

WINNY SHEN
 Schulich School of Business
 York University
 111 Ian Macdonald Boulevard
 Toronto, ON M3J 1P3
 416-736-2100 ext. 33610
 wshen88@schulich.yorku.ca

PROFESSIONAL EXPERIENCE

Associate Professor of Organization Studies <i>Schulich Research Excellence Fellowship</i> Schulich School of Business, York University	July 2019 – present July 2021 – present
Associate Professor of Industrial/Organizational Psychology Assistant Professor of Industrial/Organizational Psychology Department of Psychology, University of Waterloo	July 2018 – June 2019 July 2014 – June 2018
Assistant Professor of Industrial/Organizational Psychology Department of Psychology, University of South Florida	August 2011 – June 2014

EDUCATION

Ph.D. Industrial/Organizational Psychology University of Minnesota, Twin Cities; Minneapolis, MN	July 2011
B.A. Psychology, Minor: Management California State University, Los Angeles; Los Angeles, CA	June 2006

RESEARCH INTERESTS

Leadership (e.g., women in leadership, leadership and health, leader behavioral variability)
 Diversity and inclusion in organizational and educational settings
 Occupational health psychology (e.g., work-family issues, workplace understaffing, well-being)

GRANTS

RESEARCH GRANTS

Global Affairs Canada and IDRC – Scaling Care Innovations in Africa 2024-2026
Co-investigator on International Development Research Centre (IDRC) grant entitled, “Sharing the motherload: Engaging fathers and other key stakeholders to transform gender policy and foster care economies.” Awarded: \$300,000 CAD. PI: Ameeta Jaga (University of Cape Town).

SSHRC Insight Development Grant 2019-2021
Principal Investigator on Social Sciences and Humanities Research Council (SSHRC) research grant entitled, “Leveraging Data Science and Observed Internet Data to Understand the Role of Gender in the Work-Family Interface”. Awarded: \$57,077 CAD. Co-PI: Richard Landers (University of Minnesota); Collaborator: T. Alexandra Beauregard (Birkbeck University).

CIHR-SSHRC Partnership Grant for “Healthy and Productive Work” 2018-2023
Co-Investigator on Social Sciences and Humanities Research Council (SSHRC) & Canadian Institutes for Health (CIHR) grant entitled, “Partners for Enhancing Healthy and Productive Work for Young Men and Women with Disabilities”. Awarded: \$2.58 million (\$1.42 million from CIHR & SSHRC and \$1.15 million in cash/in-kind from partners). PI: Sally Lindsay (Holland Bloorview Kids Rehabilitation Hospital & University of Toronto).

SSHRC Partnership Grant 2017-2024
Collaborator on Social Sciences and Humanities Research Council (SSHRC) grant entitled, “Engendering success in STEM: A research consortium for gender equality in science and technology”. Awarded: \$2.5 million. PI: Toni Schmader (University of British Columbia).

SSHRC Insight Grant 2016-2022
Principal Investigator on Social Sciences and Humanities Research Council (SSHRC) research grant entitled, “Adaptability or Inconsistency? Understanding Antecedents and Consequences of Change in Leadership Behaviours”. Awarded: \$107,346 CAD. Collaborator: Aleksandra Luksyte (University of Western Australia).

CIHR-SSHRC Partnership Grant 2016-2018
Co-Investigator on Social Sciences and Humanities Research Council (SSHRC) & Canadian Institutes for Health (CIHR) grant entitled, “Partners for Enhancing Healthy and Productive Work for Young Men and Women with Disabilities”. Awarded: \$150,000 CAD. PI: Sally Lindsay (Holland Bloorview Kids Rehabilitation Hospital & University of Toronto).

UW Lois Claxton Humanities and Social Sciences Award 2015-2016
Principal Investigator on competitive internal award at the University of Waterloo to assist scholars to prepare for external Social Sciences and Humanities Research Council (SSHRC) grant applications. For project entitled, “Leader Adaptability or Inconsistency? Antecedents and Consequences of Variability in Leadership Behaviours”. Awarded: \$5,500 CAD. Collaborator: Aleksandra Luksyte (UWA).

SIOP Foundation Small Grant 2013-2014
Principal Investigator on a competitive research grant entitled, “Linking Leader and Gender Identity Conflict and Facilitation to Leader Health and Well-Being.” Awarded: \$7,000. Co-I: Rena Rasch (IBM).

Florida International University (FIU) Center for Leadership Grant 2013-2014
Principal Investigator on a competitive research grant entitled, “The Impact of Leadership Behaviors on Leader and Follower Health Outcomes: A Meta-analysis.” Awarded: \$10,000. Co-I: Stacey Kessler (Montclair State University).

USF NIOSH/Sunshine ERC Pilot Research Project 2012-2013
Principal Investigator on a competitive research grant entitled, "Reducing Work-Family Conflict: A Writing Intervention." Awarded: \$13,608 (Direct Costs: \$12,600). Collaborator: Kristen Shockley (Baruch)

Graduate Research Partnership Program (GRPP) Summer Grant 2007
Competitive research grant award entitled, "Ineffective Leadership Behaviors" from the University of Minnesota, Department of Psychology. Awarded: \$5,000.

TEACHING GRANTS

USF CREATTE Scholar Fall 2012 & Spring 2013
A campus-wide competitive instructional grant to facilitate involving research activities in undergraduate classes through the Office of Undergraduate Research (OUR). This grant supported a graduate student for 30 hours over the course of the semester (\$750) and for the purchase of materials related to research instruction (\$359).

TRAVEL GRANTS

USF Faculty International Travel Grant 2012
A campus-wide competitive award to present the paper entitled, "Bottom-Up Inclusive Leadership: A Conceptual Model" at the Equality, Diversity, and Inclusion 2012 Conference in Toulouse, France. Awarded: \$2,500.

HONORS & AWARDS

Andre Bussing Memorial Prize 2018
*In recognition for high quality independent research in occupational health psychology by an early career researcher presented at the European Academy of Occupational Health Psychology Conference. Based on prior research record and for project that was later published as: Shen, W., Chang, K., Cheng, K.-T., & Kim, K. Y. (2019). What to do and what works? Exploring how work groups cope with understaffing. *Journal of Occupational Health Psychology*, 24, 346-358.*

Saroj Parasuraman Award 2018
*The following paper received this award for outstanding publication on gender and diversity in organizations from the GDO Division of the Academy of Management: Shockley, K. M., Shen, W., DeNunzio, M., Arvan, M., & Knudsen, E. (2017). Disentangling the relationship between gender and work-family conflict: An integration of theoretical perspectives using meta-analytic methods. *Journal of Applied Psychology*, 102, 1601-1635.*

Journal of Applied Psychology Monograph 2017
*The following paper was designated as a Monograph: Shockley, K. M., Shen, W., DeNunzio, M., Arvan, M., & Knudsen, E. (2017). Disentangling the relationship between gender and work-family conflict: An integration of theoretical perspectives using meta-analytic methods. *Journal of Applied Psychology*, 102, 1601-1635. "Monographs are substantial and significant contributions (as determined by the editorial team). As such, monographs are relatively rare".*

Specifically, there have been only four monographs since the mid-1990s in JAP when our paper was given this honor.

Society of Industrial Organizational Psychology (SIOP) Featured Top Poster 2020, 2017,
American Psychological Association, Division 14 2010, 2009, & 2006

Association for Psychological Science (APS) Rising Star 2016
The APS Rising Star designation is presented to outstanding psychological scientists in the earliest stages of their research careers post-PhD.

Positive Organizational Scholarship Best Paper Award, Honorable Mention 2015
The following paper received this award from the Center for Positive Organizations at the University of Michigan: Bono, J. E., Glomb, T. M., Shen, W., Kim, Y. J., & Koch, A. J. (2013). Building positive resources: Effects of positive events and positive reflection on work-stress and health. Academy of Management Journal, 56, 1601-1627.

FIU Center for Leadership 2013-2014 Research Fellow 2013-2014
Fellowship established to recognize individuals whose research has the potential to make an outstanding and novel contribution to the field of leadership. Associated with the FIU Center for Leadership Grant award of \$10,000 listed above.

UWA Early Career Visiting Fellowship in Management & Organisations 2013
Selected to receive a \$2,000 AUD fellowship to travel to the University of Western Australia during Fall 2013 to present a research colloquium and work with students and faculty in the Department of Management & Organisations.

UCI Center for Global Leadership Summer Fellowship 2013
Selected to receive a \$3,000 fellowship to translate the research domain of “women in leadership” into a short written guide to assist practitioners in taking action.

NSF ADVANCE Roadmap Workshop Participant 2012
Invited participant for workshop at Texas A&M designed to help new women faculty members and postdoctoral associates in STEM achieve tenure.

HumRRO Meredith P. Crawford Fellowship 2010-2011
A one-time award of \$12,000.00 provided to a dissertation-stage I/O psychology graduate student demonstrating exceptional research skills.

Elizabeth Miller Semko Memorial Fellowship 2010-2011
Industrial/Organizational Psychology Program, University of Minnesota: \$1,500.00

I/O Psychology Student Paper Competition Winner 2010
Personnel Testing Council of Metropolitan Washington (PTC/MW): \$250.00

National Science Foundation Graduate Research Fellowship Program, Honorable Mention 2007

Ford Diversity Fellowship Doctoral Program, Honorable Mention

2007

Graduate Fellowship from the Graduate School Block Grant,
University of Minnesota: \$10,000.00

2006-2007

SCHOLARSHIP (*Authors contributed equally, †student co-authors under my supervision)

PEER-REVIEWED ARTICLES

1. Ng, E., **Shen, W.**, Lewis, A., & Bonner, R. (in press). Critical issues facing Asian Americans and Pacific Islanders (AAPIs) in organizations and society. *American Behavioral Scientist*.
2. †Mu, F., **Shen, W.**, Bobocel, D. R., & †Barron, A. (in press). Investigating gendered reactions to manager mistreatment: Testing the presumed role of prescriptive stereotypes. *Journal of Organizational Behavior*.
3. Zou, Y., Sackett, P. R., **Shen, W.**, & Beatty, A. (in press). An updated meta-analysis of the interrater reliability of supervisory performance ratings. *Journal of Applied Psychology*.
4. ***Shen, W.**, *Hentschel, T., & Hideg, I. (in press). Leading through the uncertainty of COVID-19: The joint influence of leader emotions and gender on abusive and family-supportive supervisory behaviors. *Journal of Occupational and Organizational Psychology. Special Issue: "Organizational Risk and the COVID-19 Pandemic"*.
5. **Shen, W.**, †Lam, J., †Varty, C. T., Krstic, A., & Hideg, I. (2024). Diversity climate affords unequal protection against incivility among Asian workers: The COVID-19 pandemic as a racial mega-threat. *Applied Psychology: An International Review*, 73(1), 34-56.
6. Hideg, I., †Hancock, S., & **Shen, W.** (2023). Women with Mandarin accent in the Canadian English-speaking hiring context: Can evaluations of warmth undermine gender equity? *Psychology of Women Quarterly*, 47(3), 402-426.
7. Pindek, S., **Shen, W.**, Spector, P. E., & Gray, C. E. (2023). Clarifying the inconsistently observed curvilinear relationship between workload and employee attitudes and mental well-being. *Work & Stress*, 37(2), 195-221.
8. **Shen, W.**, †Evans, R., Liang, L. H., & Brown, D. J. (2023). Bad, mad, or glad? Exploring the relationship between leaders' appraisals or attributions of their use of abusive supervision and emotional reactions. *Applied Psychology: An International Review*, 72, 647-673.
9. Pindek, S., **Shen, W.**, & Andel, S. A. (2023). Finally, some "me time": A new theoretical perspective on the benefits of commuting. *Organizational Psychology Review*, 13(1), 44-66. *Special Issue: "Planes, Trains, and Automobiles: Commuting in the 2020s and Beyond"*.

10. †Kim, K. Y., **Shen, W.**, †Evans, R., †Mu, F. (2022). Granting leadership to Asian Americans: The activation of ideal leader and follower traits on observers' leadership perceptions. *Journal of Business & Psychology*, 37, 1157-1180. ****Received Editor Commendation**
11. †Minnikin, A., Beck, J. W., & **Shen, W.** (2022). Why do you ask? The effects of perceived motives on the effort that managers allocate toward delivering feedback. *Journal of Business & Psychology*, 37, 813-830.
12. Liang, L. H., †Nishioka, M., †Evans, R., Brown, D. J., **Shen, W.**, & Lian, H. (2022). Unbalanced, unfair, unhappy, or unable? Theoretical integration of multiple processes underlying the leader mistreatment-employee CWB relationship with meta-analytic methods. *Journal of Leadership & Organizational Studies*, 29(1), 33-72.
13. Hideg, I., **Shen, W.**, & †Hancock, S. (2022). What is that I hear? An interdisciplinary review and research agenda of non-native accents in the workplace. *Journal of Organizational Behavior*, 43(2), 214-235. *Special Issue: The JOB Annual Review and Conceptual Development Issue*.
14. Andel, S. A., Tedone, A. M., **Shen, W.**, & Arvan, M. (2022). Safety implications of different forms of understaffing among nurses during the COVID-19 pandemic. *Journal of Advanced Nursing*, 78(1), 121-130.
15. **Shen, W.**, Liang, L. H., Brown, D. J., Ni, D., & Zheng, X. (2021). Subordinate poor performance as a stressor on leader well-being: The mediating role of abusive supervision and the moderating role of motives for abuse. *Journal of Occupational Health Psychology*, 26(6), 491-506. *Special Issue: "Leadership and Health/Well-Being"*.
16. †Kwok, N., **Shen, W.**, & Brown, D. J. (2021). I can, I am: Differential predictors of leader efficacy and identity trajectories in leader development. *The Leadership Quarterly*, 32(5), 101422, *Special Issue: "21st Century Leadership Development"*.
17. Andel, S. A., Arvan, M. L., & **Shen, W.** (2021). Work as replenishment or responsibility? Moderating effects of occupational calling on the within-person relationship between COVID-19 news consumption and work engagement. *Journal of Applied Psychology*, 106(7), 965-974.
18. Andel, S. A., **Shen, W.**, & Arvan, M. L. (2021). Depending on your own kindness: The moderating role of self-compassion on the within-person consequences of work loneliness during the COVID-19 pandemic. *Journal of Occupational Health Psychology*, 26(4), 276-290.
19. *Malhotra, S., ***Shen, W.**, & *Zhu, P.-C. (2021). A vicious cycle of symbolic tokenism: The gendered effects of external board memberships on chief executive officer compensation. *Human Resource Management*, 60(4), 617-639.

20. Roulin, N., *Bourdage, J., *Hamilton, L., *O'Neill, T., & *Shen, W. (2021). Emerging research in industrial-organizational psychology in Canada. *Canadian Journal of Behavioural Science*, 53(2), 91-97. *Special Issue: "Emerging Research in Industrial-Organizational Psychology in Canada"*.
21. †Kim, K. Y., Shen, W., & †Evans, R. (2021). Should I lead? An intrapersonal perspective on the Asian-White leadership gap. *Canadian Journal of Behavioural Science*, 53(2), 125-137. *Special Issue: "Emerging Research in Industrial-Organizational Psychology in Canada"*.
22. *Malhotra, S., *Shen, W., & *Zhu, P.-C. (2021). What is (s)he worth? Exploring mechanisms and boundary conditions of the relationship between CEO extraversion and pay. *British Journal of Management*, 32(2), 529-547.
23. Shen, W., & Joseph, D. L. (2021). Gender and leadership: A criterion-focused review and research agenda. *Human Resource Management Review*, 31(2), 100765.
24. Lindsay, S., Rezai, M., Shen, W., & Lyons, B. J. (2020). A disability disclosure simulation as an educational tool. *Equality, Diversity and Inclusion: An International Journal*, 39(8), 865-879.
25. †Cheng, P., Shen, W., & †Kim, K. Y. (2020). Personal endorsement of ambivalent sexism and career success: An investigation of differential mechanisms. *Journal of Business & Psychology*, 35(6), 783-798.
26. †Yeung, E., & Shen, W. (2020). Diversity climate promises in ideological psychological contracts: Racial differences in responses to breach and fulfilment. *European Journal of Work and Organizational Psychology*, 29(2), 262-278. *Special Issue: "Charting Directions for a New Research Era: Addressing Gaps and Advancing Scholarship in the Study of Psychological Contracts."*
27. *Hideg, I., & *Shen, W. (2019). Why still so few? A theoretical model of the role of benevolent sexism and career support in the continued underrepresentation of women in leadership positions. *Journal of Leadership and Organizational Studies*, 26(3), 287-303. *Special Issue: "Critical Discourse: Envisioning the Place and Future of Diversity and Inclusion in Organizations."*
28. †Yeung, E., & Shen, W. (2019). Can pride be a vice and virtue at work? Associations between authentic and hubristic pride and leadership behaviors. *Journal of Organizational Behavior*, 40(6), 605-624.
29. Beck, J. W., & Shen, W. (2019). The effects of U.S. presidential elections on work engagement and job performance. *Applied Psychology: An International Review*, 68(3), 547-576.

30. **Shen, W.**, Chang, K., Cheng, K.-T., †Kim, K. Y. (2019). What to do and what works? Exploring how work groups cope with understaffing. *Journal of Occupational Health Psychology, 24*(3), 346-358.
31. Lindsay, S., Cagliostro, E., Leck, J., **Shen, W.**, & Stinson, J. (2019). Disability disclosure and workplace accommodations among youth with disabilities. *Disability and Rehabilitation, 41*(16), 1914-1924.
32. **Shen, W.** (2019). Personal and situational antecedents of workers' implicit leadership theories: A within-person, between-jobs design. *Journal of Leadership and Organizational Studies, 26*(2), 204-216.
33. Lindsay, S., Cagliostro, E., Leck, J., **Shen, W.**, & Stinson, J. (2019). Employers' perspectives of including young people with disabilities in the workforce, disability disclosure and providing accommodations. *Journal of Vocational Rehabilitation, 50*(2), 141-156.
34. Lindsay, S., Cagliostro, E., Leck, J., **Shen, W.**, & Stinson, J. (2019). A framework for employer's disability confidence. *Equality, Diversity and Inclusion: An International Journal, 38*(1), 40-55.
35. †Kwok, N. K., Hanig, S., Brown, D. J., & **Shen, W.** (2018). How leader role identity influences the process of leader emergence: A social network analysis. *The Leadership Quarterly, 29*(6), 648-662.
36. Sears, G., **Shen, W.**, & Zhang, H. (2018). When and why are proactive employees more creative? Investigations of relational and motivational mechanisms and contextual contingencies in the East and West. *Journal of Applied Social Psychology, 48*(11), 593-607.
37. †Jang, S., **Shen, W.**, Allen, T. D., & Zhang, H. (2018). Societal individualism-collectivism and uncertainty avoidance as cultural moderators of relationships between job resources and strain. *Journal of Organizational Behavior, 39*(4), 507-524.
38. †Hudson, C. K., & **Shen, W.** (2018). Consequences of work group manpower and expertise understaffing: A multilevel approach. *Journal of Occupational Health Psychology, 23*(1), 85-98.
39. Martinko, M. J., Randolph-Seng, B., **Shen, W.**, Brees, J. R., Mahoney, K. T., & Kessler, S. R. (2018). An examination of the influence of implicit theories, attribution styles, and performance cues on questionnaire measures of leadership. *Journal of Leadership and Organizational Studies, 25*(1), 116-133.
40. Shockley, K. M., **Shen, W.**, †DeNunzio, M. M., †Arvan, M. L., & †Knudsen, E. A. (2017). Disentangling the relationship between gender and work-family conflict: An integration of theoretical perspectives using meta-analytic methods. *Journal of Applied Psychology [Monograph], 102*(12), 1601-1635.

41. Shewach, O., **Shen, W.**, Sackett, P. R., & Kuncel, N. R. (2017). Differential prediction in the use of the SAT and high school grades in predicting college performance: Joint effects of race and language. *Educational Measurement: Issues and Practice*, 36(3), 46-57.
42. Britt, T. W., **Shen, W.**, Sinclair, R. R., †Grossman, M., & Klieger, D. (2016). How much do we really know about employee resilience? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 9(2), 378-404.
43. †Koh, C. W., **Shen, W.**, & †Lee, T. (2016). Black-White differences in job satisfaction: A meta-analysis. *Journal of Vocational Behavior*, 94, 131-143.
44. Higdem, J. L., Kostal, J. W., Kuncel, N. R., Sackett, P. R., **Shen, W.**, Beatty, A. S., & Kiger, T. B. (2016). The role of socioeconomic status in SAT-freshman grade relationships across gender and racial subgroups. *Educational Measurement: Issues and Practice*, 35(1), 21-28.
45. Joseph, D. L., Dhanani, L., **Shen, W.**, McHugh, B., & McCord, M. (2015). Is a happy leader a good leader? A meta-analytic investigation of leader trait affect and leadership. *The Leadership Quarterly*, 26(4), 557-576.
46. †Hudson, C. K., & **Shen, W.** (2015). Understaffing: An under-researched phenomenon. *Organizational Psychology Review*, 5(3), 244-263.
47. *Anseel, F., *Beatty, A. S., ***Shen, W.**, Lievens, F., & Sackett, P. R. (2015). How are we doing after more than 30 years? A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior. *Journal of Management*, 41(1), 318-348.
48. **Shen, W.**, Cucina, J., M., Walmsley, P., & Seltzer, B. (2014). When correcting for unreliability of job performance ratings, the best estimate is still .52. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7(4), 519-524.
49. *Bono, J. E., *Glomb, T. M., **Shen, W.**, Kim, Y. J., & Koch, A. J. (2013). Building positive resources: Effects of positive events and positive reflection on work-stress and health. *Academy of Management Journal*, 56(6), 1601-1627.
50. **Shen, W.**, & †Dumani, S. (2013). The complexity of marginalized identities: The social construction of identities, multiple identities, and the experience of exclusion. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 6(1), 84-87.
51. Sackett, P. R., Kuncel, N. R., Rigdon, J. L., Beatty, A. S., **Shen, W.**, & Kiger, T. B. (2012). The role of socioeconomic status in SAT-grade relationships and in college admissions decisions. *Psychological Science*, 23(9), 1000-1007.

52. **Shen, W.**, Sackett, P. R., Kuncel, N. R., Beatty, A. S., Rigdon, J. L., & Kiger, T. B. (2012). All validities are not created equal: Determinants of variation in SAT validity across schools. *Applied Measurement in Education*, 25(3), 197-219.
53. **Shen, W.**, Kiger, T. B., Davies, S. E., Rasch, R. L., Simon, K. M., & Ones, D. (2011). Samples in applied psychology: Over a decade of research in review. *Journal of Applied Psychology*, 96(5), 1055-1064.
54. Bono, J. E., **Shen, W.**, & Snyder, M. (2010). Fostering integrative community leadership. *The Leadership Quarterly*, 21(2), 324-335.
55. McEnrue, M. P., Groves, K. S., & **Shen, W.** (2010). Emotional intelligence training: Evidence regarding its efficacy for developing leaders. *Leadership Review*, 10(3), 3-26.
56. McEnrue, M. P., Groves, K. S., & **Shen, W.** (2009). Emotional intelligence development: Leveraging individual characteristics. *Journal of Management Development*, 28(2), 150-174.
57. *Myors, B., *Lievens, F., *Schollart, E., *Van Hoyer, G., ... ***Shen, W.**, & *Sackett, P. R. (2008b). Broadening international perspectives on the legal environment for personnel selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(2), 266-270.
58. *Myors, B., *Lievens, F., *Schollart, E., *Van Hoyer, G., ... ***Shen, W.**, & *Sackett, P. R. (2008a). International perspectives on the legal environment for selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(2), 206-256.
59. Groves, K. S., McEnrue, M. P., & **Shen, W.** (2008). Developing and measuring the emotional intelligence of leaders. *Journal of Management Development*, 27(2), 225-250.
60. Regan, P. C., **Shen, W.**, De La Pena, E., & Gosset, E. (2007). "Fireworks exploded in my mouth:" Affective responses before, during, and after the very first kiss. *International Journal of Sexual Health*, 19(2), 1-16.

BOOKS

61. Shockley, K. S., **Shen, W.**, & Johnson, R. C. (Eds.). (2018). *The Cambridge Handbook of the Global Work-Family Interface*. Cambridge University Press.

BOOK CHAPTERS

62. **Shen, W.**, & Shockley, K. S. (2024). Culture and work-family dynamics. In M. Gelfand & M. Erez (Eds.), *Oxford Handbook of Cross-Cultural Organizational Behavior* (pp. 537-560). Oxford University Press.

63. **Shen, W.** (2023). Betwixt and between: My journey to date in examining issues of race and ethnicity. In E.B. King, Q. Roberson & M. Hebl (Eds.), *Research on Social Issues in Management: Perspectives on race and work* (pp. 147-158). Information Age Publishing.
64. **Shen, W.**, & Shockley, K. M. (2021). Work-family research: Questioning assumptions and looking forward for true impact. In E. K. Kelloway & C. Cooper (Eds.), *Research Agenda for Workplace Stress and Wellbeing* (pp. 119-133). Elgar.
65. **Shen, W.**, & †Dhanani, L. (2018). Defining and measuring discrimination. In A. Collela & E. B. King (Eds.), *The Oxford Handbook on Discrimination at Work* (pp. 297-312). Oxford University Press.
66. ***Shen, W.**, *Sackett, P. R., Lievens, F., Schollaert, E., Van Hove, G., Steiner, D. D., et al. (2017). Updated perspectives on the international legal environment for selection. In J. L. Farr & N.T. Tippins (Eds.), *The Handbook of Employee Selection, Second Edition* (pp. 659-677). Taylor & Francis Group.
67. Shockley, K. M., & **Shen, W.** (2016). Couple dynamics: Division of labor. In T. D. Allen & L. Eby (Eds.), *The Oxford Handbook on Work and Family* (pp. 125-139). Oxford University Press.
68. Bono, J. E., **Shen, W.**, & Yoon, D. J. (2014). Personality and leadership: Looking forward, looking ahead. In D. V. Day (Ed.), *The Oxford Handbook of Leadership and Organizations* (pg. 199-220). Oxford University Press.
69. *Sackett, P. R., ***Shen, W.**, *Myors, B., *Lievens, F., *Schollaert, E., *Van Hove, G., et al. (2010). Perspectives from twenty-two countries on the legal environment for selection. In J. L. Farr & N.T. Tippins (Eds.), *The Handbook of Employee Selection* (pg. 651-676). Taylor & Francis Group.
70. Sackett, P. R., & **Shen, W.** (2009). Subgroup differences on cognitively loaded tests in contexts other than personnel selection. In J. Outtz (Ed.), *Adverse Impact: Implications for Organizational Staffing and High Stakes Selection* (pg. 323-346). Taylor & Francis Group.

OTHER PUBLICATIONS

71. Hideg, I. Hancock, S., & **Shen, W.** (2023, December). *How benevolent sexism undermines Asian women with foreign accents in the workplace*. The Conversation. <https://theconversation.com/how-benevolent-sexism-undermines-asian-women-with-foreign-accents-in-the-workplace-218424>
72. Kwok, N. K., & **Shen, W.** (2022, January). *Leadership training shouldn't just be for top performers: The case for a broader approach to employee development*. Harvard Business Review (HBR.org). <https://hbr.org/2022/01/leadership-training-shouldnt-just-be-for-top-performers>

73. **Shen, W.**, Hideg, I., Lam, J., Varty, C., & Krstic, A. (2021, April). *Research: Why some D&I efforts failed employees of Chinese descent*. Harvard Business Review (HBR.org). <https://hbr.org/2021/04/research-why-some-di-efforts-failed-employees-of-chinese-descent>
74. **Shen, W.** (2010, November). *Building your marketability throughout your graduate school career*. Psychological Science Agenda, American Psychological Association Science Directorate.
75. **Shen, W.** (2010, July/August). *The APA Science Student Council at APA Convention 2010*. Psychological Science Agenda, American Psychological Association Science Directorate.
76. **Shen, W.** (2009, October). *Curing researcher's block: Generating innovative research ideas*. Psychological Science Agenda, American Psychological Association Science Directorate.
77. **Shen, W.**, Beatty, A. S., & Sackett, P. R. (2009, September). *Further moderators of the interrater reliability of supervisory ratings of job performance*. Washington, DC: Personnel Testing Council of Metropolitan Washington Newsletter.

PROFESSIONAL PRESENTATIONS

PAPER OR SYMPOSIUM PRESENTATIONS

1. Krstic, A., †Varty, C. T., **Shen, W.**, Hideg, I., & †Lam, J. (2022, August). *Consequences of the unequal division of cognitive labor on women's work outcomes during the pandemic*. Paper presented at the 2022 Academy of Management Conference, Seattle, WA.
***GDO Best Paper Honor
2. **Shen, W.**, † Lam, J. Y., †Varty, C., Krstic, A., & Hideg, I. (2022, August). *Diversity climate affords unequal protection against COVID-19 workplace incivility for Asian workers*. Paper presented at the 2022 Academy of Management Conference, Seattle, WA.
3. Anzel, S. A., Arvan, M. L., Tedone, A. M., & **Shen, W.** (2022, April). *When enough is enough: Understanding when and why frontline heroes call it quits*. In J. G. Anker & L. Eby (Chairs), *Experiences and perceptions of meaningful and heroic work during crisis*. Paper presented at the Society for Industrial and Organizational Psychology 2022 Conference, Seattle, WA.
4. Shockley, K.M., **Shen, W.**, Lefevre-Levy, R., Nichols, L., Taylor, A., & Burnett, C. (2021, April). *Gender differences in physiological reactions to work-family conflict*. In K. Kidsell & K. French (Chairs), *Novel Approaches to Acute Stress Reactions and the Work-Nonwork Interface*. Paper presented at the Society for Industrial and Organizational Psychology 2021 Conference, Virtual.
5. Anzel, S. A., **Shen, W.**, Tedone, A. M., & Arvan, M. (2021, April). *Safety implications of manpower and expertise understaffing for nurses during the COVID-19 pandemic*. In T.

- Bricka (Chairs), Safety first: Examining the hazards of working during COVID-19. Paper presented at the Society for Industrial and Organizational Psychology 2021 Conference, Virtual.
6. †Mu, F., **Shen, W.**, & Bobocel, D. R. (2019, August). *Subordinate gendered reactions to supervisor interpersonal justice violations*. In Y. E. Lee & J. Koopman (Chairs), Familiar questions, novel approaches: “Conceptual parking spaces” remain in the justice literature. Paper presented at the 2019 Academy of Management Conference, Boston, MA.
 7. **Shen, W.**, Shockley, K. S., McMillan, J., & Arvan, M. (2019, May). *Unpacking gender differences in work-family enrichment: A meta-analytic approach*. In H. Chung (Chair), Examining links between work-family-life constructs: Antecedents and outcomes of balance, conflict and enrichment. Paper presented at the 8th International Community, Work, and Family Conference, Valletta, Malta.
 8. **Shen, W.**, Pindek, S., & Spector, P. E. (2019, April). *Understaffing and OCBs: Coming apart or pulled together?* In S. Pindek (Chair), Surprising and underexplored stress phenomena in the workplace. Paper presented at the Society for Industrial and Organizational Psychology 2019 Conference, National Harbor, MD.
 9. †Hancock, S., & **Shen, W.** (2019, April). *Clarifying the Queen Bee phenomenon: Identifying ambiguities and controversies*. In S. Hancock & W. Shen (Co-Chairs), Women leaders: Challenges and opportunities in attaining and maintaining leadership. Paper presented at the Society for Industrial and Organizational Psychology 2019 Conference, National Harbor, MD.
 10. †Yeung, E., & **Shen, W.** (2017, June). *Diversity recruitment: Broken promises or unrealized potential?* In F. Y. H. Kung & W. Shen (Co-Chairs), Diversity Policies on the Stand. Paper presented at the Canadian Psychological Association 2017 Convention, Toronto, ON.
 11. **Shen, W.**, Shockley, K., & Arvan, M. (2015, July). *Family regulatory focus: Consequences for work-family outcomes*. Paper presented at the VI International Conference of Work and Family, Barcelona, Spain.
 12. Bono, J. E., **Shen, W.**, & Yoon, D. (2014, July). *Personality and leadership: It's not that simple*. In J. Antonakis & R. E. De Vries (Co-chairs), Personality and Leadership. Paper presented at the 17th European Conference on Personality, Lausanne, Switzerland.
 13. Shockley, K., **Shen, W.**, Denuzio, M., Arvan, M., & Knudsen, E. (2014, June). *Clarifying gender and work-family conflict: A meta-analytic approach*. In M.J. Mills & Q. Vuong (Co-chairs), Work-life interface meets employee gender: Challenge and opportunity. Paper presented at the Work Family Researchers Network Conference 2014, New York, NY.
 14. **Shen, W.**, & Shockley, K. (2014, May). *Learn from mistakes or focus on positives? Tailoring work-family interventions*. In R. C. Johnson & K. J. Brockwood (Co-chairs),

- Where the rubber meets the road: Work-family interventions driving change. Paper presented at the Society of Industrial and Organizational Psychology 2014, Honolulu, HI.
15. †Grossman, M. R., **Shen, W.**, †Hutchinson, D. M., †Johnson, K., & †Thurston, A. J. (2014, May). *Personality and situational correlates of resilience: A meta-analysis*. In W. Shen & D. Klieger (Co-chairs), Exploring the utility of resilience in I/O research and practice. Paper presented at the Society of Industrial and Organizational Psychology 2014, Honolulu, HI.
 16. †Hudson, C., & **Shen, W.** (2013, November). *The development of a multidimensional measure of understaffing*. In HRM/Careers: Job security, staffing, and union membership. Paper presented at the Southern Management Association 2013 Meeting, New Orleans, LA.
 17. **Shen, W.**, †Dumani, S., †Kemp, A., †Arvan, M., & †Macoukji, F. (2013, July). *Situational and organizational factors associated with leader and gender identity conflict and facilitation*. Paper presented at the Equality, Diversity, and Inclusion 2013 Conference, Athens, Greece.
 18. **Shen, W.**, †Dumani, S., & †Kemp, A. (2013, April). *Consequences of gender and leadership identity conflict and facilitation*. In J. Wessel & B. J. Lyons (Co-chairs), Investigating workplace relationships from a diversity perspective. Paper presented at the Society of Industrial and Organizational Psychology 2013, Houston, TX.
 19. **Shen, W.**, †Kemp, A., & †Dumani, S. (2013, April). *Helpful or harmful? Gender and leadership identity conflict and facilitation*. In J. Hazucha & W. Shen (Co-chairs), Women leaders: Barriers and boosters on the corporate ladder. Symposium presented at the Society of Industrial and Organizational Psychology 2013, Houston, TX.
 20. †Dumani, S., †Macoukji, F., & **Shen, W.** (2013, April). *By any other name: Exploring definitions of diversity and inclusion*. In W. Shen & A. Carter-Sowell (Co-Chairs), Understanding and promoting inclusion in the workplace. Symposium presented at the Society of Industrial and Organizational Psychology 2013, Houston, TX.
 21. Randolph-Seng, B., Martinko, M., Brees, J. R., Mahoney, K. T., Kessler, S. R., & **Shen, W.** (2012, November). *Implicit theories, attribution styles, and perceptions of leaders: Does performance level matter?* In G. Markova (Chair), Expatriate Employees and SMA Grant Presentation. Paper presented at the Southern Management Association Annual Conference 2012, Fort Lauderdale, FL.
 22. **Shen, W.**, Yoon, D., & Bono, J. E. (2012, August). *Personality and transformational and transactional leadership: Differing profiles by gender*. In G. Jacobs (Facilitator), New directions in transformational leadership. Paper presented at the Academy of Management Conference 2012, Boston, MA.

23. **Shen, W.**, †Dumani, S., & †Macoukji, F. (2012, July). *Bottom-up inclusive leadership: A conceptual model*. Paper presented at the Equality, Diversity, Inclusion 2012 Conference, Toulouse, France.
24. Bono, J. E., Glomb, T., **Shen, W.**, Kim, Y. J., & Koch, A. (2010, August). *Work events, mood, and employee health: Testing the effects of a positive refocusing intervention*. In S. L. Alonso (Chair), *Work stressors and employee health*. Paper presented at the Academy of Management Annual Conference, Montreal, Canada.
25. Anseel, F., Beatty, A. S., **Shen, W.**, Lievens, F., & Sackett, P. R. (2010, June). *The nature and dimensionality of feedback-seeking behaviors: A meta-analysis*. Paper presented at the 2nd Biennial Institute of Work Psychology Conference on Work, Well-Being, and Performance, Sheffield, United Kingdom.
26. **Shen, W.**, & Sackett, P. R. (2010, April). *Predictive power of personality: Profile- vs. level-effects predicting extra-role performance*. In M. J. Borneman (Chair), *More measurement concerns for the I/O practitioner (and researcher)*. Symposium presented at the Society of Industrial and Organizational Psychology 2010, Atlanta, GA.
27. Bono, J.E., **Shen, W.**, & Snyder, M. (2008, August). *Fostering integrative community leadership*. In J. E. Bono and B.C. Crosby (Chairs), *Integrative leadership: Leadership together for the common good*. Symposium presented at the Academy of Management Conference 2008, Anaheim, CA.
28. Rasch, R., **Shen, W.**, Davies, S. E., & Bono, J. E. (2008, April). *Examining the outcomes of destructive leadership behavior*. In R. Piccolo, D. DiazGranados, & M. Harrell (Chairs), *Leading destructively: A theoretical and empirical examination of destructive leaders*. Symposium presented at the Society of Industrial and Organizational Psychology 2008, San Francisco, California.
29. Uchishiba, H., Durvasula, R.S., Myers, H.F., Johnson, S., Torres, M.L., & **Shen, W.** (2006, April). *Maladaptive coping and psychopathology in HIV+ men and women*. Paper presented at the Western Psychological Association 2006, Palm Springs, California.

POSTER PRESENTATIONS

30. †Barron, A., Bobocel, D. R., & **Shen, W.** (2023, April). *Strategies underlying interactional justice enactment: A latent profile analysis*. Poster presented at the Society for Industrial and Organizational Psychology 2023 Conference, Boston, MA.
31. Zhou, Y., **Shen, W.**, Beatty, A.S., & Sackett, P. R. (2022, April). *An updated meta-analysis of the interrater reliability of performance ratings*. Poster presented at the Society for Industrial and Organizational Psychology 2022 Conference, Seattle, WA.

32. **Shen, W.**, & Luksyte, A. (2021, April). *Perceived leadership variability: Capricious or adaptable leaders?* Poster presented at the Society for Industrial and Organizational Psychology 2021 Conference, Virtual.
33. †Minnikin, A., Beck, J. W., & **Shen, W.** (2021, April). *The effect of perceived feedback-seeking motives on feedback givers' effort.* Poster presented at the Society for Industrial and Organizational Psychology 2021 Conference, Virtual.
34. †Evans, R., & **Shen, W.** (2019, June). *Are followers like me? Investigating antecedents of implicit followership theories.* Poster presented at the Canadian Psychological Association 2019 Annual Convention, Halifax, NS.
35. †Kim, K. Y., & **Shen, W.** (2019, April). *Why don't you lead? Exploring explanations for the Asian-White leadership gap.* Poster presented at the Canadian Psychological Association 2019 Annual Convention, Halifax, NS.
36. †Evans, R., & **Shen, W.** (2019, April). *Where do implicit followership theories come from? An investigation of antecedents.* Poster presented at the Society for Industrial and Organizational Psychology 2019 Conference, National Harbor, MD.
37. †Kim, K. Y., & **Shen, W.** (2019, April). *Leadership and followership stereotypes of Asian-Americans.* Poster presented at the Society for Industrial and Organizational Psychology 2019 Conference, National Harbor, MD.
38. **Shen, W.**, Chang, K., Cheng, K.-T., †Kim, K. Y. (2018, September). *Exploring the nature and consequence of leader and work group actions in the face of understaffing.* Poster presented at the 13th European Academy of Occupational Health Psychology, Lisbon, Portugal.
39. Pindek, S., **Shen, W.**, Grey, C., & Spector, P. E. (2018, September). *A meta-analytic examination of curvilinear workload-strain relationships.* Poster presented at the 13th European Academy of Occupational Health Psychology, Lisbon, Portugal.
40. †Kim, K. Y., & **Shen, W.** (2018, June). *Leadership and followership stereotypes of Asian-Americans.* Poster presented at the 29th International Congress of Applied Psychology (ICAP), Montreal, Canada.
41. **Shen, W.**, Liang, L. H., & Brown, D. J. (2018, April). *When does hurting you hurt me? Leader well-being consequences of abusive supervision.* Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
42. Beck, J. W., & **Shen, W.** (2018, April). *The effects of U.S. presidential elections on work engagement and job performance.* Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.

43. †Evans, R., **Shen, W.**, & Brown, D. J. (2018, April). *Understanding implicit leadership theories: A social network analysis approach*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
44. †Cheng, P., & **Shen, W.** (2018, April). *What role does personal sexist attitudes play in the gender wage gap?* Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
45. †Yeung, E., & **Shen, W.** (2017, June). *Supporting diversity: A meta-analysis of diversity climate and its outcomes in the workplace*. Poster presented at the Canadian Psychological Association 2017 Convention, Toronto, ON.
46. †Hancock, S., Hideg, I., & **Shen, W.** (2017, June). *The interactive effects of speaker accent and gender when applying for a volunteer position*. Poster presented at the Canadian Psychological Association 2017 Convention, Toronto, ON.
47. †Kim, K. Y., **Shen, W.**, Chang, K., & Cheng, K.-T. (2017, June). *Does effective leadership buffer against the negative consequences of understaffing?* Poster presented at the Canadian Psychological Association 2017 Convention, Toronto, ON.
48. †Yeung, E., & **Shen, W.** (2017, April). *Vice or virtue? Linking pride and daily leadership behaviors*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
49. †LaMarre, G., & **Shen, W.** (2017, April). *Exploring variation in workplace impression management: A policy-capturing approach*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
50. †Evans, R., Liang, L. H., **Shen, W.**, & Brown, D. J. (2017, April). *Motives for, and emotions following, abusive supervision: The supervisor's perspective*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL. **Featured Top Poster.**
51. †Kim, K. Y., †Cheng, C., & **Shen, W.** (2017, April). *Gender differences in attributions for successes and failures: A meta-analysis*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
52. †Kwok, N., Hanig, S., Brown, D. J., & **Shen, W.** (2017, April). *How leader role identity influences the process of leader emergence*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.
53. †Thurston, A. J., Stark, S., Borman, W. C., & **Shen, W.** (2017, April). *Situation awareness and safety performance: A structural equations model*. Poster presented at the Society of Industrial and Organizational Psychology 2017 Conference, Orlando, FL.

54. **Shen, W.** (2016, April). *Sources of stability and fluidity in workers' implicit leadership theories*. Poster presented at the Society of Industrial and Organizational Psychology 2016 Conference, Anaheim, CA.
55. †Yeung, E., & **Shen, W.** (2016, April). *Pride: Bright and dark consequences for leader emergence and effectiveness*. Poster presented at the Society of Industrial and Organizational Psychology 2016 Conference, Anaheim, CA.
56. †Wattie, S., **Shen, W.**, & Beck, J. W. (2016, April). *A meta-analysis of the relationships between recovery experiences and outcomes*. Poster presented at the Society of Industrial and Organizational Psychology 2016 Conference, Anaheim, CA.
57. †Jang, S., **Shen, W.**, & Rasch, R. L. (2016, April). *Cultural moderators of relationships in the job demands-resources model*. Poster presented at the Society of Industrial and Organizational Psychology 2016 Conference, Anaheim, CA.
58. †Macoukji, F., & **Shen, W.** (2016, April). *Misfit versus moral outrage: Evaluations of lesbian and gay leaders*. Poster presented at the Society of Industrial and Organizational Psychology 2016 Conference, Anaheim, CA.
59. Sears, G., **Shen, W.**, & Zhang, H. (2016, April). *Exploring the proactivity-creativity relationship: Mediating and moderating effects*. Poster presented at the Society of Industrial and Organizational Psychology 2016 Conference, Anaheim, CA.
60. **Shen, W.**, & Diehn, E. W. (2015, April). *Minding one's manners: Linking leader mindfulness and follower job performance*. Poster presented at the Society of Industrial and Organizational Psychology 2015 Conference, Philadelphia, PA.
61. **Shen, W.**, †Gazica, M., †Andel, S., †Hudson, C. K., & †Kessler, S. (2014, May). *Leadership behaviors and follower health: A meta-analysis*. Poster presented at the Society of Industrial and Organizational Psychology 2014 Conference, Honolulu, HI.
62. †Hutchinson, D., **Shen, W.**, †Telford, B., †Andel, S., †Jang, S., & †Ramsay, S. (2014, May). *Personality and justice perceptions: An updated meta-analysis*. Poster presented at the Society of Industrial and Organizational Psychology 2014 Conference, Honolulu, HI.
63. †Arvan, M., **Shen, W.**, & Shockley, K. (2014, May). *Family regulatory focus: Scale development and validation*. Poster presented at the Society of Industrial and Organizational Psychology 2014 Conference, Honolulu, HI.
64. †Koh, C. W., †Lee, T., & **Shen, W.** (2014, May). *Black-White differences in job satisfaction: A meta-analysis*. Poster presented at the Society of Industrial and Organizational Psychology 2014 Conference, Honolulu, HI.
65. †Hudson, C. K., & **Shen, W.** (2013, February). *Understaffing: An under-researched phenomenon*. Poster session at 6th annual Sunshine Education and Research Center Conference, Tampa, FL.

66. **Shen, W.**, & Sackett, P. R. (2012, April). *The relationship of big five personality profiles to job performance*. Poster presented at the Society of Industrial and Organizational Psychology 2012 Conference, San Diego, CA.
67. **Shen, W.**, Kiger, T. B., Sackett, P. R., Kuncel, N. R., Walmsley, P. T., Beatty, A. S., & Rigdon, J. L. (2012, April). *Joint effects of race and language on differential prediction*. Poster presented at the Society of Industrial and Organizational Psychology 2012 Conference, San Diego, CA.
68. Beatty, A. S., Sackett, P. R., Kuncel, N. R., Kiger, T. B., Rigdon, J., & **Shen, W.** (2012, April). *An illustration of pareto-optimality applied to primary study educational data*. Poster presented at the Society of Industrial and Organizational Psychology 2012 Conference, San Diego, CA.
69. Rigdon, J. L., **Shen, W.**, Kuncel, N. R., Sackett, P. R., Beatty, A. S., & Kiger, T. B. (2011, April). *SES role in SAT-grade relationships across gender and racial subgroups*. Poster presented at the Society of Industrial and Organizational Psychology 2011 Conference, Chicago, IL.
70. Beatty, A. S., Sackett, P. R., Kuncel, N. R., Rigdon, J. L., **Shen, W.**, & Kiger, T. B. (2011, April). *A comparison of two methods for keying biodata inventories*. Poster presented at the Society of Industrial and Organizational Psychology 2011 Conference, Chicago, IL.
71. Beatty, A. S., Sackett, P. R., Kuncel, N. R., Kiger, T. B., **Shen, W.**, & Rigdon, J. L. (2011, April). *Estimating the reliability of college grades*. Poster presented at the Society of Industrial and Organizational Psychology 2011 Conference, Chicago, IL.
72. Kiger, T. B., Kuncel, N. R., Sackett, P. R., **Shen, W.**, Beatty, A. S., & Rigdon, J. L. (2011, April). *Exploring nonlinearity in the relationship between HSGPA and college grades*. Poster presented at the Society of Industrial and Organizational Psychology 2011 Conference, Chicago, IL.
73. Kiger, T. B., Sackett, P. R., Kuncel, N. R., Beatty, A. S., **Shen, W.**, & Rigdon, J. L. (2011, April). *A large sample response addressing low power in differential prediction*. Poster presented at the Society of Industrial and Organizational Psychology 2011 Conference, Chicago, IL.
74. Glomb, T. M., Bono, J. E., Duffy, M. K., & **Shen, W.** (2010, June). *Emotions in everyday work life*. Poster presented at the 5th European Conference on Positive Psychology, Copenhagen, Denmark.
75. **Shen, W.**, Ones, D. S., Duehr, E. E., & Foldes, H. J. (2010, April). *Gender differences in the variability of personality traits: A meta-analysis*. Poster presented at the Society of Industrial and Organizational Psychology 2010 Conference, Atlanta, GA.

76. **Shen, W.**, Sackett, P. R., Kuncel, N. R., Beatty, A., Rigdon, J., & Kiger, T. B. (2010, April). *Moving beyond validity generalization: What about the remaining variance?* Poster presented at the Society of Industrial and Organizational Psychology 2010 Conference, Atlanta, GA.
77. Rigdon, J., Sackett, P. R., Kuncel, N. R., Beatty, A., Kiger, T. B., & **Shen, W.** (2010, April). *Considering SES in the use of standardized tests for selection.* Poster presented at the Society of Industrial and Organizational Psychology 2010 Conference, Atlanta, GA. **Featured Top Poster.**
78. Anseel, F., Beatty, A., **Shen, W.**, Lievens, F., & Sackett, P. R. (2010, April). *How am I doing? A meta-analytic review of 25 years of feedback-seeking research.* Poster to be presented at the Society of Industrial and Organizational Psychology 2010 Conference, Atlanta, GA.
79. **Shen, W.**, Beatty, A., & Sackett, P. R. (2009, April). *Further moderators of the interrater reliabilities of supervisory job performance ratings.* Poster presented at the Society of Industrial and Organizational Psychology 2009 Conference, New Orleans, LA. **Featured Top Poster.**
80. Kiger, T.B., **Shen, W.**, Davies, S.E., Rasch, R.L., Simon, K., & Ones, D. (2009, April). *Sample characteristics over a decade of applied psychological research.* Poster presented at the Society of Industrial and Organizational Psychology 2009 Conference New Orleans, LA.
81. **Shen, W.**, Davies, S. E., Rasch, R., & Bono, J. E. (2008, April). *The development of a taxonomy of ineffective leadership behaviors.* Poster presented at the Society of Industrial and Organizational Psychology 2008, San Francisco, CA.
82. Groves, K., Mcenrue, M., & **Shen, W.** (2007, April). *Managerial emotional intelligence, affective organizational commitment, and emotional labor.* Poster presented at the Society of Industrial and Organizational Psychology 2007, New York City, New York.
83. Groves, K., Mcenrue, M., & **Shen, W.** (2006, April). *Preliminary validation of an emotional intelligence measure for employee development.* Poster presented at the Society of Industrial and Organizational Psychology 2006, Dallas, Texas. **Recognized as a Top 20 conference poster.**
84. Gosset, E., **Shen, W.**, De La Pena, E., Rainey, C., & Regan, P. (2006, April). *Sex differences in affective reactions to the very first kiss.* Poster presented at the Western Psychological Association 2006, Palm Springs, California.
85. **Shen, W.**, Gosset, E., Cachelin, F., & Regan, P. (2006, April). *Binge eating and purging behaviors in a multi-ethnic community sample.* Poster presented at the Western Psychological Association 2006, Palm Springs, California.

SESSION CHAIR/PANELIST/DISCUSSANT

86. **Shen, W.** (Panelist, 2023, April). *Making the most of your SIOP membership: Insights from member engagement data*. Presented at the Society for Industrial and Organizational Psychology 2022 Conference, Boston, MA.
87. **Shen, W.** (Panelist, 2021, April). *Leader identity development: Future directions for research and practice* (Panel Discussion Session). Presented at the Society for Industrial and Organizational Psychology 2021 Conference, Virtual.
88. **Shen, W.** (Panelist, 2021, April). *Demystifying the spousal hire process: Perspectives from seekers and administrators* (Panel Discussion Session). Presented at the Society for Industrial and Organizational Psychology 2021 Conference, Virtual.
89. †Hancock, S., & **Shen, W.** (Co-chairs; 2019, April). *Women leaders: Challenges and opportunities in attaining and maintaining leadership*. Symposium presented at the Society for Industrial and Organizational Psychology 2019 Conference, National Harbor, MD.
90. Johnson, R. C., Shockley, K. M., & **Shen, W.** (Co-chairs; 2018, June). *The Cambridge Handbook of the Global Work-Family Interface: Author-Meet-Reader Session*. Work Family Researchers' Network 2018 Meeting, Washington DC.
91. **Shen, W.** (Panelist, 2018, June). *Removing Barriers for Women: How to Advance Women in Organizations* (Panel Discussion Session). International Conference of Applied Psychology, Montreal, Canada.
92. Semmel, S. G., & **Shen, W.** (Panelist; 2018, April). Fostering innovation. In Power, C. (Chair), *Let's Go There: Academics and Practitioners Tackle Critical Knowledge Gaps*. Presented at the Society for Industrial/Organizational Psychology 2018 Conference, Chicago, IL.
93. Kung, F. Y. H., & **Shen, W.** (Co-chairs; 2017, June). *Diversity policies on the stand*. Symposium presented at the Canadian Psychological Association 2017 Convention, Toronto, ON.
94. **Shen, W.**, & Klieger, D. (Co-chairs; 2014, May), *Exploring the utility of resilience in I/O research and practice*. Symposium presented at the Society of Industrial and Organizational Psychology 2014, Honolulu, HI.
95. Atewologun, D., Doldor, E., & **Shen, W.** (Stream Convenors; 2013, July). *Stream 15: Psychological insights on social solidarity, Equality, Diversity, and Inclusion*. Equality, Diversity, and Inclusion (EDI) 2013, Athens, Greece.
96. **Shen, W.**, & Carter-Sowell, A. (Co-chairs; 2013, April). *Understanding and promoting inclusion in the workplace*. Symposium presented at the Society of Industrial and Organizational Psychology 2013, Houston, TX.

97. Hazucha, J., & **Shen, W.** (Co-chairs; 2013, April). *Women leaders: Barriers and boosters on the corporate ladder*. Symposium presented at the Society of Industrial and Organizational Psychology 2013, Houston, TX.
98. **Shen, W.** (Chair; 2011, August). *APA Science Student Council Mentoring Event*. Mentoring event for graduate science students presented at the American Psychological Association Convention, Washington, DC.
99. **Shen, W.** (Chair, 2011, August). *5th Annual Psychological Science Graduate Student Superstars—Data blitz*. Two-minute quick-fire research presentation challenge for graduate students presented at the American Psychological Association Convention, Washington DC.
100. **Shen, W.** (Chair; 2010, August). *APA Science Student Council Mentoring Event*. Mentoring event for graduate science students presented at the American Psychological Association Convention, San Diego, CA.
101. Sackett, P. R., & **Shen, W.** (Co-chairs; 2008, April). *International perspectives on the legal environment for selection*. Panel discussion presented at the Society of Industrial and Organizational Psychology 2008, San Francisco, CA.

INVITED PRESENTATIONS

102. **Shen, W.** (2023, July). *Workplace understaffing: A psychological perspective on this prevalent stressor*. Virtual presentation at the OHP Summer Institute, Saint Mary's University, Halifax, NS.
103. **Shen, W.** (2023, June). *Exploring the Asian American experience at work*. Canadian Society for Industrial and Organizational Psychology (CSIOP) Section Keynote at the Canadian Psychological Association Annual Convention, Toronto, ON.
104. **Shen, W.** (2021, October). *Understanding workers' experiences through the COVID-19 pandemic*. Virtual presentation at Department of Psychology I/O brown bag, Wayne State University.
105. **Shen, W.** (2021, February). *Understanding workers' experiences through the COVID-19 pandemic*. Virtual presentation at Department of Psychology I/O colloquia, Louisiana State University.
106. **Shen, W.** (2019, June). *Explorations into the nature of individual resilience: Lessons for team resilience?* Presentation at the Leading Resilient Teams Conference, Queen's University, Kingston, ON.

107. **Shen, W.** (2019, April). *Manpower and expertise understaffing: Developing an understanding of a prevalent workplace stressor*. Presentation at Department of Psychology, Ohio University.
108. **Shen, W.** (2019, January). *Expanding the frontiers of leadership research: Actor-centric perspectives and new gender-related questions*. Presentation at the Schulich School of Business, York University.
109. **Shen, W.** (2017, December). *Flipping the script: Expanding our understanding of leadership behaviors by exploring leader outcomes and follower antecedents*. Presentation at the Haskayne School for Business, University of Calgary.
110. **Shen, W.** (2017, November). *Flipping the script: Expanding our understanding of leadership behaviors by exploring follower antecedents and leader outcomes*. Presentation at the Institute of Human Resource Management, National Sun Yat-Sen University.
111. **Shen, W.** (2017, October). *Personality and perceptions of organizational justice: Issues of style, substance, and directionality*. Presentation at the Department of Psychology, University of Georgia.
112. **Shen, W.** (2017, September). *Follower personality and perceptions of organizational justice: Disentangling style and substance explanations*. Presentation at University of Western Australia Management & Organisations Brown Bag Series.
113. **Shen, W.** (2013, August). *Leader and gender identity conflict and facilitation: Theoretical development and initial validation efforts*. Presentation at University of Western Australia Management & Organisations Brown Bag Series.
114. **Shen, W.** (2013, March). *Leader and gender identity conflict and facilitation: Theoretical development and initial validation efforts*. Presentation at UCF I/O Brown Bag Series.
115. **Shen, W.** (2013, January). *Bringing psychological topics to life using industrial-organizational psychology: The power of examples from the workplace*. Presentation at the National Institute on Teaching of Psychology Annual Conference, St. Pete Beach, FL.

TEACHING EXPERIENCE AND TRAINING

York University

Instructor, Individual Behaviour in Organizations (PhD)	Fall 2023
Instructor, Research Design (PhD)	Winter 2022 - 2024
Instructor, Graduate Colloquium in Management (PhD)	Fall 2020
Instructor, Individuals and Groups in Organizations (BBA)	Fall 2019 - 2021
Guest Instructor, Skills for Leadership (MBA)	Fall 2021 - 2022
(Topic: Creating and leading diverse and inclusive workplaces)	
Guest Instructor, Leading through the Pandemic	Fall 2020
(Topic: What are the implications for leadership?)	

Guest Instructor, A Different Booklist Cultural Centre & Schulich School of Business Fall 2020
Business Certificate Program (Topic: Human Resource Management)

University of Waterloo

Instructor, Personnel Psychology (Undergraduate)	Winter 2015-2019; Spring 2016
Instructor, Honours Seminar in I/O Psychology: Leadership	Winter 2017
Instructor, Personnel Selection (Graduate)	Spring 2015, 2017; Winter 2019
Instructor, Meta-Analysis (Graduate)	Spring 2016, 2019
Instructor, Work-Family Seminar (Graduate)	Spring 2018

University of South Florida

Instructor, Personnel Psychology (Graduate)	Fall 2011-2013
Instructor, Organizational Psychology (Graduate)	Spring 2012-2014
Instructor, Tests and Measurement (Undergraduate)	Fall 2012, Spring 2012-2014

University of Minnesota, Twin Cities

Instructor, Introduction to Industrial/Organizational Psychology	Fall 2010, Spring 2011
Instructor, Major Project in Psychology	Summer 2010
Section Leader, Major Project in Psychology (Community Engagement)	Spring 2008, Fall 2009
Teaching Assistant, Introduction to Industrial/Organizational Psychology	Fall 2007
Section Leader, Major Project in Psychology	Spring 2007
Teaching Assistant, Research Methods in Psychology	Fall 2006

Teaching Practices Certificate

December 2020

Recognizes attendance at workshops and engagement in reflective practices centered on university teaching and integrating a range of teaching strategies focused on student learning.

Instructional Skills Workshop Certificate

August 2019

The Instructional Skills Workshop (ISW) is a Canadian, grassroots, certificate program. During this intensive three-day workshop (24 hours in total), participants work collaboratively in a small group setting (e.g. 1 Facilitator: 5 Participants) to further develop their teaching effectiveness as well as receiving feedback on new teaching strategies and techniques

PROFESSIONAL SERVICE

Canadian Society for Industrial-Organizational Psychology (CSIOP)

Past Chair	2021-2022
Chair	2020-2021
Chair Elect	2019-2020
Membership Coordinator	2015-2019

Academy of Management (AOM)

GDO Division Saroj Parasuraman Award Committee	2019, 2020
--	------------

Society of Industrial/Organizational Psychology (SIOP)

SIOP Conference Chair	2023-2024
-----------------------	-----------

SIOP Conference, Chair-in-Training	2022
Hebl Grant Sub-Committee	2021, 2022
Small Grants Committee	2017, 2020
Education and Training Committee	2012
American Psychological Association Science Student Council (APASSC), Industrial/Organizational area representative	2009-2011
APASSC Early Graduate Student Researcher Award Selection Committee 2009, 2010	
APA Science Leadership Conference: Enhancing the Nation's Health Through Psychological Science. <i>Went to Capitol Hill to advocate for the importance of psychological science and funding for psychological research.</i>	2009
<i>American Behavioral Scientist</i> Special Issue Co-Editor Special Issue on "Critical Issues Facing Asian Americans and Pacific Islanders (AAPI) and the Asian Diasporas" (w/ E. Ng, R. Bonner, and A. Lewis)	2021- 2023
<i>Canadian Journal of Behavioral Science</i> Special Issue Co-Editor Special Issue on "Emerging Research in Industrial-Organizational Psychology in Canada" (w/ N. Roulin, T. O'Neill, J. Bourdage, and L. Hamilton)	2020-2021
<i>Journal of Occupational Health Psychology</i> Editorial Board Associate Editor	2023-present 2024-present
<i>Academy of Management Journal</i> Editorial Board Best Reviewer Award	2020-present 2021
<i>Organizational Behavior and Human Decision Processes</i> Editorial Board	2020-present
<i>Journal of Applied Psychology</i> Editorial Board	2016-present
<i>Journal of Vocational Behavior</i> Editorial Board	2016-present
<i>Journal of Business and Psychology</i> Editorial Board Associate Editor Reviewer of the Year Award Special Issue on "Inductive Research in Organizations" Editorial Board	2014-present 2023-present 2019 2012-2013
<i>International Journal of Selection and Assessment</i> Editorial Board	2017-2019
<i>INTERNAL SERVICE</i>	
<hr/>	
York Service	
Faculty Council, Vice Chair	2023-2024
Schulich PhD Committee	2023-2024

Schulich Student Affairs Committee	2023-2024
Women in Leadership (Student Club), Faculty Advisor	2021-2023
Schulich Master's Admissions Committee	2021-2022
Schulich Research and Library Committee	2020-2022

UW Service

I/O Area Head	2018-2019
Psychology Department Annual Performance Review Committee	2018-2019
Psychology Department Executive Committee	2015-2017
I/O Area Brown Bag Coordinator	2014-2015

USF Service

Psychology Department Undergraduate Program Committee, Member	2012-2014
I/O Area Admissions Committee, Member	2011-2014
Psychology Department Awards Committee, Member	2011-2014
Psychology Department Ad Hoc Mentoring Committee	2013-2014
Psychology Department Assistant Professor of Industrial/Organizational Psychology Search Committee, Member	2011-2012

Ph.D. Committee Membership

Janice Lam (York University Organization Studies, in progress)
Mingshuang Ji (York University Organization Studies, February 2024)
Nouran Sakr (University of Guelph I/O Psychology, August 2023)
Christianne Varty (York University Organization Studies, September 2022)
Huda Masood (York University Human Resource Management, July 2022)
Hadiya Roderique (University of Toronto OB/HRM, April 2020)
Kaitlin Kiburz (USF I/O Psychology, June 2016)
Lindie Liang (Waterloo I/O Psychology, April 2016)
Soner Dumani (USF I/O Psychology, November 2015)
Jason Way (USF I/O Psychology, February 2015)
Zhiqing Zhou (USF I/O Psychology, July 2014)
Jonathan Weaver (USF Social Psychology, May 2014)
Kevin Loo (USF I/O Psychology, October 2013)
Erin Eatough (USF I/O Psychology, November 2012)

M.A. Committee Membership

Memoona Arshad (York University Social Psychology, July 2023)
Alexandra Liepmann (York University Social Psychology, June 2023)
Erinn Barry (Wilfrid Laurier University Developmental Psychology, August 2019)
Emily Cyr (Waterloo Social Psychology, August 2018)
Denise Law (Waterloo I/O Psychology, August 2018)
Canaan Legault (Waterloo I/O Psychology, May 2017)
Navio Kwok (Waterloo I/O Psychology, August 2016)
Thiam Phouthonephackdy (Waterloo I/O Psychology, July 2016)
Aimy Racine (Waterloo I/O Psychology, May 2016)
Andrew Thurston (USF I/O Psychology, April 2016)

Natacha Larocque (Waterloo I/O Psychology, February 2016)
 Daniel Brady (Waterloo I/O Psychology, August 2015)
 Stephanie Andel (USF I/O Psychology, March 2015)
 Michele Gazica (USF I/O Psychology, December 2013)

Undergraduate Honors Thesis Committee Membership

Laura Newton (Waterloo Psychology, April 2018)
 Jenny Ho (Waterloo Psychology, May 2017)
 Ruxandra Badea (Waterloo Psychology, May 2017)
 Janelle Quinn (Waterloo Psychology, April 2017)
 Grace Hu (Waterloo Psychology, April 2016)
 Jessica Groothizen (St. Jerome Psychology, April 2016)
 Paige Lake (USF Psychology, December 2013)
 Caitlin Bronson (USF Psychology, December 2012)

STUDENT ADVISING

Ph.D. Advisees

Parisa Sharif-Esfahani (York; in progress) – Projects on gender and leadership

Jean-Marc Moke (York; co-supervision with Brent Lyons; in progress) – Projects on diversity

Rochelle Evans (Waterloo; co-supervision with Doug Brown; completed November 2022) – The idea of a follower: An investigation of implicit followership theories and their correlates

*** Received SSHRC Doctoral Award*

*** Employment: Senior Associate, People Insights and Analytics @ OMERS*

Frank Mu (Waterloo; co-supervision with Ramona Bobocel; completed October 2020) – She's too rude: Manager gender moderates the relational consequences of interpersonal justice violations.

*** Received SSHRC Doctoral Award*

***Employment: Assessment Research Manager, CodeSignal*

Katherine Yourie Kim (Waterloo; completed May 2020) – The Asian-White leadership gap: Interpersonal and intrapersonal explanations based on leader and follower stereotypes

***Received Ontario Graduate Scholarship (OGS) Award for 2017-2018*

***Employment: Consultant, People Insights and Analytics @ OMERS*

Edward Yeung (Waterloo; completed November 2019) – On diversity climate in organizations

***Received the CSIOP/RHR Kendall Award for Outstanding Student Paper at CPA 2017*

***Employment: Director, People Science @ HRSG*

Matthew Grossman (USF; co-supervision with Wally Borman, completed July 2017) – The structure of resilience: An empirical examination of resilience factors

***Employment: Head of Workforce Analytics @ Organon*

Cristina Hudson (USF; completed October 2014) – Not enough cooks in the kitchen: An empirical test of a two-factor model of work unit understaffing
 **Received a USF NIOSH/Sunshine ERC Pilot Research Project for her dissertation research entitled “An Empirical Test of a Two-Factor Model of Work Unit Understaffing” for \$7,180 USD - I was the faculty advisor on the grant.
 **Employment: Director, Talent & Development @ Raymond James Financial

M.A./MAsc Advisees

Amy Minnikin (Waterloo; co-supervision with James Beck, completed August 2020) – The effect of perceived feedback-seeking motives on feedback givers’ effort
 ** Received SSRHC Joseph-Armand Bombardier CGS-Master’s Scholarship

Polly Cheng (Waterloo; thesis completed February 2018) – Personal endorsement of ambivalent sexism and its impact on objective and subjective career success
 ** McGill University Counseling PhD Program

Rochelle Evans (Waterloo; co-supervision with Doug Brown, thesis completed August 2017) – Motives and emotions behind destructive leader behaviors toward followers: A leader sensemaking perspective.

Edward Yeung (Waterloo; thesis completed January 2017) – Pride: Implications for leader behaviors and effectiveness

Rachel (Seulki) Jang (USF; thesis defended March 2015) – A multilevel examination of cultural moderators of the Job Demands-Resources model
 **Employment: Assistant Professor, University of Oklahoma

Matthew Grossman (USF; co-supervision with Wally Borman, thesis defended January 2014) – Clarifying the nature of resilience: A meta-analytic approach

Fred Macoukji (USF; thesis defended December 2013) – Gay, straight, or slightly bent? The interaction of leader sexual orientation and gender on leadership evaluations
 **Employment: Consultant, Walmart

Undergraduate Honors Thesis Advisees

Brenda Kopman (Waterloo; completed June 2020) – A grounded theory study of proactive organizational culture.

Haroon Pervez (Waterloo; completed April 2019) – Towards a taxonomy of leadership claiming behaviors
 ** University of Central Florida I/O Psychology Master’s Program

Chandee Mander (Waterloo; completed December 2017) – Observer personality and leadership behavior ratings: Disentangling style and substance effects
 ** University of Toronto Speech Language Pathology Master’s Program

Joel Becker (Waterloo, co-supervision with Ramona Bobocel; completed May 2017) – Do just actions beget just evaluations for supervisors with intersectional identities?

Elysca Fernandes (Waterloo; completed April 2017) – Sex differences in perceptions of work-family conflict and associated emotions: An experimental approach
 ** *University of Toronto Human Resources and Industrial Relations Master's Program*

Georgia LaMarre (Waterloo; completed July 2016) – A case for a more dynamic, within-person model to workplace impression management
 ** *Wayne State University I/O Psychology PhD Program*

Jennifer Lau (Waterloo; completed, July 2015) – An implicit measure of ambivalent sexism.
 ** *University of Waterloo I/O Psychology MAsc Program*

Skye Wattie (Waterloo; co-chair with James Beck; completed April 2015) – A meta-analysis of the nomological network of recovery experiences
 ** *Awarded a Department of Psychology 2015 Honours Thesis Award*

Krystyn Ramdial (USF; completed January 2014) – The impact of an after-events review intervention on student leadership development
 ** *University of Central Florida I/O Psychology PhD Program*

OUTREACH AND KNOWLEDGE MOBILIZATION

PRESENTATIONS AND DISCUSSIONS

1. **Shen, W.** & Kwok, N. (2022, March). *Is leadership training going to the wrong people?* Work and the Future with Linda Nazareth Podcast.

<https://podcasts.apple.com/ca/podcast/episode-71-is-leadership-training-going-to-the-wrong-people/id1515835849?i=1000554371942>

2. **Shen, W.** (2022, February). *Inclusion and diversity in the tech industry*. University of California, Berkeley engineering inclusive technology group.
3. **Shen, W.** (2021, June). *Building a healthy professional mindset*. Real Time Podcast with Erin Davis.

https://www.crea.ca/podcast/?fbclid=IwAR2he2nmutqCj20pOxnJ0M4YdxGMqu0DDe8hKdnTF-StD6_xRlopVTKDyeI

4. **Shen, W.** (2021, April). *The impact of COVID-19 on women's workforce participation*. Appeared before The House of Commons' Standing Committee on Health. (Topic: Emergency Situation facing Canadians in Light of the Second Wave of the COVID-19).

<https://www.ourcommons.ca/DocumentViewer/en/43-2/HESA/meeting-30/evidence>

5. **Shen, W.** (2021, March 30). *Women and work: COVID-19 and beyond*. Panel discussion for the Ajax Public Library.
6. **Shen, W.** (2015, June). *Academia meets corporate Canada & SCNetwork AGM*. Presentation and discussion with HR executives at the Strategic Capability Network in Toronto, Canada.
7. **Shen, W.** (2013, February). *Leadership: Cutting edge research at USF*. Lockheed Martin Leadership Clearwater.

SELECT MEDIA QUOTES AND APPEARANCES

CBC

- 4 day work week: <https://www.cbc.ca/news/canada/four-day-work-week-north-america-study-1.6921359>
- Return to office: <https://www.cbc.ca/news/business/canada-employers-wfh-office-return-1.6507545>
- Work life and COVID-19: <https://www.cbc.ca/news/canada/ottawa/how-to-live-with-extended-covid-19-pandemic-1.5686385?fbclid=IwAR22Un-rTa0jSA4zBk2Z5okQz-aXULqgsS-4F0VUOm6VXs7Hze5tswIPIX0>
- Women and the pandemic: https://www.cbc.ca/news/business/longterm-female-unemployment-1.5935882?cmp=rss&fbclid=IwAR0jD1RFMUZSROfJU-mLP-YOMUxNjyVDpYUTTtrovpBbpm1xt_7yboAxxgU

THE GLOBE AND MAIL

- Return to office: <https://www.theglobeandmail.com/canada/article-who-is-most-desperate-to-return-to-the-office-age-plays-major-factor/?fbclid=IwAR0ZSmkBSvUCP-DnFSkkKfQgNjCWsMQJDbsFnRfPLHIIMVYjRwodCZ2KWQ>

GLOBAL NEWS

- International Women's Day: <https://globalnews.ca/video/7683553/understanding-the-economic-impact-of-covid-19-on-working-women?fbclid=IwAR3N715UizsQB6REDx5ODd2m2Tgv8RdZ9mGjBQ9B-KKswInGkFtZSCVxAg8>

BBC Worklife

- Zoom fatigue: <https://www.bbc.com/worklife/article/20220621-the-case-for-turning-off-your-zoom-camera>
- Understaffing and the great resignation: <https://www.bbc.com/worklife/article/20211201-the-workers-picking-up-the-slack-du-the-great-resignation?fbclid=IwAR3qMYel1B3y7qmeXwY6dKb4QXshYQdq16BgZ4mMbVfH0iH5KdNj22C6Cdw>

Forbes.com

- Gender bias: <https://www.forbes.com/sites/michelletravis/2024/02/07/using-employee-trust-to-measure-leadership-performance-poses-hidden-risk-for-women/?sh=7fda5ac3513c>

Canadian HR Reporter

- 4 day work week: <https://www.hrreporter.com/focus-areas/culture-and-engagement/4-day-workweek-shows-promising-results-but-is-it-for-everyone/378454>
- Anti-Asian bias: <https://www.hrreporter.com/focus-areas/diversity/asians-of-chinese-descent-looking-to-feel-safe-at-work/357600>

Canadian Family Offices (Financial Post)

- Work-life balance: <https://canadianfamilyoffices.com/life-family/when-work-and-family-blur-together-healthy-balance-can-be-hard-to-find>

York University Magazine

- The Big Shift: <https://magazine.yorku.ca/issues/summer-2021/the-big-shift/?fbclid=IwAR2G5VwlhFc9NL3Zj0L0PNj67ud8tE5dl8hC1p32iuf4RNvC6VjQaBBK5jE>