ZHANNA NOVIKOV

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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 (<i>Chair</i>), 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, <i>Cum Laude</i>

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

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

Research Support

Submitted

- 5. From Tools to Teammates: Adjusting AI-Enabled Tools and Agents to Clinical Teams to Support Quality and Safety of Care
 - Duration: April 2026 March 2029
 - National Science Foundation / Binational Science Foundation (NSF/BSF)
 - Principal Investigator
 - Total Direct Costs: \$874,686.15
 - Total Indirect Costs: \$262,405.85
- 6. Linkage, Data Integration and Network Analysis in Cancer: Childhood ALL (LINC-ALL)
 - Duration: April 2026 March 2031
 - National Institutes of Health/DHHS (NIH)
 - Co-Investigator
 - Total Direct Costs: \$1,708,862.00
 - Total Indirect Costs: \$956,958.00

Active

- 7. 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 2026
 - Agency for Healthcare Research & Quality/DHHS (AHRQ)
 - Co-Investigator
 - Total Direct Costs: \$842,205.00
 - Total Indirect Costs: \$471,635.00

Previous

- 8. Using Video Recording Technology to Enhance Experts' Teamwork
 - Duration: 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
- 9. Using Video Recording Technology to Enhance Experts' Teamwork
 - Duration: 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
- 10. Improving Adult Immunization Rates for COVID-19, Influenza, and Routine Adult Vaccinations through Partnerships with Medical Subspecialty Professionals
 - Duration: April 2023 September 2026
 - American Geriatrics Society (AMGS) / Centers for Disease Control & Prevention / DHHS (CDC)
 - Faculty
 - Total Direct Costs: \$580,196.00
 - Total Indirect Costs: \$58,020.00

PEER-REVIEWED PUBLICATIONS

- 1. **Novikov, Z.,** Magon, H., Bohn, R. & Singer, S.J. (2025) Development and Preliminary Validation of a Survey Assessing Technology Innovation Readiness in Healthcare Settings. **Forthcoming** at *Health Care Management Review*.
- 2. Kerrissey, M.J. & **Novikov**, **Z.** (2024) Joint problem-solving orientation, mutual expertise awareness and performance in fluid teamwork environments. *Frontiers in Psychology*.
- 3. 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*.
- 4. **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.
- 5. 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*.
- 6. 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*.
- 7. 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*
- 8. 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.
- 9. 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.
- 10. **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

- 11. **Novikov, Z.** & Singer, S.J. (2025) Building Trust in Video Recording Technology: The Role of Psychological Safety Climate and Teamwork Processes in Short-Term Surgical Team Performance. **Under review** at *Academy of Management Discoveries*.
- 12. **Novikov. Z.,** Li, X., Wells, R.S., Thomas, E.J. A New Combination of Evidence Based Interventions to Improve Primary Care Diagnostic Safety and Efficiency: A Protocol Paper of Stepped Wedge Cluster RCT. **Under review** at *British Medical Journal*.
- 13. **Novikov, Z.,** Naveh, E., Lei, Z., & Vogus, T. J. The error dilemma in teams: Team configuration of goal orientations, information elaboration, and team errors. **Under review** at *Journal of Organizational Behavior*.
- 14. Wells, R.S., Li, X., **Novikov, Z**., Espinoza, M., Janecka, M., Olguin, X.K., Adebowale, B., Thomas, E.J. Expanding the Primary Care Team to Improve the Diagnosis of Anemia. **Under review** at *Journal of General Internal Medicine*.

- 15. 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 Medical Care Research and Review.
 Novikov, Z., Glover, W., Singer, S.J. & Vogus, T. Individual and collective improvisation in teams: The antecedents, the process, and the outcomes. Finalizing for submission to Health Care Management Review.
- 16. **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 Care Management Review*.
- 17. **Novikov**, **Z.**, Li, X., Thomas, E.J. & 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*.
- 18. **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.
- 19. **Novikov**, **Z.**, & Ramanujam, R. Anxiety and errors at work: The moderating role of promotive team voice. Data analysis stage.
- 20. **Novikov**, **Z.**, Glikson, E. & Park, J.M. Improvisation in Israel Defense Forces. Data analysis stage.
- 21. **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.

1. PEER-REVIEWED CONFERENCE PRESENTATIONS

- 2. **Novikov**, **Z.** & Singer, S.J. (2025) Managing Healthcare Teams: The Role of Meeting Frequency and Process Integration in Job Satisfaction and Team Performance. Podium Presentation Podium Presentation at the 85st Annual Meeting of the *Academy of Management*, Copenhagen, Denmark, July.
- 3. **Novikov, Z.** & Singer, S.J. (2025) Building Trust in Technology: The Role of Psychological Safety Climate in Enhancing Team Performance in Healthcare Settings. Podium Presentation Podium Presentation at the 85st Annual Meeting of the *Academy of Management*, Copenhagen, Denmark, July.
- 4. **Novikov**, **Z.** & Singer, S.J. (2025) Building Trust in Technology: The Role of Psychological Safety Climate in Enhancing Team Performance in Healthcare Settings (2025). Podium Presentation at the *Organization Theory in Health Care Conference*, Los Angeles, California, May.
- 5. **Novikov, Z.,** Glover, W., Singer, S.J., & Vogus, T. (2024) Individual and Collective Improvisation in Healthcare: A Multilevel Approach. Podium Presentation at the 84st Annual Meeting of the *Academy of Management*, Chicago, Illinois, August.
- 6. **Novikov, Z.,** Li, X., & Singer, S.J. (2024) 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 19th Annual *INGRoup* Conference, Charlotte, North Carolina.

- 7. **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.
- 8. **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 83st Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.
- 9. 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 83st Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.
- 10. **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.
- 11. 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.
- 12. **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 82st Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
- 13. **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 82st Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
- 14. 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 82st Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
- 15. 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 16th Annual *INGRoup* Conference, Virtual.
- 16. 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 81st Annual Meeting of the *Academy of Management*, Virtual.
- 17. **Novikov, Z.** & Ramanujam, R. (2021). Anxiety and Errors at Work: The Moderating Role of Promotive Team Voice. Showcase Symposium at the 81st Annual Meeting of the *Academy of Management*, Virtual.
- 18. **Novikov**, **Z.** & Ramanujam, R. (2020). Minimizing Errors: Offsetting Error Anxiety with Error Expectancy and Team Reflexivity. Podium Presentation at the 80th Virtual Annual Meeting of the *Academy of Management*, Virtual.
- 19. **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 78th Annual Meeting of the *Academy of Management*, Chicago, Illinois, August.

- 20. **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 4th *Israel Organizational Behavior Conference*, Tel Aviv, Israel, January.
- 21. **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.
- 22. **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.
- 23. **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.
- 24. **Novikov**, **Z.**, Lei, Z., & Naveh, E. (2016). Understanding errors in organizations: Tensions and paradoxes. Podium Presentation at the 3rd *Israel Organizational Behavior Conference*, Tel Aviv, Israel, January.
- 25. **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 75th Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
- 26. 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 75th Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
- 27. Lei, Z., **Novikov, Z.,** & Naveh, E. (2015). An integrative review of errors in organizations: Tensions and new directions for future research. Symposium at the 75th Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
- 28. 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.
- 29. **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.
- 30. 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 83st Annual Meeting of the *Academy of Management*, Seattle,

Washington, August.

3. Lei, Z., **Novikov, Z.,** Edmondson, A. C., Bresman, H., M., Gray, S., Kerrisssey, 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 79th Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.

PROFESSIONAL SERVICE

Reviewer:

Journal of Management Studies, Management Science, Health Care Management Review, Social Science & Medicine, Academy of Management Annual Meeting Organizational Behavior (OB) Division and Health Care Management (HCM) Divisions.

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. Fall 2024
- 2. Park, Jae Man The Impact of Physician-Hospital Integration on Care Quality in US Acute Care Teaching Hospitals. **Spring 2025.**
- 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. (Graduated Spring 2025)

PhD students advising

7. Bernal-Tent, Antoinette – PhD – Healthcare Management – Fall 2025

Master students advising

- 8. Hunt, Treasure Tamia MPH MGT Fall 2023
- 9. Mujibuddin, Samia Taj MPH MGT Fall 2023 (Graduated Spring 2025)
- 10. Patil, Siya MPH MGT Fall 2023 (Graduated Spring 2024)
- 11. Shirazi, Shirindokht MPH MGT Fall 2023 (Graduated Spring 2025)
- 12. Sardar, Mahnoor MPH MGT Spring 2024 (Graduated Spring 2025)
- 13. Nguyen, Giang MPH MGT Spring 2024
- 14. Neha, George MPH MGT Spring 2024
- 15. Cacique-Borja, Yunuen MPH MGT Fall 2024
- 16. Gonzales, Emily Kristin MPH MGT Fall 2024
- 17. Nash, Chery MPH MGT Fall 2024

- 18. Sardar, Mahnoor Rania MPH MGT Fall 2024 (Graduated Summer 2025)
- 19. Siddiqi, Ammar MPH MGT Fall 2024 (Graduated Spring 2025)
- 20. Sung, Rachel MPH MGT Fall 2024 (Graduated Spring 2025)
- 21. Velazquez, Ana MPH Fall 2025
- 22. Tu, Olivia MPH Fall 2025

Teaching

2025 Fall	Advanced Organizational Theory and Management, School of
	Public Health, The University of Texas Health Science Center at
	Houston. PhD level.
2025 Spring	Understanding Organizational Behavior in Health Services
	Organizations, The University of Texas Health Science Center at
	Houston. Masters and PhD level. Student course evaluation score:
	4.7/5.0
2024 Fall	Advanced Organizational Theory and Management, School of
	Public Health, The University of Texas Health Science Center at
	Houston. PhD level. 3.8/5.0
2024 Spring	Understanding Organizational Behavior in Health Services
	Organizations, The University of Texas Health Science Center at
	Houston. Masters and PhD level. Student course evaluation score:
	5.0/5.0
2023 Fall	Advanced Organizational Theory and Management, School of
	Public Health, The University of Texas Health Science Center at
	Houston. PhD level. Student course evaluation score: 3.8/5.0
2021-2022	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.

DEPARTMENTAL & UNIVERSITY SERVICE

- Scholarship Engagement Committee: Lead initiatives to promote scholarly collaboration.
- Faculty Search Committee: Contribute to the recruitment and selection of faculty.
- **Doctoral Examinations Committee**: Develop and evaluate doctoral exams.
- PhD Admissions Committee: Oversee the review and selection of doctoral candidates.
- Scholarship Review Committee: Assess and allocate academic scholarships for students.