

Kalan Robert Norris
University of Minnesota Carlson School of Management
Work and Organizations Department
19th Avenue South, 3-105
Minneapolis, Minnesota 55455
knorris@umn.edu | (612) 625-5136

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	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

Belongingness & engagement, leadership, within-group differences, research methods

Peer-Reviewed Publications

Lemoine, G.J., Ghahremani, H, & **Norris, K.R** (2025). The curious case of cross-level effects: Refining our understanding to match our methods. *Journal of Organizational Behavior*.
<http://doi.org/10.1002/job.70010>

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 Revision and Review

Norris, K. R., & Burgess, R. Title withheld to facilitate blind review. Manuscript under review at *Academy of Management Review* (Special Topic Forum: *Marginalized Workers and Marginalized Populations in Organizations*).

Norris, K. R., & Lemoine, G. J. Title withheld to facilitate blind review. First revise and resubmit at *Personnel Psychology* (Special Issue: Navigating Inclusion and Exclusion to Improve Employee Experiences at Work).

Tu, M.-H., Song, Y., Chi, N.-W., Krishnan, S., & **Norris, K. R.** Title withheld to facilitate blind review Manuscript under review at *Academy of Management Journal*.

Working Papers

Norris, K. R. (In preparation). Using an employee-centered lens on work group belongingness. Grant-in-Aid funded project. Target: *Journal of Applied Psychology* or *Academy of Management Journal*.

Manchester C.F.*, **Norris, K.R.*** (Data transfer pending). Untitled manuscript on student-athletes and labor market outcomes. Target journal undecided.

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

Norris, K. R. (In preparation). Untitled manuscript on the Reduced Work Week and employee experiences. Target: *Personnel Psychology* Special Issue, *Research with Reach*.

Research Funding

2026–2027 Carlson School of Management Dean's Small Grant (\$4,208). Project: Racial self-regulation and the role of inclusion: Understanding the hidden cost of race-based identity management.

2026–2027 University of Minnesota Grant-in-Aid of Research, Artistry, and Scholarship (\$31,998) Project: Understanding work group belongingness using an employee-centered lens.

Peer-reviewed Academic Conference Presentations

Tu, M.-H., Song, Y., Chi, N.-W., Krishnan, S., & **Norris, K. R.**, 2026). Me Time on the Move: How Commute Aloneness Buffers Stress and Boosts Creativity. Poster accepted for presentation at the Society of Industrial-Organizational Psychology Annual Conference in New Orleans, Louisiana.

Norris, K.R., (2025). *Climate for Opportunity in Organizations: Examining Within-Race Differences Using a Person-Centered Approach*. Paper presented at the 2025 Positive Organizational Scholarship Research Conference, Ann Arbor, Michigan.

Dumas, T, **Norris, K.R.**, Burgess, R (2024). *Actually, I am One of Them: Self-Categorization of High-Status African Americans*. Paper presented at the 2024 Annual Meeting of the Academy of Management, Chicago, IL.

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
Management Faculty of Color Association
Academy of Management
Southern Management Association
Omega Psi Phi Fraternity, Inc.

Service

Service to University

Co-Organizer, Work & Organizations Seminar Series, Carlson School of Management, University of Minnesota, 2025–present.
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 of Minnesota, Carlson School of Management

Leading Self and Teams. Undergraduate, Spring 2025
(5 sections; ~ 239 students)

Leading Self and Teams. Undergraduate, Spring 2025
(4 sections; ~ 183 students)

University at Buffalo (SUNY), School of Management

MGB 425 — Power and Influence-Instructor of record for undergraduate courses in Power & Influence (MGB 425), Human Resources Management (MGI 301), and Organizational Behavior (MGB 301), with instructor evaluations ranging from 4.4/5 to 4.9/5 across multiple terms (2020-2023)

Honors and Awards

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

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

Dean's Faculty Fellow

UB School of Management

Phone: (716) 645-3236

Email: jlemoine@buffalo.edu

Emily Grijalva, Ph.D.

Associate Professor

UB School of Management

Phone (716) 645-5245

Email: ejgrijal@buffalo.edu

External to the University at Buffalo School of Management

Phillip Thompson, Ph.D.

Associate Professor

Virginia Tech, Pamplin College of Business

Phone: (216) 659-1234

Email: pst@vt.edu