

# Dr. Max Reinwald

Assistant Professor Ludwig-Maximilians-University Munich

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## Academic Positions

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### Assistant Professor (Akademischer Rat)

Institute for Leadership and Organization

LMU Munich School of Management

09/2020–present

*Ludwig-Maximilians-University Munich, Germany*

### Postdoctoral Researcher

Chair for Organizational Studies &

Cluster of Excellence "The Politics of Inequality"

03/2020–09/2020

*University of Konstanz, Germany*

## Education

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**PhD Graduate School of Decision Sciences**, *summa cum laude*

10/2015–03/2020

*University of Konstanz, Germany*

- Track: Behavioural Decision Making
- Topic: Putting Workplace Demography in Context - A Cross-Level Perspective
- Committee: Prof. Florian Kunze, Prof. Sabine Boerner, Prof. Stephan Boehm

**Master of Arts in Politics and Management**, *with distinction*

10/2013–10/2015

*University of Konstanz, Germany*

**Bachelor of Arts in Political and Administrative Science**, *with distinction*

10/2009–04/2013

*University of Konstanz, Germany*

### Study Abroad

9/2011–2/2012

*University of Nottingham, Great Britain*

## Publications

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### Peer-Reviewed Publications

Note: \* authors contributed equally; † Ph.D. student or undergraduate student

Reinwald, M., Zaia, J. & Kunze, F. (in press). Shine Bright Like a Diamond: When Signaling Creates Glass Cliffs for Female Executives. *Journal of Management*.

(*Impact Factor 2020: 11.790, VHB Ranking Journal3: A*)

- Reinwald, M.\*, Zimmermann, S.\*<sup>†</sup>, & Kunze, F.\* (in press). Working in the Eye of the Pandemic: Local COVID-19 Infections and Daily Employee Engagement. *Frontiers in Psychology*.  
(Impact Factor 2020: 2.990, VHB Ranking Jourqual3: n.a.)
- Reinwald, M.& Kunze, F. (2020). Being Different, Being Absent? A Dynamic Perspective on Demographic Dissimilarity and Absenteeism in Blue-Collar Teams. *Academy of Management Journal*, 63 (3), 1-25.  
(Impact Factor 2020: 10.194, VHB Ranking Jourqual3: A+)
- Summarized in: When Diversity Increases Absenteeism.  
*Academy of Management Insights*. <https://journals.aom.org/doi/10.5465/amj.2018.0290.summary>
- Gloor, J. L., Gazdag, B., & Reinwald, M. (2020). Overlooked or Undercooked? Critical Review and Recommendations for Experimental Methods in Diversity Research. In S. Just, A. Risberg, & F. Villeseche (Eds.) *Routledge Companion to Organizational Diversity Research Methods*. (pp. 237 – 252) Routledge.  
(Impact Factor 2020: n.a., VHB Ranking Jourqual3: n.a.)
- Reinwald, M., Huettermann, H., & Bruch, H. (2019). Beyond the Mean: Understanding Firm-Level Consequences of Variability in Diversity Climate Perceptions. *Journal of Organizational Behavior*, 40 (4), 472-491.  
(Impact Factor 2020: 8.174, VHB Ranking Jourqual3: A)
- This paper has been selected to receive the Best Student Paper Award by the Gender & Diversity in Organizations Division at the 2018 Annual Meeting of the Academy of Management.
- Reinwald, M., Huettermann, H., & Bruch, H. (2018). More Than the Average: Examining Variability in Employee Perceptions of Diversity Climate. *Academy of Management Best Paper Proceedings*, 2018(1), 10789.  
(Impact Factor 2018: n.a., VHB Ranking Jourqual3: n.a.)
- Boerner, S., Huettermann, H., & Reinwald, M. (2017). Effektive Fuehrung heterogener Teams: Wie kann das Erfolgspotential von Diversity genutzt werden? [Effective Leadership for Diverse Teams: How to Realize the Performance Potentials of Diversity?]. *Gruppe. Interaktion. Organisation. Zeitschrift fuer Angewandte Organisationspsychologie (GIO)*, 48(1), 41–51.  
(Impact Factor 2018: n.a., VHB Ranking Jourqual3: n.a.)
- Reinwald, M., Huettermann, H., Kroell, J., & Boerner, S. (2015). Gender Diversity in Fuehrungsteams und Unternehmensperformanz: Eine Meta-Analyse [Gender Diversity in Leadership Teams and Organizational Performance: A Meta-Analysis]. *Schmalenbachs Zeitschrift fuer betriebswirtschaftliche Forschung*, 67(3), 262 – 296.  
(Impact Factor 2020: n.a., VHB Ranking Jourqual3: B)

### Practice-Oriented Publications

- Kunze, F., & Reinwald, M. (forthcoming). Diversity im Team ist kein Selbstlaeufer [Positive Effects

of Team Diversity are Not a Given]. *Personalwirtschaft*.

Kunze, F., & Reinwald, M. (2017). Age-Diversity-Management in Teams und Organisationen [Age-Diversity Management in Teams and Organizations]. In W. Jochmann, I. Boeckenholt, & S. Diestel (Eds.), *HR-Exzellenz. Innovative Ansätze in Leadership und Transformation* (pp. 237 – 252). Wiesbaden: Springer Fachmedien.

Boerner, S., Huettermann, H., Reinwald, M. (2017). Diversity - A Double Edged Sword. *Stars Insights - For Leaders of the Next Generation*.

### **Selected Work in Progress**

Note: \* authors contributed equally; † Ph.D. student or undergraduate student

Huettermann, H., Berger, S.\*, Reinwald, M.\*, & Bruch, H. Title blinded for anonymity reasons (Stage: Under review at *Journal of Applied Psychology*; rejected during second round at the *Academy of Management Journal*).

Gerdiken, E.†, Reinwald, M., & Kunze, F. Title blinded for anonymity reasons. (Stage: 1st revise and resubmit at the *Information Systems Journal*).

Moser, S.†, Reinwald, M., & Kunze, F. Title blinded for anonymity reasons. (Stage: 1st revise and resubmit at *European Journal of Work and Organizational Psychology*).

Korman, B., Kunze, F., Reinwald, M., & Dwertmann, D.J.G. Title blinded for anonymity reasons. (Stage: Under review at *Organization Science*).

Kanitz, R., Gonzalez, K., Berger, S., Reinwald, M., Huettermann, H., Franczak, J., Title blinded for anonymity reasons. (Stage: Under review at *Journal of Organizational Behavior*).

Huettermann, H., Reinwald, M.\*, Berger, S.\*, Kanitz, R., Bruch, H., & Hoegl, M., Title blinded for anonymity reasons. (Stage: Under review at *Academy of Management Journal*).

Reinwald, M., Kanitz, R., Backmann, J., Bamberger, P., & Hoegl, M., Elections and Work Behavior. (Stage: Working Paper; Target Journal: *Journal of Applied Psychology*).

Guillén, L., Reinwald, M., & Kunze, F. Exploring the Relationship Between the Share of Women in Groups and Absenteeism. (Stage: Writing; Target Journal: *Journal of Applied Psychology*)

Reinwald, M., Korman, B., & Kunze, F. Socialization of Migrant Workers. (Stage: Data Analysis; Target Journal: *Academy of Management Journal*)

Kanitz, R., Reinwald, M., Burmeister, A., Gonzalez, K., Song, Y., & Hoegl, M. Mixed Reactions to Diversity Initiatives. (Stage: Data Analysis; Target Journal: *Journal of Applied Psychology*)

### **Peer-Reviewed Conference Presentations**

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Note: \* authors contributed equally; † Ph.D. student or undergraduate student

Reinwald, M.\*, Zimmermann, S.\*† & Kunze, F\*. (August, 2021). *Working in the Eye of the Pandemic:*

- Local COVID-19 Infections and Daily Employee Engagement.* The 81th Annual Meeting of the Academy of Management, Virtual Conference.
- Gerdiken, E. †, Reinwald, M. & Kunze, F. (August, 2021). *Outcomes of Technostress at Work: A Meta-Analysis.* The 81th Annual Meeting of the Academy of Management, Virtual Conference.
- Moser, S. †, Reinwald, M. & Kunze, F. (August, 2021). *Does my Leader Care about my Subgroup? Team Faultlines and Subgroup-based LMX Differentiation.* The 81th Annual Meeting of the Academy of Management, Virtual Conference.
- Reinwald, M., Zaia, J. & Kunze, F. (August, 2020). *When Others Are Watching: Visibility and Appointment of Women to Precarious Leadership Positions.* The 80th Annual Meeting of the Academy of Management, Vancouver, Canada.
- Huettermann, H., Berger, S., Reinwald, M., & Bruch, H. (August, 2020). *Broadening our Sight on the Decentralization-Organizational Performance Link: A Multi-Level Study.* The 80th Annual Meeting of the Academy of Management, Vancouver, Canada.
- Reinwald, M., & Kunze, F. (2019, August). *Temporal Dynamics of Relational Demography: Exploring Effects and Interventions.* In: Jia Li, Advancing Team Research along the Temporal-Dynamic Avenue. Symposium at the 79th Annual Meeting of the Academy of Management, Boston, Massachusetts, USA.
- Reinwald, M., & Kunze, F. (May, 2019). *Dynamic Effects of Demographic Dissimilarity: An Anchoring Events Perspective.* The 19th congress of the European Association of Work and Organizational Psychology, Turin, Italy.
- Reinwald, M., & Kunze, F. (February, 2019). *A Dynamic Perspective on Demographic Dissimilarity and Absenteeism.* WK ORG Workshop 2019, Muenster, Germany.
- Reinwald, M., Huettermann, H., & Bruch, H. (August, 2018). *More than the Average: Examining Variability in Employee Perceptions of Diversity Climate.* The 78th Annual Meeting of the Academy of Management, Chicago, Illinois, USA.
- Reinwald, M., & Kunze, F. (August, 2018). *Being Different, Being Absent? A Dynamic Perspective on Demographic Dissimilarity and Absenteeism.* The 78th Annual Meeting of the Academy of Management, Chicago, Illinois, USA.
- Reinwald, M., Kunze, F., Huettermann, H., Bruch, H. (2016, August). *Do we all agree? Considering dispersion in diversity climate as a boundary condition to the effect of diversity climate on organizational performance.* In: A.K. Ward, diversity climate is good...so how do we get there? Showcase symposium at the 76th Annual Meeting of the Academy of Management, Anaheim, California, USA.
- Reinwald, M., Huettermann, H., Kroell, J., Boerner, S. (2015, May). *Gender Diversity in Leadership Teams and Organizational Performance: A Meta-Analysis.* The 17th congress of the European Association of Work and Organizational Psychology, Oslo, Norway.

## Teaching

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### Ludwig-Maximilians-University Munich

Supervision of Bachelor and Master Theses	09/2020–present
Key Topics in Leadership, Bachelor Lecture (online) <i>Student satisfaction: 4.3 (scale from 1-5 with 5 being the best rating)</i>	10/2021–02/2022
Project Seminar Leadership & Organization, Master Seminar (online)	10/2021–02/2022
Project Seminar Leadership & Organization, Master Seminar (online) <i>Student satisfaction: 4.4 (scale from 1-5 with 5 being the best rating)</i>	04/2021–08/2021
New Forms of Collaboration, Bachelor Seminar (online) <i>Student satisfaction: 4.0 (scale from 1-5 with 5 being the best rating)</i>	04/2021–08/2021
Innovation Teams in an Era of New Work, Bachelor Seminar (online) <i>Student satisfaction: 4.4 (scale from 1-5 with 5 being the best rating)</i>	11/2020–02/2021
Organization Theory, Bachelor Tutorial (online)	11/2020–02/2021

### University of Konstanz

Supervision of Bachelor and Master Theses <i>Including the winner of the Roland Berger Prize for the Best Bachelor Thesis on Diversity and Company Performance 2021</i>	10/2015–08/2020
Human Resource Management and Organization, Bachelor Tutorial <i>Student satisfaction: 1.09 (scale from 1-5 with 1 being the best rating)</i>	10/2018–02/2019
Teams at Work: Opportunities and Challenges of Teamwork, Bachelor Seminar <i>Student satisfaction: 1.33 (scale from 1-5 with 1 being the best rating)</i>	04/2018–08/2018
Human Resource Management and Organization, Bachelor Tutorial <i>Student satisfaction: 1.00 &amp; 1.22 (scale from 1-5 with 1 being the best rating)</i>	10/2017–02/2018
Human Resource Management and Organization, Bachelor Tutorial <i>Student satisfaction: 1.28 &amp; 1.35 (scale from 1-5 with 1 being the best rating)</i>	10/2016–02/2017

## Invited Research Presentations

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Faculty of Management, Economics, and Social Sciences, University of Cologne 6/2021  
Department of Business Administration, University of Zurich 11/2019

## Awards, Grants and Fellowships

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**Excellent: Mentoring Program for Outstanding Junior Scholars** 2022

Mentoring and financial support for outstanding junior scholars  
(Mentor: Prof. Felix C. Brodbeck)  
*LMU Munich School of Management*

**DAAD Travel Grant** 2022/2023

Joint research with the University of South Australia on employee  
responses to age-friendly practices (€13,429)  
*German Academic Exchange Service*

**Schmalenbach-Preis 2020** 09/2020

Given to the best dissertation in business administration (€10,000)  
*Schmalenbach-Gesellschaft fuer Betriebswirtschaft e.V.*  
*which is the oldest association concerned with business administration in Germany*

**Outstanding Reviewer Award Annual Meeting of the Academy of Management** 08/2020

*Gender & Diversity in Organizations Division, Academy of Management*

**Funding to Host Workshop on Diversity & Inclusion in the Workplace** 01/2020

Application together with Florian Kunze (€7,255) - postponed due to COVID  
*Excellence Cluster "Politics of Inequality", Konstanz, Germany*

**Shortlisted for the VHB Best Paper Award 2020** 01/2020

Award Given to Best Scientific Paper in Management & Business Administration in Germany  
*VHB - Verband der Hochschullehrer fuer Betriebswirtschaft e.V., Germany*

**Doctoral Fellowship at Zukunftskolleg (Institute for Advanced Study)** 01/2019–10/2019

*University of Konstanz, Germany*

**Doctoral Fellowship at Graduate School of Decision Sciences** 10/2015–12/2018

*University of Konstanz, Germany*

**Winning Team of Start-up Idea Competition "Kilometer 1"** 09/2018

Prize: 10-Day trip to the Silicon Valley)

*Funded by Federal State of Baden-Wuerttemberg*

**Best Student Paper Award Annual Meeting of the Academy of Management** 08/2018  
*Gender & Diversity in Organizations Division, Academy of Management*

**Outstanding Reviewer Award Annual Meeting of the Academy of Management** 08/2018  
*Gender & Diversity in Organizations Division, Academy of Management*

**Erasmus Fellowship for Semester at the University of Nottingham** 09/2011–02/2012  
*Funded by the European Union*

## Media Coverage

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**Rheinische Post:** Vielfalt – ein zweischneidiges Schwert 30/12/2021  
**Stuttgarter Zeitung:** Das Ankommen im neuen Team ist entscheidend 25/05/2019  
**Der Tagesspiegel:** Ein junger Kollege, viele aeltere 18/05/2019  
**Frankfurter Rundschau, Handelsblatt, SZ.de, BZ:** So klappt Teamintegration 17/05/2019  
**Westfaelische Nachrichten:** Kein Selbstlaeufer. So klappt Teamintegration 17/05/2019  
**Suedkurier:** In der Diskriminierungsfall 16/05/2019  
**The Economic Times:** You will never believe why some employees always call in sick 13/05/2019  
**The New Indian Express:** Why certain employees always call in sick 12/05/2019  
**Business Standard:** Why certain employees always call in sick 12/05/2019  
**MarketWatch, Morningstar:** What U.S. companies get wrong about diversity 13/05/2019  
**ZEIT:** Der kleine Unterschied 27/09/2018  
**ZEIT Wissen:** Arbeitsunterlage 2/2015

## Additional Training

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**Leadership, Management, and Knowledge Transfer Certificate** 05/2017–06/2018  
*Academic Staff Development, University of Konstanz, Germany*  
– 70 Hours of Workshops on Guiding Group Discussion, Rhetoric, Project Management

**GESIS Summer School in Survey Methodology** 08/2017  
*GESIS Leibniz Institute for the Social Sciences, Germany*  
– Structural Equation Modeling for Longitudinal and Panel Data

**Introduction to Structural Equation Modeling in Mplus** 06/2017  
*Academic Staff Development, University of Konstanz, Germany*

**Introduction to Systemic Coaching** 03/2017  
*Centre for Transferable Skills, University of Konstanz, Germany*

## **POLNET Winter School in Social Network Analysis**

12/2014

*University of Konstanz, Germany*

## **GESIS Summer School in Survey Methodology**

08/2014

*GESIS Leibniz Institute for the Social Sciences, Germany*

- Web Survey Instrument Design

## **Services**

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### **Academic Memberships**

- Academy of Management
- European Association of Work and Organizational Psychology
- Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.
- The LMU Innovation & Entrepreneurship Center

### **Reviewing**

see also my publons reviewer profile ([publons.com/researcher/1713233/max-reinwald](https://publons.com/researcher/1713233/max-reinwald))

- Academy of Management Annual Meeting 2018, 2019, 2020, 2021
- Academy of Management Journal
- European Journal of Work and Organizational Psychology
- Journal of Managerial Psychology
- Journal of Organizational Behavior
- Organizational Psychology Review
- Personnel Review
- Small Group Research
- Work, Aging and Retirement

### **Committee Membership**

- Committee Member, Best Student Paper Award, GDO Division, AOM 2019, 2020
- Mentoring of Young Athletes of the Olympic Base Munich Pursuing a Business Degree
- GDO New Tenure Track Faculty Group

## **Statistical Software**

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- Stata
- R
- *Mplus*
- UCINET
- Visone

Munich, February 2022