

ADAORA UBAKA

ACADEMIC APPOINTMENTS

Assistant Professor , Management Department University of Massachusetts, Isenberg School of Management, Amherst, MA	2024-present
Postdoctoral Fellow , Management & Organization Development Group, Northeastern University, D'Amore-McKim School of Business, Boston, MA	2022-2024

EDUCATION

Ph.D., University of Illinois at Chicago, Chicago IL Organizational Behavior & Human Resource Management	2017-2022
M.A., Seattle Pacific University, Seattle, WA Industrial-Organizational Psychology	2011
B.A. University of Florida, Gainesville, FL Philosophy	2008

RESEARCH INTERESTS

- **Non-Prototypical Leaders:** Understanding the experiences, challenges, and opportunities of non-prototypical, leaders, particularly BIPOC and female leaders.
- **Positive Intergroup Relations:** Identifying and generating insights to build psychological safety, relational energy, and workplace effectiveness across demographic differences.

PUBLICATIONS IN REFEREED JOURNALS

1. **Ubaka, A.**, Cardador, M.T., Wayne, S.J. Relaxing into Differences and Energizing into Differences: How Group-Based Play Enables Demographically Diverse Adults to Co-Create a Climate of Psychological Safety (*in-press*). *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.2821>
*Selected Media Coverage: Greater Good Magazine
2. Wayne, S. J., Sun, J., Kluemper, D. H., Cheung, G. W., & **Ubaka, A.** (2023). The cost of managing impressions for Black employees: An expectancy violation theory perspective. *Journal of Applied Psychology*. <https://doi.org/10.1037/apl0001030>
* Selected Media Coverage: Forbes, Medium, Huffington Post, MSN.com, I-O at Work, POCIT, HR Grapevine, Yahoo Finance
3. **Ubaka, A.**, Lu, X., Gutierrez, L. Testing the Generalizability of the White Leadership Standard in the Post Obama Era. (2023). *The Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2021.101591>
*Winner, Best Student Conference Paper Award, Gender & Diversity in Organizations (GDO) Division, 80th Annual Academy of Management Conference (2020)
*Best Paper in the Proceedings of the Academy of Management Meeting (2020)

RESEARCH IN PROGRESS

4. **Ubaka, A. & Campbell, E.** Leadership (*Writing, Target: Academy of Management Review*)
5. **Ubaka, A., & Brown, S.,** The Costs of Un)Psychological Safety (*Organizational Science*).
6. **Ubaka, A., & Boyd, T.,** Glass Cliff or Glass Bridge to Upward Financial Mobility? (*Journal of Management*)

AWARDS & HONORS

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| 1. Winner, Best Paper with Practical Implications, MOC Division, Academy of Management Conference | --- | 2023 |
| 2. Best Reviewer Award, OB Division of Academy of Management Conference | --- | 2023 |
| 3. Recipient, C2C Seed Grant Competition, Northeastern University | \$5,000 | 2023-2024 |
| 4. Recipient, Honoring Our Professors' Excellence (HOPE) Award, UIC | | 2022 |
| 5. Winner, Dissertation Research Grant, Institute for Research on Race and Public Policy (IRRPP), UIC | \$1,500 | 2021-2022 |
| 6. Recipient, Graduate College Award for Graduate Research, UIC | \$1,750 | 2020-2021 |
| 7. Recipient, Janessa Shapiro Graduate Research Award, Society of Personality & Social Psychology (SPSP) | \$1,000 | 2020 |
| 8. Winner, Best Student Conference Paper Award, GDO Division, Academy of Management Conference | ---- | 2020 |
| 9. Ph.D. Project/Baruch College Research Fellow | ---- | 2020 |
| 10. Graduate College Pipeline to an Inclusive Faculty (PIF) Fellowship, UIC | ---- | 2018-2022 |
| 11. Liautaud College of Business Graduate Fellowship, UIC | ---- | 2017-2022 |

INVITED PRESENTATIONS

1. University of Massachusetts at Amherst, Social Psychology Brown Bag, 2025
2. University of Massachusetts at Amherst, Isenberg School of Management, 2023
3. Northeastern University, D'Amore-McKim School of Business, MOD Department, 2022
4. University of California, Berkeley, Haas School of Business, M & O Dept., 2022
5. Massachusetts Institute of Technology (MIT), Sloan School of Management, 2022
6. University of Illinois at Chicago, Social Psychology Department, 2022
7. University of Michigan, Center for Positive Organizations, [Adderley Positive Research Incubator](#), 2022
8. Baruch College, Ph.D. Project Research Symposium, 2021

CONFERENCE PRESENTATIONS, & FACILITATED SYMPOSIA AND WORKSHOPS

1. **Academy of Management,** 83rd Annual Meeting, Boston, MA (2023) Paper Presentation: Organizational Communication in the Wake of Mega-Threat Events: A Psychological Contract Perspective
2. **Behavioral Science and Policy Association,** Virtual, (2023) Paper Presentation: Organization Communication Policy in the Wake of Mega-Threat Events: A Psychological Contract View
3. **The Wharton School (University of Pennsylvania),** 15th Annual People and Organizations Conference, Philadelphia, PA,(2022) Paper Presentation: Organizational Response and Mega-Threat Events
4. **Harvard Business School, Rising Scholars Conference,** (Virtual, 2021) Paper Presentation: Testing the Generalizability of the White Leadership Standard in the Post-Obama Era

5. **Academy of Management**, 80th Annual Meeting, Virtual, (2020) Paper Presentation: Testing the Generalizability of the White Leadership Standard in the Post-Obama Era (with Xin Xin Lu & Lyangela Gutierrez)
6. **Academy of Management**, 78th Annual Meeting, Chicago, IL, (2018) Professional Development Workshop Facilitator: Moving Beyond the Conversation: Building a Research Agenda to Create More Inclusive Organizations PDW (Sponsors: GDO Division)

TEACHING

University of Massachusetts, Amherst, Isenberg School of Management
Human Resource Management (MGMT314)

Northeastern University, D'Amore-McKim College of Business, Instructor of Record
Organizational Behavior (ORB 3201; Fall 2023, Spring 2024)

University of Illinois at Chicago, Liautaud College of Business, Instructor of Record
Organizational Behavior (MGMT 452; Fall 2020, Spring 2021, Fall 2021)
Introduction to Organizations (MGMT 340; Summer 2021, Spring 2022)

SERVICE – PROFESSION, UNIVERSITY, & DEPARTMENT

Ad Hoc Reviewing, 2022-present:

- Organizational Science
- Organizational Behavior and Human Decision Processes (OBHDP)
- Journal of Applied Psychology (JAP)
- Journal of Organizational Behavior (JOB)
- Journal of Vocational Behavior (JVB)

Student Representative at Large, Management Organizational Cognition (MOC) Division, April 2021-August 2022

Organizer & Facilitator, Managerial Dept. Research Incubator Presentations, Spring 2021

Panelist for UIC Graduate College Orientation, Fall 2020

Academy of Management Conference Reviewer, 2017-present

Ph.D. Project/Management Doctoral Student Association (MDSA)

- **Co-Chair of Networking Committee**, 2020-2021
- **Writing Group Facilitator**, Fall 2020
- **Membership Committee**, Fall 2020
- **Service Committee**, 2017-2018

PROFESSIONAL AFFILIATIONS

Academy of Management, 2017- present, Divisions: OB, HR, MOC

Society for Personality and Social Psychology (SPSP), 2018-present

- Volunteer as Reviewer for the SPUR Program (Fall 2021, Fall 2022)

Ph.D. Project/Management Faculty of Color Association (MFCA), 2014-present

Member of OB Lab, Harvard Business School, 2023-2024

Member of Gender and Race in Organizations (GRO) Group, Harvard Business School, 2023-present

REFERENCES

- **Sandy J. Wayne, Ph.D., Professor, Dean of Liautaud College of Business**
Doctoral Advisor & Dissertation Chair
Managerial Studies Department
Liautaud College of Business, University of Illinois at Chicago
sjwayne@uic.edu
- **Teresa Cardador, Ph.D., Associate Professor**
Co-author & Mentor
School of Labor and Employment Relations, University of Illinois at Urbana-Champaign
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- **Jamie Ladge, Ph.D., Associate Professor, Chair of the MOD Group**
Mentor
Management and Organizational Development
D'Amore-McKim School of Business, Northeastern University
jladge@northeastern.edu
- **Linda J. Skitka, Ph.D., Professor, Emerita of Social Psychology Department**
Dissertation Committee Member & Mentor
Social Psychology Department
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