Terrance (T.L.) Boyd
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Terrance L. (T.L.) Boyd is a doctoral candidate in the Rucks department of management at Louisiana State University. He is a firm believer that representation matters, particularly in the classroom, workplace, and in research. As a scholar, Boyd is strongly committed to producing top-tier research and contributions in the fields of cognitions and emotions for marginalized communities and their interactions with dominant group members. He has a promising pipeline with papers under review at Academy of Management Annals and Journal of Organizational Behavior, along with several others nearing submission to top outlets. Boyd weaves into his teaching identity qualities of an education enthusiast, equity advocate, and lifelong learner. He contributes to academia by serving on local and national leadership boards that foster development for people from all walks of life. Ultimately, Boyd hopes his work helps create knowledge that centers the nuanced experiences of those traditionally excluded from mainstream scholarship.

Abstract:

The Power to Push Through? A Resilience Perspective on Disability Relationships and Leader Performance
Terrance (T.L) Boyd, Louisiana State University
Michael A. Johnson, Louisiana State University

Despite the growing research on the workplace impacts of individuals with disabilities, the outcomes of providing care or having a relationship with these persons with a disability have been relatively unexplored. This lack of research is concerning given that informal caregivers make up a large portion of the workforce and that the number is expected to rapidly grow. Importantly, the work that has considered these impacts has been theoretically limited, largely taking a deficit-based perspective to consider the harmful outcomes of this disability relationship. In contrast, we conceptualize this relationship as a potential source of resilience in employees, affecting their performance and allowing them to be better organizational leaders. We present three studies that constructively replicate results across design and sample type (multi-rater, time-lagged [Study 1]; unit-level, time-lagged [Study 2]; & longitudinal [Study 3]). Results consistently show that a disability relationship is positively associated with a leader's performance through the leader's psychological resilience. Overall, our results challenge the deficit-based view of disability relationships found in the literature, suggesting that caregiving for a person with a disability may be a key source of strength for leaders. Implications for the disability, caregiving, and stress literatures are discussed.
Kyle Dobson is a postdoctoral researcher at the University of Texas at Austin, with a Ph.D. from Northwestern University's Kellogg School of Management in Management & Organizations. His expertise is on how to build authentic connections with others and connection to one's own humanity in contexts where this is most challenging. Kyle has spent years in the field with police since 2017, doing hundreds of hours of interviews, ride alongs, field observations, and field experiments, to gain novel insights about how to develop community-police relationships. He has published research studying how disconnection from one's own humanity can lead to immoral behavior, and is developing a model of authentic policing, which focuses on interventions to build empathy, trust, and close connection between police and their communities.

Abstract:

Transparency Statements Transform Community-Police Interactions
Kyle Dobson, The University of Texas at Austin
Andrea Dittmann, Emory University
David Yeager, The University of Texas at Austin

Over the last three decades, billions of dollars have been invested in community-oriented policing approaches that are meant to promote positive interactions between officers and civilians. However, trust in law enforcement remains low. Our qualitative analysis of over 500 hours of naturalistic observations suggested this is in part because police officers can make civilians feel threatened even when they are not actively investigating a crime. Here we use a pre-registered field experiment (N = 232 community members interacting with police officers) to show that civilians are less threatened and report greater trust when officers add a short “transparency statement” (“I'm walking around trying to get to know the community”) to the beginning of interactions communicating their benevolent intent. Corroboration of these conclusions comes from natural language processing analyses of the interaction transcripts and from ambulatory sensors that monitored community members' sympathetic nervous system activation. Further, six online experiments identified whether transparency statements have differential effectiveness for members of historically-overpoliced groups and isolated the conditions under which transparency statements were most impactful (total N = 3,180). This multi-method investigation highlights an under-appreciated reason why authority figures such as police so often fail to promote positive relationships with the community: a lack of transparency about the reasons for their behavior.

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Abstract:

In Pursuit As One: The Impact of Social Identification on Collective Trust and Vision Pursuit
Vision communication is a key leadership task of leaders who wish to motivate group members to pursue collective action—in this case, vision pursuit (Stam et al., 2014). When communicating a vision, leaders must build trust (Gillespie & Mann, 2004). In a collective, trust enables individuals to transcend their self-interest and fears of exploitation in order to advance the group's needs more effectively (McEvily et al., 2003). However, although research has examined the relationship between a leader's vision communication and followers' trust in the leader, the impact of the leader's vision communication on followers' trust in each other is less understood (c.f. Kirkpatrick & Locke, 1996). Yet, without clarity on promoting group members' trust in each other, efforts towards maximal vision pursuit may be hindered. Because it is ultimately group members—who accomplish the work of collective action in vision pursuit.

Therefore, the purpose of this research is to investigate the relationship between elements of vision communication, followers' trust in each other, and vision pursuit. To begin, I explore the precise rhetorical elements leaders should utilize to influence group members' trust perceptions of each other. Based on the social identity theory of leadership (Steffens et al., 2021), I hypothesize that there is a positive relationship between leaders' activation of followers' sense of shared identity, followers' trust in each other, and pursuit of the vision. To test this hypothesis, I integrated theories of social identification and leadership rhetoric to advance the construct of Identity-Activating Rhetoric (e.g., Haslam & Reicher, 2007).

Subsequently, I designed an online between-subjects experiment that utilizes a modified version of the trust game to investigate the impact of using Identity-Activating Rhetoric in a visionary speech on followers' trust in each other and amount invested in the vision. In this experiment, 100 online subjects will participate in an experimental vignette in which they imagine they are investors for an entrepreneurial pitch. A confederate entrepreneur will deliver a visionary speech in which the amount of Identity-Activating Rhetoric is varied. Then, subjects will select how much to invest in the vision. After undergoing a manipulation check, regression analysis will be performed on the data. I envision this study will contribute to the literature on leadership rhetoric, social identification, and collective trust.

Samantha Smith
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Samantha is a second-year Micro-Organizational Behavior Ph.D. student at Harvard Business School advised by Edward H. Chang, Ph.D. Broadly, her research aims to increase both diversity and inclusivity in organizations so that members of traditionally marginalized groups can thrive—and organizations can harness diversity more effectively. In particular, her research investigates: (1) how prejudice and concerns about discrimination influence intergroup dynamics, (2) how race, gender, and SES shape our daily interactions, and (3) how DEI efforts can be most effectively implemented.

Abstract:

Workplace Competition and the Desire for Uniqueness
Samantha Smith, Harvard Business School
Edward Chang, Stanford University
Erika Kirgios, University of Chicago Booth School of Business
Katy Milkman, The Wharton School of the University of Pennsylvania
Smith, Chang, Kirgios, and Milkman explore the interpersonal consequences of competition for scarce resources on group preferences. Specifically, they examine how competition inspires a desire for uniqueness among competitors, which can lead members of competitive organizations to opt to work alongside peers with whom they are most dissimilar. Across four pre registered studies (n=3,202) and via both mediation and moderation, they find that intra-group competition increases people's willingness to join groups where they will be underrepresented along a given identity dimension (e.g., area of specialization, political affiliation), and a desire for uniqueness helps explain this shift in preferences. This work offers a new perspective that enriches past research on group homophily, shedding light on the instances when workers are more likely to join groups in which they will be underrepresented. This research also illuminates how competition for scarce resources, such as a bonus or raise, may shape employee behavior and has important implications for companies seeking to better understand the consequences of competition in organizations.