

**Elizabeth J. McClean**  
Associate Professor  
Samuel Curtis Johnson Graduate School of Management  
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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 (untentured), July 2021-present  
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

Burris, E., **McClean, E.**, Detert, J., & Quigley, T. (2022) The Agency to Implement Voice: How Target Hierarchical Position and Competence Changes the Relationship Between Voice and Individual Performance. (Published online ahead of print: *Organization Science*).  
<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>

Emich, K., Martin, S., **McClellan, 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*. Advance online publication. <https://doi.org/10.1007/s10551-020-04685-0>

**McClellan, E.** & Collins, C. (2019) 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>

**McClellan, 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.

- *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.](#)*

**McClellan, E.**, Burris, E., & Detert, J. (2013). When does voice lead to exit? It depends on leadership. *Academy of Management Journal*, 50 (2), 525-548.

**McClellan, 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.

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

## RESEARCH IN PROGRESS

Emich, K., Lu, L., Ferguson, A., Peterson, R., Martin, S., **McClellan, E.**, Woodruff, T., & McCourt, M. Team alignment and performance. (Under 2<sup>nd</sup> review after 1<sup>st</sup> round R&R: *Academy of Management Discoveries*).

Klein, F.\*, McAlpine, K.\*, & **McClellan, E.**\*. Gender dissimilarity and pay in the tech industry. (Under Review: *Academy of Management Journal*).

\*Authors listed alphabetically

†Kim, S., **McClellan, E.**, Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. When and why do individuals speak up or remain silent about norm violations? (In preparation to be submitted to: *Academy of Management Journal*).

†Johnson, W. & **McClellan, E.** Creative ideas and endorsement. (Data collection in process; Target journal: *Academy of Management Journal*).

Lu, X.C., Sabanci, H., & **McClellan, E.** Exploring the Differences in Gender-based Evaluations

by Intermediaries versus Hiring Firms. (Writing Stage; Target journal: *Organization Science*).

**McClellan, E.**, Klein, F., Broschack, J. Gender equity: A review and agenda for future research (Target journal: *Academy of Management Annals*).

**McClellan, E.**, Klein, F., Lakhani, T., †Darby, C., & †Cheng, M. Putting the “S” back into ESG: Public companies’ increased focus on diversity reporting. (Data collection phase; Target journal: *Academy of Management Journal*).

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

Podakoff, N., **McClellan, E.**, Zhou, J., †Kim, S., & †Perkins, B. A novel and useful approach to integrating voice and creativity literatures: An integrated conceptual review. (Target journal: *Journal of Applied Psychology*).

**McClellan, E.** & Collins, C. The micro-foundations of employee-based resources. (revising).

**McClellan, E.** Subordinate role congruity, gender, and leader emergence: How subordinate role violations help or hurt promotability differently for men and women. (Data collection in process; Target journal: *Journal of Applied Psychology*).

## **BOOK CHAPTERS**

Heavey, A., Beijer, S., Federman, J., Hermans, M., Klein, B., McClellan, 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**

### **Organized Symposia and Discussant Roles**

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

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

### **Paper Presentations**

McClellan, 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.

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. Paper presented at the annual meeting of the Academy of Management, 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. To be presented at the Organization Science Winter Conference, Phoenix, AZ.

Podsakoff, N., † Martinez, T., † Kim, S., McClean, E. (August, 2018). Integrating employee voice behavior and creativity research. Paper presented at the annual meeting of Academy of Management, 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.

McClellan, 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. Paper presented at the annual meeting of Academy of Management, Vancouver, CA.

Emich, K., McClellan, E., Martin, S., & Woodruff, T. (August 2015). Who's the boss? The influence of asymmetric status perceptions on team and individual attitudes and outcomes. Paper presented at the annual meeting of Academy of Management, Vancouver, CA.

Emich, K., McClellan, 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., & McClellan, 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., McClellan, E., Detert, J., Quigley, T. (August 2012). Speaking sideways or speaking up: How the choice for voice impacts employee performance. Paper presented at the annual meeting of Academy of Management, Boston, MA.

McClellan, E. Detert, J. & Burris, E. (August, 2011). When does voice lead to exit? It depends on leadership. Paper presented at the annual meeting of Academy of Management, San Antonio, TX.

McClellan, E. Collins, C. (August, 2011). The interaction between high commitment HR practices and charismatic leadership on organizational outcomes. Paper presented at the annual meeting of Academy of Management, San Antonio, TX.

McClellan, E. (August, 2010). The effect of high commitment HR practices and charismatic leadership on firm performance. Paper presented at the annual meeting of Academy of Management, Montreal, Canada.

McClellan, E. (August, 2009). High commitment HR, employee effort, and firm performance. Paper presented at annual meeting of Academy of Management, Chicago, IL.

McClellan, E. & Collins, C. (August, 2008). High commitment HR, customer service orientation, and firm performance. Symposium presented at annual meeting of Academy of Management, Anaheim, CA.

## **GRANTS AND AWARDS**

### ***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 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**

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**

Leading Teams  
Women and Leadership

**Eller College of Management**

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**

Eller College 2021 Undergraduate Outstanding Business Management Instructor

Eller College of Management M&O Department Teaching Award  
Spring 2017

**EXECUTIVE EDUCATION & CONSULTING EXPERIENCE EXAMPLES**

Dignity Health- *Workshop on Human Capital Analytics (customized Exec Ed program)*  
Westland Resources- *Managing Organizational Change (customized Exec Ed program)*  
Arizona HR Executive Forum- *Creating a Speaking up Culture (Exec Ed workshop)*

Town of Oro Valley- *Leadership Succession Planning (customized Exec Ed program)*  
Vitalant- *Leadership Development (customized leader assessment program and leader  
competency model review)*  
Banner University Medical Center (Phoenix & Tucson)- *Resident Leader Physician Program  
(customized leader development and assessment program for medical residents)*

## **SERVICE ACTIVITIES**

### **Eller College of Management**

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

*Executive Team Member:* Set the DE&I strategy for the college and advises 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.

M&O Committee Chair, Academic Program Review 2018

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

Faculty Hiring Committee- Management and Organizations Department (Eller): Spring 2015

Speaker Series Coordinator- Management and Organizations Department (Eller): Fall 2014-  
Spring 2015

## **ADVISING ACTIVITIES**

Sijun Kim (December 2022; Placement- Texas A&M)

Claire Sandman Malcomb (Committee member; ILR-OB PhD student, expected grad: 2025)

Vanessa Sa (Johnson- expected grad: 2025)

## **PROFESSIONAL ACTIVITIES**

### **Editorial Board Member**

Personnel Psychology

### **Ad hoc Reviewer**

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

Volunteer, New Doctoral Student Consortium  
Academy of Management annual meeting 2009, Chicago, IL

### **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.