

LAURA MORGAN ROBERTS

EMPLOYMENT

- 2019 – present Professor of Practice
University of Virginia, Darden School of Business
- 2017 – 2019 Teaching Professor of Management
Georgetown University McDonough School of Business
- 2010 - 2017 Professor of Psychology, Culture and Organization Studies
Antioch University Graduate School of Leadership & Change
- 2002 - 2009 Assistant Professor of Organizational Behavior
Harvard Business School, Boston

FACULTY AFFILIATIONS

- 2017 – present Faculty Affiliate, Antioch University Graduate School of Leadership & Change
- 2016 – 2020 Visiting Scholar, Harvard Business School
- 2007 - present Faculty Affiliate, Center for Positive Organizations
Ross School of Business, University of Michigan, Ann Arbor
- 2007 – 2013 Associate Faculty, AVT Business School, Denmark
- 2007 - 2010 Visiting Scholar & Assistant Professor of Management
J. Mack Robinson College of Business, Georgia State University
- 2007 - 2008 Adjunct Assistant Professor of Organizational Behavior
Simmons School of Management, Boston
- 2007 Visiting Assistant Professor of Management
Wharton School of Business, University of Pennsylvania, Philadelphia
- 2006 – 2013 Faculty Affiliate, Center for Gender in Organizations
Simmons School of Management, Boston
- 2005 – 2013 Faculty Affiliate & Researcher, The Partnership Inc., Boston
- 2002; 2008 - 2009 Adjunct Assistant Professor of Management and Organizations
Ross School of Business, University of Michigan, Ann Arbor

EDUCATION

- Ph.D. University of Michigan, Organizational Psychology, December 2001
- M.A. University of Michigan, Organizational Psychology, December 1998
- B.A. University of Virginia, Psychology (with Highest Distinction in Psychology & Phi Beta Kappa), May 1996

PUBLICATIONS

Books:

- Roberts, L. Morgan, Mayo, A. & Thomas, D.A. (Eds.) (2019). *Race, Work and Leadership: New perspectives on the Black experience*. Harvard Business Publishing, Boston.
- Roberts, L. Morgan, Wooten, L. Perry & Davidson, M.N. (Eds.) (2015). *Positive Organizing in a Global Society: Understanding and Engaging Differences for Capacity-building and Inclusion*. Taylor & Francis, New York.
- Roberts, L. Morgan & Dutton, J. (Eds.) (2009). *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*. Routledge Press, New York.

Journal Articles:

- Nkomo, S., Bell, M., Joshi, A., *Roberts, L. & Thatcher, S. (*Eds.) (2019). Diversity at a critical juncture: New theories for a complex phenomenon. *Academy of Management Review*, *Special Topics Forum, 44(3).
- Cha, S. & Roberts, L. Morgan (2019). Leveraging minority identities at work: An individual-level framework of the identity mobilization process. *Organization Science*, <https://doi.org/10.1287/orsc.2018.1272>
- Nkomo, S., Bell, M., Roberts, L. Morgan, Joshi, A. & Thatcher, S. (2019). Diversity at a critical juncture: New theories for a complex phenomenon. *Academy of Management Review*, 44(3), 498-517. <https://doi.org/10.5465/amr.2019.0103>
- Cha, S., Hewlin, P., Roberts, L. Morgan, Buckman, B., Leroy, H., Steckler, E., Ostermeier, K. & Cooper, D. (2019). Being your true self at work: Integrating the fragmented research on authenticity in organizations. *Academy of Management Annals*. <https://doi.org/10.5465/annals.2016.0108>
- Opie, T. & Roberts, L. Morgan (2017). Do black lives really matter in the workplace? Restorative justice as a means to reclaim humanity. *Equality, Diversity and Inclusion: An International Journal*, 36(8), 707-719.
- O'Neill, R., Blake-Beard, S., Roberts, L. Morgan & Blockson, L. (2016). Leading change through unprecedented times: Nancy Sims and The Robert A. Toigo Foundation. *Case Research Journal*, 36(4).
- Creary, S., Caza, B., & Roberts, L. Morgan (2015). Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*.
- Roberts, L. Morgan, Cha, S. & Kim, S. (2014). Strategies for managing impressions of racial identity in the workplace. *Cultural Diversity and Ethnic Minority Psychology*, 20(4).
- Clair, J., Humberd, B., Caruso, H., Roberts, L. Morgan. (2012). Marginal memberships: Psychological effects of identity ambiguity on professionals who are demographically different from the majority. *Organizational Psychology Review*, 2, 71-93.
- Dutton, J.E., Roberts, L. Morgan, & Bednar, J. (2011). Using a positive lens to complicate the positive in identity research. *Academy of Management Review*, 36, 427-431.
- Dutton, J.E., Roberts, L. Morgan, & Bednar, J. (2010). Pathways for positive identity construction at work: Four types of positive identity and the building of social resources. *Academy of Management Review*, 35, 265-293.
- Roberts, L. Morgan, Settles, I.H., & Jellison, W.A. (2008). Predicting the strategic identity management of gender and race. *Identity*, 8: 269-306.
- Roberts, D., Roberts, L. Morgan, O'Neill, R., & Blake-Beard, S. (2008). The Invisible work of managing visibility for social change: Insights from the leadership of Rev. Dr. Martin Luther King, Jr. *Business and Society*, 47: 425-456.
- Roberts, L. Morgan & Roberts, D. (2007). The business, legal, and ethical ramifications of cultural profiling at work. *Duke Journal of Gender Law and Policy*, 14: 369-405.
- Odom, K., Roberts, L. Morgan, Johnson, R., & Cooper, L. (2007). Exploring obstacles to and opportunities for professional success among ethnic minority medical students. *Academic Medicine*, 82: 146-153.
- Roberts, L. Morgan (2006). Shifting the lens on organizational life: The added value of positive scholarship. *Academy of Management Review*, 31: 241-260.

Roberts, L. Morgan. (2005). Changing faces: Professional image construction in diverse organizational settings. *Academy of Management Review*, 30: 685-711.

Roberts, L. Morgan, Dutton, J.E., Spreitzer, G., Heaphy, E., & Quinn, R. (2005). Composing the reflected best-self portrait: Building pathways to becoming extraordinary in work organizations. *Academy of Management Review*, 30: 712-736.

Cote, S. & Morgan, L.M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, 23: 947-962.

Book Chapters:

Roberts, L. Morgan, Mayo, A., & Lee, S. (2019). Why a volume on race, work and leadership? In L. Morgan Roberts, A. Mayo & D. Thomas (Eds.) *Race, Work and Leadership: New Perspectives on the Black Experience*, 1-23, Harvard Business Publishing.

Mayo, A., & Roberts, L. Morgan. (2019). Pathways to leadership. In L. Morgan Roberts, A. Mayo & D. Thomas (Eds.) *Race, Work and Leadership: New Perspectives on the Black Experience*, 41-72, Harvard Business Publishing.

Blake-Beard, S., Roberts, L. Morgan, Edgehill, B. & Washington, E. (2019). Feeling connected: The importance of engagement, authenticity and relationships in the careers of diverse professionals. In L. Morgan Roberts, A. Mayo & D. Thomas (Eds.) *Race, Work and Leadership: New Perspectives on the Black Experience*, 151-172, Harvard Business Publishing.

Roberts, L. Morgan, Blake-Beard, S., Creary, S., Edgehill, B. & Ghai, S. (2019). Overcoming barriers to developing and retaining diverse talent in health-care professions. In L. Morgan Roberts, A. Mayo & D. Thomas (Eds.) *Race, Work and Leadership: New Perspectives on the Black Experience*, 189-208, Harvard Business Publishing.

Roberts, L. Morgan & Mayo, A. (2019). Conclusion – Intersections of race, work and leadership. In L. Morgan Roberts, A. Mayo & D. Thomas (Eds.) *Race, Work and Leadership: New Perspectives on the Black Experience*, 419-432, Harvard Business Publishing.

Roberts, L.M., Spreitzer, G., Dutton, J., Quinn, R., Heaphy, E., Caza, B. (2019). How to play to your strengths (reprint). In *HBR Guide to your Professional Growth* (pp. 73-89).

McCluney, C., Roberts, L. Morgan & Wooten, L. (2017). It takes courage: Lessons learned from Starbucks' #RaceTogether campaign. In R. Koonce, P. Robinson & B. Vogel (Eds.) *Developing Leaders for Positive Organizing*, 95-108, Emerald.

Creary, S.J. & Roberts, L.M. (2016). G.I.V.E.-based mentoring in diverse organizations: Cultivating positive identities in diverse leaders. In A. Murrell & S. Blake-Beard (Eds.), *Mentoring Diverse Leaders: Creating change for people, processes, and paradigms*, Routledge.

Roberts, L.M., Wooten, L., Davidson, M. & Lemley, A. (2015). Authentic affirmation? Considering the cultural relevance of strength-based practices in global organizations. In L. Roberts, L. Wooten & M. Davidson (Eds.), *Positive Organizing in a Global Society*, Taylor & Francis.

Roberts, L.M. & Cha, S. (2015). Sources of Strength: Mobilizing Minority Racial, Ethnic, and Cultural Identities as Resources. In L. Roberts, L. Wooten & M. Davidson (Eds.), *Positive Organizing in a Global Society*, Taylor & Francis.

Roberts, L. M. (2014). Cultivating positive identities. In J. Dutton & G. Spreitzer (Eds.). *How to be a Positive Leader: Small Actions, Big Impact*. Berrett Koehler.

- Ferdman, B. & Roberts, L. M. (2014). Creating inclusion for oneself: Knowing, accepting, and expressing one's whole self at work. In B. Ferdman & B. Deane (Eds.). *Diversity at Work: The Practice of Inclusion*. pp. 93-127. Jossey-Bass.
- Roberts, L. M. & Creary, S. J. (2013). Navigating the self. In Q. Roberson (Ed.). *The Oxford Handbook of Diversity*, pp. 73-97. Oxford University Press.
- Roberts, L. M. (2012). Reflected best self engagement at work: Positive identity, alignment, and the pursuit of vitality and value-creation. In I. Boniwell & S. Davis (Eds.). *The Oxford Handbook of Happiness*, pp. 767-782. Oxford University Press.
- Roberts, L. M. & Creary, S. J. (2012). Positive identity construction: Insights from classical and contemporary theoretical perspectives. In K. Cameron & G. Spreitzer (Eds.). *The Oxford Handbook of Positive Organizational Scholarship*, pp. 70-83. Oxford University Press.
- Roberts, L. M. (2011). Reaching to embody insights. In A. Carlsen & J. Dutton (Eds.). *Research Alive: Generative moments for doing qualitative research*, pp. 194-197. Copenhagen Business School Press.
- Dutton, J., Roberts, L. Morgan, & Bednar, J. (2011). Prosocial practices, positive identity, and flourishing at work. In S. Donaldson, M. Csikszentmihalyi and J. Nakamura (Eds.) *Applied positive psychology: Improving everyday life, schools, work, health, and society*, pp. 155-170. Taylor & Francis Group.
- Dutton, J., Roberts, L. Morgan, & Bednar, J. (2009). Positive identities and organizations: An introduction and invitation. In L.M. Roberts & J.E. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, pp. 3-20. Taylor & Francis Group.
- Roberts, L. Morgan, Dutton, J., & Bednar, J. (2009). Forging ahead: Positive identities and organizations as a research frontier. In L.M. Roberts & J.E. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, pp. 497-516. Taylor & Francis Group.
- Roberts, L. Morgan, Cha, S., Hewlin, P. & Settles, I. (2009). Bringing the inside out: Enhancing authenticity and positive identity in organizations. In L.M. Roberts & J.E. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, pp. 149-170. Taylor & Francis Group.
- Ely, R. & Roberts, L. Morgan (2008). Shifting frames in team-diversity research: From difference to relationships. In A.P. Brief (Ed.), *Diversity at Work*, pp. 175-201. Cambridge University Press.
- Roberts, L. Morgan & Wooten, L.P. (2008). Exploring Black Greek Letter Organizations through a positive organizing lens. In G. Parks (Ed.), *Our Fight Has Just Begun: The Relevance of Black Greek Fraternities and Sororities in the 21st Century*, pp. 273-290. The University of Kentucky Press.
- Roberts, L. Morgan (2007). Bringing your whole self to work: Lessons in authentic engagement from women leaders. In B. Kellerman & D. Rhode (Eds.), *Women and Leadership: The State of Play and Strategies for Change*, pp. 329-360. Jossey Bass.
- Roberts, L. Morgan (2006). From proving to becoming: How positive relationships create a context for self-discovery and self-actualization. In J. Dutton and B. Rose Ragins (Eds.), *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation*. Lawrence Erlbaum Associates.
- Marks, B.T., Settles, I.H., Cooke, D.Y., Morgan, L. & Sellers, R.M. (2004). African American racial identity: A review of contemporary models and measures. In R.L. Jones (Ed.), *Black Psychology* (4th edition, pp. 383-404) Hampton, VA: Cobb & Henry.
- Sellers, R.M., Morgan, L.M., & Brown, T.N. (2001). A multidimensional approach to racial identity: Implications for African American children. In A. Neal-Barnett (Ed.), *Forging Links: Clinical – Developmental Perspectives on African American Children* (pp. 23-56). West Port, CT: Praeger.

Morgan, L.M. & Feldman, D.C. (1999). Underemployed human resources: Revealing the secret dilemma of untapped potential. In R. Quinn, R. O'Neill, and L. St. Clair (Eds.), *The Pressing Problems of Modern Organizations* (pp. 77-95). New York, NY: Amacom.

Other Publications:

Roberts, L. Morgan & Mayo, A. 2019. Toward a racially just workplace. *Harvard Business Review*, November 2019 cover story in "Big Idea" series on Advancing Black Leaders. <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>

Roberts, L. Morgan & Mayo, A. 2019. Success comes from affirming your potential. *Harvard Business Review*, November 2019 "Big Idea" series conclusion on Advancing Black Leaders. <https://hbr.org/2019/11/success-comes-from-affirming-your-potential>

Cha, S. E. & Roberts, L. Morgan. 2019. The benefits of bringing your whole identity to work. *Harvard Business Review*, September 19, 2019. <https://hbr.org/2019/09/the-benefits-of-bringing-your-whole-identity-to-work>

Roberts, L. Morgan, Heaphy, E. & Caza, B. 2019. To become your best self, study your successes. *Harvard Business Review*, May 14, 2019. <https://hbr.org/2019/05/to-become-your-best-self-study-your-successes>

Washington, Z. & Roberts, L. Morgan. 2019. Women of color get less support at work. *Harvard Business Review*, March 4, 2019. <https://hbr.org/2019/03/women-of-color-get-less-support-at-work-heres-how-managers-can-change-that>

Roberts, L. M. (2019). Race and Leadership: The Black Experience in the workplace. *Darden Ideas to Action*. December 17, 2019.

Girtman, D. (2019). Six Steps to building a better workplace for Black employees. *Harvard Business School Working Knowledge*, featuring interview with Laura Morgan Roberts* and Tony Mayo about *Race, Work & Leadership*.

Roberts, L. Morgan (2018). (Contributor and design team member with Harvard Business School Leadership Initiative and Baker Library Special Collections). Multi-media library exhibit: *Agents of Change: The Founding and Impact of the African-American Student Union, Harvard Business School*.

Roberts, L. Morgan, Mayo, A., Ely, R. & Thomas, D. (2018). Beating the odds: Leadership lessons from senior African-American women. *Harvard Business Review*, 96(2), 126-131.

Roberts, L. Morgan & Mayo, A. (2018). Spheres of influence: A portrait of Black alumni. *Harvard Business School*.

Roberts, L. Morgan. (2018). Agents of change: A review of HBS-affiliated thought leadership on race and Black business leadership. *Harvard Business School*.

Roberts, L. M. (2016). Featured in Jarden, A., Slemph, G., Chia, A., Lahti, E., & Hwang, E. *Positive psychologists on positive psychology* (3rd Vol.). Creative Commons license.

Roberts, L. Morgan & Ely, R. (2016). What's behind the unexpected Trump support from women? *Harvard Business School Working Knowledge*. (November 17).

Roberts, L. Morgan (2005). Creating a positive professional image. *Harvard Business School Working Knowledge*, June 20th newsletter.

Roberts, L. Morgan, Spreitzer, G., Dutton, J., Quinn, R., Heaphy, E. & Barker, B. (2005). How to play to your strengths. *Harvard Business Review*, 83(1): 75-80.

Blake-Beard, S. & Roberts, L. Morgan. (2004). Releasing the double bind of visibility in the workplace. *CGO Commentaries Series*. Boston, MA: Center for Gender in Organizations, Simmons College.

Roberts, L. Morgan. (2004). Commentary: Play to your strengths (by Nalbantian, Guzzo, Kieffer & Doherty). *Manageris* (January).

Roberts, L. Morgan. (2003). Changing faces: Professional image construction in diverse organizations. *Best Paper Proceedings of the 2003 Academy of Management Meetings*.

Roberts, L. Morgan & Johnson, R. (2003). Is it just my imagination? The impact of racism on the professional experiences of minority physicians. *Journal of the Student National Medical Association*, 8(3), 19–21.

Teaching Materials:

Reflected Best-Self Feedback Exercise.

Quinn, R., Dutton, J., Spreitzer, G., & Roberts, L. Morgan (2011). Reflected best self exercise: Revised instructions. *Ross School of Business, Positive Organizational Scholarship Teaching Tools Series*.

Quinn, R., Dutton, J., Spreitzer, G., & Roberts, L. Morgan (2005). Reflected best-self feedback exercise: Teaching Note. *Ross School of Business, Positive Organizational Scholarship Teaching Tools Series*.

Roberts, L. Morgan (2004). Orientation to the reflected best-self feedback exercise for leadership development. *Harvard Business School, Note 404-066*.

Barack Obama Case

Thomas, D.A., Roberts, L. Morgan, & Creary, S.J. (2009). The rise of President Barack Hussein Obama. *Harvard Business School Case 409-115*.

Leading the Josie Esquivel Franchise Case Series.

Roberts, L. Morgan & Groysberg, B. (2007). Leading the Josie Esquivel franchise Teaching Note. *Harvard Business School, Teaching Note 405-028*.

Groysberg, B. & Roberts, L. Morgan (2004). Leading the Josie Esquivel franchise (A). *Harvard Business School, Case 404-054*.

Groysberg, B. & Roberts, L. Morgan (2005). Leading the Josie Esquivel franchise (B). *Harvard Business School, Case 405-027*.

Groysberg, B. & Roberts, L. Morgan (2005). Leading the Josie Esquivel franchise (C). *Harvard Business School, Case 405-072*.

South African Airways Case Series.

Margolis, J., Roberts, L. Morgan & Winig, L. (2006). South African Airways (A). *Harvard Business School, Case 406-109*.

Margolis, J., Roberts, L. Morgan & Winig, L. (2006). South African Airways (B). *Harvard Business School, Case 407-014*.

The Partnership, Inc. Case Series.

Roberts, L. Morgan (forthcoming). Carol Fulp at The Partnership, Inc. *Harvard Business School*.

Roberts, L. Morgan & Winston, V. (2005). Bennie Wiley at The Partnership, Inc. *Harvard Business School, Case 406-012*.

Roberts, L. Morgan & Winston, V. (2005). Beverly Edgehill at The Partnership, Inc. *Harvard Business School, Case 406-013*.

Jeanette Clough Case

Roberts, L. Morgan & Kanji, A. (2005). Jeanette Clough at Mount Auburn Hospital. *Harvard Business School, Case 406-068*.

SELECT RESEARCH PRESENTATIONS

- “Teaching Positive Relationships (across differences) at work.” Presenter in PDW, Academy of Management meetings, Boston 2019.
- “Positive Relationships at Work, Understanding the Inclusive Organization.” Presenter in PDW, Academy of Management meetings, Boston 2019.
- “Facilitating Authentic Encounters among Realistic People: A Relational Approach toward Organizational Inclusion.” Presenter in symposium on Relational Inclusion and the Disconnect Between Inclusive Practices and Experiences. Academy of Management meetings, Boston 2019.
- “Centering Black Leadership in Management Research.” Presenter in symposium on The Black Experience: A Multi-Perspective View of Black Employee Experiences in the Workplace. Academy of Management meetings, Boston 2019.
- “(Re)evaluating the Business Case for Bias.” Discussant in symposium on Reevaluating the Business Case for Diversity: Consequences for Advocates, Women, Leaders, & Scholars. Academy of Management meetings, Boston 2019.
- “Dilemmas Around Embracing the Cultural Expert Identity.” Co-author of paper by Sandra Cha, Laura Morgan Roberts, Andy L. Molinsky, Stephanie J. Creary in symposium on Positive work identity in the 21st century. Academy of Management meetings, Boston 2019.
- “What’s More to G.I.V.E.? Empirical Investigations for Positive Work Identities.” Co-author of paper by Courtney L. McCluney, Brianna Barker Caza, Jeff Bednar, Laura M. Roberts, Jane Dutton in symposium on Positive work identity in the 21st century. Academy of Management meetings, Boston 2019.
- “Enough.” Original poem presented at Harvard Business School Annual Gender & Work symposium Boston, April 2019.
- “Race, Work and Leadership: New Perspectives on the Black Experience.” Co-organizer and panelist of Morehouse College President’s panel and book signing. Atlanta, November 2019.
- “Seven Conversations (we should be having) about Diversity, Inclusion and Positive Organizing.” Keynote Address. Society of Psychologists in Management and Society of Consulting Psychologists Meeting, Fort Worth, TX 2019.
- “GDO in the #MeToo and #BLM Era – An International Perspective.” Presenter, GDO Plenary Session. Academy of Management Meeting, Chicago 2018.
- “Shall I contribute ‘All of Me’ at work? Dilemmas around embracing the cultural expert identity.” Coauthor (with Cha, Creary & Molinsky). Academy of Management symposium – Perceptions and enactment of authenticity among minority and majority employees, Chicago 2018.
- “Effective teaching and mentoring”. Roundtable host, OB Doctoral Consortium. Academy of Management Meeting, Chicago 2018.
- “Relational underpinnings of identity: How interpersonal interactions shape ‘Who I Am’ and ‘Who We Are’.” Discussant. Academy of Management symposium, Chicago 2018.
- “Race, Work & Leadership: Learning about and from Black experience.” Convener and presenter (with R. Ely & D. Thomas). Harvard Business School Gender & Work symposium, March 2018.

- “Seven Conversations (we should be having) about Diversity, Inclusion and Positive Organizing.” Keynote address. St. Louis University Diversity Day, February 2018 & University of Toronto, Rotman School, Symposium on Gender and the Economy, November 2017.
- “Doing Dominance: The differential use and impact of assertive impression management tactics.” Academy of Management Meeting, Atlanta 2017.
- “Moments of Truth: Authentic encounters among realistic people.” Harvard Business School Gender & Work symposium, April 2017.
- “Crafting positive identities within and between workplace organizations.” Organizer. Academy of Management Meeting, Anaheim, CA. August 2016.
- “A New wave of OD innovation? Fertile soil at the nexus of dialogic OD and positive social science.” Facilitator of #BetheOther roundtable discussion. Academy of Management Meeting, Anaheim, CA. August 2016.
- “Authenticity, meaning and organizations: Challenges and channels for advancing authenticity research.” Discussant of All Academy Theme Symposium. Academy of Management Meeting, Anaheim, CA. August 2016.
- “Bridging diversity research and Positive Organizational Scholarship (POS).” Chair and presenter. Academy of Management Meeting, Anaheim, CA. August 2016.
- “Resisting and cultivating: How marginalized women construct positive leader identities at work.” Discussant of Showcase Symposium. Academy of Management Meeting, Anaheim, CA. August 2016.
- “Leading social justice in and through spirituality, religion, and faith-based institutions: A series of facilitated dialogues.” Convener and moderator of four-part virtual series. Topics included: Faith-based, cross-sector partnerships for social justice; Leading change in faith-based institutions and communities; Creating sacred moments and healing in secular spaces; Increasing inclusion and justice within faith-based institutions & communities. Spring/Summer 2016, Antioch University Graduate School of Leadership & Change.
- “Leading social justice through faith-based partnerships.” Chair. International Leadership Association, Atlanta 2016.
- “Inclusive leadership in faith-based institutions.” Chair. International Leadership Association, Atlanta 2016.
- “Diversity, inclusion & positive organizing principles.” Chair & presenter. International Leadership Association, Atlanta 2016.
- “Cultivating positive identities: Personal leadership practices that positive impact you and others.” Convener and presenter. International Leadership Association, Atlanta 2016.
- “Positive work perspectives: Charting new paths in research and practice.” Panelist. SIOP, Anaheim 2016.
- “Paradoxes and Puzzles in Positive Organizing: Surprising Discoveries of Possibility.” Convener and presenter. Positive Organizational Scholarship (POS) Gathering. Academy of Management Meeting, Vancouver, BC. August 2015.
- “Exploring the generative possibilities of identity work: Responding to adaptive challenges.” Discussant. Academy of Management Meeting, Vancouver, BC. August 2015.
- “Social identity, sense-of-self, authenticity, and self-efficacy.” Chair. Academy of Management meeting, Vancouver, BC. August 2015.

"Bright Spots: Unpacking and learning from positive approaches" Panelist. Catalyst Women of Color Summit, NYC. March 2015.

"Cultivating Positive Identities at Work." George Mason University, Leading to Well-Being Conference in Workplaces, Organizations, and Communities, Falls Church, VA. March 2015.

"(Just) play to your strengths? Exploring the contours of gender, race and culture in "positive" approaches to leadership development." Harvard Business School Gender & Work Symposium. Cambridge, MA. March 2015.

"Cultivate Positive Identities." Center for Positive Organizations. Positive Links Speaker Series. Ross School of Business. University of Michigan, Ann Arbor, MI. November 2014.

"The Power of Progress in Positive Identity Work." Coauthor (with Bednar, Dixon, Owens & Dutton) for Narrative approaches to learning and development in organizations Showcase Symposium, Academy of Management Meeting, Philadelphia, PA. August 2014.

"Out of the Box: Identity Expansion and the Building of Positive Manager-Subordinate Relationships." Coauthor (with Creary & Caza) for Academy of Management Meeting, Orlando, FL, August 2013.

Discussant for *Gender & Identity* paper session. Academy of Management Meeting, Boston, MA, August 2012.

Discussant for *Possible Selves* symposium. Academy of Management Meeting, Boston, MA, August 2012.

Presenter for *Methodological challenges of identity research: Inquiring, interpreting, and (re)telling*. Academy of Management Meeting, Montreal, August 2010.

Presenter for *From destructive interpersonal conflicts to compassionate relationships: Bridging the divide*. Academy of Management Meeting, Montreal, August 2010.

Organizer and Presenter for *Daring to care about diversity: Building bridges to Positive Organizational Scholarship*. Academy of Management Meeting, Montreal, August 2010.

Presenter for *It's complicated...! Social identity encounters with identity complexity*. Academy of Management Meeting, Montreal, August 2010.

Discussant for *New Directions in Professional Identity Research*. Academy of Management Meeting, Chicago, IL, August 2009.

"The Invisible work of managing visibility for social change: Insights from the leadership of Rev. Dr. Martin Luther King, Jr." New Directions in Leadership Research, Duke University's Fuqua/Coach K Center on Leadership & Ethics (COLE), May 2009.

"A Prism for understanding the generative possibilities of positive identity." Coauthor (with Dutton & Bednar) for *Looking through the Lens of Positive Identity (Showcase symposium)*. Academy of Management Meeting, Anaheim, CA, August 2008.

"Steering Identity: Drawing upon a multivalent identity as a resource." McGill University, April 2009; University of Illinois Urbana-Champaign, October 2007; INSEAD, October 2007; Wharton OB Conference, November 2007.

"Becoming your best-self." Presenter and coauthor (with Caza, Heaphy, Spreitzer & Dutton) for *The Power of Positive Self-Construction: Enacting Identities at Work*. Academy of Management Meeting: Philadelphia, PA, August 2007.

- "It was a case of mistaken identity." Presenter and coauthor (with Clair & Caruso) for interactive paper session. Academy of Management Meeting: Philadelphia, PA, August 2007.
- "Shifting frames in team-diversity research." Coauthor (with Ely) for *Diversity's Embeddedness: Viewing Diversity from Community, Organizational, Team and Dyadic Lenses*. Academy of Management Meeting: Philadelphia, PA, August 2007.
- "Bridging the gap: Identities, images and impressions in diverse professional settings." Emory University, January 2007; MIT, May 2006; UVA Darden School of Business, January 2006.
- "Cultural profiling at work." Presenter and coauthor (with Roberts, D.) for Makeup, Identity Performance and Discrimination conference: Duke University Law School, October 2006.
- "Painting the 'best self' portrait." Showcase symposium chair (with Caza, B.) and coauthor (with Caza, Heaphy, Spreitzer, & Dutton) for *Connecting who we are with what we do: The enabling functions of professional identity*. Academy of Management Meeting: Atlanta, GA, August 2006.
- Chair (with Charles, A.) and presenter for *Rethinking, reformulating and redefining the past, present, and future of racioethnic scholarship in management* (PDW). Academy of Management Meeting: Atlanta, GA, August 2006.
- "Beneath the surface: Reconstructing diversity through interpersonal encounters." Presenter and coauthor (with Cha, S.) for *New perspectives on managing across difference in organizations*. Academy of Management Meeting: Atlanta, GA, August 2006.
- "The strengths of a strength-based approach: Increasing awareness, enriching practice, and informing development." Presenter for *Contributions of positive organizational scholarship to knowledge and action* (PDW). Academy of Management Meeting: Atlanta, GA, August 2006.
- Discussant for *She's having a baby?!: The transition to motherhood and working women's identity and careers*. Academy of Management Meeting: Atlanta, GA, August 2006.
- Contemporary Research Issues Panel (honoring Professor Jane Dutton) (with Pratt, Kanov, Rothbard, Wrzesniewski, and Quinn). University of Michigan ICOS, April 2006.
- "Bringing your self to your work: Leveraging the strength of diversity to generate authentic engagement." Emory University, March 2006 and University of Michigan POS Links, March 2006.
- "Bringing your self to your work: Authentic identity performance among women leaders." *Leadership 2006* conference. Harvard University Kennedy School of Government, February 2006.
- "The social construction of identity in diverse organizations." Presenter for Leveraging the Advantages of Diversity (Invited conference, sponsored by Syracuse University and The Academy of Management Organizational Behavior Division): Blue Mountain Lake, NY, October 2005.

TEACHING EXPERIENCE

MBA & Undergraduate Business:

Leading Teams

Darden School, University of Virginia. (Executive MBA elective). Spring 2020.

Talent Management

Darden School, University of Virginia. (Executive MBA elective). Winter 2020.

Negotiation

Darden School, University of Virginia. (Executive MBA elective). Fall 2019, Winter 2020.

Georgia State University. (Undergraduate elective). Fall 2009, Spring 2010.

Managing the Enterprise

Georgetown University McDonough School of Business. (Full time and Evening MBA required). Fall 2018.

Principled Leadership

Georgetown University McDonough School of Business. (Full time and Evening MBA required). Fall 2017.

Leading Organizational Change

Georgetown University McDonough School of Business. (Full time and Evening MBA elective). Spring 2018, 2019.

Creating and Changing Cultures

Georgetown University McDonough School of Business. (Exec Masters of Leadership req). Fall 2017.

Models of Leadership

Georgetown University McDonough School of Business. (Exec Masters of Leadership req). Spring 2017.

Authentic Leadership Development

Simmons School of Management. (Full time and Evening MBA elective). July 2007; November 2008.

Ross School of Business. (Full time and Evening MBA elective). March 2008; March 2009.

Leadership and Organizational Behavior (LEAD)

Harvard Business School. (Required MBA course, 2 sections). Fall 2002, 2003, 2004, 2005.

Georgia State University. (Required MBA, Undergraduate course). Spring 2008, Spring 2009.

Managing People at Work

The Wharton School. (Required MBA course, 3 sections). Fall 2007.

Managing for the Future: Organizational Behavior in Theory and Action

University of Michigan Business School. (Undergraduate elective). Winter 2002.

Leadership, Culture and Negotiation; Leadership and Organizational Behavior; Leadership Development Process. AVT Business School. (eMBA and CBA required courses).

PhD in Leadership and Change (select topics):

Creating value through meaningful engagement in social systems

Leading change through cultivating positive identities at work

Positive scholarship and its implications for leadership and change

Navigating social systems

Navigating the self as leader: Theoretical perspectives and inquiry on identity

Undergraduate Psychology:

Group Behavior in Organizations

University of Michigan. (Undergraduate elective). Summer 1999.

Advanced Laboratory in Organizational Psychology

University of Michigan. (Undergraduate required course). Fall 1998, Winter 1999, Fall 1999.

Organizational Psychology Doctoral program orientation

University of Michigan. Fall 1999, Winter 2000.

Dissertations: Chair

Abigail Abrash Walton. *Positive organizational leadership and pro-environmental behavior: The phenomenon of institutional fossil fuel divestment.* 2016. Antioch University Graduate School of Leadership and Change.

Carolyn S. Goings. *Racial integration in one Cumberland Presbyterian congregation: Intentionality and reflection in small group.* 2016. Antioch University Graduate School of Leadership and Change.

Molly Breyse Cox. *The trust decoder: An examination of an individual's developmental readiness to trust in the workplace.* 2019. Antioch University Graduate School of Leadership and Change.

Mark Martin. *Servant leadership characteristics and empathic care: Developing a culture of empathy.* 2019. Antioch University Graduate School of Leadership and Change.

Shandell Maxwell. *Religious racial socialization: A case study on the role of African American Christian pastors in Orange County California.* In progress. Antioch University Graduate School of Leadership and Change.

Meredithe Anne Mendelsohn. *Leading by design: Physicians in training and leadership awareness.* 2016. Antioch University Graduate School of Leadership and Change.

Donald Perryman. *The role of the Black Church in addressing collateral damage from the U.S. War on Drugs.* 2019. Antioch University Graduate School of Leadership and Change.

Winfield Tufts. *High people-high mission: The power of caring leadership as experienced in the air force.* 2018. Antioch University Graduate School of Leadership and Change.

Dissertations: *Committee member*

Stephen Bauman, Antioch University Graduate School of Leadership and Change, Ph.D.
 Mark Bloemhard, Antioch University Graduate School of Leadership and Change, Ph.D.
 Clarence Bunche, Antioch University Graduate School of Leadership and Change, Ph.D.
 Heather Caruso, Harvard Business School Ph.D.
 Tom Crawford, Antioch University Graduate School of Leadership and Change, Ph.D.
 Stephanie Creary, Antioch University Graduate School of Leadership and Change, Ph.D.
 Tom Ellison, Antioch University Graduate School of Leadership and Change, Ph.D.
 Pamela Ferris Olsen, Antioch University Graduate School of Leadership and Change, Ph.D.
 Karen Geiger, Antioch University Graduate School of Leadership and Change, Ph.D.
 George Houston, Antioch University Graduate School of Leadership and Change, Ph.D.
 Rhonda Jones, George Washington University Ed.D.
 Merrill Mayerper, Antioch University Graduate School of Leadership and Change, Ph.D.
 Patrick Oliver, Antioch University Graduate School of Leadership and Change, Ph.D.
 Leatrice Oram, Antioch University Graduate School of Leadership and Change, Ph.D.
 Michele Scott, George Washington University Ed.D.
 Greer Stanford-Randle, Antioch University Graduate School of Leadership and Change, Ph.D.
 Roxanne Swogger, Antioch University Graduate School of Leadership and Change, Ph.D.
 Spela Trefalt, Harvard Business School D.B.A.
 Tony Van Der Meer, Antioch University Graduate School of Leadership and Change, Ph.D.
 Meghana R. Warren, Claremont Graduate University, Ph.D.
 Rick Warm, Antioch University Graduate School of Leadership and Change, Ph.D.
 Belete Woldegies, Antioch University Graduate School of Leadership and Change, Ph.D.

INVITED LECTURES, WORKSHOPS, AND PANELS

Core Topics:

The personal and professional alignment quest
Becoming extraordinary: Leveraging your best-self for professional development and personal fulfillment
Bringing your whole self to work: Keys to authentic engagement
Creating a positive professional image
Diversity at its best: Learning about, learning across, and learning from difference
Managing your visibility: A strategic approach
Pathways to leadership: Developing and retaining a diverse talent pool

HONORS

- 2020 Axiom Books Gold Award for Race, Work & Leadership: New Perspectives on the Black Experience – Best Business Book of the year in the Women/Minorities in Business category.
- 2018 Equality, Diversity & Inclusion journal – Highly Commended Paper of 2018 (for “Do Black lives really matter in the workplace? Restorative justice as a means to reclaim humanity, with T. Opie.)
- 2018 Thinkers50: On the Radar recognition of 30 emerging thinkers with the potential to make lasting contributions to management theory and practice.
- 2013 Academy of Management GDO Division, Best paper authored by a doctoral student (for “Out of the Box”, with S. Creary & B. Caza)
- 2011 Academy of Management OB Division Finalist for Best OB Paper of the Year (for “Pathways for positive identity construction at work: Four types of positive identity and the building of social resources”, with J. Dutton & J. Bednar)
- 2006 Academy of Management Review Best Article Award Runner Up (for “Changing faces: Professional image construction in diverse organizational settings”.)
- 2006 Showcase Symposium (co-chair and presenter), Academy of Management
- 2004 All Academy Symposium (co-chair and presenter), Academy of Management
- 2003 William Newman Award Nominee, GDO Division, Academy of Management
- 2003 Best Symposium (presenter), OMT Division, Academy of Management
- 2001 Michigan Teaching Fellow, Center for Research on Learning and Teaching

2000 Boyd/Williams Sisters Roundtable Scholar, Institute for Research on Women and Gender
1996 National Science Foundation Graduate Fellowship
1996 Horace H. Rackham Merit Fellowship and First Year Fellowship University of Michigan
1995 Phi Beta Kappa
1995 Summer Research Opportunity Program, Committee on Institutional Cooperation
1995 Minority Undergraduate Student of Excellence, American Psychological Association
1994 Psi Chi National Honor Society in Psychology

OTHER PROFESSIONAL EXPERIENCE

R-PAQ Solutions, Washington D.C. (Co-founder and CEO).
James H. Lowry & Associates Management Consulting Firm, Chicago, IL. (Fall 2000) (Research consultant).
Robbins Parker & Associates Management Consulting Firm, Charlottesville, VA. (Fall 1995, Winter 1996)
(Intern: Marketing and Personnel Assessment).
Bank One, Merrillville, N.A., Merrillville, IN. (Summer 1992, 1993, 1994) (Intern: Human Resources,
Community Reinvestment, Customer Relations).

ACADEMIC SERVICE

Darden School of Business:

Faculty search committee, Communications area 2019-2020

Harvard Business School:

Core Planning Team & Research Director for "AASU 50" Commemorative Events (incl. historical exhibits,
research reports, academic and alumni conferences), 2016-2018
Faculty Recruitment Committee, Models of Success Planning Committee

Antioch University:

PhD Program in Leadership & Change Admissions Committee, Scholarship Committee, IRB Review Board
PhD Program in Leadership & Change Inclusion & Justice Committee faculty liaison

Harvard Medical School:

Cross-Cultural Competence Faculty Development Committee

University of Michigan:

Department of Psychology Graduate Committee; MLK Symposium Coordinator; Student Associate
Faculty Senate Committee for a Multicultural University
Organizational Psychology Brown Bag Series Coordinator; Graduate Admissions Committee; Colloquium
Coordinator
Relational Practice in Organizations Conference Planning Committee
Black Graduates in Psychology Conference Planning Committee
Black Student Psychological Association - President, Financial Chair, Historian, Alumni Reunion Chair

Professional Refereeing:

Guest Associate Editor, *Academy of Management Review*
Ad Hoc Reviewer, *Academy of Management Review*, *Journal of Organizational Behavior*, *Journal of
Management*, *Human Relations*, *Journal of Applied Behavioral Science*, *Human Resource Management*
Reviewer, Academy of Management Career and GDO Divisions
Reviewer, Harvard Business School Press

Other:

Academy of Management GDO Sage Award Selection Committee (Chair)
Executive Committee, AOM Gender and Diversity in Organizations Division
US Fellows Selection Committee, Neiman Foundation, Harvard University
Program Chair, Management Faculty of Color Annual Conference

REFERENCES ARE AVAILABLE UPON REQUEST