

AVRAHAM NATAN KLUGER

Home/Business: Hebrew University Business School (HUBS)
 10 El Salvador St. #25 Mt. Scopus
 Jerusalem 9640310 ISRAEL Jerusalem 91905 ISRAEL
 Telephone: +972-52-2403570
 E-mail: Avraham.Kluger@huji.ac.il
<https://www.avi-kluger.com/>

EDUCATION

- Ph.D. (1989). Applied Psychology Program (Industrial and Organizational Psychology) in the Management Department. Stevens Institute of Technology, Hoboken, New Jersey.
Dissertation title: “Feedback Effects on Intrinsic Motivation: The Role of Control, Private Self-Focus and Individual Differences.”
- M.A. (1985). Social and Industrial/Organizational Psychology. Bar-Ilan University, Ramat-Gan, Israel.
Thesis title: “Predictors of Behavior: Intentions vs. Commitment.”
- B.A. (1983). Psychology and General Studies in the Humanities. Tel-Aviv University, Ramat-Aviv, Israel.

ARTICLES

- Kluger, A. N., Ackerman, R. A., Kenny, D. A., Malloy, T. E., & Eastwick, P. W. (2025). The social-relations model for asymmetric-block-design data: A tutorial with R. *Advances in Methods and Practices in Psychological Science*, 8(1), 25152459241279522. <https://doi.org/10.1177/25152459241279522>
- Rechter, E., Kluger, A. N., & Nir, D. (2025). The feedforward interview: A theoretical account. *Human Resource Management Review*, 35(2), 101061. <https://doi.org/https://doi.org/10.1016/j.hrmr.2024.101061>
- Malloy, T. E., Kluger, A. N., Silva, C., Pery, S., Henderson, D., & Goncharova, L. (2024). Modeling the social mind: Cognitive representations of dyadic relationships. *American Journal of Psychology*, 137(3), 261-284. <https://doi.org/10.5406/19398298.137.3.04>
- Kluger, A. N., Lehmann, M., Aguinis, H., Itzhakov, G., Gordoni, G., Zyberaj, J., & Bakaç, C. (2024). A Meta-analytic Systematic Review and Theory of the Effects of Perceived Listening on Work Outcomes. *Journal of Business and Psychology*, 39(2), 295-344. <https://doi.org/10.1007/s10869-023-09897-5>
- Borut, L., Kluger, A. N., Reis, H. T., & Shapiro, D. L. (2024). How (if at All) do Perceptions of Supervisor’s Listening Differ from General Relationship Quality?: Psychometric Analysis. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-024-09938-7>
- Weis-Rappaport, H., & Kluger, A. N. (2024). The effects of listening with "time-sharing" on psychological safety and social anxiety: the moderating role of narcissism and depression. *Journal of Social Psychology*, 164(2), 218-229. <https://doi.org/10.1080/00224545.2022.2161337>

- Kluger, A. N., & Mizrahi, M. (2023). Defining listening: Can we get rid of the adjectives? *Current Opinion in Psychology*, *52*, 101639. <https://doi.org/https://doi.org/10.1016/j.copsyc.2023.101639>
- Lehmann, M., Pery, S., Kluger, A. N., Hekman, D. R., Owens, B. P., & Malloy, T. E. (2023). Relationship-specific (dyadic) humility: How your humility predicts my psychological safety and performance. *Journal of Applied Psychology*, *108*(5), 809-825. <https://doi.org/10.1037/apl0001059>
- Malloy, T. E., Bond, C. F., Pery, S., & Kluger, A. N. (2023). Key person designs Logic and statistical modeling. *Methods in Psychology*, *8*. <https://doi.org/10.1016/j.metip.2023.100119>
- London, M., Volmer, J., Zyberaj, J., & Kluger, A. N. (2023). Attachment style and quality listening: Keys to meaningful feedback and stronger leader-member connections. *Organizational Dynamics*. <https://doi.org/10.1016/j.orgdyn.2023.100977>
- London, M., Volmer, J., Zyberaj, J., & Kluger, A. N. (2023). Gaining feedback acceptance: Leader-member attachment style and psychological safety. *Human Resource Management Review*, Advanced online publication. <https://doi.org/10.1016/j.hrmr.2023.100953>
- Shafran Tikva, S., Gabay, G., Asraf, L., Kluger, A. N., & Lerman, Y. (2023). Experiencing and witnessing disruptive behaviors toward nurses in COVID-19 teams, patient safety, and errors in care. *Journal of Nursing Scholarship*, *55*(1), 253-261. <https://doi.org/10.1111/jnu.12857>
- Michelson, T., & Kluger, A. (2023). Can listening hurt you? A meta-analysis of the effects of exposure to trauma on listener's stress. *International Journal of Listening*, *37*(1), 1-11. <https://doi.org/10.1080/10904018.2021.1927734>
- Turjeman-Levi, Y., & Kluger, A. N. (2022). Sensory-processing sensitivity versus the sensory-processing theory: Convergence and divergence. *Frontiers in Psychology*, *13*. <https://doi.org/10.3389/fpsyg.2022.1010836>
- Kluger, A. N., Borut, L., Lehmann, M., Nir, T., Azoulay, E., Einy, O., & Gordon, G. (2022). A new measure of the Rogerian schema of the good listener. *Sustainability*, *14*(19), 12893. <https://www.mdpi.com/2071-1050/14/19/12893>
- Kluger, A. N., & Itzchakov, G. (2022). The power of listening at work. *Annual Review of Organizational Psychology and Organizational Behavior*, *9*, 121-146. <https://doi.org/10.1146/annurev-orgpsych-012420-091013>
- Malloy, T. E., Goldfield, B., & Kluger, A. N. (2022). Mothers listen to children and uniquely accommodate their language with them. *International Journal of Listening*, 1-15. <https://doi.org/10.1080/10904018.2021.1993069>
- Lehmann, M., Kluger, A. N., & Van Tongeren, D. R. (2021). Am I arrogant? listen to me and we will both become more humble. *The Journal of Positive Psychology*. <https://doi.org/10.1080/17439760.2021.2006761>
- Kriz, T. D., Kluger, A. N., & Lyddy, C. J. (2021). Feeling heard: Experience of listening (or not) at work. *Frontiers in Psychology*, Advance online publication. <https://doi.org/10.3389/fpsyg.2021.659087>
- Malloy, T. E., Kluger, A. N., Martin, J., & Pery, S. (2021). Women listening to women at zero-acquaintance: Interpersonal befriending at the individual and dyadic levels.

- International Journal of Listening*, Advance online publication.
<https://doi.org/10.1080/10904018.2021.1884080>
- Kluger, A. N., Malloy, T. E., Pery, S., Itzchakov, G., Castro, D. R., Lipetz, L., Sela, Y., Turjeman-Levi, Y., Lehmann, M., New, M., & Borut, L. (2021). Dyadic listening in teams: Social relations model. *Applied Psychology: An International Review*, *70*(3), 1045–1099. <https://doi.org/10.1111/apps.12263>
- Kluger, A. N., & Malloy, T. E. (2019). Question asking as a dyadic behavior. *Journal of Personality and Social Psychology*, *117*, 1127-1138.
<https://doi.org/10.1037/pspi0000156>
- Shafran-Tikva, S., Kluger, A. N., & Lerman, Y. (2019). Disruptive behaviors among nurses in Israel - association with listening, wellbeing and feeling as a victim: a cross-sectional study. *Israel Journal of Health Policy Research*, *8*, 76.
<https://doi.org/10.1186/s13584-019-0340-6>
- Lipetz, L., Kluger, A. N., & Bodie, G. D. (2018). Listening is listening is listening: Employees' perception of listening as a holistic phenomenon. *International Journal of Listening*, *34*, 71-96. <https://doi.org/10.1080/10904018.2018.1497489>
- Kluger, A. N., & Lehmann, M. (2018). Listening first, feedback later. *Management Research: Journal of the Iberoamerican Academy of Management*, *16*, 343-352. <https://doi.org/10.1108/MRJIAM-12-2017-0797>
 [Invited commentary, reviewed by Editor].
- Itzchakov, G., & Kluger, A. N. (2018). [The power of listening in helping people change](#). *Harvard Business Review* (May 17) [Invited review, reviewed by editors].
- Schödl, M. M., Raz, A., & Kluger, A. N. (2018). On the Positive Side of Avoidance Motivation: An Increase in Avoidance Motivation Reduces Procrastination among Students. *Applied Psychology: An International Review*, *67*, 655–685.
<https://doi.org/10.1111/apps.12147>
- Castro, D. R., Anseel, F., Kluger, A. N., Lloyd, K. J., & Turjeman-Levi, Y. (2018). Mere listening effect on creativity and the mediating role of psychological safety. *Psychology of Aesthetics, Creativity, and the Arts*, *12*, 489-502.
<https://doi.org/10.1037/aca0000177>
- Itzchakov, G., DeMarree, K. G., Kluger, A. N., & Turjeman-Levi, Y. (2018). The listener sets the tone: High-quality listening increases attitude clarity and behavior-intention consequences. *Personality and Social Psychology Bulletin*, *44*(5), 762-778. <https://doi.org/10.1177/0146167217747874>
- Itzchakov, G., & Kluger, A. N. (2017). Can holding a stick improve listening at work? The effect of Listening Circles on employees' emotions and cognitions. *European Journal of Work and Organizational Psychology*, *26*(5), 663-676.
<https://doi.org/10.1080/1359432X.2017.1351429>
- Itzchakov, G., & Kluger, A. N. (2017). The listening circle: A simple tool to enhance listening and reduce extremism among employees. *Organizational Dynamics*, *46*(4), 220-226. <https://doi.org/10.1016/j.orgdyn.2017.05.005>
- Itzchakov, G., Kluger, A. N., & Castro, D. R. (2017). I am aware of my inconsistencies but can tolerate them: The effect of high quality listening on speakers' attitude ambivalence. *Personality and Social Psychology Bulletin*, *43*(1), 105–120.
<https://doi.org/10.1177/0146167216675339>

- Shafran-Tikva, S., & Kluger, A. N. (2017). Physician's listening and adherence to medical recommendations among persons with diabetes. *International Journal of Listening*, 1-10. <https://doi.org/10.1080/10904018.2016.1250634>
- Castro, D. R., Kluger, A. N., & Itzchakov, G. (2016). Does avoidance-attachment style attenuate the benefits of being listened to? *European Journal of Social Psychology*, 46(6), 762-775. <https://doi.org/10.1002/ejsp.2185>
- Itzchakov, G., Castro, D. R., & Kluger, A. N. (2016). If you want people to listen to you, tell a story. *International Journal of Listening*, 30(3), 120-133. <https://doi.org/10.1080/10904018.2015.1037445>
- Lloyd, K. J., Boer, D., Kluger, A. N., & Voelpel, S. C. (2014). Building Trust and Feeling Well: Examining Intraindividual and Interpersonal Outcomes and Underlying Mechanisms of Listening. *International Journal of Listening*, 29(1), 12-29. <https://doi.org/10.1080/10904018.2014.928211>
- Itzchakov, G., Kluger, A. N., Emanuel-Tor, M., & Koren Gizbar, H. (2014). How Do You Like Me to Listen to You? *International Journal of Listening*, 28, 177-185. <https://doi.org/10.1080/10904018.2014.917929>
- Castro, D. R., Alex, C., Tohar, G., & Kluger, A. N. (2013). The Role of Active Listening in Teacher-Parent Relations and the Moderating Role of Attachment Style. *International Journal of Listening*, 27(3), 136-145. <https://doi.org/10.1080/10904018.2013.813242>
- Kluger, A. N., & Zaidel, K. (2013). Are Listeners Perceived as Leaders? *International Journal of Listening*, 27, 73-84. <https://doi.org/10.1080/10904018.2013.754283>
- Van Dijk, D., & Kluger, A. N. (2011). Task type as a moderator of positive/negative feedback effects on motivation and performance: A regulatory focus perspective. *Journal of Organizational Behavior*, 32(8), 1084-1105. <https://doi.org/10.1002/job.725>
- Bouskila-Yam, O., & Kluger, A. N. (2011). Strength-based performance appraisal and goal setting. *Human Resource Management Review*, 21(2), 137-147. <https://doi.org/10.1016/j.hrmr.2010.09.001>
- Kluger, A. N., & Nir, D. (2010). The feedforward interview. *Human Resource Management Review*, 20(3), 235-246. <https://doi.org/10.1016/j.hrmr.2009.08.002>
- Davidson, O. B., Eden, D., Westman, M., Cohen-Charash, Y., Hammer, L. B., Kluger, A. N., Krausz, M., Maslach, C., O'Driscoll, M., Perrewé, P. L., Quick, J. C., Rosenblatt, Z., & Spector, P. E. (2010). Sabbatical Leave: Who Gains and How Much? *Journal of Applied Psychology*, 95(5), 953-964. <https://doi.org/10.1037/A0020068>
- Kluger, A. N., & Van Dijk, D. (2010). Feedback, the various tasks of the doctor, and the feedforward alternative. *Medical Education*, 44(12), 1166-1174. <https://doi.org/10.1111/j.1365-2923.2010.03849.x>
- Kluger, A. N., Nir, D., & Kluger, Y. (2008). Personal Position Repertoire (PPR) from a bird's eye view. *Journal of Constructivist Psychology*, 21, 223-238.
- Kluger, A. N., Stephan, E., Ganzach, Y., & Hershkovitz, M. (2004). The effect of regulatory focus on the shape of probability-weighting function: Evidence from a cross-modality matching method. *Organizational Behavior and Human Decision Processes*, 95(1), 20-39.

- Van-Dijk, D., & Kluger, A. N. (2004). Feedback sign effect on motivation: Is it moderated by regulatory focus? *Applied Psychology: An International Review*, *53*(1), 113-135.
- Kluger, A. N., Siegfried, Z., & Ebstein, R. P. (2002). A meta-analysis of the association between DRD4 polymorphism and novelty seeking. *Molecular Psychiatry*, *7*(7), 712-717.
- Kluger, A. N., & Tikochinsky, J. (2001). The Error of Accepting the “Theoretical” Null Hypothesis: The Rise, Fall, and Resurrection of Commonsense Hypotheses in Psychology, *Psychological Bulletin*, *127*(3), 408–423.
- Ganzach, Y., Kluger, A.N., & Klaynman, N. (2000). Making Decisions from an Interview: Expert Measurement and Mechanical Combination, *Personnel Psychology*, *53*, 1-20.
- DeNisi, A., & Kluger, A.N. (2000). Feedback Effectiveness: Can 360-Degree Appraisals be Improved?, *Academy of Management Executive*, *14*, 129-139.
- Bamberger P., Kluger, A.N., & Suchard, R. (1999). Antecedents and Consequences of Union Commitment: A Meta-analysis. *Academy of Management Journal*, *42*, 304-318.
- Kluger, A.N. (1999). “The Psychology of Resistance to Change” by S. Fox (1998): A book review, *Megamot* (Hebrew), Mem(1), 172-174.
- Kluger, A. N. (1998). Commute Variability and Strain. *Journal of Organizational Behavior*, *19*, 147-165.
- Kluger, A. N., & DeNisi, A. (1998). Feedback interventions: Toward the understanding of a double-edged sword. *Current Directions in Psychological Science*, *7*, 67-72.
- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, *83*, 17-34.
- Kluger, A. N., & DeNisi, A. (1996). The Effects of Feedback Interventions on Performance: Historical Review, a Meta-Analysis and a Preliminary Feedback Intervention Theory. *Psychological Bulletin*, *119*, 254-284.
- Kluger, A. N., Lewinshon, S. & Aiello, J. (1994). The influence of feedback on mood: Linear effects on pleasantness and curvilinear effects on arousal. *Organizational Behavior and Human Decision Processes*, *60*, 276-299.
- Kluger, A. N., & Rothstein, H. (1993). The influence of selection test type on applicant reactions to employment testing. *Journal of Business and Psychology*, *8*, 3-25.
- Kluger, A. N., & Colella, A. (1993). Beyond the mean bias: The effect of warning against faking on biodata item variances. *Personnel Psychology*, *46*, 763-780.
- Kluger, A. N., & Adler, S. (1993). Person- versus computer-mediated feedback, *Computers in Human Behavior*, *9*, 1-16.
- Kluger, A. N., Reilly, R. R., & Russell, C. (1991). Faking biodata tests: Are option-keyed instruments more resistant? *Journal of Applied Psychology*, *76*, 889-896.
- Kluger, A. N., & Koslowsky, M. (1988). Commitment and academic success. *Social Behavior and Personality*, *16*, 121-125.
- Koslowsky, M., Kluger, A. N., & Yinon, Y. (1988). Predicting behavior: Combining intentions with investment. *Journal of Applied Psychology*, *73*, 102-106.

Koslowsky, M., & Kluger, A. N. (1986). Commitment to participation in musical activities: An extension and application of the investment model. *Journal of Applied Social Psychology*, *16*, 831-844.

BOOKS

Koslowsky, M., Kluger, A. N., Reich, M. (1995). **Commuting Stress**. Plenum: NY.

BOOK CHAPTERS

Pery, S., Doytch, G., & Kluger, A. N. (2020). Management and Leadership (Chapter 10). In D. L. Worthington & G. D. Bodie (Eds.), *Handbook of Listening* (pp. 163-179). Wiley. <https://doi.org/10.1002/9781119554189.ch10>

Itzchakov, G., & Kluger, A. N. (2019). Changing the Other Party's Attitude with High Quality Listening (Chapter 20). In A. Schneider (Ed.), *Negotiation Essentials for Lawyer* (pp. 129-134). American Bar Association.

Kluger, A., N. (2018). Foreword. In T. E. Malloy (Ed.), *Social Relations Modeling of Behavior in Dyads and Groups*. Amsterdam, Netherlands: Elsevier.

Kluger, A. N., & Bouskila-Yam, O. (2018). Facilitating Listening Scale. In D. L. Worthington & G. D. Bodie (Eds.), *The sourcebook of listening research: Methodology and measures* (pp. 272-280). Hoboken, NJ John Wiley & Sons, Inc.

Itzchakov, G., & Kluger, A. N. (2017). The Role of Listening-with-Understanding in Negotiation and Conflict Resolution. In A. K. Schneider & C. Honeyman (Eds.), *The Negotiator's Desk Reference*. St. Paul, MN: NDR Books (on line); DRI Press of Mitchell Hamline Law School. <https://www.ndrweb.com/>

Kluger, A. N., & Sagiv, L. (2005). The influence of values on willingness to cooperate among Israeli and Jordanian businesspersons [in Hebrew]. In S. Shamir (Ed.), *Academic Research on Regional Cooperation* (pp. 53-81). Tel Aviv: Ramot - Tel Aviv University.

Kluger, A. N., & Ganzach, Y. (2004). Two Faces of Excellence: Perfection versus Eminence. In G. B. Graen (Ed.), *New Frontiers of Leadership* (pp. 67-97). Greenwich, CT: Information Age Publishing

A REPRINT OF A 1998 PAPER – SEE ARTICLES ABOVE. Kluger, A. N., & DeNisi, A. (2004). Feedback Interventions: Towards the Understanding of a Double-Edged Sword. Reprinted. In T. F. Oltmanns & R. E. Emery (Eds.), *Current Directions in Abnormal Psychology*. Upper Saddle River, NJ: Pearson Education.

Ebstein, R. P., Kluger, A. N., & Siegfried, Z. (2003). DRD4 Box score. In D. Cooper (Ed.), *Encyclopedia of the Human Genome*. London: Macmillan Reference Books.

Kluger, A. N. (2001). Feedback-expectation discrepancy, arousal and locus of cognition. In M. Erez, U. Kleinbeck, & Hk. Thierry (Eds.) *Work Motivation in the Context of a Globalizing Economy*. Lawrence Erlbaum.

Wasserman, V., Rafaeli, A., & Kluger, A. N. (2000). Symbols as Emotional Cues, in S. Fineman (Ed.) *Emotion in Organizations* (2nd Edition). SAGE: London.

Kluger, A. N., & Rafaeli, A. (2000). Affective Reactions to Physical Appearance. In N. Ashkanasy, C.E.J. Hartel, & W.J. Zerbe (Eds.). *Emotions and organizational life*. Greenwood Publishing Group: Westport, CT.

- Kluger, A. N., Adler, S., & Fay, C. (1992). Computerized Feedback Effects on Feedback Seeking, Performance and Motivation. In M. I. Nurminen & G. R. S. Weir (Eds.). *Human Jobs and Computer Interfaces*. pp. 131-145. Amsterdam: North Holland. {Best proceedings papers selected for the book - see below }.
- Kluger, A. N., Adler, S. & Fay, C. (June, 1991). Computerized Feedback Effects on Feedback Seeking, Performance and Motivation. Preceding of the Conference on Human Jobs and Computer Interfaces, Tampere, Finland: University of Tampere, 359-372.

PRESENTATIONS

- Kluger, A. N. (2022, May). Listening (or Not) at Work: The Consequences APS Annual Convention, Chicago.
- Kluger, A. N. (2022, May). New Insights into Accuracy, Bias, Unique Dyadic Processes, and Personality Effects of Dyad Members: Advances in Social Relations Model (SRM) Applications APS Annual Convention, Chicago.
- Kluger, A. N. (2020, January). Listening as a Fountain of Positive Relationships (at Work): Meta-analyses. In G. Itzhakov. Antecedents and Consequences of Positive Relationship at the Workplace. 5th Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Kluger, A. N. (2019, August). An Introduction to the Social Relations Model and Its Applications in Organizational Behavior. In A. N. Kluger (Ed.), (*Chair*), *Dyadic-Level Analyses in Organizational Behavior: The Utility of The Social Relations Model* the Academy of Management 2019 Annual Meeting, Boston.
- Kluger, A. N. (2019, March). Strong Effects of Listening to the Other on Speaker and Listener Outcomes: Coarse- and Fine-Level Meta-Analyses. In S. Pery (Ed.), (*Chair*), *The Dyadic Nature of Listening and Organizational Implications*. International Convention of Psychological Science (ICPS), Paris.
- Lehmann, M., & Kluger, A. N. (2018, August). Am I Arrogant? Listen to Me and We Will Both Become Humble. Paper accepted for presentation at the 78th Annual Meeting of the Academy of Management, Chicago, IL.
- Kluger, A. N., Malloy, T. E., Pery, S., Itzhakov, G., Castro, D. R., Lipetz, L., Sela, Y., Turjeman-Levi, Y., Lehmann, M. & New, M. (2018, January). Social Relations Modeling of Listening. Paper presented at the Fourth Israel Organizational Behavior Conference (IOBC), Tel Aviv.
- Hurwitz, A., & Kluger, A. N. (2017, August). The power of listeners: How listeners transform status and co-create power. Paper presented at the 77th Annual Meeting of the Academy of Management, Atlanta, GA. Abstract Retrieved from <https://journals.aom.org/doi/abs/10.5465/ambpp.2017.11656abstract>
- Kluger, A. N. (2016, January). The power of listening: Meta-analyses. Paper presented at the Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.
- Kluger, A. N. (2015, April). Listening: Why should you and why should you not? A symposium to be presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Bitter, D., & Kluger, A. N. (2014, January). "I am listening – please talk to me" – about supportive management and barriers to employee voice. In Kluger, A. N., Castro,

- R. D., & Itzchakov, G. (Chairs), Peacha Kucha: Listening. A symposium conducted at the 2nd Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Castro, R. D., & Kluger, A. N. (2014, January). Listening to people with avoidant-attachment style. In Kluger, A. N., Castro, R. D., & Itzchakov, G. (Chairs), Peacha Kucha: Listening. A symposium conducted at the 2nd Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Hurwitz, A., & Kluger, A. N. (2014, January). Listening and the Co-Creation of Co-Dominance – A dual empowerment theory. In Kluger, A. N., Castro, R. D., & Itzchakov, G. (Chairs), Peacha Kucha: Listening. A symposium conducted at the 2nd Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Itzchakov, G., Castro, R. D., & Kluger, A. N. (2014, March). If You Want People to Listen to You, Tell a Story. A presentation given at the 35th annual International Listening Association convention, Minneapolis, MN.
- Itzchakov, G., & Kluger, A. N. (2014, January). The effect of listening on social anxiety and attitude characteristics. In Kluger, A. N., Castro, R. D., & Itzchakov, G. (Chairs), Peacha Kucha: Listening. A symposium conducted at the 2nd Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Kluger, A. N. (2014, January). Listening: Meta-Analyses. In Kluger, A. N., Castro, R. D., & Itzchakov, G. (Chairs), Peacha Kucha: Listening. A symposium conducted at the 2nd Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Schödl, M. M., Van Dijk, D., Lehmann, M., Kluger, A. N., & Roskes, M. (2014, January). Expanding Regulatory Focus Theory to Achieve Creativity, Exploration and Self-Actualization at Work. A poster session presented at the 2nd Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Kluger, A. N. (2013, May). Imagine the future world where supervisors are listening *In Castro, D. R. (Chair) Imagine the workplace where listening becomes second nature*, A symposium to be presented at the 16th congress of the European Association of Work and Organizational Psychology, Münster, Germany.
- Castro, D. R., Dolev, A., & Kluger, A. N. (2012, July). Can being listened to make employees happier? A poster presented at the 6th European Conference on Positive Psychology, Moscow.
- Castro, D. R., & Kluger, A. N. (2012, July). Can being listened to make you feel safe? A poster presented at the 6th European Conference on Positive Psychology, Moscow.
- Bouskila-Yam, O., & Kluger, A. N. (2011, December). *The Facilitating Listening Scale (FLS)*. In Kluger, A. N. (Chair) Listening, A symposium to be presented at the 1st Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Castro, D. R., & Kluger, A. N. (2011, December). *Can a 3-Minutes Listening Make You Safe?* In Kluger, A. N. (Chair) Listening, A symposium to be presented at the 1st Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Dolev, A., & Kluger, A. N. (2011, December). *The Effects of Supervisors Listening on Subordinates Well-Being*. . In A.N. Kluger (Chair) Listening. Symposium conducted at the 1st Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Kluger, A. N. (2011, December). *Facilitating Listening: A Quantitative Review, a Qualitative Review, and a Theory*. In Kluger, A. N. (Chair) Listening, A

- symposium to be presented at the 1st Israel Organizational Behavior Conference. Tel Aviv, Israel.
- Van-Dijk, D., & Kluger, A. N. (2009, August). *Does task type moderate the effect of feedback sign on motivation and performance?*. Paper presented at the Academy of Management, Chicago.
- Nir, D., & Kluger, A. N. (2008, August). *The Negotiational Self Theory: From mayhem and inner conflict to harmony and integration within a dialogical self*. Paper presented at the The 5th International Conference on the Dialogical Self, Cambridge, UK.
- Rechter, E., & Kluger, A. N. (2008, July). *Feedforward Intervention: Theoretical Model and Empirical Examination*. Paper presented at the 4th European Conference on Personality, Tartu, Estonia.
- Kluger, A. N. (2006). Feed-forward First, Feedback Later, *A keynote lecture given at the 26th International Congress of Applied Psychology*. Athens, Greece.
- Kluger, A. N. & Nir, D. (2006). Feed-forward First, Feedback Later, *A workshop given at the 26th International Congress of Applied Psychology*. Athens, Greece.
- Kluger, A. N. (2006, July). Feedforward in management: provoking a conflict between dormant and dominant voices, toward inner resolutions. Paper presented at the *26th International Congress of Applied Psychology*, Athens.
- Nir, D., & Kluger, A. N. (2006, July). The “negotiational self”: Resolving inner conflict with integrative (win-win) strategies. Paper presented at the *26th International Congress of Applied Psychology*, Athens, Greece.
- Kluger, A. N., Nir, D., & Kluger, Y. (2006, June). Personal Position Repertoire (PPR) from a bird’s eye view. Paper presented at the *Fourth International Conference on the Dialogical Self*.
- Kluger, A. N. (April, 2004). Needs: the dictators of the motivational processes machinery .Paper presented at the 19th annual convention of the Society for Industrial and Organizational Psychology, Chicago.
- Levontin, L., & Kluger, A. N. (April, 2004). A comparison between the predictions of goal orientation theory and self regulation theory regarding the effect of feedback sign on motivation .Paper presented at the 19th annual convention of the Society for Industrial and Organizational Psychology, Chicago.
- Van-Dijk, D., & Kluger, A. N. (April, 2003). Feedback Gains: Success in Creative Tasks and Failure in Error-Detection. Paper presented at the 18th annual convention of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Kluger, A. N., Stephan, E., & Ganzach, Y. (July, 2002). The effect of regulatory focus on subjective probability. A paper presented in the Conference on Cognitive Psychology and on Judgment and Decision Making at the Hebrew University, Jerusalem
- Van-Dijk D., & Kluger, A. N. (December, 2001). Promotion-focused feedback versus prevention-focused feedback: When and for what class of employees each feedback type is more (less) effective? (in Hebrew). A paper presented at the 13th Israeli annual conference on Human Resource Management, Kfar HaMaccabia, Israel.
- Van-Dijk D., & Kluger, A. N. (April, 2001). Learning Orientation versus Self-Regulation: Different Labels or Different Constructs? A paper presented at the

- 16th annual convention of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Wasserman, V., & Kluger, A. N. (April, 2001). Power-related emotions expressed towards aesthetics of service organizations, A paper presented at the 16th annual convention of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kluger, A. N. & Rafaeli, A. (April, 2001). Can happiness be bad for business? A paper presented at the 16th annual convention of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Kluger, A. N., Yaniv, I., & Kuhberger, A. (February, 2001). Promotion focus reverses risk preference. A paper presented at the 2nd Annual meeting of the Society of Personality and Social Psychology, San Antonio, TX.
- Van-Dijk D., & Kluger, A. N. (April, 2000). Positive (Negative) Feedback: Encouragement or Discouragement? A paper presented at the 15th annual convention of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Wasserman, V., Rafaeli, A., & Kluger, A. N. (April, 2000). Aesthetics Symbols as Emotional Cues, A paper presented at the 15th annual convention of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kluger, A. N. (April, 2000). Needs, self-regulation, and risk taking. A paper presented at the 15th annual convention of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kluger A. N., Rafaeli, A., & Greenfeld, I. (April, 1999). Emotions (Arousal) and Service Delivery Landscape: The Effect of Stock Variety on Shopper's Behavior in Clothing Stores. A paper presented at the 14th annual convention of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Rafaeli, A. & Kluger A. N. (August, 1998) Managing Emotions: Contextual cues of Warmth, Activity, and Power in Service Organizations. A paper presented at the 1998 Annual Meeting of the Academy of Management, San Francisco, CA.
- Kluger, A. N., Rafaeli, A. & Wasserman, V. (April, 1998). Emotions, Cognitive Guides and Service Delivery Landscape: The influence of service context on the quality of service transactions. A paper presented at the 13th annual convention of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Tikochinsky, J., & Kluger, A. N. (April, 1997). The Error of accepting the null hypothesis In I/O Psychology. A paper presented at the 12th annual convention of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Kluger, A. N. (May, 1996). Feedback-expectation discrepancy, arousal and attention to the self. A paper presented in Kanfer, Ruth (Chair). A symposium: NEW PERSPECTIVES ON FEEDBACK at the 11th annual convention of the Society for Industrial and Organizational Psychology, San-Diego, CA.
- Kluger, A. N. (February, 1996). Feedback Intervention Theory: How Feedback-Induced Motivations Retard Task Performance? A Paper Presented at the 1996 Conference on "Work Motivation in the Face of the Global World: Theory Development, Empirical Testing, and Practical Implications." Ein-Gedi, ISRAEL.
- Kluger, A. N. (August, 1994). The Destructive Effects of Praise. A paper presented at the 1994 Annual Meeting of the Academy of Management, Dallas, TX.

- Kluger, A. N. & Colella, A. (May, 1993). The construct behind faking biodata tests: Social Desirability or Job Desirability? A paper presented at the 8th annual convention of the Society for Industrial and Organizational Psychology, San-Francisco, CA.
- Kluger, A. N. & Colella, A. (May, 1993). Beyond the Mean Bias: The Effect of Faking on Biodata Item Variances. A paper presented at the 8th annual convention of the Society for Industrial and Organizational Psychology, San-Francisco, CA.
- Block, C., & Kluger, A. N. (May, 1993). Mitigating the Negative Effect of Outcome Feedback on Multiple Cue Probability Learning task. A paper presented at the 8th annual convention of the Society for Industrial and Organizational Psychology, San-Francisco, CA.
- Kluger, A. N. (May, 1993). A Meta-Analysis of the Effects of Feedback Interventions on Performance. A paper presented at the 8th annual convention of the Society for Industrial and Organizational Psychology, San-Francisco, CA.
- Kluger, A. N. (November, 1992). Commute Predictability and Strain. A paper presented at the 2nd APA/NIOSH Conference, Washington, DC.
- Kluger, A. N., Lewinshon, S. & Aiello, J. (May, 1992). The Curvilinear Effect of Performance Feedback on Arousal. A paper presented at the 7th annual convention of the Society for Industrial and Organizational Psychology, Montreal, Canada.
- Kirkhoff K., Lin S., Aiello, J. R., & Kluger, A. N. (June, 1991). Feedback and mood, A paper presented at the annual conference of the American Psychological Society, Washington, DC.
- Kluger, A. N., Adler, S. & Fay, C. (June, 1991). Computerized Feedback Effects on Feedback Seeking, Performance and Motivation. Preceding (sic) of the Conference on Human Jobs and Computer Interfaces, Tampere, Finland: University of Tampere, 359-372.
- Kluger, A. N. & Rothstein, H. (April, 1991). The Influence of selection test type on applicant reactions to employment testing. A paper presented at the 6th annual convention of the Society for Industrial and Organizational Psychology, St. Louis, Missouri.
- Kluger, A. N. (July, 1990). Recent Developments in Worker Motivation. A paper presented at the Asia-Pacific Human Resources Management Conference, Singapore.
- Kluger, A. N. (July, 1990). Technology: The Workplace in the 1990's and Implications for Personnel. A paper presented at the Asia-Pacific Human Resources Management Conference, Singapore.
- Kluger, A. N., Adler, S. & Fay, C. (April, 1990). Person-versus Computer-Mediated Performance Feedback: Effects on Feedback Seeking, Performance and Motivation. A paper presented at the 5th annual convention of the Society for Industrial and Organizational Psychology, Miami Beach, Florida.
- Kluger, A. N. (April, 1989). Negative and Positive Effects of Feedback on Motivation: The Role of Control and Individual Differences. A paper presented at the 4th annual convention of the Society for Industrial and Organizational Psychology, Boston, Massachusetts.

Kluger A.N., Makhamreh, M., & Gharaibeh, H. (June, 1988). The Prospects of Business Cooperation between Jordan and Israel: The Attitudes of Business Leaders in Both Countries. A paper presented in a conference organized by the Truman Institute (Aqabah, Jordan).

Kluger, A. N., & Koslowsky, M. (August, 1985). A Predictive Study of Commitment to Music. A paper presented at the 93rd annual meeting of the American Psychological Association, Los Angeles, California.

HONORS & AWARDS

- The 1996 Outstanding Paper in Organizational Behavior awarded by the Organizational Behavior Division of the Academy of Management (presented August 1997 in Boston) with Angelo DeNisi.
- The first William A. Owens Scholarly Achievement Award for the best publication in field of Industrial and Organizational Psychology during 1996 by the Society for Industrial and Organizational Psychology (presented April 1998 in Dallas) with Angelo DeNisi.
- Finalist. 2000 *Academy of Management Executive* Best Paper with Angelo DeNisi.
- Fellow. 2002. Society for Industrial and Organizational Psychology.
- Fellow. 2002. American Psychological Association.
- Fellow. 2002. American Psychological Society.
- Outstanding teaching evaluations: Research Method class 2004/5 rated 2nd out of 85 classes;
- The 2009 Award for Best Competitive Paper by the Organizational Behavior Division of the Academy of Management with Dina Van-Dijk.
- 2012 Citation of the Hebrew University's Rector for outstanding teaching evaluations.
- Fellow. 2014. The International Association of Applied Psychology.
- 2018 Citation of the Hebrew University's Rector for outstanding teaching evaluations.
- 2020 Outstanding Reviewer award recipient, Academy of Management Discoveries.

GRANTS

Source	Amount	Period	Co-investigators
The Foundations Trustees	\$25,000	1996-1998	
The Israel Science Foundation	\$35,000	1994-1997	
Bank Leumi	\$25,000	1995-1997	Anat Rafaeli
German Israeli Fund	DM 285,000	1999-2001	Anat Rafaeli, Michael Frese
European Commission	ECU 115,000	2001-2003	A Jordanian partner, Lilach Sagiv
Middle East Regional Cooperation (U.S. government)	\$328,000	2001-2005	A Jordanian partner, Lilach Sagiv
Tami Steinmetz center for peace	NIS 25,000	2003	
U.S. Army Institute	\$385,483	2003-2008	
Niderrachsen	€ 100,000	2004-2005	Sabine Sonnentag
The Israel Science Foundation	NIS 330,000	2012-2014	
The Israel Science Foundation	NIS 558,000	2017-2022	
Bi-National Science Foundation	\$300,000	2019-2023	Thomas Malloy
Bi-National Science Foundation	\$236,000	2023-2027	Thomas Malloy

EDITORIAL BOARD:

- Organizational Behavior and Human Decision Processes (1998-1999)
- Academy of Management Journal (1996-1997)

Ad-hoc reviewer:

Psychological Bulletin (Since 2002); Personnel Psychology (Since 1992); Organizational Behavior and Human Decision Processes (Since 1991); Academy of Management Journal (Since 1993); Journal of Applied Psychology (Since 1994); Computers in Human Behavior (1994); Journal of Organizational Behavior (1993); Human Resources Management Journal (1993); Applied Psychology: An International Review (Since 1995); Journal of Applied Social Psychology (1995); Basic and Applied Psychology (1996); The fifth annual convention of the Society for Industrial and Organizational Psychology (April, 1990). Conference committee member; Ad-hoc reviewer of proposals for the Academy of Management meetings, 1990, 1991, and 1992.

<https://publons.com/researcher/1421858/avraham-n-kluger/peer-review/>

APPOINTMENTS

- Referee, the Board of the Programme Council for Practice-oriented Research (PPO) of the Netherlands Initiative for Education Research (NRO) (2018).
- Referee, The US-Israel Bi-national Science Foundation (2010)
- Committee Member, Academy of Management, Organizational Behavior Division Best Paper Committee (2010)
- Committee Head, Council for Higher Education (2002-2005; 2013)
- Committee Member, Council for Higher Education (2001)

- Referee, The Israel Science Foundation (1999)
- Referee, the Board of Trustees (Israeli Grants in the social sciences; 1998).
- Referee, various M.A. and Ph.D. theses at the Technion, Tel-Aviv University, and Bar Ilan University (Since 1998).

ACTIVITIES AT THE HEBREW UNIVERSITY

- By invitation of the University President, conducted a university-wide survey on service needs and service quality delivered by the administration to the faculty (with Dr. Anat Rafaeli).
- Validated and developed a selection system for the MBA program (with Yossi Samson).
- Member, University Committee on Teaching Evaluation headed by Prof. Zvi Gilula (1998-1999).
- Member, University Admission Committee (1999-2000).
- Head, Organizational Behavior group at the School of Business (1997-2007)
- Director, the Executive MBA program of the School (2010-2014)
- Head, School of Business Ph.D. Committee (2014-2019).
- Head, School of Business Ethics Committee (2023-2024).

CONSULTING & TRAINING

- The Rector and the President of the Hebrew University on issues related to teaching motivation and personnel motivation. The Head of Human Resource Department on selection and performance appraisal.
- USA companies: AT&T; Philips Lighting Company
- European companies: SHL (London, Rome, 2007-2010); Ericson (Rome, 2010); Previa (Stockholm, 2014); Achmea (Istanbul, Paris, 2017), Brembo (Bergamo, 2024), Ennovate Consulting (Dublin, 2024).
- Israeli Organizations: The office of the Israeli Prime Minister, The Israeli Police, Israel Defense Forces, Umbrella Organization of Community Centers (Chevra LeMatnasim), Intel, Bank Leumi, ORT educational system, Soda Stream, Salesforce, Senior Physicians at multiple hospitals, and others.

SOCIETAL IMPACT

- [TV](#), [radio](#), [web](#), and [print](#) interviews to promote knowledge about the importance of listening.
- Pro-bono lectures and workshops on listening (in 2020: Doctors at Hadassah Hospital, Coordinator of Advisers in The Equal Opportunity Program of the Hebrew University, 2 X general public through [Blitz](#)).
- Private lessons given to Business School professors in the use of techniques for teaching listening in MBA classes around the world.
- Chief trainer and scientific advisor, [Badra—the Israeli Listening Center](#).
- Co-founder, [the Global Listening Center](#).

TEACHING

1. Students advised in M.A. theses (not including other types of final work such as seminars for MBA):

Baruch Kairi (1996), Avital (Goren) Bentel (1997), Varda Wasserman (1998 with Anat Rafaeli), Sharon Shkedi (1999), Ziporit Glick (1999), Ilona Van der Hachen (2000), Yitzchak Matalon (2000), Galit Liberman (2001), Liad Uziel (2001), Daniela Ben Dor (2002), Elena Stephan (2002 with Yoav Ganzach), Mirit Naor (2003), Ariela Binenboym (2004), Eyal Rechter (2004), Hagar Madar (2004), Liat Levontin (2004), Meirav Hershkowitz (2004), Osnat Hazan (2004), Ravit Omer (2004), Yehuda Hoffman (2005), Anna Bogolevsky (2006), Liat Kaufman (2008), Tom Barak (2008), Rachel Kaplan (2009), Maya Charit (2011), Aviva Dolev (2012), Alex Rif (2013), Anat Hurwitz (2013), Niva Hanna Porzycki (2014), Ohad Yaron (2014), Yael Cohen (2014), Yaara Turjeman (2016), Tali Zeidman Bourla (2016), Emma Maor (2016), Liora Lipetz (2016), Sarit Pery (2018), Guy Doytch (2022).

2. Students advised in Ph.D. theses:

Dina Van Dijk (2003); Liad Uziel (2007); Edith Levintz (2008), Dina Nir (2009), Liat Levontin (2009), Varda Wasserman (2009), Eyal Rechter (2011), Dotan Castro (2014), Dorit Bitter (2016), Guy Itzchakov (2017), Yaron Sela (2019), Michal Lehmann (2022), Yaara Turjeman (2023), Limor Borut (2024), Sarit Peri, Leah Bloy.

3. Courses taught:

Training evaluation (MSc); Introduction to Organizational Behavior (BA); Introduction to Statistics (MSc); Organizational Behavior Seminar (MBA); Research Methods (MBA; MSc); Theoretical Considerations in OB & HRM (MBA); Organizational Studies (MBA); Emotions at work seminar (MBA/Ph.D); Stories and Leadership (MBA); Managerial Listening Skills; Ph.D. Seminar; Research Methods courses including courses on SEM, HLM, meta-analysis, Dyadic Data Analysis, and Introduction to R (Ph.D.).

PROFESSIONAL AFFILIATIONS

Elected Fellow:

Society for Industrial and Organizational Psychology.
American Psychological Association.
American Psychological Society.
International Association of Applied Psychology.

Member

Society of Organizational Behavior [By invitation only]. Member.

WORK EXPERIENCE

2020-present Full Professor, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem Mount Scopus

2011-2014 Director, Executive MBA in Integrative Management, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem

- 2002-2020 Associate Professor, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem Mount Scopus
- 1997-2007 Head, Organizational Behavior Area
- 1996-2002 Senior Lecturer, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem.
- 1996-1997 Head, Department of Management of the School of Business Administration
- 1994-1996 Lecturer, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem. Taught work motivation, selection tests, research methods, organizational behavior, and questionnaire design.
- 1989-1993 Assistant Professor, Institute of Management and Labor Relations, Department of Industrial Relations and Human Resources, Rutgers University, New Brunswick, New Jersey. Appointed as an Associate Member of the Graduate Faculty (10/03/89). Taught (a) Computer applications in human resources, (b) Training, development and evaluation, (c) Statistics, (d) Survey methods, (e) Latent variable analysis, and (f) Organizational Behavior and Organization Theory. Field research/teaching programs include works for Philips Lighting Company, AT&T, and the Masonic Homes (geriatric nursing homes) of New Jersey, Pennsylvania, and Connecticut.
- 1988-1989 Adjunct Assistant Professor.
Stevens Institute of Technology, Hoboken, New Jersey. Taught graduate Statistics course.
Montclair State College, Upper Montclair, New Jersey. Taught undergraduate Experimental Psychology course.
- 1985-1989 Research Consultant, AT&T (Marketing Research), 99 Jefferson Road, Parsippany, New Jersey and other locations. Designed research, analyzed data, reviewed bids, and reported to variety of clients. Consulted on statistics, sampling, and data interpretation. Conducted branch (organizational) efficiency study, which included job analysis, goal setting, tracking time series and interventions (e.g., advertisement). AT&T (Human Resources), 550 Madison Avenue, New York City, New York. Reviewed selection tests to assure compliance with Federal and professional regulations and constructed a content validity test for telemarketing representatives.
- 1985-1987 Research Assistant, Educational Testing Service, Princeton, New Jersey. Selected by Stevens Institute of Technology to assist in a joint research project. Analyzed contents of errors in calculus exams and reported findings to Stevens' Mathematics Faculty.
Stevens Institute of Technology, Hoboken, New Jersey. Participated in a feedback field study in a major bank. Reviewed the literature on college attrition.
- 1984-1985 District Psychologist, Central District of the Israeli Police, Ramla, Israel. Consulted to the district General and officers, and developed a morale questionnaire for a police station.

- 1984 Interviewer/Tester, TIL Institute, Tel-Aviv, Israel. Interviewed and tested candidates for managerial and non-managerial jobs.
- 1982-1984 Administrative Manager, Yuval Musical Associations, Ramat Hasharon, Israel. Managed 200 concerts a year, workshops, and financial and legal aspects of the association.
- 1980-1983 Music teacher, Ra'anana Conservatory, Ra'anana, Israel. Taught recorder.
- 1979-1980 Archive Manager, Cesarea Textile Works Ltd., Tel-Aviv, Israel.
- 1976-1979 Military Service, Israel Defense Forces, Israel.