

Dr. Claudia C. Kitz, MSc

Assistant Professor

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February 2026

ACADEMIC POSITIONS

Assistant Professor

as of 09/2024

Faculty of Behavioral and Social Sciences

Department of Organizational Psychology

University of Groningen, the Netherlands

Postdoctoral Research Fellow

12/2022 – 08/2024

Sectorplan “Societal Transition and Behavior Change”

Faculty of Behavioral and Social Sciences

Department of Organizational Psychology

University of Groningen, the Netherlands

Doctoral Researcher

11/2018 – 11/2022

Faculty of Business and Law

Department of Organizations, Human Resources, and Service Management

University of Klagenfurt, Austria

WORKING GROUPS

Dutch Sector Plan: Societal Transitions and Behavior Change

since 2022

Core Member.

Cross-university and cross-discipline (e.g., management, psychology, sociology, business administration) collaboration across seven Dutch universities to

understand how behavioral change drives societal transformation and vice versa.

Contributed to a multilevel analytical framework and evidence base spanning sustainability, circular economy, energy transition, digitalization, and democratic renewal to strengthen policy-relevant impact.

AIWitness

since 2025

Member of the Behavioral and Social Science Change Process

An interdisciplinary collaboration between the RUG, Capgemini, Scotti AI, and the

Dutch Police with the aim to automate witness statements using AI following a

science-backed approach. Contributing as one of two researchers driving the project

in examining and integrating perspectives from key stakeholders to identify risks,

needs, and implementation pathways.

EDUCATION

Social Sciences and Economics (Dr.rer.soc.oec)

07/2019 – 05/2023

Faculty of Business and Law (AACSB accredited)

University of Klagenfurt, Austria
 Evaluation: excellent (with highest distinction)
 Advisors: Dr. Heiko Breitsohl; Dr. Kai Bormann (U. Bielefeld)
 Reviewers & Examination Committee: Dr. Laurie J. Barclay (U. Guelph, Canada), Dr. Torsten Biemann (U. Mannheim), Dr. Guido Offermanns & Dr. Ralf Terlutter (U. Klagenfurt).

Psychology (MSc) 12/2015 – 01/2017
 Specializations: Work and Organizational Psychology, Clinical Psychology
 University of Klagenfurt, Austria

Psychology (BSc) 09/2012 – 12/2015
 Specializations: Social Psychology, Clinical Psychology
 University of Klagenfurt, Austria

AWARDS & HONORS

Showcase Symposium	2024
Conflict Management Division	
84th Annual Meeting of the Academy of Management, Chicago, IL	
Best Reviewer Award	2023
Organizational Behavior Division	
83 rd Annual Meeting of the Academy of Management, Boston, MA	
WIWI Excellence in Teaching Award 2021	2021
University of Klagenfurt, Faculty of Management & Economics	
Excellent student evaluations on the course 'Human Resource Management' in the academic years 2020 and 2021. EUR 500	
Young Scientist Mentoring Program	2020
Research Council of the University of Klagenfurt	
Mentor Prof. Laurie J. Barclay, University of Guelph, Canada. EUR 3,000.	
Merit Scholarship	2016
University of Klagenfurt.	
Merit Scholarship	2015
University of Klagenfurt.	

GRANTS & THIRD-PARTY FUNDING

Received

ODISSEI (Open Data Infrastructure for Social Science and Economic Innovations)	2026
LISS Panel Grant (Dutch Household Panel)	
<i>The national research infrastructure for the Dutch social sciences</i>	
Together with A. Schmitt on the topic “Career Sustainability Trajectories in the Context of Adverse Life Events and Effects on Career (In)action—A Mixed-Methods Perspective”. https://odissei-data.nl/project/career-sustainability-trajectories-in-the-context-of-adverse-life-events-and-effects-on-career-inaction-a-mixed-methods-perspective/	

Scholarship Recipient at the Academy of Management (HR Division) Conference fee waived for selected candidates contributing to the HR division by presenting papers or organizing symposia. \$550.	2025
Data Collection Fund Principal (Sole) Investigator Faculty of Behavioral and Social Sciences, U. Groningen. EUR 760.	2024
Scholarship Recipient at the Academy of Management (HR Division) Conference fee waived for selected candidates contributing to the HR division by presenting papers or organizing symposia. \$550.	2023
Research Grant Principal (Sole) Investigator Research Council of the University of Klagenfurt EUR 3,500.	2022
Research Grant Principal (Sole) Investigator Association for the Promotion of Economics at the University of Klagenfurt. EUR 2,500	2021
Promotion of Young Scientists Science-to-science exchange and methods training for young scholars Association for the Promotion of Economics at the University of Klagenfurt. EUR 1,680.	2020 – 2022
<i>Submitted (as a cooperation partner)</i> Research Council of Finland “Towards Future Careers: Meeting Career Demands and Advancing Sustainability through Ecosystem Collaboration (ToFuCa)”. Steered by Pia Heilmann of the University of Eastern Finland. We investigate how an organization in the changing work life can support sustainable careers and the resilience of individuals and organizations.	<i>Under review</i>
<i>Applied (unsuccessful)</i> NWO (Dutch Research Council) Veni Grant 320,000 EUR for a period of 3 years to conduct independent research.	2025
NWO (Dutch Research Council) Veni Grant. 320,000 EUR for a period of 3 years to conduct independent research.	2023

Published

- Kitz, C.C.**, Scheibe, S., Fousiani, K., Eppler-Hattab, R. (2025). Linking age-diversity practices and company ratings over time: Evidence from employer reviews and a longitudinal experiment. *Journal of Organizational Behavior*, 1–19. <https://doi.org/10.1002/job.70015>
5-year IF₍₂₀₂₄₎: **10.1**, 8/115 in Applied Psychology, Q1; **A*** (ABDC).
- Kitz, C.C.**, Barclay, L.J., & Breitsohl, H. (2023). The delivery of bad news: An integrative review and path forward. *Human Resource Management Review*, 33(3), <https://doi.org/10.1016/j.hrmr.2023.100971>.
5-year IF₍₂₀₂₃₎ **10.1**, 13/407 in Management, Q1 (96.93 JCI Percentile). **A** (ABDC).

In-Principle Acceptance[⊗]

- Rathje, S., Asimovic, N., Robertson, C., Ventura, T., Tucker, J., Van Bavel, J. [...] **Kitz, C.C.** [...]. Testing the causal impact of social media reduction around the globe. 120+ co-authors forming national teams for the data collection. Contributing to the Dutch Team in the role of data cleaner and compliance checker. *Nature*. 5-year IF₍₂₀₂₄₎: **55.0**. 1/135 in Interdisciplinary Sciences by JCI; **Q1**. https://osf.io/preprints/psyarxiv/ujtxa_v1

[⊗] An in-principle acceptance (IPA) in the context of Registered Reports is a formal commitment from a journal to publish a study regardless of the results, as long as the authors carry out the study exactly as approved during peer review.

Under Review after Revise and Resubmit

- Graso, M., [...], **Kitz, C.C.** [...] Broadening behavioral science through reflection on its pandemic approach. Under review after 1st round Revise and Resubmit in *Nature Human Behavior*. IF₍₂₀₂₄₎: **19.7**. 4/135 in Multidisciplinary Sciences by JCI; **Q1**.

Under Review

- Kitz, C.C.**, Keller, A.C., Yan, N. Sensemaking and coping with mass layoffs. A natural language processing approach to examine mass layoffs as repeated career shocks. Under review at *Journal of Vocational Behavior*. 5-year IF₍₂₀₂₄₎: 10.7; **A*** (ABDC).
- Keller, A.C.[†], **Kitz, C.C.**[†] Recovering from early challenges: If and how individuals recover from early career stressors. Full paper using mixture modeling of 20 years of individual career trajectories and transitions. Under review after invitation following an initial proposal submission at *Journal of Vocational Behavior*, Special Issue on Early Careers – Transitions, Trajectories, Turnover. 5-year IF₍₂₀₂₄₎: 10.7; **A*** (ABDC).

Work in Progress

- Kitz, C.C.**, Scheibe, S., Fousiani, K., Eppler-Hattab, R. Uncovering support for an aging workforce through employer reviews: A methodological blueprint and case example. In preparation for submission.
- Kitz, C.C.**[†], Redhead, D.[†], Sharpe, E.[†], Teekens, T.[†], Aramipour, N., Borinca, I., de Haan, F., Field, S., Martinez, C.A., Wittek, R. A toolkit for defining and addressing social transitions. Presubmission in development for submission to *Behavior and Brain Sciences*.

Vestner, P., **Kitz, C.C.**, Wang, M., Burmeister, A. All roads lead to Rome: Age-specific learning pathways to adapt to techno-insecurity and maintain technological job fit. Manuscript in preparation for *Journal of Applied Psychology*.

Kitz, C.C., Redhead, D., Keller, A.C. Navigating career disruption through online support communities: A longitudinal text mining and network analysis approach. Manuscript in preparation for submission to *Journal of Vocational Behavior*.

Kitz, C.C., Breitsohl, H., Bormann, K.C. Navigating perspectives: Examining leaders' and employees' appraisals of layoffs and denied promotions. In preparation for submission to *Personnel Psychology*.

Kitz, C.C. Organizational reputation after mass layoffs: Employees' and job applicants' perceptions of the organization and the application process. Manuscript in preparation for submission to *Academy of Management Journal*.

Förster, C.[†], **Kitz, C.C.**[†] Workplace resilience: Combining individual and contextual factors to assess leaders' resilience. Target outlet: *Journal of Organizational Behavior*.

Keller, A.C., El Khawli, E., Schaubroeck, J., Scheibe, S., **Kitz, C.C.** Emotion regulation of leaders and non-leaders. Manuscript in preparation for submission to *Journal of Occupational Health Psychology*.

Kitz, C.C., Gollwitzer, P., Förster, C. Self-regulation in leadership: Maneuvering critical workplace situations using mental contrasting. Pilot (i.e., longitudinal intervention study) completed. Design of the main study ongoing. Target outlet: *Organizational Behavior and Human Decision Processes*.

Breitsohl, H., **Kitz, C.C.** How to tell why: A review and recommendations for causal inference for mediation effects. Review completed. Manuscript in preparation for *Journal of Management*.

Kitz, C.C., Hwang, C.C., Barclay, L. How long does it take to get fired? A global, cross-industry comparison of managerial practices of dismissals and demotions. Data collected, data analysis plan under development. Target outlet: *Journal of Management*.

Tschauko, T., Breitsohl, H., Zöhrer L., **Kitz, C.C.** Equal distance in scale anchors of rating scales. Systematic collection of German anchors completed, scale anchors translated, experiment for validating scale anchors in preparation. Target outlet: *European Journal of Work and Organizational Psychology*.

[†] These authors contributed equally (i.e., shared first authorship).

Conference Proceedings

Akkermans, J.* , Fugate, M.* , Mol, S.T.* , Kraimer, M., Baruch, Y., Ferraro, H.S., Marrone, J.A., **Kitz, C.C.**, Keller, A., Yan, N., Perrigino, M.B., Ollier-Malaterre, A. (2025). Exploring New Directions for Theorizing About Career Shocks. In *Academy of Management Proceedings*. <https://doi.org/10.5465/AMPROC.2025.17112symposium>

Kitz, C. C. *, Förster, C. *, Lopiano, G., Schuth, S. Geithner, S., Hersom, C., Heilmann, P., Kinnunnen, J.P., Schäfer, L.O. (2025). Navigating Crises: A Multi-Level, Multi-Method Exploration of Resilience in and of Organizations. In *Academy of Management Proceedings*. <https://doi.org/10.5465/AMPROC.2025.10922symposium>

- Hwang, C. C. H.*, **Kitz, C.C.***, Patient, D.L., Barclay, L.J., Bies, R.J., Graso, M., Brebels, L., Camps, J., Tripp, T., Rostami, A., Hecht, T., Ollier-Malaterre, A., Guerrero, S., Haines, V.Y., Marchand, A., Shin, E., Aquino, K. (2025). Bringing the Unattended Center Stage: Exploring Fairness, Ambiguity, and the Path to Redemption. In *Academy of Management Proceedings*.
<https://doi.org/10.5465/AMPROC.2025.11204symposium>
- Hwang, C. C. H.*, **Kitz, C.C.***, Brockner, J., Yang, B., Diehl, M-R., Keller, A., Yan, N., Knight, C., Bies, R., Tripp, T.M., Barclay, L.J. (2024). Dealing with the Aftermath of Critical Justice Events. In *Academy of Management Proceedings* (Vol. 2024, No. 1).
<https://doi.org/10.5465/AMPROC.2024.12574symposium>
- Hwang, C. C. H.*, **Kitz, C.C.***, Barclay, L.J., Keller, A.C., El Khawli, E., Schaubroeck, J., Scheibe, S., Diehl, M-R., Zwank, J., Breitsohl, H., Bormann, K.C., Sarnecki, A., Bechtoldt, M. (2023). Dealing with Stressful Work Events: Insights for Managers and Employees. In *Academy of Management Proceedings* (Vol. 2023, No. 1).
<https://journals.aom.org/doi/abs/10.5465/AMPROC.2023.10793symposium>
- Hwang, C. C. H.*, **Kitz, C.C.***, Bies, R., Chen, F. X., Sarnecki, A., Zwank, J., Aquino, K., Barclay, L. J., Brady, D., Breitsohl, H., Camps, J., Diehl, M-R., Graso, M., Patient, D. L., Sguera, F., Strah, N. & van den Bos, K. (2022). Effectively Managing Negative Situations to Create a Better World Together. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 10697).
<https://doi.org/10.5465/AMBPP.2022.10697symposium>

* indicating shared first-authorship (i.e., co-organizers).

PRESENTATIONS, WORKSHOPS & OTHER CONFERENCE ACTIVITIES

Refereed Presentations

Submitted

Vestner, P., **Kitz, C.C.**, Wang, M., Burmeister, A. *How Age-Based Resources Help Adapting to Technological Work Demands*. As part of the symposium “Aging Forward: Drivers and Deterrents of Inclusive Age-Diverse Workplaces.” organized by Julian Pfrombeck (Chinese University of Hong Kong) and Irina Gioaba (Kean University) for the Annual Meeting of the Academy of Management, Philadelphia, USA.

Held

Kitz, C.C., Keller, A.C., Yan, N. *Career Shocks on Reddit: How Mass Layoffs Impact Employees*. Presentation at the Annual Meeting of the Academy of Management, Copenhagen, Denmark. July 2025. As part of the symposium “Exploring New Directions for Theorizing about Career Shocks” organized by Jos Akkermans (VU Amsterdam), Mel Fugate (Mississippi State U.), and Stefan Mol (University of Amsterdam). *Selected as “**Showcase Symposium**” indicating the very best symposium submissions received, and awarded “**Best Symposium**” by the *Careers Division*.

Förster, C.; **Kitz, C.C.**, *The Resilience of Leaders: Examining Individual and Contextual Factors*. Presentation at the Annual Meeting of the Academy of Management, Copenhagen, Denmark. July 2025. As part of the symposium “Navigating Crises: A Multi-Level, Multi-Method Exploration of Resilience in and of Organizations” organized by C. Förster (TU Chemnitz) & **C.C. Kitz**.

Arnold, M., **Kitz, C.C.** *Leveraging AI to Advance Leadership Research: Opportunities, Challenges, and Methodological Innovations*. Interactive Roundtable Session at the 8th Interdisciplinary Perspectives on Leadership Symposium, Theme: Leadership in the Age of Artificial Intelligence, May 2025, Greece.

Kitz, C.C., Scheibe, S., Fousiani, K., Eppler-Hattab, R. *Assessing the age-friendliness of organizations using employer ratings: Evidence for the DACH region*. WAOP (Werkgemeenschap Arbeids- & Organisatie Psychologie) Conference 2024, Utrecht, Netherlands.

Kitz, C.C., Keller, A.C., Yan, N. *Another one bites the dust: Dealing with repeated exposure to mass layoffs*. Presentation at the Annual Meeting of the Academy of Management, Chicago, IL, US. August 2024. As part of the symposium “Dealing with the aftermath of critical justice events” organized by **C. C. Kitz** and C.C. Hwang (U. Guelph).

Kitz, C.C., Scheibe, S., Fousiani, K. *Dealing with older employees before, during, and after COVID-19: Assessing the age-friendliness of companies in the DACH region using machine learning*. As part of the symposium „Arbeit und Alter: Herausforderungen auf organisationaler und individueller Ebene in einer sich verändernden Arbeitswelt. Organized by A. Wöhrmann (BAuA) and S. Scheibe. Discussant: Fabiola Gerpott (WHU). DGPs Congress, September 2024, Vienna, Austria.

Tschauko, T., Breitsohl, H., Zöhrer, L., **Kitz, C.C.** *A design-based solution to fulfilling the equidistance assumption in survey rating scales for organizational research: Replication and German-language extension with implications for scale translations and measurement invariance*. Paper presentation at the WK Personal, September 2024, Hannover, Germany.

Tschauko, T., Breitsohl, H., Zöhrer, L., **Kitz, C.C.** *A design-based solution to fulfilling the equidistance assumption in survey rating scales for organizational research: Replication and extension with implications for scale translations and measurement invariance*. Paper presentation at the DGPs Congress, September 2024, Vienna, Austria.

Kitz, C.C., Keller, A.C., Yan, N. (2023, November). *Unveiling the impact of mass layoffs in Tech: A natural language processing approach to understanding work-related constructs and employee coping*. WAOP (Werkgemeenschap Arbeids- & Organisatie Psychologie) Conference 2023, Groningen, Netherlands.

Kitz, C.C., Breitsohl, H., Bormann, K.C. (2023, August). *The dual perspective of bad news delivery: Identity threat and psychological contract violation in leaders and followers*. Accepted for presentation at the Annual Meeting of the Academy of Management, Boston, MA, US.

Kitz, C.C., Barclay, L.J., Breitsohl, H. (2022, August). *We need to talk: Enhancing the effectiveness of bad news delivery*. Accepted for presentation at the Annual Meeting of the Academy of Management, Seattle, WA, US.

Kitz, C.C., Breitsohl, H., Bormann, K.C. (2022, January). *Context matters: Comparing leader's apprehensions and follower's perceptions during bad news delivery*. Accepted for presentation at the biannual congress of the European Association of Work and Organizational Psychology (EAWOP), Glasgow, UK. (canceled due to COVID-19).

Kitz, C.C., Breitsohl, H., Bormann, K.C. (2021, September). *It's all about context: Leader apprehensions and employee perceptions in layoff and denied promotions encounters*. Presented at the Herbstworkshop der Wissenschaftlichen Kommission Personal, Dusseldorf, Germany.

Kitz, C.C., & Breitsohl, H. (2020, September). *Delivering bad news in organizations: A systematic review*. Presentation at the Herbstworkshop der Wissenschaftlichen Kommission Personal, Dusseldorf, Germany.

Breitsohl, H., & **Kitz, C.C.** (2020, June). *Explaining the impact of HR practices on employees: A guide to improved causal inference for tests of mediation hypotheses*. Presentation at the International Human Resource Management Conference in Paris, France. (canceled due to COVID-19).

Kitz, C.C., & Breitsohl, H. (2020, June). *Delivering bad news in organizations: A systematic review*. Presentation at the Ph.D. Workshop at the International Human Resource Management Conference in Paris, France. (canceled due to COVID-19).

Breitsohl, H., & **Kitz, C.C.** (2019, September). *Mediationseffekte in der Personal- und Organisationsforschung: Bestandsaufnahme und Empfehlungen zur Forschungsmethodik. [EN: Mediation effects in Human resource management and organizational research: State of the art and design recommendations]*. Presentation at the Herbstworkshop of the Wissenschaftlichen Kommission Personal, Munich, Germany.

Invited Panelist

Stoverink*, A.C.; Shipton*, H.; Bainbridge*, H.; Alfes, K.; Bentley, S.; Burmeister, A.; Caligiuri, P.M.; Chadwick, C.; Christiansen, L.C.; Conroy, S.A.; Collings, D.; De Cieri, H.; Dimitrova, M.; Ferguson, Freney, Y.; A., Hancock, J.I.; Harney, B.; Hewett, R.; Jiang, K.; **Kitz, C.C.** Lazarova, M.B.; McMackin, J.F.; Messersmith, J.; Nyberg, A.; Parry, E.; Reiche, S.; Snell, S.; (2025). *HR Division New Faculty Consortium*. Annual Meeting of the Academy of Management, Copenhagen, Denmark, July 2025

Lazarova*, M.B.; Shipton*, H.; Stoverink*, A.C.; Alfes, K.; Bentley, F.S.; Caligiuri, P.M.; Christiansen, L.C.; Collings, D.; Conroy, S.A.; De Cieri, H.; Dimitrova, M.; Downes, P.; Freney, Y.; Hancock, J.I.; Hewett, R.; Khachan, L.; **Kitz, C.C.**; Messersmith, J.; Snell, S.A.; Subramony, M.V. (2024). *HR Division Junior Faculty Consortium*. Annual Meeting of the Academy of Management, Chicago, IL, August 2024

*organizers, followed by contributors who appear in alphabetical order.

Invited Presentations and Methodological Workshops

Kitz, C.C. (2025, March). *Using web scraping and machine learning as data collection and analysis methods*. Invited research talk at the PhD Course of the Kurt Levin Institute, Netherlands.

Kitz, C.C. (2025, March). *Working with Organizational Psychology*. Invited talk at the Course Working with Psychology of the Faculty of Behavioral and Social Sciences, University Groningen.

Kitz, C.C. (2024, October). *Assessing the age-friendliness of organizations using web scraping and machine learning*. Invited research talk at the PhD Course at Stockholm School of Economics, Department of Management and Organization, Sweden.

Kitz, C.C. (2024, March). *Using natural language processing in organizational behavior research. Current projects and first results*. Invited research talk at the Department of Human Resources and Organizational Behavior, Faculty of Management and Economics, University of Groningen, the Netherlands.

Breitsohl, H., & **Kitz, C.C.** (2020, November). *Causal inference for mediation effects: A review and guidelines*. Invited talk at the PhD and faculty research seminar at the U. of Bielefeld, Germany.

Breitsohl, H., & **Kitz, C.C.** (2020, October). *Causal inference for mediation effects: A review and guidelines*. Invited talk at the PhD and faculty research seminar at the U. of Mannheim, Germany.

Other Conference Activities

Symposium Co-Chair and Moderator (2025, July). *Bringing the Unattended Center Stage: Exploring Fairness, Ambiguity, and the Path to Redemption*. Symposium **co-chair** with Christine C. Hwang (U. Guelph, Canada) at the Annual Meeting of the Academy of Management, Copenhagen. Discussant: Dr. David Patient (Vlerick Business School). Contributors: Hwang, C. C. H., Barclay, L.J.; Bies, R.J.; Graso, M.; Camps, J.; Tripp, T.; Rostami, A.; Hecht, T.D.; Ollier-Malatarre; Guero, S.; Marchand, A.; Patient, D.; Shin, E.; Bies, R.; Aquino, K.; Tripp, T.

Symposium Co-Chair and Moderator (2025, July). *Navigating Crises: A Multi-Level, Multi-Method Exploration of Resilience in and of Organizations*. Symposium **co-chair** with C. Förster (TU Chemnitz) at the Annual Meeting of the Academy of Management, Copenhagen. Discussant: Gabrielle Lopiano (Vanderbilt U.). Contributors: Förster, C.; **Kitz, C.C.**, Lopiano, G.R.; Hersom, C.; Schuth, S.; Geithner, S.; Heilmann, P.; Kinnunuen, J.P.; Schäfer, L.O.

Symposium Co-Chair and Moderator (2024, August). *Dealing with the aftermath of critical justice events**. Symposium **co-chair** with Christine C. Hwang (U. Guelph) at the Annual Meeting of the Academy of Management, Chicago, IL. Discussant: Dr. Joel Brockner (Columbia U.), Contributors: Hwang, C. C. H., **Kitz, C. C.**, Brockner, J., Bies, R., Barclay, L.J., Tripp, T., Keller, A.C., Yan, N., Yang, B., Diehl, M-R.

*Selected as “*Showcase Symposium*,” indicating the very best symposium submissions received.

Symposium Co-Chair and Moderator (2023, August). *Dealing with stressful work events: Insights for managers and employees*. Symposium **co-chair** with Christine C. Hwang (U. Guelph) at the Annual Meeting of the Academy of Management, Boston, MA. Discussant Dr. Laurie J. Barclay (U. of Guelph). Sponsoring divisions HR and CM.

Symposium Co-Chair and Moderator (2022, August). *Effectively managing negative situations at work to create a better world together*. Symposium **co-chair** with Christine C. Hwang (U. Guelph) at the Annual Meeting of the Academy of Management, Seattle, WA. Discussant Robert Bies (Georgetown U.). Sponsoring divisions OB and CM.

PROFESSIONAL SERVICE

Editorial Review Board

Journal of Organizational Behavior (JOB), 5-year IF₍₂₀₂₄₎: 10.1; A* (ABDC).

Journal of Business and Psychology (JBP), 5-year IF₍₂₀₂₄₎: 6.7; A (ABDC).

Ad Hoc Journal Reviewer

Human Resource Management (HRM), 5-year IF₍₂₀₂₄₎: 9.4; A* (ABDC), FT 50 Journal.

Journal of Business Ethics (JBE), 5-year IF₍₂₀₂₄₎: 8.7; A (ABDC), FT 50 Journal.

Applied Psychology: An International Review, 5-year IF₍₂₀₂₄₎: 6.5; A (ABDC)

Journal of Occupational and Organizational Psychology (JOOP), 5-year IF₍₂₀₂₄₎: 6.0; A (ABDC).

Journal of Leadership and Organizational Studies (JLOS), 5-year IF₍₂₀₂₄₎: 5.7; B (ABDC)

Journal of Experimental Psychology–General, 5-year IF₍₂₀₂₄₎: 4.5; A*(ABDC)

Small Group Research, 5-year IF₍₂₀₂₄₎: 3.4; A (ABDC).

Reviewing for Conferences

Academy of Management – Organizational Behavior Division

Academy of Management – Human Resource Management Division

Kongress der Deutschen Gesellschaft für Psychologie

Other

Committee Member for the 2024 Best Paper Award at *Journal of Organizational Behavior* 2025

TEACHING QUALIFICATION

PhD Supervision Excellence	ongoing
Basis Kwalifikatie Onderwijs (BKO)/Dutch University Teaching Qualification	2025
Extended University Teaching Qualification (University of Klagenfurt)	2020
Basic University Teaching Qualification (University of Klagenfurt)	2019

TEACHING EXPERIENCE

<i>From Digital Content to Discovery: Web-Scraping and Unsupervised Machine Learning for Social Science Research*</i> . KLI PhD course		2026
<i>Organizational Development and Change*</i> , U. Groningen		since 2024
<i>Power and Leadership</i> , U. Groningen*		since 2024
<i>Master Thesis Supervision</i> ®, U. Groningen		since 2024
<i>Master Internship Supervision</i> ®, U. Groningen		since 2024
<i>Bachelor Thesis Supervision</i> ®, U. Groningen		since 2024
<i>Research Practicum</i> , U. Groningen		2023–2025
<i>Digital Leadership*</i> : <u>Executive Education</u> , M/O/T, Austria		2022
<i>Bachelor Thesis Seminar</i> *®, U. Klagenfurt, BA Psychology, BA Management		2022
<i>Human Resource Management*</i> , U. Klagenfurt, BA Management		since 2019

*including course coordination ® as main supervisor and second assessor

Teaching Evaluations

<i>Term</i>	<i>Course</i>	<i># of participants</i>	<i>Format</i>	<i>Evaluation*</i>
Winter 2025	Power and Leadership	100	in-person	tba
Winter 2025	Organizational Development and Change	50	in-person	tba
Winter 2025	HRM	37	in-person & online	tba
Summer 2025	HRM	43	in-person & online	1.2
Winter 2024	Power and Leadership	73	in-person	n.a. ¹
Winter 2024	Organizational Development and Change	43	in-person	n.a. ¹
Summer 2024	Bachelor Thesis	5	in-person	n.a. ²
Summer 2024	HRM	28	in-person & online	1.1
Winter 2023	HRM	33	in-person & online & remote	1.0
Summer 2023	Research Practicum	12	in-person	n.a. ²
Summer 2023	HRM	23	in-person & remote	1.5
Winter 2022	BA Thesis Course	11	in-person	n.a. ³
Winter 2022	HRM	38	in-person & remote	1.10
Summer 2022	HRM	39	in-person & remote	1.09
Winter 2021	HRM	25	in-person, hybrid & online	1.08
Summer 2021 (I)	HRM	28	online	1.46**
Summer 2021 (II)	HRM	33	online	1.33**
Winter 2020/21	HRM	49	online	1.29**
Summer 2020	HRM	32	online	1.30
Winter 2019/20	HRM	21	in-person	1.82
Summer 2019	HRM	24	in-person	1.20

Note. * calculated average; grade scale from 1 = very good to 5 = unsatisfactory; ** subject for the WIWI Excellence in Teaching Award 2021.

Supervision & Mentoring Experience

Doctoral Theses <i>U. Groningen</i>	since 09/2025, candidate: Avanti Vijay, MSc. Thesis on <i>Imperfect Justice: Societal, Organizational, and Individual Processes</i> .
Master Theses <i>U. Groningen</i>	2025/2026, candidate: Wouter Wesselink, Master in Work, Organizational and Personnel Psychology. Topic: <i>Dark Triad Leadership Processes in the Dutch Military</i> .
	2025/2026, candidate: Anna Bauerfeld, Master in Work, Organizational and Personnel Psychology. Topic: <i>Keeping Clean in a Dirty Job: A Systematic Review of Occupational Stigma and Worker Well-Being</i> .
	2025/2026, candidate: Marius Rusu, Master in Work, Organizational and Personnel Psychology. Topic: <i>Ripple Effects of Mass Layoffs on the Role</i>

¹ Not available for this year due to a 3-year evaluation cycle.

² Not available due to teaching two subgroups of a whole course with more than 400 students and no group-specific evaluations.

³ Not available due to no published reviews because of low participation in feedback.

Overload of Employees and Organizational Ratings. Combining Sentiment and Mediation Analysis.

2024/2025, candidate: Alina Rüter, Master in Work, Organizational and Personnel Psychology. Topic: *How Long Does It Take to Get Fired in Germany?*

2024/2025, candidate: Brigith Selles, Master in Work, Organizational and Personnel Psychology. Topic: *When Layoffs Strike: Are Company Ratings Influenced by Job Status?*

2024/2025, candidate: Teodora Burlacu, Master in Work, Organizational and Personnel Psychology. Topic: *Effects of Mass Layoffs on Employees' Company Ratings.*

2024/2025, candidate: Helen Adam, Master in Work, Organizational and Personnel Psychology. Topic: *Organizational Reputation: Effects of Mass Layoffs on Employees' Company Ratings.*

Bachelor Theses*

as external supervisor

** internal supervision at
RUG since 2023 not
listed; >20 students*

2024/2025, U. Klagenfurt, candidate: Lion Schwegmann, Bachelor in Psychology. Topic: *Alterseffekte in der Akzeptanz von KI in Bewerbungsverfahren.*

2023/2024, U. Klagenfurt, candidate: Niklas Platzer, Bachelor in Psychology, Specialization in Work and Organizational Psychology. Topic: *Animals at work: Comparing benefits and challenges.*

Master Theses

(during my PhD)

U. Klagenfurt

2022/2024, candidate: Adrian Schmidt, BSc, Master in Psychology. Specialization Work- and Organizational Psychology. Topic: *Mass layoffs and their impact on employer ratings.*

2022/2023, candidate: Christina Strasser, BSc, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *Workplace Resilience: A relational perspective of leaders and followers.*

2022/2023, candidate: Sonja Beyer, BSc, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *Envy at Work.*

2021/2022, candidate: Karima Knigge, BSc, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *Leader personality traits and their influence on bad news delivery in organizations.*

2021/2022, candidate: Tim Fuchs, BA, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *Prohibitive voice – A systematic review and framework of antecedents.*

2021/2022, candidate: Marisa Rainer, BSc, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *Negative work-related consequences of leader-follower friendships.*

2021/2022, candidate: Daniela Schellander, BSc, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *A review of destructive leadership and its impact on employees.*

2022, candidate: Nancy Stoll, BSc, Master in General Management, Specialization in HR, Leadership, and Organizations. Topic: *Managing workplace misinformation: Insights regarding leader-follower interaction.*

***Supervision of
Research Interns***

2019–2022 U. Klagenfurt. Alexandra Kratki, BSc, MA, working on several papers together, mentorship on research methods and academic career planning.

***Supervision of
Research Honors
Students & Interns
U. Groningen***

Boudewijn Cas Leertouwer, Master program internship Mentorship and supervision of his research project. 280 hours in 2025.

Nika Peklar, Master program internship. Mentorship and supervision of her research project. 280 hours in 2025.

Aaron Holzapfel, Research Honors. Bachelor Psychology. Mentorship and supervision of his research project. 180 hours in 2025.

Louise Mandon, Research Honors. Bachelor Psychology. Mentorship and supervision of her research project. 180 hours in 2024.

Alexandra Rölleke, Master program internship. Mentorship and supervision of her research project. 280 hours in 2024.

PROFESSIONAL DEVELOPMENT WORKSHOPS & METHODS TRAINING

Junior Faculty Mentoring Program of the AOM Careers (CAR) Division 2026

Participating in the structured mentoring program of the Academy of Management Careers Division designed to support junior scholars in their career development.
Mentor: Jim Jawahar (U. New Mexico)

HR Division Mentoring Program 2025–26

Participant in the program for junior faculty members to provide access to knowledgeable, mid-career and senior mentors; facilitate networking and building relationships with other pre-tenured faculty members in a safe and constructive environment and enhance the engagement with the Human Resource Division outside of the annual meetings.

Mentors: Maike Andresen (University of Bamberg) and Bård Kuvaas (Norwegian Business School).

Human Resource Management Journal Early Career Researcher Reviewer Program 2025–26

Selected for the Human Resource Management (FT 50 Journal) Early Career Researcher Reviewer Program, receiving formal training and mentorship in peer reviewing. The program developed advanced reviewing skills and enhanced knowledge of the publication process, supporting long-term scholarly growth. Participation contributes to HRM's editorial pipeline and its commitment to diversity, equity, and supporting early career researchers.

Mentor: Caitlin Porter (U. Missouri, Kansas City)

Junior Faculty Mentoring Program of the AOM Careers (CAR) Division 2025

Participating in the structured mentoring program of the Academy of Management Careers Division designed to support junior scholars in their career development.

Mentors: Marijke Verbruggen (KU Leuven) and Torsten Biemann (U. Mannheim)

HR Division Mentoring Program 2024–25

Participant in the program for junior faculty members.

Mentors: Maike Andresen (University of Bamberg) and Maranda Ridgway (Nottingham Trent University).

Careers in the Rough Paper Development Workshop 2024

Paper development workshop hosted by the Careers Division. Full paper submitted for review and feedback from Jos Akkermans (VU) and Andreas Hirschi (U. Bern).

Academy of Management Conference 2024, Chicago, IL.

JAP Reviewing in the Rough Professional Development Workshop 2024

Management and Organizational Cognition Division. Developing reviewing skills.

Academy of Management Conference 2024, Chicago, IL.

Doctoral and Postdoctoral Consortium of the Conflict Management Division 2024

Participant at the Academy of Management Conference 2024, Chicago, IL.

Reviewing Masterclass Journal of Business Ethics 2024

Workshop about best-practices in reviewing for the top-tier journal lead by the journal editors and associate editors.

Academy of Management Review (AMR) Bridge Reviewer Program 2024

Participant in completing self-guided learning modules on topics such as writing highly developmental reviews, observing the ethics of reviewing, and avoiding bias while reviewing with the goal of serving as a reviewer for AMR (i.e., A* in ABDC).

Junior Faculty Mentoring Program of the AOM Career Division 2023

Participated in the structured mentoring program of the Academy of Management Careers Division designed to support junior scholars in their career development.

Mentors: Maike Andresen (U. Bamberg) and Tania Casado (U. São Paulo)

HR Division Mentoring Program 2023–24

Participant in the program for junior faculty members.

Mentors: Brian Harney (Dublin City University Business School) and Charmi Patel (Henley Business School).

Research Incubator of the OB Division 2023

Selected for the “*Research Incubator*” of the annual meeting of the Academy of Management, Organizational Behavior Division with the project “Mass layoffs as career shocks in Tech: Examining work attitudes and coping in online career forums”, Kitz, C.C., Keller, A.C., Yan, N. Facilitator: Thomas J. Zagenczyk. Boston, 2023.

Paper Development Workshop: Improving Leadership Research around the Globe: A Mentoring Session	2023
Selected with the project “Contextualizing Resilience: Individual and Workplace Determinants of Leader Resilience”, Foerster C., & C.C. Kitz. Mentors: Jochen Menges, Lauren Howe, Michael Daniels, William Gardner, Frankie Weinberg. Boston, 2023.	
Doctoral and Postdoctoral Consortium of the Conflict Management Division	2023
Participant at the Academy of Management Conference 2023, Boston, MA.	
Doctoral Consortium of the Organizational Behavior Division	2022
Participant at the Academy of Management Conference 2022, Seattle, WA.	
Paper Development Workshop of the Journal of Applied Psychology	2022
Selected for the Paper Development Workshop of the Journal of Applied Psychology, mentor Christopher Porter. online, June 2022.	
Paper Development Workshop: Improving Leadership Research: Mentoring to Develop Proposals into High-Quality Publications.	2021
Selected for Academy of Management Conference 2021. Mentors: John Antonakis, Leanne Atwater, Shelly Dionne, Francis Yammarino. online.	
Doctoral Consortium of the Organizational Behavior Division	2021
Participant at the Academy of Management Conference 2021, online.	
Paper Development Workshop of the Journal of Applied Psychology	2021
Selected for Paper Development Workshop, <i>Journal of Applied Psychology</i> . Group lead Bryan Edwards. https://www.thejournaleditorscorner.com/author-resources.html	
Consortium for the Advancement of Research Methods (CARMA) Short Course <i>Theory, Methods, and Analysis for Research with Dyads</i>	2021
Instructor: Dr. Janaki Gooty.	
Consortium for the Advancement of Research Methods (CARMA) <i>Advanced Multilevel Analysis</i>	2021
Instructor: Dr. Gilad Chen.	
Mid-Stage Doctoral Consortium of the Human Resource Division	2020
Participant at the Academy of Management Conference 2020, online.	
Consortium for the Advancement of Research Methods (CARMA) <i>Mixed Methods and QCA</i>	2020
Instructor: Dr. Thomas Greckhamer.	

THIRD MISSION ACTIVITIES & PUBLIC PRESS

UKrant (2025, December). **Help, everything's different! Why we don't like change.** <https://ukrant.nl/magazine/help-everythings-different-why-we-dont-like-change/?lang=en>

Human Resource Executive (2024, September). **Delivering bad news about benefits? How to improve your strategy.** <https://hrexecutive.com/delivering-bad-news-about-benefits-how-to-improve-your-strategy/>

Der Spiegel (2024, April). **Viele verfallen in Schockstarre, statt sich zu fragen: Was will ich gern beruflich machen?** Arbeitspsychologin über die dritte Galeria-Kaufhof-Insolvenz. <https://www.spiegel.de/karriere/galeria-karstadt-kaufhof-dritte-insolvenz-wie-jetzt-noch-motiviert-zur-arbeit-erscheinen-a-151b9bb6-4505-4a8e-8fcc-9633c4ea0470>

you and me quarterly: Mitarbeitermagazin der Deutschen Telekom. **Bad News at Work.** Es muss nicht gleich die Kündigung sein, schlechte Nachrichten gibt es im Berufsleben immer wieder. Unschön für die Beschäftigten, genauso wie für die Führungskräfte, die die „bad news“ übermitteln müssen. Wie geht man damit am besten um? Nachgefragt bei der Organisationspsychologin Claudia Kitz von der Universität Groningen.

ad astra (2022, November) Magazin für Wissenschaft und Kultur der Alpen-Adria-Universität. **Wie können wir schlechte Nachrichten besser vermitteln?** Claudia Kitz ist Doktorandin am Institut für Organisation, Personal und Dienstleistungsmanagement. Sie untersucht den sensiblen Komplex rund um die Überbringung schlechter Nachrichten und identifiziert praktische Lösungsansätze für den betrieblichen Kontext. <https://www.aau.at/blog/wie-koennen-wir-schlechte-nachrichten-besser-vermitteln/>

Kitz C.C. (2021, September). **Workshop host** at the Future of Work West Human Resource Management Congress for HR Executives, *Wege zur Überbringung schlechter Nachrichten am Beispiel von Kündigungen. [EN: How to deliver bad news in organizations with a focus on layoffs]*. Salzburg, Austria.

CONTRIBUTION TO ACADEMIC SELF-GOVERNANCE

Chair of the Master Diploma Ceremony

Chair of the master diploma ceremony for the psychology tracks at RUG. October 2025.

Hiring Committee

Member of the hiring committee for the PhD position on “Imperfect Justice” at the Department of Psychology, U. Groningen. Spring 2025.

Working Group Member

Member of the working group redesigning the internship procedure at the Faculty of Behavioral and Social Sciences (i.e., NL: “stages”). Spring 2025.

National Research Assessment of Dutch Universities

Representative of junior faculty for the Faculty of Behavioral and Social Sciences, Department of Psychology. October 2023, Utrecht, NL.

AACSB Accreditation Visit

Representative of junior faculty of the Faculty of Business and Law, University of Klagenfurt. October 2022, Klagenfurt, AT.

Hiring Committee Member

Member of the hiring committee for the position of a predoctoral researcher. Faculty of Business and Law, University of Klagenfurt. June 2020, Klagenfurt, AT.

ESTABLISHED RESEARCH PARTNERSHIPS WITH THE BUSINESS SECTOR

Glassdoor	One of the worldwide leading employer rating platforms. More than 55 million monthly users, 180 million reviews, and 2.5 million employer profiles. Established license to officially scrape data from their website as of 2023. https://www.glassdoor.com/
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MEMBERSHIPS

Academy of Management
Organizational Behavior (OB), Careers (CAR), Conflict Management (CM), Human Resource (HR), and Research Methods (RM) divisions
Working community of Work- & Organizational Psychology in The Netherlands (WAOP)
Women in Research Methods (WRM)
Consortium of the Advancement of Research Methods (CARMA)

OTHER WORKING, RESEARCH & INDUSTRY EXPERIENCE

Customer Communication Evaluator (part-time)	2017–2018
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Infineon Technologies AG
Automotive Department - Statistical Unit
Villach, Austria & Munich, Germany
Evaluation of customer communication materials presented to top-tiers in the automotive sector that are comprised of unfavorable/negative information.
Consulting leaders and division heads globally concerning how to convey negative news to customers and clear wording for reports and customer meetings/visits. Training quality representatives/executives and project leaders worldwide (i.e., EU, US, PRC, JPN, SEA) on how to effectively deliver negative statistical results to customers/tiers in the automotive segment to avoid negative outcomes (e.g., negative customer relationships, decreased trust).

Project Coordinator (part-time)	2017–2018
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Carinthian Alliance Against Depression & Suicide Prevention Carinthia (SUPRA); Governance-led initiative to reduce suicides in the state.
Pro mente Kärnten GmbH, Klagenfurt, Austria
Planning and implementing the federal suicide prevention strategy to reduce suicides in the state. Case reporting, providing organizing gatekeeper lectures and training, aligning and realizing prevention strategies with federal stakeholders (e.g., Austrian Employment Agency, ASFINAG (public agency that plans, builds, and maintains the Austrian autobahn), organizing conferences. Conference organization & budgetary planning. Stakeholder communication and outreach via diverse media channels.

Research Intern (Volunteer)

2014–2015

Evaluation Department & Clinical Assessment
Mental Health Rehabilitation Clinic
Klagenfurt, Austria

Planning, preparing, and analyzing statistical data assessments (i.e., clinical assessments) before, during, and after inpatient psychiatric rehabilitation and participating in therapy sessions

LANGUAGES

German (native)

English (C1/2, all
teaching in English)

French (A1)

Italian (A2)

Dutch (A2)

SOFTWARE, PROGRAMS & CODING LANGUAGE

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|---------------------|---------------------|---------------------------------|
| – Adobe InDesign CC | – MAXQDA | – SPSS |
| – AMOS | – MPlus | – SurveyMonkey |
| – Atlas.ti | – MS Office | – Tableau |
| – CITAVI | – Overleaf (LaTech) | – TYPO3 |
| – CMS | – Python | – Unsupervised machine learning |
| – HLM | – QCA-Map | – Web-Scraping |
| – JASP | – Qualtrics | |
| – LimeSurvey | – R | |