**Linda Rhoades Shanock**

University of North Carolina at Charlotte • Department of Psychology • 9201 University City Blvd.• Charlotte, NC 28223 • Phone: 704-687-1353 • E-mail: lshanock@uncc.edu

**EDUCATION AND DEGREES**

Ph.D. Social Psychology University of Delaware 2001

M.A. Human Behavior and Organizational Psychology Kean University 1995

B.S. Psychology Virginia Tech 1991

**POSITIONS HELD**

University of North Carolina at Charlotte

**Professor of Psychology and Organizational Science** July 2016-present

**Associate Professor of Psychology and Organizational Science** July 2011-June 2016

 **Associate Director, Organizational Science** July 2010-June 2016

 **Assistant Professor of Psychology and Organizational Science** July 2007-June 2011

University at Albany, State University of New York

**Assistant Professor of Psychology** Fall 2002-Spring 2007

**MAJOR PROFESSIONAL LEADERSHIP CONTRIBUTIONS**

* One of the top most cited scholars in the Management field both inside and outside academia according to the *Academy of Management Perspectives’* scholarly influence article (Aguinis, Suarez-Gonzalez, Lannelongue, & Joo, 2012)
* One of the top 100 most cited scholars in the Management field from 2000-2004 according to the *Journal of Management’s* scholarly influence article (Podsakoff, Mackenzie, Podsakoff, & Bachrach, 2008)
* Associate Director, Organizational Science doctoral program (July 2010-June 2016).
* Society for Industrial-Organizational Psychology (SIOP) Doctoral Consortium chair-in-training (April 2010-April 2011)
* SIOP Doctoral Consortium chair (April 2011-April 2012)
* SIOP Chair, Graduate Student Scholarships Committee (July 2014-July 2016)
* Co-Editor, Small Group Research special issue on meetings research (January 2009-October 2011)
* SIOP Chair, Communities of Interest and Interactive Poster Sessions, part of Strategic Program Committee (April 2009-April 2010)
* SIOP Chair, Master Collaboration (Science-Practice), part of Strategic Program Committee (April 2008-April 2009)

**RESEARCH ACTIVITY**

(*\* denotes graduate student under my supervision, \*\* denotes undergraduate student under my supervision*)

*Refereed Papers Under Review*

Frear, K., \*Donsbach, J., \*\*Theilgard, N., & **Shanock, L.** (undergoing remaining minor revisions after second review). Supported supervisors are more supportive, but why? A Multilevel study of mechanisms and outcomes. *Journal of Business and Psychology*

**\*Dunn, A.**, Heggestad, E., D., **Shanock, L.** (under second review). Intra-individual Response Variability as an Indicator of Insufficient Effort Responding: Comparison to Other Indicators and Relationships with Individual Differences. *Journal of Business and Psychology*

*Refereed Publications*

\*Woznyj, H., \*Dunn, A., **Shanock, L.,**, Heggestad, E. D., Ordonez, Z., & Uhrich, B. (in press). How far can support go?: Supported supervisors' performance and subordinate dedication. *Journal of Business and Psychology*

\*Woznyj, H., **Shanock, L.**, Heggestad, E. D., & Long, S. (in press). What did you mean by that? Justice Implications of Interpersonal Interactions for Latino/as. *Journal of Latina/o Psychology*

Terry, P. E., Eisenberger, R., & **Shanock**, L. (2014). An interview on perceived organizational support and employee well-being with Drs. Robert Eisenberger and Linda Shanock. *American Journal of Health Promotion, 29,* 1-13. ***Impact Factor:* 2.50**

King, E., Rogelberg, S. G., Hebl, M., Braddy, P. W., **Shanock, L**., Doerer, S., Gordon, H., & Mcdowell, S. (2014). Waistlines and ratings of top executives: Does executive status overcome obesity stigma? *Human Resource Management.* ***Impact Factor:* 1.34**

**Shanock, L**., Allen, J., \*Dunn, A., Baran, B. E., Rogelberg, S. G., & Scott, C. (2013). Less acting, more doing: Perceived organizational support’s contribution to effective meetings and their outcomes. (2013). *Journal of Occupational and Organizational Psychology, 86*, 457-476. ***Impact Factor:* 2.48**

\*Paustian-Underdahl, S. C., **Shanock, L. R**., Rogelberg, S. G., Scott, C. W., Justice, L., & Altman, D. G. (2013). Antecedents to supportive supervision: An examination of biographical data. *Journal of Occupational and Organizational Psychology, 86,* 288-309. ***Impact Factor:* 2.48 *Citations of this article to date:* 8**

\*Paustian-Underdahl, S. C., **Shanock, L. R.,** Rogelberg, S. G., Scott, C. W., Justice, L., & Altman, D. G. (2013). Building a business case for developing supportive supervisors. *Journal of Occupational and Organizational Psychology, 86,* 324-330. ***Impact Factor:* 2.48 *Citations of this article to date:* 1**

Rogelberg, S.G, Justice, L., Braddy, P.W., Paustian-Underdahl, S., Heggestad, E., **Shanock, L.,** \*Baran, B. E., Beck, T., Long, S., Andrew, A., Altman, D. G., Fleenor, J. W. (2013). The executive mind: An examination of top leaders’ self-talk, effectiveness, and job strain. *Journal of Managerial Psychology, 28,* 183-201*.* ***Impact Factor:* 1.20**

*Refereed Publications, ctd.*

(*\* denotes graduate student under my supervision*)

Allen, D. G., & **Shanock. L**. (2013). Perceived organizational support and embeddedness as key mechanisms linking socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior, 34,* 350-369*.* ***Impact Factor:* 3.26 *Citations of this article to date:* 51**

**Shanock, L**., Roch, S. G., & Mishra, V. (2012). Why we should care about exchange relationships with coworkers as well as supervisors: Both fellow employees and the organization benefit. *Testing, Psychometrics, Methods in Applied Psychology, 19,* 291-310*.* ***Impact Factor:* .32**

\*Baran, B. E., **Shanock, L. R.,** & \*Miller, L. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business and Psychology, 27,* 123-147. ***Impact Factor:* 3.02 *Citations of this article to date:* 34**

\*Carson, M.A., **Shanock, L. R.,** Heggestad, E. D., Andrew, A. M., Pugh, S. D., & Walter, M. (2012). The relationship between dysfunctional interpersonal tendencies, derailment potential behaviors, and turnover. *Journal of Business and Psychology, 27*(3), 291-304. ***Impact Factor:* 3.02 *Citations of this article to date:* 14**

\*Baran, B. E., **Shanock, L**., Rogelberg, S. G., & Scott, C. W. (2012). Leading group meetings: Supervisors’ actions, employee behaviors, and upward percepctions. *Small Group Research, 43,* 330-352*.* ***Impact Factor:* 1.16 *Citations of this article to date:* 10**

Scott, C. W., **Shanock, L.,** & Rogelberg, S. G. (2012). Meetings at work: Advancing theory and practice of meetings. *Small Group Research, 43,* 127-129. ***Impact Factor:* 1.16 *Citations of this article to date:* 9**

Rogelberg, S. G., **Shanock, L.,** & Scott, C. W. (2012). Wasted time and money in meetings: Increasing return on investment. *Small Group Research, 43,* 236-245. ***Impact Factor:* 1.16 *Citations of this article to date:* 14**

**Shanock, L.**, Masuda, A., & \*Arboleda, M. B. (2012). Supervisor and organizational support perceptions in Hispanics versus non-Hispanics, in *Hispanics at work: A collection of theory, research, and application.* (book chapter) ***Impact Factor: (N/A – book with peer-reviewed contributing chapters)*  *Citations of this chapter to date:* 5**

McNall, L., Masuda, A., **Shanock**, L., & Nicklin, J. (2011). Interaction of Core Self-Evaluations and Perceived Organizational Support on Work-to-Family Enrichment. *Journal of Psychology, 133-139.* ***Impact Factor:* .86 *Citations of this article to date:* 18**

**Shanock, L.**, \*Baran, B., Gentry, W. A., \*Clever-Pattison, S., & Heggestad, E. D. (2010). Polynomial regression and response surface analysis: A powerful approach for examining moderation and overcoming limitations of difference scores. *Journal of Business and Psychology, 25,* 543-554*.* ***Impact Factor:* 3.02 *Citations of this article to date:* 102**

*Refereed Publications, ctd.*

(*\* denotes graduate student under my supervision*)

**Shanock, L.,** Rogelberg, S. G., & Heggestad, E. D. (2010). A view into the future of organizational psychology: Our experiences with an interdisciplinary approach to graduate education. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 3*, 272-276*.* ***Impact Factor:* .59 *Citations of this article to date:* 3**

Rogelberg, S. G., Allen, J. A., **Shanock**, L., Scott, C. W., & Shuffler, M. (2010). Employee Satisfaction with Meetings: A Contemporary Facet of Job Satisfaction. *Human Resource Management*, *49*, 149-172. ***Impact Factor:*  1.40 *Citations of this article to date:* 73**

\*Donsbach, J. S. & **Shanock**, L. R. (2008). Relationships between supervisor turnover intention and subordinate perceived organizational support and positive mood. *Psychologica Belgica: Special issue on work motivation, 48,* 243-259*.* ***Impact Factor:* 1.17 *Citations of this article to date:* 2**

Gentry, W. A. & **Shanock**, L. R. (2008). Views of managerial derailment from above and below: The importance of a good relationship with upper management and warmth towards direct reports. *Journal of Applied Social Psychology, 38,* 2469-2494. (Alphabetical order of authorship). ***Impact Factor:* .75 *Citations of this article to date:* 18**

**Shanock**, L., & Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates’ perceived supervisor support, perceived organizational support, and performance. *Journal of Applied Psychology*, *91,* 689-695. ***Impact Factor:* 4.37 *Citations of this article to date:* 433**

Roch, S. G., & **Shanock**, L. R. (2006). Organizational justice in an exchange framework: Clarifying organizational justice distinctions. *Journal of Management, 32,* 299-322. ***Impact Factor:*  6.86 *Citations of this article to date:* 174**

Eisenberger, R., Jones, J., Stinglhamber, F., **Shanock**, L., & Tenglund, A. (2005). Optimal Flow Experiences at Work: For High Need Achievers Alone? *Journal of Organizational Behavior*, *26*, 755-775. ***Impact Factor:* 3.26 *Citations of this article to date:* 169**

Eisenberger, R., & **Shanock**, L. (2003). Rewards, intrinsic motivation, and creativity: A case study of conceptual and methodological isolation. *Creativity Research Journal, 15,* 121-130. ***Impact Factor:*  1.61 *Citations of this article to date:* 209**

**Rhoades**, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87,* 698-714. ***Impact Factor:* 4.37 *Citations of this article to date:* 3,038**

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & **Rhoades**, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology, 87,* 565-573. ***Impact Factor:* 4.37 *Citations of this article to date:* 1,171**

**Rhoades**, L., Eisenberger, R., and Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology, 86*, 825-836. ***Impact Factor:*  4.37 *Citations of this article to date:* 1,242**

*Refereed Publications, ctd.:*

(*\* denotes graduate student under my supervision*)

Eisenberger, R., & **Rhoades**, L. (2001). Incremental effects of reward on creativity*. Journal of Personality and Social Psychology, 81,* 728-741. ***Impact Factor:* 4.37 *Citations of this article to date:* 274**

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & **Rhoades**, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology, 86,* 42-51. ***Impact Factor:*  4.37 *Citations of this article to date:* 1,389**

Eisenberger, R., **Rhoades**, L., & Cameron, J. (1999). Does pay for performance increase or decrease perceived self-determination and intrinsic motivation? *Journal of Personality and Social Psychology, 77,* 1026-1040. ***Impact Factor:* 5.51 *Citations of this article to date:* 327**

*Non-Refereed Publications*

\*Dunn, A. M. & Shanock, L. R. (Accepted; in press for 2017). Perceived organizational support. In The SAGE Encyclopedia of Industrial and Organizational Psychology, 2nd edition.

*Refereed Conference Papers*

\*denotes graduate student under my advisement, \*\* denotes undergraduate student under my advisement

Frear, K. A., Donsbach, J., Theilgard, N., & Shanock, L. R. (2015). Supported Supervisors Are More Supportive: The Trickle-Down Effect of Support. Paper presented at the annual meeting of the Southern Management Association, St. Pete’s Beach, FL.

\*Dunn, A. M., **Shanock, L. R.,** Heggestad, E. D., Walker, L. (2015). Negative effects of the situation and neuroticism on the conscientiousness-performance relationship. Paper presented at the 75th Annual Academy of Management Conference, Vancouver, BC. Voted one of top 10% best papers at the conference.

\*Myers, H., **Shanock. L**., Heggestad, E. D., Long, S., & Ordonez, Z. Hispanics’ interactions with supervisors: Implications for interpersonal justice. Poster presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA. April, 2015

\*\*Kay, K., \*\*Moses, M., Hansen, D., Williams, L., **Shanock, L**., & Heggestad, E. Intrinsic Motivation and Flow. Poster presented at the SPSP Annual Convention. Long Beach, California, February, 2015.

**Shanock, L. R., \***Dunn, A. M., \*Myers, H. J., Heggestad, E. D., & Ordonez, Z. M. (2014). *Trickle down effects of supervisor perceived organizational support.* Paper presented at the Academy of Management Annual Meeting. Philadelphia, PA. August, 2014.

\*Dunn, A.M., **Shanock, L.,** Heggestad, E.D., Walker, L.  *Re-examining the positive conscientiousness-performance relationship: The role of neuroticism and stress*.  Paper presented at the 2014 Graduate Research Symposium, UNC Charlotte, Charlotte, NC. March, 2014

*Refereed Conference Papers, ctd.*

\*denotes graduate student under my advisement, \*\* denotes undergraduate student under my advisement

**\***Dunn, A.M.,Schmidt, P.B., **Shanock, L.R.,** Heggestad, E.D., Myers, H., Theilgard, N., & Eatman, C. *Boring Surveys: How Interactions between Individual Differences affect Response Variability.* Paper presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI. May, 2014

\*Dunn, A.M. & **Shanock, L.R.** *Supporting through structure: Power distance as a moderator between decentralization and perceived organizational support*. Paper presented at the Southern Sociological Society Conference, Charlotte, NC. April, 2014

\*\*Macera, B. M., Frear, K., Heggestad, E. D. & **Shanock, L. R.** *Perceptions of Career Success When Parenting a Child with Special Needs.* Paper presented at the Annual Work and Family Researchers Network Conference. New York, NY. June, 2014

\*\*Eatman, C. H., \*\*Theilgard, N. L., \*Dunn, A. M., **Shanock, L. R.,** & Heggestad, E. D. (2014). The moderating effect of positive affect on the relationship between perceived organizational support and engagement. Poster presented at the Southern Management Association Conference. Savannah, GA. November, 2014

\*Dunn, A. M., Heggestad, E. D., **Shanock, L.,** \*Schmidt, P., Tarkenton, D. (undergraduate). Who I am affects how I respond: Validating a new metric of survey response quality. Symposium talk presented at the Southern Management Association Conference. Savannah, GA. November, 2014

\*Uhrich, B. B., Heggestad, E., **Shanock, L.,** & Barry, L. (undergraduate). The moderating effect of emotional intelligence on the relationship between cognitive ability and performance. Symposium talk presented at the Southern Management Association Conference. Savannah, GA. November, 2014

\*Dunn, A.M., **Shanock, L.,** Allen, J.A., Baran, B., Scott, C.W., & Rogelberg, S.G.  (2013). Less acting more doing: Perceived organizational support’s contribution to effective meetings and their outcomes.   Society for Industrial and Organizational Psychology conference, Houston, TX.

\*\*Theilgard, N. Frear, K. A., **Shanock, L**., & Donsbach, J. (2013). How does my organization want me to treat subordinates? An examination of antecedents to supportive supervision. Southern Management Association conference, New Orleans, LA.

\*Schmidt, P., **Shanock, L**., Heggestad, E., Rogelberg, S., Braddy, P. W., & \*\*Macera, B. M. (2013). The silent killer in the boardroom: Executive leaders health habits and their relationship with metabolic syndrome. Southern Management Association conference, New Orleans, LA.

\*Myers, H., Speights, S. L., & **Shanock, L**. (2013). Tell me more! The role of informational justice in Hispanics’ perceptions of support from supervisors. Southern Management Association conference, New Orleans, LA.

Justice, L., Rogelberg, S., Braddy, P., Paustian-Underdahl, S., Heggestad, E., **Shanock, L.**, Baran, B., Beck, T., Long, S., Andrew, A., Altman, D., & Fleenor, J. (2012). An examination of top leaders’ self-talk, effectiveness, and job strain. Society for Industrial and Organizational Psychology conference, San Diego, CA.

*Refereed Conference Papers, ctd.*

\*denotes graduate student under my advisement, \*\* denotes undergraduate student under my advisement

**Shanock, L.** (2012). Where has the time gone. Interactive poster session, Annual Society for Industrial and Organizational Psychology conference, San Diego, CA. Facilitator.

**Shanock, L**., \*Baran, B. E., and \*Miller, L. R. (2011, April). Advancing organizational support theory into the 21st-century world of work. Presented at the annual Society for Industrial and Organizational Psychology conference, Chicago, IL.

King, E., Rogelberg, S. G., Hebl, M., Braddy, P. W., **Shanock, L**., Doerer, S., Gordon, H., & Mcdowell, S. (2011, April) When top dogs are fat cats: Do increased waistlines impact ratings of top executives? Presented at the annual Society for Industrial and Organizational Psychology conference, Chicago, IL*.*

\*Arboleda, M., & **Shanock, L.** (2011). Building perceived organizational support through justice: The influence of voice. Presented at the annual Society for Industrial and Organizational Psychology conference, Chicago, IL*.*

\*Paustian-Underdahl, S., **Shanock, L.**, Rogelberg, S., Scott, C., Braddy, P., Altman, D., & Askay, D. (2010, October). Who are supportive leaders and why should we care? A multi-method study of supportive leadership. Presented at the Southern Management Association conference in St. Pete’s Beach, Florida.

Roch, S. G. & **Shanock, L**. (2010, August). How are informational and interpersonal justice related to interactional justice. Presented at the Academy of Management annual conference in Montreal, Canada.

**Shanock, L.** (2010, August). Supervisor support in the workplace: Investigating antecedents, incremental validity and moderators (Symposium Discussant). Carried out at the Academy of Management annual conference, Montreal, Canada

**Shanock, L.** (2010, April). Interactive poster session on employee burnout (Discussion Facilitator). Carried out at the annual Society for Industrial and Organizational Psychology conference, Atlanta, GA.

**Shanock, L.,** (2010, April). Community of interest sessions on 1) diversity and inclusion, 2) issues in multilevel research, 3) underemployment, and 4) bridging the science-practice gap (Coordinator/Contact Person). Carried out at the annual Society for Industrial and Organizational Psychology conference, Atlanta, GA.

**Shanock**, L., & \*Baran, B. (2009, May). When supervisors lead meetings**:** Implications for Employees and the Organization. Presented at the annual International Communications Association conference, Chicago, IL.

\*Adelman, M., **Shanock**, L., Heggestad, E., Andrew, A., Walter, M., &: Pugh, S. D. (2009, April). The relationship between “Dark Side” Dispositions, Derailment Potential, and Turnover. Presented at the annual Society for Industrial and Organizational Psychology conference, New Orleans, LA.

*Refereed Conference Papers, ctd.*

\*denotes graduate student under my advisement, \*\* denotes undergraduate student under my advisement

**Shanock**, L., \*Baran, B., Gentry, W. A. (2009, April). Can I count on you for support? Presented at the annual Society for Industrial and Organizational Psychology conference, New Orleans, LA.

Andrew, A., Heggestad, E., **Shanock**, L., Walter, M., and Pugh, S. D. (2009, April). The moderating role of gender in the personality-performance relationship. Presented at the annual Society for Industrial and Organizational Psychology conference, New Orleans, LA.

\*Boren, L., & **Shanock**, L. (2008, August). Attitudes towards technology, perceived organizational support, and task performance. Presented at the annual American Psychological Association Conference, Boston, MA.

\*Sackett, A., & **Shanock**, L. (2008, August). Measuring flow: A construct validity study. Presented at the annual American Psychological Association Conference, Boston, MA.

\*Donsbach, J. S., & **Shanock**, L. R. (2008, April). A multilevel look at supervisor support and positive subordinate outcomes. Presented at the Society for Industrial and Organizational Psychology annual meeting, San Francisco, CA.

\*Arboleda, M. B., & **Shanock**, L. R. (2008, April). Support for diversity: Encouraging beneficial aspects of a diverse workforce. Presented at the Society for Industrial and Organizational Psychology annual meeting, San Francisco, CA.

**Shanock**, L. R. (2008, April). Enhancing I/O graduate education through incorporation of interdisciplinary perspectives: Lessons from UNC Charlotte’s Organizational Science Ph.D. program. Presented at the Society for Industrial and Organizational Psychology annual meeting, San Francisco, CA.

Rogelberg, S. G., Allen, J. A., Scott, C. W., Shuffler, M., & **Shanock**, L. (2008, April). Eroding job satisfaction one bad meeting at a time. Presented at the Society for Industrial and Organizational Psychology annual meeting, San Francisco, CA.

\*Clever-Pattison, S., & **Shanock**, L. (2007, April). How Organizational Support Perceptions Relate to Felt Stress and Strain. Presented at the Society for Industrial and Organizational Psychology annual meeting, New York, NY.

**Shanock**, L., \*Arboleda, M., & \*Donsbach, J. (2007, April). Organizations as Good Citizens: Citizenship Behavior, Supervisor and Organizational Support. Presented at the Society for Industrial and Organizational Psychology annual meeting, New York, NY.

\*Sackett, A., **Shanock**, L., & \*Schmidt, P. (2007, April). Goals, Performance and Time: Applying Goal Setting Theory to Flow Theory. Presented at the Society for Industrial and Organizational Psychology annual meeting, New York, NY.

Gentry, W., & **Shanock**, L. (2007, April). Views of Managerial Derailment from Above and Below. To be presented at the Society for Industrial and Organizational Psychology annual meeting, New York, NY.

*Refereed Conference Papers, ctd.*

\*denotes graduate student under my advisement, \*\* denotes undergraduate student under my advisement

**Shanock**, L., & Roch, S. G. (2006, May). Perceived Organizational Support: Relationships with Supervisor and Coworker Support. Presented at the Society for Industrial and Organizational Psychology annual meeting, Dallas, TX.

**Shanock**, L., Masuda, A., & \*Arboleda, M. (2006, May). Supervisor and Organizational Support Perceptions in Latinos versus non-Latinos. Presented at the Society for Industrial and Organizational Psychology annual meeting, Dallas, TX.

\*Donsbach, J., & **Shanock**, L. (2006, May). Investigation of Multi-Level Relationships between Supervisor and Subordinate Attitudes. Presented at the Society for Industrial and Organizational Psychology annual meeting, Dallas, TX.

Eisenberger, R. & **Shanock**, L. (2005, October). Affective organizational commitment: the contribution of perceived organizational support. Conference on Commitment, Ohio State University.

**Shanock**, L. Cobo de Paci, A., & Masuda, A. (2005, June). Job satisfaction, commitment, and turnover inentions of Latino and non-Latino faculty and staff in higher education. Presented at the 18th Annual National Conference on Race & Ethnicity in American Higher Education, New York, NY.

Jahagirdar, V., Quadros, P., **Shanock**, L., & Wagner, C. (2004, October). Endogenous Estradiol Induces Progesterone Receptors in the Brain of Female Rat Fetuses: What is the Source of Estradiol? Society for Neuroscience, San Diego, CA.

**Shanock**, L. (2004, April). When supervisors feel supported: Relationships with subordinates’ perceived supervisor support, affective commitment, and performance. Presented at the Society for Industrial and Organizational Psychology annual meeting, Chicago, IL.

Roch, S. G., & **Shanock**, L. (2004, April). A new interactional justice measure: Clarifying interpersonal and interactional justice. Presented at the Society for Industrial and Organizational Psychology annual meeting, Chicago, IL.

Jones, J., Eisenberger, R., Stinglhamber, F., **Shanock**, L., & Tenglund, A. (2004, April). High skill and challenge at work: Optimal experience for whom? Presented at the Society for Industrial and Organizational Psychology annual meeting, Chicago, IL.

Eisenberger, R., **Shanock**, L., & Aselage, J. (2003, October). Positive effects of reward on creativity. Society for Experimental Social Psychology annual meeting, Boston, MA.

Eisenberger, R., & **Shanock**, L. (2003, May). Reward increases perceived self-determination, intrinsic task interest, and creativity. Association for Behavior Analysis annual meeting, San Francisco, CA.

Shanock, L. (2003, April). Perceived Organizational Support: Relationships with Psychological Contracts, Fairness, and Affectivity (Symposium Discussant). Society for Industrial and Organizational Psychology annual meeting, Orlando FL.

*Refereed Conference Papers, ctd.*

\*denotes graduate student under my advisement, \*\* denotes undergraduate student under my advisement

Eisenberger, R., Stinglhamber, F., & **Rhoades**, L. (2002, April). Fairness and perceived organizational support: Contributions of collectivism and competitiveness. Society for Industrial and Organizational Psychology annual meeting, Toronto, Canada.

Eisenberger, R., & **Rhoades**, L. (2001, August). Incremental effects of reward on creativity. Academy of Management annual meeting, Washington, D.C.

Sucharski, I., Stinglhamber, F., Eisenberger, R., Vandenberghe, C., & **Rhoades**, L. (2001, August). Perceived supervisor support: Contributions to perceived organizational support and employee retention. Academy of Management annual meeting, Washington, D.C.

**Rhoades**, L., Eisenberger, R., and Armeli, S. (2000, August). Employee Commitment to the Organization: The Role of Perceived Organizational Support. Academy of Management annual meeting, Toronto, Canada.

Eisenberger, R., & **Rhoades**, L. (2000, May). Effects of reward on intrinsic motivation: Negative, neutral, and positive. Association for Behavior Analysis, Washington, D.C.

**Rhoades** (1999, May). Perceived Organizational Support: Commitment is a two-way street. (Symposium Discussant). Society for Industrial and Organizational Psychology annual meeting, Atlanta, GA.

Eisenberger, R., Armeli, S., Lynch, P. D., & **Rhoades**, L. (1999, May). Perceived organizational support, felt obligation, and employee performance. Society for Industrial and Organizational Psychology annual meeting, Atlanta, GA.

Eisenberger, R., **Rhoades**, L., & Cameron, J. (1998, June). Pay for performance increases perceived self-determination, perceived competence, and task interest. Invitational Conference on Personality and Social Behavior, Highland Beach, Florida.

*Grants and Funding*

\*denotes graduate student under my advisement

*External Funding:*

**Graduate Research Fellow: \*Dunn, Alexandra.** (2013-2016). National Science Foundation Graduate Research Fellowship. $30,000/year.

**P.E.O. International Scholar. \*Dunn, Alexandra** (2015). Won $15,000 PEO Scholarship, a competitive scholarship to support women pursuing doctoral education.

**P.I.s: Shanock, L.,** & Heggestad, E. (2012-2014). Linking HR Competence to Key Performance Indicators:A Criterion Validation Program. *Funded by the Society for Human Resource Management.* $15,000.

**P.I.s: Shanock**, L., Heggestad, E., & Pugh, S. D. (2007-2008; 2008-2009). Leadership among High Level Executives. *Funded by Bank of America through the Organizational Science Consulting and Research Unit, Included a full-time GA position for a graduate student for two years:* $21,600 each year.

*University grants:*

**P.I.s Shanock**, Myers, Heggestad, Long, & Ordonez. (2014). Justice Implications for Managing Hispanics at Work. *University of North Carolina at Charlotte Project Mosaic Seed Grant.* $1,500

**P.I.s Shanock**, L., Gentry, W., & \*Baran, B. (2008-2009). The Potential Influence of Discrepancies in Supervisor and Organizational Support on Employee Attitudes: Can I Count on the Organization for Support? *University of North Carolina at Charlotte Faculty Research Grant*: $5,000.

*Unfunded proposals:*

**P.I.s:** Shanock, L. & Heggestad, E. (2014; 2015). Implications for Managing a Diverse Workforce: Justice, Microaggressions and Inclusion. *Proposal for the Society for Human Resource Management, $109,000*

**P.I.s:** Roch, S., & Shanock, L. (2005). Explanations for the Difference in Decision Quality of Computer-Mediated versus Face-to-Face Groups: The Role of Fairness and Team Member Support. *Proposal for the National Science Foundation, proposed funding $74,300*

**P.I.s:** Heggestad, E., & **Shanock, L.** (2010). Why self-awareness of transformational leadership matters. *$450,000 grant proposal submitted in October, 2010 to the Army Research Institute.*

**TEACHING AND INSTRUCTIONAL ACTIVITIES**

*Undergraduate courses taught*

**University of North Carolina at Charlotte**

* PSYC 2171 Industrial/Organizational Psychology
* PSYC 3806 Undergraduate Research in Psychology
* PSYC 4670 Senior Seminar in I/O Psychology
* PSYC 3808 Undergraduate Teaching Assistant
* PSYC 2103 Research Methods II

*Graduate courses taught*

**University of North Carolina at Charlotte**

* PSYC 6611/OSCI 8611 Macro Organizational Science I
* OSCI 8000 Organizational Science Overview
* OSCI 8001 Current Topics in Organizational Science
* PSYC 6001 Current Topics in Industrial/Organizational Psychology
* OSCI 8650 Research Methods Seminar in Organizational Science (SEM/HLM)
* PSYC 6130/OSCI 8130 Social Psychology
* PSYC 6030 Topics in Social Psychology
* OSCI 8899 Readings and Research (Advanced Topics in SEM/MLM, Spring 2013)
* PSYC 6205 Quantitative Research Methods

*Advising experience*

**University of North Carolina at Charlotte**

*Served on:*

* 6 Undergraduate honors thesis committees

Anne-Marie Winter

Amelia Chung

James Bollinger

Leanne Barry (Chair)

Christian Eatman (Chair)

Jessica Grenia

* 11 Master’s thesis committees

Cameron Clyne

Heather Duxbury

Heather Gordon

Brett Agypt

Mara Mudd

Logan Justice

Anne-Marie Winter

Jessie Olien

Kelsey Thompson

Andy Loignon

Shahar Gur

* 5 Dissertation committees in programs outside the department (1 in Finance; 2 in Ed. Leadership, 1 in INES, 1 at Dowling College) Lindsay Baran (completed 2010), Audrey Geste (completed 2010), Deonte Tyson (ongoing), Jordan Gross (ongoing), Anamaria Cobo De Paci (completed 2015)

**University of North Carolina at Charlotte** *(advising experience, continued)*

*Served on:*

* 8 Dissertation committees in Organizational Science

 Heather Gordon (completed), April Spivack (completed), Samantha Paustian-Underdahl

 (completed), Daniel Bonilla (completed), Erika Lopina (completed), Greg Berka (completed), Zoa Ordonez (ongoing), Jane Schumski Thomas (completed)

*Chaired:*

* 2 Undergraduate honors thesis committees (2015-2016 academic year)

Christian Eatman (ongoing)

Leanne Barry (ongoing)

* 6 Master’s thesis committees

Benjamin Baran (completed)

Marisa Adelman (completed, won a competitive external thesis award, see details in awards section)

Samantha Paustian-Underdahl (completed, won an internal competitive thesis award)

Alexandra Dunn (completed)

Paul Schmidt (completed)

Haley Myers (completed)

* 2 Dissertation committees in Organizational Science

 Benjamin Baran, Marisa Adelman (co-chair with Dr. Eric Heggestad, both completed in

 2011)

*Professional Teaching Related Activities*

*Member*

* Society for Industrial and Organizational Psychology (SIOP) - Strategic Program Committee. Saturday theme track, program topic: Preparing for the Future: A Critical and Constructive Look at I/O Education (2007-2008)
* SIOP- S. Rains Wallace Dissertation Award Committee (2007, 2008, 2009)
* UAlbany Teaching and Learning Subcommittee; University Retention Committee (Spring 2006)
* UAlbany Undergraduate Curriculum committee (2006-2007)
* UNC Charlotte Graduate Teaching Assistant Award Committee (Spring 2009)

*Chair*

* SIOP - Innovations in Teaching I/O Psychology session of Saturday theme track (2007-2008)

*Mentor:*

* SDTAI 2010 pilot program to aid new graduate student teachers (mentor for Tonya Frevert)

*Guest lecturer*

* UNC Charlotte English Language Training Institute. Topic: group processes, (Spring 2009)

*Instructor*

* Organizational Science statistical workshops for first year doctoral students (Spring 2010; Summer 2010, Spring 2011)

*Teachers Bureau, Society for Industrial and Organizational Psychology (SIOP)*

* Local listing of I/O professionals willing to give talks to area high schools about the field of I/O psychology (2011-present)

**SERVICE ACTIVITIES**

*Service to the Community*

*Co-Founder and Membership and Communication Chair*

* Charlotte Area I/O Psychology Networking Group [www.charlotteion.org](http://www.charlotteion.org) (Fall 2007-Fall 2011)

*Invited Speaker*

* Charlotte Rotary Annual Meeting, Millenials in the Workplace, co-speaker with Dean Nancy Gutierrez (February, 2011)
* St. John’s Episcopal Job Hunter Support Group (October, 2011; August, 2012; October, 2013; August, 2015)

*Volunteer Program Assessment Consultant*

* Provide free survey consulting services to help local nonprofits run their volunteer programs (January 2012-2014)
* Team Member/Consultant – Carolina Raptor Center Outreach project (January – July, 2014) interview and survey effort to assist the transformation goals of the Carolina Raptor Center as pertains their volunteer program. All aspects from volunteer recruitment and selection, to training and leadership of volunteers, were considered and reported on and presented to their leadership team. This was a large community service time investment over 7 months.

*Service to the Profession*

*Editorial Boards*

* Journal of Business and Psychology (January 2009-present)
* Testing, Psychometrics, Methodology in Applied Psychology (2007-present)
* Small Group Research, Editor, Special issue on meetings research (2009-2011)

*Reviewing*

* Journal of Applied Social Psychology
* Journal of Occupational and Organizational Psychology
* International Journal of Manpower
* Organization Science
* Organizational Behavior and Human Decision Processes
* SIOP annual conference submissions
* Academy of Management conference submissions
* Southern Management Association conference submissions
* Management and Organization Review, Special Issue on Social Exchange in Organizations
* Journal of Organizational Behavior
* Israeli Science Foundation Grant
* Human Performance
* Psychologist-Manager Journal
* Journal of Management Studies
* Applied Psychology: An International Review
* External reviewer for tenure case at University of Houston-Clear Lake and University of Lethbridge, Canada
* Social Psychology Quarterly
* Journal of Business Research
* Journal of Occupational Health Psychology
* Psychological Methods
* Canadian Journal of Administrative Sciences

*Journal Reviewing, ctd.*

* Journal of General Psychology
* Social Behavior and Personality
* Journal of Managerial Psychology
* Undergraduate Journal of Psychology
* Journal of Personality and Social Psychology

*Judge*

* Upstate New York Junior Science in High School Humanities Symposium (Spring 2004, 2005)

*Invited Speaker*

* When supervisors feel supported: Relationships with subordinates’ perceived supervisor support, perceived organizational support, and performance. Invited talk at the University of Connecticut, Psychology Department (Spring 2004)
* An Introduction to Multilevel Modeling. Invited talk at the University of Memphis, Business School (Spring 2011)
* Southern Management Association. Speaker. Early-stage doctoral consortium. *Juggling coursework, assistantships and research.* Savannah, GA. (November, 2014)

*Chair*

* SIOP Graduate Student Scholarships Committee (July 2014-present)
* SIOP Master Collaboration (Science-Practice) Session Committee, part of Strategic Program Committee for 2009 conference. Topic: Lessons from Collaboration on Team Composition and Development (May 2008-April 2009)
* SIOP Communities of Interest and Interactive Poster Sessions committee, part of Strategic Program Committee for SIOP 2010 conference (April 2009-April 2010)
* Co-chair, Academy of Management Conference Symposium on Leadership and perceived organizational support: Favorable treatment of and by leaders (August, 2014)

*Member*

* Southern Management Association Best Doctoral Paper Award Committee (Summer 2015)
* SIOP Graduate student scholarship committee (December 2012; October 2013)
* Session Chair, Leadership session, Southern Management Association conference (Fall 2012)

*University and College Service*

**University of North Carolina at Charlotte (Fall 2007-present):**

*Associate Director*

* Organizational Science (July 2010-June 2016)

*Chair*

* Organizational Science Admissions Committee (Spring 2008)
* Organizational Science Admissions Committee Chair (Spring 2009)

*Member*

* CLAS Faculty Council (Fall 2014-present)
* History Department Self-Study Committee (Fall 2014-Spring 2015)
* Organizational Science Advisory Board (Fall 2009-present)
* Substitute member for Graduate College Dismissal Appeals Committee (Fall 2011)
* Evaluation of Psychology Department Chair (Fall 2012)
* Graduate School Thesis Award Committee (Fall 2013)
* CLAS Nominating Committee (Subcommittee of Faculty Council) (Spring 2015)
* CLAS Tenured Faculty Performance Review Guideline Revisions Committee (Subcommittee of Faculty Council) (Fall 2015)

*Invited Speaker*

* Center for Graduate Life Panel on Advisor-Advisee Relationships (October, 2013)
* 8th Annual Graduate Research Across the Disciplines forum, co-keynote speaker with Dr. Rogelberg (March, 2008)
* Graduate School Orientation, keynote speaker (August, 2008)
* 10th Annual Graduate Research Forum, Preparation Workshop Panelist (January, 2010)

*Judge*

* Annual Research Across the Disciplines graduate research forum (Spring 2009, 2012, 2013)

*Volunteer*

* Mentor for Organizational Science Summer Institute (Summer 2009-present); Panelist (2011, 2012)

*Departmental Service*

**University of North Carolina at Charlotte (Fall 2007-present)**

*Co-Chair/Advisor*

* I/O Master’s Comprehensive Exam Committee (Spring 2008, Spring 2009, Spring 2011, Spring 2016)
* I/O Master’s Comprehensive Exam Committee Chair (Spring 2010)
* Student Chapter of the Society for Human Resource Management (Fall 2008)

*Member*

* Graduate Faculty Criteria Committee (Fall 2008)
* Psychology Advisory Committee (Fall 2011-Spring 2012)
* Psychology Executive Departmental Review Committee (Fall 2012-present; *Chair*  for 2013-2014)
* Physiological Psychology Assistant Professor Search Committee (Fall 2011-Spring 2012)
* Community Psychology Asssistant Professor Search Committee (Fall 2014-Spring 2015)

*Judge for Psychology Department Presenters*

* Atkins Library Undergraduate Research Fair (April, 2013)

*Mentor, Charlotte Research Scholars Program (Psychology Department student Brittany Macera)*

* Atkins Library Undergraduate Research Fair (Summer, 2013)

*Reviewer*

* Undergraduate Journal of Psychology-departmental research publication (Fall 2008, Fall 2009)

*Invited Speaker*

* Psi Chi honor society Induction Ceremony Address (April, 2010; November, 2013)

**RECOGNITION AND AWARDS**

\**denotes graduate student under my advisement, \*\*denotes undergraduate student under my advisement*

**Shanock, L.,** (2014). Reviewer of the Year Award, Journal of Business and Psychology.

Atkins Library Undergraduate Research Fair (April, 2014). Three undergraduates from the research lab co-directed by Dr. Eric Heggestad and I presented research. All three won awards! Below are the two projects I supervised.

\*\*Barry, L., \*Myers, H. J., Shanock, L., & Heggestad, E. D. (2014). The impact of supervisor traits on subordinates. (First place)

\*\*Eatman, C. H., \*\*Theilgard, N. L., \*Dunn, A. M., Shanock, L. R., & Heggestad, E. D. (2014). The moderating effect of positive affect on the relationship between perceived organizational support and engagement. (Third place)

Atkins Library Undergraduate Research Fair (April, 2013). Three undergraduates from the research lab co-directed by Dr. Eric Heggestad and I presented research. Two of them won awards.

 **2nd place Psychology Departmental award**

\*\*Theilgard, N., Frear, K., Shanock, L., Donsbach, J., & Heggestad, E.  - Perception of

Organization Preference: Mediating Effects Between Perception of Organizational Support

and  Supportive Behaviors  (Oral Presentation)

**3rd place Psychology Departmental Award**

\*\*Rivera, J., Shanock, L., & Heggestad, E. - I Could Have, So I Should Have: A Study on

Control and Regret (Poster Presentation)

Graduate Research Symposium, UNC Charlotte, Charlotte, NC (March, 2013). A graduate student under my advisement won first place in her division.

**\***Dunn, A.M., **Shanock, L.,** Allen, J.A., Baran, B., Scott, C.W., & Rogelberg, S.G.  *Less acting more doing: Perceived organizational support’s contribution to effective meetings and their outcomes*.  Paper presented at the 2013 **Won 1st place award in the Social Science Division for best paper & presentation.**

Shanock, L. (2012). Recognized as an outstanding reviewer, Southern Management Association conference

\*Paustian-Underdahl, S. (2011). Graduate College Thesis Award for her Master’s thesis work under my advisement titled “Who are supportive leaders and why should we care: includes a $200 award.

\*Adelman, M. (2009). Kenneth Clark Research Award from the Center for Creative Leadership for her Master’s thesis work under my advisement titled “The relationship between dysfunctional interpersonal tendencies, managerial derailment, and turnover” Competitive award with one winner annually; includes a $1,000 award.

Shanock, L. (2008). *Teaching Award: Building Educational Strengths and Talents Outstanding Faculty Award*. These awards are given for undergraduate teaching excellence based on a nomination letter written by an undergraduate student.

Shanock, L., & Roch. S.G. (2005, Fall). *Psi Chi Student Honor Society Eastern Regional Chapter Award* (an award given for the top 2 outstanding Psi Chi chapters in schools on the East Coast. I was one of the 2 faculty advisors for our chapter along with Dr. Sylvia Roch)

Shanock, L. The National Honor Society in Psychology, University at Albany Chapter, *Excellence in Teaching Award* (2004, Spring), and *Excellence in Student Advisement and Mentoring Award* (2004 & 2005, Spring). These awards are voted on by the undergraduate psychology students each year. Only one award is given each year for each category.

Eisenberger, R., & Rhoades, L. (2001, August). Incremental effects of reward on creativity. *Awarded Best Paper in the Organizational Behavior Division, Academy of Management annual meeting*, Washington, D.C.

**PROFESSIONAL MEMBERSHIPS**

Society for Industrial and Organizational Psychology

Academy of Management

Southern Management Association

Psi Chi, the National Honor Society in Psychology

North Carolina Industrial and Organizational Psychology Society