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Vivian L. Xiao

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Academic Appointments

University of Washington Bothell, School of Business

2024 – Present Assistant Professor, Management and Organization

Rice University, Jones Graduate School of Business

2023 – 2024 Lecturer, Management

Vanderbilt University, Owen Graduate School of Management

2022 – 2024 Postdoctoral Fellow, Organization Studies

Education

Stanford Graduate School of Business

2022 Ph.D., Business Administration (Organizational Behavior)

Rice University

2016 B.A., Psychology, with Honors, and English
Magna cum laude

Research Interests

Diversity, equity, and inclusion; Race, gender, and intersectionality; Leadership; Backlash; The future of work

Publications and Work Under Review

Peer-Reviewed Publications

Xiao, V.L. & Lowery, B.S. (2024) Who are You to Me?: A Relational Approach to Examining Race-Gender Associations. *Journal of Experimental Social Psychology*, 110, 104562.
<https://doi.org/10.1016/j.jesp.2023.104562>

Xiao, V.L., Lowery, B.S., & Stillwell, A. (2023). Gender Backlash and the Moderating Role of Shared Racial Group Membership. *Personality and Social Psychology Bulletin*, 49(4), 544-570.
<https://doi.org/10.1177/01461672221074543>

Book Chapters

Xiao, V.L. (2022). Deliberate Inclusion: Considering Underrepresented Perspectives in Psychology. In King, E., Roberson, Q.M., & Hebl, M.R. (Eds.), *Research on Social Issues in Management* (Vol. *The Future of Diversity & Inclusion*), 351-373. Charlotte, NC: Information Age Publishing.

Xiao, V.L. (2022). Gender, Race, and Intersectionality in the Workplace. In Gurung, R.A.R. (Ed.), *Routledge Encyclopedia of Psychology in the Real World*. Cambridge, UK: Routledge.
<https://doi.org/10.4324/9780367198459-REPRW208-1>

Work Under Review

Xiao, V.L., Upadhyay, A., & Triana. <title blinded for review>. *Under review at Journal of Management*

Xiao, V.L., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. Remote work, Racial Discrimination, and Worker Well-being. *Under review at Science Advances* [[preprint](#)]

Selected Works in Progress

Xiao, V.L. & Lowery, B.S. *Gender-Based Benevolence and Race*. [Working paper]

Xiao, V.L., Corrington, A.R., Kinias, Z., & Hebl, M. *Gender, Race, and Personal Entitlement*. [Working paper]

Xiao, V.L. & Lowery, B.S. *Motivated Evaluations of Racial In-group and Out-group Male Leaders' Effectiveness*. [Writing phase]

Triana, M., Xiao, V.L., Richard, O., & Chen, H. *Antecedents to Abusive Supervision*. [Writing phase]

Xiao, V.L., Triana, M., Richard, O., & Chen, H. *The "Dark Side" of Servant Leadership*. [Writing phase]

Liu, H.F., Xiao, V.L., Wang, J., & Triana, M. *Board Political Ideology, CEO Compensation, and Environmental Innovation*. [Data analysis phase]

Triana, M., Xiao, V.L., Li, M., Byun, S., & Chapa, O. *CEO Gender, Age, and the Double Bind*. [Data analysis phase]

Xiao, V.L., Li, M., Triana, M., Byun, S., & Chapa, O. *CEO Gender and Double Standards in Appearance*. [Data analysis phase]

Trapido, D. & Xiao, V.L. *Creativity and privilege*. [Data collection phase]

Academic Awards and Grants

2023 Best Paper Based on a Dissertation, DEI Division
Academy of Management

2021 Best Symposium, OB Division
Academy of Management

2020 Graduate Travel Award
Society for Personality and Social Psychology
(Received \$500)

2019 Diversity Dissertation Research Opportunity
Stanford University
(Received \$2500)

2018 Student Research Award Honorable Mention
Association for Psychological Science

2016 NSF Graduate Research Fellowship Program Honorable Mention
National Science Foundation

2016 Distinction in Research and Creative Work

Rice University

2015 – 2016 Rice Undergraduate Scholars Program (RUSP) research grant
Rice University
(Received \$1124)

Refereed Conference Presentations

- Xiao, V.L., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. (July 2025). *American Knowledge Workers Experience Less Racial Discrimination and Greater Well-being When Remote*, in the symposium “Navigating Identity in Technology-Mediated Work.” Paper presented at the annual conference of the Academy of Management in Copenhagen, Denmark.
- Xiao, V.L. & Lowery, B.S. (July 2025). *Let Me Get That for You, Sweetheart: Gender-Based Benevolence at the Intersection with Race*, in the Showcase Symposium “Navigating Gender Expectations: How Conforming to or Defying Stereotypes Shapes Women's Experiences.” Paper presented at the annual conference of the Academy of Management in Copenhagen, Denmark.
****Symposium received MOC Division Best Symposium Award, AOM 2025**
- Xiao, V.L., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. (February 2024). *The Impact of Remote Work on Perceived Racial Discrimination*, in the symposium “How Technology Shapes Women and Racial Minorities’ Experiences at Work.” Paper presented at the annual conference of the Society for Personality and Social Psychology in San Diego, California.
- Xiao, V.L., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. (November 2023). *The Impact of Remote Work on Perceived Racial Discrimination*. Paper presented at the Tech Economics Conference for the National Association for Business Economics in Santa Clara, California.
- Xiao, V.L. (August 2023). *Help to Harm: Gendered Helping, Hierarchy Maintenance, and Race*. *Academy of Management Proceedings*, 2023(1).
<https://doi.org/10.5465/AMPROC.2023.16153abstract>
****Received DEI Division Best Paper Based on a Dissertation Award, AOM 2023**
- Xiao, V.L. & Lowery, B.S. (July 2023). *Gendered Helping, Hierarchy Maintenance, and Race*, in the symposium “Pluralizing Gender’s Barriers and Boosts: Intersections with Race and Age.” Paper presented at the annual conference of the International Association of Conflict Management in Thessaloniki, Greece.
- Xiao, V.L. & Lowery, B.S. (February 2023). *Help to Harm: Gendered Helping and Hierarchy Maintenance*. Data blitz talk presented at the annual conference of the Society for Personality and Social Psychology at the Gender preconference in Atlanta, Georgia.
- Xiao, V.L. & Lowery, B.S. (July 2022). *Is She Worthy?: The Impact of Shared Racial Group Membership on Helping Behaviors towards Women*. Presented at the annual conference of the International Association of Conflict Management in Ottawa, Canada.

- Xiao, V.L.** & Lowery, B.S. (February 2022). *Setting Him Up for Success (or Failure): Motivated Evaluations of White and Black Male Leaders' Effectiveness*. Poster presented at the annual conference of the Society for Personality and Social Psychology.
- Xiao, V.L.**, Jun, L., Shnabel, N., Stillwell, A., Glick, P., Hur, J.D., Lowery, B.S., & Ramati-Ziber, L. (August 2021). (Symposium organizer). One Step Forward, Two Steps Back: The Unintended Consequences of Subordinate Group Members' Success. *Academy of Management Proceedings*, 2021(1). <https://doi.org/10.5465/AMBPP.2021.14442symposium>
****Received OB Division Best Symposium Award, AOM 2021**
- Xiao, V.L.** & Lowery, B.S. (August 2021). *Setting Him Up for Success (or Failure): Motivated Evaluations of White and Black Male Leaders' Effectiveness*, in the symposium "One Step Forward, Two Steps Back: The Unintended Consequences of Subordinate Group Members' Success." Presented at the annual conference of the Academy of Management.
- Xiao, V.L.** & Lowery, B.S. (February 2021). *Is She Worthy?: The Impact of Shared Racial Group Membership on Helping Behaviors towards Women*. Poster presented at the annual conference of the Society for Personality and Social Psychology.
- Xiao, V.L.** & Lowery, B.S. (February 2021). *Who is She to Me?: Exploring Individuals' Implicit Associations between Race and Gender Roles*. Data blitz talk presented at the annual conference of the Society for Personality and Social Psychology at the Gender preconference.
- Xiao, V.L.**, Lowery, B.S., Hall, E.V., Lee, S.J.S., Stillwell, A., Hall, A.V., & Koval, C.Z. (August 2020). (Symposium organizer). Intersectionality at Work: Broadening Understanding of Gender, Race, and Social Penalties and Boosts. *Academy of Management Proceedings*, 2020(1). <https://doi.org/10.5465/AMBPP.2020.11451symposium>
- Xiao, V.L.**, Lowery, B.S. & Stillwell, A. (August 2020). *Gender-norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership*, in the symposium "Intersectionality at Work: Broadening Understanding of Gender, Race, and Social Penalties and Boosts." Presented at the annual conference of the Academy of Management.
- Xiao, V.L.** & Lowery, B.S. (July 2020). *Setting Him Up for Success (or Failure): Motivated Evaluations of White and Black Male Leaders' Effectiveness*. Presented at the annual conference of the International Association of Conflict Management.
- Xiao, V.L.**, Lowery, B.S., & Stillwell, A. (February 2020). *Gender-norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership*. Data blitz talk presented at the annual conference of the Society for Personality and Social Psychology at the Gender preconference in New Orleans, LA.
- Xiao, V.L.**, Lowery, B.S., & Stillwell. (February 2020). *Gender-norm Violation and Backlash: The Moderating Role of Shared Racial Group Membership*. Poster presented at the annual conference of the Society for Personality and Social Psychology in New Orleans, LA.
****Received Graduate Travel Award, SPSP 2020**
- Xiao, V.L.** & Lowery, B.S. (August 2019). *Are You Man Enough?: Backlash Against Communal Men at the Nexus of Race and Gender*. Presented and workshopped at the annual conference of the

Academy of Management at the OB Research Incubator Professional Development Workshop in Boston, MA.

Xiao, V.L., Lowery, B.S., & Stillwell. (March 2019). *Race, Gender, and the Expression of Backlash*. Presented at the annual Stanford-Berkeley Doctoral Conference in Berkeley, CA.

Xiao, V.L., Lowery, B.S., & Stillwell. (February 2019). *Not Our Women: How Race Moderates the Expression of Backlash*. Poster presented at the annual conference of the Society for Personality and Social Psychology at the Group Processes and Intergroup Relations preconference in Portland, OR.

Xiao, V.L. & Lowery, B.S. (July 2018). *Who Can Be a Leader?: How Race Moderates the Expression of Sexism*. Blitz talk presented at the annual conference of the International Association of Conflict Management in Philadelphia, PA.

Xiao, V.L. & Lowery, B.S. (May 2018). *Who Can Be a Leader?: How Race Moderates the Expression of Sexism*. Poster presented at the annual conference of the Association for Psychological Science in San Francisco, CA.

****Received Student Research Award Honorable Mention, APS 2018**

Xiao, V.L. & Lowery, B.S. (March 2018). *Who Can Be a Leader?: Sanctioning of In-group Gender Deviants*. Poster presented at the annual conference of the Society for Personality and Social Psychology in Atlanta, GA.

Xiao, V.L. & Hebl, M.R. (May 2016). *Do Asian Americans Know Their Worth?: An Examination of Racial Differences in Personal Entitlement*. Poster presented at the annual conference of the Association for Psychological Science in Chicago, IL.

Invited Talks

2024

University of California Berkeley, Haas School of Business
City University of New York—Baruch College, Zicklin School of Business
University of Washington Bothell, School of Business

2023

Rice University, Jones Graduate School of Business
The Ohio State University, Fisher College of Business

2022

Annual Meeting of the Academy of Management, *Diversity Dilemmas: Defining, Measuring, and Accessing Diverse Samples* (Invited Panelist)
Vanderbilt University, Owen Graduate School of Management
Boston University, Questrom School of Business
University of California Riverside, School of Business

2018

Stanford Graduate School of Business, *Bridging Research on Group Processes and Intergroup Relations* (Conference)

Teaching Experience

Instructor

- 2024 – Present BBUS 300: Organizational Behavior, Ethics, and Inclusivity
University of Washington Bothell, School of Business
- Fall 2024 Rating: 4.6/5 (2 sections)
 - Winter 2025 Rating: 4.9/5 (2 sections)
- 2023 MGMT 821: Diversity, Equity, and Inclusion in Business
Rice University, Jones Graduate School of Business
- Rating: 9.08/10 (2 sections)

Course Assistant

- 2021 – 2022 OB 581: Negotiations
Stanford Graduate School of Business
- Rating: 4.97/5 (3 sections)
- 2017 – 2021 OB 205: Managing Groups and Teams
Lead Course Assistant in 2020
Stanford Graduate School of Business
- 2018 – 2019 OB 333: Acting with Power, Course Assistant
Stanford Graduate School of Business

Professional Service

University of Washington Bothell, School of Business

Ceremonies & Honors Advisory Committee (2025)
Scholarship Selection Committee (2024)
Faculty Seminar Series Co-Organizer (2024-2025)

Stanford Graduate School of Business

Stanford GSB PhD Student Association President (2018-2019)
Stanford GSB PhD Student Association Social Chair (2017-2018)
Stanford GSB PhD Mentors Program (2017-2019)

Ad-hoc Reviewer

Personality and Social Psychology Bulletin
Journal of Experimental Social Psychology
Social and Personality Psychology Compass

Professional Affiliations

Academy of Management

Member, Annual Meeting Reviewer

International Association of Conflict Management

Member, Annual Meeting Reviewer

Society for Personality and Social Psychology

Member

References

Brian S. Lowery

Walter Kenneth Kilpatrick Professor of
Organizational Behavior
Stanford Graduate School of Business
Best way to reach: mdubon@stanford.edu

Michelle “Mikki” Hebl

Martha and Henry Malcom Lovett Professor
Rice University, Department of Psychology
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María del Carmen Triana

Cal Turner Chair in Moral Leadership
Professor of Management
Vanderbilt University,
Owen Graduate School of Management
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