

## EMMA L. FRANK

Peter T. Paul College of Business and Economics | Department of Management  
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### EDUCATION

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- Ph.D.            **University of Georgia** – Terry College of Business (2022)  
Management (Organizational Behavior)
- M.B.A.           **University at Buffalo** (2017)
- B.A.              **University at Buffalo** (2015)  
Mathematics and Psychology

### ACADEMIC EMPLOYMENT

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**University of New Hampshire** – Peter T. Paul College of Business and Economics  
Assistant Professor (2022 – present), Department of Management

### RESEARCH INTERESTS

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My research interests center on the implicit theories that people hold about their lives, their work, their colleagues, and their relationships. More specifically, I focus on the emotions and cognitions that such beliefs trigger, the implications of chasing (or achieving) what people believe to be the trademarks of a “good” or “successful” life, and how general ideas about relationships and relationship expectations guide or disrupt workplace social dynamics. Thus, my work often features emotions/emotion regulation and social exchange. Some of my current projects explore how employees develop implicit theories about what is expected of themselves and others, the effects of regulating emotions in pursuit of those expectations or allowing those lay theories to guide behavior, and the emotional and relational consequences that ensue.

### REFEREED PUBLICATIONS

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- Matta, F. K., & **Frank, E. L.** (forthcoming). It’s not a Cedar tree, therefore it’s not a tree: A comment on Yao & Ma (2023). *Journal of Applied Psychology*.
- Matta, F. K., **Frank, E. L.**, & Zapata, C. P. (in press). “Seeing eye to eye” about our relationship is good for us and everyone else: An examination of LMX agreement and views of fair treatment. *Organization Science*.
- Rodell, J. B., Shanklin, B., & **Frank, E. L.** (in press). “I’m *so* stressed!”: Stress bragging: Its harmful - and contagious - consequences at work. *Personnel Psychology*.

Matta, F. K., **Frank, E. L.**, Farh, C. I. C., & Lee, S. M. (in press). Do intelligent leaders differentiate exchange relationships intelligently? A functional leadership approach to leader-member exchange differentiation. *Journal of Applied Psychology*.

**Frank, E. L.**, Matta, F. K., Sabey, T. B., & Rodell, J. B. (2022). What does it cost you to get there? Effects of emotional journeys on daily outcomes. *Journal of Applied Psychology*.

Baer, M. D., **Frank, E. L.**, Matta, F. K., Luciano, M. M., & Wellman, N. (2021). Under trusted, over trusted, or just right? The fairness of (in)congruence between trust wanted and trust received. *Academy of Management Journal*, 64, 180-206.

## **BOOK CHAPTERS**

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Matta, F. K., & **Frank, E. L.** (forthcoming). Fairness in leader-follower relationships. In O. Epitropaki & R. Martin (Eds.), *Contemporary perspectives on relationship-based leadership*. Information Age Publishing.

## **REVISE AND RESUBMITTED MANUSCRIPTS**

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**Frank, E. L.** (under 3<sup>rd</sup> review). [Disclosure]. *Organization Science*.

**Frank, E. L.**, Krautter, K., Wu, W., & Jachimowicz, J. M., (revise-and-resubmit, 1<sup>st</sup> round). [Passion]. *Administrative Science Quarterly*.

**Frank, E. L.**, Matta, F. K., & Rodell, J. B. (revise-and-resubmit, 1<sup>st</sup> round). [Employee relationships]. *Journal of Applied Psychology*.

Wellman, N., **Frank, E. L.**, Mitchell, M. S., Lee, S., & Farh, C. I. C. (revise-and-resubmit, 2<sup>nd</sup> round). [Voice]. *Journal of Applied Psychology*.

## **MANUSCRIPTS UNDER INITIAL REVIEW**

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**Frank, E. L.**, & Matta, F. K. (under initial review). [Family structure]. *Administrative Science Quarterly*.

Matta, F. K., Bennion, C., **Frank, E. L.**, & Eisenhard, C. (under initial review). [Implicit leadership]. *Journal of Applied Psychology*.

Methot, J. R., **Frank, E.**, & Shin, J. [Informal workplace communication]. Proposal Under review at *Academy of Management Annals*.

Poulton, E. C., **Frank, E. L.**, & Lin, S. H. (under initial review). [Leader Disclosure]. *Personnel Psychology*.

## **SELECT WORKS IN PROGRESS**

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**Frank, E. L.\***, & Poulton, E. C.\* (in progress). [Theory of tough love]. Writing phase. \*Equal author contribution

**Frank, E. L.**, Poulton, E. C., & Matta, F. K. (in progress). [Family structure]. Writing phase.

**Frank, E. L.\***, Poulton, E. C.\*, Shanklin, B. C.\*, & Matta, F. K. (in progress). [Disclosure]. Writing phase. \*Equal author contribution

Ganster, M., Wu, R., & **Frank, E. L.** (in progress). [Theory of family structure]. Writing phase.

Kleshinski, C., **Frank, E. L.**, Wilson, K., & Matta, F. K. (in progress). [Justice motives]. Data collection phase.

Matta, F. K., Hill, E. T., Baer, M. D., **Frank, E. L.**, & Wilson, K. S. (in progress). [Resource exchanges between leaders and followers]. Data analysis phase.

Rodell, J. R., Nakos, O., & **Frank, E. L.** (in progress). [Workplace positivity]. Data collection phase.

## **CONFERENCE PRESENTATIONS**

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Matta, F. K., Bennion, C., **Frank, E. L.**, Eisenhard, C. (2024). Microsteps to Transformational Leadership: Empowering via Implicit Leader Prototypes. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.  
**\*SIOP Top 10 Poster (Top 1% of Accepted Submissions)**

**Frank, E. L.** (2023). These Are My (Micro) Confessions: An Episodic Theory of Micro-Confessions at Work. In R. Jennings (Chair), Who I Really Am: Antecedents and Consequences of Self-Expression and Self-Disclosure at Work Symposium presented at the Academy of Management Annual Conference. Boston, MA.

Poulton, E. C., Lin, S. H., **Frank, E. L.** (2023). Bearing My Own Bad News: The Dual Consequences of Leaders Sharing Bad News with Subordinates. In C. Du & T. Watkins (Chairs), Can I Tell You Something? Implications of Event Disclosure at Work for Disclosers and Responders Symposium presented at the Academy of Management Annual Conference. Boston, MA.

Matta, F. K., Bennion, C., **Frank, E. L.**, Eisenhard, C. (2023). Fake it until you make it: Feeling and being seen as transformational is as easy as living out implicit leader prototypes. In C. Bennion & F. K. Matta (Chairs), New Takes on Established Leadership Theories: Bridging Academia and Practice in Leadership Research Symposium presented at the Academy of Management Annual Conference. Boston, MA.

**Frank, E. L.** & Matta, F. K. (2023). Great expectations: Go-to heuristics, their cause, and their consequences. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Boston, MA.

- Matta, F. K. & **Frank, E. L.** (2022). COVID made your high LMX unfair. In S. Yoon & J. Koopman (Chairs), Understanding the Darker Side to OB Symposium presented at the Academy of Management Annual Conference. Seattle, WA.
- Rodell, J. B., Shanklin, B. C., & **Frank, E. L.**, (2022). Stress Bragging: Its Harmful - And Contagious - Consequences at Work. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Seattle, Washington.
- Matta, F. K., & **Frank, E. L.**, (2022). Not Just Toilet Paper: COVID-19 and the Hoarding of Leader-Member Exchange Resources. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Seattle, Washington.
- Meuser, J. D., Scandura, T. A., **Frank, E. L.**, Matta, F. K., Sharif, M. M., Cogliser, C. C., Gardner, W. L., & Sin, H. P. (2021). Current Developments in Leader Member Exchange (LMX): An Interactive Incubator. Panel symposium to be held at the annual meeting of the Southern Management Association, New Orleans, LA.
- Wellman, N., **Frank, E. L.**, Mitchell, M. S., Lee, S., & Farh, C. I. C. (2021). Doing Good and Doing Well: the Nature and Implications of Ethical Voice in Organizations. In A. Chen (Chair), Advancements in Ethical Voice Research Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.
- Matta, F. K., Hill, E. T., Baer, M. D., **Frank, E. L.**, & Wilson, K. S. (2021). Exchanging the Same Favor: The Role of Resource Distinctions and Affect in Leader-follower Exchanges. In S. Yoon (Chair), The Third-decade of the Affective Revolution: How Affect and Emotions Extend Organizational Research Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.
- Frank, E. L.**, Matta, F. K., & Rodell, J. B. (2021). More Than They Bargained For? The "Coworker Tax" to Pay on High LMX. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Matta, F. K., Hill, E. T., Baer, M. D., **Frank, E. L.**, & Wilson, K. S. (2021). To Feel Good, You Have to Give What You Get: A Study of Resource Exchanges. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.  
**\*SIOP Top 10 Poster (Top 2% of Accepted Submissions)**
- Frank, E. L.**, Matta, F. K., & Rodell, J. B. (2020). The dark side of affect shifts: Linking daily emotional trajectories to bad behavior. In M. Y. Lee (Chair), Understanding the Darker Side to OB Symposium presented at the Academy of Management Annual Conference. Vancouver, BC.
- Baer, M. D., **Frank, E. L.**, Matta, F. K., Luciano, M., & Wellman, N. (2020). Under trusted, over trusted, or "just right"? The fairness of (in)congruence between trust wanted and

trust received. In C. T. Varty & L. J. Barclay (Chairs), Broadening Our Understanding of "Doing Justice" in Organizations Symposium presented at the Academy of Management Annual Conference. Vancouver, BC.

**Frank, E. L.,** Matta, F. K., Sabey, T., & Rodell, J. B. (2020). What does it cost you to get there? Effects of emotional journeys on daily outcomes. Poster accepted at the annual meeting of the Society for Industrial and Organizational Psychology. Austin, TX.  
**\*Winner of John C. Flanagan Award for Best Student Contribution at SIOP**

Matta, F. K., Zapata, C. P., & **Frank, E. L.** (2019). Seeing “eye to eye” about our relationship makes me good at being fair: A study of LMX agreement & justice efficacy. In C. Emery, R. Martin, & G. Thomas (Chairs), Recent Advances in Leader-Member Exchange Research. Symposium presented at the Academy of Management Annual Conference. Boston, MA.  
**\*Included in Conference Best Paper Proceedings**

Matta, F. K., **Frank, E. L.**, Farh, C. I. C., & Lee, S. M. (2018). Do intelligent leaders differentiate LMX intelligently? An investigation of “g” and LMX. In A. L. Bartels, H. Sessions, & J. Nahrgang (Chairs), A Process Approach to LMX: Examining Dynamics, Differentiation, and Social Comparison. Symposium presented at the Academy of Management Annual Conference. Chicago, IL.

## **PROFESSIONAL ACTIVITIES AND AFFILIATIONS**

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### Ad-hoc Reviewer

*Academy of Management Journal* (2020-present)  
*Journal of Applied Psychology* (2021-present)  
*Organization Science* (2023-present)  
*Organizational Behavior and Human Decision Processes* (2023-present)  
*Personnel Psychology* (2019-present)

### Conference Reviewer

*Society for Industrial and Organizational Psychology, 2024 Small Grants Committee*

### Affiliations

*Academy of Management*  
*Society for Industrial and Organizational Psychology*  
*Southern Management Association*  
*Phi Beta Kappa*  
*National Society of Collegiate Scholars*

## **AWARDS AND GRANTS**

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Peter T. Paul College of Business and Economics Outstanding Researcher Award 2024 (\$2,000)  
Excellence in Research by Graduate Students Award at University of Georgia 2023 (\$1,000)  
John C. Flanagan Award for Best Student Contribution at SIOP 2020 (\$1,500)

Junior Faculty Seed Grants in STEM (\$10,000) under Fadel Matta, University of Georgia (2018)  
Knox Doctoral Scholar, Fellowship recipient, University of Georgia (2017-2022)

## **INVITED RESEARCH PRESENTATIONS**

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Temple University, Fox School of Business (February 2022)  
Harvard Business School, Passion Lab (January 2022)  
Northeastern University, D'Amore-McKim School of Business (December 2021)  
Washington University in St. Louis, Olin Business School (November 2021)  
University of California Riverside, School of Business (November 2021)  
University of Colorado Denver, CU Denver Business School (November 2021)  
University of Iowa, Tippie College of Business (October 2021)  
University of Delaware, Lerner College of Business and Economics (October 2021)  
Florida State University, College of Business (September 2021)

## **MEDIA MENTIONS**

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Rodell, J. B., Shanklin, B., & **Frank, E. L.** (in press). "I'm so stressed!": Stress bragging: Its harmful - and contagious - consequences at work. *Personnel Psychology*.

Media coverage by: [U.S. News & World Report](#), [The Guardian](#), [CBS News](#), [HuffPost](#), [New York Post](#), [Daily Mail](#), [Fortune](#), [UNILAD](#), [Yahoo](#), [MSN](#), [HealthDay](#), [AOL](#), [Phys.org](#), [UGA Today](#), [This is going well, I think podcast](#), [Business Insider India](#)

**Frank, E. L.**, Matta, F. K., Sabey, T., & Rodell, J. B. (2022). What does it cost you to get there? The effects of emotional journeys on daily outcomes. *Journal of Applied Psychology*, 107, 1203–1226.

Media coverage by: [New York Post](#), [The Atlanta Journal Constitution](#), [UGA Today](#)

## **TEACHING**

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Instructor of Record, University of New Hampshire (Fall 2024)  
Courses: MBA course - Managing Yourself and Leading Others (ADMN 912), Students: 55 Master's students  
Average Instructor Rating: TBD  
Behavior in Organizations (ADMN 575) 3 sections, Students: 105 undergraduates  
Average Instructor Rating: TBD

Instructor of Record, University of New Hampshire (Fall 2023)  
Courses: Behavior in Organizations (ADMN 575) 4 sections, Students: 114 undergraduates  
Average Instructor Rating: 4.96/5.0, 5.0/5.0, 4.84/5.0, 5.0/5.0

Instructor of Record, University of New Hampshire (Fall 2022)  
Courses: Behavior in Organizations (ADMN 575) 3 sections, Students: 104 undergraduates  
Average Instructor Rating: 4.89/5.0, 4.72/5.0, 4.88/5.0

Instructor of Record, University of Georgia (Spring 2021)  
Course: Organizational Behavior (MGMT 5920 - hybrid model) Students: 41 undergraduates  
Average Instructor Rating: 4.98/5.0

Graduate Teaching Assistant, University of Georgia (Spring 2021)  
Course: Analyzing, Interpreting, and Writing Advanced Research Methods for Publication (MGMT 9630)  
Instructor: Dr. Fadel Matta

Graduate Teaching Assistant, University of Georgia (Fall 2018, 2019, 2020)  
Course: PMBA Leadership and Organizational Behavior (Management 7410)  
Instructor: Dr. Fadel Matta

Instructor of Record, University of Georgia (Fall 2019)  
Course: Human Resource Management (MGMT 5820) Students: 29 undergraduates  
Average Instructor Rating: 4.89/5.0

Graduate Teaching Assistant, University of Georgia (Fall 2017 - Spring 2018)  
Course: Principles of Management (MGMT 3000)  
Instructor: Charles Lyons

Graduate Teaching Assistant, University at Buffalo (Fall 2015- Spring 2017)  
Course: Introduction to Statistics for Analytics (MGQ 201)  
Instructor: Dr. Laura Amo

## **SERVICE**

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### *University of New Hampshire*

Paul College Dean's Teaching Excellence Committee (2024-)  
Management Department Journal Committee (2022-2023)

### *University of Georgia*

Management Department Subject Pool Coordinator (2016-2017)

### *Academy of Management*

Halfway there, but now what: Advice for pre-dissertation doctoral students – Discussant (2022)

### *Society of Industrial and Organizational Psychology*

SIOP Small Grants Committee (2024)