

April 8, 2026

# Vivian L. Xiao

University of Washington Bothell, School of Business  
18807 Beardslee Blvd, Suite 210  
Bothell, WA 98011  
vlxiao@uw.edu

## Academic Appointments

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### 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

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### 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

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

## Publications and Work Under Review

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### 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>

### Work Under Review

Xiao, V.L., Upadhyay, A., & Triana. Mega-Threats and Board Gender Diversity. *Under review at Journal of Management Studies*.

### Invited Book Chapters

Xiao, V.L. (forthcoming). Gender and Workplace Inclusion. In King, E., Hebl, M.R., & Brown, D. (Eds.), *Oxford Handbook on Inclusion*. Oxford University Press.

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>

## Selected Works in Progress

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Xiao, V.L., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. Remote work, Racial Discrimination, and Worker Well-being. [In prep for *Psychological Science*; [preprint](#)]

Xiao, V.L. & Lowery, B.S. *Gender-Based Benevolence and Race*. [In prep for *Journal of Experimental Social Psychology*]

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

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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

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- 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, A. (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

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### 2026

University of Washington Tacoma, Milgard School of Business

### 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)

San Jose State University, Lucas College and Graduate School of Business

## **Teaching Experience**

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### ***Instructor***

2024 – Present BBUS 300: Organizational Behavior, Ethics, and Inclusivity  
*University of Washington Bothell, School of Business*

- Cumulative rating: 4.8/5 (9 sections)

2023 MGMT 821: Diversity, Equity, and Inclusion in Business  
*Rice University, Jones Graduate School of Business*

- Cumulative rating: 9.08/10 (2 sections)

### ***Course Assistant***

2021 – 2022 OB 581: Negotiations  
*Stanford Graduate School of Business*

- Cumulative 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**

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### ***University of Washington Bothell, School of Business***

Behavioral Lab Committee (2025-Present)

Ceremonies & Honors Advisory Committee (2025-2026)

Scholarship Selection Committee (2024)

Faculty Seminar Series (2024-Present)

### ***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

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Academy of Management

*Member, Annual Meeting Reviewer*

International Association of Conflict Management

*Member, Annual Meeting Reviewer*

Society for Personality and Social Psychology

*Member*

## References

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### **Brian S. Lowery**

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

### **María del Carmen Triana**

Cal Turner Chair in Moral Leadership  
Professor of Management  
Vanderbilt University,  
Owen Graduate School of Management  
Best way to reach: maria.triana@vanderbilt.edu

### **Michelle “Mikki” Hebl**

Martha and Henry Malcom Lovett Professor  
Rice University, Department of Psychology  
Best way to reach: hebl@rice.edu