

**Elizabeth M. Campbell, Ph.D.**

campbele@umn.edu || [Personal site](#) || [Google Scholar](#) || [UMN Carlson site](#)

**ACADEMIC POSITIONS**

---

**UNIVERSITY OF MINNESOTA, Carlson School of Management**

**Twin Cities, MN**

*Associate Professor of Work and Organizations (2022 – current)*

*Assistant Professor of Work and Organizations (2014 – 2022)*

*Mary & Jim Lawrence Research Fellow (2018 – 2019)*

*Affiliated Faculty, Center for Human Resources & Labor Studies (2014 - current)*

*Affiliated Faculty, Department of Psychology, Industrial/Organizational (2014 - current)*

**EDUCATION**

---

**UNIVERSITY OF MARYLAND, Robert H. Smith School of Business**

**College Park, MD**

*Ph.D., Organizational Behavior and Human Resource Management (2014)*

*Minor: Multilevel Research Methods*

*Dissertation: The dimming effects of shining stars: Consequences earned and posed by high performers at work*

*Committee: Drs. Hui Liao (chair), Kathryn M. Bartol (co-chair), Rellie Derfler-Rozin, Debra L. Shapiro, and Paul Hanges (Dean's Representative)*

**UNIVERSITY OF MICHIGAN, Honors Program**

**Ann Arbor, MI**

*B.A., Psychology, Magna Cum Laude with High Honors and Distinction, James B. Angell Scholar (2005)*

*Minor: Spanish Language & Literature*

*Undergraduate Thesis: Job burnout revisited: The impact of making a difference at work*

*Advisors: Drs. Kathleen M. Sutcliffe & Adam M. Grant*

**RESEARCH INTERESTS & EXPERTISE**

---

My research examines how interpersonal interactions impact motivations, behaviors, and effectiveness at multiple levels of analysis (i.e., team and individual). I am particularly intrigued by paradoxes sparked by seemingly positive factors. The current focus of my research centers on the consequences of individual high performance at work—for the performers, their peers, and their workgroups. To date, I have shown that high performers elicit both social support and social undermining from peers, face more abusive supervision than average performers, engage in more abuse of their employees, get away with more abuse of employees and unethical behavior, trigger disgust and contempt, affect peers' motivation to contribute proactively, and both help and hinder team innovative processes.

**REFEREED PUBLICATIONS**

---

*†Denotes student co-author at initial submission*

Hendricks, J. L., Call, M., & **Campbell, E. M.** 2023. High performer peer effects: A review, synthesis, and agenda for future research. *Journal of Management*.

<https://doi.org/10.1177/01492063221138225>

\*†Wang, W., \***Campbell, E. M.**, Duffy, M. K., & Liu, J. 2023. When narcissists are ethical exemplars: Uneven consequences of ethical leadership behaviors. *Journal of Applied Psychology*.

<https://doi.org/10.1037/apl0001081>

*\*Denotes co-equal lead authorship contribution, order reverse-alphabetical*

**Campbell, E. M.**, Welsh, D. T., & †Wang, W. 2023. Above the law? How motivated moral reasoning shapes evaluations of high performer unethicality. *Journal of Applied Psychology*.

<https://doi.org/10.1037/apl0001054>

- Zhou, L., Park, J., Kammeyer-Mueller, J., Shah, P., & **Campbell, E. M.** 2022. Rookies connected: Interpersonal relationships among newcomers, newcomer adjustment process, and socialization outcomes. *Journal of Applied Psychology*, 107: 370–388. <https://doi.org/10.1037/apl0000894>.
- Solomon, B. C., Hall, M. E. K., Muir, C. Z., & **Campbell, E. M.** 2021. Why disagreeableness (in married men) leads to earning more: A theory and test of social exchange at home. *Personnel Psychology*, 75: 383-410. <https://doi.org/10.1111/peps.12454>.
- Sitzmann, T. & **Campbell, E. M.** 2021. The hidden cost of prayer: Religiosity and the gender wage gap. *Academy of Management Journal*, 64: 1016-1048. <https://doi.org/10.5465/amj.2019.1254>.
- *William A. Owens Scholarly Achievement Award*
  - *Best Publication in the Academy of Management Journal (2021)*
  - *Saraj Parasuraman Outstanding Publication Award, Gender & Diversity in Organizations, Academy of Management*
  - *Finalist, Outstanding Publication in Organizational Behavior, Academy of Management*
  - *Responsible Research in Management Award Winner*
- \*Call, M. L., \***Campbell, E. M.**, \*Dunford, B., Boswell, W., & Boss, W. 2020. Shining with the Stars?: Unearthing how group star proportion shapes non-star performance. *Personnel Psychology*, 74: 543-572. <https://doi.org/10.1111/peps.12420>.
- \*Denotes co-equal lead authorship contribution, order alphabetical*
- Downes, P. E., Crawford, E. R., Seibert, S. E., Stoverink, A. C. & **Campbell, E. M.** 2019. Referents or role models? The self-efficacy and job performance effects of perceiving higher performing peers. *Journal of Applied Psychology*, 106: 422-438. <http://dx.doi.org/10.1037/apl0000519>.
- Campbell, E. M.**, Liao, H., Chuang, A., Zhou, J., & Dong Y. 2017. Hot shots and cool reception? An expanded view of social consequences for high performers. *Journal of Applied Psychology*, 100: 845-866. <https://doi.org/10.1037/apl0000183>.
- *Finalist, Outstanding Publication in Organizational Behavior, Academy of Management*
- Dong, Y., Liao, H., Chuang, A., Zhou, J., & **Campbell, E. M.** 2015. Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering behaviors. *Journal of Applied Psychology*, 100: 1354-1380. <https://doi.org/10.1037/a0038969>.
- *Most Innovative Student Paper in Organizational Behavior, Academy of Management*
- Chen, G., Farh, J. L., **Campbell, E. M.**, Wu, Z., & Wu, X. 2013. Teams as innovative systems: Multilevel motivational antecedents of innovation in R&D teams. *Journal of Applied Psychology*, 98: 1018-1027. <https://doi.org/10.1037/a0032663>.
- \*Martin, S., \*Liao, H., & \***Campbell, E. M.** 2013. Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. *Academy of Management Journal*, 56: 1372-1395. <https://doi.org/10.5465/amj.2011.0113>.
- \*Denotes co-equal lead authorship contribution, order reverse-alphabetical*
- Grant, A. M., & **Campbell, E. M.** 2007. Doing harm, doing good, being well and burning out: The interactions of perceived prosocial and antisocial impact in service work. *Journal of Occupational and Organizational Psychology*, 80: 665–691. <https://doi.org/10.1348/096317906X169553>.
- *Based upon undergraduate honors thesis*
  - *Emerald Management Reviews Citation of Excellence*

- Grant, A. M., **Campbell, E. M.**, Chen, G., Cottone, K., Lapedis, D., & Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. *Organizational Behavior and Human Decision Processes*, 103: 53-67. <https://doi.org/10.1016/j.obhdp.2006.05.004>.
- Finalist, Outstanding Publication in Organizational Behavior, Academy of Management
  - Best Published Scholarly Article, Center for Positive Organizational Scholarship
  - Top 25 hottest articles in OBHDP (ScienceDirect, 2007)

---

### CROSS-DISCIPLINARY REFEREED & PRACTITIONER-FOCUSED PUBLICATIONS

†Denotes student co-author at initial submission

- Wall Street Journal (Nov. 2022) with Matt Call. [How to Manage a Superstar Employee](#).
- Harvard Business Review (Aug. 2022) with Le (Betty) Zhou. [How Much Should New Hires Focus on Building Peer Relationships?](#)
- Psychology Today (Sept. 2021) with Le (Betty) Zhou. [How to Better Adjust to a New Job](#).
- †Murphy, C., **Campbell, E. M.**, Boland, P., & Sick, B. 2020. The leadership baseline: Assessing servant leadership and leadership self-efficacy in first-year health professions students. *Journal of Interprofessional Education & Practice*, 13: 111-118. <https://doi.org/10.1016/j.xjep.2020.100354>
- Harvard Business Review (Apr. 2017) with Hui Liao, Aichia Chuang, Jing Zhou, and Yuntao Dong. [When One Person's High Performance Creates Resentment in Your Team](#).

---

### PAPERS UNDER REVIEW OR REVISION

\*Denotes equal authorship contribution || †Denotes student co-author at initial submission

- **Campbell, E. M.** (with Call, M. L., †Hsu, E., & †Winchester, C. C.) [underperformance]. *Under 2<sup>nd</sup> round review, Journal of Management*.
- \*Csillag, B., \***Campbell, E. M.**, & \*Zhou, L. [disparities in interpersonal time requests at work]. *Invited revision, Academy of Management Review*.
- Wanberg, C. †Winchester, C. C., Kammeyer-Mueller, J. D., & **Campbell, E. M.** [introversion and listening]. *Under review, Journal of Organizational Behavior*.
- Shah, P. P., Jones, S. G., **Campbell, E. M.** & Shapiro, D. L. [multilevel social support], *Under review, Administrative Science Quarterly*.
- †Winchester, C. C., †Hsu, E., **Campbell, E. M.**, & Rogers, K. M. [satisfied performance]. *Under review, Academy of Management Journal*.

---

### WORKING PAPERS & ONGOING RESEARCH PROJECTS

- (With Kay Bartol, Yuntao Dong, & Chris Winchester. Leading remote teams.
- (With C. Winchester, M. Call, & J. Paine). High performers' effect on types of peer contributions.

- (With Kyle Emich & Chris Myers). Collective implications of high performers' personality.
- (With Betty Zhou & Rachel Meredith). Newcomer connections.
- (With Elijah Wee & Lingtao Yu). Consequences of performance patterns.
- (With Lauren Locklear & Shannon Taylor). High performers proactive influence tactics.
- (With Matt Perrigino & Ben Dunford). Variation in family supportive supervision.
- (With Wu Liu, Wen-Dong Li, & Hui Liao). Gendered trust in physicians.
- Campbell, E. M. Hidden consequences of performance disparity for teams.
- (With Lingtao Yu, Michelle K. Duffy, & Liz Adair). High performing supervisor consequences.
- (With Alex Ning Li, Brady Firth, & Tom Yan). Team implications of leader code-switching.

#### **ACADEMIC HONORS AND AWARDS**

---

- **Carlson School of Management Faculty Outstanding Research Award (2023)**
- **Financial Times' Academic Research with Real-world Impact Award (2023)**
- **William A. Owens Scholarly Achievement Award (2022; awarded by SIOP leadership for the 2021 publication most likely to have a significant impact)**
- **[Poets&Quants' Favorite Professors of The MBA Class Of 2022](#)**
- **Best Paper Award Finalist, Israel Organizational Behavior Conference (2022)**
- **Best Academy of Management Journal 2021 Publication (2022; awarded by AMJ editors for the best AMJ published in the year 2021)**
- **Saroj Parasuraman Outstanding Publication Award (2022; awarded by AOM's GDO Division for the best journal article in the field of gender and diversity in the year 2021)**
- **Most Important IO Articles for Research/Practice in the Last Five (or so) Years.** Highhouse, S. (2021, December 17). <https://doi.org/10.31234/osf.io/9vduc>
- **Responsible Research in Management Award Winner (2021; awarded for exemplary publication by the Fellows of AOM and Community for Responsible Research in Business and Management)**
- **Dean's Small Research Grant (2015, 2015, 2017, 2018, 2019, 2021, 2022, 2023, 2023; approx. \$90,000 awarded to directly fund research)**
- **Carlson School of Management Faculty Outstanding Service Award (2020)**
- **Carlson School of Management Faculty Outstanding Teaching Award (2019)**
- **[Poets&Quants' 40 Best Business Professors Under 40](#) (2019)**
- **Mary & Jim Lawrence Fellowship (2018; college-level award for junior faculty scholarly contributions)**
- **Core Faculty of the Year Finalist (2018; based upon student popular vote)**
- **Best Paper Award Finalist, Israel Organizational Behavior Conference (2018)**
- **Outstanding Reviewer Award, OB Division, Academy of Management (2017)**
- **Teaching/Professional Development Award Grant (2017: \$2,655, PI; 2016: \$2,595, PI)**
- **University of Minnesota, Office of the Vice President for Research (2014: \$16,480, PI)**
- **Morning Star Research Partner Grant (2011; \$10,000, Co-PI with Crystal Farh)**

- **Allen Nash Award for Outstanding Doctoral Student, Robert H. Smith School of Business** (2013; college-level award for excellence in research, teaching, and service contributions)
- **OB Division Most Innovative Student Paper**, Academy of Management (2012)
- **Emerald Management Reviews Citation of Excellence** (2008)
- **Best Published Scholarly Article**, Center for Positive Organizational Scholarship (2008)
- **High Honors in Senior Thesis**, University of Michigan Honors Program (2005)
- **James B. Angell Scholar**, University of Michigan (2005, 2004, 2003)

#### REFEREED CONFERENCE PRESENTATIONS

---

- Winchester, C. C., Hsu, E., **Campbell, E. M.**, & Rogers, K. M. Is enough actually enough? An inductive study of strategic underperformance at work. Paper selected for presentation at the 2023 Annual Meeting of the Academy of Management, Boston, MA.
- **Campbell, E. M.**, Purposefully Pivotal: Psychological shifts that improved my work and wellbeing. In Emich, K., Sabey, T., and Sharma, P. (Co-Chair), Healthier Lives Before Tenure: The Role of Agency in the Junior Faculty Stage. Professional Development Workshop at the 2023 Annual Meeting of the Academy of Management, Boston, MA.
- **Campbell, E. M.** & Emich, K. D. Eclipsing, Illuminating, and Refracting: How and why stars' introversion shapes team collaboration, communication, and learning. Paper presented at the 2023 Israel Organizational Behavior Conference, Tel Aviv University, Israel.
- Winchester, C.C., **Campbell, E. M.**, & Call, M. L. The Impact of Stars in our Orbit: How and Why High Performers Shape Peer Proactivity. In Hamrick, A. & Schilpzand, P. (Co-Chairs), Aligning the Stars: Theoretical and Empirical Advancements in Star Performer Research. Symposium presented at the 2022 Annual Meeting of the Academy of Management, Seattle, Washington.
- **Campbell, E. M.**, Write away: My mixed-methods study of writing enablers. In Seltzer, R. (Chair), Getting Your Writing Done: Crafting a Generative Writing Practice. Professional Development Workshop at the 2021 Annual Meeting of the Academy of Management, Virtual Conference.
- Winchester, C. C., & **Campbell, E. M.** The tasks at hand: An integrative conceptual review and dimensional scaling framework. Paper selected for presentation at the 2021 Annual Meeting of the Academy of Management, Virtual Conference.
- **Campbell, E. M.**, Two nightmares, Four revelations. In Sharma, P. (Chair), Managing Stress in the Early Career Phase. Professional Development Workshop at the 2020 Annual Meeting of the Academy of Management, Vancouver, BC. (*Postponed due to COVID-19*)
- Barnes, T., Sitzmann, T., & **Campbell, E. M.** The Space Between Us: How High Performance and Stigmatized Characteristics Influence Peers' Experience of and Response to Contempt. In Campbell, E. M. & Taylor, S (Co-Chairs), Shining too Bright? Hidden and Contingent Consequences of Employees That Stand Out. Symposium selected to be presented at the 2020 Annual Meeting of the Society for Industrial and Organizational Psychology, Austin, TX. (*Canceled due to COVID-19*)
- Locklear, L. R, Taylor, S. G., & **Campbell, E. M.** Selling Yourself Short: Exploring the Use of Modesty as a Tactic to Avoid Victimization. In Campbell, E. M. & Taylor, S (Co-Chairs), Shining too Bright? Hidden and Contingent Consequences of Employees That Stand Out. Symposium selected to be presented at the 2020 Annual Meeting of the Society for Industrial and Organizational Psychology, Austin, TX. (*Canceled due to COVID-19 pandemic*)

- **Campbell, E. M.,** Welsh, D. L., & Wang, W. Above the Law? How motivated moral reasoning shapes evaluations of high performers. Paper selected to be presented at the 2020 Israel Organizational Behavior Conference, Tel Aviv University, Israel.
- **Campbell, E. M.,** Welsh, D. L., & Wang, W. Above the Law? How motivated moral reasoning shapes evaluations of star performers. In Wang, W., Welsh, D. L., & Campbell, E. M., (Co-Chairs), Consequences of Unethical Behaviors at Work. Symposium at the 2019 Annual Meeting of the Academy of Management, Boston, IL.
- **Campbell, E. M.,** Two nightmares, Four revelations. In Fehr, R., & Doyle, S., (Co-Chairs), Managing Stress in the Early Career Phase. Professional Development Workshop at the 2019 Annual Meeting of the Academy of Management, Boston, IL.
- Emich, K. & **Campbell, E. M.** (2019). Eclipse or Reflect? Why teams learn more when their stars members are introverts. Paper presented at the 2019 Annual INGRoup Conference. Lisbon, Portugal.
- **Campbell, E. M.** (2019). Star struck: The effect of outperformers on peers' proactive motivation and performance. Paper presented at the 2019 Annual INGRoup Conference. Lisbon, Portugal.
- Sitzmann, T. & **Campbell, E. M.** (2019). The Hidden Cost of Prayer: Religiosity and the Gender Wage Gap. In Hebl, M., Fleming, A. C., & Evans, J. B. (Co-Chairs), Overlooked Differences in Women's Experiences in the Workplace. Symposium presented at the 2019 Annual Meeting of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Wang, W. & **Campbell, E. M.** (2018). Too Bad to be Good?: Three studies on the Ethical Behaviors of Narcissistic Leaders. Paper to be presented at the 2018 Annual Meeting of the Academy of Management, Chicago, IL.
- Hussain, I., Liao, H. & **Campbell, E. M.** (2018) Giving Colleagues the Time of Day: Gender Differences in Time Use at Work. In Hussain, I., Liao, H. & Campbell, E. M. (Co-Chairs), When Beauty Behaves Beastly: Attractive Women Suffer Greater Social Penalties for Assertive Behavior. Showcase Symposium at the 2018 Annual Meeting of the Academy of Management, Chicago, IL.
- Solomon, B., **Campbell, E. M.,** & Hall, M. (2018). Shirking at Home, Not Sharking at Work: When and why disagreeable men achieve career success. Paper to be presented at the 2018 Annual Meeting of the Academy of Management, Chicago, IL.
- **Campbell, E. M.** (2018). When Differences Create Deference: Pros and cons of performance disparity for team innovation. Paper presented at the 2018 Annual INGRoup Conference. Bethesda, MD.
- Wang, W. & **Campbell, E. M.** (2018). The Psychological and Social Consequences of Narcissists Engaging in Ethical Leadership. Paper presented at the 2018 INGRoup Conference. Bethesda, MD.
- Shah, P. P., Jones, S. L., **Campbell, E. M.** & Shapiro, D. L. (2018). Who cares (and how and when?): Specifying the Loci of Social Support in Teams. Paper presented at the 2018 Annual INGRoup Conference. Bethesda, MD.
- **Campbell, E. M.** & Shapiro, D. L. (2018). Capes and Aprons: How gender affects appraisal of proactivity when things go wrong. In Bergeron, D. & Cooper, M. (Co-Chairs), Leaning In (or Out):

Correcting Misperceptions of Women in Management. Symposium to be presented at the 2018 Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

- **Campbell, E. M.** (2018). When Differences Create Deference: Pros and cons of performance disparity for team innovation. Paper presented at the 2018 Israel Organizational Behavior Conference, Tel Aviv University, Israel.
- **Campbell, E. M.** (2017). Star struck: Effects of high performers on peer proactive performance. Paper presented at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.
- **†Csillag, B., Zhou, L. & Campbell, E. M.** (2017) Giving Colleagues the Time of Day: Gender Differences in Time Use at Work. In Csillag, B., Zhou, L., & Campbell, E. M. (Co-Chairs), *Gender Matters in Interpersonal Interactions in the Workplace: Job and Career Implications*. Showcase Symposium at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.
- **†Yu, L., Campbell, E. M., & Duffy, M. K.** (2016). High-Performing-but-Abusive Bosses: A Moral Licensing Perspective of Abusive Supervision and Career Consequences. Paper presented at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.
- **\*Campbell, E. M., & \*†Yu, L.** (2016). Hidden Predictors of Bosses' Bad Behavior: Nonlinear effects of performance on abusive supervision. Paper presented at the 2016 Israel Organizational Behavior Conference, Tel Aviv University, Israel.
- **\*†Yu, L., & \*Campbell, E. M.** (2015). Hidden Predictors of Bosses' Bad Behavior: Nonlinear effects of performance on abusive supervision. Paper presented at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC.
- **Liu, W., Campbell, E. M., Liao, H.** (2015). Interpersonal emotion management, emotions, and trust. Paper presented at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC.
- **Campbell, E. M., Parke, M. R., & Bartol, K. M.** (2014). Setting the stage for virtual team development: Designing teams to foster knowledge sharing. Paper presented at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA.
- **Campbell, E. M., & Firth, B. M.** (2014). Therein lies the difference: Patterns of proactivity that predict team functioning. In Campbell, E. M. & Firth, B. M. (Co-Chairs) and Crawford, E. (Discussant), *Lateral, Distributed, and Configural Influence in Teams*. Symposium conducted at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Oahu, HI.
- **Campbell, E. M., Liao, H., Chuang, A., Zhou, J., & Dong, Y.** (2013). Hot shots and cool reception: Social consequences of high performance at work. Paper presented at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.
- **Dong, Y., Liao, H., Chuang, A, Zhou, J., & Campbell, E. M.** (2012). An invisible hand in service creativity: customer empowering behaviors. Paper presented at 2012 Annual Meeting of the Academy of Management, Boston, MA.
- **Campbell, E. M., Bartol, K. M., Parke, M. R.** (2012). Leading from afar: Directive versus empowering leadership in virtual teams. In Bartol, K. M., & Campbell, E. M. (Co-Chairs), *Key advances in building effective highly virtual teams: Critical compositional, leadership, and shared*

process components. Showcase Symposium at the 2012 Annual Meeting of the Academy of Management, Boston, MA.

- Martin, S., Liao, H, & **Campbell, E. M.** (2011). A field experiment comparing directive to empowering leadership in the Middle East. Symposium at the at the 2011 Annual Meeting of the Academy of Management, San Antonio, TX.
- **Campbell, E. M.**, Farh, C. I. C., Chen, G., Tesluk, P. E., Green, Jr., P. (2011). Holding peers accountable: Antecedents of peer regulation behaviors. In van Mierlo, H. and Van Hooft, E. (Co-Chairs) and Ilgen, D. (Discussant), Self-regulation in and of teams. Symposium conducted at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

## INVITED SEMINARS & RESEARCH PRESENTATIONS

---

- Bowling Green State University, Industrial/Organizational Psychology Speaker Series (2024)
  - Boston College, Carroll School of Management (2024)
  - U. of Maryland, Social, Decision, and Organizational Sciences Colloquium Series (2023)
  - Peking U., Guanghua School of Management (2023)
  - U. of North Carolina, Kenan-Flagler Business School (2023)
  - Georgia Institute of Technology, Scheller College of Business (2023)
  - Technion, Israel Institute of Technology Management Department (2022)
  - U. of Utah, Eccles School of Business (2022)
  - Consortium for the Advancement of Research Methods and Analysis (CARMA; 2022)
  - Washington U. in St. Louis, Olin Business School (2022)
  - U. of Pennsylvania, Wharton OB Conference (2021)
  - U. of Nebraska, College of Business (2021)
  - U. of Exeter, Business School (2021)
  - Oregon State U., College of Business (2020)
  - Instituto de Empresa (IE), Business School (2019)
  - U. of Connecticut, School of Business (2019)
  - Texas A&M U., Mays School of Business (2019)
  - U. of Calgary, Haskayne School of Business (2018)
  - U. of Minnesota, Carlson School of Management, Board of Alumni (2018)
  - U. of Minnesota, Carlson School of Management, Strategic Management & Entrepreneurship (2017)
  - Georgia Institute of Technology, Scheller College of Business (2016)
  - Cross-College Mini-Conference, U. of Minnesota, Carlson School of Management (2015)
  - U. of Maryland, Psychology, Decision Sciences Cross-Disciplinary Consortium (2014)
  - Cornell U., Johnson Graduate School of Business (2013)
  - London Business School (2013)
  - U. of Arizona, Eller College of Management (2013)
  - U. of Minnesota, Carlson School of Management, Work & Organizations (2013)
  - U. of Texas, McCombs School of Business (2013)
  - U. of Washington, Foster School of Business (2013)
  - Vanderbilt U., Owen Graduate School of Management (2013)
-



**TEACHING PORTFOLIO**

---

**UNIVERSITY OF MINNESOTA****INSTRUCTOR RATINGS**

- *Residency on Leadership & Personal Development (professional MBA)*
  - May 2024 (*week-long residency*) **TBD of 6.0**
  - May 2023 (*week-long residency*) **6.0 of 6.0**
  - May 2022 (*week-long residency*) **6.0 of 6.0**
  - May 2021 (*week-long residency; pivoted to remote-delivery due to COVID-19*) **5.7 of 6.0**
- *Leadership & Personal Development (full-time MBA, part-time MBA, and MA in HRIR).*
  - Fall 2023 (*2 sections*) **5.1, 5.9 of 6.0**
  - Fall 2021 (*2 sections; masked and in-person*) **5.8, 5.8 of 6.0**
  - Fall 2020 (*2 sections; COVID-19 required rapid redesign: hybrid, remote-delivery*) **5.6, 5.9 of 6.0**
  - Fall 2019 (*2 sections*) **5.6, 5.8 of 6.0**
  - Fall 2018 (*2 sections*) **5.8, 5.8 of 6.0**
  - Fall 2017 (*2 sections*) **5.7, 5.9 of 6.0**
  - Spring 2017 (*2 sections*) **5.8, 5.9 of 6.0**
  - Fall 2016 (*2 sections*) **5.8, 5.9 of 6.0**
  - Spring 2016 (*2 sections*) **5.7, 5.8 of 6.0**
  - Spring 2015 (*2 sections*) **5.7, 5.7 of 6.0**
- *Contemporary Management (undergraduate core)*
  - Spring 2022 (*2 sections; masked and in-person with hybrid capabilities*) **5.7, 5.9 of 6.0**
  - Spring 2020 (*2 sections; COVID-19 required emergency remote delivery*) **5.7, 5.8 of 6.0**
  - Spring 2018 (*2 sections*) **5.8, 5.9 of 6.0**
  - Spring 2016 (*2 sections*) **5.8, 5.9 of 6.0**
  - Spring 2015 (*2 sections*) **5.5, 5.7 of 6.0**
- *Levels of Analysis: Theory & Design Considerations for Multilevel Phenomena (PhD seminar)*
  - Spring 2024 **TBD of 6.0**
  - Spring 2017 **5.9 of 6.0**

**UNIVERSITY OF MARYLAND**

- *Management & Organizational Theory (undergraduate core)*
  - Summer 2013 **3.7 of 4.0**
  - Summer 2012 **4.0 of 4.0**

**DELOITTE CONSULTING**

- Differentiating Talent Strategies for a Multi-Generational Workforce. Short-course for Deloitte Consulting National Human Capital Training. Las Vegas, NV. *Sept 2008* **4.9 of 5.0**
- Managing and Leveraging Generational Differences at Work. Invited presentation for Deloitte Consulting National All-Analyst Training. Dallas, TX. *Aug 2007*.

**ACADEMIC SERVICE**

---

*Service to the academic field***Associate Editor:**2023 – present *Personnel Psychology***Editorial Board Reviewing:**

---

2019 – present *Academy of Management Journal*  
 2019 – 2023 *Personnel Psychology*  
 2017 – present *Journal of Applied Psychology*

**Ad-hoc Journal Reviewing:**

2021 – present *Human Resource Management*  
 2019 – present *Journal of Organizational Behavior*  
 2018 – present *Journal of Business Ethics*  
 2018 – present *Management Science*  
 2017 – 2019 *Personnel Psychology*  
 2016 – present *Organization Science*  
 2015 – present *Organizational Behavior and Human Decision Processes*  
 2015 – present *Journal of Management*  
 2014 – 2019 *Academy of Management Journal*  
 2014 – 2016 *Journal of Applied Psychology*  
 2014 *Groups and Organization Management*

**Award Committee & Conference Reviewing:**

2023 *William A. Owens Scholarly Achievement Award Committee, SIOP*  
 2023 *Outstanding Publication Award Committee, DEI Division, Academy of Management*  
 2021 *INFORMS / Organization Science Dissertation Proposal Competition Reviewer*  
 2021 *Best Dissertation Award Committee, OB Division, Academy of Management*  
 2020 *Best Paper Award Committee, Interdisciplinary Network for Groups Research*  
 2014 – present *Interdisciplinary Network for Groups Research (INGRoup)*  
 2013 – present *Society of Industrial and Organizational Psychology*  
 2013 – present *Academy of Management's HR Division*  
 2012 – present *Academy of Management's OB Division*

**Service to the Academy of Management (AOM), Organizational Behavior Division:**

- Representative-at-Large (elected), OB Division Executive Committee (2021 – 2024)
- Co-organizer, OB Division Doctoral Consortium & Year-round Programming (2021 – 2024)
- Member (appointed), OB Division Executive Committee (2019 – 2021)
- Advisor, Making Connections Committee (2021 – 2022)
- Chair, Making Connections Committee (2019 – 2021)
- Member, Making Connections Committee (2014 – 2021)
- Organizer/Co-organizer, Professional Development Workshops (PDWs):
  - “Preparing for the Job Market” (2023, 2024—with Margaret Luciano & Shannon Taylor)
  - “Speaking Science” (2022, 2023, 2024—with Theresa Glomb, Lauren Locklear, & Kate Zipay)
  - “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty” (2015, 2016, 2017, 2018, 2019, 2020, 2021—with Mike Baer, Nitya Chawla, Jaron Harvey, Adam Stoverink, John Sumanth, Shannon Taylor, & Dave Welsh)
  - “Lessons from the Zoom Trenches” (2021)
  - “OB Research Roundtables: Connecting on Common Ground” (2021)
- Speaker, panelist, and/or breakout leader, Professional Development Workshops (PDWs)
  - “Healthier Lives Before Tenure: The Role of Agency in the Junior Faculty Stage” (2023)
  - “We Got by with a Little Help: Perspectives on the Academic Job Market” (2023)
  - “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty” (2022)
  - “Nevertheless, she persisted: Succeeding as a Woman Academic” (2019, 2020, 2022; All-Academy)
  - “Improve your Reviewing” (2022)

- “Getting Your Writing Done: Crafting a Generative Writing Practice” (2021)
- “Holding the Door Open: Networking AMJ PDW for Junior Faculty Women” (2021)
- “Acing the Job Talk: Tips from Experts and Recent Grads” (2019; OB Doctoral Consortium)
- “Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students” (2014)
- Chair, OB Ambassadors Program (2017 – 2019)
- OB Membership Liaison & Co-organizer, “Welcome-A-Member Program” (2017 – 2019)

### **Service to the Society for Industrial and Organizational Psychology (SIOP)**

- Speaker and/or panelist, Professional Development Workshops (PDWs)
  - “Early Career Faculty Consortium” (2022)

### **Service to the University of Minnesota, Carlson School of Management**

- Member (elected), Carlson Faculty Consultative Committee (2023 – 2026)
- Member, Undergraduate Program Core Council (2021 – 2022)
- Speaker, Faculty Speaker Series for MBA Students and Alumni (2021)
- Keynote speaker, Carlson Community of Women Admitted Students Event (2021)
- Speaker, Graduate Women in Business, Carlson MBA Club (2021)
- Speaker, Carlson Women in Business Speaker Series (2018, 2019, 2020)
- Speaker, Women’s Leadership Conference (2017, 2018, 2019)
- Keynote speaker, Employee Resource Group Conference (2017)
- Faculty panelist, Multidisciplinary Academic Research Summit (2017)
- Speaker, Human Rights Campaign & Carlson School of Management Present: Unconscious Bias & Authentic Leadership (2016)

### **Service to the University of Minnesota, Department of Work and Organizations**

- Member, Ph.D. Committee (2014 – 2019, 2023 – present)
- Course Coordinator, MGMT 1001 Contemporary Management (2021 – 2022; undergraduate required course, 16 sections)
- Member, Work & Organizations Preliminary Exam Committee (2022)
- Chair, Work & Organizations Seminar Series (2020 – 2022)
- Co-chair, Work & Organizations Seminar Series (2018 – 2020)
- Member, Work & Organizations Preliminary Exam Task Force (2020 – 2022)
- Presenter, Ph.D. Student Practicum (2015, 2016, 2017, 2018, 2020, 2022)
- Co-facilitator, WOrg Student Workshop Series (WS<sup>2</sup>; 2015 – 2022)
- Organizer, Ph.D. Recruiting Campus Day (2015 – 2018)
- Member, Ph.D. Committee (2014 – 2019)

### **Service to the University of Maryland, Smith School of Business**

- Invited alumni speaker, Women in Academia Panel (2022)
- Invited alumni speaker, Career and Professional Socialization Series (2016)
- Invited alumni speaker, Career and Professional Socialization Series (2015)
- President, Association for Doctoral Students, R.H. Smith School of Business (2011 – 2012; nominated by peers out of 94 students)
- Co-organizer (with Gilad Chen & Brady Firth) Greater Washington D.C. Teams Conference (2012)

## **STUDENT ADVISING**

---

### *Ph.D. Candidate Dissertations*

- Advisor, Christopher Winchester (*expected 2025*)

- Co-advisor, Wei Wang (2022; now at University of Manitoba)
- Committee member, Elizabeth Adair (2020)
- External committee member, Marissa Theys (2018; political science)
- Committee member, Tao Yang (2015)

*Ph.D. Third Year Papers/Preliminary Exams*

- Advisor, Christopher Winchester (2022)
- Advisor, Wei Wang (2017)
- Committee member, Elizabeth Adair (2017)
- Committee member, Benjamin Stafford (2015)

*MBA/Masters Assistantships & Independent Research Projects*

- Faculty supervisor, Mia Huang (2018)
- Faculty supervisor, Jess Zamora-Weiss (2017)
- Faculty research advisor, Caleb Murphy (2017)
- Faculty supervisor, Alicia Gutierrez (2016)
- Faculty research advisor, Elise Ogden (2016)
- Faculty supervisor, Brandon Phillips (2016)
- Faculty supervisor, Thomas Kim (2015)

*Undergraduate Honors Theses/Projects*

- Advisor, Angela Wong (2022)
- Reader, Grace O'Neil (2020)
- Advisor, Melissa Markay (2019)
- Faculty research advisor, Devan Roman (2015)
- Faculty research advisor, Whitney Shapiro (2015)

*Undergraduate Research/Teaching Assistants (at the U. of Minnesota)*

- Elias Kruse (Supply chain; Summer 2021 – present)
- Peyton Duncan (MIS, finance; Summer 2021 – present)
- Micah Sybesma (Finance, accounting; Fall 2020 – present)
- Kailey DeKraker (Psychology; Summer 2021 – Spring 2022)
- Nathaniel Sugijanto (MIS; Summer 2021 – Spring 2022)
- Isaac Stacey (Marketing, design; Fall 2020 – Spring 2022)
- Isabelle Boeltner (Marketing; Summer 2021 – Fall 2021)
- Governess Simpson (Computer science; Spring 2020 – Fall 2020)
- Meghna Akathoottuparambil (Marketing, political science; Spring 2020 – Fall 2020)
- Nils Rykken (Finance; Fall 2019 – Fall 2020)
- Mia Akers (Psychology; Fall 2018 – Fall 2020)
- Claudia Hebert (Psychology, education; Fall 2017 – Spring 2020)
- Sarah Vater (Supply chain; Fall 2017 – Spring 2019)
- Devyn Ptacak (Accounting; Fall 2017 – Spring 2019)
- Thean Chear Lim (Psychology, statistics; Fall 2017 – Spring 2019)
- Madison Schwartz (Marketing, leadership studies; Fall 2016 – Spring 2018)
- Samuel Theisen (Marketing; Spring 2016 – Spring 2017)
- Charles Stybicki (Finance, mathematics; Fall 2015 – Spring 2018)
- Shaker Ali (MIS, computer science; Fall 2015 – Spring 2018)
- Tasha Erding (Finance, human resources; Fall 2015)
- Emma Mellgren (Finance, marketing; Fall 2015 – Spring 2017)

---

**SELECT MEDIA COVERAGE & RESEARCH FEATURES**


---

**Rookies connected: Interpersonal relationships among newcomers, newcomer adjustment process, and socialization outcomes.**

- *Psychology Today*. [How to Better Adjust to a New Job](#). (authored)

**Why disagreeableness (in married men) leads to earning more: A theory and test of social exchange at home.**

- *The Academic Times*. [Disagreeable men in traditional marriages earn more — and their wives could be why](#).
- *Daily Mail*. ['Disagreeable' married men who don't help out around the house get paid MORE than husbands who play a bigger role on the domestic chores front, study finds](#).
- *Psych News Daily*. [Disagreeable married men who avoid housework earn more money, new study shows](#).
- *The Telegraph*. ['Disagreeable' men who avoid housework are bigger earners, study finds](#).
- *StudyFinds*. [Husbands who don't help out with household chores more likely to have higher incomes](#).
- *Australian News Review*. ['Disagreeable' married men who don't help out around the house get paid MORE](#).
- *The Tribune India*. [Married Men Earning More, Less Helpful With Domestic Chores](#).

**The hidden cost of prayer: Religiosity and the gender wage gap**

- *Idea Watch, Harvard Business Review, July/Aug 2021 Issue*.
- *Forbes*. [Could religion be fueling the gender pay gap?](#)
- *PsyPost*. [Religion is a driving force behind the gender wage gap, study finds](#).
- *The Salt Lake Tribune*. [Piety and pay: Why religious states like Utah have larger gender wage gaps](#).
- *Live Science*. [Why women make way less than men do in more religious places](#).
- *AOM Insights: Actionable Insights for the Workplace*. [Deeply religious cultures widen the gender wage gap](#).
- *Phys.org*. [Study looks into the connection between religion and equal pay](#).

**Hot shots and cool reception? An expanded view of social consequences for high performers**

- *Harvard Business Review*. [When One Person's High Performance Creates Resentment in Your Team](#). (authored)
- *WAMU.org*. [Killing High Performers with Teamwork](#). (authored)
- *British Psychological Society*. [Why a Cooperative Culture Can be Bad For High Performers](#).
- *Lifehacker*. [If You're a Top Performer, Get on Your Coworkers' Good Side](#).
- *Washington Post*. [How to Handle the New Hot Shot on Your Team](#).
- *NPR*. [Top Performers Risk Being Undermined by Peers, Studies Show](#).
- *Scientific American*. [The Problem with Being a Top Performer](#).
- *R&D Mediation*. [Relancer l'innovation dans une équipe qui l'a perdue](#).
- *LinkedIn*. [Collaboration' Doesn't Create Mediocrity, Poor Managers and Corporate Cultures Do](#).
- *Science Blog*. [How High Performers Can Cause Resentment](#).

**Teams as innovative systems: Multilevel motivational antecedents of innovation in R&D teams**

- *Selected Books Featuring: Handbook of Psychology of Team Working and Collaborative Processes (Salas, E., Rico, R., & Passmore, J., Eds.); Handbook of Psychology of the Psychology of Recruitment, Selection and Employee Retention (Goldstein, H. & Passmore, J., Eds.); Proactivity at Work: Making Things Happen in Organizations (Parker, S. & Bindl, U., Eds.); The Oxford Handbook*

*of Leadership and Organizations* (Day, D., Ed.); *Organizational Psychology and Evidence-Based Management: What Science Says About Practice* (Neiva, E. R., Vaz Torres, C., & Mendonca, H., Eds.); *The Oxford Handbook of Leader-Member Exchange* (Bauer, T. N., & Erdogan, B., Eds.); *The Creative Self: Effects of Beliefs, Self-Efficacy, Mindset, and Identity* (Karwoski, M., & Kaufman, J. C., Eds.).

### **Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity**

- I/O At Work. [Empowering and Directive Leadership Styles: When Unsatisfied Followers are Better than Satisfied Followers.](#)
- Selected Books Featuring: *Power Moves* (Grant, A.); *Proactivity at Work: Making Things Happen in Organizations* (Parker, S. & Bindl, U., Eds.); *Handbook of Psychology of Team Working and Collaborative Processes* (Salas, E., Rico, R., & Passmore, J., Eds.); *Leadership of Networks and Performance: A Qualitative and Quantitative Analysis* (Ruckdaschel, R., Ed.); *The Cambridge Handbook of Meeting Science* (Allen, J. A., Lehmann-Willenbrock, N., & Rogelberg, S. G., Eds.).

### **Doing harm, doing good, being well and burning out: The interactions of perceived prosocial and antisocial impact in service work**

- *Fast Company*. [5 Myths About Burnout.](#)
- *Psychology Today*. [Myth About Burnout and the Truth We Need to Understand.](#)
- Selected Books Featuring: *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* (Gagne, M., Ed.); *A Day in the Life of a Happy Worker* (Bakker, A., & Daniels, K., Eds.); *Psychology of Change: Life Contexts, Experiences, and Identities* (Reynolds, K. J., & Branscombe, N. R., Eds.); *Give and Take: Why Helping Others Drives Our Success* (Grant, A.); *Option B: Facing Adversity, Building Resilience, and Finding Joy* (Sandberg, S. & Grant, A.).

### **Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior**

- *Huffington Post*. [People Leave Bad Bosses, Not Companies: Here's Why.](#)
- *Psychology Today*. [Are You Fully Charged? 5 Ways to Energize Your Work & Life.](#)
- *Knowledge@Wharton*. [Putting a Face to a Name.](#)
- *The Health Foundation*. [Spreading change A guide to enabling the spread of person- and community-centred approaches for health and wellbeing.](#)
- *Daily Good*. [The Art of Motivating Employees.](#)
- *Thriving Workplaces*. [Not SHOCKED That Lawyers Didn't Make Forbes' List of Most Meaningful Jobs? Maybe We Should Be.](#)
- Selected Books Featuring: *How to Be a Positive Leader: Small Actions, Big Impact* (Dutton, J. E., & Spreitzer, G. M.); *Be the Boss Everyone Wants to Work For: A Guide for New Leaders* (Gentry, W. A.); *Give and Take: Why Helping Others Drives Our Success* (Grant, A.); *Leading with Noble Purpose: How to Create a Tribe of True Believers* (McLeod, L. E.); *Out Think: How Innovative Leaders Drive Exceptional Outcomes* (Hunter, G. S.); *Motivation in Public Management: The Call of Public Service* (Perry, J. L., & Hondeghem, A.); *Thriving Under Stress: Harnessing Demands in the Workplace* (Britt, T. W., & Jex, S. M.); *Handbook of Competence and Motivation: Theory and Application* (Elliot, A. J., Dweck, C. S., & Yeager, D. S.); *Experiencing and Managing Emotions in the Workplace* (Ashkanasy, N., Härtel, C. E. J., & Zerbe, W. J., Eds.); *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* (Gagne, M., Ed.); *The Oxford Handbook of Positive Organizational Scholarship* (Cameron, K. S., & Spreitzer, G. M., Eds.); *The Oxford Handbook of Organizational Psychology, Volume 1* (Kozlowski, S. W. J.); *The Oxford Handbook of Human Motivation* (Ryan, R. M., Ed.).

## RELEVANT PROFESSIONAL EXPERIENCE

---

### DELOITTE CONSULTING, ORGANIZATION & TALENT PRACTICE

- **Trinity Health.** Led organizational design, workforce planning, and change management plan to facilitate the establishment of a new financial shared services center to streamline and gain transparency across financial processes. (Org. and job design; org. change; business process redesign).
- **The Coca-Cola Company.** Co-led org. design strategy of multi-functional global shared business services center to bifurcate strategic from transactional finance work. (Org and job design).
- **State of Ohio Office of Budget and Management.** Led development of change management plan to support transition to shared services center—a flatter, centralized, metric-driven organization charge with the state’s financial management. Co-led development of communications strategy and end-to-end training strategy for 15,000 impacted employees and an engagement strategy for statewide leaders. (Large scale org. change; training & development; impact assessment; job design).
- **Land Vegas Sands Corporation.** Co-led re-design of global finance organization to respond to rapid growth, geographic expansion, and increased regulatory pressures. (Org. and job design).
- **MasterCard.** Developed competency models for global BU’s and training and communications to catalyze shift in career management approach. (Competency modeling; perf. management)
- **Deloitte Services.** Selected as national Deloitte Research Fellow to conduct research and developed the firm’s methodology on culture change and leadership development. (Research; writing)
- **Internal Revenue Service.** Conducted org. assessment, designed project management organization; developed new governance and staffing models; developed and delivered team building sessions and leadership summits; project earned the Division an increased improvement budget of \$1,200,000 annually. (Org change; culture change; leadership development; org. design)
- **Nationwide Insurance.** Designed, developed, and delivered blended training courses to mitigate end-user productivity dips and resistance to change among finance professionals resulting from finance transformation and PeopleSoft upgrade. (Training; communications; instructional design)

### PROFESSIONAL AFFILIATIONS

---

Academy of Management (AOM)

*Organizational Behavior, Diversity, Equity, & Inclusion, Human Resources, and Research Methods Divisions*

American Psychological Association (APA)

Interdisciplinary Network for Group Research (INGRoup)

Society for Industrial-Organizational Psychology (SIOP)

Society of Human Resources Management (SHRM)

Deloitte Alumni Network