

Elizabeth J. McClean
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Samuel Curtis Johnson Graduate School of Management
Cornell University
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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 May 2014
Human Resource Studies, Organizational Behavior, and Statistics

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. (2023) Better together: Member proactivity is better for team performance when aligned with conscientiousness. (Published online ahead of print: *Academy of Management Discoveries*). <https://doi.org/10.5465/amd.2021.0208>

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>

McClellan, 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

Klein, F.*, McAlpine, K.*, & **McClellan, E.***. Gender dissimilarity and pay.

†Kim, S., **McClellan, E.**, Doyle, S. P., Podsakoff, N. P., Lin, E., & Woodruff, T. Voice and norm violations.

†Malcomb, C, **McClellan, E.**, †Darby, C., & Osborne, M. Voice and Allyship.

McClellan, E. & Ray, C. Veterinary technician utilization.

†Johnson, W. & **McClellan, E.** Creative ideas and endorsement.

Lu, X.C., Sabanci, H., & **McClean, E.** Exploring the Differences in Gender-based Evaluations by Intermediaries versus Hiring Firms.

McClean, E., Klein, F., Broschack, J. Gender equity: A review and agenda for future research

McClean, E., Klein, F., Lakhani, T., †Darby, C., & †Cheng, M. Putting the “S” back into ESG: Public companies’ increased focus on diversity reporting.

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

Organized Symposia and Discussant Roles

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

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

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

Paper Presentations

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

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 83rd 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 83rd Academy of Management Meeting, Boston, MA.

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, Univeristy 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 82nd 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 82nd 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 81st 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

Cornell University

American Veterinarian Medical Association

Co-PI: Caitlin Ray (ILR-HR)

Study of Veterinarian Technician Utilization (Awarded August, 2023)

\$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 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

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

University of Arizona

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

Cornell University

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

Johnson Program Committee: Residential MBA Programs, Chair July 1, 2022 - June 30, 2024

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

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

Cornell University

Thao Nguyen (Committee member, ILR-HR PhD student; expected grad: 2024)
David Chung (Committee member, ILR-HR PhD student; expected grad: 2025)
Claire Sandman Malcomb (Committee member; ILR-OB PhD student, expected grad: 2025)
Vanessa Sa (Committee member; Johnson- expected grad: 2025)
Rose Brown (Committee member; Psychology- expected grad: 2025)

Eller College of Management

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

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.