

**Elizabeth J. McClean**  
Associate Professor  
Samuel Curtis Johnson Graduate School of Management  
Cornell University  
Ithaca, NY  
Email: ejm45@cornell.edu

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## ACADEMIC EXPERIENCE

**Samuel Curtis Johnson Graduate School of Management**  
**SC Johnson College of Business, Cornell University**  
Department of Management & Organizations  
Associate Professor (with tenure)- February 2025 to present  
Associate Professor (untenured), July 2021-February 2025  
Clifford H. Whitcomb Faculty Fellowship, July 2022-July 2023

**Eller College of Management, University of Arizona**  
Department of Management & Organizations  
Assistant Professor, July 2014- May 2021  
(On parental leave: November 2017-November 2018; December 2019-December 2020)

## EDUCATION

Ph.D., Cornell University, School of Industrial and Labor Relations <i>Human Resource Studies, Organizational Behavior, and Statistics</i>	May 2014
M.S. Cornell University, School of Industrial and Labor Relations	May 2010
B.S. Cornell University, School of Industrial and Labor Relations	May 2005

## REFEREED RESEARCH

† Denotes student co-author

Emich, K., Lu, L., Ferguson, A., Peterson, R., Martin, S., **McClean, E.**, Woodruff, T., & McCourt, M. (2024) Better together: Member proactivity is better for team performance when aligned with conscientiousness. *Academy of Management Discoveries*, 10 (2), 250-272.  
<https://doi.org/10.5465/amd.2021.0208>

Burris, E., **McClean, E.**, Detert, J., & Quigley, T. (2023) The agency to implement voice: How target hierarchical position and competence changes the relationship between voice and individual performance. *Organization Science*, 34 (5), 1651-1696.  
<https://doi.org/10.1287/orsc.2022.1640>

†Kim, S., **McClean, E.**, Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. (2022) The

positive and negative effects of social status on ratings of voice behavior: A test of opposing structural and psychological pathways. *Journal of Applied Psychology*, 107, 951-967. <https://doi.org/10.1037/apl0000945>

**McClean, E.**, †Kim, S., & †Martinez, T. (2022) Which ideas for change are endorsed? How agentic and communal voice affects endorsement differently for men and women. *Academy of Management Journal*, 65, 634-655. <https://doi.org/10.5465/amj.2019.0492>

Martin, S., Emich, K., **McClean, E.** & Woodruff, T. (2022) Keeping teams together: How ethical leadership moderates the effects of performance on team efficacy and social integration. *Journal of Business Ethics*, 176, 127–139. <https://doi.org/10.1007/s10551-020-04685-0>

**McClean, E.** & Collins, C. (2018) Expanding the concept of fit in SHRM: An examination of the relationship between HR practices and charismatic leadership on organizational outcomes. *Human Resource Management*, 58(2), 187-202. <https://doi.org/10.1002/hrm.21945>

**McClean, E.**, Martin, S., Emich, K., & Woodruff, T. (2018) The social consequences of voice: An examination of type of voice and gender on leader emergence. *Academy of Management Journal*, 61(5), 1869-1891. <https://doi.org/10.5465/amj.2016.0148>

- INGroup 2016 Conference Top 3 (out of 113) Best Papers Finalist
- Featured in the “Picture a Leader. Is She a Woman?” In *The New York Times*. [Link to article here](#).
- Featured in “Men get credit for voicing ideas, but not problems. Women don’t get credit for either.” In *Harvard Business Review* online. [Link to article here](#).

**McClean, E.**, Burris, E., & Detert, J. (2013). When does voice lead to exit? It depends on leadership. *Academy of Management Journal*, 50 (2), 525-548.  
<https://doi.org/10.5465/amj.2011.0041>

**McClean, E.** and Collins, C. (2011). High commitment HR practices, employee effort, and firm performance: Investigating the effects of HR practices across employee groups within professional services firms. *Human Resource Management*, 50(3), 341-363.  
<https://doi.org/10.1002/hrm.20429>

- *Academy of Management Conference Best Paper Proceedings (HR Division 2009)*

## RESEARCH IN PROGRESS

Klein, F.\*, McAlpine, K.\* , & **McClean, E.**\*. Gender dissimilarity and pay in the tech industry. (Revise and resubmit: *Journal of Management*)

\*denotes equal authorship

- *Academy of Management Conference Best Paper Proceedings (HR Division 2022)*

Kim, S., **McClean, E.**, Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. When and why do individuals speak up or remain silent about norm violations? (Revising for re-submission to *Organization Science*).

†Malcomb, C, **McClean, E.**, †Darby, C., & Osborne, M. Voice and Allyship. (Data collection phase; Target journal: *Journal of Applied Psychology*).

**McClean, E.** & Ray, C. Veterinary technician utilization. (Data collection in progress; funded by a grant from the American Veterinary Medical Association)

Klein, F., Broschack, J., **McClean, E.**, Gabriel, K., & Bölingen, F. Gender equity: A review and agenda for future research. (Target journal: *Journal of Applied Psychology*).

†Sun, I. & **McClean, E.** Artificial Intelligence and Speaking Up. (Data collection in progress)

## **BOOK CHAPTERS**

Heavey, A., Beijer, S., Federman, J., Hermans, M., Klein, B., McClean, E., Martinson, B. (2013) Measurement of Human Resource Practices: Issues Regarding Scale, Scope, Source and Substantive Content. In Jaap, Wright and Guest (Eds.) *HRM and Performance: Achievements and Challenges*.

## **CONFERENCE PRESENTATIONS**

### **Discussant Roles**

Discussant for organized panel (May, 2024) “Worker Well-being in the Hospitality Industry” at the Cornell National HR in Hospitality Conference, Atlanta, GA.

Discussant for organized panel (May, 2023) “Glimmers of Hope—Experiences of Women in Hospitality” at the Cornell National HR in Hospitality Conference, Phoenix, AZ.

Discussant for organized symposium (August, 2022) “How Contextual Cues Shape Employee Voice” at the 82<sup>nd</sup> Academy of Management Meeting, Seattle, WA.

### **Organized Symposia**

Co-Chair for organized symposium †Darby, C., †Malcomb, C., & McClean, E. (August, 2023) “Integrating the Study of Voice and Allyship in Organizations” at the 83<sup>rd</sup> Academy of Management Meeting, Boston, MA.

Co-chair for organized symposium Podsakoff N. & McClean, E. (August, 2018) “Advances in Voice Behavior Research” at the 78<sup>th</sup> Academy of Management Meeting, Chicago, IL.

### **Invited Paper Conference Presentations**

McClean, E. (November, 2023) Voice and Allyship. Wharton OB Conference, Philadelphia, PA.

McClean, E. (November, 2022) Does it pay to stand out: Examining the effect of gender dissimilarity on pay in tech. New Directions in Leadership Conference, University of Virginia.

### **Peer-Reviewed Conference Presentations**

Malcomb, C., McClean, E., Darby, C., Osborne, M. (August, 2025) Speaking Up for Others: How Target-Centered Allyship Shapes Voice Behavior in the Face of Workplace Bias. The 85<sup>th</sup> Academy of Management Meeting, Copenhagen, Denmark.

McClean, E. & Ray, C. (August, 2025) Humanizing human capital resources: A multilevel approach to understanding levers of HCR utilization. The 85<sup>th</sup> Academy of Management Meeting, Copenhagen, Denmark.

Kim, S., McClean, E., Doyle, S., Podakoff, N. (August, 2023) Why Aren't They Speaking Up? Understanding Why Employees Remain Silent About Peer Norm Violations. The 83<sup>rd</sup> Academy of Management Meeting, Boston, MA.

Lu, C., Sabanci, H., & McClean, E. (August, 2023) Exploring the Differences in Gender-based Evaluations by Intermediaries versus Hiring Firms. The 83<sup>rd</sup> Academy of Management Meeting, Boston, MA.

Lu, X.C., Sabanci, H., & McClean, E. (October, 2022) Exploring the differences in gender-based evaluations by intermediaries versus hiring firms. Plenary presentation at the Wharton People & Organization Conference, Philadelphia, PA.

Klein, F., McAlpine, K., & McClean, E. (August, 2022) Does it pay to stand out? Examining the effect of gender dissimilarity on pay in tech. The 82<sup>nd</sup> Academy of Management Meeting, Seattle, WA.

- *Academy of Management Conference Best Paper Proceedings (HR Division 2022)*

Johnson, W. & McClean, E. (August, 2022) The paradox of creative ideas: How novelty and utility affect adoption via perceived costs. The 82<sup>nd</sup> Academy of Management Meeting, Seattle, WA.

† Kim, S., McClean, E., Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. (August, 2021). To speak up or not to, that is the question: How norm violator's status affects observer's voice. The 81<sup>st</sup> Academy of Management Annual Meeting (Virtual).

† Kim, S., McClean, E., Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. (August, 2020). The positive and negative effects of social status on voice ratings: A test of opposing pathways. INGroup 2020 Conference (Virtual).

† Kim, S., McClean, E., Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. (August, 2020). The positive and negative effects of social status on voice ratings: A test of opposing pathways. The 80th Academy of Management Annual Meeting (Virtual).

McClean, E. † Kim, S., † Martinez, T. (August, 2019). Voice legitimacy: How ideas for change become legitimate issues. The 79<sup>th</sup> Academy of Management Meeting, Boston, MA.

McClean, E., † Kim, S., & † Martinez, T. (March, 2019). Voice legitimacy: How ideas for change become legitimate issues. The Western Academy of Management Conference, Rohnert Park, CA.

McClean, E., † Kim, S., & † Martinez, T. (February, 2019). Voice legitimacy: How ideas for change become legitimate issues. The Organization Science Winter Conference, Phoenix, AZ.

Podsakoff, N., † Martinez, T., † Kim, S., McClean, E. (August, 2018). Integrating employee voice behavior and creativity research. The 78th Academy of Management Meeting, Chicago, IL.

McClean, E., Martin, S., Emich, K., & Woodruff, T. (July, 2016). The social consequences of voice: An examination of type of voice and gender on leader emergence. Paper presented at the annual meeting of INGroup, Helsinki, Finland.

McClean, E., Martin, S., Emich, K., & Woodruff, T. (August, 2015). The social consequences of voice: An examination of type of voice and gender on leader emergence. The 75th Academy of Management Meeting, Vancouver, CA.

Emich, K., McClean, E., Martin, S., & Woodruff, T. (August, 2015). Who's the boss? The influence of asymmetric status perceptions on team and individual attitudes and outcomes. The 75<sup>th</sup> Academy of Management Meeting, Vancouver, CA.

Emich, K., McClean, E., Martin, S., & Woodruff, T. (July, 2015). Who's the boss? The influence of asymmetric status perceptions on team and individual attitudes and outcomes. Paper presented at INGroup, Pittsburg, PA.

Martin, S., Emich, K., Woodruff, T., & McClean, E. (June, 2015). Break the cycle: How ethical leadership buffers individuals against the negative effects of being on an underperforming team. Paper presented at the POS Conference, Orlando, FL.

Burris, E., McClean, E., Detert, J., Quigley, T. (August, 2012). Speaking sideways or speaking up: How the choice for voice impacts employee performance. The 72<sup>nd</sup> Academy of Management Meeting, Boston, MA.

McClean, E. Detert, J. & Burris, E. (August, 2011). When does voice lead to exit? It depends on leadership. The 71<sup>st</sup> Academy of Management Meeting, San Antonio, TX.

McClean, E. Collins, C. (August, 2011). The interaction between high commitment HR practices and charismatic leadership on organizational outcomes. The 71<sup>st</sup> Academy of Management Meeting, San Antonio, TX.

McClean, E. (August, 2010). The effect of high commitment HR practices and charismatic leadership on firm performance. The 70<sup>th</sup> Academy of Management Meeting, Montreal, Canada.

McClean, E. (August, 2009). High commitment HR, employee effort, and firm performance. The 69<sup>th</sup> Academy of Management Meeting, Chicago, IL.

McClean, E. & Collins, C. (August, 2008). High commitment HR, customer service orientation, and firm performance. The 68<sup>th</sup> Academy of Management Meeting, Anaheim, CA.

## **CONFERENCE PROFESSIONAL DEVELOPMENT WORKSHOP PANELIST ROLES**

The Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session	2024
Pecha Kucha Presenter	
Professional Development Workshop	
Upcoming Academy of Management Annual Meeting	
Reviewing in the Rough AOM, Panelist	2023, 2024, and 2025
Professional Development Workshop	
Academy of Management Annual Meeting	
Mid-doctoral HR consortium, Panelist	2020, 2021, and 2022
Professional Development Workshop	
Academy of Management Annual Meeting	
The Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session	2019
Round Table Expert	
Professional Development Workshop	
Academy of Management Annual Meeting	

## **GRANTS AND AWARDS**

### ***S.C. Johnson Graduate School of Management, Cornell University***

American Veterinary Medical Association	
External Grant Awarded: August 2023	
Co-PI: Caitlin Ray (Cornell ILR-HR)	
Study of Veterinarian Technician Utilization	\$91,062.50

### ***Eller College of Management, University of Arizona***

Eller College M&O Small Grants Award: 2019	\$3,000
Eller College M&O Small Grants Award: 2018	\$5,657
Center for Management Innovations in Health Care Grant: Spring 2016	\$7,500
Banner-University Medical Center External Grant: 2016	\$10,000

### ***School of Industrial and Labor Relations, Cornell University***

Emerging Scholar Award: 2013 (AOM HR Division- Participation & Ownership)	\$1,500
International Travel Grant: 2013 (Cornell Graduate School)	\$2,000
International Travel Grant: 2012	\$1,800
Benjamin Miller Award: 2012	\$1,000

### **INVITED PRESENTATIONS**

Rutgers Business School  
 S.C. Johnson Graduate School of Management  
 Power of Women Institute, Washington DC  
 West Point Military Academy  
 University of Maryland, Robert H. Smith School of Business  
 Rutgers University, School of Management and Labor Relations  
 Vanderbilt University, Owen Graduate School of Management  
 University at Buffalo (SUNY), School of Management  
 London School of Economics and Political Science, Department of Management  
 University of Arizona, Eller College of Management

### **TEACHING EXPERIENCE**

#### ***S.C. Johnson Graduate School of Management***

Women and Leadership (MBA elective course)

- 2024: Instructor evaluations—4.89 and 4.74 out of 5.00
- 2023: Instructor evaluations—4.88 and 4.83 out of 5.00

Leading Teams (MBA required course)

- 2023: Instructor evaluations—4.74 and 4.69 out of 5.00
- 2022: Instructor evaluations—4.71 and 4.57 out of 5.00

#### ***University of Arizona***

Leadership in a Complex World  
 Strategic Human Capital Management  
 Introduction to Human Resource Management  
 Business Strategy, Organizational Structure, and Strategic HR Management  
 Organizational Development and Change

### **TEACHING AWARDS AND RECOGNITION**

### ***Cornell University***

Johnson Graduate School of Management Teaching Honor Roll 2024-2025  
Johnson Graduate School of Management Teaching Honor Roll 2022-2023

### ***University of Arizona***

Eller College 2021 Undergraduate Outstanding Business Management Instructor

Eller College of Management Management & Organizations Department Teaching Award--  
Spring 2017

## **SERVICE ACTIVITIES**

### **Cornell University (2021-present)**

#### **Johnson College of Business (JCB)**

##### ***College and Department Committee Positions***

Johnson Program Committee: Residential 2-year MBA Program, Chair      July 1, 2022 -  
president

Johnson Faculty Policy Committee      July 1, 2025- present

Management & Organizations Workshop Committee, Member      July 1, 2022 - June 30, 2023

JCB Educational Policy Committee, Member      July 1, 2023 - June 30, 2024

Management & Organizations Ph.D. Recruitment Committee- Member      2024

##### ***Cross-College Service***

4C's Leadership Model Development      2013 and 2023-present  
Johnson Graduate School of Management (JGSM)

Human Factors in Business (Dyson)      2022-2024

Cornell National HR in Hospitality Conference Facilitator (Nolan)      2023 and 2024

JCB Office of Diversity & Inclusion  
Women's History Month Panelist      2023 and 2024

##### ***Additional Ad-Hoc JGSM College Service***

Destination Johnson Mock Lecture      2024

JGSM LEADS Mock Lecture	2023, 2024, and 2025
JGSM Women and Leadership Book Club	2024
JGSM Women's Management Council Guest Speaker	2023 and 2024

### **University of Arizona (2014-2021)**

#### **Eller College-level Service**

Diversity, Equity, and Inclusion Committee (Eller): Spring 2019-Spring 2021

*Executive Team Member:* Set the DE&I strategy for the college and advised the Dean on DE&I issues along with other executive team members.

*'Raising Awareness' Subcommittee Leader:* Led curricular and extra-curricular DE&I initiatives including a college-wide curriculum audit, creating “critical conversations” about DE&I in the classroom and outside, and supporting and disseminating Eller College’s DE&I research.

#### **Eller Management & Organizations Department Service**

Committee Chair, Academic Program Review 2018

Faculty Advisor, Eller Management Association (student club) 2014-2017

Faculty Hiring Committee Spring 2015

Speaker Series Coordinator Fall 2014-Spring 2015

#### **ADVISING ACTIVITIES**

##### ***Cornell University***

Thao Nguyen (Committee member, ILR-HR PhD student; graduated 2024)

David Chung (Committee member, ILR-HR PhD student; graduated 2024)

Claire Sandman Malcomb (Committee member, ILR-OB PhD student; graduated 2025)

Rose Brown (Committee member, Psychology; expected grad: 2027)

##### ***University of Arizona***

Sijun Kim (Graduated December 2022; Placement- Texas A&M, Assistant Professor of Management)

#### **PROFESSIONAL ACTIVITIES**

##### **Editorial Board Member**

## Personnel Psychology

### **Ad hoc Reviewer**

Administrative Science Quarterly  
Academy of Management Journal  
Human Resource Management  
Industrial and Labor Relations Review  
Journal of Applied Psychology  
Journal of Management  
Organization Science  
Organizational and Human Decision Processes

### **Academy of Management (AOM)**

Reviewer, AOM Annual Convention  
Human Resources and Organizational Behavior Divisions

## **PROFESSIONAL AFFILIATIONS**

Academy of Management: HR and OB Divisions

## **PROFESSIONAL EXPERIENCE**

### **Johnson Graduate School of Management, Cornell University**

Leadership Programs, *Assistant Director of Leadership Research and Assessment*  
Appointment from June 2012-June 2014

In conjunction with the Johnson Leadership Team, created the Johnson Leadership Development framework based on empirical research. Managed the MBA class leader development 360 feedback tool and process.

### **Mercer Consulting**, Human Capital Advisory Services *Analyst*, 2004-2007

Collaborated with senior consultants to evaluate, develop, and communicate reward strategies that promote internal and external equity, tie to a company's overall strategy, and promote future company growth. Conducted job analysis to gather benchmark data, develop salary structures, and calculate the cost associated with the new structures. Evaluated and developed performance management programs and career paths for non-exempt, exempt, and executive employees across a range of industries.