to apple pie* (pp. 86-91). History Press, Charleston, SC, 2018; Edmund S. Wong (2019). *More memories of growing up in San Francisco's Chinatown* (pp. 170-178). E & A Publishing.

History of the Art Deco movement (1920 - 1940) and collecting *objets d'art* from the period. Loan of bronze sculpture, *The Sea* [nymph riding porpoise], to the Cleveland Artists Foundation's retrospective exhibition, *Joseph Motto: A Jazz Age Journey from Cleveland to Florence*, The Beck Center for the Arts, Lakewood, OH (July 8 - September 10, 2005), Photo-image and provenance of sculpture on p. 34 of exhibition catalogue.

Collecting vintage character and tin toys. Interviewed in a 52 minute documentary, *Hunters and gatherers: A film about collectors* (1994) directed by Darrell Varga, distributed by Kultur Video. URL: <http://vimeo.com/51772183>.