

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

## Education

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

## Academic Employment

Indiana University, Kelley School of Business  
Associate Professor (2022—present)  
Assistant Professor (2015—2022)

## Research Interests

Trust, Justice, Gossip

## Journal Articles

Outlaw, R. & Baer, M. D. (in press). What you say matters: Moving beyond gossiping extent to explore the positive effects of gossip truthfulness and gossip interestingness. *Personnel Psychology*.

\*Welsh, D., \*Outlaw, R., \*Newton, D., & \*Baer, M. D. (in press). The social aftershocks of voice: An investigation of employees' affective and interpersonal reactions after speaking up. *Academy of Management Journal*.

\*all authors contributed equally; authors are listed in reverse alphabetical order, which was randomly determined

Bush, J., Baer, M. D., Welsh, D., Outlaw, R., Garud, N., & Sessions, H. (2021). 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.  
• One of three finalists for the Personnel Psychology 2021 Best Paper Award

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.

• Winner of the 2022 Sage Publications/Robert McDonald Advancement of Organizational Research Methodology Award

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.

### 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)
  - Instructor evaluation: 6.85/7.00 (Spring 2021)
- 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)
  - Instructor evaluation: 6.92/7.00 (Spring 2021)
- 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)
  - Instructor evaluation: 6.67/7.00 (Spring 2021)

## 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)

*Personnel Psychology* (Ad hoc)

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

*Journal of Organizational Behavior* (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)

## **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**

Management Faculty Search Committee—Chair (2022)  
Ethics Faculty Search Committee (2022)  
Diversity, Equity, and Inclusion Undergraduate Subcommittee (2022)  
KSBI Undergraduate Policy Committee (2022)  
Academic Fairness Committee (2022)  
Diversity, Equity, and Inclusion Undergraduate Subcommittee (2021)  
KSBI Undergraduate Policy Committee (2021)  
Management Faculty Search Committee (2021)  
Academic Fairness Committee (2021)  
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**

“Are all work interruptions bad?” *HR Reporter*, 2021. <https://www.hrreporter.com/focus-areas/culture-and-engagement/are-all-work-interruptions-bad/360504>

“How to get your team to go the extra mile.” *The ROI Podcast*, 2021. [https://hub.kelley.iupui.edu/podcast/\\_podcast/how-to-get-your-team-to-go-the-extra-mile.html](https://hub.kelley.iupui.edu/podcast/_podcast/how-to-get-your-team-to-go-the-extra-mile.html)

“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-ebscobhost-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-boss-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>

### **Academic Awards and Honors**

Sage Publications/Robert McDonald Advancement of Organizational Research  
Methodology 2022 Award

*Personnel Psychology* 2021 Best Paper Award finalist

### **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