

KATRINA MONTON, PHD

Organizational Psychologist, Professor & Director of Experiential Learning
Graduate School of Applied and Professional Psychology | Rutgers University
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INTERESTS

- Leadership, teamwork, and organizational behavior in performance-driven, high-stakes environments
- How organizational culture, leadership, and systems enable (or undermine) employee well-being, learning, and sustained performance
- Identity and interpersonal dynamics at work, and their implications for inclusive leadership, decision-making, and organizational effectiveness

EDUCATION

- 2021– 2025** **PhD in Social-Organizational Psychology, GPA: 4.1**
Graduate School of Arts & Science, Columbia University
Funded by a departmental scholarship
Dissertation passed, as submitted, no revisions
- 2021 – 2025** **MPhil in Social Psychology *en passant***
Graduate School of Arts & Science, Columbia University
- 2019 – 2021** **MA in Social-Organizational Psychology, GPA: 4.1**
Teachers College, Columbia University
- 2017– 2019** **MA in Counselling Psychology, GPA: 4.0**
Education and Counselling Psychology, McGill University
Funded by the Canadian Government due to my athletic standing
- 2009– 2017** **BA, Major in Sociology, Minor in Psychology, GPA: 3.93**
Graduate School of Arts & Science, Concordia University
Funded by the Canadian Government due to my athletic standing, graduated with distinction
- 2011** **Transfer Student**
University of California Berkeley
Funded by a full athletic scholarship and stipend

ACADEMIC EXPERIENCE

- 2026– Present** **Assistant Teaching Professor & Director of Experiential Learning**
Organizational Psychology Program
Rutgers University
- Fall 2025** **Adjunct Instructor**
Organizational Psychology Program
Rutgers University
- 2023– 2025** **Course Instructor**
Social-Organizational Psychology Program
Teachers College, Columbia University
- 2023– 2025** **Course Instructor**
Pre-College Programs
School of Professional Studies (SPS), Columbia University
- 2021– 2025** **Learning Partner**
Executive Master’s Program in Change Leadership (XMA)
Teachers College, Columbia University
- 2021– 2023** **Teaching Assistant**
Social-Organizational Psychology Program
Teachers College, Columbia University
- 2019– 2024** **Research Fellow – Lead for Major Games Debrief Surveys**
Canadian Olympic Committee (COC)
- 2018– 2020** **Graduate Research Assistant for Dr. Patricia Hewlin**
Desautels Faculty of Management, McGill University

AWARDS AND HONORS

- 2026– 2027** **Provost’s Teaching Fellowship, \$3,000**
Institute for Teaching, Innovation, & Inclusive Pedagogy
Rutgers University, New Brunswick
- 2025– 2026** **Warner Burke Endowed Scholarship, \$3,000**
Teachers College, Columbia University
- 2021– 2025** **Teachers College General Tuition Scholarship, ~\$100,000**
Teachers College, Columbia University
- 2023– 2024** **Blackman and Dinnerstein Scholarship, \$6,000**
2024– 2025 Teachers College, Columbia University

- 2023** **Doctoral Certification Exam, *Passing with Distinction: score above 90%***
Teachers College, Columbia University
- 2023** **John F. Lemieux Young Alumni Medal Recipient**
Concordia University
- 2022** **Top 30 Global Finalist - Pierre Elliott Trudeau Foundation Bursary**
Pierre Elliott Trudeau Foundation
- 2019** **Joan Nelson Study Abroad Scholarship Recipient, \$5,000**
Golden Key International Honour Society
- 2019** **Sovereign's Medal Recipient**
Office of the Governor General of Canada
- 2018** **Top 4 National Finalist - Canadian Sport Social Responsibility Award**
Canadian Sports Awards in Collaboration with CBC Sports
- 2018** **Wilfrid-Éthier Merit Award (Prix Wilfrid-Éthier), \$1,000**
Order of Counsellors of Quebec (OCCOQ)
- 2010** **HBC Sponsorship Recipient, \$5,000**
Hudson's Bay Company
- 2010** **CAN FUND Bursary Recipient, \$5,000**
AthletesCAN
- 2008– 2017** **Athlete Assistance Program - Education Bursary Recipient, \$25,000**
Government of Canada, Heritage Committee

REFEREED PUBLICATIONS AND BOOK CHAPTERS

Hewlin, P., **Monton, K.**, & Frank, A. (2027). Toward Organizational Flourishing: Reframing Inclusion through Culture and Positive Organizational Scholarship. *Research in Organizational Behavior*. [In Press].

Monton, K., & Cameron-Blake, E. (2026). Hidden Costs of Elite Sport: Informed Consent, Autonomy, and the Ethics of Participation. *Current issues in human rights*. Springer. [In Press].

Monton, K., & Noumair, D. (2026). Beneath the Surface: What Sport Reveals about High-Performance Systems. *Journal of Applied Behavioral Science, Essays & Provocations*. <https://doi.org/10.1177/00218863261433641>

Monton, K., Venier, N., & Brazaitis, S. (2026). *Organizational practices that champion people and performance: A case study of Speed Skating Canada.* *Frontiers in Organizational Psychology*, 3, Article 1673007. <https://doi.org/10.3389/forgp.2025.1673007>

Monton, K. & Block, C. (2025). No pain, no gain? Masculinity contest culture in elite sport contexts. *Career Development International*, 1-16. Emerald Publishing. <https://doi.org/10.1108/CDI-07-2024-0329>

Monton, K⁺, Monton, O⁺, Ervin, A. M., Frank, A. L., Seal, S. M., Block, C. J., & Johnston, F. M. (2025). An Exploration of Culture in General Surgery Training Programs: A Scoping Review. *Annals of Surgery*, 10-1097. DOI: 10.1097/SLA.0000000000006932

Monton, K. (2025). Athlete maltreatment: A systems perspective on human rights and social justice in sport. In J. Zajda & Y. Vissing (Eds.), *Globalisation and human rights for democracy and social justice*. Springer. https://doi.org/10.1007/978-3-031-80297-3_9

Vissing, Y., & **Monton, K. (2025).** The Symbolic Importance of Athlete Attire: What it states about gender equality and justice. In J. Zajda & Y. Vissing (Eds.), *Human rights and education globally*. Springer. https://doi.org/10.1007/978-3-031-88615-7_4

Monton, K. (2025). White coats, hidden costs: Masculinity contest culture in medicine and its impact on physician outcomes [Doctoral dissertation, Columbia University]. *Academic Commons, Columbia University*. <https://doi.org/10.7916/zjfn-5y96>

Monton, K., Broomes, A. M., Brassard, S., & Hewlin, P. (2022). The Role of Sport-Life Balance and Well-Being on Athletic Performance. *Canadian Journal of Career Development*, 21(1), 101-10. <https://cjcd-rcdc.ceric.ca/index.php/cjcd/article/view/3182>

WORK UNDER REVIEW AND IN PROGRESS

Brazaitis, S., & **Monton, K. (In progress).** Group dynamics. Book under contract with Cambridge University Press.

Monton, K., & Block, C. (In Progress). Beyond the Podium: Exploring the Win-At-All-Costs Culture in Elite Sport and Its Impact on Athlete Well-Being and Performance. [Manuscript Submitted for Publication].

Monton, K., Block, C., Noumair, D., Brazaistis, S., & Monton, O. (In Progress). Medicine as a Masculinity Contest Culture: Rethinking Physician Well-Being. [Manuscript Submitted for Publication].

Monton, K., Block, C., Noumair, D., Brazaistis, S., & Monton, O. (In Progress). *Masculinity Contest Culture in Medicine: Implications for Physician Well-Being, and Workforce Sustainability*. [Manuscript Submitted for Publication].

Monton, K., Gulati, T., MacIntosh, E., Workman-Stark, A., Monton, O., Smith, A., & Noumair,

D. (In progress). Classifying High-Performance Work: Toward an Interdisciplinary Taxonomy. [Manuscript in Preparation].

Monton, K., & Block, C. (In progress). Man enough? Experiences of Male Athletes in Masculinity Contest Culture in High Performance Sport. [Manuscript in Preparation].

Monton, K., Block, C., Workman-Stark, A., & Noumair, D. (In progress). Model Athlete: Societal Norms Perpetuate Normalize Harm in High Performance Sport. [Manuscript in Preparation].

Monton, K., Trazenfeld, N., Brazaitis, S., & Noumair, D. (In progress). Exploring Covert Processes in High Performance Sport, A Systems Psychodynamic Perspective. [Manuscript in Preparation].

Hewlin, P. F., Caza, B., Huang, W. & **Monton, K.** (In Progress). Defining authenticity and “good” leadership: Perspectives from expats and locals in Asia. [Manuscript in Preparation].

PUBLIC SCHOLARSHIP & MEDIA

(2026, May). [The Intentional Surgeon](#). Discussion on dissertation research on the culture of medicine. [Podcast Guest].

(2026, May). [Sporting Change](#). Discussion on research conducted in collaboration with Speed Skating Canada. [Podcast Guest].

(2026, May). [More than a playoff win, here's what the Habs are getting right](#). Montreal Gazette. [Op-Ed in Print Media; & discussed on [TSN 690's The Morning Show with Conor McKenna and Shaun Starr ~ 4-minute mark](#)].

(2026, February). [Winning Olympic medals matters, but how Canada wins them matters more](#). *The Globe and Mail*. [Op-Ed in Print Media].

(2024, October). [The Next Playbook](#). Discussion on transition out of elite sport and current professional endeavors. [Podcast Guest].

(2024, September). [What happened to the male breadwinner?](#) The Financial Diet. Commentary as subject matter expert on masculinity at work. [YouTube Segment Guest].

(2024, April). [Heroes in our midst](#). Discussion on research and experiences as a national team athlete. [Podcast Guest].

(2024, March). [Sporting Change](#). Discussion on research and experiences as a national team athlete. Ranked among the top five most listened-to episodes. [Podcast Guest].

RESEARCH GRANTS

Foundation Research Grant, 2026

Thriving Not Surviving (Non-Profit Organization), \$15,000

Group/Organizational Dynamics Professional Development Funds, 2025

Teachers College, Columbia University, \$1,500

Social-Organizational Psychology Conference Presenter Grant, 2022, 2023, 2024, 2025

Teachers College, Columbia University, \$750 (2022-2024), and \$1,000 (2025)

Vice President's Grant for Student Research, 2023

Teachers College, Columbia University, \$3,000

Provost Grant, 2023, 2025

Teachers College, Columbia University, \$500 (2023, 2025)

REFEREED CONFERENCE PRESENTATIONS

Noumair, D. & Monton, K. (Co-Chairs) (2026, August). *Beneath the Surface of Organizational Life: New Research Directions in Systems-Psychodynamic Theory*. [Symposium]. 2026 Academy of Management Annual Meeting. Philadelphia, PA, US.

Monton, K. (2026, August). *Masculinity Contest Culture in Medicine: Implications for Physician Outcomes*. [Oral Presentation]. 2026 Academy of Management Annual Meeting. Philadelphia, PA, US

Noumair, D. & Monton, K. (2026, August). *Seeing Beneath the Surface: Bridging Research and Practice with Systems Psychodynamics*. [PDW]. 2026 Academy of Management Annual Meeting. Philadelphia, PA, US.

Noumair, D. & Monton, K. (2026, August). *Systems Psychodynamics in the 21st Century: Implications for Meaningful Organizational Change and Development*. In Baublys, G., Ciapaite-Baubliene, R., & Bright, D. (Co-Chairs), *Bridging the Gap: Aligning Academic Insights with Practical Excellence in Organizational Change*. [PDW]. 2026 Academy of Management Annual Meeting. Philadelphia, PA, US.

Monton, K. & Block, C. (2026, May). *White coats, hidden costs: Masculinity contest culture in medicine and its impact on physician outcomes*. [Oral Presentation]. 3rd Equitable Opportunity Conference the McGill University Desautels Faculty of Management. Montreal, QC, Canada.

- Monton, K.** (2026, May). *Masculinity Contest Culture in Medicine and Its Impact on Physician Outcomes*. [Poster]. SIOP Conference 2026. New Orleans, LA, US.
- Monton, K.** & Block C. (2025, August). *Masculinity Contest Culture in high-performance sport*. In K. Fletcher (Chair), *Masculinity norms in the workplace: Contemporary issues and implications*. [Symposium]. 2025 American Psychological Association (APA) Annual Convention, Division 14, Society for Industrial and Organizational Psychology, Denver, CO, US.
- Monton, K.** & Block C. (2025, August). *Masculinity Contest Culture in high-performance sport*. In J. Berdahl & A. Workman-Stark (Co-Chairs), [*New Research Examining Far-Reaching Implications of Masculinity Contest Cultures*](#). [Symposium]. 2025 Academy of Management Annual Meeting. Copenhagen, Denmark.
- Monton, K.** & Noumair, D. (2025, August). [*Exploring Covert Team Dynamics in High Performance Sport, A Systems Psychodynamic Perspective*](#). [Oral Presentation]. 2025 Academy of Management Annual Meeting. Copenhagen, Denmark.
- Monton, K.**, Venier, N., & Brazaitis, S. (2025, June). *People First High-Performance Sport*. [Oral Presentation]. 1st International Congress on Safe Sport Research (ICSSR) 2025. Quebec City, QC, Canada.
- Monton, K.**, Noumair, D., & Block, C. (2025, June). *The Role of Masculinity Contest Culture in Perpetuating Harm in High Performance Sport*. [Poster Presentation]. 1st International Congress on Safe Sport Research (ICSSR) 2025. Quebec City, QC, Canada.
- Monton, K.** & Noumair, D. (2025, June). [*Exploring covert team dynamics in high performance sport, a systems psychodynamic perspective*](#). [Oral Presentation]. 2025 International Society for the Psychoanalytic Study of Organizations. Philadelphia, PA, US.
- Vissing, Y., & **Monton, K.** (2024, October). *The Symbolic Importance of Athlete Attire: What it states about gender equality and justice*. [Oral Presentation]. 2024 Children's Rights in Sport Conference; Open University. London, England, UK.
- Monton, K.**, Lopez-Menzies, L., & Block, C. (2024, August). [*The cost of the win-at-all-cost culture in high performance sport*](#). [Oral Presentation]. 2024 Academy of Management Annual Meeting. Chicago, IL, US.
- Monton, K.**, Lopez-Menzies, L., & Block, C. (2024, April). *Beyond Performance: Exploring the consequences of a win-at-all-cost culture in high-performance sport*. [Poster Presentation]. 2024 Institute of Psychological Science and Practice at Columbia University. New York, NY, US.
- Monton, K.**, Lopez-Menzies, L., & Block, C. (2023, September). *No pain, no gain? The cost of win-at-all-cost cultures in sport*. [Oral Presentation]. Research Symposium, Safe Sport International 2023 Global Safe Sport Conference. London, England, UK.

Monton, K., Yen, L., & Block, C. (2023, April). *No pain, no gain? Masculinity contest culture in elite sport organizations.* [Poster Presentation]. 2023 Institute of Psychological Science and Practice at Columbia University. New York, NY, US.

Monton, K., Yen, L., & Block, C. (2023, April). *No pain, no gain? Masculinity contest culture in elite sport organizations.* [Poster Presentation]. SIOP Conference 2023. Boston, MA, US.

Monton, K., Broomes, A., Brassard, S., & Hewlin, P. (2021, January). *The role of sport-life balance on athletic performance.* [Poster Presentation]. CANNEXUS21, Virtual Conference. Ottawa, ON, Canada.

Monton, K., Matejko, E., & Van Frank-Adler, S. (2019, March). *Priming Local Functional Learning Experiences to Improve Clinician Creativity and Multicultural Competency Skills.* [Poster Presentation]. Annual Educational Graduate Student Society Conference. Montreal, QC, Canada.

Monton, K., Matejko, E., & Van-Frank-Adler, S. (2019, March). *Enhancing Creativity and Multicultural Competency in Counselling Psychology Graduate Training Programs.* [Poster Presentation]. Annual Department of Education Graduate Symposium. Montreal, QC, Canada.

Matejko, E., **Monton, K., & Van-Frank-Adler, S. (2019, October).** *Using Creativity Priming Tasks to Enhance Clinician Multicultural Competency Skills.* [Proposal Presentation]. Mobilizing Knowledge on Newcomers Symposium 2019, held by the UCalgary Newcomer Researcher Network. Calgary, AB, Canada.

INVITED ACADEMIC PRESENTATIONS AND GUEST SPEAKING

Academic

(2026, April). *Episode 39: Toward a New Playbook for Canadian Sport: Cultural Integrity at Skate Canada.* Royal Roads University. Discussion on culture in elite sport. [Webinar].

(2026, March). *Safe Sport.* International Sport Management seminar, Faculty of Health Sciences, University of Ottawa, ON, Canada.

(2025, December). *Qualitative methods in social sciences.* Research Methods in Social Psychology doctoral seminar, Teachers College, Columbia University, New York, NY, United States.

(2025, October). *AASP Leadership Academy kickoff: Leaning into Speed Skating Canada's leadership for high-performance culture and competitive success.* Inaugural AASP Leadership Academy Keynote, Association for Applied Sport Psychology Annual Conference, Montreal, Canada.

(2025, March). *The role of organizational culture in organizational change efforts*. Executive Masters in Change Leadership, Teachers College, Columbia University, New York, NY, United States.

(2024, December). *Qualitative methods in social sciences*. Research Methods in Social Psychology doctoral seminar, Teachers College, Columbia University, New York, NY, United States.

(2024, April). *Power dynamics and abuse in collegiate sports*. U.S. Department of Justice, Office of Violence Against Women. [Webinar].

(2024, April). *Episode 28: Athletes, advocates, and activists in sport – Part 5*. Royal Roads University. Discussion on culture change in elite sport. [Webinar].

(2024, March). *Episode 28: The culture collaborative: Building cultural integrity across Canadian sport – Part 1*. Royal Roads University. Discussion on culture in elite sport. [Webinar].

(2023, November). *Building teams with psychology*. Department of Behavioral Sciences and Leadership, West Point Military Academy, West Point, NY, United States.

(2023, October). *Women who lead: Creating winning teams on and off the playing field*. Concordia University, Montreal, Canada. [Panel].

(2022, December). *Reimagining sport culture: Elevating the athlete voice*. Sport Innovation Summit, Own the Podium National Conference, Calgary, Canada.

(2022, October). *Power and authority* [Guest lecture]. Military Leadership course, United States Military Academy, West Point, NY, United States.

(2021, November). *Assessing organizational culture* [Guest lecture]. Social Psychology course, United States Military Academy, West Point, NY, United States.

Industry

(2025, April). *Humanizing high performance culture: The role of culture in creating high performance teams*. Pure Insurance, Technology Team, New York, NY, United States (virtual).

(2024, May). *Research on athlete well-being and organizational culture in sport*. U.S. Center for SafeSport, Education and Evaluation Teams, United States.

(2023, December). *No pain, no gain? The cost of win-at-all-cost cultures in elite sport*. Sporting Chance Forum, Academic Network Session, hosted by the United Nations and the Centre for Sport and Human Rights, Geneva, Switzerland.

(2023, December). *The role of culture in understanding safe sport*. Alpine Ontario Board of Directors, interactive workshops (virtual).

(2023, April). *The role of organizations in safe sport*. National Capital Division Ski Canada Board of Directors, interactive workshops (virtual).

(2023, March). *Systems and culture*. Canadian Olympic Committee's Game Plan Program Spring Training, Calgary, Canada. Session for practitioners working with athletes on the role of systems and culture in high-performance sport. [Lunch & Learn].

(2023, March). *Exploring issues within the Canadian high-performance landscape: The athletes' perspective*. Canadian Olympic Committee's Game Plan Program Spring Training, Calgary, Canada. Moderated panel discussion with Olympians and Paralympians. [Panel moderator].

COURSES DEVELOPED AND TAUGHT

- Introduction to Organizational Development & Change (Graduate Level; Masters and Doctoral)
- Organizational Psychology: Science & Practice (Graduate Level; Masters and Doctoral)
- Group Dynamics: A Systems Perspective (Graduate Level; Masters and Doctoral)
- The Science of Psychology (Pre-College)
- Social Psychology, Understanding Human Behavior (Pre-College)

SERVICE

Service to Rutgers University

- ***Student Supervision and Committees***
 - Dissertation Committee, Second Reader: Sara Qalbani, PsyD, 2026
 - Dissertation Committee, Second Reader: Bret Jones, PsyD, 2026
 - Independent Research Study, Supervisor: BJ Merriam, PsyD, 2026
 - Independent Research Study, Supervisor: Tanya Gulati, MA, 2026
 - Low-Residency Planning Committee Member, 2026

Service to Teachers College, Columbia University

- Master's Program Student Mentor, 2020 – 2021
- Doctoral Program Student Mentor, 2022 – 2024
- Community Development Committee, 2021 – 2025

Service to the Profession

Peer Reviewer

- Society for Industrial and Organizational Psychology (SIOP) Annual Conference, 2024–2026
- Academy of Management (AOM) Annual Conference, 2024–2026

Community Reviewer

- *Frontiers in Psychology: Organizational Psychology*, 2026–Present

Ad Hoc Reviewer

- *Career Development International*, 2025
- *International Journal of Sport Policy and Politics*, 2025

Service to Other Organizational Entities

- Safe Sport Athlete Advisory Team Member, US Center for Safe Sport, 2022 – Present
- National Safe Sport Advisory Committee Member, AthletesCAN, 2022 – 2024
- Safe Sport Advisor, The Equality League, 2019 – 2024

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

- Member, Academy of Management
- Member, Society for Industrial and Organizational Psychology
- Member, American Psychological Association, Divisions 13, 14, 39, 51
- Member, International Association for Applied Psychology

RELEVANT PROFESSIONAL EXPERIENCE

Organizational Consultant, 2021 – Present

- Work within high-performance environments to align people and performance priorities. Projects include culture initiatives with National Sport Organizations (e.g., Speed Skating Canada, Boxing Canada, Sailing Canada), leadership program development for Columbia University athlete leaders and coaches, and tailored workshops across sectors including Fortune 500 corporations and the non-profit sector.

Clinical Counselor, 2018 – 2019

- Worked at John Abbott College, counselling college students struggling with personal and vocational issues, as well as developing and delivering workshops related to Wellness and Stress Management, Informed Consent, and Career Exploration

ATHLETIC ACHIEVEMENTS

National Team Athlete (Team Canada), 2004 – 2016

- Competed in five FINA World Aquatics Championships; Australia 2007, Italy 2009, China 2011, Spain 2013, and Russia 2015 - Silver medalist at FINA World Aquatics Championships, Italy 2009
- Two-time silver medalist at Pan American Games; Mexico 2011 and Canada 2015
- Won nine consecutive National Championships, 2004-2013

- Silver medalist at NCAA Division 1 National Championship water polo tournament, Michigan 2011, highest ranking at NCAA National Championship tournament in the history of the women's water polo program
- Silver medalist FINA World League Super Finals, Russia 2009 and Commonwealth Games, Australia 2006