

Working Together

Equity, Diversity, and Inclusion in Organizations

A Research Workshop

October 10-11, 2024 | Calgary, Alberta

PROGRAM GUIDE

Land Acknowledgment

The University of Calgary, located in the heart of Southern Alberta, both acknowledges and pays tribute to the traditional territories of the peoples of Treaty 7, which include the Blackfoot Confederacy (comprised of the Siksika, the Piikani, and the Kainai First Nations), the Tsuut'ina First Nation, and the Stoney Nakoda (including Chiniki, Bearspaw, and Goodstoney First Nations). The City of Calgary is also home to the Métis Nation of Alberta (Districts 5 and 6).

The University of Calgary is situated on land Northwest of where the Bow River meets the Elbow River, a site traditionally known as *Moh'kins'tsis* to the Blackfoot, *Wîchîspa* to the Stoney Nakoda, and *Guts'ists'i* to the Tsuut'ina. On this land and in this place we strive to learn together, walk together, and grow together “in a good way.”

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Welcome Message

Welcome to Calgary!

We are delighted to welcome participants from across North America to our inaugural EDI Workshop. The theme of this workshop is “Working Together,” and it is our hope that we can bring this theme to life over the next two days. This workshop brings together scholars interested in topics ranging from gender dynamics to discrimination to intersectionality. The intimate gathering aims to provide each attendee with individualized feedback from peers doing similar work and from an expert in their area of research. You will hear from our experts multiple times over the next two days and have the opportunity to engage with them and with each other to learn and grow as scholars. We hope that this workshop will leave you inspired by new ideas, lasting friendships, and new collaborations.

Sincerely,

Samantha Dodson, Sandy Hershcovis, and Nick Turner
2024 EDI Workshop Organization Committee



Workshop Schedule

	Cyan Room	Indigo Lobby	Indigo Meeting Room	Main Campus
THURSDAY OCTOBER 10	08:30 - 09:30	Breakfast	Registration	
	09:30 - 10:30			Workshop Welcome
	10:30 - 12:00		Presentation	Diversity as Emotionally Charged: A Researcher's Journey with mentor Dr. Alicia Grandey
	12:00 - 13:00	Lunch		
	13:00 - 14:30		Presentation	Thriving as an EDI Scholar: A PDW with mentor Dr. Oscar Holmes IV, SHRM-SCP
	14:45 - 15:15		TRAVEL TO MACEWAN HALL BALLROOM	
	13:30 - 17:00			Presentation COURAGEOUS CONVERSATIONS Working Together: Practicing the Science of Diversity , Equity, and Inclusion with mentors Dr. Mikki Hebl and Dr. Eden King *book signing to follow event
FRIDAY OCTOBER 11	07:45 - 08:45	Breakfast		
	08:45 - 10:15		Panel Discussion	Mentor Panel: Insights from Editors with all mentors
	10:15 - 10:30			BREAK
	10:30 - 12:00			Group Roundtable Sessions
	12:00 - 13:00	Lunch		
	13:00 - 14:30			Group Roundtable Sessions
	14:30 - 14:45			BREAK
	14:45 - 15:30			Group Roundtable Sessions
	15:30 - 16:00			Final Remarks
	16:00 - 17:00	Closing Reception		

Mentors



Dr. Lilia Cortina, Ph.D.

University Diversity and Social Transformation Professor of Psychology, Women's & Gender Studies, and Management & Organizations, University of Michigan

Dr. Lilia Cortina investigates the many ways in which people are subordinated, violated, and relegated to the margins of organizational life. These interpersonal indignities range from subtle social slights to general incivility to blatant harassment and violence. Professor Cortina's scholarship spans the full spectrum, with a particular focus on sexual harassment and workplace incivility. Her publications number over 100. In recognition of unusual and outstanding contributions to the field, Professor Cortina has been named Fellow of the American Psychological Association and the Society for Industrial/Organizational Psychology.



Dr. Alicia Grandey, Ph.D.

Liberal Arts Professor, Department of Psychology, College of the Liberal Arts, Penn State University

Dr. Alicia Grandey has published 65+ articles on emotional labor (e.g., "service with a smile"), workplace mistreatment, and work diversity, and their implications for both performance and health of service workers. Her award-winning research is heavily cited by scholars (24,000+ times) and media. She was named Fellow of Association of Psychological Science (APS) and Society of Industrial-Organizational Psychologists (SIOP). Dr. Grandey has mentored over 20 doctoral students in her two decades at PSU and received a Psi Chi Honors Society Award for Mentoring and Penn State's Eisenhower Award for Distinguished Teaching.



Dr. Sandy Hershcovis, Ph.D.

Future Fund Professor in Equity Diversity and Inclusion, Haskayne School of Business, University of Calgary

Dr. Sandy Hershcovis is the Future Fund Professor in Equity, Diversity, and Inclusion at the Haskayne School of Business. Her research focuses on sex-based harassment, workplace mistreatment, and employee well-being. Her research is funded by the Social Sciences and Humanities Research Council of Canada. Sandy has published her research in leading journals in her field. In 2020, Sandy was inducted as a member of New Scholars, Artists, and Scientists of the *Royal Society of Canada* and in 2021 she was elected as a Fellow of the *Society of Industrial and Organizational Psychology*.

Mentors



Dr. Mikki Hebl, Ph.D.

Martha and Henry Malcolm Lovett Professor of Psychological Science, Jones Business School, Rice University

Dr. Hebl's research focuses on workplace discrimination and the ways both individuals and organizations can remediate such discrimination and successfully optimize diversity. She has approx. 200 publications, 21 teaching awards, research grants from NSF and NIH, and several gender-related research award including the Academy of Management's *Sage Award* for lifetime achievement in research advancing knowledge of gender and diversity in organizations. In 2018, she was selected as the Woman in Academia with Outstanding Career Award from the business school at the University of Lausanne, Switzerland.



Dr. Oscar Holmes IV, Ph.D.

Associate Professor, Rutgers School of Business-Camden, University of Delaware

Dr. Oscar Holmes IV is a leading management scholar, higher education administrator, and organizational consultant. His research interests include examining how leaders can maximize productivity and well-being by fostering more inclusive environments that mitigate interpersonal and organizational threats. Specifically, his research investigates how people respond to social identity threats and construct positive identities as well as factors that lead to biased decision-making. His research has been published in several leading academic journals and has been covered in various news and media outlets.



Dr. Sonia K. Kang, Ph.D.

Associate Professor, Canada Research Chair in Identity, Diversity, and Inclusion, University of Toronto

Dr. Sonia Kang's research takes a novel approach by harnessing the power of behavioral insights and organizational design to disrupt systems, processes, and structures that block the path toward diversity and inclusion for individuals, organizations, and society. Her research has been published widely in top-tier academic journals featured in media outlets. In 2021, Sonia was honored for her work with a Report on Business Changemakers Award. She is the host of *For the Love of Work*, a podcast that explores practical solutions to today's workplace challenges, touching on important and timely topics.

Mentors



Dr. Eden King, Ph.D.

Lynette S. Autrey Professor of Industrial-Organizational Psychology, Jones Business School, Rice University

Dr. King's research seeks to guide the equitable and effective management of diverse organizations. Her research has yielded over 100 scholarly products and has been featured in media outlets such as the *New York Times*, *Good Morning America*, and *Harvard Business Review*. In addition to her scholarship, Dr. King has partnered with organizations to improve diversity climate, increase fairness in selection systems, and to design and implement diversity training programs. She has served as President of the Society for I-O Psychology and is currently co-Editor of the *Journal of Business and Psychology*.



Haskayne School of Business, Mathison Hall (interior)
University of Calgary Main Campus



Haskayne School of Business, Mathison Hall (exterior)
University of Calgary Main Campus

Special Programming

DAY ONE

Diversity as Emotionally Charged: A Researcher's Journey

Dr. Alicia Grandey

Thursday October 10
10:30 a.m. - 12:00 p.m. MT
Indigo Meeting Room
Alt Hotel - University District

In this talk, Dr. Grandey will discuss how research identities can shift and adapt to societal concerns. Specifically, how she shifted from two decades of emotional labor research to studying diversity topics. To illustrate how these two topics intertwine, issues of **Gender, Race, and Political Identity** will be highlighted. As well, she will conclude with new emotionally charged taboo topics at the intersection of age, gender, and race: menopause.

Thriving as an EDI Scholar: A PDW

Dr. Oscar Holmes IV, SHRM-SCP

Thursday October 10
1:00 p.m. - 2:30 p.m. MT
Indigo Meeting Room
Alt Hotel - University District

Unsurprisingly, Academia can be a challenging industry, particularly for EDI scholars. In this interactive professional development workshop, attendees will learn strategies to mitigate these challenges and thrive as EDI scholars. This PDW will cover negotiation considerations, accountability tactics, EDI language usage, the publication process, networking and opportunity expansion, and exploring different pathways in higher education.



FALL 2024

Courageous Conversations

SPEAKER SERIES

WORKING TOGETHER: PRACTICING THE SCIENCE OF DIVERSITY, EQUITY, AND INCLUSION
October 10 | 3:30-5:00 PM

With Guests:

Dr. Michelle "Mikki" Hebl

Martha & Henry Malcolm Lovett Chair of Psychology, Rice University

Dr. Eden King

Lynette S. Autrey Professor of Industrial-Organizational Psychology, Rice University

✉ equity@ucalgary.ca 🌐 ucalgary.ca/equity-diversity-inclusion/courageous-conversations

Courageous Conversations

Working Together

Practicing the Science of Diversity, Equity, and Inclusion

A discussion with Dr. Michelle 'Mikki' Hebl, Ph.D. and Dr. Eden King, Ph.D.



**Thursday, October 10, 2024
3:30 - 5:00 p.m. MT**

**Hybrid
MacEwan Hall Ballroom + online
University of Calgary Main Campus
2500 University Drive NW**

Presented by the Office of Equity, Diversity and Inclusion's Courageous Conversations Speaker Series in collaboration with the Haskayne School of Business.

Dr. Michelle 'Mikki' Hebl, Ph.D. (Left) and Dr. Eden King, Ph.D. (Right)

Courageous Conversations

Recent movements, such as #BLM and #MeToo, have brought to light the deep-rooted biases that affect various aspects of life, including the workplace. Events such as the tragic deaths of George Floyd and Breonna Taylor, xenophobic acts against Asians during the COVID-19 pandemic, and the sexual misconduct cases involving figures like Harvey Weinstein, underscore that discrimination and victimization often happen within professional environments. This raises an essential question: What systemic issues in the American workplace allow these incidents to occur, and how can leaders foster meaningful change?

This talk is timely, as organizational leaders are now more than ever responsible for creating strategies that support equity, diversity, and inclusion (EDI). Drs. Hebl and King will share insights from their recent book, blending real-world case studies with extensive research to help leaders understand the imperative of EDI, identify obstacles within themselves and their organizations, and outline effective strategies for promoting lasting positive change.

In their presentation, Drs. Hebl and King will delve into the scientific basis for the importance of EDI in organizations. They will discuss demographic trends expected in the U.S. and the various forms of discrimination that people with stigmatized identities encounter. The talk will highlight best practices for EDI throughout the employment cycle, from attracting and selecting employees to retaining them. Their research spans a broad spectrum, addressing issues related to race, gender, sexual orientation, weight, religion, neurodiversity, pregnancy, medical conditions, and age.

Moderated by Dr. Malinda S. Smith



Dr. Malinda S. Smith, Ph.D.

Vice Provost and Associate Vice President Research (Equity, Diversity, and Inclusion) and a full professor of Political Science at the University of Calgary.

Dr. Malinda S. Smith (she/her) is the inaugural Vice Provost and Associate Vice President Research (Equity, Diversity, and Inclusion) and a full professor of political science at the University of Calgary. Prior to joining the UCalgary she was a full professor of political science at the University of Alberta, where she held various roles including Provost Fellow (EDI Policy) in the Office of the Provost, and Associate Chair (Graduate Studies) in the Department of Political Science.

Dr. Smith has served on numerous higher education governance committees, including as Vice President (Equity Issues) for the Canadian

Federation for the Humanities and Social Sciences, and as Chair of the Equity, Diversity and Inclusion External Review Committee for the Canada Research Chairs. Currently, she serves on SSHRC Governing Council and Executive; as Vice Chair of the Inter-Institutional Advisory Committee for the Scarborough Charter, on Statistics Canada's Immigration and Ethnocultural Statistics Advisory Committee; and Innovation, Science and Economic Development Canada's External EDI Advisory Board.

DAY TWO**Mentor Panel: Insights from Editors**

Panel featuring: Dr. Lilia Cortina, Dr. Alicia Grandey, Dr. Sandy Hershcovis, Dr. Mikki Hebl, Dr. Oscar Holmes IV, Dr. Sonia K. Kang, and Dr. Eden King

Friday October 11

8:45 a.m. - 10:15 a.m. MT

Indigo Meeting Room

Alt Hotel - University District

In this panel, moderator Sammi Dodson will ask our EDI experts questions about the publishing process. Our objective is to provide insights that will assist participants as they navigate the publication process at top academic journals. Participants will also have an opportunity to ask questions.



University District, location of Alt Hotel

DAY THREE (Optional)**Group Bus Trip: Banff National Park/Lake Louise**

Saturday October 12

(Schedule in Mountain time)

8:30 a.m. Meet in Alt Hotel lobby

Note: breakfast will not be provided.

8:45 a.m. (sharp) - departure to Banff

10:30 a.m. - arrive in Banff

1:45 p.m. - departure to Lake Louise

2:30 p.m. - arrive in Lake Louise

4:00 p.m. - departure to Calgary

5:45 p.m. - arrival at Alt Hotel

Extend your experience with a visit to the stunning Banff National Park and Lake Louise on October 12. Join us for an optional day trip with free transportation and park entry. There are no planned activities. See a listing of dining and activity options on Page 23.

Attendees must complete and submit a [waiver](#) prior to departure

Dress for walking and the weather

As the temperatures are cooler in the mountains this time of year, we recommend comfortable walking shoes, and lightly layered clothing including a warm jacket/coat, light mittens/gloves, hat/toque.

Roundtable Sessions

Group 1: Intersectionality and Identity Management with Mentor Dr. Alicia Grandey.

This grouping of papers focuses on the intersection of multiple social identities (e.g., race, gender, disability) and how these intersections influence identity management in the workplace.

Alice Choe, Doctoral Student,
University of Toronto

Investing Identity Shifting Among Black Employees

Alice D. Choe is a PhD student in the Organizational Behavior and Human Resource Management (OBHRM) department at Rotman School of Management, University of Toronto. Her research examines the management and perception of systemically marginalized identities, how they relate to inequalities in universities and workplaces, and how we can create more inclusive cultures in these organizations.

Amanda Hancock, Assistant Professor, University of Regina
Downward Disclosures: Leaders and Minority Identities

Amanda Hancock is Assistant Professor of Leadership at the University of Regina, Saskatchewan, Canada. Hancock is interested in the concept of leader disclosures of concealable stigmas or invisible minority identities. Her dissertation focused on minority sexual orientation and mental illness disclosures, but reflecting on my current dataset I might expand to a broader definition of concealable stigmas / invisible identities.

Simonne Mastrella, Doctoral Student, University of Guelph
Understanding the Experience of Disclosing Invisible Disabilities at Work: A Qualitative Study

Simonne Mastrella is pursuing her PhD in Industrial-Organizational Psychology at the University of Guelph under the supervision of Dr. Deborah Powell. She also holds an MA in Industrial-Organizational Psychology from the University of Guelph, and a BSc in Psychology and Economics from the University of Toronto. She has published research on personnel selection topics including interview anxiety and impression management. Most recently, she is exploring her emerging interest in how we can make workplaces better for employees living with disabilities. Her dissertation focuses on the experience of disclosing invisible disabilities at work.

Hwayeon Myeong, Doctoral Student, Rice University
Not All Mothers Fell Alike: Cultural Differences in Identity Integration and Guilt

Hwayeon Myeong is a doctoral student at Rice University under the mentorship of Dr. Eden King. Her research centers on DEI, with a particular focus on the intersection of gender and parent status in the workplace. Hwayeon earned her bachelor's degree in Child and Family Studies from Seoul National University, and holds a master's degree in Multicultural Education from the University of Washington. Hwayeon is also interested in refugee populations given their unique background and incredible resilience and has worked with

them as a researcher, human rights activist, and volunteer teacher.

Angela Workman-Stark,
Associate Professor, Athabasca University

Understanding the Experience of Disclosing Invisible Disabilities at Work: A Qualitative Study

Dr. Angela Workman-Stark is the Canada Research Chair in Rights-Based Organizational Development in the Faculty of Business at Athabasca University in Alberta, Canada. She is also a former Chief Superintendent with the Royal Canadian Mounted Police. Due to her extensive practical experience, her research primarily focuses on advancing human rights in challenging occupational sectors, including policing, corrections firefighting, and the military. In this regard, she and her collaborators investigate how and why human rights abuses occur and how they can be reduced. The findings from her research currently support police reform efforts in Bangladesh, Kazakhstan, Nigeria, and Ukraine.

Roundtable Sessions

GROUP 2: Discrimination and Power Dynamics with Mentor Dr. Sandy Hershcovis.

This grouping of papers addresses various forms of discrimination and the power dynamics that perpetuate these discriminatory practices.

Jazmin Argueta-Rivera, Doctoral Student, Rice University

The Effect of Racial In-Group Norm Violations on Experiences of Emerging Forms of Subtle Discrimination in the Workplace

Jazmin Argueta-Rivera is a third-year doctoral student in the Industrial-Organizational Psychology program at Rice University. She earned her B.S. in Psychology at the University of Maryland, College Park. Her current research focuses on DEI practices in organizations, pay transparency, and discrimination.

Rachael Goodwin, Assistant Professor, Syracuse University

Transferring Power and Psychological Safety from the Victimizer to the Victimized

Rachael Dailey Goodwin is an Assistant Professor of Management at Syracuse University. She completed a Ph.D. at the University of Utah and a research fellowship with the Women and Public Policy Program at Harvard University. She investigates issues of workplace injustice via power, morality, cognition, and dehumanization while exploring attitudes towards perpetrators and victims of unethical behaviors (e.g., sexual harassment) that create obstacles for women at work. Her work has been published in *Organization Science*, the *Journal of Experimental and Social Psychology*, and *Leadership Quarterly*. She also has papers

being revised at the *Journal of Personality and Social Psychology* and the *Academy of Management Journal*.

Alyssa Grocutt, Doctoral Student, Queen's University

Tattooed Workers: The Nature of the Tattoo Matters for Observer Perceptions and Treatment

Alyssa Grocutt is a PhD candidate in Organizational Behaviour at Smith School of Business, Queen's University. She completed her MSc at Smith School of Business in 2021 and her BSc in Psychology (First Class Honours) with a minor in Sociology from the University of Calgary in 2020. Her current research focuses on tattoos at work, namely the role of tattoo content in employee perceptions and treatment of colleagues with tattoos.

Dillon Stewart, Doctoral Student, Rice University

The Impact of Intersectional Categories and Grades on SETs

Dillon Stewart is currently an Industrial and Organizational (I/O) Psychology Ph.D. student at Rice University. Dillon's research addresses systems and structures that perpetuate inequality in organizations with the goal of promoting systemic change toward equity. He attempts to include and engage a wider range of populations in collective efforts towards equity. He aims to use his research and community engagement to provide opportunities for people

to thrive in the current system while informing efforts to create systemic change toward equity and thriving. The National Science Foundation, Ford Foundation, and Rice University's Psychology Department have recognized and rewarded his work.

Ke (Kerry) Wang, PhD

Candidate, University of Calgary

How the Threat of Reputational Loss Conditions the Gender Punishment Gap: The Use of Low versus High-Visibility Punishments by Firms

Ke (Kerry) Wang was a Ph.D. Candidate at the Haskayne School of Business, having defended his dissertation this summer. Before joining Haskayne, Kerry earned his prior Ph.D. degree in Management Science and Engineering in China. Kerry's research interests include Workplace Gender Discrimination, Strategic Human Capital Management, and Sustainability. His research has been published in academic journals such as the *Journal of Cleaner Production*, *Energy*, and the *International Journal of Hydrogen Energy*. He has also presented his research at academic conferences, including the Administrative Sciences Association of Canada (ASAC) and the International Society for Ecological Economics (ISEE), and treatment of colleagues with tattoos.

Roundtable Sessions

GROUP 3: EDI Initiatives with Mentor Dr. Mikki Hebl.

This grouping of papers focuses on the challenges of implementing and measuring EDI initiatives in organizations.

Natalya M. Alonso, Assistant Professor, Beedie School of Business

Who Fits this Goal? Intersectional Effects on Selection Decisions under Vague and Specific Diversity Goals

Natalya Alonso is an Assistant Professor in Management and Organization Studies at Beedie School of Business. She completed her PhD at the University of British Columbia where her studies were partly funded by the Social Sciences and Humanities Research Council of Canada. Her research explores the mechanisms undermining and supporting diversity and inclusion in organizations. Her research program falls into two overlapping streams. One stream explores how employees navigate traditionally male-dominated workplaces and the consequences of these strategies. Her second stream examines organizational efforts to increase diversity and barriers to doing so. She pursues this research program using experimental, qualitative, and mixed-methods.

Camellia Bryan, Assistant Professor, UBC Sauder School of Business

DEI U-Turns: Understanding the Shift from Support to Opposition

No bio provided.

<https://www.sauder.ubc.ca/people/camellia-bryan>

Alison Cook, Full Professor, Utah State University

Predictors of Corporate DEI Backsliding: The Role of Gender and Race in Leadership

Alison Cook received her PhD in Organizational Behavior from the Krannert School of Management at Purdue University. Her research examines diversity in the workplace, specifically focusing on the factors that either facilitate or hinder promotion opportunities for women and racial/ethnic minorities and factors that facilitate or hinder their post-promotion success. Dr. Cook's work has been published in *Strategic Management Journal*, *Human Relations*, *Human Resource Management*, and *Journal of Business Ethics*, among others. Her work has also been featured in *The New York Times*, *Public Radio International*, *Fortune*, *National Public Radio*, *Associated Press*, *The Guardian*, *Harvard Business Review*, and *Bloomberg News*.

Shaista Khilji, Full Professor, George Washington University

Diversity Work After George Floyd's Murder: Racial Awakening and the Paradoxes of Diversity Work

Shaista E. Khilji is a Professor of Human and Organizational Learning and International Affairs at George Washington University (GW). She is the founding editor-in-chief of the *South Asian Journal of Business Studies*. In her role as a faculty

senator, she has led GW faculty on many institutional initiatives. Prof. Khilji has well-established expertise in leadership, cross-cultural management, and organizational change. She has led several impactful projects, including women's empowerment in Pakistan (funded by the US Dept of State) and developing USNA leaders. Prof. Khilji has authored over 150 papers, published many scholarly articles in tier-1 journals and books, and presented internationally at conferences. She has won many awards for her teaching, research, and services from the Academy of Management, Academy of International Business, and GW. Prof. Khilji blogs at <https://medium.com/@shaistakhilji>

Aisha Taylor, Professional/ Industry, Taylor-Made Strategies

Not Just One Thing: Creating and Validating A Holistic and Practical measure of Inclusion and Equity in Diverse Workplaces

No bio provided.

Roundtable Sessions

GROUP 4: Gender Dynamics with Mentor Dr. Lilia Cortina.

This grouping of papers explores various dimensions of women's experiences in the workplace.

Michelle Checketts, Doctoral Student, University of Illinois Urbana-Champaign

The Unintended Consequences of Positive Stereotypes for Women in Management

Michelle Blood Checketts is a PhD Candidate at the University of Illinois at Urbana-Champaign. Her research focuses broadly on diversity, equity, and inclusion, and specifically neurodiversity, gender, and race. She employs multiple research methods, including qualitative interviews, archival analysis, and experiments. She won the 2024 RRBM Dare to Care Dissertation Scholarship for her work examining the experiences of Autistic professionals navigating the duality of strengths and challenges inherent to autism in the workplace. Michelle earned a B.S. and an MBA from Brigham Young University and has over 10 years of experience working in Human Resources and diversity initiatives.

Mallory Decker, Doctoral Student, University of Colorado, Boulder

One small step for woman: Exploring the leap between women's identity management and masculine organizational culture change

Mallory Decker is a former Naval helicopter pilot turned Ph.D. Candidate in Organizational Behavior at the University of Colorado, Boulder. As a military member, she worked in organizations ranging from aircraft carriers, U.S. Congress,

to NATO, and she draws on these experiences in her work. A mixed methods researcher, she focuses on the relationships between gender, identity, and organizational culture to find practical solutions and build theoretical understanding of the issues facing underrepresented employees.

Parisa Sharif Esfahani, Doctoral Student, York University Abandon, Endure, Recover, or Catalyze? A Sensemaking Theory of Women's Leader Identity Trajectories in the Aftermath of Gender-Based Mistreatment

Parisa Sharif Esfahani is a PhD student in the Organization Studies department at the Schulich School of Business - York University. Her research examines women's leadership development, with a particular focus on how women navigate workplace adversities. She is also exploring the role of self-compassion as a valuable strategy for women in male-dominated environments to overcome imposter phenomenon. Parisa holds an MA in Industrial-Organizational Psychology from the University of Guelph, where her research focused on the impact of role models on young women's leadership aspirations.

Elisabeth Silver, Doctoral Student, Rice University Man Enough? Effects of Spousal Relative Income and Gender Role Values on Husbands' and Wives' Self-Evaluations and Job Attitudes

Elisabeth R. Silver is fourth-year

doctoral student and National Science Foundation Graduate Research Fellow in Industrial-Organizational (I-O) Psychology. Her research broadly focuses on diversity and discrimination, with emphases on (1) resistance to equity-enhancing efforts among people with social and organizational privilege; (2) computational approaches to diversity science, and (3) neurodiversity in the workplace. Elisabeth's research has been featured in diverse media outlets.

Mindy Truong, Assistant Professor, University of California, Riverside

Talking About Gender in the Workplace: The Benefits of a Contextual Approach to Gender Differences

Mindy Truong's research focuses on inequality, culture, and intergroup interactions. In particular, she examines how organizational norms, ideologies, and practices can undermine or promote inclusion. Drawing from these insights, she explores strategies for addressing social class and gender disparities in higher education and professional workplaces. Her work highlights where organizations may fall short in their inclusion efforts and offers potential solutions. Additionally, she investigates how psychological tendencies shaped by individuals' ongoing participation in specific sociocultural contexts influence their experiences and performance.

Roundtable Sessions

GROUP 5: Organizational Culture and Change with Mentor Dr. Oscar Holmes IV.

This grouping of papers looks at how organizational culture influences employee behavior and the processes through which organizations undergo cultural change.

Alicia Bronzy, Doctoral Student,
University of Calgary

Who Will Be the Change? Investigating Multi-Level Influences on Collective Action- Based Organizational Change Endorsement

Alicia (she/her) is currently a graduate student in Industrial Organizational Psychology at the University of Calgary. She employs an action-oriented approach in her research, focusing on generating knowledge through applied collaborative interventions that benefit local communities and contribute to the broader field. Her current research focuses on organizational support for Indigenous employees as well as the employee-organization relationship more broadly.

Jennifer Feitosa, Associate
Professor, Claremont McKenna
College

From Surface to Depth: Untangling Perceptions of Team Diversity in Teams

Jennifer Feitosa is an Associate Professor in the Psychological Science Department at Claremont McKenna College (CMC). Her research focuses on diversity, equity, inclusion (DEI), team dynamics, and measurement, including questions such as “How can organizations harness the true potential of diverse teams?” Feitosa is a recipient of the prestigious Fulbright U.S. Scholar Award, SIOP’s International Research and Collaboration (IRC) grant, and CMC’s Anti-Racism

Fellowship. Her work has been featured in outlets like the *Journal of Organizational Behavior*, and *American Psychologist*.

M. Gloria Gonzalez-Morales,
Associate Professor, Claremont
Graduate University

A Transdisciplinary Framework to Transform Power Cultures into Relational Cultures to Support Work Engagement, Wellbeing, and Belonging

M. Gloria González-Morales is faculty at Claremont Graduate University (California), Director of the Center for Academic & Faculty Excellence and Director of the Claremont Faculty Leadership Program. In 2020, she founded the Worker Wellbeing feminist research lab to research and promote employee wellbeing, belonging, and flourishing. Her research is published in top organizational psychology journals (e.g., JAP, JOB, JOHP). She is an associate editor of the *Journal of Business and Psychology* and a past associate editor of the *Work & Stress Journal*. She also serves the editorial boards and was recently elected President-elect of the *Society for Occupational Health Psychology*.

Melanie Grier, Doctoral Student,
University of Calgary

Carrying the “Reconciliatory Burden” and How Organizations Can Lighten the Load: Indigenous Employee Experiences and Perceptions of Organizational Support

Melanie Grier (she/her) is an Industrial-Organizational Psychology PhD student and sessional instructor at UCalgary, where she earned her MSc and BA (Honours) as a mature student after over two decades of real-world work experience. Supervised by Dr. Adam Murry in the Indigenous Organizations’ and Communities’ Research Lab, Melanie focuses on action-oriented research that bridges scholarship and practice through community-led initiatives. Melanie also serves on several committees.

Adaora Ubaka, Assistant
Professor, University of
Massachusetts, Amherst
**Silence and Violence: A
Psychological Contract
Perspective to Organizational
Silence in the Aftermath of a
Mega-Threat Event**

Adaora’s research focuses on (1) positive intergroup contact in the workplace - identifying and generating insights on how to build psychological safety, relational energy, and workplace effectiveness across demographic differences, (2) non-prototypical leaders - understanding the experiences, challenges, and opportunities of non-prototypical leaders, particularly racioethnic minority (Black, Hispanic/Latinx, Asian, & Indigenous) and female leaders, and (3) organizational responses to societal events - examining how employees perceive organizational responses to events in the broader society.

Roundtable Sessions

GROUP 6: Human Resource Management of Diversity with Mentor Dr. Sonia Kang.

This grouping of papers focuses on HR processes, tools, and policies that can exacerbate or mitigate discrimination in organizations.

Ho Kwan Cheung, Assistant Professor, University of Calgary
It's No Big Deal, Let's Just Drop It: Moral Disengagement as an Explanation for Failure to Hold Harassers Accountable

Dr. Ho Kwan Cheung is an assistant professor of Psychology at the University of Calgary. She received her Ph.D. from George Mason University in 2018 and worked as an assistant professor at the University at Albany, SUNY before joining UofC in 2022. She specializes in workplace discrimination and equity, diversity, & inclusion (EDI) issues, with a special focus on gender and family. She also has a broad interest in experiences for all marginalized employees (e.g., refugees, LGBTQ+). In addition to her research and teaching roles, she also serves as a human resources expert witness for employment discrimination and sexual harassment cases.

Felice Klein, Associate Professor, Boise State University
Balancing the Moral Ledger: How Gender Dissimilarity Affects Managers' Pay Decisions via their Perceived Moral Credits

Felice B. Klein is an Associate Professor of Management at Boise State University. Previously, she was at Michigan State University and received her Ph.D. from Cornell University. Broadly speaking, her research focuses on compensation and inequality in the workplace. In her current research, she studies the role of gender on differences

in compensation and leadership and is particularly interested in the individual and organizational efforts that help reduce inequities in the workplace. Her research has appeared in the *Journal of Applied Psychology*, *Journal of Management*, *Strategic Management Journal*, and *Industrial Relations*, and has been covered by several media outlets.

Huiyan (Vivian) Liu, Doctoral Student, UBC Sauder School of Business

The Role of Communication Media in Enabling Inclusion of Women in Male-Dominated Teams

Vivian (Huiyan) Liu is a second-year PhD student in Organizational Behavior at the Sauder School of Business, University of British Columbia. She holds a research-based MSc in Business from Dalhousie University. Vivian's research focuses on gender diversity and inclusion in the workplace. Her current work examines how social projection bias influences stereotypical interpersonal evaluations and explores how men's psychological standing can be motivated to engage in allyship behaviors toward women in organizational settings.

Paola Gonzalez, Associate Professor, Dalhousie University
The Role of Communication Media in Enabling Inclusion of Women in Male-Dominated Teams

Paola's research and teaching

are in the area of information systems (IS) and technology (IT). Her research focuses on understanding the factors that drive organizations forward in the design, use and exploitation of information systems. She has examined (1) the leadership role of the CIO, (2) the adoption and implementation of health information systems, and (3) the role of IT in achieving diversity, equity and inclusion within organizations. [Website.](#)

Jeraul Mackey, Assistant Professor, McGill University
Do online job boards disadvantage Black applicants? Racialized recruitment channels and non-networked job search behavior

Jeraul Mackey joined the Desautels Faculty of Management in 2023 after completing the University of California President's Postdoctoral Fellowship at UC San Diego's Rady School of Management. He completed his PhD in Education at Harvard University. Jeraul studies how organizations hire new workers with an emphasis on racial, gender, and class inequality and their intersections. His work investigates how evaluators decide who has competence and the role cultural capital, merit, and supply-side characteristics play in shaping employment decisions. He uses ethnographic and qualitative methods, administrative records, and original field experiments to examine the consequences of these evaluative processes.

Ivy Mai, Doctoral Student,
University of Calgary
**Exploring the Effects of Diversity
Goal Progress on Goal Pursuit
Behaviours**

Ivy is a Ph.D. student in Organizational Behaviour and Human Resources at the Haskayne School of Business. She works closely with Drs. Justin Weinhardt and Natalya Alonso to delve into the intricate dynamics between decision-making processes and matters of equity, diversity, and inclusion (EDI) within the workplace.

Justin Weinhardt, Associate
Professor University of Calgary
**Exploring the Effects of Diversity
Goal Progress on Goal Pursuit
Behaviours**

Justin Weinhardt is an associate professor in the area of Organizational Behaviour and Human Resources. His research focuses on understanding how motivation and decision-making change over time using dynamic models. His work also focuses on mental illness at work. Justin's research has been published in leading journals, including the Journal of Applied Psychology, Journal of Management, Organizational Behavior Human Decision Processes, Journal of Operations Management, and other leading management journals. Justin holds a PhD and MSc in Industrial and Organizational Psychology from Ohio University as well as a BSc from The Ohio State University.



**Haskayne School of Business, Scurfield Hall
(interior), University of Calgary Main Campus**

Roundtable Sessions

GROUP 7: Behavioral Adaptations to Promote Diversity & Inclusion with Mentor Dr. Eden King.

This grouping of papers examines how traditionally marginalized and privileged employees work individually and together to promote inclusion and the consequences thereof.

Bailey Bigelow, Assistant Professor, University of Utah

Is Email Equal for All? Experiences of Marginalized Employees and Sending Emails in the Workplace

Bailey Bigelow is an Assistant Professor at The David Eccles School of Business at the University of Utah. Her primary research interests include understanding the experience of marginalized individuals in organizations, understanding the occurrence of workplace deviance, and examining workplace mistreatment from the perspective of actors, victims, and third-party observers. Bailey is from Calgary and attended University of Calgary for her undergraduate degree before receiving her PhD from University of Central Florida. She is happy to have recently returned to a place with four seasons, mountains, and hiking (and is looking forward to introducing her dogs and husband to snow).

Janice Lam, Doctoral Student, York University

Male Allyship: The Consequences of Communitary Perceptions for Men's Careers

Janice Y. Lam (she/her) is a PhD candidate at the Schulich School of Business, York University. She holds an Honours BA in Psychology and a MSc in Organizational Behaviour and Human Resource Management. Her research focuses on workplace diversity, equity,

and inclusion (DEI), using both quantitative and qualitative methods. With an intersectional approach, she examines the need and implementation of DEI initiatives, such as male allyship for gender equality. In her spare time, she enjoys dancing and exploring new places.

Melanie Prengler, Assistant Professor, University of Virginia

"Here, Now and Always": How independent workers combat discrimination, studied in Indigenous artists

My research explores how individuals challenge discrimination and navigate work situations with minimal organizational input. I focus on anti-racism and allyship, offering theoretical insights into how individuals from both dominant and nondominant groups confront discrimination. In parallel, I study digital nomads and entrepreneurs, examining the challenges faced by independent workers and how they navigate those obstacles. Recently, I've begun to bridge these two areas, investigating how independent workers leverage their work to advance diversity, equity, and inclusion (DEI).

Jennifer Wiseman, Doctoral Student, University of Utah

Workplace Relational Microemancipation

I am a fourth-year PhD candidate at the David Eccles School of Business, University of Utah,

specializing in organizational behavior. My research explores the dynamics of workplace relationships, with a particular focus on how race and gender intersect. I am passionate about the transformative power of the workplace and its potential to foster equity and inclusion. I am eager to connect with scholars at this conference to learn from others' perspectives, exchange ideas, and discuss our research.

Things to Do

Calgary Restaurants

*Casual
+ Best vegetarian options

Ten Foot Henry*+
1209 1st Street SW
Calgary
403-475-5537
<http://www.tenfoothery.com/>

Donna Mac
1002 9 Street SW
Calgary
403-719-3622
<https://www.donnamacyc.ca/>

Luca
524 10 Ave SW
Calgary
403-261-1777
<https://lucayyc.com/>

Fonda Fora
630 4th Ave SW
Calgary
403-764-6260
<https://www.fondafora.com/about>

Pat & Betty*
1217 1 Street SW
Calgary
403-453-7690
<https://patandbetty.com/>

Fortuna's Row
421 Riverfront Ave
Calgary
403-243-0069
<https://fortunasrow.com/>

Blue Star Diner*+
809 1 Ave NE
Calgary
403-261-9998
<https://www.bluestardiner.ca/>

Pulcinella
1147 Kensington Crescent NW

Calgary
403-283-1166
<https://www.pulcinella.ca>

Vegan Street+
1413 9Ave SE
Calgary
403-454-3287
<https://www.veganstreet.ca/>

The Coup*+
924 17th Avenue SW
Calgary
403-541-1041
<https://thecoup.ca/>

Murrieta's
#200 - 808 1 Street SW
Calgary
403-269-7707
<https://calgary.murrietas.ca/>

Vendome*
940 2nd Avenue NW
Calgary
403-453-1140
<https://vendomecafe.com>

Charcut
101 - 899 Centre Street SW
Calgary
403-984-2180
<https://www.charcut.com>

Vintage Chophouse
320 11th Ave SW
Calgary
403-262-7262
<https://vintagechophouse.com/>

The Borough Bar & Grill*
4011 University Ave NW
Calgary
403-210-0201
<https://www.boroughbar.ca/>

LaBrezza Ristorante

990 1 Avenue NE
Calgary
403-262-6230
<https://labrezza.ca/>

Annabelle's Kitchen
111 8 Ave SW
Calgary
403-263-5330
https://www.annabelleskitchen.ca/annabelles-kitchen-down-town?utm_source=google&utm_medium=gmb

Major Tom
700 2 St SW, #4000
Calgary
403-990-3945
<https://www.majortombar.ca/>

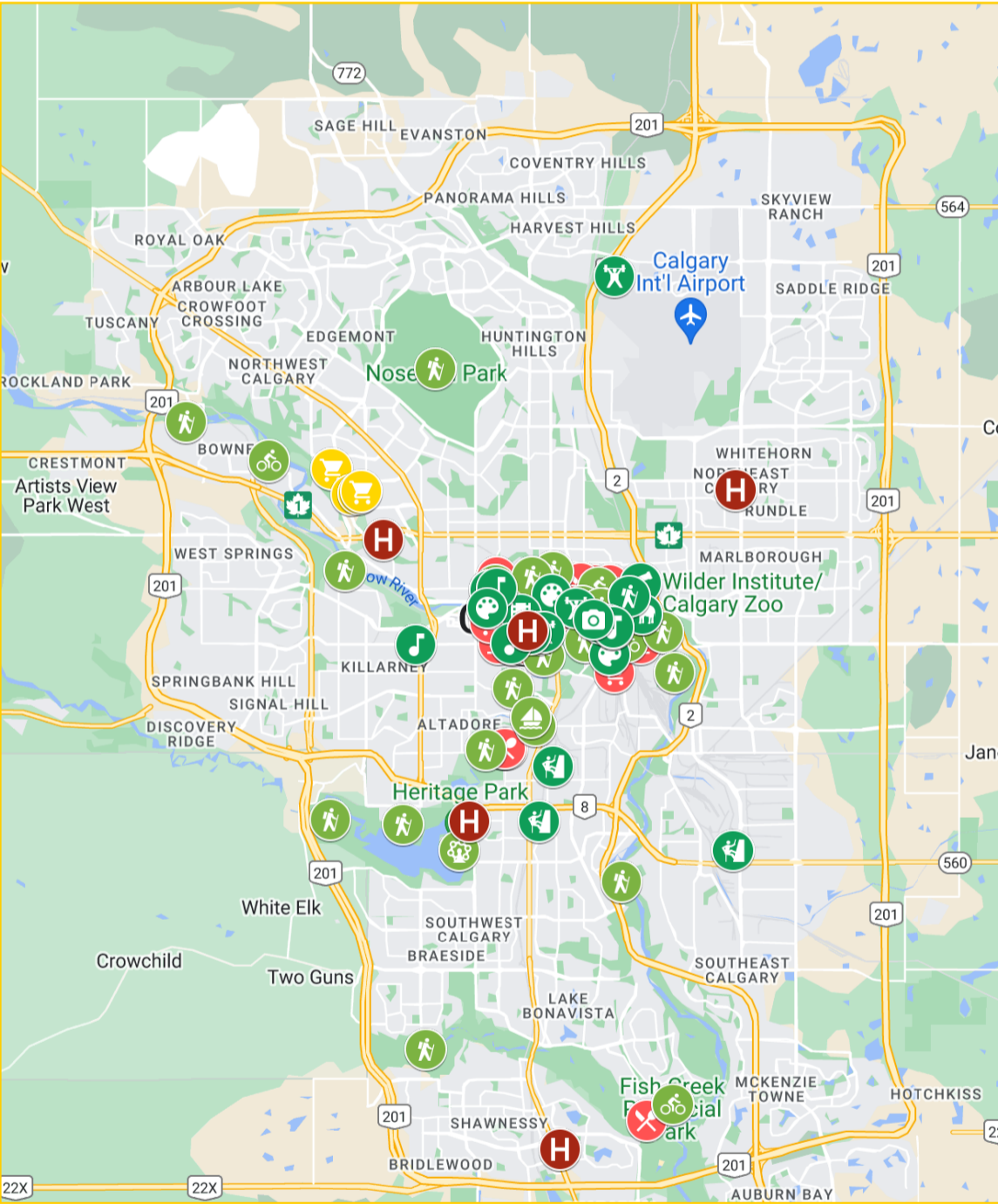
[View Google Map](#)



View in browser

Things to Do

Explore Calgary



[View Google Map](#)



View in browser

Things to Do

Explore Banff/Lake Louise

BANFF DINING

*Casual

Northern Lights Alpine Kitchen 100 Mountain Ave

<https://www.banffjaspercollection.com/attractions/banff-gondola/dining/northern-lights/>

Vegan options available

Maclab Bistro

107 Tunnel Mountain Drive

<https://www.banffcentre.ca/maclab-bistro>

Vegan, vegetarians, gluten-free options available

Juniper Bistro

1 Juniper Way

<https://thejuniper.com/dine/>

Vegan, vegetarian, gluten-free options available

Una Pizzeria*

202 Caribou Street

<https://unapizzeria.com>

Vegan, vegetarian, gluten-free options available

Bluebird Restaurant & Lobby Bar*

214 Lynx Street

<https://www.bluebirdbanff.com>

vegetarian, gluten-free options available

Fairmont Banff Springs Hotel*

405 Spray Avenue

<https://www.banff-springs-hotel.com/dine/>

Vegan, vegetarian, gluten-free options available

LAKE LOUISE DINING

Whitehorn Bistro

1 Whitehorn Road

<https://www.skilouise.com/dining/on-mountain-dining/whitehorn-bistro/>

OTHER ACTIVITIES

<https://www.banfflakelouise.com>

BANFF

parking in Banff

<https://banff.ca/93/Parking>

Banff Center

107 Tunnel Mountain Drive

<https://www.banffcentre.ca>

Whyte Museum of the Canadian Rockies

111 Bear Steet

<https://www.whyte.org>

Fairmont Banff Springs Hotel

405 Spray Avenue

<https://www.banff-springs-hotel.com>

Sulphur Mountain Gondola

100 Mountain Avenue

<https://www.banffjaspercollection.com/attractions/banff-gondola/>

Cave & Basin National Historic Site

311 Cave Avenue

<https://parks.canada.ca/lhn-nhs/ab/caveandbasin/visit>

LAKE LOUISE

Fairmont Château Lake Louise

111 Lake Louise Drive

<https://www.chateau-lake-louise.com/experience/>

Lake Louise Lakeshore

Trailhead: Upper Lake Louise

Parking Area

<https://www.banfflakelouise.com/experiences/hike-lake-louise-lake-shore>

Credits

Organization Committee

Dr. Samantha ‘Sammi’ Dodson, Ph.D, Dr. Sandy Hershcovis, Ph.D., and Dr. Nick Turner, Ph.D.

Workshop Coordinator & Research Administrator: Jeanette Burman
Administrative Support: Caron Currie



Dr. Samantha Dodson, Ph.D.

Assistant Professor
 Haskayne School of Business

Samantha “Sammi” Dodson’s research focuses on how employees’ cognitions and emotions affect their interpersonal outcomes. Specifically, her current work addresses cognition and emotion as these phenomena relate to a) the causes and consequences of interpersonal distress (e.g., discrimination, sexual harassment) experienced by women and other stigmatized identities at work, b) the social effects of abstraction related to gender stereotypes, and c) understanding and alleviating suffering at work. She received her Ph.D. from the University of Utah and, prior to joining Haskayne, was a postdoctoral research fellow for the Montalbano Centre for Responsible Leadership Development in the Sauder School of Business at the University of British Columbia.



Dr. Nick Turner, Ph.D.

Professor
 Haskayne School of Business

Nick Turner is the Future Fund Chair in Leadership and Professor of Organizational Behaviour at the Haskayne School of Business, University of Calgary, where he also chairs the Organizational Behaviour and Human Resources area. His research focuses on work design, leadership, and workplace safety, exploring psychological mechanisms that promote healthy work, employee well-being, and proactive behaviour. He has collaborated with various industries, including petrochemical, railways, and steel production. Currently, he is studying the relationship between HRM systems, safety systems, and injury rates in Alberta’s small and medium-sized enterprises. He previously taught at Sheffield (UK), Queen’s, and Manitoba, and was Editor-in-Chief of Human Relations from 2017-2020.



Dr. Sandy Hershcovis, Ph.D.

Professor
 Haskayne School of Business

Dr. Sandy Hershcovis is the Future Fund Professor in Equity, Diversity, and Inclusion at the Haskayne School of Business. Her research focuses on sex-based harassment, workplace mistreatment, and employee well-being. Her research is funded by the Social Sciences and Humanities Research Council of Canada. Sandy has published her research in leading journals in her field. In 2020, Sandy was inducted as a member of New Scholars, Artists, and Scientists of the *Royal Society of Canada* and in 2021 she was elected as a Fellow of the *Society of Industrial and Organizational Psychology*.

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