

Leah D. Sheppard, PhD
Todd Hall Office 437D
Washington State University, PO Box 644743
Pullman, WA 99164
509-335-7112; leah.sheppard@wsu.edu

Academic Positions

2014 to present
Assistant Professor of Management
Carson College of Business
Washington State University

Education

2014
PhD, Business Administration
Specialization: OBHR
University of British Columbia
2009
MSc, Industrial/Organizational Psychology
University of Western Ontario
2007
Honors BA, Psychology
University of Western Ontario

Academic Publications

13. Sheppard, L. D., O'Reilly, J., van Dijke, M., Restubog, S., & Aquino, K. (In press). The stress-relieving benefits of positively-experienced social sexual behavior in the workplace. *Organizational Behavior and Human Decision Processes*
12. Harrold, M. L. & Sheppard, L. D. (Forthcoming). A help or a hindrance? Workplace consequences of women's attractiveness. In R. Gurung (Ed.), *Routledge Encyclopedia of Psychology in the Real World*. London, England: Routledge.
11. Sheppard, L. D., & Johnson, S. K. (In press). The femme fatale effect: Attractiveness is a liability for businesswomen's perceived truthfulness, trust, and deservingness of termination. *Sex Roles*. <https://doi.org/10.1007/s11199-019-01031-1>
10. 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.
9. 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.
8. *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.

* Featured on Harvard Business Review's Women at Work podcast:
<https://hbr.org/podcast/2019/05/when-women-compete>

7. 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.
6. 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.
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 Program's Gender Action Portal (GAP – gap.hks.harvard.edu): a collection of research that has been most instrumental to understanding how to close the gender gap in workplace achievements
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.

Manuscripts Invited for Resubmission

- *Oo, P., *Creek, S., & Sheppard, L. D. (under 3rd round review). Warmth, competence, and crowdfunding performance. [Full title redacted for review process]. *Journal of Management Studies*
*Former WSU graduate students
- *Netchaeva, E., *Sheppard, L. D., Morton, S., & Allen, E. (revising to resubmit for 4th round review). Gender differences in leadership ambition. [Full title redacted for review process]. *The Leadership Quarterly*
*Equal first authorship

Publications for a General Audience

- Sheppard, L. D., & Johnson, S. K. (Forthcoming). Beauty is a liability for women in business. *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>

Research In-Progress

- Sheppard, L. D., Cuttler, C., & McLaughlin, R. J. (draft prepared). The effect of team gender composition on cortisol responses. Target Journal: *Management Science*
- Sheppard, L. D. (draft prepared). The devil in the details: Micromanagement is stereotyped as a female management style. Target Journal: *Organization Science*
- Sheppard, L. D., & Trzebiatowski, T. (draft prepared). Benevolent sexism shields women from negative performance-related feedback. Target journal: *Journal of Applied Psychology*
- Cook, W., & Sheppard, L. D. (draft prepared). Third party reactions to mistreatment of others. [full title redacted for review process]. Target journal: *Journal of Business Ethics*
- Cook, W., & Sheppard, L. D. (draft prepared). From hero to zero: Mapping the impact of witnessing cyberharassment of a role model. Target journal: *Psychology of Women Quarterly*
- Schabram, K., & Sheppard, L. D. (draft prepared). Lending a helping hand or stepping on toes? A conservation of resources model of recipient reactions to help in organizations. Target journal: *Academy of Management Review*
- Sanusi, E., Kuhn, K., Sahaym, A., & Sheppard, L. D. (writing stage). Faculty reactions to manuscript rejections. Target journal: *Academy of Management Learning and Education*
- Sheppard, L. D., & Allison, T. (data analysis). #Girlbosses, #bossbabes, and the feminization of female entrepreneurship and leadership. Target journal: *Journal of Business Venturing*

- Sheppard, L. D., Kmec, J., Miksys, C., & Loi, L. (data collection). Exploring men's and women's daily work and household management. Target journal: *Administrative Science Quarterly*
- Deen, C. M., Restubog, S. L. D., Ocampo, A. C. G, & Sheppard, L. D. (data collection). To tell or not to tell: A moderated mediation model of intimate partner aggression, fear of career consequences, disclosure, and career outcomes. Target journal: Undecided
- *Lahiri, A. & *Sheppard, L. D. (data collection). Investigating gender differences in reactions to performance feedback. Target journal: *Management Science*
*Equal first authorship
- Cook, W., Liberman, N., & Sheppard, L. D. (data collection). The role of victim, perpetrator, and third-party gender in third-party reactions to mistreatment. Target journal: *Journal of Applied Psychology*
- Jones, K. P., & Sheppard, L. D. (data collection). Romance-workplace spillover: Benevolent sexism in romantic relationships holds women back. Target journal: *Journal of Applied Psychology*
- Harrold, M., & Sheppard, L. D. (initial study design and data collection). Gender differences in appearance-based daily hassles and performance outcomes. Target journal: Undecided

Conference Proceedings

- 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

Courses Taught

Washington State University

Leading People and Organizations (MGMT 401) – January 2017 to present

- Average overall rating = 4.4/5

Global Campus: Principles of Management and Organization (MGMT 301) – January 2017 to present

- Average overall rating = 4.5/5

Principles of Management and Organization (MGMT 301) – August 2014 to December 2016)

- Average overall rating = 4.3/5

University of British Columbia

Introduction to Organizational Behavior (COMM 292) – January to April 2013

- Average overall rating = 4.5/5

Dissertation Committees

Dr. Edwin Sanusi, MISE (graduated 2018)

Dr. Warren Cook, MISE (defended; graduating 2019)

Eunjeong Shin, MISE (projected completion 2020)

Junsung Park, Hospitality (projected completion 2020)

Emily Carbaugh, MISE (left program)

Honors Thesis Supervisor

Alison Dobken (graduated 2019)

Reilly Berggren (graduated 2016)

Grants & Awards

- 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

University

- Carson College of Business Liaison for ADVANCE @ WSU (2017–present)
 - 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)
- WSU Honor’s Society Faculty Advisor (2017–2018)
- Faculty panelist at a Women & Work symposium (part of a week-long empowerment series put on by WSU residence halls) (2014)

Department & College

- Course Equivalency Coordinator for Management and Entrepreneurship courses (2019–present)
- Reviewer for the Frank Cleary Scholarship in Human Resources (2016–present)
- Management/Entrepreneurship Speaker Series Coordinator, Pullman campus (2015–present)
- Screening judge for the Carson College Business Plan Competition (2015–present)
- Committee member for Dr. Lynne Cooper’s contract renewal (February–March 2019)
- Guest speaker for the Society for Human Resource Management (SHRM) club (October 2018)
- Guest speaker for promotional materials for CCB’s online MBA and EMBA programs (January 2018)
- Guest speaker in the CCB Honor’s College Brownbag series on leadership (October 2017)
- Helped coordinate logistical details for visiting college-wide speaker, Dr. Karl Aquino (April 2016)
- Search committee member (2016–canceled)

Research Community

- Paper session discussant (“Discussing Gendered Jobs”) at the Annual Meeting of the Academy of Management (August 2019)
- External reviewer for Jill Nickle’s Thesis, University of Hartford (2019)
- External reviewer for Dr. Miriam Yates’s Doctoral Dissertation, University of Queensland (2018)
- Regular reviewer of conference submissions to the Academy of Management Annual Meeting
- Reviewer for the following journals:
 - Academy of Management Discoveries*
 - Academy of Management Perspectives*
 - Employee Relations*
 - European Journal of Social Psychology*
 - Group Processes and Intergroup Relations*
 - Human Relations*
 - Journal of Business Venturing*
 - Journal of Management*
 - Journal of Management Studies*
 - Journal of Personality and Social Psychology*
 - Organization Science*
 - Organizational Behavior and Human Decision Processes*

Sex Roles
Sociology Compass
Social Psychological and Personality Science

Guest Lectures & Presentations

Gender and negotiation (March 2018). Guest lecturer for Dr. Tom Tripp's Negotiation class at Washington State University.

Women of the corporation. (November 2016). University of Idaho.

Women's relationships and the catty trap. (November 2014). Invited speaker at PricewaterhouseCoopers *Thought Leadership Series* in New York City.

Relationships among women at work. (April 2014). Invited panelist at *Gender & Work Symposium: Relationships among Women: Bridging Racial, Generational, and Global Divides* at Harvard Business School.

Gender and negotiation. (February 2014). Guest lecturer for Dr. Danielle van Jaarsveld's MHA class at the Sauder School of Business at the University of British Columbia.

Women of the corporation. (March 2014). Speaker at Accenture's International Women's Day Event in Vancouver.

Women in leadership. (September 2013). Keynote speaker at MBA recruitment event for Sauder School of Business.

Gender, personality, and negotiation. (November 2012). Guest lecturer for Dr. Karl Aquino's MBA Negotiation class at the Sauder School of Business at the University of British Columbia.

Gender, personality, and negotiation. (September 2012). Guest lecturer for Dr. Karl Aquino's MBA Negotiation class at the Sauder School of Business at the University of British Columbia.

Investigating evaluations of social sexual behavior at work. (January 2012). Guest speaker for the Organizational Behavior division at the David Eccles School of Business at the University of Utah.

Selected Media Coverage

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

The Huffington Post: 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>