

REBECCA R. KEHOE
Department of Human Resource Studies
ILR School
Cornell University
165 Ives Hall
Ithaca, NY 14853
Email: kehoe@cornell.edu

ACADEMIC APPOINTMENTS

Cornell University

Department of Human Resource Studies
Associate Professor, July 2019 – present

Rutgers University

Department of Human Resource Management
Associate Professor, July 2017 – June 2019
Assistant Professor, July 2010 – June 2017

EDUCATION

Ph.D., Cornell University, 2010, Human Resource Studies
M.S., Cornell University, 2008, Human Resource Studies
B.S., Magna cum laude, Cornell University, 2005, Applied Economics and Management;
Communication

RESEARCH

† Denotes a co-author who was a PhD student at the initiation of the project.

* Denotes equal contribution.

Peer-reviewed Journal Publications

Kehoe, R. R., Brymer, R. A., Keller, J., & Kim, J.† (In press). Hiring by professional affiliation: The benefits and challenges of leveraging prospective hires' prior employment ties to improve matching and access to resources. *Personnel Psychology*.

Kehoe, R. R., Collings, D.G., & Cascio, W. F. (In press). Simply the best? Star performers and high potential employees: critical reflections and a path forward for research and practice. *Personnel Psychology*.

Bentley, F. S., Kehoe, R. R., & Chung, H.† (2021). Investing for keeps: Firms' prepandemic investments in human capital decreased workforce reductions associated with COVID-19 financial pressures. *Journal of Applied Psychology*, 106: 1785-1804.

Keller, J., Kehoe, R. R., Bidwell, M., Collings, D., & Myer, A. (2021). In with the old? Examining when boomerang employees outperform new hires. *Academy of Management Journal*, 64: 1648-1653.

- Kehoe, R. R. & Bentley, F. S. (2021). Shadows and shields: Stars limit their collaborators' exposure to attributions of both credit and blame. *Personnel Psychology*, 74: 573-610.
- Kehoe, R. R. (2021). Revisiting the concepts of vertical and horizontal fit in HRM: What we know, what we don't know, and where we might go. *Academy of Management Perspectives*, 35: 175-180.
- Bentley, F. S.† & Kehoe, R. R. (2020). Give them some slack – they're trying to change! The benefits of excess cash, excess employees, and increased human capital in the strategic change context. *Academy of Management Journal*, 63: 181-204.
- Kehoe, R. R.* & Han, J. H.* (2020). An expanded conceptualization of line managers' involvement in human resource management. *Journal of Applied Psychology*, 105: 111–129.
- Han, J. H., Kang, S.†, Oh, I.-S., Kehoe, R. R., & Lepak, D. P. (2019). The Goldilocks effect of strategic human resource management? Optimizing the benefits of a High Performance Work System through the dual alignment of vertical and horizontal fit. *Academy of Management Journal*, 62: 1388-1412.
- Bentley, F. S.†, Fulmer, I. S.*, & Kehoe, R. R.* (2019). Payoffs for layoffs? An examination of CEO relative pay and firm performance surrounding layoff announcements. *Personnel Psychology*, 72: 81-106.
- Kehoe, R. R., Lepak, D. P., & Bentley, F.S.† (2018). Let's call a star a star: Task performance, external status, and exceptional contributors in organizations. *Journal of Management*, 44: 1848-1872.
- Kehoe, R. R. & Collins, C. J. (2017). Human resource management and unit performance in knowledge-intensive work. *Journal of Applied Psychology*, 102: 1222-1236.
- Collins, C. J. & Kehoe, R. R. (2017). Examining strategic fit and misfit in the management of knowledge workers. *Industrial & Labor Relations Review*, 70: 308-335.
- Kehoe, R. R.* & Tzabbar, D.* (2015). Lighting the way or stealing the shine? An examination of the duality in star scientists' effects on firm innovative performance. *Strategic Management Journal*, 36: 709-727.
- Tzabbar D. & Kehoe, R. R. (2014). Can opportunity emerge from disarray? An examination of exploration and exploitation following star scientist turnover. *Journal of Management*, 40: 449-482.
- Kehoe, R. R. & Wright, P. M. (2013). The impact of High-Performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39: 366-391.
- Winner, Emerald Citations of Excellence, 2016
 - Winner, *Journal of Management* 2018 Impact Award

Chapters and Non-Refereed Journal Publications

- Kehoe, R. R., Call, M. L., & Bentley, F. S. (expected 2022). Shining a light on star scholarship: Progress and prospects. In V. Vaiman, D. Collings, & H. Scullion (Eds.), *Talent Management: A Decade of Developments*. Emerald Publishing.
- Kim, J. & Kehoe, R. R. (expected 2022). The underappreciated role of line managers in human resource management. In K. Townsend, A. Bos-Nehles, & K. Jiang (Eds.), *Handbook on Line Managers*. Edward Elgar Publishing.
- Kehoe, R. R., & Bentley, F. S. (2019). Building human capital resources: hiring and acquiring. To appear in Nyberg, A. In A. J. Nyberg & T. P. Moliterno (Eds.), *Handbook of Research on Strategic Human Capital Resources*. Edward Elgar Publishing.
- Lepak, D. P., Jiang, K., Kehoe, R. R., & Bentley, F. S.† (2018). Strategic human resource management and organizational performance. To appear in Anderson, Ones, Sinangil & Viswesvaran (Eds.), *Handbook of Industrial, Work and Organizational Psychology* (2nd Edition, Vol. 3). London, UK: Sage.
- Kehoe, R. R., Rosikiewicz, B. L.†, & Tzabbar, D. (2017). Talent and teams. In D. G. Collings, K. Mellahi, & W. F. Cascio (Eds.), *Oxford Handbook of Talent Management*. Oxford University Press.
- Wright, P. M. & Kehoe, R. R. (2009). Organizational-level antecedents and consequences of commitment. In H. Klein, T.E. Becker, & J.P. Meyer (Eds.), *Commitment in Organizations* (pp. 285-307). New York, NY: Routledge Press.
- Collins, C. J. & Kehoe, R. R. (2008). Recruitment and selection. In J. Storey, D. Ulrich, & P.M. Wright (Eds.), *Routledge Companion in Strategic Human Resource Management*. (pp. 209-223). Routledge Press.
- Kehoe, R. R. & Collins, C. J. (2008). Exploration and exploitation business strategies and the contingent fit of alternative HR Systems. *Research in Personnel and Human Resources Management*, 25: 149-176.
- Wright, P. M. & Kehoe, R. R. (2008). Human resource practices and organizational commitment: A deeper examination. *Asia Pacific Journal of Human Resources*, 46: 6-20.

Conference Proceedings

- Tzabbar, D., & Kehoe, R. R. (2013). The dual effects of star scientist turnover on exploitation and exploration. *Academy of Management Conference Best Papers Proceedings*.

Conference Presentations

- Kehoe, R. R. & Bentley, F. S. (2022). In defense of job hopping? Overcoming the portability of performance paradox through increased mobility. Strategic Management Society Annual International Conference, London.

- Keller, J., Dlugos, K., & Kehoe, R. R. (2022). Getting up to speed: when external hires perform more like internal hires. Strategic Management Society Annual International Conference, London.
- Kehoe, R. R. & Bentley, F. S. (2022). In defense of job hopping? Overcoming the portability of performance paradox through increased mobility. Academy of Management Annual Conference, Seattle.
- Bentley, F.S., Kehoe, R.R., & Chung, H. (2021). Investing for keeps: Pre-pandemic investments in human capital reduce workforce reductions associated with COVID-19 financial pressures. Strategic Management Society Annual International Conference, Toronto Virtual.
- Bentley, F.S., Kehoe, R.R., & Chung, H. (2021). Investing for keeps: Pre-pandemic investments in human capital reduce workforce reductions associated with COVID-19 financial pressures. Academy of Management Annual Conference, Virtual.
- Bentley, F. S. & Kehoe, R. R. (2020). In defense of job hopping? How building experience in different organizations improves individuals' performance portability, Strategic Management Society Annual International Conference, Virtual.
- Call, M. & Kehoe, R. R. (2020). A dynamic model of value creation across stars' careers. Strategic Management Society Annual International Conference, Virtual.
- Kehoe, R. R. & Bentley, F. S. (2020). Shields and shadows: Stars' protective and eclipsing effects in the face of failure and success. Academy of Management Meeting, Virtual.
- Keller, J., Kehoe, R. R., & Bidwell, M. J. (2020). In with the old? Examining when boomerang employees outperform new hires. Academy of Management Meeting, Virtual.
- Kehoe, R. R. & Bentley, F. S. (2019). Failing with stars: When a star is a name to take the blame. Strategic Management Society Annual International Conference, Minneapolis, MN.
- Call, M. & Kehoe, R. R. (2019). Stellar evolution: Firm value creation and capture across star employees' careers. Academy of Management Meeting, Boston, MA.
- Keller, J., Kehoe, R. R., Collings, D., & Bidwell, M. J. (2018). In with the old? An examination of the potential benefits of boomerang hires. Strategic Management Society Annual International Conference, Paris, France.
- Kehoe, R. R., & Han, J. (2018). An expanded conceptualization of line managers' involvement in human resource management. Academy of Management Meeting, Chicago, IL.
- Kehoe, R. R., & Tzabbar, D. (2018). Examining the moderating effects of resource deployment on the relationship between team human capital quality and performance. Academy of Management Meeting, Chicago, IL.

- Bentley, F. S., & Kehoe, R. R. (2017). Give them some slack! Examining the benefits of slack in the context of strategic change. Strategic Management Society Annual International Conference, Houston, TX.
- Tzabbar, D., Kehoe, R. R., & Tong, D. (2017). The differential effects of general vs. specialized managerial human capital on value creation in teams. Academy of Management Meeting, Atlanta, GA.
- Bentley, F. S., Kehoe, R. R., Allen, D. G. (2017). Managing overqualified employees: Examining turnover and performance implications of excess human capital. Strategic Management Society Special Conference: Strategic Human Capital, Management Practices, and Performance, Milan, Italy.
- Tzabbar, D., & Kehoe, R. R. (2016). With star light or star might? How teams with multiple stars maximize performance. Strategic Management Society Annual International Conference, Berlin, Germany.
- Bentley, F. S.**, Fulmer, I. S., & Kehoe, R. (2015). Payoffs for layoffs? An examination of CEO relative pay and firm performance surrounding layoff announcements. People and Organizations Conference, The Wharton School of the University of Pennsylvania.
- Kehoe, R. R., Lepak, D. P., & Bentley, F. S.** (2015). Reconceptualizing stars: Disentangling task performance and status as sources of value creation through human capital. Strategic Management Society Annual International Conference, Denver, CO.
- Bentley, F. S.**, Fulmer, I. S., & Kehoe, R. (2015) Do CEOs receive payoffs from layoffs? An examination of the relationship between CEO relative pay and layoffs. Academy of Management Meeting, Vancouver, BC, August 2015.
- Kehoe, R. R., Lepak, D. P., Bentley, F. S., & Fulmer, I. S. (2014). Reassessing value creation and rent appropriation by star employees. Strategic Management Society Annual International Conference, Madrid, Spain.
- Kehoe, R. R., Fulmer, I. S., & Bentley, F. S. (2014). Putting stars in their place: Adding human capital context to the discussion on star employees. Academy of Management Meeting, Philadelphia, PA.
- Collins, C. J., & Kehoe, R. R. (2013). Contingency and equifinality in SHRM: Strategic fit in the relationship between HRM and firm performance. Strategic Management Society Annual International Conference, Atlanta, GA.
- Tzabbar, D., & Kehoe, R. R. (2013). The dual effects of star scientist turnover on exploitation and exploration. Academy of Management Meeting, Orlando, FL.

- Collins, C. J., & Kehoe, R. R. (2013). An assessment of the role of strategic fit in the relationship between HRM and firm performance. Strategic Human Capital Conference, Zermatt Resort, Midway, UT.
- Kehoe, R. R., & Tzabbar, D. (2012). Lighting the way or stealing the shine? Duality in star scientists' effects on colleagues' performance. Academy of Management Meeting, Boston, MA.
- Kehoe, R. R., Call, M., Nyberg, A., & Lepak, D. P. (2012). Stargazing under a single sky: A review, integration, and agenda for research on star employees. Strategic Management Society Annual International Conference, Prague, Czech Republic.
- Kehoe, R. R. & Tzabbar, D. (2011). Lighting the way or stealing the shine? Duality in star scientists' effects on colleagues' performance. Strategic Management Society Annual International Conference, Miami, FL.
- Kehoe, R. R. & Tzabbar, D. (2011). Lighting the way or stealing the shine? Duality in star scientists' effects on colleagues' performance. Wharton People and Organizations Conference, Philadelphia, PA.
- Kehoe, R. R. & Collins, C. J. (2011). Creating the context for exchange: Social capital-enhancing human resource practices and innovation capability. Academy of Management Meeting, San Antonio, TX.
- Tzabbar, D. & Kehoe, R. R. (2011). Scientist recruitment and new knowledge integration: Individual performance and status as micro-mechanisms in predicting knowledge integration. Value Proposition of Human Capital Conference, Columbus, OH.
- Kehoe, R. R. (2010). A time-sequenced model of innovation management: Managing the interdependence of people, relationships, and knowledge stocks and flows. Wharton People and Organizations Conference, Philadelphia, PA.
- Kehoe, R. R. (2010). Using social capital-enhancing human resource practices to promote innovativeness in organizations. Academy of Management Meeting, Montreal, QC.
- Kehoe, R. R. (2009). A social capital model of new product and service launch. Academy of Management Meeting, Chicago, IL.
- Kehoe, R. R., & Collins, C. J. (2009) Improving organizations' product and service launch outcomes through human resource management initiatives: A grounded theory approach. Wharton People and Organizations Conference, Philadelphia, PA.
- Collins, C. J. & Kehoe, R. R. (2008). Examining the effects of different HR systems on employee outcomes and firm performance in software companies. Academy of Management Meetings, Anaheim, CA.

Roberson, Q. M., Kehoe, R. R., & Collins, C. J. (2008). "Winning isn't everything": The relationship between diversity reputation and practices on firm performance. Academy of Management Meeting, Anaheim, CA.

Kehoe, R. R., Collins, C. J., & Roberson, Q. M. (2007). An investigation of the relationship between organizational diversity and financial performance. Academy of Management Meeting, Philadelphia, PA.

Rheinhardt, R. A., Wright, P. M., Haggerty J., & Gardner, T. (2006). HR and proximal outcomes: The impact of human resource practices on affective and behavioral outcomes. Academy of Management Meeting, Atlanta, GA.

Chaired Conference Symposia, Panels, and Paper Sessions

Crossing Boundaries in "Boundaryless Careers": Implications for Organizations and Employees. Academy of Management Meeting, Seattle, 2022.

Bringing the Manager Back in Strategic HRM: Redefined and Enhanced Roles of Managers in HRM. Academy of Management Meeting, Virtual, 2021.

Accounting for the Nuance in Information Asymmetries in the Hiring Process. Academy of Management Meeting, Virtual, 2020.

Microfoundations in Strategic Human Capital Research. Strategic Management Society Annual International Meeting, Houston, TX, 2017.

Strategic Human Resource Management Research: What's Next? Academy of Management meeting, Atlanta, GA, 2017.

Cutting Edge HR Research: Award-winning Dissertation Studies. Academy of Management Meeting, Vancouver, BC, 2015.

Strategic Human Capital and Human Resource Management: The Role of Context. Chaired Panel at Strategic Management Society Annual International Conference, Madrid, Spain, 2014.

Examining Context in the Study of Human Capital. Academy of Management Meeting, Philadelphia, PA, 2014.

Mediators in the High Performance Work Systems-Performance Relationship. Academy of Management Meeting, Philadelphia, PA, 2014.

Do You See the Real Me? Perceptions of HR Practices, Academy of Management Meeting, Orlando, FL, 2013.

HRM Context, Boundaries, and Corporate Social Responsibility, Academy of Management Meeting, Boston, MA, 2012.

Social Capital, Human Capital, and Knowledge in Organizations, Academy of Management Meeting, San Antonio, TX, 2011.

HR Practices and Proximal Outcomes, Academy of Management Meeting Atlanta, GA, 2006.

Invited Presentations

“Improving Consistency and Effectiveness in HR Practice Implementation.” CAHRS Advisory Board Fall Meeting, 2021.

“Success Is (Sometimes) in the Stars,” Keynote for EIASM Talent Management Workshop, 2020.

“Expanding Our Understanding of Line Managers’ Role in Human Resource Management.” Rutgers SMLR HR Department Advisory Board Spring Meeting, 2018.

“Stars and HR Practices to Manage Them.” New Jersey Organization Development Learning Community, Annual Learning Day, Newark, NJ, 2014.

Invited Discussant/Panelist

“Building Inclusive Workplace Cultures: Aligning HR Practices with Metrics to Drive Sustainable Change,” eCornell Webinar Panelist, 2020.

Rutgers SMLR Mid-year Fellows Workshop on Employee Ownership and Profit Sharing, 2011, 2014.

Media Posts and Coverage

2021. “4 Ways To Become A Star Employee In The Workplace,” *Forbes*.

<https://www.forbes.com/sites/bryanrobinson/2021/03/09/4-ways-to-become-a-star-employee--in-the-workplace/?sh=6bbba6e51701>

2021. “After Covid, should companies rehire ex-employees?” *Wall Street Journal*.

<https://www.wsj.com/artifourcles/after-covid-should-companies-rehire-ex-employees-11613732400>

2020. CAHRS Research Showcase. CAHRScast.

<http://cahrs.ilr.cornell.edu/Events/detail.aspx?eid=10375&sid=375>

2020. “Managing star performers.” CAHRScast.

<https://www.cornell.edu/video/managing-star-performers>

2018. “When being too collaborative can hurt your career,” *Fast Company*.

<https://www.fastcompany.com/90251676/when-being-too-collaborative-can-hurt-your-career>

2018. “CEOs who feel underpaid are more likely to layoff workers,” *Washington Post*.

https://www.washingtonpost.com/business/2018/08/23/ceos-who-feel-underpaid-are-more-likely-lay-off-workers/?noredirect=on&utm_term=.e37556a703b5

2018. “5 types of star performers companies overlook,” *Talent Economy Magazine*.

<https://www.clomedia.com/2018/08/21/5-types-of-star-performers-companies-overlook/>

TEACHING EXPERIENCE

Cornell University

- Business Strategy, Organizational Structure, and Strategic HR Management (Undergraduate)
- Human Resource Management (Master's)
- Seminar in Macro Human Resource Management (PhD)
- Foundations of Business Strategy (Executive Master's)
- Star Performers and High Potentials (Executive Master's)

Rutgers University

- HR Strategy II: Strategic Management (Master's)
- HR Strategy IV: Managing Human Capital in an Era of Change (Master's)
- Proseminar in Industrial Relations and Human Resources (PhD)
- Seminar in Macro Human Resource Management (PhD)
- Talent Acquisition and Retention (SMLR Executive and Professional Education)
- Talent Management (SMLR Executive and Professional Education – University Alliance Program)
- Aligning and Integrating Business and HR Strategy (Rutgers Center for HR and Leadership Development, *formerly SMLR Executive and Professional Education*)

GRANTS, AWARDS, AND HONORS

- CAHRS Research Grant, 2019, 2020
- Best Paper Award, TIM Division, Academy of Management, 2013
- Rutgers University Research Council Grant, 2013
- Honorable Mention, Best Conference Paper Award, Strategic Management Society, 2011
- HR Division SHRM Foundation Dissertation Grant, 2009
- Honorable Mention, Emerald Best Student Paper Award, Gender and Diversity in Organizations Division, Academy of Management, 2007

PROFESSIONAL ASSOCIATIONS AND SERVICE ACTIVITIES

Professional Associations: Memberships and Elected Roles

Academy of Management

- Officer Track, HR Division (Elected Role) (2020 to 2025)
- Executive Committee Member, HR Division (Elected Role) (2016 to 2019)

Strategic Management Society

- Leadership Track, Strategic Human Capital Interest Group (Elected Role) (2017 to 2019).
- Special Conference: “Strategic Human Capital, Management Practices and Performance,” Track Chair (Invited) (2017)
- Representative at Large, Strategic Human Capital Interest Group (Elected Role) (2014 to 2015)

Editorial Service

Associate Editor

Personnel Psychology (2020 to 2023)

Editorial Review Boards

Personnel Psychology (2015 to 2019); *Journal of Management* (2014 to 2019); *International Journal of Human Resource Management* (2013 to 2019)

Ad Hoc Journal Reviewing

Academy of Management Journal; *Academy of Management Review*; *ILR Review*; *Journal of Applied Psychology*; *Organization Science*; *Strategic Management Journal*

Conference Reviewing

- Academy of Management: Human Resource Division; Business Policy and Strategy Division
- Strategic Management Society: Strategic Human Capital Interest Group; Knowledge and Innovation Interest Group

Professional Service

Academy of Management Annual Meeting:

Professional Development Workshops:

- HR Division Research Roundtable Forum, Table Leader (2018, 2019, 2020)
- Behavioral Strategy IX, Speaker (2018)
- HR Division Scholarly Achievement Award Committee, Member (2016)
- SHRM Foundation Dissertation Award Committee, Chair (2015)
- HR Division Mid-Stage Doctoral Consortium (formerly Pre-Dissertation Consortium, Panelist (2010-2015)
- HR Division Late Stage Doctoral Consortium, Panelist (2011, 2012, 2021)

Other Service:

- Adopt-a-Member Mentor (2012)

Strategic Management Society Annual International Conference:

Professional Development Workshops:

- Strategic Human Capital Interest Group Junior Faculty and Paper Development Workshop, Discussant (2015), Chair (2017)

Other Service:

- SMS Engagement Webinar Series, Co-Organizer (2020-2021)
- Strategic Human Capital Junior Mentoring Group, Mentor (2019 to present)
- SMS Women's Networking Breakfast and Networking Events, Co-Organizer (2019 to present)
- SMS Best PhD Paper Prize, Reviewer and Mentor (2014, 2015, 2016, 2017)
- Strategic Human Capital Best Paper Award Committee, Co-Chair (2015)

University Service

Cornell University, ILR School

- Graduate Committee (2019 to present)
- EMHRM Program, Faculty Advisor (2019 to present)
- PhD Committee (2022)

Rutgers University

- University Commencement Procession Marshal (2012)

Rutgers University, School of Management and Labor Relations

- PhD Policy Committee, Human Resource Management Department Representative (Fall 2013 – Spring 2015)
- Faculty Secretary (2014-2015)
- SMLR Dean Search Committee (2018)

Rutgers University, Department of Human Resource Management:

- Faculty Search Committee, Co-Chair (2011-2012); Member (2014-2015; 2017-2018)
- Faculty Research Speaker Series, Co-Coordinator (2010-2012)
- Faculty Research Brown Bag Series, Coordinator (Spring 2015 to 2019)
- MHRM Practice Case Competition, Judge (2014, 2015)
- Junior Faculty Mentoring Committees:
Joo Han, Chair (2017 to 2019)
Xiangmin (Helen) Liu, Member (2017 to 2019)

Thesis/Dissertation Committee Service and Student Advising

Doctoral Dissertation

Joonyoung Kim (expected 2024, Cornell University, Human Resource Studies; chair)

Frederick Scott Bentley (2017, Rutgers University, Human Resource Management; co-chair)

Master's Thesis

Joonyoung Kim (2021, Cornell University, Human Resource Studies; chair)

Hanbo Shim (2018, Rutgers University, Human Resource Management; member)

Sasha Pustovit (2016, Rutgers University, Human Resource Management; member)

Saehee Kang (2015, Rutgers University, Human Resource Management; member)

Frederick Scott Bentley (2014, Rutgers University, Human Resource Management; member)

Dina Farouk Al-Agry (2012, Rutgers University, Human Resource Management; member)

Qualifying Exam Committee Member

Eugene Son (2016, Rutgers University, Human Resource Management)

Frederick Scott Bentley (2015, Rutgers University, Human Resource Management)

Kaifeng Jiang (2013, Rutgers University, Human Resource Management)

Internship Advising

David Hernandez (Spring 2022)

Caleb Weber (Spring 2022)

Ketaki Joshi (Fall 2020)