

**LEAH D. SHEPPARD**  
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### **Academic Positions**

August 2020 – present	Associate Professor of Management with tenure Carson College of Business Washington State University
July 2014 - August 2020	Assistant Professor of Management Carson College of Business Washington State University

### **Education**

2014	PhD, Business Administration (Organizational Behavior & Human Resources) University of British Columbia
2009	MSc, Industrial/Organizational Psychology University of Western Ontario
2007	Honors BA, Psychology University of Western Ontario

### **Research**

Interests: Gender stereotyping; women's career advancement, leadership aspirations, and entrepreneurial performance; social sexual behavior  
 Google Scholar Citations on 2/15/2022 = 1402; h-index = 11; i10-index = 11

### ***Journal Articles***

13. Oo, P.\*, Creek, S. \*, & Sheppard, L. D. (2022). Perceived warmth and competence in crowdfunding: Which matters more and for whom? *Journal of Business Venturing Insights*, 17.

\*Former WSU graduate student

12. Sheppard, L. D., Cuttler, C., Shin, E.\*, & McLaughlin, R. J. (2021). Differences in cortisol following cooperative and competitive work-related tasks with same-sex versus opposite-sex partners. *Psychoneuroendocrinology*, 124: 105063.

\*WSU graduate student

11. Sheppard, L. D., O'Reilly, J., van Dijke, M., Restubog, S. L. D, & Aquino, K. (2020). The stress-relieving benefits of positively experienced social sexual behavior in the workplace. *Organizational Behavior and Human Decision Processes*, 156: 38-52.
10. Sheppard, L. D., & Johnson, S. K. (2019). The femme fatale effect: Attractiveness is a liability for businesswomen's perceived truthfulness, trust, and deservingness of termination. *Sex Roles*, 81: 779-796.
9. Hmieleski, K. M., & Sheppard, L. D. (2019). The yin and yang of entrepreneurship: Gender differences in the importance of communal and agentic characteristics for entrepreneurs' subjective well-being and performance. *Journal of Business Venturing*, 34: 709-730.
8. Sheppard, L. D. (2018). Gender differences in leadership aspirations and job and life attribute preferences among U.S. undergraduate students. *Sex Roles*, 79: 565- 577.
7. Sheppard, L. D., & Aquino, K. (2017). Sisters at arms: A theory of female same-sex conflict at work and its problematization in organizations. *Journal of Management*, 43: 691-715.
6. Netchaeva, E., Kouchaki, M., & Sheppard, L. D. (2015). A man's (precarious) place: Men's experienced threat and self-assertive reactions to female superiors. *Personality and Social Psychology Bulletin*, 41: 1247-1259.
5. Aquino, K., Sheppard, L. D., Watkins, M. B., O'Reilly, J. & Smith, A. (2014). Social sexual behavior at work. *Research in Organizational Behavior*, 34: 217-236.
4. Sheppard, L. D., & Aquino, K. (2013). Much ado about nothing? Observers' problematization of women's same-sex conflict at work. *Academy of Management Perspectives*, 27: 52-62.
  - This article appears in Harvard University's Gender Action Portal, a collection of research deemed instrumental to understanding the gender gap in workplace achievements (<https://gap.hks.harvard.edu/>)
3. Meyer, J. P., Stanley, D. J., Jackson, T. A., McInnis, K. J., Maltin, E. R., & Sheppard, L. (2012). Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of Vocational Behavior*, 80: 225-245.
2. Sheppard, L. D., Goffin, R. D., Lewis, R. J., & Olson, J. (2011). The effect of target attractiveness and rating method on the accuracy of trait ratings. *Journal of Personnel Psychology*, 10: 24-33.
1. Sheppard, L. D., & Vernon, P.A. (2008). Intelligence and speed of information-processing: A review of fifty years of research. *Personality and Individual Differences*, 44: 535-551.

### ***Book Chapters***

2. Harrold, M. L.\* & Sheppard, L. D. (in press; expected 2022). A help or a hindrance? Workplace consequences of women's attractiveness. *Routledge Encyclopedia of Psychology in the Real World*.

\*WSU graduate student

1. Rawski, S., Djurdjevic, E., & Sheppard, L. D. (2014). Occupational stress: Considering the complex interplay of sex, gender, and job roles. In P. Perrewe, J. Halbesleben, & C. Rosen (Eds.), *Research in Occupational Stress and Well Being*, 12, 199-233.

### ***Publications for a General Audience***

Wieckowski, A., Sheppard, L. D., & Johnson, S. K. (2019). For women in business, beauty is a liability. *Harvard Business Review*. Nov-Dec 2019 issue.

Sheppard, L. D. (2019). Overcoming gender disparities in entrepreneurship. *Money Inc.* <https://moneyinc.com/overcoming-gender-disparities-in-entrepreneurship/>

Sheppard, L. D., & Aquino, K. (2017). Why women get criticized for being candid at work. *The Atlantic*. <https://www.theatlantic.com/business/archive/2017/08/women-work-queen-bee/535797/>

Sheppard, L. D. (2016). Three steps managers can take to address same-sex conflict. *Vancouver Business Journal*. <https://www.vbjusa.com/opinion/columns/education-workforce-development-column/three-steps-managers-can-take-address-sex-conflict/>

Sheppard, L. D. (2014). How to leverage media attention into a tenure-track faculty position. *University Affairs*. <http://www.universityaffairs.ca/career-advice/career-advice-article/how-to-leverage-media-attention-into-a-tenure-track-faculty-position>

### ***Conference Proceedings***

Loi, T. I., Sheppard, L. D., & Kuhn, K. (2021, August). *The dark and bright side of news consumption for employees: A conservation of resources perspective*. Paper presented at the annual meeting of the Academy of Management.

Oo, P., Creek, S., & Sheppard, L. D. (2021, August). *The effect of perceived warmth and competence on crowdfunding performance: The moderating role of gender*. Paper presented at the annual meeting of the Academy of Management.

Sheppard, L. D., & Trzebiatowski, T. (2019, August). *Protecting whom? The impact of gender and benevolent sexism on receiving negative feedback*. Paper presented at the annual meeting of the Academy of Management: Boston, MA.

Deen, C. M., Restubog, S. L. D., Ocampo, A. C. G., & Sheppard, L. D. (2019, August). *To tell or not to tell: A moderated mediation model of intimate partner aggression, fear of career*

- consequences, disclosure, and career outcomes*. Paper presented at the annual meeting of the Academy of Management: Boston, MA.
- Cook, W. L., & Sheppard, L. D. (2018, August). *Not doing nothing: Third parties' cognitive reactions to mistreatment of others*. Paper presented at the annual meeting of the Academy of Management: Chicago, IL.
- Netchaeva, N., Sheppard, L. D., Morton, S., & Allen, E. (2018, August). *A meta-analytic review of sex differences in values and motivations associated with leadership*. Paper presented at the annual meeting of the Academy of Management: Chicago, IL.
- Schabram, K. F., & Sheppard, L. D. (2017, August). *Lending a helping hand or stepping on toes? A COR model of recipient reactions to help*. Symposium paper presented at the annual meeting of the Academy of Management: Atlanta, GA.
- Cook, W. L., & Sheppard, L. D. (2017, August). *The impact of witnessing online harassment of executive role models*. Paper presented at the annual meeting of the Academy of Management: Atlanta, GA.
- Jones, K. P., & Sheppard, L. D. (2017, August). *Romance-workplace spillover: Benevolent sexism in romantic relationships hold women back*. Symposium paper presented at the annual meeting of the Academy of Management: Atlanta, GA.
- Netchaeva, E. N., & Sheppard, L. D. (2015, August). *A man's (precarious) place: Men's experienced threat and self-assertive reactions to female superiors*. Paper presented at the annual meeting of the Academy of Management: Vancouver, CA.
- Sheppard, L. D., & van Jaarsveld, D. (2014, August). *The effect of provocation, gender, and customer service orientation on revenge motivation and customer-directed sabotage*. Paper presented at the annual meeting of the Academy of Management: Philadelphia, PA.
- Sheppard, L. D., Aquino, K., & O'Reilly, J. (2014, May). *The harem effect: How men and women evaluate social sexual behavior as a function of workplace gender composition and organizational attitudes toward social sexual behavior*. Symposium paper presented at the annual meeting of the Association for Psychological Science: San Francisco, CA.
- Schabram, K., & Sheppard, L. D. (2014, May). *Factors influencing perceptions of psychological infringement*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology: Honolulu, HI.
- Sheppard, L. D. (2013, August). *Siren song: Beauty is beastly in terms of female leaders' conferred truthfulness*. Symposium paper presented at the annual meeting of the Academy of Management: Orlando, FL.
- Sheppard, L. D. (2012, August). *A conceptualization of the nature of conflict among professional women and observers' (biased?) perceptions of conflict among professional women*. Paper presented at the annual meeting of the Academy of Management: Boston, MA.
- Sheppard, L. D., & Aquino, K. (2012, April). *I hate you because you're beautiful: Investigating workplace intrasexual hostility*. Poster session presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA, USA.

O'Reilly, J., Sheppard, L. D., & Van Dijke, M. (2011, August). *The buffering effect of positively experienced social sexual behavior at work*. Paper presented at the annual meeting of the Academy of Management: San Antonio, TX.

Sheppard, L. D., & Finegan, J. (2010, April). *Job promotions, rater gender, and the attractiveness bias*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology: Atlanta, GA.

Sheppard, L. D., Goffin, R. D., Lewis, R. J., & Olson, J. (2009, August). *The effect of target attractiveness and rating method on the accuracy of trait ratings*. Poster presented at the Annual Meeting of the American Psychological Association: Toronto, CA.

### **Teaching & Advising**

#### ***Washington State University***

##### Currently:

Negotiation Skills (MGMT 485) in-person and online

Organizational Behavior Doctoral Seminar (MGMT 599)

##### Up until 2021:

Leading People and Organizations (MGMT 401) in-person and online

Principles of Management and Organization (MGMT 301) in-person and online

#### ***University of British Columbia***

Introduction to Organizational Behavior (COMM 292)

#### ***Dissertation Committees***

Shaun Parkinson, MISE (projected completion 2024/25)

Eunjeong Shin, MISE (projected completion 2021)

Dr. Warren Cook, MISE (graduated 2019)

Dr. Edwin Sanusi, MISE (graduated 2018)

#### ***Honors Thesis Committees***

Thesis advisor for Kelsey Cottrell (graduated 2021)

Thesis evaluator for Alexander Sedlack (graduated 2021)

Thesis advisor for Cooper Greenfield (graduated 2020)

Thesis advisor for Alison Dobken (graduated 2019)

Thesis advisor for Reilly Berggren (graduated 2016)

### **Grants & Awards**

- Provost's Course Redesign Grant (2021) - \$5000
- WSU Affordable Learning Grant (2019) - \$4500
- Carson College of Business Summer Teaching Grant (2018) - \$10,000
- Carson College of Business Summer Research Grant (2016) - \$7600
- Carson College of Business Dean's Excellence Fellow (2015-2016) - \$2500
- Centre de Recherche Interuniversitaire sur la Mondialisation et le Travail (CRIMT) Studentship (2012 - 2014) - \$30,000
- Social Sciences and Humanities Research Council (SSHRC) Joseph-Armand Bombardier

- Canadian Doctoral Scholarship (2009-2012) - \$105,000
- Ontario Graduate Scholarship (2008-2009) - \$15,000
- Social Sciences and Humanities Research Council (SSHRC) Master's Canadian Graduate Scholarship (2007-2008) - \$17,500

### **Service**

#### ***Research Community***

- Panelist, HR Division Research Roundtable Networking Forum (“Research in social sexual behavior) at the Annual Meeting of the Academy of Management (August 2022)
- Facilitator, Organizational Behavior Doctoral Student Consortium (“Crafting the right academic job”) at the Annual Meeting of the Academy of Management (August 2020)
- Panelist, HR Division Research Roundtable Networking Forum (“Research in social sexual behavior) at the Annual Meeting of the Academy of Management (August 2020)
- Paper session discussant/facilitator (“Discussing gendered jobs”) at the Annual Meeting of the Academy of Management (August 2019)
- Editorial Board Member, Journal of Vocational Behavior (2020 to present)
- Ad-hoc reviewer for:
  - Academy of Management Discoveries
  - Academy of Management Perspectives
  - Academy of Management Annual Conference Submissions
  - Canadian Journal of Behavioural Science
  - Employee Relations
  - Entrepreneurship Theory & Practice
  - European Journal of Social Psychology
  - Group & Organization Management
  - Group Processes and Intergroup Relations
  - Human Relations
  - Journal of Business Venturing
  - Journal of Management
  - Journal of Management Studies
  - Journal of Personality and Social Psychology
  - Journal of Social Psychology
  - Organization Science
  - Organizational Behavior and Human Decision Processes
  - Personality and Social Psychology Bulletin
  - Sex Roles
  - Social Justice Research
  - Sociology Compass
  - Social Psychological and Personality Science
  - Strategic Entrepreneurship Journal

#### ***University***

- Voting Member of the President's Commission on the Status of Women (CSW) at WSU (2021-present)
  - Member of budget committee (2021-present)
- Carson College of Business Liaison for ADVANCE @ WSU (2017–2021)

- Committee aimed at increasing faculty diversity and inclusion
- Coordinator for Power Play Bystander Intervention Training – a joint initiative between ADVANCE and the Carson College of Business (November 2018)

### ***Carson College of Business***

- Doctoral Program Coordinator for management/entrepreneurship students (2021-present)
- Management/Entrepreneurship Representative for the Doctoral Program Policy Committee (2021-present)
- Committee member, Carson College of Business Research Committee (2020-2021)
- Committee member for the development of a Master of Science in Business Administration degree (July 2020-present)
- Course Equivalency Coordinator for management and entrepreneurship courses (2019–present)

### ***Department***

- Doctoral Program Coordinator, MGMT/ENTRP (2021-present)
- Coordinator, Management/Entrepreneurship Speaker Series, Pullman Campus (2015–2020)

## **External Outreach: Guest Lectures, Panels & Media Appearances**

Panelist. *Turning Our Research into Practice, Our Policies into Programs*. (October 2021). Momentum Virtual Summit for Women in Business Education.

Guest Speaker. *Empowering Women in the Workplace* (March 2021). Women’s History Month Webinar for Highspot.

Guest Appearance. Dr. Therese Markow’s *Critically Speaking* podcast (January 2021): <https://podcasts.apple.com/us/podcast/critically-speaking/id1463016517>

Visiting Speaker. *Reintegrating Gender Dualism: Meditations on Adaptive and Maladaptive Masculinity and Femininity in Organizations* (November 2020). University of Ottawa’s Telfer School of Management.

Guest Speaker. *Women and Competition at Work* (September 2020). Webinar for Women in Fiber, Fiber Broadband Association. <https://attendeegotowebinar.com/recording/3348539982451886083>

Guest Appearance. *The Femails* podcast (December 2019): <https://femails.libsyn.com/can-attractiveness-get-you-fired>

Guest Speaker. *Identifying and Confronting Bias in the Workplace* (September 2019). Carson College of Business’s EMBA Leadership Conference.

Guest Appearance. HBR’s *Women at Work* podcast (May 2019): <https://hbr.org/podcast/2019/05/when-women-compete>

Visiting Speaker. *Women of the Corporation*. (November 2016). University of Idaho.

Guest Speaker. *Women's Relationships and the Catty Trap*. (November 2014). PricewaterhouseCoopers Thought Leadership Series in NYC.

Guest Speaker. *Relationships among Women at Work*. (April 2014). Gender & Work Symposium: Relationships among Women: Bridging Racial, Generational, and Global Divides at Harvard Business School, Boston, MA.

Guest Speaker. *Women of the Corporation*. (March 2014). Accenture's International Women's Day Event in Vancouver, CA.

Keynote Speaker. *Women in Leadership*. (September 2013). MBA recruitment event for Sauder School of Business.

### Selected Media Coverage

Market Watch: <https://www.marketwatch.com/story/office-flirting-could-help-employees-feel-less-stressed-a-new-study-suggests-2019-12-19>

Fast Company: <https://www.fastcompany.com/90443754/study-says-flirting-at-work-can-be-a-good-thing-and-zero-tolerance-policies-are-misguided>

The Times UK: <https://www.thetimes.co.uk/article/too-sexy-for-the-office-the-woman-who-says-attractiveness-is-a-curse-at-work-femme-fatale-effect-5k8w5d83j>

The New York Times: <https://www.nytimes.com/2019/04/23/business/beauty-women-careers.html>

CBS: <https://www.cbsnews.com/news/femme-fatale-effect-attractive-businesswomen-deemed-less-trustworthy/>

Daily Mail: <https://www.dailymail.co.uk/sciencetech/article-6848207/Beautiful-businesswomen-viewed-untrustworthy-femmes-fatales.html>

Fast Company: <https://www.fastcompany.com/90324581/the-bias-against-pretty-women-at-work>

CTV: <https://www.ctvnews.ca/business/femme-fatale-study-finds-attractive-businesswomen-seen-as-less-truthful-1.4350959>

The Atlantic: <https://www.theatlantic.com/magazine/archive/2018/04/the-nancy-pelosi-problem/554048/>

The Atlantic: <http://www.theatlantic.com/magazine/archive/2016/10/fear-of-a-female-president/497564/>

The New York Times: [http://www.nytimes.com/2016/06/23/opinion/sunday/sheryl-sandberg-on-the-myth-of-the-catty-woman.html?\\_r=0](http://www.nytimes.com/2016/06/23/opinion/sunday/sheryl-sandberg-on-the-myth-of-the-catty-woman.html?_r=0)



The Huffington Post: [http://www.huffingtonpost.com/entry/men-see-powerful-women-as-threats-to-their-masculinity-says-study\\_55ba33fae4b0b8499b1871a2?6nnopqfr](http://www.huffingtonpost.com/entry/men-see-powerful-women-as-threats-to-their-masculinity-says-study_55ba33fae4b0b8499b1871a2?6nnopqfr)

New York Magazine: <http://nymag.com/scienceofus/2015/07/new-study-suggests-ladybosses-threaten-guys-manhood.html>

Forbes: <http://www.forbes.com/sites/hbsworkingknowledge/2014/04/14/bridging-racial-generational-and-cultural-gaps-among-women/>

The Wall Street Journal: <https://blogs.wsj.com/atwork/2013/02/22/conflict-at-the-office-women-and-the-catty-trap/>

Canadian Broadcasting Company: <https://www.cbc.ca/news/business/office-conflicts-between-women-seen-as-more-damaging-1.1388687>