

**Ryan Outlaw**  
Kelley School of Business–Indianapolis  
Indiana University  
801 W. Michigan Street, BS 4142  
Indianapolis, IN 46202  
Phone: (317) 278-7437  
Email: [croulaw@iu.edu](mailto:croulaw@iu.edu)

## Education

Ph.D. University of Georgia, Athens, GA, 2015

*Dissertation:* Information exchange in the workplace

*Committee:* Jason Colquitt (chair), Marie Mitchell, Jessica Rodell

M.B.A. Louisiana State University, Baton Rouge, LA, 2009

B.S. Louisiana State University, Baton Rouge, LA, 2005

## Research Interests

Trust, Justice, Gossip

## Journal Articles

Bush, J., Baer, M. D., Welsh, D., Outlaw, R., Garud, N., & Sessions, H. (in press). To what do I owe this visit? Drawbacks and benefits of in-role and non-role intrusions. *Journal of Management*.

Outlaw, R., Colquitt, J. A., Baer, M. D., & Sessions, H. (2019). How fair versus how long: An integrative theory-based examination. *Personnel Psychology*, 72, 361–391.

Porter, C. O. L. H., Outlaw, R., Gale, J., & Cho, T. (2019). The use of online panel data in management research: A review and recommendations. *Journal of Management*, 45, 319–344.

Baer, M. D., Rodell, J. B., Dhensa-Kahlon, R. K., Colquitt, J. A., Zipay, K., Burgess, R., & Outlaw, R. (2018). Pacification or aggravation? The effects of talking about supervisor unfairness. *Academy of Management Journal*, 61, 1764–1788.

Colquitt, J. A., Zipay, K., Lynch, J. W., & Outlaw, R. (2018). Bringing “the beholder” center stage: On the propensity to perceive overall fairness. *Organizational Behavior and Human Decision Processes*, 148, 159–177.

Long, D. M., Baer, M. D., Colquitt, J. A., Outlaw, R., & Dhensa-Kahlon, R. K. (2015). What will the boss think?: The impression management implications of supportive relationships with star and project peers. *Personnel Psychology*, *68*, 463–498.

Baer, M. D., Dhensa-Kahlon, R. K., Colquitt, J. A., Rodell, J. B., Outlaw, R., & Long, D. M. (2015). Uneasy lies the head that bears the trust: The effects of feeling trusted on emotional exhaustion. *Academy of Management Journal*, *58*, 1637–1657.

### **Manuscripts Under Review**

\*Baer, M. D., \*Newton, D., \*Outlaw, R., & \*Welsh, D. (2nd revise-and-resubmit). [Daily voice]. *Academy of Management Journal*. \*Equal contribution

Outlaw, R. & Baer, M. D. (revise-and-resubmit). [Disclosure and social exchange]. *Personnel Psychology*.

### **Works In Progress**

Shi, W., Chen, G., Outlaw, R., & Chen, T. Names of top managers. Target journal: *Journal of Management*. (Writing stage)

Lynch, J. W., Outlaw, R., & Buis, B. Generating a mystique at work. Target journal: *Administrative Science Quarterly* (Data analysis stage)

Baer, M. D., Butts, M. M., Outlaw, R., & Chamberlin, M. The effects of daily fluctuations in supervisors' trusting behaviors. Target journal: *Academy of Management Journal*. (Data analysis stage)

Mitchell, M. S., Schminke, M., Outlaw, R., & Vogel, R. Psychological contract obligations and the impact of work environment structure on psychological contract breach. Target journal: *Academy of Management Journal*. (Data analysis stage)

Outlaw, R. The appearance of trust in a low trust relationship. Target journal: *Academy of Management Journal*. (Data collection stage)

### **Conference Presentations**

Outlaw, R., Newton, D., & Baer, M. D. (2020, August). The dynamic affective and behavioral consequences of employee voice. Symposium accepted at the annual meeting of the Academy Management. Vancouver, Canada.

Minerbo, C., Flynn, B. B., Pereira, S. C. F., Outlaw, R. (2018, August) Supply chain trust: A two-way street? In T. Kull (Chair), *Examining trust and blame in supply chains*. Divisional paper session conducted at the annual meeting of the Academy of Management. Chicago, IL.

Bush, J., Baer, M. D., Welsh, D., Garud, N., Outlaw, R., & Sessions, H. (2017, August). Thanks for stopping by! A daily examination of the costs and benefits of workplace intrusions. In Y. Yang (Chair), *Apathy, cynicism, and defensiveness, and intrusion*. Divisional paper session conducted at the annual meeting of the Academy of Management. Atlanta, GA.

Outlaw, R. (2016, August). A Higher Standard of Gossip: The Impact of Gossiping on Helping Behavior. In D. Newark (Chair), *Seeking and Giving Help*. Divisional paper session conducted at the annual meeting of the Academy of Management. Anaheim, CA.

Baer, M. D., Dhensa-Kahlon, R. K., Colquitt, J. A., Outlaw, R. (2015, August). Pacification or aggravation? The effects of talking about supervisor unfairness. In M. Lenses, S. S. Masterson, and J. Koopman (Chairs), *Exploring alternative questions: Established vs. emerging issues in justice research*. Symposium conducted at the annual meeting of the Academy of Management. Vancouver, British Columbia, Canada.

Colquitt, J. A., Lynch, J. W., Outlaw, R., & Zipay, K. (2015, April). But you think everything's fair: An examination of fairness propensity. In J. A. Colquitt and K. Zipay (Chairs), *New directions in justice: Forming and reacting to overall fairness*. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Philadelphia, PA.

Baer, M. D., Dhensa-Kahlon, R. K., Colquitt, J. A., Rodell, J. B., Outlaw, R., & Long, D. M. (2014, August). The effects of being trusted on employee burnout. In N. P. Podsakoff (Chair), *Changing conversations in management research*. Symposium conducted at the annual meeting of the Academy of Management. Philadelphia, PA.

Colquitt, J. A., Outlaw, R., & Baer, M. D. (2014, May). Beyond procedural justice: An examination of the predictors of procedural effectiveness perceptions. In J. A. Colquitt and R. Bobocel (Chairs), *Expanding the boundaries of the justice literature*. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Honolulu, HI.

## Teaching Experience

Indiana University, Kelley School of Business

- Organizational Behavior: z302
  - Instructor evaluation: 6.67/7.00 (Spring 2016)
  - Instructor evaluation: 6.53/7.00 (Spring 2017)
  - Instructor evaluation: 6.70/7.00 (Spring 2018)
  - Instructor evaluation: 6.67/7.00 (Spring 2019)
  - Instructor evaluation: 6.69/7.00 (Spring 2020)

- Organizational Behavior: z302 Evening Class
  - Instructor evaluation: 6.14/7.00 (Spring 2016)
  - Instructor evaluation: 6.22/7.00 (Spring 2017)
  - Instructor evaluation: 6.63/7.00 (Spring 2018)
  - Instructor evaluation: 6.00/7.00 (Spring 2020)
- Human Resource Management: z340
  - Instructor evaluation: 6.42/7.00 (Spring 2016)
  - Instructor evaluation: 6.59/7.00 (Spring 2017)
  - Instructor evaluation: 6.71/7.00 (Spring 2018)
  - Instructor evaluation: 6.39/7.00 (Spring 2019)
  - Instructor evaluation: 6.80/7.00 (Spring 2019)
  - Instructor evaluation: 6.30/7.00 (Spring 2020)

University of Georgia, Terry College of Business

- Organizational Behavior: MGMT 5920
  - Instructor evaluation: 6.96/7.00 (Fall 2012)
- Human Resource Management: MGMT 5820
  - Instructor evaluation: 6.94/7.00 (Spring 2014)
- Human Resource Management: MGMT 5820
  - Instructor evaluation: 6.83/7.00 (Spring 2015)

## Reviewing

*Academy of Management Journal* (Ad hoc)

*Journal of Applied Psychology* (Ad hoc)

*Organizational Behavior and Human Decision Processes* (Ad hoc)

*Journal of Management Studies* (Ad hoc)

*Journal of Business Research* (Ad hoc)

*Journal of Vocational Behavior* (Ad hoc)

*Journal of Occupational and Organizational Psychology* (Ad hoc)

*Motivation and Emotion* (Ad hoc)

*Current Psychology* (Ad hoc)

*Psychological Reports* (Ad hoc)

*Information Technology and Management* (Ad hoc)

## Conference Reviewer

Academy of Management

Society for Industrial and Organizational Psychology

## Workshop Participant

Roundtable facilitator in professional development workshop. In C. P. Zapata, N.

Wellman, and M. Kuenzi (Chairs), *Halfway there, but now what? Advice for pre-dissertation doctoral students*. Annual meeting of the Academy of Management. Vancouver, British Columbia, Canada. (2015, August)

## **Professional Organizational Memberships**

Academy of Management  
Society for Industrial and Organizational Psychology  
Society for Human Resource Management

## **University Service**

Diversity, Equity, and Inclusion Undergraduate Subcommittee (2020)  
Enterprise Corps/Indy Chamber Rapid Response Team (2020)  
Academic Fairness Committee (2020)  
Academic Fairness Committee (2019)  
Academic Fairness Committee (2018)  
Management Faculty Search Committee (2017)  
Academic Fairness Committee (2017)  
Management Faculty Search Committee (2015)  
Academic Fairness Committee (2016)

## **Public Service/Engagement**

Dance Kaleidoscope  
3 in 1 Restaurant

## **Media Appearances and Interviews**

“Inspire commitment with a manager your employees trust.” *Indianapolis Business Journal*, 2020. <https://www.ibj.com/articles/inspire-commitment-with-a-manager-your-employees-trust>

“How to find the courage to speak up in the workplace.” *The ROI Podcast*, 2019. [https://hub.kelley.iupui.edu/podcast/\\_podcast/how-to-find-the-courage-to-speak-up-in-the-workplace.html](https://hub.kelley.iupui.edu/podcast/_podcast/how-to-find-the-courage-to-speak-up-in-the-workplace.html)

“Venting won’t make you feel better.” *Harvard Business Review*, 2018. <https://search-ebscohost-com.proxy.ulib.uits.iu.edu/login.aspx?direct=true&db=bth&AN=137120567&site=ehost-live>

“Venting about unfair boss detrimental.” *The Journal Gazette*, October 21, 2018. <http://www.journalgazette.net/blog/lead-on/20181021/venting-about-unfair-boss-detrimental>

“Science says: Complaining about your bad boss will make it worse.” *Shondaland*, March 26, 2018. <https://www.shondaland.com/live/a19577655/complaining-about-work-makes-things-worse/>

“Venting about boss? Research says choose co-workers carefully.” *NPR (KJZZ)*, October 31, 2017. <http://kjzz.org/content/559421/venting-about-boss-research-says-choose-co-workers-carefully>

“If Carmel administrators are romantically involved, why does it matter? An expert explains.” *Current in Carmel*, October 26, 2017. <http://youarecurrent.com/2017/10/26/if-carmel-administrators-are-romantically-involved-why-does-it-matter-an-expert-explains/>

“8 ways to build trust with your coworkers.” *Readers Digest*, November 22, 2016. <http://www.rd.com/advice/work-career/trust-at-work/>

“The delicate balancing act of placing trust in your best staff.” *Financial Times*, January 11, 2016. Retrieved from <https://www.ft.com/content/c1288cf2-b540-11e5-b147-e5e5bba42e51>

“The surprising danger of feeling trusted by your boss.” *Business Insider*, January 7, 2016. <https://www.businessinsider.com/the-downside-of-feeling-trusted-by-your-boss-2016-1>

“Why the boss’s trust can leave you exhausted.” *Psychology Today*, December 22, 2015. <https://www.psychologytoday.com/blog/worklife-matters/201512/why-the-bosss-trust-can-leave-you-exhausted>

“The downside of feeling trusted by your boss at work.” *New York Magazine*, December 21, 2015. <http://nymag.com/scienceofus/2015/12/downside-of-feeling-trusted-by-your-boss.html>

“The surprising downside to having an awesome boss.” *Men’s Health*, January 9, 2015. <http://www.menshealth.com/guy-wisdom/surprising-downside-awesome-boss>

## **Work Experience**

Lead Scheduler, *Kellogg, Brown and Root*. Mosul, Iraq. 2010–2011  
Military supply and field operations support

Internal Audit Intern, *Deloitte & Touche*. Houston, TX. 2008  
Regulatory compliance, risk analysis, and information security

Scheduler, *Kellogg, Brown and Root*. Kirkuk, Iraq. 2005–2006  
Military supply and field operations support