

Curriculum Vita
April 2017

ANNA CONNORS LENNARD

The Eli Broad Graduate School of Management
Michigan State University
N475 North Business Complex
East Lansing, MI 48824
Phone: 517 353-7116
Email: connor32@msu.edu

EDUCATION

Michigan State University, Eli Broad Graduate School of Business

Ph.D. in Business Administration –Organizational Behavior and Human Resource Management
(*expected 2018*)

Indiana University, Bloomington, IN (May 2013)

BA in English, psychology (honors)
Hutton Honors College General Honors Notation
Phi Beta Kappa

DISSERTATION

Title: I would have done it differently: The effects of perspective taking and past experience in managerial contexts

Committee Members: Donald Conlon, John Hollenbeck, Brent Scott, & Russell Johnson

Status: Proposal Passed

Abstract: When making judgments, determining a response, or simply trying to understand another person's action, perspective taking acts as a social tool that can help determine the cause of someone's behavior or decide how one would feel or act if "put into the other person's shoes" (Batson, 1994; Mead, 1934). Most management research assumes that the act of perspective taking results in a concerted effort to understand the target, and therefore has positive benefits for both the target and the observer. For this reason, perspective taking is often encouraged, especially in decision-making scenarios, negotiations, conflict management or for managers who must distinguish between multiple perspectives before passing judgment. However, with this dissertation I will present a more balanced view of perspective taking, using social identity theory to detail a process-oriented model that presents both the possible positive and negative consequences of perspective taking for managers, and identify boundary conditions that may make either outcome more or less likely. More specifically, I will argue that an individual's own perspective and past experiences exert influence on how he or she interprets and passes judgment on other people's experiences.

BOOK CHAPTERS

Lennard, A. C., Van Dyne, L. 2016. Helping that hurts: A new perspective on the dark side of helping organizational citizenship behavior. Oxford OCB Handbook.

MANUSCRIPTS UNDER REVIEW

2nd Round R&R

Sleesman, D., **Lennard, A. C.**, McNamara, G., & Conlon, D. E. Putting Escalation of Commitment in Context: A Multilevel Review and Analysis. *Academy of Management Annals*.

1st Round R&R

Lennard, A. C., Lin, S.-H., Matta, R. K., Koopman, J., Johnson, R. E. The dynamic need for justice: An integration of fairness theory and person-environment fit. *Journal of Applied Psychology*.

Koopman, J., Lin, S.-H., **Lennard, A. C.**, Matta, F. K., & Johnson, R. E. The effects justice social comparisons on workplace attitudes and behaviors. *Academy of Management Journal*.

Under First Round Review

Lennard, A. C., Bartels, A., Scot, B. A., & Peterson, S. Making lemonade out of lemons: Exploring the impact of the home life on emotional labor and recovery. *Academy of Management Journal*.

Miles, J., **Lennard, A. C.**, & Hollenbeck, J. R. Too soon for trust: Trust development and performance in self-managed teams. *Administrative Science Quarterly*.

Scott, B. A., **Lennard, A. C.**, & Johnson, R. E. A within-person investigation of authenticity in leaders' emotional expressions and the role of regulatory focus. *Journal of Applied Psychology*.

SELECTED WORKING PAPERS

In Preparation for Journal Submission

Lennard, A. C., Scott, B., & Johnson, R. E. The role of emotional construal in managerial emotional regulation.

Lennard, A. C., Zhao, E. & Conlon, D. E. Bending over backwards to be fair.

Lennard, A. C., & Conlon, D. E. Perspective Taking and Negotiation: A Reconsideration of the Dual Concern Model.

Schaubroeck, J., & **Lennard, A. C.** Beyond occupational stigma: When experiences of work dirtiness encourage disidentification and disengagement.

Data Collection, Analysis, and Study Planning Stage

Conlon, D. E., McNamara, G., & **Lennard, A. C.**, The neurological underpinnings of escalation of commitment.

Devers, C., Conlon, D. E., Mishina, Y., & **Lennard, A. C.**, Is reputation a buffer or a lightning rod?

Hays, N., **Lennard, A. C.**, The hormonal effects of status and power.

Vorhees, C. M., **Lennard, A. C.**, Conlon, D. E., & Calantone, R. J. An examination of the paradoxical effects of preferential pricing and interpersonal treatment.

Lennard, A. C., Schaubroeck, J. The effect of physical performance on respect and overall well-being in a military setting.

CONFERENCE PRESENTATIONS

- Lennard, A. C.,** Conlon, D. E., McNamara, G., & Moon, H. The role of sunk costs and project completion information in different decision environments. Paper presented at 2015 Academy of Management Annual Meeting, Vancouver, Canada.
- Shamsie, J. The role of reputation in the Hollywood film industry. Paper presented at 2015 Southern Management Association Meeting, St. Petersburg, Florida
- Devers, C., Conlon, D. E., Mishina, Y., & **Lennard, A. C.,** Is reputation a buffer or a lightning rod? Paper presented at 2015 Oxford University Centre for Corporate Reputation Conference, Oxford, England.
- Lennard, A. C.,** Bartels, A. Scott, B., & Peterson, S. The Dynamism of Employee Affect: Spillover Effects of Emotional Regulation & Affective Events. Paper presented at 2016 Academy of Management Annual Meeting, Anaheim, California.
- Lennard, A. C.,** & Van Dyne, L. Helping that hurts: A new perspective on the dark side of helping organizational citizenship behavior. Paper presented at 2016 Academy of Management Annual Meeting, Anaheim, California.
- Koopman, J., Lin, S.-H., **Lennard, A. C.,** Matta, F. K., & Johnson, R. E. The effects justice social comparisons on workplace attitudes and behaviors. Paper presented at 2016 Academy of Management Annual Meeting, Anaheim, California.
- Lennard, A. C.,** Zhao, E. & Conlon, D. E. Bending over backwards to be fair. Paper presented at 2016 IACM Annual Meeting, New York City, New York.
- Lennard, A. C.,** Lin, S.-H., Matta, R. K., Koopman, J., Johnson, R. E. The dynamic need for justice: An integration of fairness theory and person-environment fit. Paper to be presented at 2017 Academy of Management Annual Meeting, Atlanta, Georgia.
- Miles, J., **Lennard, A. C.,** & Hollenbeck, J. R. Too soon for trust: Trust development and performance in self-managed teams. Paper to be presented at 2017 Academy of Management Annual Meeting, Atlanta, Georgia.

RESEARCH INTERESTS

My research interests are in justice, emotion and decision making.

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Ad-hoc Reviewer

Organizational Behavior and Human Decision Process (2015)
 Academy of Management Annual Meeting, OB Division (2015-2017)
 International Association of Conflict Management (2016)

TEACHING EXPERIENCE

Instructor (Summer 2017)

M325: Organizational Behavior

Instructor (2016)

S467: A senior level negotiation course with 30 students.

Co-Instructor (2012)

300-level honors seminar entitled "Empathy, Literature, and the Evolution of the Human Mind."

PROFESSIONAL/WORK EXPERIENCE

Manager of Writing Tutorial Center, Indiana University (2012-2014)

Peer Writing Tutor, Indiana University (*2011-2012*)

Research Assistant/Editor, Indiana University (*2010-2013*)