

March 22, 2024

# Vivian L. Xiao

Vanderbilt University  
Owen Graduate School of Management  
401 21st Avenue S., Nashville, TN 37203  
vivian.l.xiao@vanderbilt.edu  
vivianlxiao.com

## Academic Appointments

---

2022 – Present **Vanderbilt University, Owen Graduate School of Management**  
Postdoctoral Fellow

## Education

---

- 2022 **Stanford Graduate School of Business**  
Ph.D. in Business Administration (Organizational Behavior)  
**Dissertation:** *Intersectionality at Work: Penalties and Rewards for Breaking or Adhering to Gender Norms Across Race*  
**Dissertation Advisor:** Brian S. Lowery
- 2016 **Rice University**  
B.A. in Psychology, with Honors, and English  
*Magna cum laude*  
**Psychology Honors Thesis Advisor:** Mikki R. Hebl

## Research Interests

---

My work examines issues related to diversity, equity, and inclusion (DEI) at the intersection of two major shifts occurring in the U.S. workforce: (1) the increasing amount of racial diversity in the workforce and (2) the future of work. Often using an intersectional lens, I suggest that these changes will challenge many assumptions about the nature of DEI in organizations—including barriers to women’s career advancement, experiences of racial discrimination, and organizations’ own responses to their changing environments—both at the individual and organizational level.

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>

### **Work Under Review**

Xiao, V.L., Corrington, A.R., Kinias, Z., & Hebl, M. [Gender, Race, and Personal Entitlement]. *Revise & Resubmit*, *Academy of Management Discoveries*.

### **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>

### **Selected Works in Progress**

---

Xiao, V.L. & Lowery, B.S. *Gender-Based Benevolence and Race*. Target journal: *Journal of Personality and Social Psychology* [Working paper]

Xiao, V.L., Upadhyay, A., & Triana. *Mega-threats and Board Gender Diversity*. Target journal: *Academy of Management Journal* [Working paper]

Xiao, V.L., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. *Remote Work, Racial Discrimination, and Worker Well-being*. Target journal: *Proceedings of the National Academy of Sciences* [Working paper]

Xiao, V.L. & Lowery, B.S. *Motivated Evaluations of Racial In-group and Out-group Male Leaders' Effectiveness*. Target journal: *Journal of Personality and Social Psychology* [Writing phase]

Triana, M., Xiao, V.L., Richard, O., & Chen, H. *Antecedents to Abusive Supervision*. Target journal: *Journal of Business Ethics* [Writing phase]

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

Liu, H.F., Xiao, V.L., Wang, J., & Triana, M. *Board Political Ideology, CEO Compensation, and Environmental Innovation*. Target journal: *Strategic Management Journal* [Writing phase]

Triana, M., Xiao, V.L., Li, M., Byun, S., & Chapa, O. *CEO Gender, Age, and the Double Bind*. Target journal: *Academy of Management Journal* [Data analysis phase]

Xiao, V.L., Li, M., Triana, M., Byun, S., & Chapa, O. *CEO Gender and Double Standards in Appearance*. Target journal: *Academy of Management Journal* [Data analysis 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. (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**

2023 MGMT 821: Diversity, Equity, and Inclusion in Business  
*Rice University, Jones Graduate School of Business*  
Rating: 9.08/10 (2 sections)

2018-2019 Taught four classes over four semesters:  
- What Is A Good Life? (Course focused on self and identity)  
- Great Innovations (Course focused on “wise interventions” in psychology)  
- History and Repetition (Course focused on the replication crisis)  
- Invisible Forces (Course focused on the nature of free will)  
*Stanford Prison Education Project*

2018 Star Power (Course focused on social hierarchy and group dynamics)  
*Stanford Educational Studies Program*

### **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

---

### **Ad-hoc Reviewer**

Journal of Experimental Social Psychology  
Social and Personality Psychology Compass

### **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)

## 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](mailto:mdubon@stanford.edu)

### **Michelle “Mikki” Hebl**

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

### **María del Carmen Triana**

Cal Turner Chair in Moral Leadership  
Professor of Management  
Owen Graduate School of Management  
Best way to reach: [maria.triana@vanderbilt.edu](mailto:maria.triana@vanderbilt.edu)