**ANNA CONNORS LENNARD**

OB/HRM Doctoral Candidate / Broad College of Business / Michigan State University

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**EDUCATION**

**Michigan State University -** Broad School of Business, East Lansing, Michigan

Ph.D., 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

**DISSERTATION**

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

*Committee Members:* Dr. Donald E. Conlon (Chair)

Dr. John R. Hollenbeck

Brent A. Scott

Russell E. 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.

**PEER-RATED JOURNAL PUBLICATIONS**

**Accepted for Publication**

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.*

**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.

**REVISE AND RESUBMITTED MANUSCRIPTS**

**R&R Under 2nd Round Review**

**Lennard, A. C.,** Matta, F. K., Lin, S.-H., 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 review since 7/16/17)

**MANUSCRIPTS UNDER REVIEW**

**Lennard, A. C.,** Bartels, A., Scott, B. A., & Peterson, S. Making lemonade out of lemons:

Exploring the impact of the home life on emotional labor and recovery. *Journal of Applied Psychology.*

Schaubroeck, J., & **Lennard, A. C.** Beyond occupational stigma: When experiences of work

dirtiness encourage disidentification and disengagement. *Journal of Applied Psychology.*

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. *Personnel Psychology.*

**CURRENT RESEARCH PROJECTS**

**Lennard, A. C.,** Zhao, E. & Conlon, D. E. (in progress). Bending over backwards to be fair.

Writing phase, target: *Academy of Management Journal.*

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

emotional regulation. In preparation for submission, target: *Journal of Applied Psychology.*

**Lennard, A. C.,** & Conlon, D. E. (in progress). Perspective Taking and Negotiation: A

Reconsideration of the Dual Concern Model. Writing phase, target: *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.*

Hays, N., **Lennard, A. C.,** Matusik, J., & Cornfield, B. (in progress). The hormonal effects of status

and power. Data analysis phase, target: *Science*.

Devers, C., **Lennard, A. C.,** Mishina, Y., & Conlon, D. E. (in progress). Is reputation a buffer or a

lightning rod? Methods design, target: *Academy of Management Journal.*

Vorhees, C. M., **Lennard, A. C.,** Conlon, D. E., & Calantone, R. J. (in progress). An examination of

the paradoxical effects of preferential pricing and interpersonal treatment.­ Data analysis phase, target: *Journal of Applied Psychology.*

**Lennard, A. C.,** & Schaubroeck, J. (in progress). The effect of physical performance on respect and

overall well-being in a military setting. Data analysis phase, target: *Academy of Management Journal.*

**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., **Lennard, A. C.,** Mishina, Y., & Conlon, D. E. 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 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 presented at 2017 Academy of Management Annual Meeting, Atlanta, Georgia.

**RESEARCH INTERESTS**

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

**TEACHING INSTRUCTOR RATING**

*Organizational Behavior* 4.3/5.00

Management 325 (Summer 2017)

*Negotiation*  3.9/5.00

Supply Chain Management 474 (Summer 2016)

**SERVICE**

Management Department Subject Pool Coordinator (2014-2017)

**PROFESSIONAL ACTIVITIES AND AFFILIATIONS**

Ad-hoc Reviewer

*Organizational Behavior and Human Decision Process (2015-2016)*

Conference Reviewer

*Academy of Management Annual Meeting, OB Division (2015-present)*

*International Association of Conflict Management (2016-present)*

Affiliations

*Academy of Management*

*Society for Industrial & Organizational Psychology*

*Phi Beta Kappa (Honors Society)*

**AWARDS & GRANTS**

Robert P. Poland Dissertation Grant ($4,000),Michigan State University (2017)

Metz Scholarship ($20,000), Indiana University (2009-2013)

Herbert Presidential Scholarship ($12,000), Indiana University (2009-2013)

Excellence Scholarship ($36,000), Indiana University (2009-2013)

**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)

**LETTERS OF RECOMMENDATION**

For professional letters of recommendation, please contact:

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