

**ZHANNA NOVIKOV**  
Assistant Professor of Health Care Management  
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### **ACADEMIC APPOINTMENTS**

- 2023 - present    **Assistant Professor** of Health Care Management, School of Public Health, The University of Texas Health Science Center at Houston
- 2020 - 2022    **Post-Doctoral Research Scholar**, Stanford University School of Medicine and Stanford Graduate School of Business
- 2019 - 2020    **Post-Doctoral Research Scholar**, Owen Graduate School of Management, Vanderbilt University
- 2014            **Visiting scholar**, Sloan School of Management, Massachusetts Institute of Technology (MIT)

### **EDUCATION**

- 2018            **Ph.D.**, Faculty of Industrial Engineering and Management, Technion - Israel Institute of Technology  
**Dissertation:** *“Dealing with the error dilemma in teams: Team configuration of goal orientations, information elaboration and team errors”*  
**Committee:** Eitan Naveh (*Chair*), Miriam Erez, Dov Zohar, Asya Pazy, Anat Drach-Zahavy
- 2011            **M.Sc.**, Coller School of Management, Tel Aviv University  
**Dissertation:** *“The impact of culture on creativity in negotiation”*
- 2004            **B.A.**, Bar-Ilan University, Economics, Sociology and Political Sciences, *Cum Laude*

### **RESEARCH & TEACHING INTERESTS**

**Research:** Teams, errors and failures, human-technology interaction

**Teaching:** Organizational behavior, negotiation, teams, leadership, advanced methods in management research

### **HONORS, AWARDS & RESEARCH SUPPORT**

#### **Honors, awards, and fellowship support**

- 2020-2022    The Israel Science Foundation (ISF) Postdoctoral Fellowship for Social Sciences
- 2019            Prof. Yennai Taub Award for Outstanding Dissertation in the Field of Organizational Behavior
- 2016-2017    Industrial Engineering and Management Faculty, Technion - Israel Institute of Technology Excellence Scholarship
- 2014            Nachmani Award for Excellence in Research

## Research support

### Active

1. *Using Video Recording Technology to Enhance Experts Teamwork*  
— October 2024- September 2025  
— Stanford University (STANFORD)/National Science Foundation (NSF)  
— Principal Investigator  
— Total Direct Costs: \$31,051.00  
— Total Indirect Costs: \$17,949.00
2. *Using Video Recording Technology to Enhance Experts Teamwork*  
— October 2023 - September 2024  
— Stanford University (STANFORD)/National Science Foundation (NSF)  
— Principal Investigator  
— Total Direct Costs: \$28,214.00  
— Total Indirect Costs: \$15,800.00
3. *A New Team Combination of Evidence Based Interventions to Improve Primary Care Diagnostic Safety and Efficiency: A Stepped Wedge Cluster RCT*  
— Duration: September 2022 - September 2025  
— Agency for Healthcare Research & Quality/DHHS (AHRQ)  
— Co-Investigator  
— Total Direct Costs: \$842,205.00  
— Total Indirect Costs: \$471,635.00

## **PEER-REVIEWED PUBLICATIONS**

1. Kerrissey, M.J. & **Novikov, Z.** (2024) Joint problem-solving orientation, mutual expertise awareness and performance in fluid teamwork environments. *Frontiers in Psychology*.
2. Olsen, E., **Novikov, Z.**, Sakata, T. W., Lambert, M. H., Lorenzo, J., Bohn, R., & Singer, S. J. (2024). More is not always better: Technology in the ICU. *Health Care Management Review*.
3. **Novikov, Z.**, Singer, S. J., & Milstein, A. (2024). Innovation diffusion across 20 specialties and associated clinician characteristics. In J. L. Hefner, D. A. Cross, & P. D. Shaw (Eds.), *Research and Theory to Foster Change in the Face of Grand Health Care Challenges- AHCM22* (Advances in Health Care Management, Vol. 22). Emerald Publishing Group.
4. Aaron, M. B., Kerrissey, M.J, **Novikov, Z.**, Tietschert, M. V., Scherling, A., Bahadurzada, H., ... & Singer, S. J. (2023). The association between care integration and care quality. *Health Services Research*.
5. Kerrissey, M.J, **Novikov, Z.**, Tietschert, M., Phillips, R., & Singer, S. J. (2023). The ambiguity of “we”: Perceptions of teaming in dynamic environments and their implications. *Social Science and Medicine*.
6. Kerrissey, M.J., Tietschert, M. V., **Novikov, Z.**, Bahadurzada, H., Martin, V., Sinaiko, A. D., & Singer, S. J. (2022). Social features of integration in health systems and their relationship to provider experience, care quality and clinical integration. *Medical Care Research and Review*.
7. Vogus, T.J., Ramanujam, R., **Novikov, Z.**, Tangirala, S., & Venkataramani, V. (2020). Adverse events and emotional exhaustion: The moderating effects of workgroup identification and safety climate. *Medical Care*, 58(7), 594-600.

8. Lei, Z., Naveh, E., & **Novikov, Z.** (2016). Errors in organizations: An integrative review via level of analysis, temporal dynamism, and priority lenses. *Journal of Management*, 42(5), 1315-1343.
9. **Novikov, Z.**, Glover, W., Trepman, P., Naveh, E., & Goldfracht, M. (2016). How do integrative practices influence patient centered care? An exploratory study comparing diabetes and mental health care. *Health Care Management Review*, 41(2), 113-126.

### **PAPERS IN PROGRESS**

10. **Novikov, Z.**, Glover, W., Singer, S.J. & Vogus, T. Individual and collective improvisation in teams: The antecedents, the process, and the outcomes. **Under review** at *Social Science and Medicine*.
11. **Novikov, Z.**, Magon, H., Bohn, R. & Singer, S.J. Individual and organizational factors associated with use of new technology in intensive care units. **Under review** at *Health Care Management Review*.
12. Sakata T., Olsen, E., **Novikov, Z.**, Bohn, R. & Singer, S.J. Using Argyris's Ladder of Inference to Understand Caregiver Attitudes Toward a Clinical Monitoring Technology. **Under review** at *Health Care Management Review*.
13. **Novikov, Z.**, Li, X., & Singer, S.J. Unpacking the Link between Clinicians' Teaming Perceptions, and Job Satisfaction and Burnout: Exploring the Moderating Role of Teaming Practices and the Mediating Role of Safety Systems. Finalizing for submission to *Social Science and Medicine*.
14. **Novikov, Z.**, Katz-Navon, T., & Singer S.J. Technology Trust, Manager Commitment, and Training: Complementary Keys to Implementing an Artificial Intelligence-Based Technology in Health Care. Finalizing for submission to *Health Services Research*.
15. **Novikov, Z.**, Naveh, E., Lei, Z., & Vogus, T. J. The error dilemma in teams: Team configuration of goal orientations, information elaboration, and team errors. Finalizing for submission to *Journal of Organizational Behavior*.
16. **Novikov, Z.**, Ben-Yehuda, S., Malka-Zehevi, E., Naveh, E. & Singer, S. J. Avoiding errors while learning from them: The learning behavior approach to the error management paradox. Writing stage.
17. **Novikov, Z.**, & Ramanujam, R. Anxiety and errors at work: The moderating role of promotive team voice. Data analysis stage.
18. **Novikov, Z.**, Glikson, E. & Park, J.M. Improvisation in Israel Defense Forces. Data analysis stage.
19. **Novikov, Z.**, Patel. C., Grantcharov, T., & Singer, S.J. Operating Room Perspectives on Teamwork and Black Box Technology Support during Surgical Procedures. Data analysis stage.
20. **Novikov, Z.**, Li, X., Wells, R., Thomas., E. A New Combination of Evidence Based Interventions to Improve Primary Care Diagnostic Safety and Efficiency: A Stepped Wedge Cluster RCT. Data collection stage.
21. **Novikov, Z.**, Singer S., & Milstein, A. Diffusion of Innovation in Healthcare Organizations. Survey instrument development stage.

### **PEER-REVIEWED CONFERENCE PRESENTATIONS**

1. **Novikov, Z.**, Glover, W., Singer, S.J. & Vogus, T. (2024) Individual and Collective Improvisation in Healthcare: A Multilevel Approach. Podium Presentation at the 84<sup>st</sup> Annual Meeting of the *Academy of Management*, Chicago, Illinois, August.
2. **Novikov, Z.**, Li, X., & Singer, S.J. Unpacking the Link between Clinicians' Teaming Perceptions, and Job Satisfaction and Burnout: Exploring the Moderating Role of Teaming Practices and the Mediating Role of Safety Systems. Poster Presentation at the 19<sup>th</sup> Annual *INGRoup* Conference, Charlotte, North Carolina.
3. **Novikov, Z.**, Li, X., & Singer, S.J. (2024) Optimizing Team Meeting Frequency and Focus to Improve Satisfaction and Quality Care. Podium Presentation at the *Organization Theory in Health Care Conference*, New York, New York, May.
4. **Novikov, Z.**, Katz-Navon, T., & Singer S.J. (2023) Technology Trust, Manager Commitment, and Training: Complementary Keys to Implementing an Artificial Intelligence-Based Technology in Health Care. Podium Presentation at the 83<sup>st</sup> Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.
5. Olsen, E., **Novikov, Z.**, Sakata, T. W., Lambert, M. H., Lorenzo, J., Bohn, R., & Singer, S. J. (2023). More is not always better: Technology in the ICU. Podium Presentation at the 83<sup>st</sup> Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.
6. **Novikov, Z.**, Magon, H., Bohn, R. & Singer, S.J. (2023) Individual and organizational factors associated with use of new technology in intensive care units. Poster Presentation at the *Academy Health* Seattle, Washington August.
7. Sakata T., Olsen, E., **Novikov, Z.**, Bohn, R. & Singer, S.J. (2023) Using Argyris's Ladder of Inference to Understand Caregiver Attitudes Toward a Clinical Monitoring Technology. Poster Presentation at the *Academy Health* Seattle, Washington August.
8. **Novikov, Z.**, Aaron, M. B., Kerrissey, M.J, Tietschert, M. V., Scherling, A., Bahadurzada, H., & Singer, S. J. (2022) The Association Between Social and Functional Integration and Care Quality. Podium Presentation at the 82<sup>st</sup> Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
9. **Novikov, Z.**, Glover, W., Vogus, T & Singer, S.J. (2022) Individual and collective improvisation in teams: The antecedents, the process, and the outcomes. Podium Presentation at the 82<sup>st</sup> Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
10. Kerrissey, M., **Novikov, Z.**, Tietschert, M. V., & Singer, S. (2022). When Perceived Team Boundaries Blur: Inconsistent Perceptions and Implications for Performance. Podium Presentation at the 82<sup>st</sup> Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
11. Kerrissey, M., **Novikov, Z.**, Tietschert, M. V., & Singer, S. J. (2021). Individual perceptions of blurred team boundaries and their relationship to process integration, work quality and job satisfaction: Evidence from health care delivery. Podium Presentation at the 16<sup>th</sup> Annual *INGRoup* Conference, Virtual.
12. Kerrissey, M., **Novikov, Z.**, Bahadurzada, H., Martin, V., Sinaiko, A. D., & Singer, S. J. (2021). Social Features of Integration in Health Systems: Normative and Interpersonal Integration. Podium Presentation at the 81<sup>st</sup> Annual Meeting of the *Academy of Management*, Virtual.
13. **Novikov, Z.** & Ramanujam, R. (2021). Anxiety and Errors at Work: The Moderating Role of Promotive Team Voice. Showcase Symposium at the 81<sup>st</sup> Annual Meeting of the *Academy of Management*, Virtual.

14. **Novikov, Z.** & Ramanujam, R. (2020). Minimizing Errors: Offsetting Error Anxiety with Error Expectancy and Team Reflexivity. Podium Presentation at the 80<sup>th</sup> Virtual Annual Meeting of the *Academy of Management*, Virtual.
15. **Novikov, Z.**, Naveh, E., & Lei, Z. (2018). The error dilemma in teams: Team configuration of goal orientations, information elaboration, and team errors. Podium Presentation at the 78<sup>th</sup> Annual Meeting of the *Academy of Management*, Chicago, Illinois, August.
16. **Novikov, Z.**, Naveh, E., & Lei, Z. (2018). Avoiding errors while learning from them: A team configuration approach to the error paradox. Podium Presentation at the 4<sup>th</sup> *Israel Organizational Behavior Conference*, Tel Aviv, Israel, January.
17. **Novikov, Z.**, Malka-Zehevi, H., & Naveh, E. (2017). Individual and team characteristics as potential tools for continuous improvement and error elimination in the Baruch Padeh Medical Center. Podium Presentation at the *Nursing Research Conference*. Tiberias, Israel, November.
18. **Novikov, Z.**, Naveh, E., & Lei, Z. (2017). Individual differences and team errors: Is there a better team configuration? Podium Presentation at the *POMS International Conference*, Tel Aviv, Israel, June.
19. **Novikov, Z.**, Ben-Ehuda, S., Naveh, E., & Malka-Zehevi, H. (2017). Individual differences and team errors: Is there a better team configuration? Podium Presentation at the *Industrial Engineering and Management Conference*, Ramat Gan, Israel, June.
20. **Novikov, Z.**, Lei, Z., & Naveh, E. (2016). Understanding errors in organizations: Tensions and paradoxes. Podium Presentation at the 3<sup>rd</sup> *Israel Organizational Behavior Conference*, Tel Aviv, Israel, January.
21. **Novikov, Z.**, Glover, W., Trepman P., Naveh E., & Goldfracht, M. (2015). How do integrative practices influence patient centered care? Exploratory study comparing diabetes and mental health care. Podium Presentation at the 75<sup>th</sup> Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
22. Erez, M., **Novikov, Z.**, Miron-Spektor, E., Lei, Z., & Naveh, E. (2015). A research incubator for exploring the interplay between priorities: Errors and innovation. Professional Development Workshop at the 75<sup>th</sup> Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
23. Lei, Z., **Novikov, Z.**, & Naveh, E. (2015). An integrative review of errors in organizations: Tensions and new directions for future research. Symposium at the 75<sup>th</sup> Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
24. Lei, Z., **Novikov, Z.**, & Naveh, E. (2015). Paradoxes and new directions for research on errors in organizations. Podium Presentation at the *Colloquium of European Group for Organizational Studies*, Athens, Greece, July.
25. **Novikov, Z.**, Glover, W., Trepman P., Naveh E., & Goldfracht, M. (2015). How should care providers implement integrative practices to achieve patient centered care? Exploratory study comparing diabetes and mental health care. Podium Presentation at the *Industrial Engineering and Management Conference*, Tel Aviv, Israel, February.
26. Trepman P., **Novikov, Z.**, Naveh, E., Glover, W., & Goldfracht, M. (2015). How do integrative practices influence patient centered care? An exploratory study comparing diabetes and mental health care in an Israeli HMO. Poster Podium Presentation at the *Global Health Research Convening of the Stanford Center for Innovation in Global Health*, Stanford, California, January.

## **SYMPOSIA & CONFERENCES ORGANIZING**

1. Singer, S., Brewster, A., **Novikov, Z.**, & Giannitrapani, K. (2023). Organizational Theory in Healthcare. Organizing Committee for the 2023 *Organizational Theory in Healthcare* event at Stanford University.
2. **Novikov, Z.**, Giannitrapani, K. F., & Olsen, E. (2022). Advancing Interdisciplinary Teamwork: Processes Supporting High-Quality and Innovative Performance. Symposium at the 83<sup>st</sup> Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
3. Lei, Z., **Novikov, Z.**, Edmondson, A. C., Bresman, H., M., Gray, S., Kerrissey, M., Bunderson, S., Naveh, E., Van Der Vegt, G., S. (2019). Frontiers of team and teaming research: Discovering new directions and opportunities. Symposium at the 79<sup>th</sup> Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.

## **PROFESSIONAL SERVICE**

*Reviewer for Journal of Management Studies, Management Science, Health Care Management Review, and Social Science & Medicine*

## **PROFESSIONAL ASSOCIATIONS**

*Academy of Management, Ingroups, Organizational Theory in Health Care*

## **TEACHING AND ADVISING**

### **Independent studies with students**

1. Li, Xio (Lilac) - *Unpacking the Link between Clinicians' Teaming Perceptions, and Job Satisfaction and Burnout: Exploring the Moderating Role of Teaming Practices and the Mediating Role of Safety Systems*. **Preparing the manuscript for publication.**
2. Park, Jae Man - *The Impact of Physician-Hospital Integration on Care Quality in US Acute Care Teaching Hospitals*. **Preparing the manuscript for publication.**
3. Shirazi, S., *From team coordination to teaming to teamwork: Exploring teamwork in health care settings*. **Literature review.**

### **Service on Ph.D. committees**

5. Kalatzi, Eleftheria M. *Ambient Intelligence Hospital Implementation: Measuring Success and Evaluating Determinants of Success Across Six Pilot Units*. **Proposal defended.**
6. Oyediran, Samson A. *Transforming Ehlers-Danlos Syndrome Management: Leveraging Blockchain Technology for Enhanced Diagnosis and Healthcare Utilization Patterns*.

### **Master students advising**

7. Hunt, Treasure Tamia - MPH MGT - Fall 2023
8. Mujibuddin, Samia Taj - MPH MGT - Fall 2023
9. Patil, Siya - MPH MGT - Fall 2023
10. Shirazi, Shirindokht - MPH MGT - Fall 2023
11. Sardar, Mahnoor - MPH MGT - Spring 2024
12. Nguyen, Giang - MPH MGT - Spring 2024
13. Neha, George – MPH MGT - Spring 2024
14. Cacique-Borja, Yunuen - MPH MGT Fall 2024

15. Gonzales,Emily Kristin - MPH MGT Fall 2024
16. Nash,Chery - MPH MGT Fall 2024
17. Sardar,Mahnoor Rania - MPH MGT Fall 2024
18. Siddiqi,Ammar - MPH MGT Fall 2024
19. Sung,Rachel - MPH MGT Fall 2024

**Teaching**

2024 Fall	<i>Advanced Organizational Theory and Management, School of Public Health, The University of Texas Health Science Center at Houston. PhD level.</i>
2024 Spring	<i>Understanding Organizational Behavior in Health Services Organizations, The University of Texas Health Science Center at Houston. Masters and PhD level.</i>
2023 Fall	<i>Advanced Organizational Theory and Management, School of Public Health, The University of Texas Health Science Center at Houston. PhD level.</i>
2021-2022	<i>Leading and Managing Health Care Organizations: Innovation and Collaboration in High Stakes Settings, Department of Medicine, Stanford School of Medicine, and Graduate School of Sanford Business. Co-teaching with Sara Singer. Master level.</i>

**DEPARTMENTAL & UNIVERSITY SERVICE**

*Scholarship Engagement Committee, Faculty Search Committee, Designing and Evaluating Preliminary Examinations for Doctoral Candidates in Organizational Theory and Management. Admitting PhD Students, Reviewing Applications for Academic Scholarships.*