

Matthew J. Monnot, PhD

Industrial-Organizational Psychologist

San Francisco, CA

Linked: www.linkedin.com/in/monnot/

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Employment History

Management Consultant

2022-Present

Vocentive, San Francisco, CA

- Provided thought leadership in the form of peer-reviewed publications, popular press, seminars, workshops, and conferences
- Invited keynote speaker, lecturer, and author
- Served as reviewer for scientific journals
- Contributed publication quality organization research utilizing quantitative and qualitative data analyses (citations: 700+; h-index: 11)
- Conducted survey research, data collection, analyses, and visualization
- Acted as thought partner on psychological assessment and organizational behavior

Select Engagements:

- Emeritus (2025–Present): Design and deliver executive education programs; create course content and learning materials for director-level and above global audiences
- BetterUp (2024): Senior Consultant, People Insights - Recruited to serve as a senior behavioral scientist for pre and post solution sales leadership and organizational development. Member of Global Account Portfolio team (fortune 100 clients)
- GLG Expert Network (2024–Present): Expert consultant advising organizations on learning, leadership, and organization development

University of San Francisco, School of Management

2014 – 2021

ASSOCIATE PROFESSOR of MANAGEMENT

Responsible for demonstrating research influence, developing programmatic curriculum, and leadership in service

- Synthesized and communicated complex research findings and statistical analyses using coherent “storytelling,” recommendations, and key take-aways for wide-ranging audiences – from undergraduate students to senior executives
- Applied end-to-end sophisticated research, analytical, and statistical strategies to advance understanding of the employee experience across multiple levels of organizations as well as geographic regions, leading to publication in highly-ranked peer reviewed scholarly publications
- Developed new curriculum using a wide-variety of instructional design across all levels – from Executive (non-student) workshops to Executive MBA to undergraduate
- Supervised fast-paced consulting projects in areas such as Organization Development, Assessment, Employee Experience, and Analytics. Example clients have included Amazon, United Way, Salvation Army, YMCA, YWCA, Meals on Wheels, Glide Church, Oakland Housing Authority, California Emerging Infections Program, Tri City Volunteers, Lava Mae, among many others – resulting in successful project completion as evidenced by favorable client feedback
- Served as an executive board member, providing thought leadership, executive seminars in multiple countries, international conferences, and development work for the USF Chinese Business Studies Initiative – an organization that received \$1.8 million in donor funding during my participation

- Conducted leadership development and coaching sessions for executives across industries and internationally, utilizing leading edge personality, values, and teamwork assessments – facilitating professional development plans
- Developed and led a research team of graduate and undergraduate students (e.g., data scientist, economic, psychology, statistics, marketing majors) emphasizing student development, engagement, and productivity, leading to student placement at widely respected organizations in addition to scholarly publications
- Designed intuitive data visualization for presentation of key findings (using Tableau, SPSS, Excel, etc)
- Developed expertise in new statistical procedures and learned quickly to implement analyses in statistical software packages such as R, Mplus, LISREL, SPSS, SPSS, NVivo, Atlas ti, and others
- Served as a Visiting Scholar at Tel Aviv University during sabbatical, collaborating on research with faculty of the Coller School of Management at Tel Aviv University providing thought leadership

Pacific Lutheran University, School of Business

2010 – 2014

ASSISTANT PROFESSOR of MANAGEMENT

Responsible for developing research, demonstrating competence in instruction, and professional service

- Designed more than half dozen courses on topics such as Leadership, International Management, Organizational Behavior, and Human Resource Management both individually and as interdisciplinary collaborations – resulting in superior student evaluations
- Synthesized and effectively communicated academic research findings across multiple audiences, ranging from scientists, to business practitioners, to graduate and undergraduate students
- Analyzed large complex datasets for publication in highly-ranked peer reviewed publications
- Provided thought leadership as a member of the strategy committee for the Wang Center for Global and Community Engaged Education
- Established and cultivated partnerships with international businesses and educational institutions to deliver immersive hands-on study abroad (i.e., Norway, Spain, Switzerland) coursework
- Collaborated as Affiliate Faculty with Chinese Studies program to advance university-wide internationalization efforts
- Designed and implemented end-to-end coursework and curriculum with very short lead-time
- Provided guest lectures, informational sessions, and networking on behalf of university development
- Partnered with University leadership to evaluate and select talent for top University administrative positions, including Associate Provost and Dean

Genentech

2008 – 2010

ORGANIZATION DEVELOPMENT CONSULTANT

Responsible for workforce research, analytics, and data-driven organization development

- Provided leadership role on enterprise-wide employee experience survey, consulting on survey design and methodology, acting as survey administrator, conducting results interpretation, and designing executive presentations
- Analyzed, interpreted, and presented employee engagement survey across functional units and consulted to leadership on best practices

- Managed vendor relationships for ongoing employee data collection efforts (e.g., engagement, new hire, and exit surveys)
- Partnered with HR Operations to conceptualize, extract, and prepare data for analytics reporting and visualization
- Analyzed, interpreted, and presented quarterly new hire and exit survey results for senior HR leadership
- Identified criteria for “high potential” Director-level employees, followed by data analysis and recommendations for senior HR leadership
- Provided recommendations to leadership regarding trends and analysis of workforce data in critical HR topics such as turnover and retention

AT&T

2007 – 2008

HUMAN RESOURCE DEVELOPMENT CONSULTANT

Responsible for selection & assessment systems and tools

- Conducted job analyses for sales representatives and call center employees
- Validated tests for sales positions at AT&T Mobility
- Created and evaluated organizational effectiveness surveys for internal clients, such as Advertising & Publishing
- Designed and delivered behavioral interview training throughout the AT&T Southeastern region, resulting in master certification of Call Center Directors, Coaches, and Managers
- Constructed behavioral interviews for over 15 different positions within AT&T Mobility
- Performed adverse impact analyses on personality inventories and behavioral interviews
- Consulted with senior management on personnel selection to improve validity of decisions while meeting legal and professional guidelines

McNair Scholars Program, Central Michigan University

2006-2007

GRADUATE STUDENT ASSISTANT / MENTOR

Responsible for Recruitment, Selection, & Mentoring

- Contributed to the design and implementation of recruitment and selection of low-income, first generation, and minority students into the McNair Program
- Provided training and mentoring of 12 scholars on research projects and in preparation for grad school

Central Michigan University

2004-2007

RESEARCH ASSISTANT

Responsible for research design, implementation, and project management

- Provided leadership and development strategy to research projects culminating in conference presentations, journal publication, and book chapters
- Participated on strategy development team to create theoretical and methodological advances in research
- Conducted wide range of statistical analyses using Classical Test Theory (e.g., regression, factor analysis, and structural modeling) and Item Response Theory (e.g., item parameter estimation, differential item functioning, and different test functioning)
- Utilized SPSS, LISREL, PARSCALE, MULTILOG, Excel, and PowerPoint

Central Michigan University

2005-2006

INSTRUCTOR

Responsible for course design and instruction for Testing & Assessment

- Responsible for undergraduate course design and implementation involving weekly lectures

- Delivered articulation of test theory and practice primarily in personnel selection and education

Central Michigan University

2004-2005

TEACHING ASSISTANT

Responsible for teaching and course instruction support

- Provided support for course design, instruction, and test development of undergraduate Developmental Psychology course

National Institute for Financial Counseling Education (NIFCE)

2003-2004

ORGANIZATION DEVELOPMENT CONSULTANT

Responsible for test development and validation

- Conducted item writing, test construction, and validation of test utilized to provide national certification for credit counselors
- Implemented application of psychometric theory to test development and validation
- Created end-to-end content for Organizational Change Management course
- Developed nationwide educational unit to train Credit Counselors, culminating in end-to-end-training materials: manual, training workbook, PowerPoint presentation, situational judgment examinations, and assessment procedure

Florida Institute of Technology

2002-2004

RESEARCH ASSISTANT

Responsibilities include psychological research and experimental design

- Directed coordination of research team strategy, literature review, data collection, survey administration, experimental design and implementation

Scholarly Peer Reviewed Publications

Monnot, M. J. (2026). Afloat or adrift: A longitudinal study of latent personality profiles and future-of-work skills across midlife. PsyArXiv. https://doi.org/10.31234/osf.io/9r6hd_v1

Monnot, M. J., & Beehr, T. A. (2022). The importance of a good life instead of a “goods life”: An investigation of Goal Contents Theory across Asia. *Journal of Happiness Studies*, (23), 1215-1244.

Parlami, J. & **Monnot, M. J.** (2019). Getting to the CORE: Putting an End to the Term ‘Soft Skills.’ *Journal of Management Inquiry*, 28 (2), 225-227.

Monnot, M. J. (2018). The effect of incentives on intrinsic motivation and employee attitudes: A multilevel study across nations and cultural clusters. *Thunderbird International Business Review*, 60 (4), 675-689.

Monnot, M. J. (2017) Organizational change agent effectiveness: A conditional process model of key psychological resources. *Journal of Change Management*, 17 (3), 268-295.

Monnot, M. J. (2017). Marginal utility and economic development: Intrinsic verses extrinsic aspirations and subjective well-being among Chinese employees. *Social Indicators Research*, 132 (1), 155-185.

Monnot, M. J. (2016). Relational-Interdependent Self-Construal with Supervisor (RISCS): Scale development and conditional model of meaningfulness at work. *The Psychologist-*

Monnot, M. J. & Beehr, T. A. (2014). Subjective well-being at work: Disentangling source effects of stress and support on enthusiasm, contentment, and meaningfulness. *Journal of Vocational Behavior*, 85, 204-218.

Colarelli, S. M., **Monnot, M. J.**, Ronan, G. F., & Roscoe, A. M. (2012). Administrative assumptions in top-down selection: A test in graduate school admission decisions. *Applied Psychology: An International Review*, 61(3), 498-512.

Monnot, M. J., Wagner, S. & Beehr, T. A. (2011). A contingency model of union commitment and participation: Meta-analysis of the antecedents of militant and nonmilitant activities. *Journal of Organizational Behavior*. 32(8), 1127-1146.

Park, H., **Monnot, M. J.**, Jacobs, A., & Wagner, S. W. (2011). Moderators of the relationship between person-job fit and subjective well-being among Asian employees. *International Journal of Stress Management*, 18(1), 67-87.

Monnot, M. J., Quirk, S. W., Hoerger, M., & Brewer, L. (2009). Predictive bias of objective personality assessment: Using the MMPI-2 to predict psychiatric diagnoses of African American and Caucasian inpatients being treated for chemical dependency. *Psychological Assessment*, 21(2), 137-151.

Manuscripts available upon request.

Book Chapters

Monnot, M. J., Barnowe, J. T., & Youtz, G. (2014). Preparing global managers and consultants: A justification and framework for international exchange programs in higher education. In R. L. Griffith & L. F. Thompson (Eds.). *Internationalizing the Curriculum in Organizational Psychology*. New York, NY: Springer.

Colarelli, S. M., & Hemingway, M., **Monnot, M. J.** (2006). Strategic human resource planning. In J. Greenhaus and G. Callanan (Eds.). *Encyclopedia of Career Development*. Thousand Oaks, CA: Sage.

Select Presentations and Proceedings

Monnot, M. J. & Thompson, I. (2026). The AI paradox: How optimization may undermine meaningful work. *Presented at the Society for Industrial/Organizational Psychology (SIOP) Leading Edge Consortium: Shaping the Future of People Analytics, Baltimore, MD.*

Monnot, M. J. (2023). Understanding the CORE of human connection in the workplace [Keynote Address]. *Presented at the 31st Meeting Planners International (MIP) Educational Luncheon, Atlanta, GA.*

Monnot, M. J. (2017). Understanding the meaning and meaningfulness of work among helping professionals. *Symposium paper presented at the 31st Annual Society of Industrial/Organizational Psychology (SIOP) Conference, Orlando, FL.*

Monnot, M. J. (2016). Understanding the impact of intrinsic and extrinsic motives on employee well-being across Asia. *Paper presented the 23rd International Congress of the International Association for Cross-Cultural Psychology, Nagoya, Japan.*

- Monnot, M. J. (2016). Of psychopaths and empaths: Priming and trait activation among employees. *Paper presented at the 31st International Congress of Psychology, Yokohama, Japan.* Proceeding published in *International Journal of Psychology*, 51, 768.
- Monnot, M. J. (2015). Organizational Change Agents: A Theoretical Process Model of Individual Key Resources and Effectiveness. *Paper presented at Western Academy of Management Conference, Kauai, HI.*
- Monnot, M. J. (2014). Meaningfulness of work: A conditional process model of supervisor relational identification and status. *Poster presented at the 29th Annual Society of Industrial/Organizational Psychology (SIOP) Conference, Honolulu, HI.*
- Monnot, M. J. (2013). Supervisor role stress: The importance of relational identification. *Presented at the 34th Interamerican Congress of Psychology, Brasilia, Brazil.*
- Moukarzel, R., Young, S. F., Monnot, M. J., Steelman, L. A., & Khoury, H. A. (2013). Trust-in-supervisor: The relationship driving feedback behaviors. *Presented at the 28th Annual Society of Industrial/Organizational Psychology (SIOP) Conference, Houston, TX.*
- Monnot, M. J. (2012). Experience of meaning at work: Scale development and model testing. *Paper Presented at the 30th International Congress of Psychology Conference, Cape Town, South Africa.*
- Monnot, M. J. (2012). Personality traits and change agent effectiveness. *Interactive Poster Session Presented at the 27th Annual Society of Industrial/Organizational Psychology (SIOP) Conference, San Diego, CA.*
- Monnot, M. J. & Beehr, T. A. (2009). Social support and organizational hierarchy. Poster Session Presented at the *Annual American Psychological Association (APA) Convention, Toronto, ON.*
- Colarelli, S. M., Roscoe, A., Monnot, M. J., & Ronan, G. F. (2009). Administrative Assumptions in Top-Down Selection. *Poster Session Presented at the 24th Annual Society of Industrial/Organizational Psychology (SIOP) Conference, New Orleans, LA.*
- Park, H., Monnot, M. J., Jacobs, A., & Wagner, S. W. (2008). The interaction between personality and person-job fit on strains. *Poster Session Presented at the 23rd Annual Society of Industrial/Organizational Psychology (SIOP) Conference, San Francisco, CA.*

Example Training and Technical Manuals

- Creativity in Business Assessment (CIB). (2012). CIB Assessment and CIB Assessment Practitioner's Guide and Scoring Manual. San Francisco, CA: Creativity in Business.
- AT&T Resources, Inc. (2007). Customer Service Representative II (CSR2) problem solving activity: Development & validation technical report. Atlanta, GA: AT&T Mobility.
- Monnot, M. J. & Evans, A. (2004). Organizational change management: agents of change (course book). Indialantic, FL: National Institute for Financial Counseling Education.

Aillo, J. Evans, A., Bradburry, K., Monnot, M. J. (2003). The financial health counselor: mind over money. Indialantic, FL: National Institute for Financial Counseling Education.

Popular Press Articles and Media

Monnot, M. J. (2022, February). Coronavirus: The opportunity of crisis. *THINK*. Retrieved from <https://think.iafor.org/coronavirus-the-opportunity-of-crisis>.

Monnot, M. J. (2021, February). COVID-19 and the Social Isolation Pandemic. *THINK*. Retrieved from <https://think.iafor.org/covid-19-and-the-social-isolation-pandemic>.

Monnot, M. J. (2019, July). Don't be too quick to dismiss "soft science": Surprisingly, the study of leadership and management is often more reliable than much of medical research. *Scientific American*. Retrieved from <https://blogs.scientificamerican.com/observations/dont-be-too-quick-to-dismiss-soft-science>.

Suttie, J. (2017, October). How does valuing money affect your happiness? *Greater Good Magazine*. Retrieved from https://greatergood.berkeley.edu/article/item/how_does_valuing_money_affect_your_happiness.

Monnot, M. J. (2017, April). The goods life: China's wealth and happiness paradox. *THINK*. Retrieved from <http://think.iafor.org/chinas-paradox-of-wealth-and-happiness>.

Har, J. & Swanson, E. (2016, July). Poll: In tumultuous summer, young Americans in a dour mood. *San Francisco Chronicle*. Retrieved from <http://www.sfchronicle.com/news/politics/article/Poll-In-tumultuous-summer-young-Americans-in-a-8375417.php>

-Reprint: (2016, July). *US News & World Report*. Retrieved from <http://www.usnews.com/news/politics/articles/2016-07-13/poll-in-tumultuous-summer-young-americans-in-a-dour-mood>

-Reprint: (2016, July). *New York Post*. Retrieved from <http://nypost.com/2016/07/13/young-americans-think-the-country-is-completely-screwed>

-Reprint: (2016, July) *The Seattle Times*. Retrieved from <https://www.seattletimes.com/nation-world/poll-in-tumultuous-summer-young-americans-in-a-dour-mood>

-Reprint: (2016, July) *Telegram*. Retrieved from <http://www.telegram.com/news/20160713/in-tumultuous-summer-young-are-in-dour-mood>

-Reprint: (2016, July) *Business Insider*. Retrieved from <http://www.businessinsider.com/ap-poll-in-tumultuous-summer-young-americans-in-a-dour-mood-2016-7>

Ad-Hoc Reviewer

- Psychological Review
- Journal of Organizational Behavior
- Journal of Vocational Behavior
- Journal of Occupational and Organizational Psychology
- Journal of Social Psychology
- Applied Psychology: An International Review
- Organizational Psychology Review

- Labor Studies Journal
- Academy of Management Conference
- Society for Industrial and Organizational Psychology Conference

Professional & Community Service

- **Member**, Executive Board Chinese Business Studies Initiative, USF 2017-2021
- **Team Member**, Ironman Foundation 2019
- **Director**, Change Agent Research Team (CHART), USF 2015-2019
- **Volunteer**, Amnesty International, San Francisco, CA Group#30 2014-2019
- **Policy Board Representative**, USFFA Faculty Association 2017-2018
- **Faculty Representative**, Faculty Governance Committee, USF 2017-2018
- **Fundraising Volunteer**, National Parks Service – Yosemite 2017
- **Faculty Sponsor**, Organization Development Speaker Series, USF 2015-2017
- **Co-Chair**, China Business Studies Initiative of USF Conference, Beijing 2017
- **Lecturer**, Mock Lecture for School of Management, Destination USF 2017
- **Session Chair**, *International Congress of the International Association for Cross-Cultural Psychology* 2016
- **Session Chair**, Applied Psychology, *International Congress of Psychology* 2016
- **Member**, OLC Dept Faculty Search Committee, USF 2015-2016
- **Organizer**, OLC Dept Development Offsite Event, USF 2015
- **Member**, OLC Dept Faculty Search Committee, USF 2014-2015
- **Member**, International Education Task Force, USF 2014
- **Member**, Campus-Wide Global Education Strategy Committee, PLU 2013-2014
- **Volunteer**, Amnesty International, Seattle, WA Group #4 2012-2014
- **Chair**, Research Committee, PLU School of Business 2011-2014
- **Unit Designate**, Human Participants Review Board, PLU 2011-2014
- **Member**, Associate Provost Search Committee, PLU 2013
- **Chair**, Panel Session, Dialogue with Chief HR Officers, SIOP Conference 2013
- **Member**, Invited Sessions Committee, SIOP Conference 2012-2013
- **Interviewer**, Regent's & President's Scholars, PLU 2010-2012
- **Member**, Research Committee, PLU School of Business 2010-2011
- **Member**, College to Career (C2C) Career Prep, PLU School of Business 2010-2011
- **Member**, Green Dot Violence Prevention, PLU 2010-2011
- **Membership Coordinator**, Amnesty International, Atlanta, GA #75 2007-2008
- **President**, Industrial Organizational Psychological Association, CMU 2006-2007
- **Co-Chair** – Board of Directors, Women's Aid Service, Michigan 2006-2007
- **Chair** – Panel Session, Research Methods, Academy of Management 2006
- **Vice President**, Psi Chi, Colorado State University Chapter 2001-2002

Awards and Recognition

- Invited Research Scholar (2018-2019), Tel Aviv University, Tel Aviv, Israel
- Fellowship (2016-2017), Community Engaged Learning Teaching, Leo T. McCarthy Center, USF
- Research Grant (2015), Presented by China Business Studies Initiative, USF (\$1,000)
- Faculty Research Grant (2012-2014, Multiple), Presented by Dean of School of Business, PLU (\$9,000)
- Regency Advancement Grant for Research (2013), Presented by Office of Provost, PLU (\$4,500)

- Delegate (2012), Official representative of Central Michigan University at PLU Convocation
- Faculty Research Award (2012), Presented by Dean of School of Business, PLU
- Freeman Grant for China Study Program (2011), Presented by Wang Center, PLU
- Significant Contribution Award (2010), Presented by SVP of HR, Genentech
- Significant Contribution Award (2009), Presented by Director of OD, Genentech
- Publication and Presentation Grant (2005-2007, Multiple), Office of Research and Sponsored Programs, Central Michigan University
- Scholarly Presentation Grant (2005-2007, Multiple), College of Humanities and Social and Behavioral Sciences, Central Michigan University
- Psychology Student Presentation Grant (2005-2007, Multiple), Psychology Department, Central Michigan University

Certifications and Professional Development

SIOP Machine Learning Competition, Automated Meta-Analysis	2026
People Analytics Master Class Series, Orgnostic	2024
AOM Professional Development, Social Network Analysis, Seattle, WA	2022
Hogan High Potential Certification	2019
Hogan Business Reasoning Inventory Certification	2018
Hogan Assessment Systems Certification Level 1, San Jose, CA	2017
USF Center for Teaching Excellence Summer Book Club	2017
McCarthy Center for Learning and Teaching Fellowship, USF	2016
Conditional Process Modeling Workshop, University of San Francisco	2016
Myers Briggs Type Indicator (MBTI) Certification, Seattle, WA	2015
SWARM Workshop, Meta-Analysis, Tel Aviv University	2015
SWARM Workshop, Multi-Level Modeling with R, Tel Aviv University	2015
SWARM Workshop, Advanced Regression Techniques, Tel Aviv Univ.	2015
Harvard Business School Case Study Training, San Francisco, CA	2014
SIOP Workshop, Bayesian Analysis in Organizational Research.	2014
SIOP Workshop, Culture Diagnosis and Intervention	2014
SIOP Workshop, An Essential Toolkit for Surviving EEO Challenges	2014
USF Center for Teaching Excellence Summer Book Club	2014
SIOP Workshop, Integrated Talent Management	2013
SIOP Workshop, Organizational Climate and Culture	2013
SIOP Workshop, Most Impactful I-O Research of the Last 5 Years	2013
ICP Workshop, How to Run Your First Bayesian model	2012
ICP Workshop, Psych assessment and evidence-based practice in psych	2012
SIOP Workshop, Integrating Data & Systems for Org Decision Making	2010
SIOP Workshop, Using Organizational Survey Results to Drive Change	2010
SIOP Workshop, Facts and Fictions in Contemporary I-O Psychology	2010
Harvard Business School Case Study Training, Bellingham, WA	2010
SPSS Advanced Analytics Workshop, San Francisco, CA	2009

Note: USF = University of San Francisco, SWARM = Summer Workshops for Advanced Research Methods, ICP = International Congress of Psychology, SIOP = Society for Industrial and Organizational Psychology, SPSS = Statistical Software for the Social Sciences.

Education History

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|---|-----------|
| • Central Michigan University, PhD, I-O Psychology | 2004-2008 |
| • Florida Institute of Technology, MS, I-O Psychology | 2002-2004 |

- Colorado State University, BS & BA, Psychology & Sociology 1999-2002

Professional Associations

- Society for Industrial and Organizational Psychology (SIOP) Member
- American Psychological Association (APA) Member
- Academy of Management (AOM) Member

Interests and Extracurricular

- Amateur Team USA Triathlete
- Outdoor Sports Enthusiast