

**Naomi B. Rothman**  
Charlotte and Robert L. Brown III '78 Research Fellow  
Former Division Chair, Managerial and Organizational Cognition Division, AOM

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**Work**

Associate Professor, Lehigh University  
Department of Management  
College of Business and Economics  
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**EDUCATION**

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| Ph.D. Organizational Behavior, Stern School of Business, New York University, NY  | 2008 |
| <ul style="list-style-type: none"><li>Dissertation: How to Lose Friends But Make Others Think: The Social Consequences of Expressing Emotional Ambivalence</li></ul>                        |      |
| B.A. Sociology, University of California at Davis, CA   | 2000 |
| <ul style="list-style-type: none"><li>Highest Honors (2000), Phi Beta Kappa (1999), Honors Program (1996-1997), Citation for Outstanding Performance, Sociology Department (2000)</li></ul> |      |
| Junior Year Study Abroad, University of Sussex, England   | 1998 |

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**PROFESSIONAL EXPERIENCE**

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|---|--------------|
| <i>Associate Professor</i> , Department of Management, Lehigh University  | 2017-Present |
| <i>Visiting Scholar</i> , New York University, Spring 2019  |              |
| <i>Assistant Professor</i> , Department of Management, Lehigh University  | 2011-2017    |
| <i>Assistant Professor</i> , Department of Business Administration, University of Illinois at Urbana-Champaign        | 2008-2011    |
| <i>Research Assistant</i> , Department of Management and Organizations, Stern School of Business, New York University | 2002-2008    |
| <i>Research Assistant &amp; Policy Analyst</i> , Social Policy Research Associates, Oakland, CA                       | 2000-2002    |
| <i>Research Intern</i> , The Department of Human Assistance, Sacramento, CA   | 1999-2000    |
| <i>Research Intern</i> , The Children's Defense Fund, Washington DC   | Summer, 1999 |

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**RESEARCH INTERESTS**

Emotions, Emotional Ambivalence, Complex Emotions, Leadership

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**PUBLICATIONS IN REFEREED JOURNALS**

- Rothman, N.B.**, Vitriol, J., & Moskowitz, G. (2022). Internal Conflict and Prejudice Regulation: Emotional Ambivalence Buffers Against Defensive Responding to Implicit Bias Feedback, PLoS ONE, 17 – (Accepted February 11, 2022)

2. Melwani, S. & **Rothman, N.B.** (2021). The Push-and-Pull of Frenemies: When and Why Ambivalent Relationships Lead to Helping and Harming, *Journal of Applied Psychology*. (Accepted June 14, 2020, Published Online September 2021)
3. **Rothman, N.B.** & Melwani, S. (2017). Feeling Mixed, Ambivalent, and In Flux: The Social Functions of Emotional Complexity for Leaders, *Academy of Management Review, Special Issue on Integrating Affect and Emotion in Management Theory*, 42, 259-282. (Accepted Feb 21, 2016; Published Online March 25, 2016)
4. **Rothman, N.B.**, Pratt, M.G., Rees, L. & Vogus, T.J. (2017). Understanding the Dual Nature of Ambivalence: Why and When Ambivalence Leads to Good and Bad Outcomes, *Academy of Management Annals*. 11, 33-72. (Accepted October 19, 2016)
5. Methot, J. R., Melwani, S., & **Rothman, N. B.** (2017). The Space Between Us: A Social-Functional Emotions View of Ambivalent and Indifferent Workplace Relationships, *Journal of Management*. 43, 1789-1819. (Accepted December 2, 2016).
  - Media: Entrepreneur.com 5/5/17
6. Belkin, L. & **Rothman, N.B.** (2017). Do I Trust You? Depends on What you Feel: Interpersonal Effects of Emotions on Initial Trust at Zero-Acquaintance, *Negotiation and Conflict Management Research*, 10, 3-27. (Accepted October 26, 2016)
7. **Rothman, N.B.** & Magee, J.C. (2016). Affective Expressions in Groups and Inferences about Members' Relational Well-Being: The Effects of Socially Engaging and Disengaging Emotions, *Cognition & Emotion, Special Issue on Emotions in Groups*, 30, 150-166. (Available online 16, March, 2015).
8. **Rothman, N.B.**, & Northcraft, G. (2015). Unlocking Integrative Potential: Expressed Emotional Ambivalence and Negotiation Outcomes, *Organizational Behavior and Human Decision Processes*, 126, 65-76. (Available online 1, December, 2014).
9. Vogus, T., **Rothman, N.B.**, Sutcliffe, K., & Weick, K. (2014). The Affective Foundations of High Reliability Organizing. *Journal of Organizational Behavior*, 35, 592-596.
10. Galinsky, A.D., Magee, J.C., Rus, D., **Rothman, N.B.**, and Todd, A.R. (2014). Accelerating with Steering: The Synergistic Benefits of Combining Power and Perspective-Taking, *Social Psychological and Personality Science*, 5, 627-635.
  - Media: USA News 9/18/14; NY Magazine 9/18/14; Business News Daily 9/19/2014; Fast Company 9/30/2014; Omniagroup.com 11/10/14; International Association of Venue Managers (iavm.org) 9/17/2014
11. Blader, S., & **Rothman, N.B.** (2014). Paving the Road to Preferential Treatment with Good Intentions: Empathy, Accountability and Fairness, *Journal of Experimental Social Psychology*, 50, 65-81. Available online 11 September, 2013.
12. Rees, L.\*, **Rothman, N.B.**, Lehavy, R., & Sanchez-Burks, J. (2013). The Ambivalent Mind Can Be a Wise Mind: Emotional Ambivalence Increases Judgment Accuracy, *Journal of Experimental Social Psychology*, 49, 360-367. (\* = Doctoral Student)
  - Media: Featured by Psychology Progress, available at: <http://psychologyprogress.com/?p=11276>.
13. See, K.E, Morrison, E.W., **Rothman, N.B.**, & Soll, J.B. (2011). The Detrimental Effects of Power on Confidence, Advice Taking, and Accuracy, *Organizational Behavior and Human Decision Processes*, 116, 272-285.

- Media: Forbes Magazine 8/23/11; Wall Street Journal 9/19/11; ABC News 9/19/11; Fox News 9/20/11

14. **Rothman, N.B.** (2011). Steering Sheep: How Expressed Emotional Ambivalence Elicits Dominance in Interdependent Decision-Making Contexts, *Organizational Behavior and Human Decision Processes*, 116, 66-82.

## IN PRESS AND ACCEPTED PUBLICATIONS IN REFEREED JOURNALS

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1. Guarana, C., **Rothman, N.B.**, & Melwani, S. Leader Subjective Ambivalence: Enabling Team Task Performance via Information-Seeking Processes (Conditional Acceptance at Personnel Psychology).

## BOOK CHAPTERS, CONFERENCE PROCEEDINGS, AND OTHER PUBLICATIONS

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1. **Rothman, N.B.**, Barker Caza, B., Melwani, S. & Walsh, K. (2021, September 14). Embracing the Power of Ambivalence. Harvard Business Review. HBR.Org
2. **Rothman, N.B.**, & Pratt, M.G. (Forthcoming). Transforming Information Uncertainty into Employee Well-Being and Resilience: The Importance of Cultivating a Culture of Emotional Ambivalence. *Handbook of Uncertainty Management in Work Organizations*.
3. **Rothman, N.B.**, Mason, M.F., & Wiley, E. (2016). The Downside of Deliberation: Why Decision Makers Who Deliberate Lose Influence *Proceedings of the Seventy-Sixth Annual Meeting of the Academy of Management*.
4. Melwani, S. & **Rothman, N.B.** (2015, January 20). Love-Hate Relationships at Work Might Be Good for You. Harvard Business Review. HBR.Org.
  - Media: New York Magazine 2/16/15; New York Magazine, 1/28/16; The Today Show 2/2/16; bustle.com 2/8/15; bustle.com 2/5/16; Thepayscale.com 2/8/15; rewireme.com 6/14/16; Huffingtonpost 1/5/16; Moneytalking WNYC 8/5/15; dailymail.co.uk 2/6/15
5. Marsh, J. K. & **Rothman, N. B.** (2013). The Ambivalence of Expert Categorizers. In M. Knauff, M. Pauen, N. Sebanz, & I. Wachsmuth (Eds.), *Proceedings of the 35th Annual Conference of the Cognitive Science Society* (pp. 984-989). Austin, TX: Cognitive Science Society.
6. Wiesenfeld, B. M., **Rothman, N.B.**, Wheeler-Smith S.L., & Galinsky, A.D. (2011, July-August). Why Fair Bosses Fall Behind. Harvard Business Review, 26.
  - Reprinted in: USAirways Magazine (8/11), TodayOnline (Singapore; 7/13/11)
  - Media: Financial Times (Alphaville Blog, 7/21/11), FirefighterNation (11/22/11)
7. Peters, M.\*, **Rothman, N.B.**, & Northcraft, G.B. (2011). Beyond Valence: The Effects of Group Emotional Tone on Group Negotiation Behaviors and Outcomes. In E. Mannix, M. Neale, and J. Overbeck (Eds.), *Research on Managing Groups and Teams: Negotiation & Groups*. United Kingdom: Emerald. (\*= Doctoral Student)
8. Blader, S., Wiesenfeld, B., **Rothman, N.B.**, Wheeler-Smith, S., (2010). Social Emotions and Justice: How the Emotional Fabric of Groups Determines Justice Enactment and Reactions." In E. Mannix, M. Neale, and E. Mullen (Eds.), *Research on Managing Groups and Teams: Justice & Groups* (pp.29-62). United Kingdom: Emerald.
9. See, K. E., **Rothman, N. B.**, & Soll, J. B. (2010). Powerful and unpersuaded: The implications of power for confidence, advice taking, and accuracy. In L. A. Toombs (Ed.), *Proceedings of the Seventieth Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643.

10. Morrison, E.W. & **Rothman, N.B.** (2009). Silence and the Dynamics of Power. In J. Greenberg & M.S. Edwards (Eds.), *Voice and Silence in Organizations*. United Kingdom: Emerald.
11. **Rothman, N.B.** & Wiesenfeld, B.M. (2007). The Social Consequences of Expressing Emotional Ambivalence in Groups and Teams. In E. Mannix, M. Neale & C. Anderson (Eds.), *Research on Managing Groups and Teams: Affect & Groups*. Oxford: Elsevier, pp. 275 - 308.
12. Horowitz, S., Buchanan, S., Alexandris, M., Anteby, M., **Rothman, N.**, Syman, S. & Vural, L. (2005). The rise of the freelance class: The new constituency of workers building a social safety net. Report, Working Today, Brooklyn, NY, 2005.

#### MANUSCRIPTS UNDER REVIEW

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2. Pauels, E., **Rothman, N.B.** & Schneider, I., The Double-Edged Sword of Ambivalent Leadership: Ambivalence Yields Tradeoffs Between Leader Effectiveness and Leader Emergence – (Under review)
3. Post, C., **Rothman, N.B.**, Price, M., & Cicon, J., Scrutiny Penalty for Ambivalent CEOs: How Emotion and Gender Interact to Shape Analyst and Investor Responses – (Submitted)

#### WORKING PAPERS

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1. Strassman, J., **Rothman, N.B.**, Harrison, D & Bartel, C. Making Sense of Being Mixed: Work-Related Effects of Attitudinal and Emotional Ambivalence – Manuscript in preparation for submission Winter 2022
2. Melwani, S., Tedder-King, A., & **Rothman, N.B.** Cupcakes and Conference Calls: A Model of Positive Adaptation for Working Mothers – Manuscript in preparation for submission Winter 2022
3. **Rothman, N.B.**, Melwani, S., Caza, B., Walsh, K. Reyt, J.N. & Strassman, J. The Relational Contexts that Harness the Benefits of Expressed Emotional Ambivalence on Interpersonal Engagement – Working Paper, Data Collection in Progress
4. **Rothman, N.B.**, Sanchez-Burks, J., & Reyt, J.N. When and Why Emotional Ambivalence is Beneficial (And Harmful) in Women Leaders – Working Paper, Data Collection in Progress
5. **Rothman, N.B.**, Smith-Crowe, K., Kouchaki, M., Melwani, S., & Sankaran, K. Ambivalence as a Malleable Moral Compass?: Emotional Ambivalence can Decrease or Increase Morality Depending on the Situation – Working Paper
6. Schneider, I., Leung, A., & **Rothman, N.B.** Reversing the Bias Against Ambivalent People – Working Paper
7. **Rothman, N.B.**, Mason, M.F., & Wiley, E. The Downside of Deliberation: Why Decision Makers Who Deliberate Lose Influence - Working Paper
8. Marsh, J.K., & **Rothman, N.B.** Giving Experts the Benefit of the Doubt?: Reactions to Ambivalent and Uncertain Experts – Working Paper

#### RESEARCH IN PROGRESS

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1. **Rothman, N.B.**, Morrison, E.W. & Melwani, S., Moore, O. & Sherf E.N. When and Why Leader Ambivalence Invites Voice and Taking Charge in Followers – Data collection & analysis in progress

2. Keller, J., Leung, A. & **Rothman, N.B.**, Emotionally Ambivalent Cultural Norms and Well-Being During a Pandemic -- Data Collection in Progress

## FELLOWSHIPS, HONORS & AWARDS

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### Research Related

- 2021 Lehigh University, Collaborative Research Opportunity (CORE) Grant, \$59,538 with Gordon Moskowitz and Joseph Vitriol
- 2017 Society for Personality and Social Psychology, Small Research Grant, \$1500 (nationally competitive peer-reviewed grant) (PI: Joseph A. Vitriol; Co-PIs: Gordon Moskowitz, Michael Gill, Naomi B. Rothman)  
Project: The First Step is to Admit There's a Problem: Identifying Factors that Reduce Defensive Dismissal of Implicit Racial Bias Feedback
- 2017 Society for Psychological Study of Social Issues, Research Grant-in-Aid, \$2,000 (nationally competitive peer-reviewed Grant) (PI: Joseph A. Vitriol; Co-PIs: Gordon Moskowitz, Michael Gill, Naomi B. Rothman)  
Project: The First Step is to Admit There's a Problem: Identifying Factors that Reduce Defensive Dismissal of Implicit Racial Bias Feedback
- 2017 Carl & Ingeborg Beidleman Research Award in Business & Economics
- 2016-2021 Charlotte and Robert L. Brown III '78 Endowed Summer Research Fellowship
- 2015-2018 CBE Research Summer Support Grant, Lehigh University (\$10,000)
- 2014 Eugene Mercy, Jr. President and Provost's Fund for Faculty Development
- 2013, 2014 CBE Research Summer Support Grant, Lehigh University (\$7,500)
- 2014 Co-Chair, Showcase Symposium, Academy of Management
- 2010 Best Theoretical or Empirical Paper, Conflict Management Division, Academy of Management (with Kelly See, Elizabeth Morrison, and Jack Soll)
- 2007 Student Conference Travel Grant to INSEAD, France.  
Conference: Emotional Capabilities in Organizations: The Influence of Context & Culture
- 2007 Dissertation Research Funding, Stern School of Business (\$3000)
- 2006-2007 Marcus Nadler Fellowship, Stern School of Business
- 2006 Organizational Behavior Doctoral Consortium, Academy of Management
- 2006 Chair, Showcase Symposium, Academy of Management
- 2002-2006 Doctoral Fellowship, New York University, Stern School of Business
- 2005 Student Author Award, Careers Division, Academy of Management

### Teaching Related

- 2017 40 Best Undergraduate Business School Professors Under 40, Poets & Quants
- 2013 Recognition for commitment to Universal Design for Learning (UDL), Academic Support Services for Students with Disabilities Peer Mentors Program, Lehigh University
- 2008, 2009 List of Teachers Ranked as Excellent by their Students, University of Illinois
- 2006 Student Teaching Award, Stern School of Business (\$3,000)

### Service Related

- 2009, 2010 Outstanding Reviewer, OB Division, Academy of Management
- 2005 Best Reviewer Award, Careers Division, Academy of Management

## INVITED PRESENTATIONS

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- Center for Positive Organization, University of Michigan, Ann-Arbor, Consortium Webinar, "Harnessing the Power of Emotional Ambivalence" (October 27, 2021)

- Positive Organizational Scholarship Research Conference, University of Michigan, Ann-Arbor, “Harnessing the Power of Emotional Ambivalence” (June, 23, 2021)
- Operations Black Network, “Using Emotions to Reduce Defensiveness in Decision Making”, Goldman Sachs, (June 25, 2020)
- Distances in Organizations, New York University, Invited Discussant (May 2019; May 2020)
- INSEAD, OB Department Seminar Series (May, 2019)
- Association for Psychological Science (APS) 31<sup>st</sup> Annual Convention, Invited Symposium Speaker (May, 2019)
- Creating Uncertainty: An International Conference, Ascona, Switzerland (July 2018)
- Boston University, OB Department Seminar Series (April, 2016)
- University of Maryland, Lab Group of Professor Rellie Derfler-Rozin (September, 2014)
- 18<sup>th</sup> Wharton Junior OB Conference, The Wharton School, University of Pennsylvania (November, 2012)
- Lehigh University, Department of Psychology, Brownbag (March, 2012)
- Annual Meeting of the Cohort of Researchers on Emotions at Work (CREW) (May, 2011)
- University of Illinois, Soc-Pers-Org Psychology Division Speaker Series (April, 2011)
- Lehigh University, Management Department (October, 2010)
- University of Illinois, Organizational Behavior Group (December, 2007)
- INSEAD, France, Emotional Capabilities in Organizations: The Influence of Context & Culture Conference (co-sponsored by U. of Michigan) (May, 2007)
- University of Illinois, Organizational Behavior Speaker Series (March 2007)
- Columbia & New York University Student Conference (March 2007)
- May Meaning Meeting, Washington University (May 2005)
- OB & Psychology Group, New York University (March 2004)

#### **REFEREED CONFERENCE/SYMPOSIA PRESENTATIONS**

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May 2021 Association for Psychological Science (APS) Virtual Convention

Flash Talk: Internal Conflict and Bias Awareness: Emotional Ambivalence Buffers Against Defensive Responding to Implicit Racial Bias Feedback

August 2020 Academy of Management, Annual Meeting, Virtual

Symposium: Using Duality to See More Broadly: Why Ambivalence and Paradox Can Benefit Organizations

Paper: “Stuck In Between or Rising Above? Cumulative Evidence about Attitudinal and Emotional Ambivalence at Work (with Caroline Bartel & David Harrison)

January 2020 Israel Organizational Behavior Conference, Tel Aviv, Israel

“Which Way the Wind Blows: Differing Effects of Emotional Ambivalence on Morality” (with Kristin Smith-Crowe, Maryam Kouchaki, Shimul Melwani & Krithiga Sankaran)

- Nominated for Best Paper Award

August, 2019 Academy of Management, Annual Meeting, Boston, MA

Symposium: Theoretical and Empirical Insights into Ethical Decision Making: The Role of the Social Context.

Paper: “Is Emotional Ambivalence a Malleable Moral Compass?” (with Kristin Smith-Crowe & Krithiga Sankaran)

June, 2019 Behavioral Science and Policy Association, New York, NY

“Internal Conflict and Prejudice Regulation: Emotional Ambivalence Buffers Against Defensive Responding” (with Joseph Vitriol)

- February, 2019 SPSP Annual Convention, Portland, OR  
Symposium: Upsides of Ambivalence: Emerging Research on Benefits of Mixed Feelings  
Paper: Conflicted but Aware: Emotional Ambivalence Buffers Defensive Responding to Implicit Bias Feedback (with Joseph Vitriol)
- August, 2018 Academy of Management, Annual Meeting, Chicago, IL  
Paper: Conflicted but Aware: Emotional Ambivalence Buffers Defensive Responding to Implicit Bias Feedback (with Joseph Vitriol)
- July 2018 International Association of Conflict Management, Philadelphia, PA  
Paper: Conflicted but Aware: Emotional Ambivalence Buffers Defensive Responding to Implicit Bias Feedback (with Joseph Vitriol)
- August 2017 Academy of Management, Annual Meeting, Atlanta, GA  
Symposium: Navigating Close Relationships at Work: Challenges of Connecting in a Boundaryless World  
Paper: Friend and Enemies: The Work-Related Outcomes of Ambivalent Relationships (with Shimul Melwani)
- August 2017 Academy of Management, Annual Meeting, Atlanta, GA  
Symposium: Consequences of Emotional Displays: Customer Emotion, Distress at Work, Culture, and Trust  
Paper: When Expressing Emotional Ambivalence Leads to Trust: The Effects of Being Unpredictable but Deliberative (with Liuba Belkin)
- August 2016 Academy of Management, Annual Meeting, Anaheim, CA  
Paper: The Downside of Deliberation: Why Decision Makers Who Deliberate Lose Influence (with Elizabeth Wiley & Malia Mason, Presented by Elizabeth Wiley)
- August 2016 Academy of Management, Annual Meeting, Anaheim, CA  
Paper: Emotional Displays and Partner Trust in Negotiations: The Role of Benevolence & Unpredictability (Presented by Liuba Belkin)
- June 2016 International Association of Conflict Management, New York, NY  
Paper: Emotional Displays, Trustworthiness and Trust in Negotiations: The Stereotype Content Model Approach (Presented by Liuba Belkin)
- August 2015 Academy of Management, Annual Meeting, Vancouver, BC  
Symposium: How Emotions Shape Team Functioning: Implications for Conformity, Compensation, and Conflict  
Paper: The Functions of Shame and Vicarious Shame in Group Contexts (with Shimul Melwani)
- August 2015 Academy of Management, Annual Meeting, Vancouver, BC  
Symposium: Interpersonal Influences of Emotions in the Workplace: New Directions in Theory and Research  
Paper: Benefiting from Complexity: The Social Function of Emotional Complexity for Leaders (with Shimul Melwani)
- August 2014 Academy of Management, Annual Meeting, Philadelphia, PA  
Showcase Symposium: Experiences and Outcomes of Ambivalence in Interpersonal Workplace Relationships

Paper: The Emotional, Cognitive and Behavioral Outcomes of Ambivalent Relationships (Presented by Shimul Melwani)

- August 2014 Academy of Management, Annual Meeting, Philadelphia, PA  
To Trust or Not To Trust: Effects of Emotional Displays on Trust in Distributive Negotiations (Presented by Liuba Belkin)
- August 2014 Academy of Management, Annual Meeting, Philadelphia, PA  
Symposium: Emotions as Information: Relying on Emotions to Enhance Judgment and Performance  
Paper: Unlocking Integrative Potential: Emotional Ambivalence and Negotiation Outcomes (with Gregory Northcraft)
- August 2013 Academy of Management, Annual Meeting, Orlando, FL  
Symposium: Feeling Bad, Mad and Bored: The Influence of Negative discrete Emotions on Performance  
Paper: When Ambivalence Fails: Negative Perceptions of Ambivalent Experts (with J.K. Marsh)
- August 2013 35th Annual Conference of the Cognitive Science Society, Berlin, Germany.  
The ambivalence of expert categorizers (Presented by J.K. Marsh)
- August 2012 Academy of Management, Annual Meeting, Boston, MA  
Affective Expressions and Inferences of Social Attraction: The Effects of Socially Engaging and Disengaging Emotions (with Joe C. Magee)
- August 2012 Academy of Management, Annual Meeting, Boston, MA  
Symposium: Emotional Expression & Suppression at Work: Theoretical considerations and new empirical evidence  
Paper: Can Emotional Ambivalence Unlock Integrative Potential?: The Effects of Expressed Emotional Ambivalence on Integrative Behavior by Fellow Negotiators
- August 2012 Academy of Management, Annual Meeting, Boston, MA  
But I don't even know you: Experiencing work meaningfulness from unmet beneficiaries (Presented by Teresa Cardador, with Gregory Northcraft, & Rohini Jalan)
- January 2012 Society for Personality and Social Psychology, 13<sup>th</sup> Annual Meeting  
Symposium: The Emergence of Wise Crowds and Individuals: Social Psychological and Group and Individual Processes of the Wisdom-of-Crowds Effect  
Paper: "The Emotionally Wise Crowd: Affective Dispersion, Wisdom-of-Crowds, and Forecasting Accuracy" (presented by Laura Rees\*, with Reuven Lehavy, & Jeffrey Sanchez-Burks)
- February 2011 Society for Personality and Social Psychology, 12<sup>th</sup> Annual Meeting  
The Emotionally Wise Market: The Influence of Affective Dispersion on Group & Individual Performance on a Judgment Task, poster presentation (presented by Laura Rees\*, with Reuven Lehavy, & Jeffrey Sanchez-Burkes)
- August 2010 International Society for Justice Research, 13<sup>th</sup> Annual biennial conference. "He's Got the Power. But Not the Status: Observers' Perceptions of Procedurally Unfair Leaders" (presented by Sara Wheeler-Smith & Batia Wiesenfeld)
- August 2010 Academy of Management, Annual Meeting, Montreal  
Powerful and Unpersuaded: The Implications of Power for Confidence, Advice Taking, and Accuracy (Presented by Kelly See, with Elizabeth Morrison & Jack Soll)



- August 2010 Academy of Management, Annual Meeting, Montreal  
Symposium: Disentangling the Concepts of Power & Status: The Antecedents & Consequences of Being High and Feeling Low  
Paper: Gaining Status but Losing Power: Third Party Reactions to Procedural Justice (with Sara Wheeler-Smith & Batia Wiesenfeld)
- August 2010 Academy of Management, Annual Meeting, Montreal  
Symposium Participant: Wisdom through Emotions: Multi-Cultural, Multi-level Analyses of How Emotions Can Make Us Wiser  
Paper: Using Ambivalence to Unlock Integrative Potential: Does Mimicry of a Counterpart's Emotional Ambivalence Lead to Greater Openness & Flexibility in Negotiation?
- August 2009 Academy of Management, Annual Meeting, Chicago, IL  
Symposium: Social Consequences of Expressing Complex Emotions in the Workplace  
Paper: The Social Consequences of Emotional Expressions in Social Interactions: The Dis-Inhibiting Role of Expressing Emotional Ambivalence
- August 2009 Academy of Management, Annual Meeting, Chicago, IL  
Paper: Gaining Status but Losing Power: Third Party Reactions to Procedural Justice (Co-Presenter with Sara Wheeler-Smith\* & Batia Wiesenfeld)
- August 2007 Academy of Management, Annual Meeting, Philadelphia, PA  
Showcase Symposium: The Role of Emotion in Individual Decision-Making.  
Paper: Ambivalent Emotions and Decision Making Processes and Outcomes (with Batia Wiesenfeld and Steven Blader)
- August 2006 Academy of Management, Annual Meeting, Atlanta, GA  
Showcase Symposium: Discrete Emotions and their Co-Occurrence in the Workplace.  
Paper: Effects of Emotional Ambivalence on Decision Avoidance Among Independent Contractors.
- May 2006 10<sup>th</sup> Annual Conference on Research on Managing Groups & Teams, Stanford University, Palo Alto  
Paper: The Experience and Expression of Emotional Ambivalence: Relational Costs and Decision Making Benefits in Groups (with Batia Wiesenfeld):
- August 2005 Academy of Management, Annual Meeting, Honolulu, HI  
Paper: Complex Occupational Identities: Integrating Multiple Occupational Identities.
- August 2005 Academy of Management, Annual Meeting, Honolulu, HI  
Paper: Complex Occupational Identities: Choosing to Combine Jobs, Careers & Callings (with Michel Anteby)
- August 2005 Academy of Management, Annual Meeting, Honolulu, HI  
Paper: Facilitating Community Engagement: The Role of Organizational "Voice" Practices (Co-Presenter with Frances Milliken)
- August 2003 Academy of Management, Annual Meeting, Seattle, WA  
Paper: Work-Life Spillover: How Organizational Practices Relating to 'Voice' Affect Employees in their Non-Work Lives (Co-Presenter with Frances Milliken)

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#### **CHAired OR FACILITATED SYMPOSIA AND WORKSHOPS**

- August 2020 Academy of Management, Annual Meeting, Virtual  
Symposium Chair "Using Duality to See More Broadly: Why Ambivalence and Paradox Can Benefit Organizations". (Sponsors: Conflict Management & OB)
- August 2020 Academy of Management, Annual Meeting, Virtual  
Professional Development Workshop Co-Organizer (with Melissa Cooper, and Hak-Yoon Kim)  
Researching Ambivalence: Broadening our Sight by Accounting for Complexity in Human Experience and Interaction (Sponsors: OB & OMT)
- August 2018 Academy of Management, Annual Meeting, Chicago, IL  
Professional Development Workshop Speaker: Junior Faculty Consortium PDW (Sponsor: Conflict Management); "Being successful despite demands, distractions, and difficult situations"
- August 2018 Academy of Management, Annual Meeting, Chicago, IL  
Professional Development Workshop Facilitator: OB Research Incubator (Sponsor: OB)
- August 2018 Academy of Management, Annual Meeting, Chicago, IL  
Professional Development Workshop Facilitator: Benefits and Challenges of Studying Discrete Emotions: Emotional Ambivalence Table (Sponsors: OB, MOC)
- August 2018 Academy of Management, Annual Meeting, Chicago, IL  
Professional Development Workshop/Social Event Facilitator: MOC Connecting: Sharing Expertise on MOC Hot Topics: Emotions Table
- August 2016 Academy of Management, Annual Meeting, Anaheim, CA  
Professional Development Workshop Facilitator: A Stress Management Workshop for Junior Faculty
- August 2014 Academy of Management, Annual Meeting, Philadelphia, PA  
Showcase Symposium Co-Chair (with Jessica Method): Experiences and Outcomes of Ambivalence in Interpersonal Workplace Relationships
- August 2010 Academy of Management, Annual Meeting, Montreal  
Symposium Co-Chair (with Brianna Barker-Caza): Disentangling the Concepts of Power & Status: The Antecedents & Consequences of Being High and Feeling Low
- August 2009 Academy of Management, Annual Meeting, Chicago, IL  
Symposium Co-Chair (with Lu Wang): Social Consequences of Expressing Complex Emotions in the Workplace
- August 2006 Academy of Management, Annual Meeting, Atlanta, GA  
Showcase Symposium Chair: Discrete Emotions and their Co-Occurrence in the Workplace.
- August 2006 Academy of Management, Annual Meeting, Atlanta, GA  
Professional Development Workshop Co-Chair (with Jane Dutton; Mary Anne Glynn; Karen Golden-Biddle; Kathleen Sutcliffe; Marlys Christianson; Daniel Gruber & Modupe Akinola): Learning about Resilience: Research, Teaching And Professional Aspiration.

## **TEACHING EXPERIENCE**

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### **Undergraduate Teaching:**

Leadership in Organizations	Fall 2020; Spring 2021; Fall 2021
Leading and Managing People in Organizations – Lehigh University:	Spring 2020; Spring & Fall 2019; Spring & Fall 2018; Spring & Fall 2016; Fall 2015; Spring & Fall 2014; Spring & Fall 2013; Spring & Fall 2012; Fall 2011
Individual Behavior in Organizations – UIUC:	Fall 2010; Spring & Fall 2009; Fall 2008
Management and Organizational Analysis – NYU:	Spring 2006
Managing People and Teams, Teaching Assistant - NYU:	Spring 2005 (Dr. Steven Blader)
Management and Organizational Analysis, Teaching Assistant -NYU:	Fall 2004 (Dr. Teresa Lant)

### Graduate/MBA Teaching:

Leadership Skill Building, MBA, Elective – Lehigh University	Summer 2020; Winter 2020; Summer 2021
Leadership, MBA Elective – Lehigh University:	Fall 2015; Fall 2014; Fall 2013
Guest Lecture, Managing People, Part-Time MBA – Lehigh University:	Spring 2012
Guest Lecture, Leadership, Part-Time MBA – Lehigh University:	Fall 2011
Negotiation, MBA Elective - UIUC	Spring 2010; Spring 2011

### Executive Programs / External Consulting:

Executive Teaching, Behavioral Skills for Leading Diverse Teams – Lehigh University	2022
Executive Teaching, The Art & Science of Negotiations - Lehigh University	2016, 2017
Global Village for Future Leaders of Business and Industry - Lehigh University	2014-2019
Clever Devices, Offsite Retreat, Long Island - NYC	2014
Organizational Behavior, Certificate in Business - UIUC	2011
Negotiation Workshop, MS Tech BADM 590, Frontiers in Technology - UIUC	2009

### RESEARCH-RELATED ADVISING

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#### Undergraduate Advising:

2019-2021	Advisor, Emily Spadaccino, Psychology Undergrad, Researcher
2016	Advisor, Evan Mulbry, Peller Undergraduate Research Award Winner

#### Ph.D. Advising:

2022	Jamie Strassman, UT Austin, Department of Management, Dissertation Committee Member
2018	Stephanie Cerce, Lehigh, Department of Social Psychology, Dissertation Committee Member
2016	Elizabeth Wiley, Columbia School of Business, Dissertation Committee Member
2008-2009	Lu Wang, University of Illinois, Urbana Champaign, Dissertation committee member
2009-2010	Meagan Peters, University of Illinois, Urbana Champaign

### SERVICE – UNIVERSITY, COLLEGE & DEPARTMENT

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#### University

#### Committees:

Advisory Committee to Khanjan Mehta, Vice Provost for Creative Inquiry	2019-
Advisory Committee to Alan J. Snyder, Vice President/Associate Provost	2019-
Research and Graduate Studies, Investing in Research at Lehigh	
Steering Committee, Center for Ethics	2018-2021
University Nominations Committee, Ex-Officio, Elected	2016-2017
Task Force on Graduate Education, Member, Invited by Alan Snyder	2016-2018
Human Subjects Review Committee, Invited by Alan Snyder	2015-2018
Faculty Compensation Committee, At Large Member, Elected	2015-2018
Lehigh Environmental Advisory Group (LEAG), Invited by Alice Gast	2014-2015
University Nominations Committee, At Large Member, Elected	2013-2016

- Chair of University Nominations Committee 2013-2014
- Graduate and Research Committee, 1 year Elected Replacement Member 2013-2014
- Subcommittee on Presidential and University Fellowships

**University**

- Presentations:** Panel Speaker, “Interdisciplinary Networking”, Invited by Vincent Munley 2015  
Participant, “Interdisciplinary Discussion”, Board of Trustees Meeting, Invited by Pat Farrell Oct, 2014  
Panel Speaker, “Faculty Recruiting and Retention”, Board of Trustees Meeting, Invited by Alan Snyder June, 2014  
Panel Speaker, “No Longer New Faculty Panel”, Faculty Orientation, Invited by Gregory Reihman 2012  
Panel Speaker: “New Faculty Mentoring Program” Meeting, Invited by Vincent Munley 2012

**Other**

- University Service:** Selection Committee for Percy Hughes Award, Invited 2017, 2018  
Task force to integrate Creative Inquiry into existing courses, Invited Spring 2018  
VIEW Program Volunteer, Invited 2012-2014, 2016

**College**

- Committees:** Chair, CBE Impact Symposium Committee 2018  
Promotion & Tenure Committee, Elected 2018-2021  
Gender Issues Committee, Co-Chair, Invited 2017-2018  
CBE Nominations Committee, Elected 2015-2018  
• Chair of College Nominations Committee 2016-2017  
Peller Undergraduate Research Award Committee, Invited 2014-2016  
Committee to Assess Assessment Results for the Communications LO 3.1 2013  
Program Director Search Committee, Invited Feb 2013

**Department Committees:**

- Management Department Hiring Committee, Chair 2022  
Program Director, Management Major 2018-2021  
Management Department Hiring Committee 2021, 2020, 2018, 2015, 2012

**Student**

- Advising:** Faculty Advisor, Management Major Club 2014-2016  
Independent Studies: Evan Mulbry; Maria Sanchez Herrera; Hannah Street Spring 2016  
Independent Studies: Kenzie Dambach; Megan Kelly Spring 2013  
Independent Study: Kenzie Dambach Fall 2012  
Independent Study: Samantha Soto Spring 2012  
Faculty Advising Event for Management Students 2012-2013

**Past Service:**

- OB PhD Recruiting Committee Member - UIUC 2009-2010  
Faculty Sponsor, Phi Gamma Nu Professional Business Fraternity - UIUC 2008-2011  
Faculty Advisor, Psi Upsilon Fraternity – UIUC 2009-2010

	Doctoral Committee for Student Admissions - New York University	2005
	Student Representative M & O Department - New York University	2004-2005
<b>Professional Service:</b>	Elected, Professional Development Workshop Chair (2018/2019), Program Chair (2019-2020), Division Chair (2020-2021), Managerial and Organizational Cognition Division, Academy of Management	2018-2021
	Selection Committee Member, Best Paper with Practical Implications – Organizational Behavior Division, Academy of Management	2017, 2018
	Selection Committee Member, Most Influential Paper Award – Conflict Management Division, Academy of Management	2016
	Speaker, Doctoral Student Consortium, Ninth Conference on Emotions and Organizational Life ('Emonet IX')	2014
	Selection Committee Member, Best Competitive Paper Award - OB Division, Academy of Management	2010
<b>Conferences Organized:</b>	Conference on the Study of Ambivalence, Management Department, Lehigh University	2022
	POS Research Conference, University of Michigan, Ann Arbor Track Host: Broadening the Aperture on What Makes Emotional Experiences Positive	2022
	Assistant/Student Organizer, Roundtable on Identities in Organizations, Management and Organizations Dept. (Faculty Chairs: Caroline Bartel, Steve Blader, Amy Wrzesniewski)	2004
<b>Ad-Hoc Reviewer:</b>	<i>Academy of Management Review</i> <i>Administrative Science Quarterly</i> <i>Academy of Management Annual Meetings</i> <i>British Journal of Management</i> <i>British Journal of Social Psychology</i> <i>Cognition &amp; Emotion</i> <i>Emotion</i> <i>Emotion Review</i> <i>Journal of Applied Social Psychology</i>	<i>Journal of Experimental Social Psychology</i> <i>Journal of Management</i> <i>Journal of Personality and Social Psychology</i> <i>Management Science</i> <i>Motivation and Emotion</i> <i>Organization Science</i> <i>Organizational Behavior and Human Decision Processes</i> <i>Psychological Science</i> <i>Social Psychology and Personality Science</i>

**PROFESSIONAL AFFILIATIONS**

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Academy of Management – Managerial and Organizational Cognition (MOC); Organizational Behavior (OB); Conflict Management (CM); Divisions; Society for Personality and Social Psychology; International Association for Conflict Management; Association for Psychological Science