

May 20, 2021

# Vivian Xiao

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## Education

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2016 – Present **Stanford Graduate School of Business**

Doctoral Candidate, Organizational Behavior – Micro

**Dissertation:** *A New Understanding of Race and Gender in Leadership: Penalties and Rewards for Breaking or Adhering to Gender Norms Across Race*  
Committee: Brian S. Lowery (advisor), Cecilia Ridgeway (chair), Ashley E. Martin, Francis Flynn, Saumitra Jha  
Defended May 2020; Expected completion June 2022

2012 – 2016 **Rice University**

B.A. Psychology, with Honors, and English; *magna cum laude*

**Psychology Honors Thesis:** *Do Asian Americans Know Their Worth?: An Examination of Racial Differences in Personal Entitlement.*  
Advisor: Mikki R. Hebl

## Research Interests

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Hierarchies; Diversity, equity, and inclusion; Race, gender, and intersectionality; Leadership; Backlash; Discrimination; Social norms; Intergroup relations

My work explores how race and gender interact to influence (1) how individuals are perceived and evaluated, (2) how individuals bring their own identities into the workplace to affect behavior, and (3) the implications these evaluations and behaviors have for career advancement. Current work includes how race impacts backlash against woman leaders, when and how opportunities for employee voice are linked to greater feelings of inclusion among women and racial minority workers, and how the content of gender role expectations varies within different racial groups. My work highlights the importance of understanding how employees' many social identities, such as race and gender, interactively impact their experiences and outcomes in the ever-diversifying context of the modern organization.

## Publications

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### ***Publications Under Review***

Xiao, V.L., Lowery, B.S., & Stillwell, A. Gender Backlash and the Moderating Role of Shared Racial Group Membership. *Revise & resubmit, Personality and Social Psychology Bulletin*

### ***Book Chapters***

Xiao, V.L. (in press). Gender, Race, and Intersectionality in the Workplace. In Gurung, R.A.R. (Ed.), *Routledge Encyclopedia of Psychology in the Real World*. Cambridge, UK: Routledge.

Xiao, V.L. (in press). Deliberate Inclusion: Considering Underrepresented Perspectives in Psychology. In King, E., Roberson, Q.M., & Hebl, M.R. (Eds.), *Research on Social Issues in Management* (Vol. *The Future of Diversity & Inclusion*). Charlotte, NC: Information Age Publishing.

### ***Working Papers***

(\* denotes shared first authorship, authors listed in alphabetical order)

Xiao, V.L. & Lowery, B.S. Who are You to Me?: Exploring Individuals' Implicit Associations between Race and Gender Roles. *Preparing for submission; Target journal: Journal of Experimental Social Psychology*

Xiao, V.L., Corrington, A.R., Hebl, M.R., & Phillips, C. Knowing Your Worth: Race and Gender Differences in Personal Entitlement. *Preparing for submission.*

Xiao, V.L. & Lowery, B.S. Is She Worthy?: The Impact of Shared Racial Group Membership on Helping Behaviors towards Women. *Working paper.*

Xiao, V.L. & Lowery, B.S. Setting Him Up for Success (or Failure): Motivated Evaluations of White and Black Male Leaders' Effectiveness. *Working paper.*

Stillwell, A.\*, Xiao, V.L.\*, Lowery, B.S. & Reit, E.S. Racial Group Status Predicts Benevolent Sexism. *Working paper.*

### ***Selected Works in Progress***

(\* denotes shared first authorship, authors listed in alphabetical order)

Stillwell, A.\*, Xiao, V.L.\*, & Martin, A.E. *A Comparative Study of Masculinity and Femininity Beliefs Across Racial Groups.*

Fa-Kaji, N.M.\*, Xiao, V.L.\*, Lide, C., & Flynn, F.J. *The Impact of Employee Voice on Perceived Inclusion and Performance: A Field Study.*

## **Presentations**

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### ***Organized Symposia***

Xiao, V.L., Stillwell, A., Shnabel, N., & Hur, J.D. (August 2021). (Symposium organizer) One Step Forward, Two Steps Back: The Unintended Consequences of Subordinate Group Members' Success.

***\*\*Received OB Division Best Symposium Award, AOM 2021***

Xiao, V.L., Hall, E.V., Stillwell, A., & Koval, C.Z. (August 2020). (Symposium organizer) Intersectionality at Work: Broadening Understanding of Gender, Race, and Social Penalties and Boosts. *Academy of Management Proceedings*, 2020(1).  
<https://doi.org/10.5465/AMBPP.2020.11451symposium>

### ***Refereed Conference Presentations***

Xiao, V.L. & Lowery, B.S. (August 2021). *Setting Him Up for Success (or Failure): Motivated Evaluations of White and Black Male Leaders' Effectiveness.* Research will be presented at the annual conference of the Academy of Management.

Xiao, V.L. & Lowery, B.S. (February 2021). *Is She Worthy?: The Impact of Shared Racial Group Membership on Helping Behaviors towards Women.* Poster presented at the annual conference of the Society for Personality and Social Psychology.

- Xiao, V.L.** & Lowery, B.S. (February 2021). *Who is She to Me?: Exploring Individuals' Implicit Associations between Race and Gender Roles*. Data blitz talk presented at the annual conference of the Society for Personality and Social Psychology at the Gender preconference.
- Xiao, V.L.**, Lowery, B.S. & Stillwell, A. (August 2020). *Gender-norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership*. Presented at the annual conference of the Academy of Management.
- Xiao, V.L.** & Lowery, B.S. (July 2020). *Setting Him Up for Success (or Failure): Motivated Evaluations of White and Black Male Leaders' Effectiveness*. Presented at the annual conference of the International Association of Conflict Management.
- Xiao, V.L.**, Lowery, B.S., & Stillwell, A. (February 2020). *Gender-norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership*. Data blitz talk presented at the annual conference of the Society for Personality and Social Psychology at the Gender preconference in New Orleans, LA.
- Xiao, V.L.**, Lowery, B.S., & Stillwell. (February 2020). *Gender-norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership*. Poster presented at the annual conference of the Society for Personality and Social Psychology in New Orleans, LA.  
**\*\*Received Graduate Travel Award, SPSP 2020**
- Xiao, V.L.** & Lowery, B.S. (August 2019). *Are You Man Enough?: Backlash Against Communal Men at the Nexus of Race and Gender*. Presented and workshopped at the annual conference of the Academy of Management at the OB Research Incubator Professional Development Workshop in Boston, MA.
- Xiao, V.L.**, Lowery, B.S., & Stillwell. (March 2019). *Race, Gender, and the Expression of Backlash*. Presented at the annual Stanford-Berkeley Doctoral Conference in Berkeley, CA.
- Xiao, V.L.**, Lowery, B.S., & Stillwell. (February 2019). *Not Our Women: How Race Moderates the Expression of Backlash*. Poster presented at the annual conference of the Society for Personality and Social Psychology at the Group Processes and Intergroup Relations preconference in Portland, OR.
- Xiao, V.L.** & Lowery, B.S. (July 2018). *Who Can Be a Leader?: How Race Moderates the Expression of Sexism*. Blitz talk presented at the annual conference of the International Association of Conflict Management in Philadelphia, PA.
- Xiao, V.L.** & Lowery, B.S. (May 2018). *Who Can Be a Leader?: How Race Moderates the Expression of Sexism*. Poster presented at the annual conference of the Association for Psychological Science in San Francisco, CA.  
**\*\*Received Student Research Award Honorable Mention, APS 2018**
- Xiao, V.L.** & Lowery, B.S. (March 2018). *Who Can Be a Leader?: Sanctioning of In-group Gender Deviants*. Poster presented at the annual conference of the Society for Personality and Social Psychology in Atlanta, GA.

Xiao, V.L. & Hebl, M.R. (May 2016). *Do Asian Americans Know Their Worth?: An Examination of Racial Differences in Personal Entitlement*. Poster presented at the annual conference of the Association for Psychological Science in Chicago, IL.

### ***Invited Talks***

Xiao, V.L. & Lowery, B.S. (April 2018). *Who Can Be a Leader?: How Race Moderates the Expression of Sexism*. Bridging Research on Group Processes and Intergroup Relations. Stanford, CA.

Xiao, V.L. & Lowery, B.S. (March 2018). *Who Can Be a Leader?: How Race Moderates the Expression of Sexism*. Fundamentals of Management and Organizational Behavior, San Jose State University. San Jose, CA.

### **Teaching Experience**

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Fall '20	OB 205: Managing Groups and Teams, Lead Course Assistant <i>Stanford Graduate School of Business</i>
Fall '17, '18, '19	OB 205: Managing Groups and Teams, Course Assistant <i>Stanford Graduate School of Business</i>
Spring '18, '19	OB 333: Acting with Power, Course Assistant <i>Stanford Graduate School of Business</i>
Spring '18 – Present	Teacher <i>Stanford Prison Education Project</i>
Spring '18	Teacher <i>Stanford Educational Studies Program</i>
Spring '15	Teacher <i>Rice Splash, Rice University</i>
Fall '14 – Spring '16	Will Rice College Academic Fellow <i>Will Rice College, Rice University</i>

### **Academic Awards, Honors, and Grants**

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2021	Best Symposium, OB Division <i>Academy of Management</i>
2020	Graduate Travel Award <i>Society for Personality and Social Psychology</i> (Received \$500)
2019	Diversity Dissertation Research Opportunity <i>Stanford University</i> (Received \$2500)
2018	Student Research Award Honorable Mention <i>Association for Psychological Science</i>
2016	Distinction in Research and Creative Work <i>Rice University</i>

- 2016 Honors in Psychology  
*Rice University*
- 2016 Phi Beta Kappa  
*Rice University*
- 2016 NSF Graduate Research Fellowship Program Honorable Mention  
*National Science Foundation*
- 2015 – 2016 Rice Undergraduate Scholars Program (RUSP) research grant  
*Rice University*  
(Received \$1124)
- 2014 – 2016 Will Rice College Society of Academic Fellows  
*Rice University*
- 2014 Psi Chi National Psychology Honor Society  
*Rice University*
- 2012 – 2016 President's Honor Roll (awarded to top 30% of undergraduates, 5 semesters)  
*Rice University*
- 2012 Cum Laude Society (awarded to top 20% of graduating class)  
*The College Preparatory School*
- 2012 National Merit Scholar

## **Service**

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- 2018 – 2019 President  
*Stanford GSB PhD Student Association*
- 2017 – 2018 Social Chair  
*Stanford GSB PhD Student Association*
- 2017 – 2019 Mentor  
*Stanford GSB PhD Mentors Program*

## **Professional Memberships**

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Academy of Management  
International Association of Conflict Management  
Society for Personality and Social Psychology

## **References**

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### **Brian S. Lowery**

Walter Kenneth Kilpatrick Professor of  
Organizational Behavior  
Senior Associate Dean for Academic Affairs  
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### **Francis Flynn**

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Martha and Henry Malcom Lovett Professor

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