

# ANNA C. LENNARD

Assistant Professor / Spears School of Business / Oklahoma State University  
Email: anna.lennard@okstate.edu

## PROFESSIONAL EXPERIENCE

---

Summer 2018- *Assistant Professor*  
Present Management Department  
Spears School of Business  
**Oklahoma State University**

## EDUCATION

---

2018 **Michigan State University**, East Lansing, MI  
Ph.D., Organizational Behavior and Human Resource Management  
Management Department  
Broad School of Business

2013 **Indiana University**, Bloomington, IN  
English & Psychology, B.A.  
Hutton Honors College General Honors Notation

## RESEARCH FOCI

---

- Justice
- Affect & emotions
- Decision making & cognitive biases

## PEER-REVIEWED PUBLICATIONS

---

Fu, S., Greco, L. M., **Lennard, A. C.**, & Dimotakis, N. (2020). Anxiety Responses to the Unfolding COVID-19 Crisis: Patterns of Change in the Experience of Prolonged Exposure to Stressors. *Journal of Applied Psychology*.

Scott, B. A., **Lennard, A. C.**, Mitchell, B., & Johnson, R. E. (2020). Emotions Naturally and Laboriously Expressed: Antecedents, Consequences, and the Role of Valence. *Personnel Psychology*.

Koopman, J., Lin, S.-H., **Lennard, A. C.**, Matta, F. K., & Johnson, R. E. (2020). My coworkers are treated more fairly than me! A self-regulatory perspective on justice social comparisons. *Academy of Management Journal*.

**Lennard, A. C.**, Scott, B. A., & Johnson, R. E. (2019). Turning frowns (and smiles) upside down: A multilevel examination of surface acting positive and negative emotions on well-being. *Journal of Applied Psychology*.

Schaubroeck, J. M., Lam, L. W., Lai, J. Y. M., **Lennard, A. C.**, Peng, A. C., & Chan, K.W. (2018). Changing experiences of work dirtiness, occupational identification, and employee

withdrawal. *Journal of Applied Psychology*.

Sleesman, D., **Lennard, A. C.**, McNamara, G., & Conlon, D. E. (2018). 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.

## **MANUSCRIPTS UNDER REVIEW**

---

**Lennard, A. C.**, Matta, F. K., Lin, S.-H., Koopman, J., & Johnson, R. E. (2<sup>nd</sup> round revise and resubmit). [Justice variability at the daily level]. *Organizational Science*

**Lennard, A. C.**, Bartels, A., Scott, B. A., & Peterson, S. (Under review). [WFC and emotional regulation]. *Academy of Management Journal*.

## **MANUSCRIPTS IN PROGRESS**

---

**Lennard, A. C.**, Miles, J., & Hollenbeck, J. R. (in progress). [Swift trust]. *Academy of Management Journal*.

Greco, L. M., **Lennard, A. C.**, Fu, S., Dimotakis, N. (in progress). [Competing identities]. *Academy of Management Journal*.

Fu, S., Dimotakis, N., Greco, L. M., **Lennard, A. C.** (in progress). [Task motivation switching]. *Journal of Applied Psychology*.

**Lennard, A. C.**, Zhao, E. & Conlon, D. E. (in progress). [Fairness, nepotism, and favoritism]. Intended target: *Academy of Management Journal*.

Hays, N., **Lennard, A. C.**, Matusik, J., & Cornfield, B. (in progress). [Hormones and power/status]. Intended target: *Science*.

**Lennard, A. C.**, Matusik, J. G., Scott, B.A., & Ferris, L. (in progress). [Justice variability]. Intended target: *Academy of Management Journal*.

**Lennard, A. C.**, Conlon, D. E., McNamara, G. (in progress). [Escalation of commitment]. Intended target: *Academy of Management Review*.

**Lennard, A. C.**, & Conlon, D. E. (in progress). [Perspective taking and negotiation]. Intended 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.

Schouten, M. E., & **Lennard, A. C.** Affect and team development. Paper presented at 2019 International Association of Conflict Management, Dublin, Ireland.

## **TEACHING**

---

*Management and Organizational Behavior*  
Management 3123 (Fall 2018, Fall 2019, Fall 2020)

*Organizational Behavior*  
Management 325 (Summer 2017)

*Negotiation*  
Supply Chain Management 474 (Summer 2016)

## **SERVICE**

---

Management Department Subject Pool Coordinator (2014-2017)

Faculty Advisor for OSU's Rowing Team (2018-current)

Chair and committee member for undergrad and graduate students' honors notations, end of year papers, and dissertations (2018-current)

## **PROFESSIONAL ACTIVITIES AND AFFILIATIONS**

---

### Ad-hoc Reviewer

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

*Journal of Organizational Behavior (2019-current)*

*Journal of Applied Psychology (2020-current)*

*Academy of Management Review (2020-current)*

### 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)*

## **APPLIED EXPERIENCE**

---

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

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

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