

## CURRICULUM VITAE

### Alicia A. Grandey, Ph.D.

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### RESEARCH INTERESTS

Emotions and emotional labor; job burnout; service workers; sexual harassment; gender, racial, cultural, political diversity; women's health and leadership

### EDUCATION

1999 Ph.D., Psychology, Colorado State University, Fort Collins, OR  
Specialization: Industrial-Organizational Psychology; *Advisor*: Dr. Russell Cropanzano  
1993 B.A., Psychology Major; French minor; University of Oregon, Eugene, OR

### ACADEMIC POSITIONS

2021- Liberal Arts Professor, Psychology, Penn State University  
2014-2021 Professor, Psychology, Penn State University  
2011- Affiliate Faculty, Labor & Employment Relations, Penn State University  
2005-2014 Associate Professor, Psychology, Penn State University  
1999-2005 Assistant Professor, Psychology, Penn State University  
1998-1999 Teaching Fellow, Psychology, Colorado State University

### LEADERSHIP POSITIONS

2021- Director of [Healthy-Inclusive-Productive \(HIP\) Workplace Initiative](#), Penn State  
2016-2020 Director of Graduate Studies, Psychology Department; Penn State University  
2007-2016 Program Coordinator; I-O Psychology; Penn State University

### HONORS/AWARDS

2023 *Honor Roll of Responsible Research in Business and Management*  
2021 *Scholarly Achievement Award*, Academy of Management (HR Div)  
2021 *Phillips and Nadkarni Outstanding Paper on Diversity* (Runner-up), Academy of Mgmt (MOC Div)  
2018 *Fellowship Status*; Association of Psychological Science (APS)  
2018 *Commander's Award for Public Service*; U.S. Department of Army  
2017 *Outstanding Editorial Board Reviewer Award* (AMJ, from AOM)  
2015 *Highly Commended Paper* by *J. Business & Psychology* Editorial Board  
2013 *Fellowship Status*; Society of Industrial-Organizational Psychology (SIOP, Div 14, APA)  
2013 *Milton S. Eisenhower Award for Distinguished Teaching*; University Award, PSU  
2013 *Faculty Marshal*; Selected by student marshal to represent Liberal Arts College; PSU  
2012 *Psi Chi Faculty Advisor Research Award*; Awarded by National Psi Chi Honors Society  
2011 *Best Paper with Practical Implications* by Academy of Management (OB Div)  
2010 *Highly Commended Paper* by *J. Service Mgmt* Editorial Board

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2009 *Best Paper Award* by *J. Occ. Health Psy* Editorial Board  
 2004 *Roy C. Buck Research Award* by Penn State Liberal Arts College  
 1998 *Seligman Award for Achievement in Applied Research*; Colorado State I/O program  
 1997 *Outstanding I/O Psychology Graduate Student Award*; Colorado State I/O program

### PUBLICATIONS

*Citations > 30,000; h-index = 50; i10-index = 69*

1. **Grandey, A., & Morris\*, K.** (2023). Robots are changing the face of customer service. *Harvard Business Review*. <https://hbr.org/2023/03/robots-are-changing-the-face-of-customer-service?ab=hero-subleft-2>
2. Gabriel, A., Diefendorff<sup>†</sup>, J., & **Grandey<sup>1</sup>, A.** (2023). The acceleration of emotional labor research: Navigating the past and steering toward the future. *Personnel Psychology*. <https://doi.org/10.1111/peps.12576> (<sup>1</sup> equal contribution, order is alphabetical)
3. Min, H., Yang, B., Allen<sup>1</sup>, D. **Grandey<sup>1</sup>, A.**, Liu<sup>1</sup>, M. (2023). Wisdom from the crowd: can recommender systems predict employee turnover decisions and destinations? *Personnel Psychology*. <https://doi.org/10.1111/peps.12551> (<sup>1</sup> equal contribution, order is alphabetical)
4. **Grandey, A.** (Dec 20, 2022). Workplace stigma around menopause is real. *Harvard Business Review*. <https://hbr.org/2022/12/research-workplace-stigma-around-menopause-is-real>
5. **Grandey, A.** (Dec 1, 2022). Incivility on the Front Lines of Business - The emotional toll of frontline labor. *Harvard Business Review*. <https://store.hbr.org/product/incivility-on-the-front-lines-of-business/bg2204>
6. Smith, D.D. & **Grandey, A.**, (Nov 2, 2022). The Emotional Labor of Leadership - And How Organizations Can Support It. *Harvard Business Review*. <https://hbr.org/2022/11/the-emotional-labor-of-being-a-leader>
7. **Grandey, A.**, Beehr, T., & Hershcovis, S. (2022). A call for preventing interpersonal stressors at work. *Journal of Occupational Health Psychology* (special issue) 27(1), 3-6.
8. Kundro\*, T., Burke\*, V. **Grandey, A.**, Sayre\*, G. (2022). A perfect storm: Customer sexual harassment as a joint function of financial dependence and emotional labor. *Journal of Applied Psychology*, 107(8), 1385–1396. <https://doi.org/10.1037/apl0000895>  
 Media (selected): [Fast Company](#), [The Telegraph](#) (UK), NPR, Reddit; [HealthyWork](#) (episode 36)
9. **Grandey, A. A.**, Sayre\*, G. M., & French, K. A. (2021). “A blessing and a curse”: Work loss during coronavirus lockdown on short-term health changes via threat and recovery. *Journal of Occupational Health Psychology*, 26(4), 261–275. <https://doi.org/10.1037/ocp0000283>
10. Sayre\*, G., **Grandey, A.**, Almeida, D. (2021). Does sleep help or harm managers’ perceived productivity? Trade-offs between affect and time as resources. *Journal of Occupational Health Psychology*, 26 (2), 127–141. <https://dx.doi.org/10.1037/ocp0000192>
11. Burke\*, V. & **Grandey, A.** (2020). Midlife crisis on the road to successful workforce aging. *Industrial and Organizational Psychology*, 13(3), 388-394. <https://doi.org/10.1017/iop.2020.62>

12. **Grandey, A., Gabriel, A., & King, E. (2020).** Tackling taboo topics: A review of the three Ms in working women's lives. *Journal of Management*, 46 (1), 7-35. [doi.org/10.1177/0149206319857144](https://doi.org/10.1177/0149206319857144)  
Summary: <https://journalsblog.sagepub.com/blog/guest/management/tackling-taboo-topics>  
**Awards:** 2021 Scholarly Achievement Award (AOM-HR Div); 2023 Honor Roll of Responsible Research in Business and Management
13. Swigart\*, K., Anantharaman\*, A., Williamson\*, J., **Grandey, A. (2020).** Working while liberal/conservative: A review of political ideology in organizations. *Journal of Management*, 46(6), 1063-1091. <https://doi.org/10.1177/0149206320909419>
14. Sayre\*, G., **Grandey, A., Chi, NW. (2020).** From cheery to "cheers"? Regulating emotions at work and alcohol consumption after work. *Journal of Applied Psychology*, 105(6), 597-618.  
<https://doi.org/10.1037/apl0000452>  
**Media attention:** Focus of [HealthyWork](#) Podcast (episode 7)
15. **Grandey, A., Frone, M., Melloy\*, R., Sayre\*, G. (2019).** When are fakers also drinkers? A self-control view of emotional labor and alcohol consumption among U.S. service workers. *Journal of Occupational Health Psychology*, 24(4), 482-497.  
**Media attention** (selected): the [BBC](#), [USAToday](#), [CNN](#), [the Daily Mail](#), [the New York Post](#), [Inverse](#), [The Guardian](#), [Reddit.com](#) (front page and r/science), [the Takeout](#).
16. **Grandey, A., & Sayre\*, G. (2019).** Emotional labor: Regulating emotions for a wage. *Current Directions in Psychological Science*, 28(2), 131-137. [Media](#) by Association for Psychological Science
17. Chi, N-W & **Grandey, A. (2019).** Emotional labor predicts service performance depending on activation and inhibition regulatory fit. *Journal of Management* 45(2): 673-700.
18. **Grandey, A., Houston\*, L., & Avery, D. (2019).** Fake it to make it: Emotional labor reduces the racial disparity in service performance judgments. *Journal of Management*, 45(5), 2163-2192.  
**Media attention** (selected): [BBC](#), [Newsweek](#), [The Salon](#)
19. **Grandey, A. (April 30, 2018).** Black employees in the service industry pay an emotional tax at work. *The Conversation*. <https://theconversation.com/black-employees-in-the-service-industry-pay-an-emotional-tax-at-work-94002>
20. **Grandey, A., Ferris, D.L., Melloy\*, R.M. (2018).** A Dual signal model of pride displays in organizations. *Research in Organizational Behavior*, 38, 153-168.
21. Melloy\*, R., Liu, S., **Grandey, A., Shi, J. (2018).** Overcoming obstacles: Attentional and emotional control for novice job seekers. *Journal of Vocational Behavior*, 108, 92-107.
22. Houston\*, L., **Grandey, A. & Sawyer, K. (2018).** Who cares if “service with a smile” is authentic?: An expectancy-based model of customer race and perceptions of service interactions. *Organizational Behavior and Human Decision Processes*, 144, 86-96.
23. **Grandey, A., & Melloy\*, R. (2017)** The State of the Heart: Emotional labor as emotion regulation reflections and revisions. *Journal of Occupational Health Psychology: 20<sup>th</sup> anniversary issue.*, 22(3), 407-422.

24. Lee\*, S., Davis, K. D., Neuendorf, C., **Grandey**, A., Lam, C. B. & Almeida, D. M. (2016). Individual and organizational work-to-family spillover are uniquely associated with hotel managers' work exhaustion and satisfaction. *Frontiers in Psychology*, 1180.
25. Howard\*, M., Farr, J., **Grandey**, A., Gutworth\*, M. (2016). The Creation of the Workplace Social Courage Scale (WSCS): An Investigation of Internal Consistency, Psychometric Properties, Validity, and Utility. *Journal of Business and Psychology*, 32(6), p. 673-690.
26. **Grandey**, A., Rupp, D., & Brice, W. (2015). Emotional Labor Threatens Decent Work: A Proposal to Eradicate Emotional Display Rules. *Journal of Organizational Behavior*, 36(6), 770–785.
27. Huang, J., Chiarburu, D., Zhang, X., Li, N., **Grandey** A. (2015). Rising to the challenge: Deep acting is more impactful when tasks are appraised as challenging. *Journal of Applied Psychology*, 100(5), 1381-1397.
28. Krannitz\*, M., **Grandey**, A., Liu, S., & Almeida, D. (2015). Workplace Surface Acting and Marital Partner Discontent: Anxiety and Exhaustion Spillover Mechanisms. *Journal of Occupational Health Psychology*, 20 (3), 314-325.
29. **Grandey**, A. A., Krannitz\*, M. A., & Slezak†, T. (2015). On the Front Lines: Stakeholder Threat Cues Determine How Identified Employees Cope with Scandal. *Journal of Occupational Health Psychology*. 20(3), 388-403.
30. **Grandey**, A. (2015). Smiling For A Wage: What Emotional Labor Teaches Us about Emotion Regulation. *Psychological Inquiry*, 26, 54–60.
31. **Grandey**, A., & Gabriel†, A. (2015). Emotional labor at a crossroads: Where do we go from here? *Annual Review of Organizational Psychology and Organizational Behavior*, 2, p. 323-349.
32. Gabriel†, A., Acosta\*, J., & **Grandey**, A. (2015). The value of a smile: Does emotional performance matter more in familiar or unfamiliar exchanges? *Journal of Business and Psychology*, 30, 37-50. **Award:** *JBP's* 2015 Highly Commended Paper.
33. Maneotis\*, S. M., **Grandey**, A., & Krauss, A. D. (2014). Understanding the “Why” as Well as the “How”: Service Performance is a Function of Prosocial Motives and Emotional Labor. *Human Performance*, 27, 1-18.
34. Houston\*, L., & **Grandey**, A. (2013). What we don't know can hurt us: A call for stereotype-congruent impression management tactics. *Industrial and Organizational Psychology*, 6(4), 433-437.
35. **Grandey**, A., Chi, N-W, Diamond\*, J. (2013). Show me the money! Do financial rewards enhance or undermine satisfaction from performing emotional labor? *Personnel Psychology*, 66(3), 569-612.
36. **Grandey**, A., Krannitz\*, M., Slezak†, T. (2013). We are...More than Football: Three Stories of Identity Threat by Penn State Insiders. *Industrial and Organizational Psychology*, 6 (2), 134-139.
37. Groth, M. & **Grandey**, A. (2012). From bad to worse: Negative exchange spirals in employee–customer service interactions. *Organizational Psychology Review*, 2(3), 208 - 233

38. Tsai, W., Chi, N., **Grandey**, A. & Fung, S. (2012). Positive group affective tone and team creativity: negative group affective tone and team trust as boundary conditions. *Journal of Organizational Behavior*, 33, 638-656.
39. **Grandey**, A., Goldberg\*, L., & Pugh, S.D. (2012). Why and when do stores with satisfied employees have satisfied customers? The roles of service responsiveness and store busyness. *Journal of Service Research*, 14(4), 397-409.  
**Award:** AOM OB Division's 2011 Best Publication with Practical Implications
40. **Grandey**, A., Foo\*, SC. Groth, M., & Goodwin, R. (2012). Free to be you and me: A climate of authenticity alleviates burnout from emotional labor. *Journal of Occupational Health Psychology*, 17(1), 1-14.
41. Chi, N., **Grandey**, A., Diamond\*, J.A., & Krimmel†, K.R. (2011). Want a tip? Service performance as a function of emotion regulation and extroversion. *Journal of Applied Psychology*, 96(6), 1337-1346.
42. Diefendorff, J., Erickson, R., **Grandey**, A., & Dahling, J. (2011). Work unit norms for emotional display rules: A multilevel analysis of emotional labor among nurses. *Journal of Occupational Health Psychology*, 16(2), 170-186.
43. **Grandey**, A., Rafaeli, A., Ravid, S., Wirtz, J., Steiner, D. (2010). Emotion display rules at work in the global service economy: The special case of the customer. *Journal of Service Management*, 21(3), p. 388-412.  
**Award:** JOSM's 2010 Highly Commended Award
44. Allen, J., Pugh, D. **Grandey**, A., & Groth, M. (2010). Following display rules in good or bad faith?: Customer orientation as a moderator of the display rule-emotional labor relationship. *Human Performance*, 23(2), 101-115.
45. Ravid, S., Rafaeli, A., & **Grandey**, A. (2010). Expressions of anger in Israeli workplaces: The special place of customer interactions. *Human Resource Management Review*, 20(3), 173-260.
46. **Grandey**, A., & Diamond\*, J. (2010). Interactions with the public: Bridging job design and emotional labor perspectives. *Journal of Organizational Behavior*, 31, 338-350.
47. Kern\*, J., & **Grandey**, A. (2009). Workplace Incivility and Exhaustion: The Role of Racial Identity of Service Workers. *Journal of Occupational Health Psychology*, 14(1), 46-57.
48. **Grandey**, A., Cordeiro\*, B., & Judd, M. (2007). Work-Family Supportiveness Perceptions: Important for the Well-being of Male Blue-Collar Hourly Workers? *Journal of Vocational Behavior*, 71 (3), 460-478
49. Goldberg\*, L., & **Grandey**, A. (2007). Display rules versus display autonomy: Emotion regulation, emotional exhaustion, and task performance in a call center simulation. *Journal of Occupational Health Psychology*, 12(3), 301-318.
50. **Grandey**, A., Kern\*, J., & Frone, M. (2007). Verbal Abuse from outsiders versus insiders: Comparing frequency, impact on emotional exhaustion, and the role of emotional labor. *Journal of Occupational Health Psychology*, 12(1), 63-79.  
**Award:** JOHP's 2007 Best Paper Award



51. Barger<sup>†</sup>, P. & Grandey, A. (2006). "Service with a smile" and encounter satisfaction: Emotional contagion and appraisal mechanisms. *Academy of Management Journal*, 49(6), 1229-1238. **Media attention:** *Harvard Business Review*, May 2007
52. Grandey, A., Cordeiro\*, B., & Crouter, A. (2005). A longitudinal and multi-source test of the work-family conflict and job satisfaction relationship. *Journal of Occupational and Organizational Psychology*, 78(5), 305-323.
53. Grandey, A., Fisk\*, G., Mattila, A., Jansen, K. J., & Sideman\*, L. (2005). Is service with a smile enough? Authenticity of positive displays during service encounters. *Organizational Behavior & Human Decision Processes*, 96(1), 38-55.
54. Grandey, A., Fisk\*, G., Steiner, D. (2005). Must "service with a smile" be stressful? The moderating role of personal control for U.S. and French employees. *Journal of Applied Psychology*, 90, 893-914.
55. Grandey, A., Dickter, D., & Sin\*, H.-P. (2004). The customer is *not* always right: Customer verbal aggression toward service employees. *Journal of Organizational Behavior*, 25(3), 397-418. **Featured in** *Academy of Management Executive*, 18, 158-160; <https://www.jstor.org/stable/4166107>.
56. Grandey, A. (2003). When 'the show must go on': Surface and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46 (1), 86-96.
57. Mattila, A., Grandey, A., & Fisk\*, G. (2003). The interplay of gender and affective tone on service encounter satisfaction. *Journal of Service Research*, 6 (2), 136-143.
58. Hammer, L., Bauer, T., & Grandey, A. (2003). Outcomes of work-family conflict among dual-earner couples: Individual-level and crossover effects on satisfaction and withdrawal behaviors at work. *Journal of Business and Psychology*, 3, 419-436.
59. Arnett, P.A., Higginson, C.I., Voss, W.D., Randolph, J., & Grandey, A. (2003). Relationship between coping, depression, and cognitive dysfunction in multiple sclerosis. *The Clinical Neuropsychologist*, 16, 341-355.
60. Grandey, A., Tam\*, A. & Brauburger\*, A. (2002). Affective states and traits of young workers: A diary study. *Motivation and Emotion (Special Issue)*, 26(1), 31-55.
61. Brotheridge, C., & Grandey, A. (2002). Emotional labor and burnout: Comparing two perspectives on 'people work'. *Journal of Vocational Behavior*, 60, 17-39.
62. Grandey, A. (2000). Emotion regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95-110.
63. Howes, J., Cropanzano, R., Grandey, A., & Mohler, C. (2000). Who is supporting whom?: Quality team effectiveness and perceived organizational support. *Journal of Quality Management*, 5, 207-223.

64. **Grandey, A., & Cropanzano, R.** (1999). The conservation of resources model and work-family conflict and strain. *Journal of Vocational Behavior*, *54*, 350-370.
65. Cropanzano, R., Howes, J., **Grandey, A., & Toth, P.** (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, *18*, 159-180.

### BOOKS

1. **Smith, D.D., & Grandey, A.** (forthcoming). *Emotional upskilling for today's leaders*. Oxford University Press.
2. **Grandey, A., Diefendorff, J.A., & Rupp, D.** (2013). *Emotional Labor in the 21st Century: Diverse Perspectives on Emotion Regulation at Work*. Psychology Press/Routledge: New York.

### BOOK CHAPTERS

1. **Grandey, A., England\*, K. & Boemerman\*, L.** (2020). Emotional labor: Display rules and emotion regulation. In the Handbook of Workplace Affect (Eds., Liu-Qin Yang, Russell Cropanzano, Catherine Daus, & Vicente Martinez-Tur). Cambridge University Press.
2. **Grandey, A., & Krannitz\*, M.** (2016) Emotion Regulation at Work and at Home. Oxford Handbook of Work and Family (Tammy D. Allen & Lillian T. Eby, Editors). New York: Oxford Press
3. **Grandey, A., Diefendorff, J., Rupp, D.** (2013). Bringing emotional labor into focus: A review and integration of three research lenses. In A. Grandey, J. Diefendorff, & D. Rupp (Eds.) *Emotional Labor in the 21st Century: Diverse Perspectives on Emotion Regulation at Work* (pp. 3-27). Psychology Press/Routledge: New York, New York.
4. **Grandey, A., Grabarek\*, P., & Teague\*, S.** (2012). Negative relational exchanges of customers and employees. In *Relationships at Work: Frontiers in IO Psychology Series* (T. Allen & L. Eby, Eds.), San Francisco, CA: Jossey-Bass.
5. **Grandey, A.** (2008). Emotions at work: A review and research agenda. In C. Cooper & J. Barling (Eds.), *The SAGE Handbook of Organizational Behavior* (Vol. 1, pp. 234-261). Thousand Oaks, CA: Sage.
6. Rupp, D., McCance, S., & **Grandey, A.** (2007). A cognitive-emotional theory of customer injustice and emotional labor: Implications for customer service, fairness theory, and the multifoci perspective. In D. DeCremer (Ed.), *Advances in the psychology of justice and affect* (pp. 205-232). Charlotte, NC IAP.
7. **Grandey, A., & Fisk\*, G.** (2005). Display rules in service jobs: What's fairness got to do with it? In P. Perrewe & D. Ganster (Eds.), *Research in Occupational Stress and Well Being* (Vol. 4, pp. 269-297): Elsevier Ltd.
8. **Grandey, A., & Brauburger\*, A.** (2002). The Emotion regulation behind the customer service Smile (pp. 260-294). In R. Lord, R. Klimoski, & R. Kanfer (Eds.), *Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior*. San Francisco, CA: Jossey-Bass.

9. **Grandey, A.** (2001). Family friendly policies: Organizational justice perceptions and need-based allocations. In R. Cropanzano (Ed.), *Justice in the Workplace: From Theory to Practice*, vol. 2 (pp. 145-174). Mahwah, NJ: Erlbaum.
10. Cropanzano, R., Weiss, H.M., Suckow, K., **Grandey, A.** (2000). Doing justice to workplace emotion. In N. Ashkanasy, Härtel, C., & Zerbe, W. (Eds.), *Emotions in the Workplace: Research, Theory, and Practice*. Westport, CT: Quorum Books.
11. Cropanzano, R., & **Grandey, A.** (1998). If politics is a game, then what are the rules? Three suggestions for ethical managers. In M. Schminke (Ed.), *Managerial ethics: Moral management of people and processes* (pp.133-152). Mahwah, NJ: Erlbaum.

### GRANT ACTIVITY

- |           |   |
|-----------|---|
| 2021      | <b>Social Science Research Institute (SSRI) Level-1 (PI):</b> <i>Future of work: Fostering Healthy, Inclusive &amp; Productive (HIP) Workplaces</i> . Awarded \$4,979.  |
| 2020      | <b>Social Science Research Institute (SSRI) Level-1 (PI):</b> <i>Work-Health Interface at Perimenopause</i> , in response to the call for projects on The Role of Biological Sex/Gender in Human Behavior, Health and Development. Awarded \$4, 910.  |
| 2019      | <b>National Science Foundation (NSF) Grant Proposal (Co-PI; PI Jess Menold, SEDTAPP):</b> <i>Investigating the Utility of Intelligent Tutors based on Worker Emotional and Cognitive State in the Factories of the Future</i> . Submission to the call for Cyberlearning for Work at the Human-Technology Frontier (NSF-598). [Not funded]. |
| 2016-2018 | <b>National Science Foundation (NSF) Workshop: (PI):</b> <i>Work Climate in Organizations</i> . January 2016 from Science of Organizations SES #1625073. Awarded \$45,407. <a href="http://nsfworkclimateworkshop.la.psu.edu/">http://nsfworkclimateworkshop.la.psu.edu/</a>  |
| 2015      | <b>National Science Foundation (NSF) Graduate Fellowship (Supervisor)</b> <i>Emotional labor and alcohol use among young service workers</i> . Sponsored Graduate Student Gordon Sayre's application. December 2015 submission. ["Very good", <i>Not funded</i> ]   |
| 2014      | <b>Air Force Office of Scientific Research (Co-PI):</b> <i>Hostile Attribution Bias as a Dispositional Precursor of Mistrust and Suspicion</i> . 2014 (James Lebreton, PI); Funding Opportunity Number:BAA-AFOSR-2014-0001. [ <i>Not funded</i> ]   |
| 2012-2014 | <b>National Science Foundation (NSF) Award (PI):</b> <i>From Pride to Shame: Organizational identification and self-presentation during scandal</i> . 2012. RAPID submission SBE division (#42155628G; Social Psychology program), Awarded \$41,500.  |
| 2008-2009 | <b>National Psi Chi Honors Society Faculty Advisor Research Award (PI).</b> <i>Show Me the Money! The Impact of Financial Rewards for Emotional Labor</i> . 2008-2009. Awarded: \$1,979.74.   |
| 2005-2007 | <b>Social Science Research Institute (SSRI) at Penn State University (Co-PI; PI: Judd Michael).</b> <i>Employee Perceptions of Supervisor-Subordinate relationships and Usage of Organizational Policies: An examination of FMLA leave and employee well-being</i> . Funded.  |



- 2004-2005** Penn State Liberal Arts - Research and Graduate Studies Opportunities (PI): *Emotion Regulation and Service Work* (2004-2005). Funded \$4,500.
- 2003-2004** Penn State Liberal Arts - Research and Graduate Studies Opportunities (PI): *Is Customer Service on Target?* (2003-2004). Funded \$700.
- 2000** Sloan Foundation (Researcher) *Faculty and Families Project*, Phase II. PI: Bob Drago, Labor and Industrial Relations Department. Funded 1 full-time graduate student assistantship.

### BLOGS AND REPORTS

- Grandey, A. (Aug 3, 2020). [Two Masks, Two Pandemics: Racism vs. Coronavirus in Service](#). LinkedIn
- Grandey, A. (July 20, 2020). [Service providers: people-pleasers or mask-enforcers?](#) LinkedIn
- Grandey, A. (July 13, 2020). [Service work in a Pandemic: Emotional vs. Viral Contagion](#). LinkedIn
- Grandey, A. (July 9, 2020). [Behind the Mask](#). LinkedIn
- Simpson, T., England, K., Grandey, A., (2019). Experts Compile Skills, Attributes Necessary for AM Engineers. *AM Magazine*. <https://www.additivemanufacturing.media/blog/post/experts-compile-skills-attributes-necessary-for-am-engineers>
- Grandey, A. (2013). *Reactions to Authentic Conversations Workshops*; for Academic Outreach, Penn State University, University Park, PA.
- Grandey, A. & Slezak<sup>†</sup>, T. (2012). *Development Officers' Reaction to Sandusky Scandal*; for Development Office, Penn State University, University Park, PA.
- Grandey, A., Grant, A., Maneotis\*, S. (2010). *Research Report on Motivation and Stress*; for Development Office; Penn State University, University Park, PA.
- Barger<sup>†</sup>, T., & Grandey, A. (2005). *Service Delivery and Customer Satisfaction*; based on observations of eight food service restaurants. State College, PA.
- Grandey, A. & Dickter, D. (2003). *Report on Work Stress and Attitudes of Call Center Employees*; for AT&T, El Paso, Texas.

### INVITED PRESENTATIONS

- University of Calgary, Management PhD Program (May, 9, 2023). *Menopausal Stigma and Implications for Leadership*
- University of Michigan - Interdisciplinary Collaboration in Organizational Science (ICOS); (March, 2023). *Hot flashes at work? The Disclosure Dilemma for Menopausal Women*. Ann Arbor, MI
- University of Arizona, Management PhD Program (Feb 1, 2023). *Think manager, think men...opause? Stereotypes and Stigma for leader emergence*. Tucson, AZ.
- University of Georgia, Management PhD Program (Jan 19, 2023). *Sweating and Stereotypes: Menopausal Stigma and Disclosure at Work*. Athens, GA.
- San Diego State University, I/O Psychology program (December, 2022). *Science-Practice Career Conversation*. Online speaker.
- Virginia Tech., I/O Psych and Management programs (November 7, 2022). *Hot flashes get the cold shoulder. Menopausal stigma and status conferral*. Blacksburg, VA.

**Colorado State University, I/O Psychology Program** (September 16, 2022). *Smiling and Sweating: Sexual harassment and Menopausal bias of working women*. Online speaker.

**SIOP Conversation Series** (March, 24, 2022). *Creating a caring workplace*. Live online social media interview on YouTube/Facebook. Outreach of Society of Industrial-Organizational Psychology. <https://www.youtube.com/watch?v=MjQJcU0450s>

**Michigan State University, I/O Psychology Program** (November 12, 2021). *Hot Flashes & Cool Reactions: Gender Disparities in Midlife Symptoms and Leadership Judgments*. Online speaker.

**Claremont McKenna – METRICS Lab and Berger Institute** (May 27, 2021). *How we thrive at work: Understanding the needs of minoritized employees*. Online Panelist with M. Hebl, E. Ruggs & D. van Knippenberg.

**Bowling Green State University, I/O Psychology Program** (Jan 15, 2021). *Smiling, smug and sweating: Intersection of women's emotions and power at work*. Online colloquium speaker.

**Wayne State University, I/O Psychology Program**. (Oct 23, 2020). *Emotional labor in service work: The role of diversity*. Online colloquium speaker.

**University of Central Florida, Rosen College of Hospitality Management** (October 8, 2020). *Conducting Rapid Research*. Online panelist.

**Central Michigan University, I/O Psychology Program** (Sept 25, 2020). *Managing RAGE: Race, age, gender and emotions*. Online colloquium speaker.

**Work and Organizational Psychology (WAOP) Netherlands** (November, 2019). *Sustainability Risk: Stressing the Performance while Suppressing the Personal*. Keynote Speaker at University of Amsterdam. <https://waop.nl/conference-2019/>

**Rice University, Psychological Sciences** (Nov 1, 2019). *Collisions at the Intersection of Professional and Personal for Today's Workforce*. Houston, TX.

**Society of Affective Science (SAS, Mar 2019)**. *Emotional labor: Getting paid to regulate emotions*. Emotion regulation pre-conference workshop panel (Organizer: James Gross); Boston, MA.

**Penn State Paterno Fellows “Lunch with Honor” Speaker** at Penn State (Jan, 2018) *The Dark Side of Emotional Labor*. to Liberal Arts undergraduates

**University of Akron (Psych)** (September, 2016). *Regulating at work, but not at home?: Why and when emotional labor is linked to marital conflict and alcohol*. Akron, OH.

**George Washington University (OB)** (October, 2014). *Emotional labor and identity threat: Three new studies*. Washington DC.

**Portland State University (Psychology)** (May, 2014). *Emotional labor and identity threat: A review and new directions*, Portland, OR.

**National Chengchi University-Taiwan (HR/OB)** (February, 2014). Facilitating emotions research (Organizer: Wei-Chi Tsai).

**Singapore Management University (HR/OB).** (February, 2014). *Emotional Labor at a Crossroads: Where have we been and where do we go?*

**American Psychological Society (APS, 2013)** Cross-Cutting Theme Talks “Regulating the Self, Regulating the Mind”. *Emotional Labor: Regulating the Self and Others for a Wage*. Washington D.C.

**Wilfred Laurier University/University of Waterloo** (Psychology/OB) (October, 2013). *The Shame of Scandal: Do Front-line workers affirm or dissociate from threatened organizational identity?*

**University of Toronto (OB/HR Program)**(October, 2013). *The Shame of Scandal: Do Front-line workers affirm or dissociate from threatened organizational identity?*

**Virginia Commonwealth University** (Management Program) (October, 2013). *The Shame of Scandal: Do Front-line workers affirm or dissociate from threatened organizational identity?*

**Wharton Business School** (Management Program) at University of Pennsylvania (September, 2013). *The Shame of Scandal: Do Front-line workers affirm or dissociate from threatened organizational identity?*

**Fox Business School** (HR/OB) at Temple University (September, 2013). *The Shame of Scandal: Do Front-line workers affirm or dissociate from threatened organizational identity?*

**Interdisciplinary Collaboration in Organizational Science (ICOS)** at University of Michigan; (February, 2013). *Emotional Labor and Identity Threat: Penn State Employees Coping with Scandal*. Ann Arbor, MI. <https://www.icos.umich.edu/lecture-2013-02-01>

**American Psychological Society (APS, 2009)** Cross-Cutting Theme Talks on Emotions. *Emotional labor in the 21<sup>st</sup> century: What do we know and where should we go?* San Francisco, CA.

**International Summer School in Affective Sciences (ISSAS)** (August 2010). *Emotional Labor: Emotion Regulation for a Wage*. Geneva, Switzerland.

**University of Minnesota** – Department of Psychology (March 2008). *Show me the money! Financial rewards and emotional labor*. Minneapolis, MN.

**University of North Carolina-Charlotte** – Departments of Management and Organizational Science. (March, 2007). *Rewards, Power, and Other ‘Necessary’ Conditions of Emotional Labor*. Charlotte, NC.

**University of Akron** – Department of Psychology (March 2007). *Show me the money! Testing Basic Assumptions of Emotional Labor Research*. Akron, OH.

**Portland State University** – Department of Psychology (October, 2006). *Emotional labor as a job stressor*. Portland, OR.

**Bowling Green State University** – Departments of Marketing and I-O Psychology (February, 2005). *Customer Reactions to Affective Displays in Service Encounters*. Bowling Green, OH.

**U.S. Department of Energy** National Energy Technology Laboratory (DOE, 2004). *Do Family Friendly Programs Work?* Presenter and facilitator at the Human Resources & EEO/Diversity Symposium. Pittsburgh, PA.

**Wharton Business School's Call Center Forum** - Financial Institutions Center (2004). *Effectiveness of Emotion Regulation Strategies with Difficult Callers: A field study and lab simulation*. Philadelphia, PA.

**Educational Testing Services/HumRRO/Army Research Institute** (November, 2003). *Emotional labor: A psychological perspective on managing emotions for a wage*. Conference on "Emotional Intelligence: Knowns and Unknowns." Princeton, NJ.

**Industrial/Organizational – Organizational Behavior Graduate Student (IOOB) Conference** (2001). *Work-family conflict: Current Directions in Research and Applications*, Penn State University, University Park, PA.

**Johns Hopkins Medical Center** (2001). *Emotional Labor and Emotion Coping at Work* presented at a colloquium of occupational nurses with the Center for Public Health and Hygiene.

### PEER-REVIEWED CONFERENCE PRESENTATIONS

**Grandey, A., & Burke\***, V. (2022, August). Working While Menopausal: Stigma of Vasomotor Symptoms. Presented in symposium: Untold Stories of Women at Work (Stillwell & MacGowan, cochairs). Academy of Management annual conference. Seattle, WA.

Taylor, N., **Grandey, A.**, Weeks, K.P., Bell, M., & Hall, A. (2022, August). Intersectionality and emotional labor for HR and DEI professionals. Poster at the Academy of Management annual conference. Seattle, WA.

**Grandey, A.**, (2022, April). *Judging a Construct by its Cover: Value Judgments in I-O Psychology*. Panel discussant at the annual meeting of the Society for Industrial and Organizational Psychology, Seattle, WA.

**Grandey, A.**, (2022, April). *#TimeSUp: How real I/Os step up at work as allies*. Panel discussant at the annual meeting of the Society for Industrial and Organizational Psychology, Seattle, WA.

Burke\*, V., & **Grandey, A.** (2021, Aug). *Ideal Worker Norm*. Symposium presentation at the Academy of Management Annual Meeting (HR, GDO, OB). [Virtual]

Anantharaman\*, A. & **Grandey, A.** (2021, August). Does Political Diversity Predict Organizational Dissatisfaction? Salience of Presidential Election. *Proceedings of Academy of Management (MOC Div.)* [Virtual].

Sayre\*, G. M., Chi, N. W., & **Grandey, A.** (2021, August). Investment in emotional labor: Daily resource spirals and Recovery. *Proceedings of Academy of Management (OB Div)* [Virtual].

**Grandey, A.**, Sayre\*, G., French, K. (2021). *Coping with Coronavirus: Employment and Health Changes for Hospitality Workers*. Poster presented at Society for Industrial and Organizational Psychology, New Orleans, LA [virtual].

**Grandey, A.**, Gonzalez\*, C., Williamson\*, J., and Morris\*, K. (2021). *Service with a Mask: Emotional Labor during a Pandemic*. Presented at symposium at the Society for Industrial and Organizational Psychology, New Orleans, LA [virtual].

Burke\*, V., & **Grandey**, A. (2021). *Unattracted or Overlooked: Investigating Self-Efficacy and Recruitment Explanations for the Gender Gap in Leadership*. Presented at symposium at the Society for Industrial and Organizational Psychology, New Orleans, LA [virtual].

Frasca\*, T., **Grandey**, A., Burke\*, V., Matsick J. (2021). *Hot Flashes and Disclosing Menopause on Leadership Emergence*. Presented at symposium at the Society for Industrial and Organizational Psychology, New Orleans, LA [virtual].

Sayre\*, G., Chi, N-W., **Grandey**, A. (April, 2020). *Emotional Labor Strategies: Daily Resource Investment, Returns, and Recovery*. Paper for symposium at the Society for Industrial and Organizational Psychology, Austin, TX. [cancelled due to Coronavirus]

Kundro\*, T., Burke\*, V., **Grandey**, A. (April, 2020). *Tipping and Smiling: Service Norms Enable Sexual Harassment*. Paper for symposium at the Society for Industrial and Organizational Psychology, Austin, TX. [cancelled due to Coronavirus]

**Grandey** (Facilitator), Hulsheger, Niven, Ozcelik, Rafaeli, Semmer, Trougakos (2019, May). *Emotional Labor: Debating Conceptual Boundaries*. Panel discussion at the European Association of Work and Organizational Psychology, Turin, Italy.

**Grandey**, A., Gabriel, A., & King, E. (2019, May). *Women's Work and the Three M's: Menstruation, Maternity and Menopause*. Paper presented at symposium at the European Association of Work and Organizational Psychology, Turin, Italy.

Hosie\*, M., **Grandey**, A., & Jacobs, R. (2019, April). *Emotional immunity? Leader emotion recognition and empathy with followers*. Paper at symposium at the Society for Industrial and Organizational Psychology, National Harbor, MD.

**Grandey**, A., Burke\*, V., England\*, K. (2019, April). *Should you show your pride? Benefits and costs to social judgments by gender and context*. Paper at symposium at the Society for Industrial and Organizational Psychology, National Harbor, MD.

Melloy\*, R.C. & **Grandey**, A., (2019, April). *Latent Profiles of Emotion Regulation in Response to Interpersonal Hostility*. Paper at symposium at the Society for Industrial and Organizational Psychology, National Harbor, MD.

Sayre\*, G., **Grandey**, A., Almeida, D. (2019, April). *Managers' Sleep and Productivity: Tradeoffs Between Time and Mood as Resources*. Poster at the Society for Industrial and Organizational Psychology, National Harbor, MD.

**Grandey**, A.A., Melloy\*, R.M., & Ferris, D.F. (2018, May). *Pride Displays at Work: Validation of Video Stimuli*. Poster presented at Association of Psychological Science, San Francisco, CA.

Sayre\*, G. M., **Grandey**, A. A., Chi, N. W. (2018, April). *Fake a smile, drink a while? Using ego-depletion to study emotional labor and alcohol use*. Poster presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Acosta\*, J., & **Grandey**, A. (2018, April). *A Self-Determination Perspective on Displaying Compassion at Work*. In Discrete Emotions at Work: Experiencing Anger, Guilt, Compassion, and Pride (Grandey, Chair). Symposium at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.



England\*, K., & **Grandey, A.**, (2018, April). *Signaling Emotional Culture in Recruitment: Gender and Personality Differences*. In (J. Diefendorff, Chair) The influence of contextual factors on emotional labor processes. Symposium presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Sayre\*, G., **Grandey, A.**, Dahling, J. (2018, April). *Understanding Emotional Labor Through Regulatory Focus and Fit*, In (J. Diefendorff, Chair) The influence of contextual factors on emotional labor processes. Symposium presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Melloy\*, R.M., **Grandey, A.A.**, & Ferris, D.F. (2017), *Evaluating Employee Reactions to Pride Displays and Displayers Across Work Contexts*. In The role of identities and impression management in image creation in organizations (Lynn McFarland, Chair). Symposium presentation at the annual meeting of the Academy of Management, Anaheim, CA.

Houston\*, L., **Grandey A.** (August 2016). *A new perspective on the personal and social consequences of creating facades of conformity at work*. Symposium presentation at the annual meeting of the Academy of Management, Anaheim, CA.

**Grandey, A.**, Frone, M., Melloy\*, R., & Sayre\*, G. (April, 2016). *Faking and Drinking: Emotional Labor and Dysregulated Alcohol Consumption*. Symposium at the annual meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.

**Grandey, A.** & Diefendorff, A. (April, 2016). *The Dark and Light Side of Emotional Labor I/O Hot Topics Debate – IGNITE Session at SIOP: Dual or Duel?* Anaheim, CA.

Krannitz\*, M., & Grandey, A., (April, 2016). *Fueling the Fire: Applying Self-Expansion Theory to Work Passion*. Symposium at the annual meeting of the Society of Industrial and Organizational Psychology. Anaheim, CA.

Baratta , P., Côté, S., & **Grandey, A.** (August, 2015). *When overconfidence in empathic accuracy helps and when it hurts*. Symposium presentation at the annual meeting of the Academy of Management, Vancouver, BC.

Houston\*, L., **Grandey, A.** & Sawyer, K. (April, 2015). *Racial Differences in Customer Service Expectations Explain Reactions to Inauthenticity*. Poster presentation at the annual meeting of the Society of Industrial and Organizational Psychology. Philadelphia, PA.

Maneotis\*, S.M., & **Grandey, A.** (April, 2015). *Customers Aren't all bad: Exploring Customer Citizenship Towards Service Employees*. Symposium at the annual meeting of the Society of Industrial and Organizational Psychology. Philadelphia, PA.

Krannitz\*, M.A., **Grandey, A.A.**, Liu, S., & Almeida, D. (April, 2015). *Emotional Labor Predicts Partner Distress: Tension and Exhaustion Mechanisms*. Symposium at the annual meeting of the Society of Industrial and Organizational Psychology. Philadelphia, PA.

**Grandey, A.** (Aug, 2014) *Bursting with pride: Emotion regulation for a discrete positive emotion*. Symposium presentation at the annual meeting of the Academy of Management. Philadelphia, PA.

- Grandey, A., & Gabriel, A.** (co-chairs) (May, 2014). *The Future of Emotional Labor: Reasons for Optimism and Concern*. Panel Discussion at the annual meeting of the Society of Industrial and Organizational Psychology. Honolulu, HI.
- Gutworth\*, M., & **Grandey, A.** (May 2014). *Fight or Flight? Members' Responses to Organizational Identity Threat*. Paper presented at symposium at Society of Industrial-Organizational Psychologists, Honolulu, HI.
- Krannitz\*, M., & Grandey, A., (May 2014). *Avoiding Threat, Approaching Opportunity: Scandal Appraisals, CSE, and Burnout*. Paper presented at symposium at Society of Industrial-Organizational Psychologists, Honolulu, HI.
- Houston\*, L., & **Grandey, A.** (May 2014). *Black Customers' Sensitivity versus Adaptivity to White Service Providers' Inauthenticity*. Paper presented at symposium at Society of Industrial-Organizational Psychologists, Honolulu, HI.
- Fitzgerald\*, D., & **Grandey, A.,** (May,2014). *Managed Heart vs. Mind: When Are Financial Rewards More Controlling?* Paper presented at symposium at Society of Industrial-Organizational Psychologists, Honolulu, HI.
- Kuyumcu\*, D., & **Grandey, A.** (May 2014). *Does Psychological Safety Buffer or Exacerbate Machiavellian Undermining?* Poster presented at Society of Industrial-Organizational Psychologists, Honolulu, HI.
- Gutworth\*, M., **Grandey, A., & Dahling, J.** (May, 2013). *Run or Repair? Regulating Identity Threat from Organizational Scandal*. Poster presentation at the 25th APS Annual Convention, Washington, D.C., US
- Grandey, A., & Krannitz\*, M.** (May, 2013). *From Pride to Shame: Organizational Identification and Burnout During Scandal*. Poster presentation at the 25th APS Annual Convention, Washington, D.C., US
- Grandey, A. & Slezak†, T.** (April, 2013). *When Pride Becomes Shame: Organizational Identification and Self-Regulation During Scandal*. Symposium presentation at the annual meeting of the Society of Industrial and Organizational Psychology, Houston, TX.
- Grandey, A., & Houston\*, L.** (April, 2013). *Keepin' It Real: Race and Performance Ratings of Positive Displays*. Symposium presentation at the annual meeting of the Society of Industrial and Organizational Psychology, Houston, TX.
- Nolan†, M., Fitzgerald\*, D. & **Grandey, A.** (August, 2012). *How to "Manage the Heart": Management's Priorities and Practices for Emotional Labor*. Paper presented at a symposium at the annual meeting of Academy of Management conference, Boston, MA.
- Maneotis,\* S., Houston\*, L., & **Grandey, A.** (August, 2012). *Socialized inauthenticity: Do workgroup norms predict who will "fake it" with customers?* Paper presented at the annual meeting of Academy of Management conference, Boston, MA.
- Grabarek\*, P., **Grandey, A. ,** Barger, P., Krauss, A. (April, 2012). *Personality Typologies as a Predictor of Effective Interpersonal Performance*. Paper presented at a symposium at the annual meeting of the Society of Industrial-Organizational Psychologists, San Diego, CA.

- Grandey, A., Goldberg\*, L., Pugh, S.D.** (August 2011). *Employee Satisfaction, Responsiveness, and Customer Satisfaction: Linkages and Boundary Conditions*. Paper Session at the annual meeting of Academy of Management conference, San Antonio, TX. [**Best Paper with Practical Implications, OB division of AOM**].
- Maneotis\*, S., **Grandey, A.**, Grabarek, P., Krauss, A. (April, 2011). *Work motives and emotional labor: Not just for a wage*. Paper presented at a symposium for the 25<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology, Chicago, IL.
- Grandey, A., Foo\*, S.C., Groth, M., Goodwin, R.** (April, 2011). *Free to Be: Recovering from Emotional Labor with Authenticity Climate*. Symposium presentation for 24<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology
- Diamond\*, J., **Grandey, A.**, & Gabriel†, A. (April 2010). *Positive Displays in Service Encounters versus Relationships*. Symposium presentation for 24<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Atlanta, GA.
- Grabarek\*, P. & **Grandey, A.** (April, 2010). *Understanding smile school: Emotional labor training occurrence and consequences*. Symposium presentation for 24<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Atlanta, GA.
- Pugh, D., **Grandey, A.**, & Allen, J. (August 2009). *Dirty Work as a Positive Identity: How Emotion Regulation Improves Attitudes and Performance*. Symposium presentation for the annual conference of the Academy of Management. Chicago, IL.
- Grandey, A., Diefendorff, J., Grabarek\*, P., and Diamond\*, J.** (April, 2009). *Emotional Displays as Requirement: Differences across Targets and Performance Effects*. Symposium presentation for the 23<sup>rd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New Orleans, LA.
- Gabriel†, A. & **Grandey, A.** (April, 2009). *Waiting for Service: Can Fast and Friendly Service Improve Reactions?* Poster for the 23<sup>rd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New Orleans, LA.
- Foo\*, S., **Grandey, A.**, Harrison, D. (April, 2009). *Walking Mood Inductors: Group Influences on Affective Linkages within Teams*. Poster for the 23<sup>rd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New Orleans, LA.
- Diamond, J.\* & **Grandey, A.** (April, 2009). *Financial Rewards for Following Display Rules: Coercive or Compensating?* Symposium presentation for the 23<sup>rd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New Orleans, LA.
- Grandey, A. Diamond, J.\* & Kern, J.\*:** *Perceiving Customers as Kings: The Role of Customer Power in Emotional Labor*. Paper presented at symposium for the 22<sup>nd</sup> annual meeting of the Society of Industrial and Organizational Psychology. San Francisco, CA.
- Diefendorff, J., **Grandey, A.**, Erickson, R., & Dahling, J. (April, 2008). *Work Unit Norms for Emotional Display Rules: A Multilevel Analysis of Emotional Labor among Nurses*. Paper presented at symposium for the 22<sup>nd</sup> annual meeting of the Society of Industrial and Organizational Psychology. San Francisco, CA.

- Grandey, A.** (August, 2007). *Show me the money! Integrating financial rewards into the study of emotional labor.* Paper presented at symposium for the annual Academy of Management Conference. Philadelphia, PA.
- Diamond\*, J., & **Grandey, A.** (April, 2007). *Should Customers Evaluate Me?: Service provider reactions to the use of customer evaluations in performance appraisal.* Paper presented at a symposium for the 22<sup>nd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New York City, NY.
- Grandey, A.,** Cordeiro\*, B., & Judd, M. (April, 2007). *Procedural Fairness and Family-Supportiveness as Predictors of Work-Family Conflict and Job Satisfaction: Perceptions of Male Blue-Collar Workers.* Paper presented at a symposium for the 22<sup>nd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New York City, NY.
- Jones\*, A., Diamond\*, J., Baytalskaya\*, N., & **Grandey, A.** (April, 2007). *Face to Face and Voice to Voice: Communication Modality and the Frequency and Stress of Customer Verbal Aggression.* Paper presented at a symposium for the 22<sup>nd</sup> annual meeting of the Society of Industrial and Organizational Psychology. New York City, NY.
- Rafaeli, A., **Grandey, A.,** Ravid, S., & Wirtz, J. (August, 2006). *Culture, display rules and organization: The effects of globalization.* Paper presented at symposium for the Annual Meeting of the Academy of Management Conference, Atlanta, GA.
- Cordeiro\*, B., **Grandey, A.,** & Judd, M. (May 2006). *Intentions to use family leave policies: Do gender, occupational status, and LMX matter?* Paper presented at symposium for the 21<sup>st</sup> annual meeting of the Society of Industrial and Organizational Psychology. Dallas, TX.
- Kern\*, J. & **Grandey, A.** (May, 2006). *Does Racial Identity Buffer or Exacerbate the Relationship of Workplace Mistreatment with Anger and Burnout?* Paper presented at symposium for the 21<sup>st</sup> annual meeting of the Society of Industrial and Organizational Psychology. Dallas, TX.
- Grandey, A.,** & Kern\*, J. (August, 2005). *Biting the Hand that Serves Them: When Does Customer Aggression Predict Employee Exhaustion?* Paper presented at the Annual Meeting of the Academy of Management Conference, Honolulu, Hawaii.
- Barger†, P., **Grandey, A.,** & Fisk\*, G. (May, 2005). *“Service with a smile” and encounter satisfaction: A comparison of primitive emotional contagion and cognitive appraisal mechanisms.* Paper presented at the conference on the Role of Emotions in Organizational Life: An Interdisciplinary Approach, Rotman School of Management, University of Toronto.
- Grandey, A.,** Cordeiro\*, B., Cronin\*, C. (April, 2005) *Breaking down the barriers: The moderating role of family-friendly culture on the family needs-policy use relationship.* Paper presented at symposium for the 20<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Los Angeles, CA.
- Grandey, A.,** & Diefendorff, J. (April, 2004). *Toward An Understanding of the Motivation Behind Emotional Labor.* Co-chairs of symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Grandey, A., Fisk\*, G., & Steiner, D.** (April, 2004). *Investigating French and American Service Worker Reactions to "Service with a Smile"*. Paper presented at symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Sideman\*, L., & Grandey, A.** (April, 2004). *Emotional Labor as a Function of Display Rules and Hostile Customers*. Paper presented at symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Cordeiro\*, B. & Grandey, A.** (April, 2004). *Holding multiple roles and using family policies: Benefits and costs*. Co-chairs of symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Mulvaney\*, R., & Grandey, A.** (April, 2004). *Off the job training: A new model of non-work to work facilitation*. Paper presented at symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Cronin\*, C. & Grandey, A.** (April, 2004). *Do you think your family is my responsibility? Evaluating the fairness of a family-responsive policy*. Paper presented at symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Grandey, A., Cordeiro\*, B., & Crouter, A.** (April, 2004). *Work-family conflict and job satisfaction: A test of the robustness of a relationship*. Paper presented at symposium for the 19<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Chicago, IL.

**Fisk\*, G., Grandey, A. & Mattila, A.** (August, 2003). *Service with a Scowl: Can Social Accounts Mitigate Customers' Reactions?* Paper presented at symposium for the Annual Meeting of the Academy of Management Conference, Seattle, WA.

**Sideman\*, L. & Grandey, A.** (August 2003). *Emotion Regulation in a Simulated Call Center: A Test of the Ego Depletion Model*. Paper presented at symposium for the Annual Meeting of the Academy of Management Conference, Seattle, WA

**Grandey, A., & Fisk\*, G.** (April 2003). *Fairness of display rules as a motivator of emotional labor*. Symposium presentation for the 18<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Orlando, FL.

**Cordeiro\*, B., Grandey, A., & Crouter, A.** (April 2003). *A longitudinal study of personality and work role overload on working husbands' and wives' work-family conflict*. Symposium presentation for the 18<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Orlando, FL.

**Grandey, A., Fisk\*, G., Mattila, A., & Sideman\*, L.** (August 2002). *Is that smile for real? Reactions to inauthenticity in service settings*. Symposium presentation for the Annual Meeting of the Academy of Management Conference, Denver, Colorado.

**Grandey, A.** (April, 2002). *Emotional regulation as emotional labor: A test of a framework*. Symposium presentation for the 17<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Toronto, Ontario.

**Harris\*, R., Blair\*, C., & Grandey, A.** (April, 2002). *Family friendly policies: A View from the*



*ivory tower*. Poster presentation for the 17<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Toronto, Ontario.

- Grandey, A.** (April, 2002). *Coping with incivility, hostility, and abuse in work interactions*. Chair of symposium at the 17<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Toronto, Ontario.
- Grandey, A., & Dickter, D.** (April, 2002). *Customer verbal abuse of service representatives: Consequences and coping*. Symposium presentation for the 17<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. Toronto, Ontario.
- Brotheridge, C., & **Grandey, A.** (August, 2001). *Emotional Labor and Burnout: Merging Two Literatures on 'People Work'*. Poster presented at the annual meeting of the Academy of Management. Washington, D.C.
- Grandey, A.** (April, 2001). *Causes and consequences of emotions at work: AET and Beyond*. Chair of symposium for the 16<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. San Diego, CA.
- Grandey, A., Brauburger\*, A., & Tam\*, A.** (April 2001). *Affective events in the workplace: Diary and survey data from part-time employees*. Symposium presentation for the 16<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. San Diego, CA.
- Grandey, A., Arvey, R.D., Baron, R.A., Cropanzano, R., Fisher, C.D., Kluger, A., Lord, R.G.** (April, 2001). *Navigating the path of emotions in I-O research: Suggestions from people with a working compass*. Chair of panel discussion at the 16<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. San Diego, CA.
- Grandey, A.** (April, 2000). *Surface and deep acting as predictors of employee stress, attitudes, and service performance*. Paper presented at symposium at the 15<sup>th</sup> annual meeting of the Society of Industrial and Organizational Psychology. New Orleans, LA.
- Cropanzano, R., Weiss, H., Suckow, K., & **Grandey, A.** (June, 1999). *(In)justice as an affective event*. Paper presented at the annual meeting of the American Psychological Society. Denver, Colorado.
- Hammer, L., Bauer, T., & **Grandey, A.** (April, 1999). *Effects of spouses' and own work-family conflict on satisfaction and withdrawal behaviors*. Paper presented at the 14th annual meeting of the Society of Industrial and Organizational Psychology. Atlanta, GA.
- Hammer, L., Barnett, R., **Grandey, A.**, Kossek, E., Rothausen, T., Williams, K., & Zedeck, S. (April, 1999). *Theory, or lack thereof, in work-family research*. Panelist at the Society of Industrial and Organizational Psychology. Atlanta, GA.
- Howes, J., Cropanzano, R., **Grandey, A.**, & Mohler, C. (August, 1999). *Who is supporting whom?: Quality team effectiveness and perceived organizational support*. Paper presented at a symposium at the annual conference of Academy of Management. Chicago, Illinois.
- Grandey, A.** (August, 1998). *Emotional labor: A concept and its correlates*. Paper presented at the 1st Conference on Emotions and Organizational Life. San Diego, CA.

- Grandey, A.** (August, 1998). *Emotional labour: Concept, measurement, and application*. Discussion Facilitator for symposium at the 1st Conference on Emotions and Organizational Life. San Diego, CA.
- Grandey, A.** (April, 1998). *Work-family conflict: A longitudinal test of its relationship with health, attitudes, and behavioral intentions*. Paper presented at a symposium at the 13th annual meeting of the Society of Industrial and Organizational Psychology. Dallas, TX.

## TEACHING

### ***Executive Education/Workshops***

- *Diversity with Inclusion Workshop* (August 2023), Exec Ed Workshop for Cross-State Credit Union Association, Smeal Business School at Penn State
- *Fostering Psychological Safety* (May, 2022). Exec Ed Workshop for Penn State Health, with Smeal Business School .
- *Creating a culture of psychological safety* (August, 2022); Exec Ed Workshop for Cross-State Credit Union Association, Smeal Business School at Penn State
- *Fostering Psychological Safety* (May, 2022). Workshop for Auberle Social Service Agency (virtual).
- *Building a Culture of Psychological Safety* (Jan, 2022); Exec Ed Workshop for Community Care & Behavioral Health Organizations (CCBHO), Smeal Business School (virtual).
- *Addressing Intersectionality to Transform Leadership at Penn State*; Institutional Care [Workshop](#) by LEAADS (March 2021). Penn State University (virtual)..
- *Battling Job Burnout: Coping during COVID* (March, 2021) Workshop for Applied Research Laboratory (ARL) at Penn State (virtual).
- *Service with a Mask: Managing Emotions and Stress during COVID-19* (October 8, 2020). Webinar for Research, Recovery & Reskill Series for Hospitality Industry. University of Central Florida
- *Work Stress & Recovery: Coping with COVID*. Webinar for Faculty of College of Liberal Arts at Penn State (September 8, 2020) and for Staff (April 16, 2020).
- *Battling Job Burnout* (Nov 15, 2019) Workshop for PSU Applied Research Laboratory (ARL)
- *Managing Client Interactions* (June-July 2019). Workshop for Filippelli Institute Instructional Designers, Penn State University.
- *Understanding emotional labor: When 'grin and bear it' is a job requirement*. Continuing Education (C.E.) Workshop (April 2008) at SIOP, San Francisco, CA.
- *Emotional Expectations and Job Burnout*. Workshop for University Health Services, Continuing Education (C.E.) credits (February, 2005)

### ***Graduate Level***

- Graduate Orientation and Professional Development (PSY501; 2017-2019). Enrollment 23-30.
- Organizational Psychology (PSY523; 1999-present). Enrollment: 5-12.
- Advanced Graduate Seminars (PSY597/537; 2000-present): Enrollment 6-12
  - *Customer Service*
  - *Workplace Emotion & Stress*
  - *Regulating Emotions at Work*

### ***Undergraduate Level***

- Introductory Psychology (PSY002; 1999-2006). 320-330.
- Work Motivation and Attitudes (PSY441/484: 2000-present): 35-120.

- First-Year Seminar (PSY083: 2009-2017): *Psychology of Service with a Smile*. 20-25.
- Senior Capstone (PSY490: 2009-2016): *Emotional Intelligence: Real or Pop Psychology?* 25-35.

## OUTREACH

- [Penn State Newswire](#) on Avoiding Burnout during Pandemic (April 7, 2021)
- Interviewed for [Collegian article](#) on Exam Stress during Pandemic: Dec 9, 2020
- Climate Survey & Report: *LGBT Beliefs and Values* (Fall 2019): St. Paul's United Methodist Church survey development and results discussion
- Climate Survey & Report: *Graduate Student Health and Climate Perceptions* (Fall, 2019): Psychology department graduate student survey report conveyed separately to faculty and students.
- *Student Mentoring Panel* as part of NSF Workshop (May 2016): Matched faculty to student based on research interests
- *The Human Energy Crisis: Replenishing Personal Resources*. (October, 2011). Presenter to Penn State Academic Leadership Fellows (ALF)
- *Psi Chi Research Conference Advisor* (Annually, 2007-2013); Advisor to undergraduate students and officers in organizing; coordinate judging for the conference posters. University Park, PA.

## ADVISING

### Doctoral Chair

### Current Employment

1. Candace (Blair) Cronin	2004	Consultant for ICF, Intl., Wash DC
2. Rebecca (Harris) Mulvaney	2004	Vice President at ICF, Intl., Wash DC
3. Glenda Fisk	2006	<b>Associate Professor</b> , Queen's University
4. Lori (Sideman) Goldberg	2006	Director of Talent Management, Cox Enterprises
5. Bryanne (Cordeiro)	2006	Consultant for Federal Management Partners
6. April (Jones) Tate (co-chair)	2009	Consultant for Federal Management Partners
7. Julie (Kern) Wilfosky	2011	Independent Consultant
8. Patricia Grabarek	2011	Senior Behavior Scientist at Infor
9. Su Chuen Foo	2012	Strategy Consultant at Kamehameha Schools, HI
10. Sarina Maneotis	2014	<b>Teaching Assistant Professor</b> at Kansas State U.;
11. Lawrence Houston	2015	<b>Assistant Professor</b> , Rutgers University
<i>APA Dissertation Award</i>		
12. Daniel Kuyumcu	2015	People Analytics at Google, Inc., NY
13. Morgan Krannitz	2015	People Analytics at Google, Inc., CA
14. Jennifer Diamond Acosta	2017	Talent Analytics at Allstate Insurance, Chicago, IL
15. Robert Melloy	2018	Regional Director, People Science at Culture Amp, NY;
16. Col. Michael Hosie (co-chair)	2018	<b>Director of Leadership</b> at Army War College
17. Gordon Sayre	2020	<b>Assistant Professor</b> at emlyon Business School, France;
<i>APA Dissertation Award; PSU Alumni Association Dissertation Award</i>		
18. Anu Anantharaman	2020	People Analytics at Google, Inc., CA
19. Vanessa Burke	2022	<b>Assistant Professor</b> of Psychology at Louisiana State U.
20. Kristen Swigart, ABD (co-chair)		Research Scientist, MiTek Leadership Consulting firm
21. Katie England, ABD		Manager, Global DE&I, Pratt & Whitney, PA
22. Cristina Gonzalez, M.A.		
23. Didar Zeytun, M.A.		
24. Kayley Morris		

25. Hannah Stockdale
26. Tayana Rich

#### **Master's Chair – IO Psychology**

1. Analea Brauburger
2. Sarah Teague

#### **Doctoral Committee Member**

1. Dan Newman
2. Sophia Cho
3. Jodi Himmelright
4. Yang Zhang
5. Hock Peng Sin
6. Adam Myer
7. Matt Howard
8. Liliya Cushenbery [Blocker]
9. Rachel Tesler
10. Robert Reimer
11. Jason Williams
12. Anna Salomaa (Clinical Psychology)
13. Dede Ukueberuwa O'Shea (Social Psychology)
14. Elaine DiCicco (Social Psychology)
15. Lauren Spencer (Social Psychology)
16. Shereen Fatimah (Management & Organization)
17. Jennifer Kish-Gephart (Management & Organization)
18. Soojin Oh (Management & Organization)

#### **Doctoral Committee External Examiner**

19. Ivona Hideg, Ph.D. University of Toronto, Rotman Business School, June 2012
20. Gilden Bichen, Ph.D., MacQuarie University, MacQuarie University, Aug 2020

<b>Undergraduate Honors Advisor</b>	<b>Completion</b>	<b>Awards</b>
1. Matt Bello	2000	
2. Jill Friedman	2001	<i>Hinman Memorial Scholarship, 2000, 2001</i>
3. Kathleen Royer (Krimmel)	2003	<i>Hinman Memorial Scholarship 2001, 2002 Evan S. Pugh Honors Scholarship, 2003</i>
4. Patricia Barger	2004	
5. Allison Gabriel	2008	<i>Hinman Memorial Scholarship, 2006, 2007</i>
6. Jane Shumski,	2008	<i>Hinman Memorial Scholarship, 2006</i>
7. Sarah Hepler	2012	<i>Hinman Memorial Scholarship, 2009</i>
8. Megan Nolan,	2012	<i>Hinman Memorial Scholarship, 2012</i>
9. Tyler Slezak	2013	<i>Hinman Memorial Scholarship, 2013, Psychology Student Marshal</i>
10. Tim Kundro	2017	
11. Suzuka Yamana	current	

### **SERVICE**

#### **Department**

*Note: \* graduate student, † undergraduate student*

- Initiative Informing and Recruiting Doctoral Students from HBCUs; Fall 2021
- Education & Dialogue, Diversity Sub-Committee with Assoc Head Soto, 2021-current
- Graduate Education Committee, 1999-2000; 2021- 2022
- Director of Graduate Studies in Psychology, Oct 2016-July 2020
  - Department Climate Assessments: Fall 2016; Sum 2019; Spr 2020
  - Career Diversity Conversations: Spring 2017, Fall 2018
  - Peer Mentoring Program: Spring 2018
  - Graduate Student-DGS Liaison Program: Spring 2019
- Chair of Faculty Search Committee (I-O): 2012
- Undergraduate Education Committee, 2000-2005, 2007- 2010, 2014-2016
  - Chair of Undergraduate Education Committee, 2014-2015
  - Chair, subcommittee on Business option revisions 2007-2010
- I-O Psychology Area Coordinator; 2007-2013; 2014-2016
- Faculty Search Committee Member (I-O): 2010; 2011; 2016; (external): 2000, 1999
- Psi Chi Faculty Advisor; 2007- 2013; Invited Speaker, Feb 2013, Jan 2015, Jan 2016

### College/University

- Graduate Studies in Liberal Arts Committee
  - Sub-committee on Career Diversity 2016-present
- Invited Facilitator for Alumni Panel on Career Diversity; College of LA; Fall 2018
- Invited Presenter to Alumni for Development in College of LA; Fall 2017
- Schreyers Teaching Awards Committee, 2015-2016
- Undergraduate Studies Committee, 2004-2009; 2015-2016
- AD-14 Department Head Review Committee; 2011-2012
- Business/Liberal Arts Minor Committee, 2003-2005
- Staff Awards Committee for Liberal Arts, 2003

### Academic Field

#### *Editor/AE*

- Associate Editor for *Journal of Applied Psychology*, Jan 2022-
- Guest Editor for *Journal of Occupational Health Psychology* special issue (Jan 2022): “Preventing Interpersonal Stressors”
- Associate Editor for *Affective Science* (inaugural board), June 2019-2022
- Associate Editor for *Journal of Occupational Health Psychology*, Jan 2017-2021

#### *Editorial Board Reviewer*

- *Journal of Applied Psychology*, January 2004 to December 2021
- *Journal of Occupational Health Psychology*, January 2005 to 2010; 2012-2017
- *Academy of Management Journal*, April 2006 to May 2019
- *Journal of Management*, August 2011 to 2016
- *Organizational Psychology Review* (inaugural board), January 2010 to 2016

#### *Other Reviewing*

- Ad-hoc Journal Reviewer: *Organizational Behavior & Human Decision Processes*, *Personnel Psychology*, *Journal of Service Research*, *Journal of Personality and Social Psychology*, *Motivation and Emotion*, *Emotion*
- Conference Reviewer: SIOP (since 2001), AOM-OB/GDO divisions (since 2000)
- Grant Reviewer: *National Science Foundation* – Social, 2001; 2013, 2014; *Canadian Grants Foundation*, 2006; 2010; 2014



## Professional Organizations

*Claremont McKenna College, Department of Psychology*

- Program Review - External Examiner November 2019

*Society of Industrial-Organizational Psychologists (SIOP)*

- Diversity Inclusion Program (DIP) Scholar (2022; inaugural year): Mentor to [Diversity Scholar](#) Kaleena Khang (UMinn)
- Panelist - *Early Career Faculty Consortium*: 2019, 2021, 2022
  - *Applying for Academic Jobs* (April, 2022) (virtual).
  - *Mentoring & the Art of Successful Teaching* (April, 2021).
- Committee - *SIOP Fellows Selection* (2019-2022)
- Committee - Program planning for [Alliance for Organizational Psychology](#) (2016-2019)
- Committee - Scientific Affairs (2005-2006)
- Committee –Program Planning (2001-2002)

*Academy of Management (Member HR, OB, GDO)*

- Roundtable Networking - *Sex & Gendered Work Disparities* (HR Div, 2022)
- Formal Mentor for two [New Members](#) (OB Div, 2017)
- Panelist - *Using a POS Lens to Advance Managerial Diversity, Equity and Inclusion Practices* (Aug, 2021). Professional Development at Academy of Management Conference (GDO, MOC, OB).
- Panelist - *Faculty Diversity Publishing Workshop* (August, 2010, 2012, 2021). Academy of Management; Montreal, Canada.

## PROFESSIONAL DEVELOPMENT

- *SIOP/CARMA Open Science Virtual Summer Series* (May-June 2021)
- *#BlackLivesMatter in the Workplace: Practical Approaches to Addressing Racial Inequality at Work*, OB Division of AOM (April 27, 2021)
- *APA webinar - Rising alcohol use during COVID* (Spring, 2021)
- *Faculty Mentoring for Diverse Students* by Graduate School at Penn State (March 25, 2021)
- *Episodic Methodology Assessment (EMA) Best Practices* [virtual]; Marcus Butts (Spring, 2021)
- *Becoming an Active Witness Who Hears, Sees, Feels, and Does* by AAO Training and Development Network (Summer, 2020)
- *Empowering Women in Leadership* Webinar by Training and Development Network (Spring, 2020).
- *Graduate Student Mental Health Resources* Workshop by Graduate School at PSU (Fall, 2019)
- *Recruiting Underrepresented Minorities* Workshops by Graduate School at PSU (Fall 2018, Fall 2019)
- *SaferPeople/SaferPlaces* Training, PSU Center for Sexual and Gender Diversity (SP2018)
- *Mediation with Repeated and Multilevel Data* Workshop (May 2018). APS, San Francisco, CA
- *CANVAS* workshop – Introduction to the teaching tool at PSU (June 2014). University Park, PA.
- *NVivo for Qualitative Research On-Line Seminar* (April 2013). University Park, PA.
- *iClickers for Small Classrooms* (April 2013). Using technology in class. University Park, PA.
- *Future Funded Faculty (F<sup>3</sup>)* (2012-2013). Develop grant proposal skills. University Park, PA.
- *NSF Grant Workshop* (April 2011): SSRI information on obtaining NSF funding

- *Publishing Laboratory Studies* Workshop by Dr. John Hollenbeck: SIOP Continuing Education

### PROFESSIONAL SOCIETIES AND AFFILIATIONS

- Society for Industrial and Organizational Psychology (SIOP) - *Fellow*
- Association of Psychological Science (APS) – *Fellow*
- American Psychological Association (APA)
- Academy of Management (AOM: HR, OB and GDO divisions)
- Social and Professional Support (SaPS); IO/OB community of interest
- Personnel and Human Resource Research Group (PHRRG); IO/OB community of interest

### REFERENCES

(more available upon request)

#### **Derek Avery**

Professor & C. T. Bauer Chair of Inclusive Leadership, Bauer College of Business, University of Houston

#### **Tammy D. Allen**

Distinguished University Professor, Psychology, University of South Florida

#### **Talya Bauer**

Cameron Professor of Management, Portland State University

#### **David V. Day**

Professor of Psychology at Claremont McKenna College and Academic Director of the Kravis Leadership Institute

**Allison Gabriel**, McClelland Professor of Management and Organizations, University Distinguished Scholar Eller School of Management, University of Arizona

#### **Steven G. Rogelberg**

Chancellor's Professor and Professor of Management, Belk College of Business, University of North Carolina-Charlotte.