CURRICULUM VITAE

John P. Trougakos

Associate Professor of Organizational Behavior

Associate Chair – Research

Department of Management, University of Toronto Scarborough

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## EDUCATIONAL BACKGROUND

##### Ph.D. Purdue University, 2006

##### Major: Management (Organizational Behavior / Human Resource Management)

##### Minor: Industrial / Organizational Psychology

**M.B.A.** Oklahoma State University, 2002

**B.Sc.** Oklahoma State University, 2000

 Major: Biology

## ACADEMIC APPOINTMENTS

##### 2013-present Associate Professor

##### The University of Toronto

##### Scarborough - Management Department

Rotman School of Management (Cross-appointment)

##### 2007-2013 Assistant Professor

##### The University of Toronto

##### Scarborough Management Department

 Rotman School of Management (Cross-appointment)

##### 2006-2007 Assistant Professor (Provisional)

##### The University of Toronto

##### Scarborough Management Department

 Rotman School of Management (Cross-appointment)

##### 2004-2006 Lecturer, Management

 Krannert School of Management

##### Purdue University

**2002-2005** Research Assistant, Military Family Research Institute (Lafayette, Ind.), Supported by Department of Defense Grant (H. Weiss, S. Macdermid, S. Green, Co-Principal Investigators).

## RESEARCH AND PUBLICATIONS

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### REFEREED JOURNAL ARTICLES

Bennett, A. A., Gabriel, A. S., Calderwood, C., Dahling, J. J., & **Trougakos, J. P.** (2016).

Better together? Examining profiles of employee recovery experiences. *Journal of Applied Psychology,* *101,* 1635-1654. doi:http://dx.doi.org/10.1037/apl0000157

McCarthy, J.M., **Trougakos, J.P.**, & Cheng, B.H. (2016). The High Cost of Workplace

Anxiety: Evidence of its Detrimental Impact for Workplace Effectiveness and Examination of Personal Mitigating Factors. *Journal of Applied Psychology, 101,* 279-291.

**Trougakos, J.P.,** Beal, D.J., Cheng, B.H., & Hideg, I., & Zweig, D. (2015). Too drained to help:

A resource depletion perspective on daily interpersonal citizenship behaviors. *Journal of Applied Psychology, 100,* 227-236

**Trougakos, J.P.**, Hideg, I, Cheng, B.H., & Beal, D.J.(2014). Lunch breaks unpacked: The

role of autonomy as a moderator of recovery during lunch. *Academy of Management Journal, 57,* 405–421*.*

Ten Brummelhuis, L.L., & **Trougakos, J. P.** (2014). The recovery potential of intrinsically

versus extrinsically motivated off-job activities. *Journal of Occupational and Organizational Psychology, 87,* 177–199*.*

Beal, D.J., **Trougakos, J.P.,** Dalal, R., & Weiss, H.M. (2013). Affect spin predicting strength

of daily and episodic stressor-strain processes. *Journal of Applied Psychology, 98,* 593-

605*.*

Connelly, C., Zweig, D., Webster, J., & **Trougakos, J.P.** (2012). Knowledge hiding in

organizations. *Journal of Organizational Behavior, 33*, 64-88.

**Trougakos, J.P.,** Jackson, C.L., & Beal, D.J. (2011). Service without a smile: Comparing the

consequences of neutral and positive display rules. *Journal of Applied Psychology, 96*, 350-362*.*

**Trougakos, J.P.**, Beal, D.J., Green, S.G., & Weiss, H.M. (2008). Making the break count: An

episodic examination of recovery activities, emotional experiences and performance of positive affective displays. *Academy of Management Journal,* 51, 131-146.

**Trougakos, J.P.**, Green, S.G., Bull, R.A., MacDermid, S.M., & Weiss, H.M. (2007). Influences

on job-seeking self-efficacy of spouses of enlisted military personnel. *Human Performance*, 20, 391-413.

Beal, D.J., **Trougakos, J.P.**, Weiss, H.M., & Green, S.G. (2006). Episodic processes in emotional labor: Perceptions of affective delivery and regulation strategies. *Journal of Applied Psychology*, 91, 1053-1065*.*

**INVITED CHAPTERS**

Beal, D.J. & **Trougakos, J.P.** (2012) Episodic intrapersonal regulatory processes: Or,

dealing with life as it happens. *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work*, Grandey, A. Dieffendorf, J., Rupp, D. E. (Eds.). In A. Brief, K. D. Elsbach, and M. Frese's Organizational and Management Series (pp. 31-55). New York, New York: Psychology Press/Routledge.

Guo, J., Rupp, D.R., Weiss, H., & **Trougakos, J.P.** (2012). Organizational justice: A person-

centric approach. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), Research in Social Issues in Management (Vol. 7, pp. 3-32). New York. Information Age Publishing.

**Trougakos, J.P.,** & Hideg, I. (2009). Momentary work recovery: The role of within day work

breaks. In S. Sonnentag, P. L. Perrrewé, & D. C. Ganster (Eds.), *Research in Occupational Stress and Well-Being* (Vol. 7, pp. 37-84). Oxford, UK: JAI Press.

### REFEREED CONFERENCE PROCEEDINGS

**Trougakos, J.P.,** Hideg, I, & Cheng, B.H. (2011). Lunch breaks unpacked: Examining

the effect of daily lunch break activities and control over break activities on fatigue. *Academy of Management Annual Meeting Proceedings,* 1-6.

## PRESENTATIONS

### REFEREED CONFERENCE PRESENTATIONS

Gabriel, A.S., Podsakoff, N.P., Beal, D.J., Bliese, P., Scott, B.A., Sonnentag, S., **Trougakos,**

**J.P.** (2016). Intra-Individual Organizational Research: An Expert Panel. Symposium presented at the Annual Conference of the Academy of Management, Anaheim, CA.

**Trougakos, J.P.**, Gabriel, A.S., Bennett, A.A., Calderwood, C. & Dahling, J.J. (2016).

Reenergizing through Work Recovery: Predictors and Results of Recovery Profiles. In: Human Energy in Work Organizations: A Look at the Everyday. Presented at the Annual Conference of the Academy of Management, Anaheim, CA. *AOM Human Resources Division Showcase Symposium*

Beal, D.J., **Trougakos, J.P.,** & Hideg, I. (2016). Keeping time at work: A field test of limited

regulatory resource theory. In: Emotion Regulation at Work: Expanding our Impact. Chair: Grandey, A. Presented at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

**Trougakos, J.P.,** (2015). Discussant for Symposium titled: I Feel Good, But Why? - Examining

the Emergence of Work-related Affective Experiences. Chairs: Venz, L., & Uger, D. Presented at the Annual Conference of the Academy of Management, Vancouver, B.C.

**Trougakos, J.P**., Tangirala, S., Zweig, D. (2015). *A Within-Person Examination of*

*Interpersonal Fairness and Knowledge Sharing Behaviors.* Paper presented at Athens Institute for Education and Research’s 13th Annual International Conference on Management, Athens, Greece.

**Trougakos, J.P.,** McCarthy, J.M. (2015). The Negative Effects of Avoidance Focused Coping

On Job Performance. Symposium presented at the 20th annual meeting of the Association of Psychology and Psychiatry for Adults and Children, Athens, Greece.

**Trougakos, J.P.,** McCarthy, J.M. (2015).Employee Coping Strategies and Performance on the

Job: The Detrimental Impact of Cognitive Distortion. In: Employee stress and burnout (paper session). 17th Congress of the European Association of Work and Organizational Psychology, Oslo, Norway.

**Trougakos, J.P.,** (2015). Discussant for Symposium titled: Rethinking Recovery: New Trends,

Extensions, and Considerations. Chairs: Bennett, A., & Gabriel, A. Presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

**Trougakos, J.P.,** (2014). Psychological Resource Depletion and Daily Workplace Helping

Behaviours. Symposium presented at the 19th annual meeting of the Association of Psychology and Psychiatry for Adults and Children, Athens, Greece.

**Trougakos, J.P.** (2013). Random Ramblings On Participant Recruitment & Study Compliance.

In: Harvey, J., & Sumanth, J., The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty. Academy of Management annual meeting, Orlando, FL.

McCarthy, J.M., **Trougakos, J.P.**, & Cheng, B.H. (2013). *The High Cost of Workplace*

*Anxiety and the Buffering Effect of Workplace Social Exchange.* In: Emotions in the Workplace 1 (paper session). 16th Congress of the European Association of Work and Organizational Psychology, Munster, Germany.

**Trougakos, J.P**. (2013). *An Experience Sampling Perspective of the Consequences and*

*Moderating Variables of Daily Response Focused Emotion Regulation at Work.* In: Study of Work Behaviors. Athens Institute for Education and Research’s 7th Annual International Conference on Psychology, Athens, Greece.

**Trougakos, J.P.,** Hideg, I, Cheng, B.H. & Zweig, D. (2012). *Too drained to help: A*

*resource depletion perspective on daily interpersonal citizenship behaviors.* In: Resource Depletion & Spillover Effects in Work-Nonwork Interfaces. Academy of Management Annual meeting, Boston, Mass.

Beal, D.J., **Trougakos, J.P.,** Dalal, R., & Weiss, H.M. (2012). *Interindividual*

*differences in the dynamics of the emotion regulation process at work*. In: Understanding Dynamics Conceptually, Analytically, Computationally, and Empirically. Academy of Management Annual meeting, Boston, Mass.

Agasi, S. & **Trougakos, J.P.** (August, 2012). *The role of job seekers’ affective experiences*

*and self-regulatory processes on success in a networking event.* In: Multi-Cultural, Multi-Method Analyses of Emotion Expression Interpretation in Organizational Life. Academy of Management Annual meeting, Boston, Mass.

**Trougakos, J.P.,** Hideg, I, & Cheng, B.H. (August, 2011). *Lunch breaks unpacked: Examining*

*the effect of daily lunch break activities and control over break activities on fatigue.* Paper presented at the Academy of Management annual meeting, San Antonio, Tex.

**Trougakos, J.P,** Zweig, D., & Tangirala, S. (August, 2010). *An examination of the relationship*

*between positive affective experiences and knowledge sharing.* In U. Bindl, & C. Lam (Co-Chairs). Passion and Proactivity: When and How does Affect at Work Fuel Self-initiated Behaviors? Symposium presented at the annual meeting of the Academy of Management, Montreal, Quebec.

**Trougakos, J.P.**, McCarthy, J.M., Cheng, B.H., & Hrabluik, C. (August, 2010). *Workplace*

*anxiety, emotional exhaustion, performance and the moderating role of personal resources.* In L. Tourigny, Exhaustion and Burnout*.* Symposium presented at the annual meeting of the Academy of Management, Montreal, Quebec.

**Trougakos, J.P.,** Hideg, I., & Cheng, B.H. (May, 2010) *A multi-level, multi-source*

 *examination of the effects of lunch break activities on employees’ daily job fatigue*.

Special Session: Workplace Relationships and Problems in Organizational Settings. Symposium presented at the 15th annual meeting of the Association of Psychology and Psychiatry for Adults and Children, Athens, Greece.

Beal, D.J., **Trougakos, J.P.**, Dalal, R.S, & Weiss, H.M. (April, 2010). *Affect spin predicting*

*strength of daily and episodic stressor-strain processes.* In M. Chandler & J. Diefendorff (Co-Chairs), New Directions for Studying Individual Differences in Affect. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, Ga.

**Trougakos, J.P.,** Hideg, I. (May, 2009) *Momentary work recovery: The role of within-day*

*work breaks.* Special Session: Work Stress and Occupational Support. Symposium presented at the 14th annual meeting of the Association of Psychology and Psychiatry for Adults and Children, Athens, Greece.

Zweig, D., & **Trougakos, J.P.** (August, 2008). *How do we react to knowledge hiding at work?*

In G. Brown & C.D. Crossley (Co-Chairs), What About Psychological Ownership and Territoriality? Questions We Are Starting to Ask. Symposium presented at the annual meeting of the Academy of Management, Anaheim, Calif.

**Trougakos, J.P.**, Zweig D., & Connelly, C. (April, 2008) *“I’m not telling”: Emotional*

*experiences and knowledge hiding in organizations.* In B. Boaltes & M. Clark (Co-Chairs), Examining the Relationship between Affect, Emotions, and Counterproductive Work Behaviors. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, Calif*.*

**Trougakos, J.P.**, Beal, D.J., Dalal, R.S, & Weiss, H.M. (April, 2007) *Affective events and*

*affective reactions: A test of affective events theory using restaurant servers*. In Z. Song & J. Yang (Co-Chairs), The daily affective experience: Its antecedents and consequences. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, N.Y.

**Trougakos, J.P.,** & Jackson, C.L. (April, 2007) *Examining antecedents and consequences of*

*surface acting: a field experiment.* In P. Barger & J.Z. Gillespie (Co-Chairs), When Smiles are Required: Understanding Display Rules and Emotional Labor. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, N.Y.

**Trougakos, J.P.**, Beal, D.J., Green, S.G., & Weiss, H.M. (August, 2006). *Making the break*

*count: An episodic examination of recovery activities, emotional experiences, and performance of affective delivery.* In R. Ilies & D.T. Wagner (Co-Chairs), Dynamic Work Processes and Well-Being: Testing Affective Events Theory via Experience Sampling Design. Symposium presented at the annual meeting of the Academy of Management. Atlanta, Ga.

**Trougakos, J.P.**, & Green, S.G. (August, 2006). *The Impact of Emotion Regulation Strategies*

*on Social Competence, LMX, and Job Performance.* In T.N. Bauer, & B. Erdogan (Co-Chairs), New Insights Into LMX Theory: Relationship Development, Outcomes, and Adaptation to Team Settings. Symposium presented at the annual meeting of the Academy of Management. Atlanta, Ga.

Beal, D. J., **Trougakos, J. P.**, & Weiss, H. M. (May, 2006). *The dynamics of emotion regulation*

*strategies*. In E. Richard & J. C. Wallace (Co-Chairs), New Directions in Emotional Labor Research. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, Tex.

Beal, D.J., **Trougakos, J.P.**, Weiss, H.M., & Green, S.G. (January, 2005). *Episodic processes in*

*emotional labor: Perceptions of affective delivery and emotion regulation.* Poster session presented at the annual meeting of Society of Personality and Social Psychology. New Orleans, La.

**Trougakos, J.P.** & Green , S.G. (August, 2004). *Determinants of job-seeking self-efficacy of*

*spouses of enlisted military personnel.* Poster session presented at the annual meeting of the Academy of Management. New Orleans, La.

### INVITED PRESENTATIONS

**Trougakos, J.P.** (April 2017). Emotional Exchanges: Exploring the role of Workplace Exchange

Relationships in Employee Affective Experiences and Well-Being. Invited presentation to the University of Akron’s Department of Psychology.

**Trougakos, J.P.** (November 2012). *An Experience Sampling Perspective of the Consequences*

*and Moderating Variables of Daily Surface Acting at Work*. Invited presentation at the University of Pennsylvania’s The Wharton School’s 18th Annual Organizational Behavior Conference.

**Trougakos, J.P.** & Beal, D.J (May, 2012). *Lunch breaks unpacked: Examining the effect of*

*daily lunch break activities and control over break activities on fatigue.* Invited presentation to the Australian School of Business at University of New South Wales, Sydney, Australia.

**Trougakos, J.P.** (November, 2010). *Dynamic affective processes and daily pro-social work*

*behaviors: a socio-functional perspective.* Presented to the Krannert School of Management, Purdue University, West Lafayette, Ind.

**RESEARCH GRANTS**

**2014-2020** Why are we not taking Our Breaks? Examining Predictors of Employee Work Break Choices. 2013 SSHRC Insight Research Grant, $202,433.

**2011-2014** *The Road Most Travelled: Examining the Impact of Employees’ Daily Work Commutes on Job Productivity and Mental Well-Being.* 2011. Connaught New Researcher Grant. $10,000.

**2008-2013** *Dynamic Daily Process of Work Recovery.* 2007 SSHRC Standard Research Grant, $83,910.

**2008-2013** *Not Saying a Word: Exploring Employee Silence* (with D. Zweig). 2007 SSHRC Special Call for Research Grants in Management, $87,500.

**2005-2006** *The Impact of Emotion Regulation Strategy on Employee Workplace Relationships* (with S.G. Green). Competitively awarded Purdue Research Foundation Dissertation Grant.

## AWARDS AND FELLOWSHIPS

**2016** AOM Human Resources Division Showcase Symposium (Trougakos, Gabriel, Bennett, Dahling, & Calderwood)

**2013** Best Paper Award, *Journal of Organizational Behavior* 2012.

**2011** Best Paper Award OB Division at the 2011 Annual Meeting of the Academy of Management.

# 2006 Outstanding graduate student teaching award, Krannert School of Management, Purdue University

# 2004 Outstanding graduate student teaching award, Krannert School of Management, Purdue University

# 2002 Ross doctoral fellowship. Purdue University: Awarded to outstanding incoming graduate students based on academic and scholarly achievements and abilities.

## TEACHING EXPERIENCE

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### COURSES TAUGHT

**2006-Present** **UNIVERSITY OF TORONTO**

Managing Human Resources

Managing People and Organizations

Managing Groups and Organizations

Management Skills

Leadership

**2004-2006 PURDUE** **UNIVERSITY**

 Introduction to Organizational Behavior

 Introduction to Human Resource Management

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### GUEST LECTURES

Trougakos, J.P. (November, 2011). *Experience Sampling Methods in Organizational Research.*  Ph.D. seminar on Research Methods, Joseph L. Rotman School of Management, The University of Toronto.

Trougakos, J.P. (November, 2010). *Experience Sampling Methods in Organizational Research.*  Ph.D. seminar on Research Methods, Joseph L. Rotman School of Management, The University of Toronto.

Trougakos, J.P. (February, 2010). *The Role of* *Experience Sampling Methods in Cross-Level Research.*  Ph.D. seminar on MESO Organizational Behavior, Joseph L. Rotman School of Management, The University of Toronto.

### RESEARCH SUPERVISION

**2014** Doctoral Dissertation Committee; Pylin Chuapetcharasopon, Titled: “*Emotional Labour in the Global Context: The Roles of Intercultural and Intercultural Service Encounters, Intergroup Anxiety, and Cultural Intelligence on Surface Acting.”* University of Waterloo, Department of Psychology.

**2011** Doctoral Dissertation Committee; Jing Guo, Dissertation Titled, *“The Formation and Change Of Overall Justice Perceptions: Considerations of Time, Events, and Affect.”* University of Illinois Department of Psychology.

**2010** Doctoral Dissertation Committee (Back-up reader); Kevin Hill, Dissertation Titled, *“Agreeing to Disagree… or Not: A Multi-Level Examination of Conflict Spillover in Diverse Groups.*” Joseph L. Rotman School of Management.

**2008** Second-Year Research Project Committee; Jeremy Yip, Project Titled, “*The Perceptive Leader: The Congruence of Leader’s Emotion Recognition with Staff Member’s Emotional Experience.”* Joseph L. Rotman School of Management.

##

## EDITORIAL BOARD MEMBERSHIPS

***Academy of Management Journal***  2012-Present

***Journal of Management***2011-Present

***Journal of Business Psychology***2009-Present

## MEMBERSHIPS

## Academy of Management

## SAMPLE OF RESEARCH DISSEMINATION THROUGH MEDIA

###### **Television:** **Global News Toronto** (October 10, 2013). Interview on Global News Hour evening news discussing my study on workplace lunch breaks.

###### **CityTV: City News** (May 8, 2012). *Doctors should prescribe vacation time: poll*. Interview on CityTV evening news commenting on poll suggesting that doctors should be able to prescribe vacation time.

**Radio: The Morning News with Philip Till on CKNW Radio in Vancouver** (September 10, 2013). Live feature interview discussing employee well-being and work stress.

**John Gormley Live, News Talk Radio Saskatchewan** (June 21, 2012). Live feature interview discussing daily work breaks.

**National Public Radio (NPR): Radio Times with Marty Moss-Coane** (May 8, 2012). *Lunch break: Why fewer American workers are taking it.* I was one of two featured guests (along with Nancy Rothbard) for one-hour live interview and call-in show focusing on the role of employee lunch breaks.On-line link of broadcast can be found at: http://whyy.org/cms/radiotimes/2012/05/08/lunch-break-why-fewer-american-workers-are-doing-it/

**CBC Radio: Here and Now** (Jan. 13, 2011). *Poker face may be hazardous to your health.* Live interview discussing my research on the downside of having to constantly regulate one’s emotions at work.

**BBC Radio 5: Live Drive** (Jan. 13, 2011). Live interview discussing my research on the downside of having to constantly regulate one’s emotions at work.

 **The Rob Breakenridge Show, Calgary QR77 & Edmonton 630 CHED** (Jan. 13, 2011). Live interview discussing my research on the downside of having to constantly regulate one’s emotions at work.

**Newspapers: The Globe and Mail** (January 9, 2015). Just got back? Time to plan your next vacation.

 **The Globe and Mail** (August 30, 2013). *Why do we work ourselves to death?* Interviewed for and cited in article, which discusses employee over work, stress, and well-being.

 **The New York Times** (July 14, 2012). *Communal Breaks: A Chance to Bond*. Interviewed for and cited in this article, which discusses the benefits of taking group or social work breaks.

 **The New York Times** (June 16, 2012). *To Stay on Schedule, Take a Break*. Interviewed for and cited in this article, which discusses the benefits of taking work breaks.

 **The Toronto Star.** (Jan. 13, 2011). *Why constantly keeping your cool at work is a bad thing.* Report discussing my research on the downside of having to constantly regulate one’s emotions at work.

 **The Globe and Mail** (Oct. 31, 2007). *Why all-work Jill is a dull girl*. Interviewed for and cited in this article, featuring my research on work breaks.

**Magazines:** **Entrepreneur** (November 2013). Why You Should Never Eat Lunch at Your Desk.

 **Good Housekeeping Magazine** (September, 2013). Find More Time and Energy Every Day. Interviewed for article discussing energy and taking breaks during the day.

 **Rotman Magazine** (Winter, 2013). *Optimal Productivity: The Role of Within-Day Work Breaks.* An article that focuses on my research examining work recovery and work breaks.

**Websites: USAtoday.com** (October 10, 2015). The best time to take a work break.

 **Cheatsheet.com** (October 9, 2015). Why Taking Work Breaks Makes You More Productive.

 **Healthday.com** (September 18, 2015). Workday Breaks Help Employees Reboot, Researchers Say.

 **Sciencedaily.com** (August, 20, 2015). Anxiety in the workplace can lead to lower job performance.

 **Today.com** (October 9, 2013). Why lunch with your colleagues could be stressing you out.

 **Staples Advantage Blog** (August 19, 2013).*Give ‘em a Break: Making the Case for Break Time Options.* A blog posting I wrote detailing the importance of providing employees options during their work breaks.

 **Lifeinc.today.com** (Aug. 1, 2012). Nothing gets done in August (and that's OK). Interviewed for and cited in this article, which discusses work breaks and work productivity during the month of August.

 **Philippine Online Chronicle** (Aug. 21, 2012).*Can’t Get Work Done? Take a Nap.* Referenced my interview in The New York Times about work breaks.

 **Forbes.com** (June 18, 2012).*Eight Ways Goofing Off Can Make You More Productive*. Referenced my interview in the NY Times about work breaks.

 **Lifehacker Australia** (June 21, 2012). *Take More Breaks and Get More Done.* Referenced my interview in The New York Times about work breaks.

 **Daily India** (Jan. 12, 2011). *Keeping a poker face at work might take a toll on you.* Online article featuring 2011 Journal of Applied Psychology paper about neutral display rules. (This Asian News International article also appeared in the Times of India, Yahoo.com, DNAIndia.com, Sify.com, TopNews.in, AllVoices.com, NewKerala.com, Smashits.com, AndhraNews.com and WebIndia123.com).

 **MSN.com** (Jan. 12, 2011). *Poker faced professions more taxing on emotions.* Online article featuring 2011 Journal of Applied Psychology paper about neutral display rules.

 **Yorkregion.com** (April 1, 2010). *Telecommuting touted: Supporters see it as way to ease traffic.* Interviewed and cited for article about the role of telecommuting in reducing traffic and work commute issues.