

Kalan Robert Norris
University of Minnesota Carlson School of Management
Work and Organizations Department
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Academic Positions

University of Minnesota, Carlson School of Management Assistant Professor, Work and Organizations Department	July 2024-present
Post Doctoral Associate, Work and Organizations Department	July 2023-July 2024

Education

University at Buffalo, Buffalo, NY Ph.D. in Organization & Human Resources Major: Organizational Behavior Minor: Statistics Advisor: Dr. Jim Lemoine	May 2023
University of Michigan, Ann Arbor, MI ICPSR Quantitative Methods Summer Program Courses: Matrix algebra, structural equation models, multilevel models, multivariate statistics, social network analysis	Summer 2019
Valdosta State University, Valdosta, GA Master of Science in Industrial and Organizational Psychology	May 2016
University of Central Florida, Orlando, FL Bachelor of Science in Psychology	May 2014

Research Interests

Leadership, diversity, equity, & inclusion, within-race differences, research methods

Honors and Awards

2022 AOM Organizational Behavior Doctoral Consortium, Department Nominee
2022 UB School of Management Dean's Award for PhD Student Teaching Excellence.
2021 2nd District Graduate Grant Award. Presented by the Omega Psi Phi Fraternity, Incorporated.
2021 UB School of Management Honoree for Excellence in Research, Scholarship, and Creativity.
2020 UB School of Management Rising Star Award.
2020 2nd District William H. Hastie Creativity and Research Fellowship. Presented by the Omega Psi Phi Fraternity, Incorporated.
2019 Early-stage Doctoral Consortium Award at the Southern Management Association Annual

Meeting in Norfolk, Virginia.

2019 PhD Project-Baruch College Doctoral Research Fellow.

2019 University of Michigan ICPSR Bill and Melinda Gates Diversity Scholarship.

2017 Pre-Doctoral Consortium award at the Southern Management Association in St. Pete, Florida.

Dissertation

Wait, You Mean There is More than One “Type” of black Employee? A latent profile analysis of racial identity in black American employees. Dissertation chair: Dr. Jim Lemoine. Dissertation committee members: Drs. Kate Bezrukova, Emily Grijalva, Sonia Kang, & Danielle Tussing.

Publications

Thompson, P.S., Bolino, M., **Norris, K.R.**, & ST Kuo (2023). Unconstructive curiosity killed the cat: The importance of follower political skill and constructive curiosity to avoid leader perceptions of insubordination and unlikability. *Organizational Behavior and Human Decision Processes*. <https://doi.org/10.1016/j.obhdp.2023.104275>

Burgess, R.* & **Norris, K.R.*** (2022) What Doesn't Kill You Makes You Stronger: Applying a Strength-based Approach to Black Employees' Workplace Experience. In King, E. B., Roberson, Q., & Hebl, M. R. (Eds.) *Research on Social Issues in Management: The Future of Diversity & Inclusion*. Charlotte, NC: Information Age Publishing. *denotes co-first authorship.*

Norris, K.R., Ghahremani, H., & Lemoine, G. J. (2021). Is it Laissez-Faire Leadership or Delegation? A Deeper Examination of an Over-Simplified Leadership Phenomenon. *Journal of Leadership & Organizational Studies*. <https://doi.org/10.1177/1548051821997407>

Manuscripts under Review

Lemoine, G.J., Ghahremani, H, & **Norris, K.R.** <Title withheld to facilitate blind review>. *First R&R at Journal of Organizational Behavior*.

Working Papers

Dumas, T, **Norris, K.R.**, Burgess, R. (Data collection). Untitled manuscript on racial recategorization and group allegiance. passing. *Preparing for submission to ASQ*.

Norris, K.R. & Lemoine, G.J. <Title withheld to facilitate blind review>. *Preparing for submission to Personnel Psychology*.

Norris, K.R. (*In preparation*). Untitled manuscript on racial identity and perceptions of work group inclusion. *Targeting JAP*.

Norris, K.R. (*In preparation*). Disrupting Racial Microaggressions: Toward an Individual Differences Approach. Proposal accepted for *Academy of Management Review* Idea Development Workshop Special Topic Forum (STF), March 30, 2021 (virtual).

Norris, K.R. & Lemoine, G.J. (*In preparation*). Untitled review of between- and within-race approaches in management scholarship. *Targeting Annals or JOM*.

Norris, K.R. & Lemoine, G.J. (*Data analysis*). Antecedents and outcomes of climate for opportunity scale. *Targeting JAP*.

Norris, K.R. (*Theory development*). *Inclusion for African-American Employees: Are uniqueness and belongingness enough?* Paper presented at 2nd annual Rising Scholars Conference hosted at Harvard Business School (virtual).

Peer-reviewed Academic Conference Presentations

Lemoine, G.J. & **Norris, K.R.**, Ghahremani, H. (2022). *The Curious Case of Cross-level Effects: Refining our understanding to match our methods*. Paper presented at the 2022 Annual Meeting of the Academy of Management, Seattle, WA.

Norris, K.R., H Zhang, & ST Kuo. Thompson, P.S., (2022). *The Curiositor's Dilemma: Why Curious Employees are Perceived as Insubordinate and Unlikeable*. Paper presented at the 2022 Annual Meeting of the Academy of Management. ***One of ten papers selected for the Managerial and Organizational Cognition Tuesday Coolness Session.***

Norris, K.R. & Lemoine, G.J. (2021). *The Costs and Benefits of Fitting-in: The Catch-22 of Racial Mindfulness in Minority Employees*. Paper presented at the Southern Management Association Annual Meeting in New Orleans, Louisiana.

Norris, K.R. (2021). *Inclusion for African-American Employees: Are uniqueness and belongingness enough?* Paper presented at 2nd annual Rising Scholars Conference hosted at Harvard Business School (virtual).

Norris, K.R. (2021). *Disrupting Racial Microaggressions: Toward an Individual Differences Approach*. Paper presented at the Annual Meeting of the Academy of Management, 2021 (virtual).

Norris, K.R. & Lemoine, G.J. (2021). *The Myths of Multi-level Modeling: Toward a More Robust Approach to Analysis and Interpret Cross-level Interactions*. Extended abstract presented at the inaugural Suffolk Business School- Ph.D. Project Meet the Universities & Colleges in Boston Symposium (virtual).

Norris, K.R. (2020) *Improving Diversity Theorizing by Recognizing Within-group Differences*. Paper presented at the inaugural Stanford GSB Rising Scholars Conference (virtual).

Norris, K.R. & Ghahremani, H (2020). *Is it Laissez-faire Leadership or Delegation? A Deeper Examination of an Over-simplified Leadership Phenomena*. Paper presented at the Southern Management Association Annual Meeting in St. Petersburg, Florida (Virtual).

Norris, K.R. & Lemoine, G.J. (2019). *Making the Case for Racial Mindfulness*. Paper presented at the Southern Management Association Annual Meeting in Norfolk, Virginia.

Norris, K.R. & Lemoine, G.J. (2019). *Is Wearing the Mask Killing Minorities Creativity? The Impact of Racial Mindfulness*. Paper presented at The PhD Project/Baruch College Research Symposium, New York, New York.

Brooks, R.*, **Norris, K.R.***, Parker, K.*, & Thompson, P.S. (2018). *Supporting role innovation: Mediators of the role innovation-performance relationship*. *Authors 1st-3rd all contributed equally. Paper presented at the Annual Meeting of the Society of Industrial and Organizational Psychology.

Thompson, P.S., Maldonado, T., Parker, K.*, **Norris, K.R.***, & Brooks, R.* (2018). *Be humble: A moderated-mediated model of impression management and gender on performance*. * Authors 3rd-5th all contributed equally. Paper presented at the Annual Meeting of the Society of Industrial and Organizational Psychology.

Other Academic Conference Contributions

Norris, K.R. (2021). *Don't Forget my Story: Shining the Light on Within-group Differences*. Moderated by Dr. Tracy Dumas. Paper symposia (Organizer & Coordinator) presented at the 2021 Annual Meeting of the Academy of Management (virtual).

Norris, K.R. (2020). *Injustice, Abuse, and Other Pleasant Things to Talk About*. Paper session chair at the Southern Management Association Annual Meeting (Virtual).

Norris, K.R. (2020). *On Fire or Burned Out?* Paper session chair at the Midwest Academy of Management Annual Meeting (Virtual).

Norris, K.R. (2019). *The Driving Role of Identities*. Paper session chair at the Southern Management Association Annual Meeting in Norfolk, Virginia.

Younge, A., Preston, M., Maxie, J., & **Norris, K.R.** (2019). *Integrate, Initiate, Innovate! Bridging the Gap in Diversity & Inclusion Field Research*. PDW presented at the annual meeting of the Academy of Management, Boston, MA.

Professional Affiliations

Beta Gamma Sigma
Society for Industrial/Organizational Psychology (SIOP)
The PhD Project Management Doctoral Student Association
Academy of Management
Southern Management Association
Omega Psi Phi Fraternity, Inc.

Service

Service to University

Department representative at the annual PhD Project Conference, 2024, Chicago, Illinois.
Student representative at the NBMBA & The PhD Project Webinar, 2021 (virtual).

Student representative at the annual PHD Project November Conference, 2020- present (virtual).
Student Committee on Diversity and Inclusion 2020-present.
SOM Decanal Grievance/Academic Integrity Pool 2019-2020.
Volunteer at CLOE Conference, 2019, Buffalo, New York.

Service to Academic Community

Reviewer (ad-hoc), *Journal of Leadership and Organizational Studies*, 2024-current.
Judge, HRM 3510 Leadership Training and Development Case Competition, North Carolina Central University, 2022.
Reviewer (Bridge Reviewer Developmental Program), *Academy of Management Review*, 2021.
Reviewer (ad-hoc), *Group and Organization Management*, 2020-2021.
Reviewer (ad-hoc), *Canadian Journal of Administrative Sciences*, 2020.
Reviewer (ad-hoc), *Small Group Research*, 2019.
Reviewer, Annual Meeting of the Academy of Management (AOM), 2018-present.
Reviewer, Annual Meeting of the Southern Management Association (SMA), 2018-present.

Teaching Experience

University at Buffalo (SUNY), School of Management

MGB 425 — Power and Influence-Instructor of record

- Upcoming session: Fall 2022. Instructor evaluation: 4.5/5.0.
- Responsible for syllabus and curriculum development, delivery, and grading.

MGI 301— Human Resources Management - Instructor of record

- One session: Summer 2022. Instructor evaluation: 4.9/5.
- Responsible for syllabus development, curriculum delivery, and grading.

MGB 425 — Power and Influence-Instructor of record

- One session: Fall 2021. Instructor evaluation: 4.5/5.
- Responsible for syllabus and curriculum development, delivery, and grading.

MGI 301— Human Resources Management - Instructor of record

- One session: Summer 2021. Instructor evaluation: 4.9/5.
- Responsible for syllabus development, curriculum delivery, and grading.

MGB 301—Organizational Behavior – Instructor of record

- One session: Fall 2020. Instructor evaluation: 4.4/5.
- Responsible for syllabus development, curriculum delivery, and grading.

Invited Talks and Media Appearances

The Unknown Knowns. Presented at the HR Tomorrow Conference hosted by the Carlson School of Management, Minneapolis, MN.

“Research: When— and Why— Employee Curiosity Annoys Managers”.

<https://hbr.org/2023/11/research-when-and-why-employee-curiosity-annoys-managers>

<ADD TITLE>. Presented at the Live Into It: The Business of Community Conference hosted by the Carlson School of Management, Minneapolis, MN.

“How to Get Comfortable with Delegation.” <https://builtin.com/career-development/delegation>

“Getting Comfortable with the Uncomfortable: Building Better relationships with Diverse Employees.” Presented at the 2022 **Center for Leadership and Organizational Effectiveness (CLOE)** Leadership Conference, Buffalo, NY.

“The Nuts & Bolts of Measurement Equivalence/Invariance.” Presented in conjunction with the PhD Project Research Methods Division. **PhD Project/CARMA Research Methods Series**, Buffalo, NY (virtual).

Supporting Doctoral Program Diversity: HBS Hosts Rising Scholars Conference 2021.
<https://www.hbs.edu/news/articles/Pages/rising-scholars-2021.aspx>

Delegating effectively or avoiding responsibility? Niagara Gazette, August 1, 2021.
Coverage of research.

“Diversity vs. Inclusion: Why Knowing the Difference Improves Leadership.”, **Center for Leadership and Organizational Effectiveness (CLOE)**’s 52 Weeks of Leadership Program. Buffalo, NY. <https://youtu.be/droZKyONwyA>

“Listening to Our Students”- student representative for panel of SUNY Business Students at the Inaugural "Business Disciplines Leaning into the Future: Tips, Tools and Practices for Incorporating Diversity, Equity and Inclusion into Business School Classes."
https://youtu.be/Sz_OpcwroDc

“Diversity, Equity, Inclusion, and Leadership.” **Center for Leadership and Organizational Effectiveness (CLOE)**’s 52 Weeks of Leadership Program. Buffalo, NY. https://youtu.be/4Ly-m_JcJlw

“Leadership and The PhD Project.” Invited by Dr. Angela Miles to discuss my published research and my involvement with the PhD Project. **North Carolina Central University** (virtual).

“What is Latent Profile Analysis, and how to run one in MPlus.” Presented at the 2020 **Organization and Human Resources Department Professional Development Series**, Buffalo, NY.

“The Art of Negotiation”. Workshop presented at the 2019 **University at Buffalo Collegiate Science and Technology Entry Program**, Buffalo, NY.

REFERENCES

From the University at Buffalo School of Management

Jim Lemoine, Ph.D.

Associate Professor, Faculty Director, Center for Leadership and Organizational Effectiveness

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UB School of Management

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External to the University at Buffalo School of Management

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