

BROOKS C HOLTOM
McDonough School of Business
Georgetown University
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EDUCATION

- Ph.D.** University of Washington, June 1999
Major: Organizational Behavior
Minor: Human Resource Management
- M.Acc.** Brigham Young University, April 1992
Major: Tax Accounting
- B.S.** Brigham Young University, April 1992, *Cum Laude*
Major: Accounting

ACADEMIC APPOINTMENTS

Assistant Professor of Management, 2003-present
Robert Emmett McDonough School of Business, Georgetown University

Visiting Assistant Professor of Management, 2002-2003
Robert Emmett McDonough School of Business, Georgetown University

Assistant Professor of Management, 2000-2002
College of Business Administration, Marquette University

Visiting Assistant Professor of Management, 1999-2000
Owen Graduate School of Management, Vanderbilt University

HONORS AND AWARDS

Academy of Management Outstanding Practitioner-Oriented Publication Award, 2007

Outstanding Professor Award, Executive Masters in Leadership, Georgetown Univ., 2005, 2006

Ascendant Scholar, Western Academy of Management, 2005

Best Paper Award Finalist, Academy of Management Journal, 2001

Best Paper Award Finalist, Academy of Management Executive, 2001

Teaching Excellence Award, Marquette University, 2001

Best Paper Award Finalist, Western Academy of Management Conference, 2001

Human Resources Research National Dissertation Competition Fellowship Finalist, 1998

Ph.D. Program Teaching Award, University of Washington, 1996-1997

REFEREED JOURNAL ARTICLES

Weller, I., Holtom, B., Matiaske, W., & Mellewigt, T. In press. Level and time effects of job search sources on early voluntary turnover, Journal of Applied Psychology.

Felps, W., Hekman, D., Mitchell, T., Lee, T., Harman, W., & Holtom, B. In press. When staying depends on others: Collective job embeddedness as a predictor of employee turnover, Academy of Management Journal.

Tanova, C., & Holtom, B. 2008. Using job embeddedness factors to explain voluntary turnover in 4 European countries, International Journal of Human Resource Management, 19(9), 1553-1568.

Holtom, B., Mitchell, T., Lee, T., & Eberly, M. 2008. Turnover & retention research: A glance at the past, a closer review of the present, and a venture into the future, Academy of Management Annals, 2, 231-274.

Baruch, Y., & Holtom, B. 2008. Survey response rate levels and trends in organizational research, Human Relations, 61(8), 1139-1160.

Boggs, J., Mickel, A., & Holtom, B. 2007. Experiential learning through interactive drama, Journal of Management Education, 31(6), 832-858.

Mallol, C., Holtom, B., & Lee, T. 2007. Job embeddedness in a culturally diverse environment, Journal of Business & Psychology, 22(1), 35-44.

Hinkin, T., Holtom, B., & Klag, M. 2007. Collaborative research: Developing mutually beneficial relationships between researchers and organizations, Organizational Dynamics, 36(1), 105-118.

Holtom, B., & Inderrieden, E. 2006. Integrating the unfolding model and job embeddedness to better understand voluntary turnover, Journal of Managerial Issues 18(4), 435-452.

Holtom, B., Mitchell, T., & Lee, T. 2006. Increasing human and social capital by applying job embeddedness theory, Organizational Dynamics, 35(4), 316-331.

- Holtom, B., & Kenworthy, A. 2006. Electronic negotiation: A teaching tool for encouraging students to “look into the mirror,” Negotiation Journal, 22(3), 303-324.
- Giosan, C., Holtom, B., & Watson, M. 2005. Antecedents to job embeddedness: The role of individual, organizational and market factors, Journal of Organizational Psychology, 5, 31-44.
- Holtom, B., Mitchell, T., Lee, T., & Inderrieden, E. 2005. Shocks as causes of turnover: What they are and how organizations can manage them, Human Resource Management, 44(3), 337-352.
- Lee, T., Mitchell, T., Sablynski, C., Burton, J., & Holtom, B. 2004. The effect of job embeddedness on organizational citizenship, job performance, volitional absences and voluntary turnover, Academy of Management Journal, 47(5), 711-722.
- Holtom, B. & O’Neill, B. 2004. Job embeddedness: A theoretical foundation for developing a comprehensive plan for retaining health care employees, Journal of Nursing Administration 34(5), 216-227.
- Holtom, B., Mickel, A., & Boggs, J. 2003. Using interactive drama to teach the complexities of decision making, Decision Sciences Journal of Innovative Education, 1(2), 305-311.
- Holtom, B., Lee, T., & Tidd, S. 2002. The relationship between work status congruence and work-related attitudes and behaviors, Journal of Applied Psychology, 87(5), 903-915.
- Holtom, B., & Wilhelm, M. 2002. The unexpected offer, International Journal of Conflict Management, 13(4), 409-415.
- Friedman, R., & Holtom, B. 2002. The effects of network groups on minority employee turnover intentions, Human Resource Management, 41(4), 405-421.
- Burton, J., Lee, T., & Holtom, B. 2002. The influence of motivation to attend, ability to attend, and organizational commitment on different types of absence behaviors, Journal of Managerial Issues, 14(2): 181-197.
- Mitchell, T., Holtom, B., Lee, T., Sablynski, C., & Erez, M. 2001. Why people stay: Using job embeddedness to predict voluntary turnover, Academy of Management Journal, 44 (6): 1102-1121.
- Mitchell, T., Holtom, B., & Lee, T. 2001. How to keep your best employees: The development of an effective retention policy, Academy of Management Executive, 15 (4): 96-108.
- Lee, T., Mitchell, T., Holtom, B., Hill, J. & McDaniel, L. 1999. Theoretical development and extension of the unfolding model of voluntary turnover, Academy of Management Journal, 42 (4): 450-462.

Holtom, B. 1999. Standing on the shoulders of giants is a matter of perspective, Human Resource Management Review, 8 (4): 403-412.

BOOK CHAPTERS AND OTHER PROFESSIONAL PUBLICATIONS

Hinkin, T., & Holtom, B. In press. Response rates and sample representativeness: Identifying contextual response drivers, Handbook of Organizational Research Methods.

Bussman, M., Holtom, B., Lee, T., & Mitchell, T. In press. Control voluntary turnover by understanding its causes, Handbook of Principles of Organizational Behavior.

Holtom, B. In press. International Negotiation. Global Business Handbook: The Eight Dimensions of International Management, Gower Publishing: Hampshire, UK.

Holtom, B., & Inderrieden, E. 2006. Investment Advice: Go for the MBA. BizEd, January/February, 42-46.

Inderrieden, E., Holtom, B., & Bies, R. 2006. Do MBA programs deliver? New Visions of Graduate Management Education, 1-19, Information Age Publishing: Greenwich, CT.

Holtom, B. 2006. Turnover. Encyclopedia of Career Development, Sage Publications: Thousand Oaks, CA.

Holtom, B. 2006. Exit interview. Encyclopedia of Career Development, Sage Publications: Thousand Oaks, CA.

Sablynski, C., Mitchell, T., Lee, T., Burton, J., & Holtom, B. 2002. Turnover: An integration of Lee and Mitchell's unfolding model and job embeddedness construct and Hulin's withdrawal construct, Psychology of Work, 189-203. LEA: NJ.

PUBLISHED CASE STUDIES

Holtom, B. 2006. Johnson & Johnson Health and Safety: Calculating Return on Investment. National Safety Council Case Series, Chicago, IL.

Holtom, B. 2005. Project Windmill: Can Noble Corporation's core competency in health, safety, environmental and operational excellence be extended to a major acquisition? National Safety Council Case Series, Chicago, IL.

PUBLISHED CONFERENCE PROCEEDINGS

Job embeddedness in a culturally diverse environment, Proceedings of the Academy of International Business Conference, 2003.

Job embeddedness: Construct comparison and methodological issues, Proceedings of the Hawaii International Conference on Business, 2002.

Implantación como método para retener los empleados valiosos: Assessing the predictive value of the job embeddedness construct among Hispanic employees, Proceedings of the International Western Academy of Management Conference, 2002.

How to develop an effective employee attachment policy, Proceedings of the Hawaii International Conference on Business, 2001.

Decisions regarding organizational attachment: Why people leave and why they stay, Proceedings of the Decision Sciences Institute International Conference, 1999.

MANUSCRIPTS UNDER REVIEW

Holtom, B., Tidd, S., Mitchell, T., & Lee, T. Beyond if and when: Temporal dependency in the prediction of voluntary turnover, preparing second revision for the Academy of Management Journal.

Holtom, B., Gagne, K., & Tinsley, C. Using 'Shocks and rumors' to teach adaptive thinking, under review at Negotiation Journal.

Smith, D., Holtom, B., & Mitchell, T. Enhancing precision in the study of turnover in the military, under review at Personnel Psychology.

Burton, J., Holtom, B., Sablinski, C., Lee, T., & Mitchell, T. When two theories are better than one: The buffering effects of job embeddedness on negative shocks, under review at Personnel Psychology.

CONFERENCE PRESENTATIONS

Update on job embeddedness research: New findings. Society of Industrial/Organizational Psychology Conference, 2009. New Orleans, Louisiana.

Boundary conditions: The effects of attitudinal variables, p-o fit and job embeddedness on turnover. American Psychological Association Conference, 2008; Boston, Massachusetts.

Enhancing precision in the study of turnover in the military. Academy of Management Conference, 2008; Anaheim, California.

MBA programs as an agent for change: A race-based comparison of predictors of career success. Academy of Management Conference, 2008; Anaheim, California.

Survey response rate levels and trends in organizational research. Academy of Management Conference, 2008; Anaheim, California.

New directions in voluntary turnover research: Moving beyond the “one-model-fits all” paradigm. Academy of Management Conference, 2007; Philadelphia, Pennsylvania.

Less is more: Validation of a short form of the job embeddedness measure and theoretical extensions. Academy of Management Conference, 2006; Atlanta, Georgia.

Cross-cultural electronic negotiation: A teaching tool for encouraging students to “look into the mirror.” Academy of Management Conference, 2006; Atlanta, Georgia.

Toward a greater understanding of the dynamic nature of job embeddedness. Society of Industrial/Organizational Psychology Conference, 2006; Dallas, Texas.

Exploring the relationship between social capital and voluntary turnover in the 21st century. Academy of Management Conference, 2005; Honolulu, Hawaii.

Voluntary turnover research and practice: building an agenda for the future. Academy of Management Conference, 2004; New Orleans, Louisiana. *All-Academy Symposium*.

Getting an MBA: Is it worth it? Academy of Management Conference, 2004; New Orleans, Louisiana.

Antecedents to job embeddedness. American Psychological Association Conference, 2004; Honolulu, Hawaii.

Job embeddedness in a culturally diverse environment. Academy of International Business Conference, 2003; Tampa, Florida.

A tale of two theories: Turnover research at the intersection of the unfolding model of turnover and job embeddedness. Academy of Management Conference, 2003; Seattle, Washington.

Exploring the dynamic effects of job embeddedness on voluntary turnover. Academy of Management Conference, 2003; Seattle, Washington.

The effects of network groups on minority employee turnover intentions, Academy of Management Conference, 2002; Denver, Colorado.

Job embeddedness: A replication and extension, Academy of Management Conference, 2002; Denver, Colorado.

Does innovative teaching work? Evaluating learning effectiveness and publishing the results, Academy of Management Conference, 2002; Denver, Colorado.

Job embeddedness: Construct comparison and methodological issues, Hawaii International Conference on Business, 2002; Honolulu, Hawaii.

Implantación como método para retener los empleados valiosos: Assessing the predictive value of the job embeddedness construct among Hispanic employees, International Western Academy of Management Conference, 2002; Lima, Peru.

Trust in a high-risk environment: Implications for correctional officer stress, American Society of Criminology Conference, 2002; Chicago, Illinois.

A quasi-experimental study of the impact of additional training on correctional officer turnover, American Society of Criminology Conference, 2002; Chicago, Illinois.

An empirical test and theoretical extension of Steers and Rhodes' model of absenteeism, Western Academy of Management Conference, 2001; Sun Valley, Idaho.

How to develop an effective employee attachment policy, Hawaiian Conference on Business, 2001; Honolulu, Hawaii.

Just-in-time for whom? The subtle costs of work status incongruence in the flexible organization, Academy of Management Conference, 2000; Toronto, Canada.

The retention of employees: The role of organizational embeddedness, Academy of Management Conference, 1999; Chicago, Illinois.

21st century pluralism in negotiation courses: a presentation of four pedagogical initiatives, Academy of Management Conference, 1999; Chicago, Illinois.

Decisions regarding organizational attachment: why people leave and why they stay, Decision Sciences Institute International Conference, 1999; Athens, Greece.

Contingent workers: voluntariness of status makes a difference in work-related attitudes, Western Academy of Management Conference, 1999; Redondo Beach, California.

Theoretical development and extension of the unfolding model of voluntary turnover, Academy of Management Conference, 1998; San Diego, California.

How to use interactive drama to make a difference in organizational behavior teaching, Organizational Behavior Teaching Conference, 1998; LaVerne, California.

When are you going to get a real job? Stress and coping among temporary workers, Western Academy of Management Conference, 1997; Squaw Valley, California.

INVITED PRESENTATIONS

In Search of ROI: The Value Added by Graduate Management Education. Graduate Management Admissions Council, 2007; St. Petersburg, Florida.

Talent Attraction, Development, and Retention: The Leading Edge. Society of Industrial & Organizational Psychology Consortium, 2006; Charlotte, North Carolina.

Johnson & Johnson Health and Safety: Calculating Return on Investment. National Safety Council Congress & Expo, 2006; San Diego, California.

Safety, operational performance, and financial results: Noble Corporation's path to success. Georgetown University Center for Business & Public Policy, 2006. Washington, District of Columbia.

Can Noble Corporation's core competency in health, safety, environmental and operational excellence be extended to a major acquisition? National Safety Council Congress & Expo, 2005; Orlando, Florida.

Getting an MBA: Is it worth it? Graduate Management Admissions Council, 2005; St. Petersburg, Florida.

How to attract, develop and retain a world-class workforce, Virginia Commonwealth University Medical Center, 2005; Richmond, Virginia.

Recruiting and retaining a capable workforce, Florida Certification Board, 2005; Orlando, Florida.

Understanding the influence of job embeddedness on in-role & extra-role performance, volitional absence, and voluntary turnover, American University: Kogod School of Business, 2003; Washington, District of Columbia.

Using strategic human resource management to develop a world-class workforce, Florida Juvenile Justice Association, 2003; Tampa, Florida.

Workforce development (Keynote Speech), National Addition Technology Transfer Centers: Department of Health and Human Services, 2002; Washington, District of Columbia.

American perspectives on negotiation, George Washington University: Elliott School of International Affairs, 2002; Washington, District of Columbia.

Workplace negotiations strategies, Wisconsin Institute of Internal Auditors, 2001; Milwaukee, Wisconsin.

Stemming the tide of correctional officer turnover: Application of a model of job embeddedness, Criminal Justice Institute Conference, 2001; Dallas, Texas.

Voluntary employee turnover (Keynote Speech), Tennessee Department of Correction Personnel Conference, 2001; Nashville, Tennessee.

WICPA seminar on negotiation, Wisconsin Association of Certified Public Accountants, 2000; Milwaukee, Wisconsin.

Integrating Lee and Mitchell's unfolding model and job embeddedness construct with Hulin's withdrawal construct, Psychology of Work Conference, 2000; Champaign, Illinois.

Organizational attachment of contingent workers, Vanderbilt University Interdisciplinary Seminar in Social Psychology, 1999; Nashville, Tennessee.

The creation of a teaching portfolio, Sixth National Conference on the Training and Employment of Graduate Teaching Assistants, 1997; Minneapolis, Minnesota.

MEDIA INTERVIEWS

Study suggests employers to shift bulk of pay raises to top performers; Wall Street Journal, August 14, 2008.

Making the most of meetings; Washington Business Journal, March 14, 2008.

Why are they leaving? Priority Magazine, January/February 2008.

Shoppers short-circuit retailer over firings; The Washington Post, May 6, 2007.

Create a good fit to retain top staff; distributed by New York Times Syndicate, appearing:

- Sunday Times (Johannesburg, South Africa), April 27, 2007.
- Vanguardia (Saltillo, Mexico), April 27, 2007
- La Prensa (Managua, Nicaragua), May 6, 2007

A new approach to keeping your best on board; Harvard Management Update, April, 2007.

BearingPoint struggles to hang on to its people; The Washington Post, February 6, 2006.

Employee satisfaction: Why workers leave? Business Spotlight, December 15, 2005.

The politics of radio relationships; Radio World, September 16, 2005.

'Shock': The No. 1 reason people leave their jobs; The Globe and Mail, September 10, 2005.

American reactions to the firing of Boeing CEO Harry Stonecipher; Interview with Raimund Loew, ORF, Channel 2 (Austrian Television Broadcasting Corporation). March 7, 2005.

Exit interviews need not be the end of employment; ADA Compliance Guide. February 2005; Vol. 16, No. 2.

Making exit interviews work; HR Magazine. August, 2004.

Big tests for discounters; Aviation Week & Space Technology. June 28, 2004.

The not-so-temporary worker; Chicago Tribune. Chicago, Illinois. August 24, 2003.

What are your health benefits worth? Interview with Sharon Epperson, CNBC. June 5, 2003.

U.S. moms-to-be face longer labor: Other countries' paid leave outstrips American benefits; Interview with Andrea Coombes, CBS MarketWatch. San Francisco, California. February 7, 2003.

Charge It to Your Paycheck: New Interest-Free Cards Offer Benefits, Dangers; Interview with Andrea Coombes. CBS MarketWatch. San Francisco, California. November 4, 2002.

Kids/No Kids: War in the Workplace; Interview with Holly Thompson. Channel 4 WSMV, Nashville, Tennessee. May 15, 2000.

Tennessee 2000: Workplace of the Future; Interview with Jennifer Kraus. Channel 5 WTVF, Nashville, Tennessee. November 24, 1999.

PROFESSIONAL SERVICE AND MEMBERSHIPS

Board member, Academy of Management Journal, 2003-2008

Board member, Journal of Managerial Issues, 2007-present

Board member, Journal of Management, 2008-present

Reviewer, Academy of Management Journal.

Reviewer, Academy of Management Learning and Education.

Reviewer, BioMed Central Health Services Research.

Reviewer, Canadian Journal of Administrative Sciences.

Reviewer, Career Development International.

Reviewer, Group & Organization Management.

Reviewer, Human Relations.

Reviewer, Human Resource Management Review.

Reviewer, International Journal of Conflict Management.

Reviewer, Journal of Business & Psychology.

Reviewer, Journal of Business Research.

Reviewer, Journal of Management.

Reviewer, Journal of Management Studies.

Reviewer, Organizational Behavior and Human Decision Processes.

Reviewer, Organizational Science.

Reviewer, Personnel Psychology.
Reviewer, Personnel Review.

Reviewer, Academy of Management Conference, OB Division, 1996-present.
Reviewer, Western Academy of Management Conference, 1997-2004.
Reviewer, Southern Management Association Conference, 1997.

Member, Academy of Management (OB) "Best Practitioner-Oriented Publication" Award, 2008
Finance Chair, International Western Academy of Management Conference, 2002.
Audit Committee Chair, Western Academy of Management, 1997-2001.

Member, Academy of Management.
Member, Western Academy of Management.
Member, Organizational Behavior Teaching Society.
Member, Society of Industrial and Organizational Psychologists.
Member, American Psychological Association.

Board Member, Management Education Research Institute, GMAC.
Faculty Associate, Capital Markets Research Center, Georgetown University.
Faculty Associate, Center for Business and Public Policy, Georgetown University.

TECHNICAL REPORTS

Examining the value added by graduate management education. 2007. Management Education Research Institute Report Series. Graduate Management Admissions Council; McLean, VA.

Employee retention and service profit chain analysis. 2007. ClubCorp. Dallas, TX.

Strategic analysis of employee retention. 2001, 2002, 2003, 2005, 2007. North Shore Bank; Brookfield, WI.

Report on employee turnover survey. 2003. Union Planters Bank. Miami, FL.

Implementing a model of job embeddedness to reduce correctional officer turnover. 2001, Tennessee Department of Correction; Nashville, TN.

Antecedents to and performances consequences of job satisfaction and organizational commitment. 1999, Nordstrom.com; Seattle, WA.

Understanding decisions regarding organizational attachment: Why people leave and why they stay. 1999, Brown and Cole Stores; Bellingham, WA.

Evaluating the impact of recruitment and selection policies on firefighter success in training school. 1998, Seattle Fire Department; Seattle, WA.

TEACHING EXPERIENCE

- 2002-present **Assistant Professor of Management**, Robert Emmett McDonough School of Business, Georgetown University
MGMT 201: Management and Organizational Behavior
MGMT 295: Human Resources Management
MGMT 297: Negotiations
MGMT 299: Leadership
MGMT 551: Organizational Behavior
IEMBA 841: International Negotiation
EML 834: International Negotiation
EML 856: Coalitions and Alliances
EML 858: Trust and Community Building
- 2000-2002 **Assistant Professor of Management**, College of Business Administration, Marquette University
MANA 156: Behavior and Organization
MANA 159: Negotiation and New Ventures
BUAD 269: Negotiation
- 1999-2000 **Visiting Assistant Professor of Management**, Owen Graduate School of Management, Vanderbilt University
BA 248: Human Resources in Work Organizations
MGT 341: Organization Management and Human Resources
- 2002-2005 **Visiting Professor of Management**, Institut d'Economie Scientifique Et de Gestion, l'Université Catholique de Lille (France)
[Spring]
IMP 681: Seminar in International Negotiation
- 2000, 2001 **Visiting Professor of Management**, Universidad San Francisco de Quito (Ecuador)
[Summer]
EE 600: Seminar in International Negotiation
EE 610: Seminar in International Leadership
EE 620: Seminar in Strategic Human Resource Management
- 1998 - 1999 **Lead Teaching Assistant**, University of Washington Business School
ACTG 599: Teaching Effectiveness Seminar
- 1995 - 1999 **Instructor**, University of Washington Business School
HRMOB 400: Management of Organizational Behavior
HRMOB 450: Leadership and Decision Making
HRMOB 460: Negotiation
HRMOB 470: Motivation and Performance
- 1989 - 1992 **Teaching Assistant**, Brigham Young University

Management Communication Department
Taught Management Communications 320 on an as-needed basis and graded.

1988 - 1989 **Instructor**, Brigham Young University
Missionary Training Center
Taught Spanish language immersion course and interpersonal skills.

OTHER EXPERIENCE

1992 - 1995 **Senior Accountant**, Arthur Andersen, Seattle, WA.
State and local tax consulting and appeals.
**Licensed CPA State of Washington*

1986 - 1988 **Missionary**, Bogotá, Colombia. The Church of Jesus Christ of Latter-day Saints.

FELLOWSHIPS AND GRANTS

GMAC, Management Education Research Institute, 2006, 2007

Georgetown University Graduate School Research Grant, 2005

McDonough School of Business Research Grant, 2003, 2004, 2005, 2006, 2007

Marquette University Research Grant, 2001, 2002

Marquette University Teaching Grant, 2001

Albert O. Foster Fellowship, University of Washington, 1999

Pew Foundation Preparing Future Faculty Grant, 1998

W. J. Pennington Fellowship, University of Washington, 1998

Samuel N. Stroum Fellowship, University of Washington, 1997, 1998

Edna Benson Endowed Fellowship, University of Washington, 1997, 1998

Evert McCabe Endowed Fellowship, University of Washington, 1997, 1999

Crook Fellowship, The Graduate School, University of Washington, 1997

Ph.D. Program Teaching Award, University of Washington, 1996-1997

Dean's Academic Achievement Award, University of Washington, 1995-1996

Graduate Scholarship, Brigham Young University, 1991-1992

Academic Excellence Scholarship, Brigham Young University, 1989-1991

Presidential Scholarship, Brigham Young University, 1985-1986, 1988-1989

Beta Gamma Sigma, Lifetime member

FOREIGN LANGUAGE

Spanish – fluency both spoken and written