

July 09, 2024

# Vivian L. Xiao

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## Academic Appointments

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- 2024 – Present **University of Washington Bothell, School of Business**  
Assistant Professor (beginning fall 2024)
- 2023 – 2024 **Rice University, Jones Graduate School of Business**  
Lecturer
- 2022 – 2024 **Vanderbilt University, Owen Graduate School of Management**  
Postdoctoral Fellow

## Education

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- 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

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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., Wiwad, D., Talaifar, S., Chu, C., Puente, L., Lagaron, A., & Lowery, B.S. [Remote Work, Racial Discrimination, and Worker Well-being]. *Revise & Resubmit, Proceedings of the National Academy of Sciences*

### **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**

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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., 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. I* [Data analysis phase]

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

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### 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**

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

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### **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

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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](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)