

ZHANNA NOVIKOV

Assistant Professor of Management
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ACADEMIC APPOINTMENTS

- 2022 – present **Assistant Professor of 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.**, *Behavioral and Management Studies*, 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, and Anat Drach Zahavy
- 2011 **M.Sc.**, *Management and Organizational Behavior*, Collier School of Management, Tel Aviv
University
- 2003 **B.A.**, *Economics, Sociology and Political Science*, Faculty of Social Sciences, Bar-Ilan
University (*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

Under review

Beyond Coordination: Teaming as a New Model for Cancer Survivorship Care Delivery

Duration: May 2027 - April 2029

National Institutes of Health (NIH)

Principal Investigator | Direct Costs: \$285,000 | Indirect Costs: \$116,974

UTHealth Houston-Led Adoption and Uptake Network for Catalyzing Healthy Brains (LAUNCH)

Duration: September 2026 – September 2031

National Center for Chronic Disease Prevention & Health Promotion/CDC/DHHS (NCCDPHP)

Co-Investigator | Direct Costs: \$4,786,405 | Indirect Costs: \$1,209,365

Liver Cancer Prevention among High-Risk Residents in Housing Support Systems

Duration: December 2026 – November 2031

Cancer Prevention & Research Institute of Texas (CPRIT)

Co-Investigator | Direct Costs: \$2,398,038 | Indirect Costs: \$101,506

Previous

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 | Direct Costs: \$842,205 | Indirect Costs: \$471,635

Using Video Recording Technology to Enhance Experts' Teamwork

Duration: October 2023 – September 2025

National Science Foundation (NSF) - Stanford University

Principal Investigator | Direct Costs: \$59,265 | Indirect Costs: \$33,749

PEER-REVIEWED PUBLICATIONS

- Wells, R., Li, X., **Novikov, Z.**, Espinoza, M., Janecka, M., Olguin, X.K., Adebawale, B., Thomas, E.J. (In press). Implementation of expanding primary care teams to improve anemia diagnosis. *Journal of Primary Care & Community Health*.
- Oyediran, S. A., Kim, Y., **Novikov, Z.**, & Krause, T. M. (2026). Understanding Ehlers-Danlos syndrome: A claims-based analysis of healthcare cost patterns. *Journal of Health Economics & Outcomes Research*, 13(2), 8-15.
- Novikov, Z.**, Mehra, N., Li, X., Wells, R. S., Ottosen, M., Hwang, K., Avritscher, E. B. C., Green, C., Lee, K. H., Olguin, X., Janecka, M., Espinoza, M., Adebawale, B., Araya, A., Wahed, A., & Thomas, E. J. (2026). An evidence-based team intervention to reduce diagnostic errors in anaemia and CKD diagnoses in primary care: Protocol for a stepped-wedge cluster randomized controlled trial. *BMJ Open*, 16(2), e112391.
- Novikov, Z.**, Magon, H., Bohn, R., & Singer, S. J. (2025). Development and preliminary validation of a survey assessing technology innovation readiness in healthcare settings. *Health Care Management Review*, 50(4), 271–284.
- Kerrissey, M. J. & **Novikov, Z.** (2024). Joint problem-solving orientation, mutual value recognition, and performance in fluid teamwork environments. *Frontiers in Psychology*, 15, 1288904.
- 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*, 49(2), 127–138.
- 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.
- Aaron, M. B., Kerrissey, M. J., **Novikov, Z.**, Tietschert, M. V., Scherling, A., Bahadurzada, H., & Singer, S. J. (2024). The association between care integration and care quality. *Health Services Research*, 59(6), e14214.
- Kerrissey, M. J., **Novikov, Z.**, Tietschert, M. V., Phillips, R., & Singer, S. J. (2023). The ambiguity of “we”: Perceptions of teaming in dynamic environments and their implications. *Social Science and Medicine*, 320, 115678.
- 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*, 79(3), 359–370.
- 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.
- 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.
- Novikov, Z.**, Glover, W. J., 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.

MANUSCRIPTS IN PROGRESS

- Novikov, Z.,** Naveh, E., Lei, Z., & Vogus, T. J. The error dilemma in teams: Team configuration of goal orientations, information elaboration, and team errors. *Small Group Research*, **R&R**.
- Novikov, Z.,** Katz-Navon, T., & Singer, S. J. Building perceived value in clinical technologies: The joint roles of trust, manager commitment, and training. *Health Care Management Review*, **Under review**.
- Novikov, Z.,** Satterstrom, P., Thomas, E. J., & Singer, S. J. Team-based care in primary care: The role of team composition, meeting frequency and process integration in job satisfaction and quality of care. *Health Care Management Review*, **Under review**.
- Novikov, Z. & Singer, S. J.** Building trust in video recording technology: The role of psychological safety climate and teamwork in short-term surgical team performance. *Journal of Organizational Behavior*, **Under review**.
- Singer, S. J., **Novikov, Z.,** Baker, L., & Olsen, E. Impact of ambient-intelligent technology and multidisciplinary video-based review on operating room team attributes and perceived outcomes. *Health Services Research*, **Under review**.
- Novikov, Z.,** Glover, W. J., Singer, S. J., & Vogus, T. J. Individual and collective improvisation in teams: The antecedents, the process, and the outcomes. **Finalizing for submission**.
- 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. **In preparation**.
- 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. **In preparation**.
- Novikov, Z.,** Lei, Z., & Ramanujam, R. A multilevel model of anxiety, team voice, and errors at work. **In preparation**.

PEER-REVIEWED CONFERENCE PRESENTATIONS

- Novikov, Z.,** Lei, Z., & Ramanujam, R. (2026). Error strain and errors at work: The moderating role of team voice. Podium Presentation at the 21st Annual *INGRoup* Conference, July.
- 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 at the 85th Annual Meeting of the *Academy of Management*, Copenhagen, Denmark, July.
- 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 at the 85th Annual Meeting of the *Academy of Management*, Copenhagen, Denmark, July.
- 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 at the *Organization Theory in Health Care* Conference, Los Angeles, California, May.
- Novikov, Z.,** Glover, W. J., Singer, S. J., & Vogus, T. J. (2024). Individual and collective improvisation in healthcare: A multilevel approach. Podium Presentation at the 84th Annual Meeting of the *Academy of Management*, Chicago, Illinois, August.
- Novikov, Z.,** Li, X., & Singer, S. J. (2024). Unpacking the link between clinicians' teaming perceptions, and job satisfaction and burnout. Poster Presentation at the 19th Annual *INGRoup* Conference, Charlotte, North Carolina, July.
- 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.
- Novikov, Z.,** Katz-Navon, T., & Singer, S. J. (2023). Technology trust, manager commitment, and training: complementary keys to implementing an AI-based technology in health care. Podium Presentation at the 83rd Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.
- 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 83rd Annual Meeting of the *Academy of Management*, Boston, Massachusetts, August.

- 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 *AcademyHealth* Annual Research Meeting, Seattle, Washington, August.
- Sakata, T. W., 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 *AcademyHealth* Annual Research Meeting, Seattle, Washington, August.
- 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 82nd Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
- Novikov, Z.,** Glover, W. J., Vogus, T. J., & Singer, S. J. (2022). Individual and collective improvisation in teams: The antecedents, the process, and the outcomes. Podium Presentation at the 82nd Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
- Kerrissey, M. J., **Novikov, Z.,** Tietschert, M. V., & Singer, S. J. (2022). When perceived team boundaries blur: Inconsistent perceptions and implications for performance. Podium Presentation at the 82nd Annual Meeting of the *Academy of Management*, Seattle, Washington, August.
- Kerrissey, M. J., **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. Podium Presentation at the 16th Annual *INGRoup* Conference, Virtual, November.
- Kerrissey, M. J., **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, August.
- 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, August.
- Novikov, Z. & Ramanujam, R.** (2020). Minimizing errors: Offsetting error anxiety with error expectancy and team reflexivity. Podium Presentation at the 80th Annual Meeting of the *Academy of Management*, Virtual, August.
- 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.
- 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.
- Novikov, Z.,** Malka-Zehevi, H., & Naveh, E. (2017). Individual and team characteristics as potential tools for continuous improvement and error elimination. Podium Presentation at the *Nursing Research Conference*, Tiberias, Israel, November.
- 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.
- Novikov, Z.,** Ben-Yehuda, 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.
- 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.
- Novikov, Z.,** Glover, W. J., Trepman, P., Naveh, E., & Goldfracht, M. (2015). How do integrative practices influence patient centered care? Podium Presentation at the 75th Annual Meeting of the *Academy of Management*, Vancouver, Canada, August.
- 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.
- Lei, Z., **Novikov, Z.,** & Naveh, E. (2015). Paradoxes and new directions for research on errors in organizations. Podium Presentation at the *EGOS Colloquium*, Athens, Greece, July.

Novikov, Z., Glover, W. J., Trepman, P., Naveh, E., & Goldfracht, M. (2015). How should care providers implement integrative practices to achieve patient centered care? Podium Presentation at the *Industrial Engineering and Management Conference*, Tel Aviv, Israel, February.

Trepman, P., **Novikov, Z.,** Naveh, E., Glover, W. J., & Goldfracht, M. (2015). How do integrative practices influence patient centered care? Poster Presentation at the *Global Health Research Convening of the Stanford Center for Innovation in Global Health*, Stanford, California, January.

PEER-REVIEWED SYMPOSIA, PDWs & CONFERENCES ORGANIZING

Noghrehchi, P., Glover, W. J., **Novikov, Z.,** & Tietschert, M.V. (2026). “Hot topics” in health care management: Research roundtables. Professional Development Workshop at the 86th Annual Meeting of the *Academy of Management*, Philadelphia, Pennsylvania, August.

Novikov, Z., Giannitrapani, K. F., & Olsen, E. (2022). Advancing interdisciplinary teamwork: Processes supporting high-quality and innovative performance. Symposium at the 83rd Annual Meeting of the *Academy of Management*, Seattle, Washington, August.

Lei, Z., **Novikov, Z.,** Edmondson, A. C., Bresman, H. M., Gray, S., Kerrissey, M. J., 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.

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.

PROFESSIONAL SERVICE

Reviewer: *Academy of Management Discoveries, Journal of Management Studies, Management Science, Health Care Management Review, Academy of Management Annual Meeting - Organizational Behavior (OB) Division and Health Care Management (HCM) Division.*

Academy of Management, Health Care Management Division – Research Committee Member

- Identifying emerging research topics in management and organizational behavior relevant to health care organizations
- Developing division’s research agenda
- Reviewing and nominating scholarly work for divisional research awards

TEACHING & ADVISING

Teaching

2026 Spring	Organizational Behavior and Human Resource Management, School of Public Health, The University of Texas Health Science Center at Houston. Master’s and PhD level. Score: 4.3/5.0
2025 Fall	Organizational and Management Theory, School of Public Health, The University of Texas Health Science Center at Houston. PhD level. Score: 4.8/5.0
2025 Spring	Organizational Behavior and Human Resource Management, School of Public Health, The University of Texas Health Science Center at Houston. Master’s and PhD level. Score: 4.7/5.0
2024 Fall	Organizational and Management Theory, School of Public Health, The University of Texas Health Science Center at Houston. PhD level. Score: 3.6/5.0
2024 Spring	Organizational Behavior and Human Resource Management, School of Public Health, The University of Texas Health Science Center at Houston. Master’s and PhD level. Score: 5.0/5.0
2023 Fall	Organizational and Management Theory, School of Public Health, The University of Texas Health Science Center at Houston. PhD level. Score: 3.8/5.0
2021 – 2022	Leading and Managing Health Care Organizations: Innovation and Collaboration in High Stakes Settings, Stanford School of Medicine and Stanford Graduate School of Business. Co-teaching with Sara Singer. Master’s level. Score: 4.8 to 5.0/5.0

Advising

Independent Studies

1. Li, Xiao (Lilac) - Development and preliminary validation of a survey assessing technology innovation readiness in health care settings. Fall 2024
2. Park, Jae Man - The impact of physician-hospital integration on care quality in US acute care teaching hospitals. Spring 2025

Service on PhD Committees

3. Kalatzi, Eleftheria M. Ambient intelligence hospital implementation: Measuring success and evaluating determinants of success across six pilot units. Proposal defended.
4. Oyediran, Samson A. Transforming Ehlers-Danlos syndrome management: Leveraging blockchain technology for enhanced diagnosis and healthcare utilization patterns. (Graduated Spring 2025)

PhD Students Advising

5. Bernal-Tent, Antoinette - PhD, Healthcare Management, Fall 2025

Master Students Advising

6. Padalecki, Mary (Sophie) - Fall 2026
7. Inimgba-Olunwa, Tamunonengioforie - Fall 2026
8. Rais, Sehar - Fall 2026
9. Weiland, Jasmine - Fall 2026
10. Velazquez, Ana - Fall 2025
11. Tu, Olivia - Fall 2025
12. Nguyen, Giang - Spring 2024
13. Neha, George - Spring 2024
14. Cacique-Borja, Yunuen - Fall 2024
15. Gonzales, Emily Kristin - Fall 2024
16. Nash, Chery - Fall 2024
17. Hunt, Treasure Tamia - Fall 2023
18. Mujibuddin, Samia Taj - Fall 2023 (Graduated Spring 2025)
19. Shirazi, Shirindokht - Fall 2023 (Graduated Spring 2025)
20. Sardar, Mahnoor Rania - Fall 2024 (Graduated Summer 2025)
21. Siddiqi, Ammar - Fall 2024 (Graduated Spring 2025)
22. Sung, Rachel - Fall 2024 (Graduated Spring 2025)
23. Patil, Siya - Fall 2023 (Graduated Spring 2024)

DEPARTMENTAL & UNIVERSITY SERVICE

- Scholarship Engagement Committee: Lead initiatives to promote scholarly collaboration
- Doctoral Examinations Committee: Develop and evaluate doctoral exams
- Scholarship Review Committee: Assess and allocate academic scholarships for students