

R. DAVID LEBEL

Ben L. Fryrear Faculty Fellow & Associate Professor of Management

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EDUCATION

The Wharton School, University of Pennsylvania

Ph.D., Organizational Behavior (2012), M.S., Organizational Behavior (2009)

B.S. (2002), Economics (concentration in Management)

ACADEMIC POSITIONS

Katz School of Business, University of Pittsburgh

Associate Professor (2020-)

Assistant Professor (2012-2020)

RESEARCH INTERESTS

Proactivity; Employee Voice; Emotions at Work

PUBLICATIONS

Lebel, R.D., Yang, X., Parker, S., & Kamran-Morley, D. (2023). What makes you proactive can burn you out: The downside of proactive skill building motivated by financial precarity and fear. *Journal of Applied Psychology*, 108(7), 1207-1222. <https://doi.org/10.1037/apl0001063>

Patil, S. V., & Lebel, R. D. (2019). "I want to serve but the public does not understand:" Prosocial motivation, image discrepancies, and proactivity in public safety. *Organizational Behavior and Human Decision Processes*, 154, 34-48. <https://doi.org/10.1016/j.obhdp.2019.07.002>

Lebel, R.D., & Patil, S.V. (2018). Proactivity despite discouraging supervisors: The powerful role of prosocial motivation. *Journal of Applied Psychology*, 103(7), 724-737 <https://doi.org/10.1037/apl0000301>

Lebel, R.D. (2017). Moving beyond fight and flight: A contingent model of how the emotional regulation of anger and fear spark proactivity. *Academy of Management Review*, 42(2), 190-206. <https://doi.org/10.5465/amr.2014.0368>

- Lead article

Lebel, R.D. (2016). Overcoming the fear factor: How perceptions of supervisor openness lead employees to speak up when fearing external threat. *Organizational Behavior and Human Decision Processes*, 135, 10-21. <http://dx.doi.org/10.1016/j.obhdp.2016.05.001>

Rosette, A.S., Mueller, J.S., & Lebel, R.D. (2015). Are male leaders penalized for seeking help? The Influence of gender and asking behaviors on competence perceptions. *The Leadership Quarterly*. 26(5), 749-762. <https://doi.org/10.1016/j.leaqua.2015.02.001>

MANUSCRIPTS UNDER REVIEW AND RESEARCH IN PROGRESS

Lebel, R.D., Menges, J., & Sanders, J. An integrated review of the role in affective experiences at work. Under review at the *Journal of Organizational Behavior*.

Lebel, R.D, Brodsky, A, Sanders, J., & Dishop, C. Speaking up over Zoom versus in-person. Writing up to submit to *Organization Science*.

Lam, C.F., & Lebel, R.D. Getting good at blurting it out? Differences between automatic and deliberative voice. Study design and data collection. Target: *Journal of Applied Psychology*.

Lebel, R.D., Yang, X., & Parker, S. Coping with uncertainty at work. Two data sets collected, designing 3rd study. Target: *Organizational Behavior and Human Decision Processes*.

Celik, C., Burgess, R., & Lebel, R.D. Cradle bias: understanding generational differences in perceptions of flexible work arrangements. Conceptualization phase.

Lebel, R.D., & Celik, C. Too hot to handle? Regulating anger at work. Conceptualization phase.

OTHER PUBLICATIONS

Lebel, R. D., & Kamran-Morley, D. (2021). Igniting Initiative: Clarifying the Conceptualization of the Energized-to Pathway of Proactivity. In K.Z. Peng & C. Wu (Eds.), *Emotion and proactivity at work* (pp. 55-76). Bristol, UK: Bristol University Press.

Sumanth, J.J., & Lebel, R.D. (2016). Employee Voice. In *Oxford Bibliographies in Management*. Ed. Ricky Griffin. New York: Oxford University Press. doi: 10.1093/obo/9780199846740-0109

CONFERENCE PRESENTATIONS

Sanders, J., Lebel, R.D., & Menges, J. (2023) Beyond Positivity: A Review of the Functional Outcomes of Negative Emotions at Work. In Williams, C. (chair), *Negative Emotions at Work: Responding to Modern Day Challenges and Hindrances*. Paper presented at the Academy of Management Annual Meeting in Boston, MA.

Yang, X., Lebel, R.D., Kamran-Morley, D., & Parker, S. (2022). What Makes You Proactive Can Burn You Out: The Downside of Proactive Skill Building Motivated by Financial Precarity and Fear. Paper presented at the Academy of Management Annual Meeting, Seattle, WA.

Lebel, R.D., Kamran-Morley, D., & Parker, S. (2022). Withdrawing From or Proactively Coping with Uncertainty? The effect of mood in times of uncertainty. Paper presented at the Positive Organizational Scholarship (POS) Research Conference, University of Michigan, Ann Arbor, MI.

Lebel, R.D., Parker, S., & Kamran-Morley, D. (2020). Examining How Employees are Adapting During COVID-19: The role of emotions, engagement, and burnout. Paper presented as a part of the asynchronous program during the Academy of Management Annual Meeting.

Lebel, R.D. & Sumanth, J.J. (2018). From purgatory to persistence: When and why employees speak up again. In Lebel, R.D. & Sumanth, J.J. (co-chairs), *Speaking up and trying to be heard: Examining the enactment and persistence of voice over time*. Paper presented at the Academy of Management Annual Meeting in Chicago, IL.

Keeney, J.E., Lebel, R.D., & Sharma, P.N. (2017). 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*. Paper presented at the Academy of Management Annual Meeting in Atlanta, GA.

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

Lebel, R.D. & Sumanth, J.J. (2015). Unlocking the black box: A process model of employee voice. In Lebel, R.D. & Maynes, T.D. (co-chairs), *Examining voice outcomes: How speaking up impacts the voicer, peers, and the organization*. Paper presented at the Academy of Management Annual Meeting in Vancouver, British Columbia, Canada.

Lebel, R.D. & Patil, S.V. (2014). Extra credit for proactivity only if I set you free: How granting autonomy shapes supervisor reactions to proactivity. In Kim, Y. (chair), *The power of speaking up in organizations: An exploration of outcomes of voice*. Paper presented at the Academy of Management Annual Meeting in Philadelphia, PA.

Tarr, E.N., Wilk, S.L., Rothbard, N.P., & Lebel, R.D. (2014). Do I talk too much? Supervisor trust and the interplay between self and other-oriented proactive behaviors. In Park, H. & McAlpine, K.L. (co-chairs), *Trust in leadership: New insights and empirical evidence*. Paper presented at the Academy of Management Annual Meeting in Philadelphia, PA.

Lebel, R.D. (2013). Overcoming the fear factor: Exploring what leads employees to voice when experiencing fear. Paper presented at the Academy of Management Annual Meeting in Orlando, FL.

Lebel, R.D. (2012). Speaking up for the greater good: Prosocial motivation and voice in unfavorable contexts. Paper presented at the Academy of Management Annual Meeting in Boston, MA.

- Selected for Academy of Management Best Paper Proceedings 2012

Lebel, R.D., Morrison, E.W., & Wheeler-Smith, S.L. (2011). Employee voice: Development and validation of a multi-dimensional measure. Paper presented at the Academy of Management Annual Meeting in San Antonio, TX.

Lebel, R.D., Mueller, J.M., & Rosette, A.S. (2009). For whom is it lonely at the top? Gender stereotypes and social costs of asking for help. Paper presented at the Academy of Management Annual Meeting in Chicago, IL.

Lebel, R.D., Rothbard, N.P., Klein, K.J., & Wilk, S.L. (2009). Is it safe to speak up? The effects of voice behavior on individual performance ratings. In Lebel, R.D., Klein, K.J., & Rothbard, N.P. (co-chairs), *Speaking up or shutting up: Exploring new directions in research on voice and silence*. Paper presented at the Academy of Management Annual Meeting in Chicago, IL.

INVITED PRESENTATIONS

UPMC Presbyterian, Department of Radiology: "How Organizational Behavior Saves Lives." (Jan 2024)

UPMC Children's Hospital, Heart Institute's Grand Rounds: "How Organizational Behavior Saves Lives." (April 2023)

University of Pennsylvania, Wharton School of Business. 24th Annual Wharton Organizational Behavior Conference (Nov 2018)

Carnegie Mellon University, Tepper School of Business: Organizational Behavior & Theory Seminar (Oct 2013)

AWARDS

Ben L. Fryrear Faculty Fellowship (2021-2024)

Katz School of Business Excellence in Research Award (2015-2016)

Katz School of Business Excellence in Teaching Award (9x winner between 2012-2023)

- *Highest* rated faculty member at Katz (2017-2018)

Outstanding Faculty of the Year as voted by the EMBA-Healthcare Class of Spring 2022, Fall 2022

Doris & Douglas Bernstein Award for Faculty Teaching Excellence (2016-2017; 2019-2020)

Beta Gamma Sigma business honor society for AACSB-credited universities (2020-present)

GRANTS

BNY Mellon Faculty CSR Fellow and research grant \$20000 (2013-2016)

Center for Healthcare Management research grant \$7500 (2016-2017)

Wharton Center for Leadership and Change Management research grant \$10000 (2010-2012)

TEACHING EXPERIENCE

Katz School of Business, University of Pittsburgh	Instructor Ratings
Undergraduate Organizational Behavior (BUSORG 1020)	
<ul style="list-style-type: none"> • Average rating, 19 sections 	4.6 / 5
Executive Ed (Healthcare) Organizational Behavior (BOAH 2801, 2 years)	4.85 / 5
Executive Ed (Healthcare) Leading People in Healthcare (BORG 2402, 3 years)	5.0 / 5
PhD Seminar: Innovation and Organizational Change (BORG 3005, 3 years)	NA

Foundations for Success: Healthcare Leadership and Business Fundamentals - Organized, Facilitated, and Created Asynchronous Material on Leadership (2021-2022)

Foundations for Success: Healthcare Leadership and Business Fundamentals - Created Asynchronous Material on Team Dynamics (2021-2022)

DISSERTATION and THESIS COMMITTEES

Daniya Kamran-Morley, University of Pittsburgh, Organizational Behavior, PhD (current)

Joel Levin, University of Pittsburgh, Organizational Behavior, PhD (current)

Xue (Yolanda) Yang, University of Pittsburgh, Organizational Behavior, PhD (current)

Yinyin Cao, University of Pittsburgh, Human Resources, PhD (2019)

Jirs Meuris, University of Pittsburgh, Organizational Behavior, PhD (2018)

Raul Rios, University of Pittsburgh, Public Health, MHA (2018)

Kia Kai, University of Pittsburgh, Public Health, MHA (2021)

Alyssa Huckestein, University of Pittsburgh, Public Health, MHA (2022)

UNIVERSITY & SCHOOL SERVICE

University of Pittsburgh, Katz School of Business

- Chair of Faculty Diversity Committee (2022-2023)
- Chair of Business for All / ED&I strategic refresh group (2022-2023)
- ED&I Liaison to the Dean (2021-2022)
- ED&I Faculty & Staff Steering Committee (2020-2021)
- ED&I Task Force (2020-2021)
- Teacher Mentor Program – Faculty Mentor (2019-2020)
- Faculty Diversity Committee (2020-2023)
- Sustainability Committee (2019-2021)
- Behavioral Lab Committee (2015-2018)

- Organizations & Entrepreneurship Area Speaker Series – Organizer (2013-2018)
- Faculty Search Committees (2015, 2018, 2020, 2021, 2022)

University of Pittsburgh

- HR Supervisor Support Chats – Organizer & Presenter “Reducing Burnout at Work” 4/27/21
- HR Supervisor Support Chats – Organizer & Presenter “Creating Psychological Safety in Work Teams” 7/28/20
- Faculty Development Workshop Series – Developed and facilitated “Effective Faculty Performance Reviews” with Frits Pil & Tara Harper O’Connor 3/2/20
- UPMC, Office of Advanced Practice Providers – Panel Host “Panel Discussion with National Advanced Practice Provider Leaders” 4/19/22; 11/1/22
- UPMC, Office of Advanced Practice Providers – Keynote Speaker “Emotional Intelligence” 11/4/21
- UPMC, Department of Plastic Surgery – Developed and facilitated “Improving Interviewing Techniques” Spring 2019

University of Pennsylvania, Wharton School of Business

- Ph.D. Student Representative, Management Department, The Wharton School (2008-2009)
- Ph.D. Admissions Committee, Management Department, The Wharton School (2009)

SERVICE to the FIELD and PROFESSIONAL AFFILIATIONS

Reviewing and Editorial Roles

- Editorial Board Member, *Organizational Behavior and Human Decisions Processes*, (2022-)
- Ad Hoc reviewer for the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Science*, *Personnel Psychology*, *Human Relations*, *Journal of Business Ethics*, *Journal of Organizational Behavior*, *PLOS ONE*, *Journal of Organizational and Occupational Psychology*, *Human Resource Management Review*, *Human Performance*, Academy of Management Annual Meeting (2007-2021)
- Best Paper with Practical Implications Committee, OB Division (2020)

Affiliations

Academy of Management, Organizational Behavior (OB) and Research Methods (RMD) divisions

PROFESSIONAL CERTIFICATIONS & TRAINING

Pitt Office of Cross Cultural & Leadership Development: Allies Network Training “Creating an Inclusive Environment for the LGBTQIA+ Community” (certification completed Spring 2022)

Pitt Office of Equity, Diversity, & Inclusion: Racial Equity Consciousness Development Program (certification completed 2020-2021)

RELEVANT WORK EXPERIENCE

Deloitte Consulting LLP. Business Analyst / Consultant, Strategy & Operations (2005-2006)

C&S Wholesale Grocers Business Analyst in Management Rotation Program (2002-2004)