

Payal Nangia Sharma

Management, Entrepreneurship, and Technology
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ACADEMIC POSITIONS HELD

University of Nevada, Las Vegas, Lee Business School (2018-present)

Department of Management, Entrepreneurship, and Technology

Assistant Professor (2018-present)

University of Pennsylvania, The Wharton School (2015-2018)

Department of Management

Visiting Lecturer and Senior Fellow (2017-2018)

Visiting Assistant Professor (2015-2017)

Rutgers University, Rutgers Business School-Newark & New Brunswick (2011-2016)

Department of Management and Global Business

Assistant Professor (on academic leave 2015-2016)

EDUCATION

Ph.D. Organizational Behavior (2011)

University of Maryland, College Park

M.A. Organizational Management (2006)

The George Washington University

M.A. Higher & Post-Secondary Education (2001)

University of Michigan, Ann Arbor

B.A. Anthropology and History (with Honors, 2000)

University of California, San Diego

JOURNAL ARTICLES

Sharma, P. N., D’Innocenzo, L., & Kirkman, B. L. (2021). Why leaders resist empowering virtual employees. *MIT Sloan Management Review*.

Sharma, P. N., Silvas, J., & Guadagnoli, M. A. (2021). Attention leaders: Are you losing the battle with stress? Arm yourself with proactive coping. *Organizational Dynamics*.

Baur, J. E., Bivens, C. D., **Sharma, P. N.**, & Buckley, M. R. (2021). From good citizens to bad politicians: Managing the power dynamics of organizational citizenship. *Organizational Dynamics, Special Issue on Power and Politics in Organizations*.

Sharma, P. N. & Sturm, R. E. (2021). Becoming powerful at work. *Organizational Dynamics, Special Issue on Power and Politics in Organizations*.

Sharma, P. N. (2018). Moving beyond the employee: The role of the organizational context in leader workplace aggression. *The Leadership Quarterly*, 29, 203-217.

Sharma, P. N. & Pearsall, M. J. (2016). Leading under adversity: Interactive effects of acute stressors and upper-level supportive leadership climate on lower-level supportive leadership climate. *The Leadership Quarterly*, 27, 856-868.

Sharma, P. N. & Kirkman, B. L. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group and Organization Management*, 40, 193-237.

Chen, G., **Sharma, P. N.**, Edinger, S. K., Shapiro, D. L. & Farh, J. L. (2011). Motivating and demotivating forces in teams: Cross-level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96, 541-557.

CHAPTERS IN EDITED BOOKS

Melwani, S. & **Sharma, P. N.** (2018). Becoming peripheral: An emotional process model of how friendship deterioration influences employee engagement. In L. Petitta, C. E. J. Härtel, N. M. Ashkanasy, & W. J. Zerbe, *Research on emotion in organizations, Volume 14: Individual, relational, and contextual dynamics of emotions* (pp. 221-246). Bingley, UK: Emerald Group Publishing.

Chen, G. & **Sharma, P. N.** (2012). Bringing together the yin and yang of social exchanges in teams. In L. T. Eby & T. D. Allen (Eds.), *Personal relationships at work: The effect of positive and negative work relationships on employee attitudes, behavior, and well-being*, *The SIOP Organizational Frontier Series*. New York, NY: Routledge Academic.

UNDER REVIEW

Sharma, P. N., Sturm, R. E., Tussing, D. V., Neely, B., & Kirkman, B. L. (2022). An integrative conceptual review of violations of hegemonic masculinity norms at work. Second-round revise and resubmit at *Journal of Organizational Behavior, Annual Review and Conceptual Development Issue*

Sturm, R. E., Crossnan, M., **Sharma, P. N.**, & Crossnan, C. (2022). A post-traumatic growth perspective to character development in the 'new normal.' Revise and resubmit at *Academy of Management Review, Special Issue, The New Normal: Positive Organizational Impact in an Age of Disruption*

WORKS IN PROGRESS

Writing Stage

Sharma, P. N., Rogers, K. M. & Ashforth, B. Video model agency in the rap "game": A qualitative study of the dirty work x mistreatment intersection. Target: *Journal of Applied Psychology*

Data Collection Stage

Atwater, L., Sturm, R. E., **Sharma, P. N.**, & Maneethai, D. Backlash towards male leaders showing their softer side: A multi-method investigation. Target: *Journal of Management*

Sharma, P. N. & Sawyer, K. Leadership in the National Football League: A qualitative inquiry. Target: *Journal of Applied Psychology*

Conceptual Stage

Sharma, P. N. & Toubiana, M. Collecting data from unconventional samples. Target: *Organizational Research Methods*

Sharma, P. N. & Pervez, A. An integrative conceptual review of allyship at work. Target: *Journal of Applied Psychology*

AWARDS AND HONORS

Growth, Inclusivity, Voice, and Excellence (GIVE) Award, *Women's Council*, University of Nevada, Las Vegas (2022)

Small Research Grant, *Lee Business School*, University of Nevada, Las Vegas (2019, 2020)

Outstanding Reviewer Award, *Organizational Behavior Division*, Academy of Management (2010, 2013, 2015)

Lee Hakel Graduate Student Dissertation Scholarship, *Society for Industrial and Organizational Psychology (SIOP)*, (2011)

Top 15% Teaching Award, *Smith School of Business*, University of Maryland, College Park (2009-2010)

Distinguished Teaching Assistant, *Center for Teaching Excellence*, University of Maryland, College Park (2009-2010)

Dean's Summer Research Fellowship, *Smith School of Business*, University of Maryland, College Park (2006–2011)

Rackham Scholar's Award, *Rackham Graduate School*, University of Michigan (2000-2001)

CONFERENCE PRESENTATIONS

2022 **Sharma, P. N.** & Toubiana, M. (Co-chairs). (2022, August). *Best practices for research on unsettling and unconventional populations*. Panel symposium conducted at the Academy of Management, Seattle, WA.

Sharma, P. N., Sturm, R. E., Tussing, D. V., Neely, B., & Kirkman, B. L. *Gender backlash against men at work: A literature review and future research agenda*. Shifting Diversity Equity Inclusion (DEI) Paradigms for Workplaces, Krannert School of Management, Purdue University, West Lafayette, IN.

2020 **Sharma, P. N.**, Kirkman, B. L., and Gibson, C. (2020, August). *Toward a temporal theory of empowering leadership*. In Dennerlin, T. (chair) and Avolio, B. (Discussant), Empowering leadership research at the dawn of the new decade: Current research and new directions. Symposium organized for the Annual Conference of the Academy of Management, Vancouver, Canada.

2018 **Sharma, P. N.**, Rogers, K., & Younge, A. (2018, August). *Protecting the unprotected: A qualitative study of workplace mistreatment in hip hop videos*. In **Sharma, P. N.** & Younge, A. (Co-chairs), Positive perspectives on mistreatment, revenge, and competition. Symposium conducted at the Annual Conference of the Academy of Management, Chicago, IL.

2017 **Sharma, P. N.**, Younge, A., & Rogers, K. (2017, November). *Protecting the unprotected: A qualitative study of hip hop "video models."* Wharton Organizational Behavior Conference, The Wharton School, University of Pennsylvania, Philadelphia, PA.

Keeney, J. E., Lebel, R. D., & **Sharma, P. N.** (2017, August). *Turning dark into light: Examining observer empathy in leader social undermining*. In Keeney, J. E. & **Sharma, P. N.** (Co-chairs), Moving beyond the leader: The social embeddedness of ethical leadership dynamics. Showcase symposium conducted at the Annual Conference of the Academy of Management, Atlanta, GA.

Keeney, J. E., Melwani, S., Lebel, R. D. & **Sharma, P. N.** (2017, May). *Turning dark into light: Examining the role of empathy in observer response to leader social undermining*. Rapid Research presentation at Positive Organizational Scholarship (POS) Research Conference, Ann Arbor, MI.

2016 **Sharma, P. N.**, Han, J. H., Kirkman B. L., & Lepak, D. P. (2016, August). *A clash of selves: The roles of leader empowerment role identity and employee self-leadership in leader social undermining processes*. In Dennerlin, T. & van Knippenberg, D. (Co-Chairs) and Bartol, K. M. (Discussant), Empowering leadership research: Current developments and future directions. Symposium conducted at the Annual Conference of the Academy of Management, Anaheim, CA.

Fehr, R. & **Sharma, P. N.** (2016, August). *Coping with leader social undermining: The role of employee forgiveness*. In Okimoto, T. & Bobocel, R. (Co-chairs), Interpersonal dynamics of forgiveness. Symposium conducted at the Annual Conference of the Academy of Management, Anaheim, CA.

2015 Methot, J. R., Downes, P. E., Levin, D. Z., & **Sharma, P. N.** (2015, August). *Peer ties and voice: The effects of constructive voice on liking and competence perceptions*. In Frazier, M. Lance & Frieder, R. E. (Co-chairs) and Burris, E. R. (Discussant), Extending the nomological network of voice: The antecedents, contingencies, and outcomes of speaking up. Symposium conducted at the Annual Conference of the Academy of Management, Vancouver, British Columbia.

2014 **Sharma, P. N.** & Han, J. H. (2014, August). *When good leaders go bad: The roles of subordinate self-leadership and leader empowerment role identity in leader social undermining*. In **Sharma, P. N.** & Yoon, D. J. (Co-chairs) and Raver, J. (Discussant), Putting a face to aggressive words and actions: Target and offender characteristics in workplace mistreatment processes. Symposium conducted at the Annual Conference of the Academy of Management, Philadelphia, PA.

2013 **Sharma, P. N.** & Edinger, S. K. (2013, August). *Competent targets: The role of social network antecedents and outcomes in social undermining between team members*. In Edinger, S. K. & **Sharma, P. N.** (Co-chairs) and Labianca, G. (Discussant), Balancing the social ledger: Positive and negative relationships in social networks. Symposium conducted at the Annual Conference of the Academy of Management, Lake Buena Vista, FL.

2011 **Sharma, P. N.** & Bliese, P. D. (2011, August). *Passing it forward: Intervening and moderating mechanisms in the supportive leadership cascading process*. In McRuer, G. and DeCelles, K. A. (Co-chairs) and Quinn, R. (Discussant), You've got me feeling: New ideas about how leadership behavior impacts follower emotional experience. Symposium conducted at the Annual Conference of the Academy of Management, San Antonio, TX.

Lorinkova, N. & **Sharma, P. N.** (2011, August). *When leaders fail to safe: The predictive and interactive effects of supervisor leader-member exchange and leader mood on safety enforcement behaviors*. Paper presented at the Annual Conference of the Academy of Management, San Antonio, TX.

- 2010** **Sharma, P. N.**, Chen, G., Edinger, S., Shapiro, D. L., & Farh, J. L. (2010, April). *Motivating forces: Cross-level impact of empowering leadership and relationship conflict*. In **Sharma, P. N.** and Edinger, S. (Co-chairs) and Klein, K. (Discussant), Team processes and outcomes: Relationships across levels and cultures. Symposium conducted at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Sharma, P. N.** & Chen, G. (2010, July). *Passing it forward: Intervening and moderating mechanisms in the supportive leadership cascading process*. Paper presented at the 5th Annual INGroup Conference, Washington, D.C.
- Sharma, P. N.**, Venkataramani, V. & Shapiro, D. L. (2010, August). *From relationship conflict to relationship repair: A social networks-based process model*. In **Sharma, P. N.** and McDaniel, D. (Co-chairs) and Shapiro, D. L. (Discussant), Interpersonal mistreatment: The dark side of work relationships. Symposium conducted at the Annual Conference of the Academy of Management, Montreal, Canada.
- Edinger, S. & **Sharma, P. N.** (2010, August). *Help or hindrance? Social capital dynamics in antecedents and outcomes of abusive leadership*. In **Sharma, P. N.** and McDaniel, D. (Co-chairs) and Shapiro, D. L. (Discussant), Interpersonal mistreatment: The dark side of work relationships. Symposium conducted at the Annual Conference of the Academy of Management, Montreal, Canada.
- 2009** **Sharma, P. N.**, Chen, G., Shapiro, D.L., & Farh, J. L. (2009, April). *The roles of follower and leader cultural values in empowering leadership*. In Morgeson, F. P. and **Sharma, P. N.** (Co-chairs) and Schaubroeck, J. (Discussant), Leadership and culture: Relationships across individual, organizational, and societal levels. Symposium conducted at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- 2008** **Sharma, P. N.**, Chen, G., Shapiro, D. L., & Farh, J. L. (2008, April). *What leads leaders to empower?* In Chen, G. (Chair) and Ruddy, T. (Discussant), Empowering leadership: Theoretical extensions across levels and cultures. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Taylor, M. S. & **Sharma, P. N.** (2008, April). *A conceptual model for leading radical change at different levels of the organization*. In Taylor, M. S. (Chair) and Bommer, W. H. (Discussant), Leading change from different levels of the organization. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Shapiro, D. L., Chen, G., **Sharma, P. N.**, Edinger, S., & Farh, J. L. (2008, August). *Individual differences in innovative behavior as a reaction to relationship conflict: The moderating effects of employee collectivism and empowerment*. Paper presented at the Annual Conference of the Academy of Management, Anaheim, CA.

PROFESSIONAL SERVICE

Academy of Management

- *Reviewer*, Organizational Behavior Division (2007-present)
- *Representative At Large*, Executive Committee, Organizational Behavior Division (2020-2023)
- *Facilitator*, Teaching in the Rough Professional Development Workshop, Managerial and Organizational Cognition Division (2021-2022)
- *Committee Member*, Outstanding Practical Implications for Management Award (2020)
- *Organizer*, A Stress Management Professional Development Workshop for Junior Faculty (2016-2018)
- *Co-Organizer*, Junior Faculty Consortium, Conflict Management Division (2018)

Ad Hoc Reviewer

- Academy of Management Journal
- Academy of Management Review
- Journal of Management
- Journal of Organizational Behavior

PROFESSIONAL DEVELOPMENT

Research

- Professional Training Program in Mind-Body Medicine, Las Vegas Healing Collaborative, *The Center for Mind-Body Medicine* (2020)
- Organizational Behavior Conference, *The Wharton School, University of Pennsylvania* (2012-2019)
- New Directions in Leadership Research Conference, *The Wharton School, University of Pennsylvania* (2016)
- Gender and Leadership Conference, *Departments of Psychiatry and Surgery, Rutgers New Jersey Medical School* (2015)

Methods

- Doing Grounded Theory Research, *CARMA Short Course* (2020, with Glen Kreiner)
- The Craft of Inductive Qualitative Research, *CARMA Short Course* (2019, with Michel Anteby)
- Introduction to Qualitative Methods/Ethnography, *CARMA Short Course* (2018, with Michael Pratt)
- Winter Institute on Qualitative Research, *Center for Public Health Initiatives, University of Pennsylvania* (2017)

Academy of Management

- Junior Faculty Research Incubator, *Conflict Management Division* (2013)
- Junior Faculty Workshop, *Organizational Behavior Division* (2012)
- Doctoral Student Consortium, *Organizational Behavior Division* (2010)
- Doctoral Student Consortium, *Human Resource Division* (2009)

- Cognition in the Rough, *Managerial and Organizational Cognition Division* (2007)
- New Doctoral Student Consortium (2007)

INDUSTRY EXPERIENCE

- *Human Capital Specialist*, Special Projects Team, **U. S. Government Printing Office** (2005-2006), Washington, D. C.
 - *Assistant Director*, External Relations, **Harvard Business School** (2003-2005), Boston, MA.
 - *Assistant to President*, Executive Office, **National Association of College and University Business Officers** (2002-2003), Washington, D. C.
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Current as of April 2022