

CURRICULUM VITAE

**LAURIE J. BARCLAY**

Gordon S. Lang School of Business & Economics  
University of Guelph  
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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 fairness and justice, EDI (equity, diversity, and inclusion), leadership, 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:

- Organizational Fairness/Justice
- Equity, Diversity, and Inclusion
- Leadership
- 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.
- 2021-2024 **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.<sup>1</sup>**

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<sup>1</sup> Dean’s commendations no longer provided within the Lazaridis School after 2011.

- 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,  
2014, 2015, 2017,  
2019, 2020     **Wilfrid Laurier University Merit Award.**

## **PUBLICATIONS AND PRESENTATIONS**

<sup>†</sup> Denotes co-author who is a current or former graduate student.

\* Denotes equal contributions.

*Journal Rankings from 2022 Clarivate ISI (2-Year) Impact Factors.*

*FT 50 denotes Financial Times Top 50 Journal.*

*ABDC denotes Australian Business Deans Council 2022 journal quality list.*

### ***Refereed Journal Articles***

Kiefer, T., **Barclay, L. J.**, & Conway, N. (in press). Applying event system theory to organizational change: The importance of everyday positive and negative events. *Journal of Management.*

*FT 50; Impact factor: 13.5; Ranked: 3/114 in Applied Psychology; 7/366 in Management; A\* on ABDC*

Vreeker-Williamson, E., Gill, H., **Barclay, L. J.**,\* & Powell, D.\* (in press). The good, the bad, and the ambiguous: A qualitative approach to understanding workplace perfectionism and job performance. *Canadian Psychology / Psychologie canadienne.*

Bies, R. J., & **Barclay, L. J.** (2023). Doing justice: Moving from the pain and trauma of injustice to healing. *Organizational Psychology Review*. DOI: 10.1177/20413866231225083

Bashshur, M. R., **Barclay, L. J.**, & Fortin, M. (2023). Of headlamps and marbles: A motivated perceptual approach to the dynamic and dialectic nature of fairness. *Organizational Psychology Review*. DOI: 10.1177/20413866231199068

*Impact Factor: 6.10; Ranked 6/114 in Applied Psychology; A on ABDC*

- <sup>†</sup>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.hrmmr.2023.100971>  
*FT 50; Impact Factor: 11.14; ranked 13/366; A on ABDC*
- \*Brady, D. L., <sup>†</sup>Saldanha, M. F., & **Barclay, L. J.** (2023). Conceptualizing forgiveness: A review and path forward. *Journal of Organizational Behavior*, 44, 261-296. DOI: 10.1002/job.2632  
*Impact factor: 6.8; Ranked: 10/114 in Applied Psychology; A\* on ABDC*
- <sup>†</sup>Hillebrandt, A., Brady, D. L., <sup>†</sup>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: 6.10 Ranked 3/57 in Ethics; A on ABDC*
- <sup>†</sup>Lyubykh, Z., **Barclay, L. J.**, Fortin, M., Bashshur, M. R., & <sup>†</sup>Khakhar, M. (2022). Why, how, and when divergent perceptions become dysfunctional in organizations: A motivated cognition perspective. *Research in Organizational Behavior*, 42. DOI: 10.1016/j.riob.2022.100177.  
*Invited Contribution  
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. DOI: 10.1002/job.2656  
*Impact factor: 6.8; Ranked: 10/114 in Applied Psychology; 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. DOI: 10.1002/hrm.22095  
*FT 50; Impact factor: 6.60; Ranked: 12/114 in Applied Psychology; A\* on ABDC*
- <sup>†</sup>Hillebrandt, A., <sup>†</sup>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. DOI: 10.1177/00187267211011000  
*FT 50; Impact factor: 5.7; Ranked: 88/366 in Management; A\* on ABDC*
- <sup>†</sup>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. DOI: 10.1002/job.2612  
*Impact factor: 6.8; Ranked: 10/114 in Applied Psychology; A\* on ABDC*

- <sup>†</sup>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. DOI: 10.1111/aphw.12277  
Impact factor: 6.90; Ranked: 6/114 in Applied Psychology
- 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. DOI: 10.1177/1056492620986858  
Editor's Choice Article.  
Impact factor: 3.3; Ranked: 180/366 in Management; A on ABDC
- <sup>†</sup>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. DOI: 10.1002/job.2482  
Impact factor: 10.079; Ranked: 5/83 in Applied Psychology; A\* on ABDC
- <sup>†</sup>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. DOI: 10.1037/apl0000485  
FT 50; Impact factor: 11.802; Ranked: 4/83 in Applied Psychology; A\* on ABDC
- \***Barclay, L. J.**, & \*Kiefer, T. (2019). In the aftermath of unfair events: Understanding the differential effects of anxiety and anger.
- <sup>†</sup>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. DOI: 10.1177/0149206316672531  
FT 50; Impact factor: 13.5; Ranked: 3/114 in Applied Psychology; 7/366 in Management; A\* on ABDC
- <sup>†</sup>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. DOI: 10.1007/s11211-017-0290-5  
Official Journal of the International Society for Justice Research; Impact factor: 2.3; 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. DOI: 10.1037/apl0000204  
FT 50; Impact factor: 11.802; Ranked: 4/83 in Applied Psychology; A\* on ABDC
- <sup>†</sup>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. DOI: 10.1037/apl0000174  
FT 50; Impact factor: 11.802; Ranked: 4/83 in Applied Psychology; 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. DOI: 10.1080/19416520.2016.1120956  
Impact factor: 21.2; Ranked: 2/366 in Management; 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.  
DOI: 10.1007/s10551-015-2750-x  
FT 50; Impact factor: 6.331 Ranked 2/56 in Ethics; 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. DOI: 10.1007/s10551-014-2357-7  
FT 50; Impact factor: 6.10 Ranked 3/57 in Ethics; 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. DOI: 10.1177/0149306312441833  
FT 50; Impact factor: 13.5; Ranked: 3/114 in Applied Psychology; 7/366 in Management; 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. DOI: 10.1007/s10551-013-1674-6  
FT 50; Impact factor: 6.10 Ranked 3/57 in Ethics; 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. DOI: 10.1007/s11211-013-0193-z  
Official Journal of the International Society for Justice Research; Impact factor: 2.3; 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. DOI: 10.1007/s10551-012-1467-3  
FT 50; Impact factor: 6.10 Ranked 3/57 in Ethics; 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.  
DOI: 10.1111/j.2044-8325.2012.02055.x  
Impact factor: 6.2; Ranked: 13/114 in Applied Psychology; 76/366 in Management; 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. DOI: 10.1016/j.obhdp.2011.11.003  
FT 50; Impact factor: 4.6; Ranked: 24/114 in Applied Psychology, 122/366 in Management; A\* on ABDC
- Brown, G., Bemmels, B., & **Barclay, L. J.** (2010). The importance of policy in perceptions of justice. *Human Relations, 63*, 1587-1609.  
DOI: 10.1177/0018726710362273  
FT 50; Impact factor: 5.7; Ranked: 88/366 in Management; 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. DOI: 10.1037/a0013451

*FT 50; Impact factor: 11.802; Ranked: 4/83 in Applied Psychology; 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.

DOI: 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. DOI: 10.1348/096317907X206848

*Impact factor: 6.2; Ranked: 13/114 in Applied Psychology; 76/366 in Management; 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.

DOI: 10.1037/0021-9010.90.4.629

*FT 50; Impact factor: 11.802; Ranked: 4/83 in Applied Psychology; 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.

DOI: 10.1108/00251740510597752

*Official Journal of the Management History Division of the Academy of Management*

*Impact Factor 4.6; Ranked 123/366 in Management*

- **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. DOI: 10.1037/h0087162

*Impact factor: 2.5; Ranked 67147 in Multidisciplinary Psychology*

### ***Refereed Book Chapters***

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: Oxford University Press.

<sup>†</sup>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). Greenwich, CT: Information Age Publishing.

**Barclay, L. J.**, & <sup>†</sup>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). Greenwich, CT: 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). Washington, DC: American Psychological Association.

**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). Greenwich, CT: 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***

**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 Under Review/Invited for Revision***

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](mailto:lbarcl01@uoguelph.ca)

### ***Refereed Conference Presentations***

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)*.

Lyubikh, 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)*.

- <sup>†</sup>Hillebrandt, A., Brady, D. L., <sup>†</sup>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.*
- <sup>†</sup>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., <sup>†</sup>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.*
- <sup>†</sup>Saldanha, M. F., Brady, D. L., <sup>†</sup>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., <sup>†</sup>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)**
- <sup>†</sup>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.*

<sup>†</sup>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.*

<sup>†</sup>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.**, & <sup>†</sup>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.*

<sup>†</sup>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.*

<sup>†</sup>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)**

<sup>†</sup>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.**, & <sup>†</sup>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.*

<sup>†</sup>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**

- <sup>†</sup>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.*
- <sup>†</sup>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.*
- <sup>†</sup>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.*
- <sup>†</sup>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.**, & <sup>†</sup>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.*
- <sup>†</sup>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.*

- <sup>†</sup>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.*
- Bemmel, 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 21<sup>st</sup> 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

*Television*: CTV News

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

*Podcast*: Psychological Safety in Canada

## **SELECTED RESEARCH-RELATED SERVICE**

### *Editorial Contributions*

#### Associate Editor

Journal of Organizational Behavior (**January 2016- present**)

*Impact factor: 10.079; Ranked: 5/83 in Applied Psychology; A\* on ABDC*

#### Editorial Boards

Journal of Applied Psychology (2022-present)

*FT 50; Impact factor: 11.802; Ranked: 4/83 in Applied Psychology; A\* on ABDC*

**Ad Hoc Reviewer of the Year Award 2020**

Journal of Business & Psychology (2012-present)

*Impact factor: 6.604; Ranked: 4/83 in Applied Psychology; A on ABDC*

**Reviewer of the Year Award 2020**

Journal of Organizational Behavior (2012-2015)

*Impact factor: 10.079; Ranked: 5/83 in Applied Psychology; A\* on ABDC*

**Reviewer of the Year Award: 2013, 2014**

Organizational Behavior and Human Decision Processes (2015-present)

*FT 50; Impact factor: 5.606; Ranked: 17/83 in Applied Psychology, 85/226 in Management; A\* on ABDC*

Organizational Psychology Review (2020-present)

*Impact factor: 5.600; Ranked: 18/83 in Applied Psychology; A on ABDC*

### *Executives*

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

***Journal Reviewer***

<sup>†</sup> *Denotes an FT 50 Journal*

**ABDC A\* Journals**

Human Relations <sup>†</sup>  
Journal of Applied Psychology <sup>†</sup>  
Journal of Management <sup>†</sup>  
Journal of Management Studies <sup>†</sup>  
Journal of Personality and Social Psychology  
Organizational Behavior and Human Decision Processes <sup>†</sup>  
Personality and Social Psychology Review  
Personnel Psychology

**ABDC A Journals**

Academy of Management Discoveries  
International Journal of Conflict Management  
Journal of Business Ethics <sup>†</sup>  
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  
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<sup>†</sup>): 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.*

<sup>†</sup> *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)  
*Instructor*: Summer 2022, Fall 2023

LEAD\*6740 MA Leadership: Coaching and Developing Others (University of Guelph)

*Instructor:* Fall 2023

Exec Ed Toxic Emotions and Environments (with Graham Brown, Summer 2005)

### ***Graduate Student Supervision***

#### *PhD Supervisor*

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

<sup>2</sup> Winner of the “*Best Masters Research in Canada*” award from the HRP AO/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).

<sup>3</sup> 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 HRP AO/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).

<sup>4</sup> 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).

<sup>5</sup> 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*.

<sup>6</sup> 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*.

<sup>7</sup> 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.

<sup>8</sup> Recipient of an *Ontario Graduate Scholarship*.

*PhD Committees*

<b>Student</b>	<b>Program</b>	<b>Role</b>	<b>Degree Progress</b>
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
Emma Vreeker- Williamson	PhD in I/O Psychology University of Guelph	Committee Member	In Progress
Akierah Binns	PhD in Management University of Guelph	Advisory Committee Member	In Progress
Mavis Opoku	PhD in Management University of Guelph	Advisory Committee Member	In Progress



*Post-Doctoral Fellows*

<b>Post Doc</b>	<b>Program</b>	<b>Role</b>	<b>Year</b>
Xi Chen	OB/HRM Wilfrid Laurier University	Supervisor	2014-2015

*Other*

	<b>Program</b>	<b>Role</b>	<b>Year</b>
Claudia Kitz	Young Scientists Mentoring Program at the University of Klagenfurt	Mentor	2020-present

*Research-Based Masters' Degree Supervisions*

<b>Student</b>	<b>Program</b>	<b>Role</b>	<b>Degree Progress</b>
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*

<b>Student</b>	<b>Program</b>	<b>Role</b>	<b>Degree Progress</b>
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*

<b>Student</b>	<b>Program</b>	<b>Academic Year</b>
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)

### *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
- Gordon S. Lang School of Business & Economics
  - Lang Research Leaders
  - JEDI @W (Justice, Equity, Diversity, and Inclusion at Work) working group
  - PhD in Management Program Committee

#### 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
  - CORE (Creating Opportunities for Racial Equity) Mentorship Program

#### Service to the Academic Community

- Tenure Evaluation (Canada, United Kingdom, United States, and France)
- External Hiring Assessor (Australia)
- Invited Talks (United States, Canada, United Kingdom, 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