

CURRICULUM VITAE

LAURIE J. BARCLAY

Gordon S. Lang School of Business & Economics
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EDUCATION

- Ph.D. Sauder School of Business, University of British Columbia, 2006.
Organizational Behavior and Human Resources.
- B.A. (Honors) Department of Psychology, University of Calgary, 2000.
First Class Honors.

ACADEMIC POSITIONS

- July 2021- Full Professor & Lang Chair in Leadership, Gordon S. Lang School of
Business & Economics, University of Guelph, Guelph, Ontario, Canada.
- 2011- June 2021 Associate Professor, Lazaridis School of Business & Economics
Wilfrid Laurier University, Waterloo, Ontario, Canada.
- 2006-2011 Assistant Professor, Lazaridis School of Business & Economics
Wilfrid Laurier University, Waterloo, Ontario, Canada.
- 2003-2004 Lecturer, Sauder School of Business
University of British Columbia, Vancouver, British Columbia, Canada.

RESEARCH INTERESTS

My research interests focus on creating, maintaining, and enhancing healthy workplaces through a focus on leadership, fairness and justice, EDI (equity, diversity, and inclusion), and related topics (e.g., behavioral ethics, conflict management). This includes how to promote healthy workplaces as well as overcome obstacles and challenges that may hinder or undermine these efforts. My research draws on laboratory and field methodologies.

My primary research areas are:

- Leadership
- Organizational Fairness/Justice
- Equity, Diversity, and Inclusion
- Healthy Work (e.g., well-being, behavioral ethics, conflict management, forgiveness)

RESEARCH GRANTS

- 2022-2026 **Insight Grant. Social Sciences and Humanities Research Council of Canada (SSHRC).**
COVID-19 impacts on gender+ equity in Canadian sport: Understanding how sport can address and prevent gender inequity in post-pandemic times.
\$230,265. Co-applicant.
- 2021-2025 **Fundacao para a Ciencia e a Tecnologia (FCT).**
Helping individuals recover from interpersonal transgressions: An intervention to promote forgiveness.
€184,432.59. Collaborator (with Francisca Saldanha and Daniel Brady).
- 2021 **WLU Internal Grant.**
\$14,984. Principal (Sole) Investigator.
- 2020 **Mitacs Research Training Award.**
Understanding why and when employees cover-up unethical behaviors in the workplace and how these effects can be overcome.
\$6,000 (with PhD student Jenny Wang).
- 2016-2022 **Insight Grant. Social Sciences and Humanities Research Council of Canada (SSHRC).**
Enhancing fairness in the workplace: Understanding employee and manager's experiences of justice and overcoming obstacles to enacting fairness.
\$147,385. Principal (Sole) Investigator.
- 2012 **Ontario Early Researcher Excellence Award.**
\$150,000. Principal (Sole) Investigator.
- 2011 **Standard Research Grant. Social Sciences and Humanities Research Council of Canada (SSHRC).**
How and when can victims of workplace unfairness write their way to effective healing? Exploring the role of imagined apologies, forgiveness, and sensemaking.
\$82,985. Principal (Sole) Investigator.
- 2010 **WLU/SSHRC Short Term Grant.**
\$3,000. Principal (Sole) Investigator.
- 2009 **Centre for Strategic Leadership (Wilfrid Laurier University) Small Grant Award.**
\$2,000. Principal Investigator (with MSc Student, David Whiteside).
- 2008 **Grace Anderson Research Fellowship.**
University Award for Outstanding Female Researcher.
2 Course Releases.

- 2007 **Standard Research Grant. Social Sciences and Humanities Research Council of Canada (SSHRC).**
Writing as a means of healing organizational injustices.
\$121,333. Principal (Sole) Investigator.
- 2005 **Hampton Research Fund Small Grant Award.**
\$7,000. Collaborator (with Daniel Skarlicki).
- 2003 **Doctoral Fellowship. Social Sciences and Humanities Research Council of Canada (SSHRC).**
\$38,000.

AWARDS AND HONORS

Research

- 2024 **Research Leader Award.** University of Guelph.
- 2014 **Best “New Directions” Paper Award.** Conflict Management Division at the Academy of Management Annual Meeting.
- 2014 **Nomination for the Carolyn Dexter Best International Symposium.** Academy of Management Annual Meeting.
- 2012 **Nomination for the Cambridge Scholars Publishing Best Paper Award.** Institute of Work Psychology International Conference.
- 2006 **Outstanding Paper of the Year.** Emerald/Journal of Management History.
- 2004 **Best “Conflict in Context” Paper Award.** Conflict Management Division at the Academy of Management Annual Meeting.
- 2003 **Ronald B. Shuman, Best Graduate Student Paper Award.** Management History Division at the Academy of Management Annual Meeting.

Teaching

- 2016 **Recipient of the Alumni Awards of Excellence: University Faculty Mentoring Award.**
Highly competitive award that recognizes excellence in mentoring of graduate students and junior faculty members.
- 2014/2015 **Nomination for the University Faculty Mentoring Award.**

- 2007/08/09/10/11 **Dean’s Commendation for Undergraduate Teaching Excellence.¹**
- 2005 **University of British Columbia Teaching Award Recipient.**
- 2004 **Commerce Undergraduate Society Teaching Excellence Award Nominee (University of British Columbia).**

Other

- 2020 **Ad Hoc Reviewer of the Year Award, Journal of Applied Psychology.**
- 2020 **Reviewer of the Year Award, Journal of Business & Psychology.**
- 2017 **Visiting Scholar, University of Toulouse (1 Capitole).**
- 2013, 2014 **Reviewer of the Year Award, Journal of Organizational Behavior.**
- 2008, 2010, 2011, **Wilfrid Laurier University Merit Award.**
2014, 2015, 2017,
2019, 2020

PUBLICATIONS AND PRESENTATIONS

[†] Denotes co-author who is a current or former graduate student.

* Denotes equal contributions.

Journal Rankings from 2024 Clarivate ISI (2-Year) Impact Factors.

FT 50 denotes Financial Times Top 50 Journal.

ABDC denotes Australian Business Deans Council 2025 journal quality list.

Refereed Journal Articles

*Palanski, M., & ***Barclay, L. J.** (2026). The leader in context: Developing leaders by adopting a self-in-systems approach. *Academy of Management Learning & Education*. <https://doi.org/10.5465/amle.2024.0562>
Impact factor: 5.2; A on ABDC*

[†]Hwang, C. C., **Barclay, L. J.**, & Brady, D. L. (2026). The consequences of failing to act: Examining the Importance of perceived employee-directed managerial inaction. *Journal of Leadership and Organizational Studies*, 33(1), 5-28.
<https://doi.org/10.1177/15480518251352592>
Impact factor: 4.9; A on ABDC

[†]Hwang, C., **Barclay, L. J.**, Fortin, M., Bashshur, M. R., & Pegoraro, A. (2025). A commentary on Miron et al.: Why managers may not actually stop caring about gender inequality. *Group & Organization Management*, 50(4), 1234-1243.
<https://doi.org/10.1177/10596011241312453>
Impact factor: 3.3; A on ABDC

¹ Dean’s commendations no longer provided within the Lazaridis School after 2011.

- Bashshur, M. R., **Barclay, L. J.**, & Fortin, M. (2025). Of headlamps and marbles: A motivated perceptual approach to the dynamic and dialectic nature of fairness. *Organizational Psychology Review*, *15*, 127-155.
<https://doi.org/10.1177/20413866231199068>
Impact factor: 7.1; A on ABDC
- Kiefer, T., **Barclay, L. J.**, & Conway, N. (2025). Applying event system theory to organizational change: The importance of everyday positive and negative events. *Journal of Management*. *51*, 1066-1095.
<https://doi.org/10.1177/01492063241237221/>
FT 50; Impact factor: 9.0; A* on ABDC
- [†]Lyubykh, Z., **Barclay, L.J.**, Turner, N., & Hershcovis, M. S. (2025). Perceiving the inevitable: Understanding observer reactions to workplace mistreatment through the lens of system justification theory. *Journal of Organizational Behavior*, *46*, 721-744.
<https://doi.org/10.1002/job.2854>
Impact factor: 6.8; A* on ABDC
- Bies, R. J., & **Barclay, L. J.** (2024). Doing justice: Moving from the pain and trauma of injustice to healing. *Organizational Psychology Review*, *14*(2), 323-345.
<https://doi.org/10.1177/20413866231225083>
Impact factor: 7.1; A on ABDC
- [†]Vreeker-Williamson, E., Gill, H., ***Barclay, L. J.**, & *Powell, D. M. (2024). The good, the bad, and the ambiguous: A qualitative approach to understanding workplace perfectionism and job performance. *Canadian Psychology / Psychologie Canadienne*, *65*(3), 176-187. <https://doi.org/10.1037/cap0000385>
Impact factor: 2.0
- [†]Kitz, C. C., **Barclay, L. J.**, & Breitsohl, H. (2023). The delivery of bad news: An integrative review and path forward. *Human Resource Management Review*, *33*(3), 10097. <https://doi.org/10.1016/j.hrmr.2023.100971>
FT 50; Impact Factor: 13.0; A on ABDC
- *Brady, D. L., *[†]Saldanha, M. F., & **Barclay, L. J.** (2023). Conceptualizing forgiveness: A review and path forward. *Journal of Organizational Behavior*, *44*, 261-296.
<https://doi.org/10.1002/job.2632>
Impact factor: 6.8; A* on ABDC
- [†]Hillebrandt, A., Brady, D. L., [†]Saldanha, M. F., & **Barclay, L. J.** (2023). The paradox of paranoia: How one's own self-interested unethical behavior can spark paranoia and reduce affiliative behavior toward coworkers. *Journal of Business Ethics*, *184*, 159-173. <https://doi.org/10.1007/s10551-022-05141-x>
FT 50; Impact factor: 6.7; A on ABDC
- [†]Lyubykh, Z., **Barclay, L. J.**, Fortin, M., Bashshur, M. R., & [†]Khakhar, M. (2022). Why, how, and when divergent perceptions become dysfunctional in organizations: A motivated cognition perspective. *Research in Organizational Behavior*, *42*.

<https://doi.org/10.1016/j.riob.2022.100177>
Invited Contribution; Impact factor: 3.7; A on ABDC

Kiefer, T., **Barclay, L. J.**, Conway, N., & Briner, R. (2022). An event-based approach to psychological contracts: The importance of examining everyday broken and fulfilled promises as discrete events. *Journal of Organizational Behavior*, *43*, 1377–1395.

<https://doi.org/10.1002/job.2656>
Impact factor: 6.8; A on ABDC*

Barclay, L. J., Kiefer, T., & El Mansouri, M. (2022). Navigating the era of disruption: How emotions can prompt job crafting behaviors. *Human Resource Management*, *61*, 335-353. <https://doi.org/10.1002/hrm.22095>

FT 50; Impact factor: 9.0; A on ABDC*

[†]Hillebrandt, A., [†]Saldanha, M. F., Brady, D. L., & **Barclay, L. J.** (2022). Delivering bad news fairly: The influence of core self-evaluations and anxiety for the enactment of interpersonal justice. *Human Relations*, *75*, 1238-1269.

<https://doi.org/10.1177/00187267211011000>
FT 50; Impact factor: 5.4; A on ABDC*

[†]Hillebrandt, A., & **Barclay, L. J.** (2022). How COVID-19 can promote workplace cheating behavior via employee anxiety and self-interest – and how prosocial messages may overcome this effect. *Journal of Organizational Behavior*, *43*, 858-877. <https://doi.org/10.1002/job.2612>

Impact factor: 6.8; A on ABDC*

Recognized for being in the top 10% of JOB article downloads and citations for 2022-2023.

[†]Saldanha, M. F., & **Barclay, L. J.** (2021). Finding meaning in unfair experiences: Using expressive writing to foster resilience and positive outcomes. *Applied Psychology: Health and Well-Being*, *13*, 887-905. <https://doi.org/10.1111/aphw.12277>

Impact factor: 3.6; A on ABDC

Bies, R. J., Tripp, T. M., & **Barclay, L. J.** (2021). Second acts and second chances: The bumpy road to redemption. *Journal of Management Inquiry*, *30*, 371-384.

<https://doi.org/10.1177/1056492620986858>

Editor's Choice Article. Impact factor: 3.8; A on ABDC

[†]Varty, C. T., **Barclay, L. J.**, & Brady, D. L. (2021). Beyond adherence to justice rules: How and when manager gender contributes to diminished legitimacy in the aftermath of unfair situations. *Journal of Organizational Behavior*, *42*, 767-784.

<https://doi.org/10.1002/job.2482>

Impact factor: 6.8; A on ABDC*

[†]Hillebrandt, A., & **Barclay, L. J.** (2020). How cheating undermines the perceived value of justice in the workplace: The mediating effect of shame. *Journal of Applied Psychology*, *105*, 1164-1180. <https://doi.org/10.1037/ap10000485>

FT 50; Impact factor: 6.1; A on ABDC*

- ***Barclay, L. J.**, & *Kiefer, T. (2019). In the aftermath of unfair events: Understanding the differential effects of anxiety and anger. *Journal of Management*, *45*(5), 1802-1829. <https://doi.org/10.1177/0149206317739107>
FT 50; Impact factor: 9.0; A* on ABDC
- †Whiteside, D. B., & **Barclay, L. J.** (2018). When wanting to be fair isn't enough: The effects of depletion and self-appraisal gaps on fair behavior. *Journal of Management*, *44*, 3311-3335. <https://doi.org/10.1177/0149206316672531>
FT 50; Impact factor: 9.0; A* on ABDC
- †Hillebrandt, A., & **Barclay, L. J.** (2017). Observing others' anger and guilt can make you feel unfairly treated: The interpersonal effects of emotions on justice-related reactions. *Social Justice Research*, *30*, 238-269. <https://doi.org/10.1007/s11211-017-0290-5>
Official Journal of the International Society for Justice Research; Impact factor: 1.8; B on ABDC
- Barclay, L. J.**, Bashshur, M. R., & Fortin, M. (2017). Motivated cognition and fairness: Insights, integration, and creating a path forward. *Journal of Applied Psychology*, *102*, 867-889. <https://doi.org/10.1037/apl0000204>
FT 50; Impact factor: 6.1; A* on ABDC
- †Hillebrandt, A., & **Barclay, L. J.** (2017). Comparing integral and incidental emotions: Testing insights from emotions as social information theory and attribution theory. *Journal of Applied Psychology*, *102*, 732-752. <https://doi.org/10.1037/apl0000174>
FT 50; Impact factor: 6.1; A* on ABDC
- Bies, R. J., **Barclay, L. J.**, Tripp, T. M., & Aquino, K. (2016). A systems perspective on forgiveness in organizations. *Academy of Management Annals*, *10*, 245-318. <https://doi.org/10.1080/19416520.2016.1120956>
Impact factor: 16.5; A* on ABDC
- Barclay, L. J.**, & †Saldanha, M. F. (2016). Facilitating forgiveness in organizational contexts: Exploring the injustice gap, emotions, and expressive writing interventions. *Journal of Business Ethics*, *137*, 699-720. <https://doi.org/10.1007/s10551-015-2750-x>
FT 50; Impact factor: 6.7; A on ABDC
- †Whiteside, D. B., & **Barclay, L. J.** (2016). The face of fairness: Self-awareness as a means to promote fairness among managers with low empathy. *Journal of Business Ethics*, *137*, 721-730. <https://doi.org/10.1007/s10551-014-2357-7>
FT 50; Impact factor: 6.7; A on ABDC
- Barclay, L. J.**, & Kiefer, T. (2014). Approach or avoid? Exploring overall justice and the differential effects of positive and negative emotions. *Journal of Management*, *40*, 1857-1898. <https://doi.org/10.1177/0149306312441833>
FT 50; Impact factor: 9.0; A* on ABDC

Barclay, L. J., †Whiteside, D. B., & Aquino, K. (2014). To avenge or not to avenge? Exploring the interactive effects of moral identity and the negative reciprocity norm. *Journal of Business Ethics*, 121, 15-28. <https://doi.org/10.1007/s10551-013-1674-6>
FT 50; Impact factor: 6.7; A on ABDC

†Hillebrandt, A., & **Barclay, L. J.** (2013). Integrating organizational justice and affect: New insights, challenges, and opportunities. *Social Justice Research*, 26, 513-531. <https://doi.org/10.1007/s11211-013-0193-z>
Official Journal of the International Society for Justice Research; Impact factor: 1.8; B on ABDC

†Whiteside, D. B., & **Barclay, L. J.** (2013). Echoes of silence: Employee silence as a mediator between overall justice and employee outcomes. *Journal of Business Ethics*, 116, 251-266. <https://doi.org/10.1007/s10551-012-1467-3>
FT 50; Impact factor: 6.7; A on ABDC

Kiefer, T., & **Barclay, L. J.** (2012). Understanding the mediating role of toxic emotional experiences in the relationship between negative emotions and adverse outcomes. *Journal of Occupational and Organizational Psychology*, 85, 600-625. <https://doi.org/10.1111/j.2044-8325.2012.02055.x>
Impact factor: 2.6; A* on ABDC

†Marr, J. C., Thau, S., Aquino, K., & **Barclay, L. J.** (2012). Do I want to know? How the motivation to acquire relationship-threatening information in groups contributes to paranoid thought, suspicion behavior, and social rejection. *Organizational Behavior and Human Decision Processes*, 117, 285-297. <https://doi.org/10.1016/j.obhdp.2011.11.003>
FT 50; Impact factor: 3.8; A* on ABDC

Brown, G., Bemmels, B., & **Barclay, L. J.** (2010). The importance of policy in perceptions of justice. *Human Relations*, 63, 1587-1609. <https://doi.org/10.1177/0018726710362273>
FT 50; Impact factor: 5.4; A* on ABDC

- **Winner of the Best Paper: Conflict in Context from the Conflict Management Division at the 2004 Academy of Management Meeting.**

Barclay, L. J., & Skarlicki, D. P. (2009). Healing the wounds of organizational injustice: Examining the benefits of expressive writing. *Journal of Applied Psychology*, 94, 511-523. <https://doi.org/10.1037/a0013451>
FT 50; Impact factor: 6.1; A* on ABDC

Barclay, L. J., Skarlicki, D. P., & Latham, G. (2009). Greenberg doth protest too much: Application always has been, and victims and morality always will be critical for advancing organizational justice research. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 201-204. <https://doi.org/10.1111/j.1754-9434.2009.01134.x>
Official Publication of the Society for Industrial/Organizational Research; B on ABDC

Skarlicki, D. P., **Barclay, L. J.,** & Pugh, S. D. (2008). When explanations for layoffs are not enough: Employer's integrity as a moderator of the relationship between

informational justice and retaliation. *Journal of Occupational and Organizational Psychology*, 81, 123-146. <https://doi.org/10.1348/096317907X206848>
Impact factor: 2.6; A on ABDC*

Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology*, 90, 629-643. <https://doi.org/10.1037/0021-9010.90.4.629>
FT 50; Impact factor: 6.1; A on ABDC*

Barclay, L. J. (2005). Following in the footsteps of Mary Parker Follett: Exploring how insights from the past can advance organizational justice theory and research. *Journal of Management History (now Management Decision)*, 43, 740-760. <https://doi.org/10.1108/00251740510597752>
Official Journal of the Management History Division of the Academy of Management
Impact Factor 4.7; B on ABDC

- **Winner of the Emerald Outstanding Paper of the Year (2005)**
- **Winner of the Ronald B. Shuman Best Graduate Student Paper Award at the 2003 Academy of Management Meeting.**

Klammer, J., Skarlicki, D. P., & **Barclay L. J.** (2002). Speaking up in the Canadian military: The roles of voice, being heard, and generation in predicting civic virtue. *Canadian Journal of Behavioural Science*, 34, 122-130. <https://doi.org/10.1037/h0087162>
Impact factor: 1.3

Refereed Book Chapters

Barclay, L. J., Kiefer, T., & [†]Wang, J. H. (forthcoming). Illuminating the importance of discrete emotions for social exchange: An event-oriented approach. In M. R. Diehl, J. Coyle-Shapiro, & R. Cropanzano (Eds.), *Handbook on social exchange theory*. Edward Elgar Publishing.

Bies, R. J., [†]Hwang, C., Shin, E., **Barclay, L. J.**, & Tripp, T. M. (2025). Reconceptualizing revenge for the 21st century: An identity maintenance perspective. In R. S. Dalal, J. M. Jensen, and S. Lim (Eds.), *Handbook of counterproductive work behavior* (pp. 123-139). Edward Elgar Publishing. <https://www.elgaronline.com/view/book/9781035306671/chapter8.xml>

Bies, R. J., **Barclay, L. J.**, [†]Saldanha, M. F., Kay, A., & Tripp, T. M. (2018). Trust and distrust: Their interplay with forgiveness in organizations. In R. Searle, A. Nienaber, & S. Sitkin (Eds.), *Routledge companion to trust* (pp. 302-325). Taylor & Francis.

Barclay, L. J., & [†]Saldanha, M. F. (2015). Recovering from organizational injustice: New directions in theory and research. In M. Ambrose & R. Cropanzano (Eds.), *The Oxford handbook of justice in work organizations* (pp. 497-522). Oxford University Press.

[†]Whiteside, D. B., & **Barclay, L. J.** (2015). The justice tug-of-war: A dyadic approach to conflicting perceptions of fairness. In S. W. Gilliland, D. D. Steiner, & D. P.

Skarlicki (Eds.), *Research in social issues in management, Volume 8* (pp. 3-36). Information Age Publishing.

Barclay, L. J., & †Whiteside, D. B. (2011). Moving beyond justice perceptions: The role of experience and intensity. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *Research in social issues in management, Volume 7: Emerging perspectives on organizational justice and ethics* (pp. 49-74). Information Age Publishing.

Barclay, L. J., & Aquino, K. (2010). Workplace aggression and violence. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Volume 3: Maintaining, expanding, and contracting the organization* (pp. 615-640). APA. <https://doi.org/10.1037/12171-017>

Barclay, L. J., & Skarlicki, D. P. (2008). Shifting perspectives: Helping victims recover from organizational justice violations. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *Research in social issues in management, Volume 6: Justice, morality, and social responsibility* (pp. 155-199). Information Age Publishing.

Refereed Conference Proceedings

Kiefer, T., **Barclay, L. J., & Frost, P. J.** (2005). Understanding toxic emotions at work: Towards a definition and measurement. *Proceedings: Annual Meeting of the European Academy of Management (EURAM), Munich, Germany.*

Bemmels, B., Brown, G., & **Barclay, L. J.** (2004). The effect of policy on fairness perceptions. *Best Paper Proceedings, Annual Meeting of the Academy of Management, New Orleans, Louisiana. Winner of the Best Paper Award (Conflict Management Division).*

Skarlicki, D. P., **Barclay, L. J., & Pugh, S. D.** (2003). Tensions in the new economy: When managers make bad times worse. *Proceedings: Annual Meeting of the Eastern Academy of Management-International.*

Non-Refereed Publications

†Hwang, C. C., **Barclay, L. J.,** Brady, D. L., & Bies, R. J. (December, 2025). What happens when managers don't act? New research reveals the consequences can be severe. *The Conversation.* <https://doi.org/10.64628/AAM.quxcunytg>

†Lyubykh, Z., **Barclay, L. J.,** Turner, N., & Hershcovis, S. (June, 2025). Why bystanders defend bad behaviour at work – even when they know it's wrong. *The Conversation.* <https://doi.org/10.64628/AAM.p3wq4qdgj>

Barclay, L. J., & Skarlicki, D. P. (April/May 2005). Why playing fair gets results: Organizational values, fairness, and performance. *HR Professional Magazine—Human Resources Professionals Association of Ontario.*

Barclay, L. J., & Skarlicki, D. P. (February/March 2004). Managing employees' fairness perceptions. *HR Professional Magazine—Human Resources Professionals Association of Ontario*.

Manuscripts in Progress

To protect the blind review process, manuscripts are not listed here. If you are interested in learning more about these projects, please email lbarcl01@uoguelph.ca

Refereed Conference Presentations

[†]Hwang, C. C., **Barclay, L. J.**, & Bies, R. J. (2025, August). “Do no harm” and “do virtue”: Differentiating sins of commission and omission. *Paper Presentation at the Annual Meeting of the Academy of Management, Copenhagen*.

Bies, R. J., Tripp, T. M., & **Barclay, L. J.** (2024, August). Moving forward from the sins of the past: Navigating the bumpy road to institutional redemption. *Paper Presentation at the Annual Meeting of the Academy of Management, Chicago*.

❖ *Showcase Symposium*

[†]Neilson, T., Brady, D. L., & **Barclay, L. J.** (2023, August). When caring goes awry: Unintentionally disadvantaging employees with mental illnesses. *Paper Presentation at the Annual Meeting of the Academy of Management (Boston)*.

Kiefer, T., **Barclay, L. J.**, & Conway, N. (2023, May). An event-oriented approach to change: Role of positive and negative everyday events. *Paper presentation at the Annual Meeting of EAWOP (Poland)*.

Kiefer, T., **Barclay, L. J.**, & Chennells, M. (2023, May). Understanding the role of ambidextrous leadership behaviours for employee wellbeing during the pandemic. *Paper presentation at the Annual Meeting of EAWOP (Poland)*.

Kitz, C. C., **Barclay, L. J.**, & Breitsohl, H. (2022, August). We need to talk: Enhancing the effectiveness of bad news delivery. *Paper Presentation at the Annual Meeting of the Academy of Management (Seattle, Washington)*.

Lyubykh, Z., **Barclay, L. J.**, Turner, N., & Hershcovis, S. (2022, August). Justifying the inevitable: How observers of workplace mistreatment can become accomplices. *Paper Presentation at the Annual Meeting of the Academy of Management (Seattle, Washington)*.

[†]Wang, J. H., & **Barclay, L. J.** (2022, August). Understanding why employees cover-up unethical behaviors. *Paper Presentation at the Annual Meeting of the Academy of Management (Seattle, Washington)*.

❖ *Showcase Symposium (Organizational Behavior Division)*

El Mansouri, M., **Barclay, L. J.**, & Kiefer, T. (2022, January). Navigating the era of disruption: How emotions can prompt extra-role behaviors in response to unexpected

environmental disruptions. *Paper Presentation at the Annual Meeting of EAWOP (Virtual Conference)*.

El Mansouri, M., **Barclay, L. J.**, & Kiefer, T. (2021, August). How employees adapt to change prompted by COVID-19: Importance of discrete emotions and proactivity. *Paper Presentation at the Annual Meeting of the Academy of Management (Virtual Conference)*.

[†]Hillebrandt, A., Brady, D. L., [†]Saldanha, M. F., & **Barclay, L. J.** (2021, April). How engaging in workplace cheating behavior can trigger state paranoia and undermine helping behavior. *Paper Presentation at the Annual Meeting of the Society for Industrial/Organizational Psychology, New Orleans, LA*.

[†]Varty, C., **Barclay, L. J.**, & Brady, D. L. (2020, August). Gendered blame and its implications for managers in the aftermath of unfair situations. *Paper Presentation at the Annual Meeting of the Academy of Management, Vancouver, Canada*.

❖ **Showcase Symposium (Conflict Management Division)**

Palanski, M. E., **Barclay, L. J.**, & DiFonzo, N. (2020, August). Forgiveness in the workplace: An identity-based perspective. *Paper Presentation at the Annual Meeting of the Academy of Management, Vancouver, Canada*.

❖ **Showcase Symposium (Organizational Behavior Division)**

Brady, D. L., [†]Saldanha, M. F., & **Barclay, L. J.** (2020, August). Speaking of kindheartedness: Gossip as a facilitator and hindrance for forgiveness. *Paper Presentation at the Annual Meeting of the Academy of Management, Vancouver, Canada*.

[†]Saldanha, M. F., Brady, D. L., [†]Hillebrandt, A., & **Barclay, L. J.** (accepted for presentation at the 2020 conference; conference delayed until 2021). Forgiveness, shame, and avoidance of the offender: The moderating role of received apologies. *Paper Presentation at the Annual Meeting of the International Society for Justice Research, Lisbon, Portugal*.

Brady, D. L., [†]Saldanha, M. F., & **Barclay, L. J.** (2019, August). Forgiveness as an emotion regulation process. *Paper Presentation at the Annual Meeting of the Academy of Management, Atlanta, Georgia*.

❖ **Showcase Symposium (Conflict Management Division)**

Kiefer, T., & **Barclay, L. J.** (2019, May). Taking an event-based approach to understanding emotional responses to ongoing change. *Paper presentation at the Annual Meeting of the European Association for Work and Organizational Psychology, Turin, Italy*.

Barclay, L. J., & Kiefer, T. (2017, August). Self-regulation in the aftermath of unfair events: Examining negative emotions, regulatory processes, and feedback loops. *Paper Presentation at the Annual Meeting of the Academy of Management, Atlanta, Georgia*.

❖ **Showcase Symposium (Conflict Management and Organizational Behavior Divisions)**

†Hillebrandt, A., & **Barclay, L. J.** (2017, August). Examining how cheaters value justice in the workplace. *Paper Presentation at the Annual Meeting of the Academy of Management, Atlanta, Georgia.*

†Saldanha, M. F., & **Barclay, L. J.** (2017, August). Recovering from workplace unfairness: Uncovering processes and positive outcomes. *Paper Presentation at the Annual Meeting of the Academy of Management, Atlanta, Georgia.*

❖ **Showcase Symposium (Managerial and Organizational Cognition Division)**

Bashshur, M. R., **Barclay, L. J.**, & Fortin, M. (2017, May). Understanding the dynamic and dyadic influence of fairness motives. *Paper Presentation at the European Association for Work and Organizational Psychology, Dublin, Ireland.*

†Saldanha, M. F., & **Barclay, L. J.** (2017, May). Silver linings: Enhancing resilience to promote recovery from workplace unfairness. *Paper Presentation at the European Association for Work and Organizational Psychology, Dublin, Ireland.*

Ferris, D. L., Hideg, I., **Barclay, L. J.**, & †Makaji, T. (2016, August). Enhancing trust and forgiveness via shame displays: A social functional perspective. *Paper Presentation at the Annual Meeting of the Academy of Management, Anaheim, California.*

Barclay, L. J., & Kiefer, T. (2016, July). Anxious and angry? Understanding how negative emotions can drive self-regulation processes in the aftermath of unfair events. *Paper Presentation at the Annual Meeting of EMONET, Rome, Italy.*

†Hillebrandt, A., **Barclay, L. J.**, & Cropanzano, R. (2015, August). The interpersonal effects of incidental emotions in negotiation. *Paper Presentation at the Annual Meeting of the Academy of Management, Vancouver, Canada.*

†Saldanha, M. F., & **Barclay, L. J.** (2015, August). Beyond the decision to forgive: How third parties can influence the aftermath of forgiveness. *Paper Presentation at the Annual Meeting of the Academy of Management, Vancouver, Canada.*

❖ **Showcase Symposium (Conflict Management Division)**

†Makaji, T., **Barclay, L. J.**, Ferris, D. L., & Hideg, I. (2015, June). The effects of nonverbal emotional expression of shame in public apologies on trust and forgiveness. *Poster presented at the Annual Meeting of the Canadian Psychological Association, Ottawa, Ontario.*

Barclay, L. J., & Kiefer, T. (2014, August). Daily experiences of justice: A within-person, dynamic, and event based perspective. *Paper Presentation at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.*

❖ **Winner of the Conflict Management Division's Best Paper-New Directions Award**

- Barclay, L. J., & †Saldanha, M. F.** (2014, August). The power of the written word: Enhancing forgiveness through expressive writing. *Paper Presentation at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.*
- †Whiteside, D. B., & **Barclay, L. J.** (2014, August). When wanting to be fair isn't enough: Examining and overcoming the effects of depletion on fairness. *Paper Presentation at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.*
- ❖ **Symposium Nominated for the Carolyn Dexter Best International Symposium**
- †Whiteside, D. B., & **Barclay, L. J.** (2014, May). When motivation isn't enough: The role of depletion in fairness. *Paper presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology, Honolulu, Hawaii.*
- †Hillebrandt, A., & **Barclay, L. J.** (2013, August). Angry, guilty, or proud? The effect of coworkers' emotions on fairness perceptions. *Paper Presentation at the Annual Meeting of the Academy of Management, Orlando, Florida.*
- †Whiteside, D. B., & **Barclay, L. J.** (2013, August). Smile! You're on camera: Promoting fair behavior through states of self-awareness. *Paper Presentation at the Annual Meeting of the Academy of Management, Orlando, Florida.*
- †Whiteside, D. B., & **Barclay, L. J.** (2013, June). Losing control of fairness: Examining the effects of self-control failure on fair behavior. *Paper Presentation at the International Workshop on Organizational Justice and Behavioral Ethics, Toulouse, France.*
- Bies, R. J., Tripp, T. M., & **Barclay, L. J.** (2012, August). Barriers on the road to forgiveness: A macro perspective. *Paper Presentation at the Annual Meeting of the Academy of Management, Boston, Massachusetts.*
- Barclay, L. J., & †Whiteside, D. B.** (2012, June). It's not me, it's you: Exploring the precipitation of injustice. *Paper Presentation at the International Roundtable for Innovations in Organizational Justice, Nice, France.*
- Barclay, L. J., & Kiefer, T.** (2012, June). Approach or avoid? Exploring overall justice perceptions and the mediating roles of positive and negative emotions. *Paper Presentation at the Institute of Work Psychology Conference, Sheffield, UK.*
- †Whiteside, D. B., & **Barclay, L. J.** (2011, August). Sounds of silence: Employee silence as a mediator between overall fairness and employee outcomes. *Paper Presentation at the Annual Meeting of the Academy of Management, San Antonio, TX.*
- Barclay, L. J., Bies, R. J., & Tripp, T. M.** (2010, November). Bumps, barriers, and detours on the road to forgiveness: Examining the sequencing of virtues. *Paper Presentation at the International Roundtable for Innovations in Organizational Justice, Orlando, Florida.*

- Bell, C., **Barclay, L. J.**, & Bobocel, D. R. (2010, August). Capturing justice in the cognitive nets of collectivists and individualists: Concept constellations in responses to open-ended questions. *Paper Presentation at the Annual Meeting of the Academy of Management, Montreal, Canada.*
- Bies, R. J., Tripp, T. M., & **Barclay, L. J.** (2010, August). Justice and forgiveness: The sequencing of virtues. *Showcase Symposium (Paper Presentation) at the Annual Meeting of the Academy of Management, Montreal, Canada.*
- [†]Carson, J., Thau, S., Aquino, K., & **Barclay, L. J.** (2010, August). How the motivation to detect victimization contributes to victimization in groups. *Paper Presentation at the Annual Meeting of the Academy of Management, Montreal, Canada*
- Kiefer, T., & **Barclay, L. J.** (2010, July). My boss ignores me: Leader reactions to employees' negative emotions during organizational change. *Paper Presentation at the Institute of Work Psychology Conference, Sheffield, UK.*
- Barclay, L. J.**, & Aquino, K. (2010, June). Examining target and third party reactions to hate speech: The role of moral identity and the negative reciprocity norm. *Paper Presentation at the Annual Meeting of the Canadian Psychological Association, Winnipeg, Manitoba.*
- Barclay, L. J.**, & Kiefer, T. (2010, March). Evaluating the influence of justice dimensions with positive/negative emotions and the mediating role of emotions with outcomes. *Paper Presentation at the Annual Meeting of the Western Academy of Management, Kona, HI.*
- Barclay, L. J.**, & Aquino, K. (2009, September). Sticks and stones: Examining revenge as a "moral" response to verbal offenses. *Paper Presentation at the York University Symposium on Moral Responses in the Workplace: Justice, Forgiveness, and Revenge, Toronto, ON.*
- Barclay, L. J.**, & Kiefer, T. (2009, August). Positive and negative emotions as mediators between justice perceptions and work attitudes/behaviors. *Paper Presentation at the Annual Meeting of the Academy of Management, Chicago, IL.*
- Barclay, L. J.**, & Aquino, K. (2009, August). Moral identity and the negative reciprocity norm as predictors of responses to hate speech. *Paper Presentation at the Annual Meeting of the Academy of Management, Chicago, IL.*
- Barclay, L. J.**, & Kiefer, T. (2009, May). The mediating role of positive and negative emotions in justice processes at work. *Paper Presentation at the Annual Meeting of the European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.*
- Kiefer, T., & **Barclay, L. J.** (2009, May). Toward an understanding of how leaders deal with negative emotions in ongoing change. *Paper Presentation at the Annual*

Meeting of the European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.

Barclay, L. J., & Aquino, K. (2009, May). Moral identity and the negative reciprocity norm interact to predict responses to hate speech. *Poster Presentation at the Annual Meeting of the Association of Psychological Science, San Francisco, CA.*

Lavelle, J., **Barclay, L. J.**, Skarlicki, D. P., & Folger, R. (2009, April). Organizational justice and recovery encounters: Critical moments of truth. *Paper Presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.*

Kiefer, T., & **Barclay, L. J.** (2008, August). Why are negative emotions harmful? The mediating role of toxic emotional experiences. *Paper Presentation at the Annual Meeting of the Academy of Management, Anaheim, CA.*

Schulz, M., Kiefer, T., & **Barclay, L. J.** (2008, August). “What a hassle”: Cognitive and emotional reactions to bureaucratic rules. *Paper Presentation at the Annual Meeting of the Academy of Management, Anaheim, CA.*

Barclay, L. J. (2008, June). Understanding when (un)fairness exerts an impact: Integrating the role of perceptions, affect, and intensity. *Paper Presentation at the International Roundtable for Innovations in Organizational Justice, Lisbon, Portugal.*

Kiefer, T., & **Barclay, L. J.** (2008, June). When negative emotions become “toxic”: Understanding the mediating role of toxic emotional experiences in the relationship between negative emotions and dysfunctional outcomes. *Paper Presentation at the Institute of Work Psychology Conference, Sheffield, UK.*

Barclay, L. J. (2007, August). Recovering from injustice: Integrating the perspectives of the organization and the victim. *Paper Presentation at the Annual Meeting of the Academy of Management, Philadelphia, PA.*

Barclay, L. J. (2007, June). Recovering from organizational injustice: A review and call for theoretical development. *Paper Presentation at the Annual Meeting of the Canadian Psychological Association, Ottawa, ON, Canada.*

Barclay, L. J., Bell, C., & Skarlicki, D. P. (2007, June). Examining target effects of justice perceptions: Does who I talk to determine how important fairness is? *Poster Session at the Annual Meeting of the Canadian Psychological Association, Ottawa, ON, Canada.*

Barclay, L. J., & Skarlicki, D. P. (2006, November). Shifting perspectives: Helping victims recover from organizational justice violations. *Paper Presentation at the International Roundtable for Innovations in Organizational Justice, Tucson, AZ.*

Barclay, L. J. (2006, August). Writing as a means to forgiving. *Paper Presentation at the Annual Meeting of the Academy of Management, Atlanta, GA.*

Barclay, L. J., & Skarlicki, D. P. (2005, August). Healing the wounds of injustice: The effectiveness of writing interventions. *Paper Presentation at the Annual Meeting of the Academy of Management, Honolulu, HA.*

Kiefer, T., **Barclay, L. J., & Frost, P. J.** (2005, May). Understanding toxic emotions at work: Towards a definition and measurement. *Paper Presentation at the Annual Meeting of the European Academy of Management (EURAM), Munich, Germany.*

Bemmels, B., Brown, G., & **Barclay, L. J.** (2004, August). The effect of policy on fairness perceptions. *Paper Presentation at the Annual Meeting of the Academy of Management, New Orleans, LA.*

❖ **Winner of the Conflict Management Division's Best Paper - Conflict in Context Award**

Skarlicki, D. P., & **Barclay, L. J.** (2004, July). Organizational culture as context for workplace fairness. *Paper Presentation at the International Society for Justice Research Conference, Regina, SK, Canada.*

Barclay, L. J., Lavelle, J. J., Skarlicki, D. P., & Folger, R. (2004, April). Repairing violations of justice: What managers think victims want versus what victims really want. *Paper Presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.*

Barclay, L. J. (2003, August). Examining organizational justice through the eyes of the past: Contributions of Mary Parker Follett. *Paper Presentation at the Annual Meeting of the Academy of Management, Seattle, WA.*

❖ **Winner of the Management History Division's Best Graduate Student Paper (Ronald B. Shuman Award)**

Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2003, August). Exploring the role of emotions in layoff victims' fairness perceptions and retaliation. *Paper Presentation at the Annual Meeting of the Academy of Management, Seattle, WA.*

Skarlicki, D. P., **Barclay, L. J., & Pugh, S. D.** (2003, June). Tensions in the new economy: When managers make bad times worse. *Paper Presentation at the Annual Meeting of the Eastern Academy of Management-International, Porto, Portugal.*

Barclay, L. J., & Skarlicki, D. P. (2003, April). Repairing (in)justice: Fixing what's broken. *Poster Session Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.*

Skarlicki, D. P., **Barclay, L. J., Patient, D., & Pugh, S. D.** (2002, August). Retaliation in layoffs: When leaders add salt to the wound. *Showcase Symposium at the Academy of Management Meetings, Denver, CO.*

Barclay, L. J. (2002, May). The paradox of “justice” formalization: When procedures erode perceptions of fairness. *Paper Presentation at the Annual Meeting of the Administrative Sciences Association of Canada, Winnipeg, MB, Canada.*

Barclay, L. J., & Skarlicki D. P. (2002, May). Examining justice perceptions through the lens of organizational culture. *Paper Presentation at the Annual Meeting of the Canadian Psychological Association, Vancouver, BC, Canada.*

Barclay, L. J., & Skarlicki, D. P. (2001, June). Evaluating the temporal nature of justice concerns in an academic setting. *Poster Session Presented at the Annual Meeting of the Canadian Psychological Association, Laval, QC, Canada.*

Other Conference Activities

Discussant. (2023, August). Dealing with stressful work events: Insights for managers and employees. *Symposium at the Annual Meeting of the Academy of Management, Boston.*

Panelist. (2022, August). OB research incubator. *Professional Development Workshop at the Annual Meeting of the Academy of Management (Seattle, Washington).*

Panelist. (2022, April). SIOP's 2022 Early Career Faculty Consortium. *Professional Development Workshop at the Annual Meeting of the Society for Industrial/Organizational Psychology (online panel).*

Panelist. (2021, August). OB research incubator. *Professional Development Workshop at the Annual Meeting of the Academy of Management (Virtual Conference).*

Panelist. (2021, August). Organizational behavior doctoral consortium. *Professional Development Workshop at the Annual Meeting of the Academy of Management (Virtual Conference).*

Panelist. (2021, August). The art of writing and publishing for non-English writers. *Professional Development Workshop at the Annual Meeting of the Academy of Management (Virtual Conference).*

Symposium Co-Chair. (2020, August). Broadening our understanding of “doing justice” in organizations. Symposium co-chaired with Christianne Varty at the *Annual Meeting of the Academy of Management, Vancouver. **Selected as a Showcase Symposium.***

Symposium Co-Chair. (2020, August). The management of identity-based conflicts: New directions in justice research. Symposium co-chaired with Tom Tripp and Bob Bies at the *Annual Meeting of the Academy of Management, Vancouver. **Selected as a Showcase Symposium.***

Panelist. (2020, August). The art of writing and publishing for non-English writers. *Professional Development Workshop at the Annual Meeting of the Academy of Management, Vancouver.*

Panelist. (2020, August). OB research incubator. *Professional Development Workshop at the Annual Meeting of the Academy of Management, Vancouver.*

Panelist. (2020, August). Reviewing in the rough: A professional development workshop for doctoral students and junior faculty. *Professional Development Workshop at the Annual Meeting of the Academy of Management, Vancouver.*

Panelist. (2019, August). The art of writing and publishing for non-English writers. *Professional Development Workshop at the Annual Meeting of the Academy of Management, Boston.*

Symposium Co-Chair. (2019, August). Forgiveness, Reintegration, and Redemption: Towards an Inclusive Organization. Symposium co-chaired with Francisca Saldanha at the *Annual Meeting of the Academy of Management, Boston. **Selected as a Showcase Symposium.***

Symposium Co-Chair. (2017, August). Cheating in the workplace: New directions in theory and research. Symposium co-chaired with Annika Hillebrandt at the *Annual Meeting of the Academy of Management, Atlanta, Georgia.*

Symposium Co-Chair. (2017, August). Cheating in the workplace: New directions in theory and research. Symposium co-chaired with Annika Hillebrandt at the *Annual Meeting of the Academy of Management, Atlanta, Georgia.*

Symposium Co-Chair. (2017, May). Motivated justice: Understanding the dynamic and influential role of motives for justice judgments. Symposium co-chaired with Marion Fortin and Michael Bashshur at the *Annual Meeting of the European Association for Work and Organizational Psychology.*

Discussant. (2017, May). New perspectives on organizational justice research. *Symposium at the Annual Meeting of the European Association for Work and Organizational Psychology.*

Symposium Co-Chair. (2015, August). New insights into forgiveness and mercy: Antecedents, outcomes, and the role of third parties. Symposium co-chaired with Francisca Saldanha at the *Annual Meeting of the Academy of Management, Vancouver, Canada. **Selected as a Showcase Symposium.***

Symposium Co-Chair. (2015, August). Interpersonal influences of emotions in the workplace: New directions in theory and research. Symposium co-chaired with Annika Hillebrandt at the *Annual Meeting of the Academy of Management, Vancouver, Canada.*

Symposium Co-Chair. (2014, August). New insights into the antecedents, boundary conditions, and processes underlying fair behavior. Symposium co-chaired with

David Whiteside at the *Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania. Nominated for the Best International Symposium.*

Paper Session Chair. (2013, August). Justice from the actor's perspective. *Annual Meeting of the Academy of Management, Orlando, Florida.*

Symposium Chair. (2012, August). Barriers and gateways to forgiveness in the workplace: New directions in theory and research. *Annual Meeting of the Academy of Management, Boston, Massachusetts.*

Panelist. (2012, August). How to negotiate your first job. Professional Development Workshop at the *Annual Meeting of the Academy of Management, Boston, Massachusetts.*

PDW Organizer and Chair. (2011, August). Organizational justice: Breaking the boundaries and forging new directions. Professional Development Workshop at the *Annual Meeting of the Academy of Management, San Antonio, TX.*

PDW Organizer and Chair. (2011, August). Organizational justice: Breaking the boundaries and forging new directions. Professional Development Workshop at the *Annual Meeting of the Academy of Management, San Antonio, TX.*

Panelist. (2011, August). New Doctoral Student Consortium. *Annual Meeting of the Academy of Management, San Antonio, TX.*

Symposium Co-Chair. (2011, August). New directions in employee silence and voice research. Symposium co-chaired with David Whiteside at the *Annual Meeting of the Academy of Management, San Antonio, TX.*

Invited Discussant. (2008, August). Justice research: New developments. *Annual Meeting of the Academy of Management, Anaheim, CA.*

Invited Discussant. (2007, August). Workplace aggression: Mobbing, performance feedback, and out-group categorization. *Annual Meeting of the Academy of Management, Philadelphia, PA.*

Invited Discussant. (2007, August). Workplace aggression: Mobbing, performance feedback, and out-group categorization. *Annual Meeting of the Academy of Management, Philadelphia, PA.*

Symposium Co-Chair. (2007, August). Remediating, restoring, and recovering organizational justice. Symposium co-chaired with Tyler Okimoto at the *Annual Meeting of the Academy of Management, Philadelphia, PA.*

Invited Panelist. (2007, June). I/O Psychology in Canada: How to deal with geographical and cultural barriers. *Panel Symposium at the Canadian Psychological Association, Ottawa, ON, Canada.*

Paper Session Chair. (2006, August). Justice as a predictor of organizational citizenship behaviors. *Annual Meeting of the Academy of Management, Philadelphia, PA.*

Special Session Co-Chair. (2005, August). Peter Frost commemorative festival: Celebrating emotions at work. *Annual Meeting of the Academy of Management, Honolulu, HA.*

Symposium Co-Chair. (2005, August). Healing, forgiving, and resolving conflict in the 21st century. Symposium co-chaired with Daniel Skarlicki at the *Annual Meeting of the Academy of Management, Honolulu, HA.*

Conference Coordinator. *International Roundtable on Organizational Justice Research, Vancouver, BC, Canada.*

KNOWLEDGE MOBILIZATION (Selected Media Coverage of Research)

Print: New York Times, Financial Times, Time, NBC News, Science Daily, Globe and Mail, Ming Pao News, APA Monitor on Psychology, British Psychological Society Research Digest, Business Insider, La Presse, HR Reporter

Television: CTV News

Radio: 570 News CKGL (Kitchener, Ontario), 630 CHED (Edmonton); 900 CHML (Hamilton), 980 CFPL (London, Ontario), AM 640 (Toronto), CBC News Kitchener-Waterloo, CityNews (Kitchener), Global News (Kitchener), Radio Canada.

Podcast: The Last Show with David Cooper, Psychological Safety in Canada

SELECTED RESEARCH-RELATED SERVICE

Editorial Contributions

Editor-in-Chief

Journal of Organizational Behavior (***January 2026-present***)
Impact factor: 6.8; A on ABDC*

Associate Editor

Journal of Organizational Behavior (***January 2016- December 2025***)
Impact factor: 6.8; A on ABDC*

Journal of Leadership & Organizational Studies (***September 2024-December 2025***)
Impact factor: 4.9; A on ABDC

Editorial Boards

Journal of Applied Psychology (2022-present)
FT 50; Impact factor: 6.1; A on ABDC*
Ad Hoc Reviewer of the Year Award 2020

Journal of Business & Psychology (2012-present)
Impact factor: 6.6; A on ABDC
Reviewer of the Year Award 2020

Journal of Organizational Behavior (2012-2015)
Impact factor: 6.8; A on ABDC*
Reviewer of the Year Award: 2013, 2014

Organizational Behavior and Human Decision Processes (2015-present)
FT 50; Impact factor: 5.6; A on ABDC*

Organizational Psychology Review (2020-present)
Impact factor: 7.1; A on ABDC

Executives

Academy of Management, Conflict Management Division, Rep at Large (2010-2012)

Journal Reviewer

[†] Denotes an FT 50 Journal

Interdisciplinary

Nature Human Behavior

ABDC A* Journals

Human Relations [†]

Journal of Applied Psychology [†]

Journal of Management [†]

Journal of Management Studies [†]

Journal of Personality and Social Psychology

Organizational Behavior and Human Decision Processes [†]

Personality and Social Psychology Review

Personnel Psychology

ABDC A Journals

Academy of Management Discoveries

Group and Organization Management

International Journal of Conflict Management

Journal of Business Ethics [†]

Journal of Experimental Social Psychology

Journal of Occupational Health Psychology

Journal of Occupational and Organizational Psychology
Personnel Review

Other

Canadian Journal of Administrative Sciences
Canadian Journal of Behavioral Sciences
Equality, Diversity, and Inclusion: An International Journal
Research in Social Issues in Management
Social Justice Research
Violence and Victimization

Conference Reviewer

Academy of Management
Divisions:
 Conflict Management
 Organizational Behavior
Awards:
 CM Best Paper
 Emerald Best International Symposium Award
Administrative Sciences Association of Canada (ASAC)
Society for Industrial and Organizational Psychology
Western Academy of Management

Grant Reviewer

Social Sciences and Humanities Research Council of Canada (SSHRC)
Canadian Foundation for Innovation (CFI)
British Academy Small Grants

TEACHING, GRADUATE PROGRAMS, & STUDENT SUPERVISION

Undergraduate Courses

- Bu288 Organizational Behavior I (Micro-OB; Wilfrid Laurier University)
*Course Coordinator**: Winter 2009, 2010; Fall 2009, 2010, 2011
Instructor: Winter 2008, 2009; Fall 2009, 2010, 2011
Dean's Commendations for Teaching Excellence (2008/09/10/11)
- Bu398 Organizational Behavior II (Macro-OB; Wilfrid Laurier University)
Course Coordinator & Instructor (5 sections[†]): Winter 2007
Dean's Commendation for Teaching Excellence (2007)
- Comm292 Organizational Behavior and Management (University of British Columbia)
Instructor: Winter 2004
University of British Columbia Graduate Student Teaching Award Winner
- Comm329 Principles of Organizational Behavior (University of British Columbia)
Instructor: Winter 2003
Commerce Undergraduate Society Teaching Excellence Award Nominee

* *Course coordinator is the individual responsible for leading multi-section courses. For example, in BU288, typically there are 10-15 sections being run in a given semester. The course coordinator is responsible for providing the course outline, creating the exams and any assignment rubrics, dealing with student issues, as well as providing guidance and support to the other instructors.*

† *Originally assigned to three sections but taught 5 after another instructor went on medical leave.*

Research-Based Graduate Courses

- Bu804 Graduate Seminar in Organizational Behavior (Wilfrid Laurier University)
Instructor: Fall 2009, Winter 2011, Fall 2011, Fall 2012, Fall 2013, Fall 2014, Fall 2016, Fall 2018, Fall 2019
- Bu824 Doctoral Seminar: Special Topics in OB (Organizational Justice) (Wilfrid Laurier University)
Instructor: Fall 2010, Fall 2017
Offered as Directed Studies: 2012, 2014, 2015
- Bu828 Doctoral Seminar: Special Topics in OB: OB II (Theories) (Wilfrid Laurier University)
Instructor: Winter 2013

Executive Education

- LEAD*6800 MA Leadership: Self-Assessing Personal Skills (University of Guelph)
 Redesigned curriculum in 2021/2022.
Instructor: Summer 2022, Fall 2023, Fall 2024, Winter 2025, Winter 2026
- LEAD*6740 MA Leadership: Coaching and Developing Others (University of Guelph)
 Redesigned curriculum in 2022/2023.
Instructor: Fall 2023, Fall 2024, Spring 2025, (upcoming) Spring 2026
- LEAD*6100 MA Leadership: Theories of Leadership (University of Guelph)
Instructor: Summer 2024 (covered halfway through for instructor illness)
- LEAD*6720 MA Leadership: Politics in Organizations (University of Guelph)
 Redesigned curriculum in 2024/2025.
Instructor: Fall 2025
- Exec Ed Toxic Emotions and Environments (with Graham Brown, Summer 2005)

Graduate Student Supervision*PhD Supervisor*

Student	Program	Role	Degree Progress
David Whiteside ²	PhD in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2015
Annika Hillebrandt ³	PhD in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2018
Francisca Saldanha ⁴	PhD in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2018
Tessa Neilson ⁵	PhD in OB/HRM University of Guelph	Supervisor	Graduated 2025
Christine Hwang ⁶	PhD in OB/HRM University of Guelph	Supervisor	Graduated 2025
Jenny Wang ⁷	PhD in OB/HRM University of Guelph	Supervisor	In progress
Malika Khakhar ⁸	PhD in OB/HRM University of Guelph	Supervisor	In progress
Mandy Wuth	PhD in OB/HRM University of Guelph	Supervisor	In progress

² Winner of the “*Best Masters Research in Canada*” award from the HRPAO/HRRI; Recipient of a *Joseph-Armand Bombardier Canada Graduate Doctoral Scholarship* (\$105,000) from the Social Sciences and Humanities Research Council of Canada. Recipient of the *Outstanding Research Award* for PhD. Working in Industry (Research Director).

³ Recipient of the “*Governor General’s Academic Medal*” (top graduating doctoral student from the university); Winner of the “*Gold Medal for Academic Excellence*” for Masters’ and doctoral research from Wilfrid Laurier University; Winner of the “*Best Dissertation in Canada*” and “*Best Masters Research in Canada*” award from the HRPAO/HRRI; Recipient of a *Joseph-Armand Bombardier Canada Graduate Doctoral Scholarship* (\$105,000) from the Social Sciences and Humanities Research Council of Canada, the *Joseph-Armand Bombardier CGS Master’s Scholarship*, and an *Ontario Graduate Scholarship*. Nominee for the “*2016 SSHRC Talent Award*.” Accepted tenure-track position at the Ted Rogers School of Management (Ryerson University, now Toronto Metropolitan University).

⁴ Winner of the *Ontario Trillium Scholarship* (\$160,000) and Ontario Government Scholarship (\$15,000). Nominated for “*Gold Medal of Academic Excellence*” and recipient of the “*Award for Outstanding Work*” for doctoral work. Accepted tenure-track position at Catolica Lisbon School of Business & Economics (Portugal).

⁵ Institutional Nominee for the *Vanier Scholarship*. Recipient of the *Joseph-Armand Bombardier Canada Graduate Doctoral Scholarship* (\$105,000) from the Social Sciences and Humanities Research Council of Canada, *Joseph-Armand Bombardier CGS Master’s Scholarship*, and an *Ontario Graduate Scholarship*. Nomination for the University of Guelph D. F. Forester convocation award for excellence in research.

⁶ Recipient of the “*Gold Medal of Academic Excellence*” for MSc. Recipient of a *Joseph-Armand Bombardier Canada Graduate Doctoral Scholarship* and an *Ontario Graduate Scholarship*.

⁷ Recipient of an *Ontario Graduate Scholarship*. Recipient of the *Joseph-Armand Bombardier Canada Graduate Doctoral Scholarship* from the Social Sciences and Humanities Research Council of Canada.

⁸ Recipient of an *Ontario Graduate Scholarship*. Recipient of the *Joseph-Armand Bombardier Canada Graduate Doctoral Scholarship* from the Social Sciences and Humanities Research Council of Canada.

PhD Committees

Student	Program	Role	Degree Progress
Gregory Gunn	PhD in Social Psychology Wilfrid Laurier University	Internal/External Examiner	Graduated 2009
Andrea Butler	PhD in Social Psychology University of Windsor	External Examiner	Graduated 2012
Olusore Anita Taylor	PhD in Industrial/Organizational Psychology University of Western Ontario	External Examiner	Graduated 2012
Johanna Maaniemi	PhD in Industrial Engineering and Management Aalta University (Finland)	External Examiner	Graduated 2013
Shira Agasi	PhD in Management Rotman School of Management University of Toronto	External Examiner	Graduated 2015
Sana Rizvi	PhD in Industrial/Organizational Psychology University of Waterloo	External Examiner	Graduated 2015
Miranda Giacomini	PhD in Social Psychology Wilfrid Laurier University	Internal/External Examiner	Graduated 2016
Fateme Ghadami	PhD in Marketing HEC Montreal	External Examiner	Graduated 2018
Anastasia Stuart- Edwards	PhD in Management Asper School of Business	External Examiner	Graduated 2019
Clark Warner	PhD in Management Universite Toulouse 1 Capitole	External Examiner	Graduated 2021
Erin Shanahan	PhD in Social Psychology Wilfrid Laurier University	Internal/External Examiner	Graduated 2021
Zhanna Lyubykh	PhD in OB/HR University of Calgary	Committee Member	Graduated 2022
Steven Hertz	PhD in Developmental Psychology Wilfrid Laurier University	Internal/External Examiner	Graduated 2022
Claudia Kitz	PhD in Management University of Klagenfurt	External Examiner	Graduated 2023
Emma Vreeker- Williamson	PhD in I/O Psychology University of Guelph	Committee Member	Graduated 2024
Alexandria Elms	PhD in I/O Psychology University of Guelph	Internal/External Examiner	Graduated 2024
Iryna Kalynychenko	PhD in Management	External Examiner	Graduated 2025

Thomas Sasso	York University PhD in I/O Psychology University of Guelph	Committee Member	Graduated 2026
Bran Chen	PhD in Management Singapore Management University	Committee Member	In Progress
Steven Kavaratzis	PhD in Management Toronto Metropolitan University	Upcoming External Examiner	In Progress

Post-Doctoral Fellows

Post Doc	Program	Role	Year
Christine Hwang	Organizational Leadership University of Guelph	Co-Supervisor	2025-2027
Xi Chen	OB/HRM Wilfrid Laurier University	Supervisor	2014-2015

Other

	Program	Role	Year
Claudia Kitz	Young Scientists Mentoring Program at the University of Klagenfurt	Mentor	2020

Research-Based Masters' Degree Supervisions

Student	Program	Role	Degree Progress
David Whiteside	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2010
Annika Hillebrandt	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2012
Diana Mavarani	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2013
Simon Cai	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2015
Jenny Wang	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2019
Christine Hwang	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2020
Malika Khakhar	MSc in OB/HRM Wilfrid Laurier University	Supervisor	Graduated 2020

Research-Based Masters' Degree Committee Member/External Examiner

Student	Program	Role	Degree Progress
Sarah Hovind	MSc in Management University of Lethbridge	External Examiner	Graduated 2009
Lisa Kuron	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2010
Jacqueline Beres	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2011
Teodora Trifan	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2012
Timothy Silcox	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2013
Sarah Vermunt	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2014
Anja Krstic	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2015
Victoria Daniel	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2017
Christianne Varty	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2017
Janice Lam	MSc in OB/HRM Wilfrid Laurier University	Committee Member	Graduated 2020

Co-Operative Education Students

Student	Program	Academic Year
Shannon Taylor	MBA	2007-2008
Mark McLean	BBA (Honors)	2008-2009
Sean Eng	BBA (Honors)	2008-2009
Nicole Cram	BBA (Honors)	2009-2010
Stephanie Crosty	BBA (Honors)	2009-2010
Robyn McLaren	BBA (Honors)	2009-2010
Peter Fisher	BBA (Honors)	2013-2014 and 2014-2015
Brittany Danelon	BBA (Honors)	2013-2014
Katarina Vujic	BBA (Honors)	2014-2015
Lyndsay Bott	UCEP High School	2016-2017
Aaliyah Sahadat	UCEP High School	2017-2018

SELECTED ADMINISTRATIVE AND UNIVERSITY SERVICE

Administrative Roles

- Lazaridis School of Business & Economics, Wilfrid Laurier University
 - OB/HRM Area Coordinator (May 2012-June 2015; July 2016-October 2019)
 - OB/HRM Graduate Field Coordinator (2010-2012; 2013-2014; 2017-2018; 2019)
- Lang School of Business & Economics
 - Graduate Program Coordinator (GPC) for Masters in Leadership (2023-present)

Selected Service

Business School Committees/Service

- Lazaridis School of Business & Economics
 - Graduate Program Advisory Board
 - Lazaridis School Research Committee
 - Business Department Appointments and Promotions Committee
- Lang School of Business & Economics
 - Lang Research Leaders
 - JEDI @W (Justice, Equity, Diversity, and Inclusion at Work) working group
 - PhD in Management Program Committee
 - Various Hiring and Renewal Committees

University-Wide Committees/Service

- Wilfrid Laurier University
 - Steering Committee for the University Strategic Research Plan
 - Faculty of Graduate Studies Dean's Advisory Board
 - Social Sciences and Humanities Research Council of Canada (SSHRC) Graduate Scholarship Committee
 - Faculty of Graduate Studies Academic Job Panels
 - 3 Minute Thesis Competition
 - Internal Faculty Research Grants Committee
 - Alumni Awards of Teaching Excellence Committee
- University of Guelph
 - GenEq (Gender Equity) Leadership and Mentorship Committee

Service to the Academic Community

- Tenure/Promotion Evaluations (Canada, United Kingdom, United States, and France)
- External Hiring Assessor (Australia)
- Invited Talks (United States, Canada, United Kingdom, India, and Europe)

Service to the Community

- Pro bono consulting (Canada and United Kingdom)
- Keynote addresses at practitioner conferences
- Community outreach (to mobilize knowledge/build relationships with local companies)
- High school outreach (to encourage students to pursue university and research-based careers)

PROFESSIONAL ASSOCIATIONS

Academy of Management (Conflict Management and Organizational Behavior Divisions)

Association for Psychological Science

Canadian Psychological Association (CPA)

Canadian Society for Industrial and Organizational Psychology (CSIOP)

International Society for Justice Research (ISJR)

Society for Industrial and Organizational Psychologists (SIOP)

Western Academy of Management