

Emily C. Poulton
Kelley School of Business
Indiana University
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Updated March 17, 2025

EDUCATION

- Ph.D. University of Georgia, Terry College of Business (2023)
Business Administration (Organizational Behavior)
- University of Massachusetts – Amherst, Isenberg School of Management (transferred)
Business Administration (Organization Studies)
- M.B.A. Queens University of Charlotte, McColl School of Business (2016)
- B.A. Queens University of Charlotte (2014)
Political Science and Business Administration

ACADEMIC EMPLOYMENT

Indiana University, Kelley School of Business
Assistant Professor, Department of Indianapolis
July 2023 – Present

RESEARCH INTERESTS

Interpersonal communication, affect, relationships, and well-being.

REFEREED PUBLICATIONS

- Lin, S.-H. (J.), **Poulton, E. C.**, & Johnson, R. E. (Conditionally Accepted). Short-Term Fulfillment: How Supervisors' Motives for Abusive Behaviors Influence Need Satisfaction and Daily Outcomes. *Journal of Management*.
- Lin, S.-H., Fatimah, S., **Poulton, E. C.**, Ho, C. M., Ferris, D. L., & Johnson, R. E. (2025). Every voice has its bright and dark sides: Understanding observers' reactions to coworkers' voice behaviours. *Journal of Occupational and Organizational Psychology*, 98, e12546. <https://doi.org/10.1111/joop.12546>
- Poulton, E. C.**, Lin, S.-H. (J.), Fatimah, S., Ho, C. M., Ferris, D. L., & Johnson, R. E. (2024). My manager endorsed my coworkers' voice: Understanding observers' positive and negative reactions to managerial endorsement of coworker voice. *Journal of Applied Psychology*, 109(8), 1250–1270. <https://doi.org/10.1037/apl0001180>
- Matusik, J. G., **Poulton, E. C.**, Ferris, D. L., Johnson, R. E., & Rodell, J. B. (2024). The PCMT model of organizational support: Scale development and theoretical application. *Journal of Applied Psychology*, 109(7), 1059–1076. <https://doi.org/10.1037/apl0001110>
- Lin, S.-H. (J.), **Poulton, E. C.**, Tu, M.-H., & Xu, M. (2022). The consequences of empathic concern for the actors themselves: Understanding empathic concern through conservation of resources and work-home resources perspectives. *Journal of Applied Psychology*, 107(10), 1843–1863. <https://doi.org/10.1037/apl0000984>

REVISE AND RESUBMITTED MANUSCRIPTS

Lin, C.-Y., Lin, S.-H. (J.), **Poulton, E. C.**, & Chi, N.-W. (revise-and-resubmit, 1st round). [Social Activities]. *Personnel Psychology*.

Lin, S.-H. (J.), Woodall, J., **Poulton, E. C.**, & Ho, C. (revise-and-resubmit, 1st round). [Leader Communication]. *Organizational Behavior and Human Decision Processes*.

Poulton, E. C., Frank, E. L., & Lin, S.-H. (J.) (revise-and-resubmit, 1st round). [Leader Capitalization]. *Organizational Behavior and Human Decision Processes*.

MANUSCRIPTS UNDER INITIAL REVIEW

*Equal authorship

Heaphy, E. D.* & **Poulton, E. C.*** (under initial review). [Workplace Romances]. *Administrative Science Quarterly*.

Matusik, J. G., **Poulton, E. C.**, Nakos, O., & Rodell, J. B. (under initial review). [Organizational Support]. *Journal of Applied Psychology*.

Rodell, J. B., Shanklin, B. C., **Poulton, E. C.**, & Vogel, R. (under initial review). [Purpose]. *Organization Science*.

SELECTED WORKING PAPERS

*Equal authorship

Frank, E. L.* & **Poulton, E. C.*** [Theory of tough love]. Writing phase, target: *Academy of Management Review*.

Frank, E. L., **Poulton, E. C.**, & Matta, F. K. [Family structure]. Data analysis phase, target: *Academy of Management Journal*.

Frank, E. L.*, **Poulton, E. C.***, Shanklin, B. C. *, & Matta, F.K. [Disclosure]. Writing phase, target: *Organization Science*.

Lin, C.-Y., Lin, S.-H. (J.), **Poulton, E. C.**, & Chi, N.-W. [Social Activities]. Data analysis phase, target: *Academy of Management Journal*.

Lin, S.-H. (J.) & **Poulton, E. C.** [Voice Rejection]. Writing phase, target: *Journal of Applied Psychology*.

Poulton, E. C., Lin, S.-H. (J.), Nakos, O., & Lin, C.-Y. [Alcohol Abstinence]. Writing phase, target: *Academy of Management Journal*.

Poulton, E. C. & Lin, S.-H. (J.). [Companionate Love]. Preparing for submission, target: *Journal of Applied Psychology*.

CONFERENCE PRESENTATIONS

Poulton, E. C., Lin, S.-H., Tu, M.-H., & Xu, M. (2024, August). I'm jealous of your help: The distinct consequences of task- and person-focused help for third-party observers. In Y. E. Lee & M. Ong (Chairs), *Novel Perspectives on Organizational Citizenship Behavior: Expanding the OCB literature*. Symposium presented at the 84th Academy of Management Annual Meeting, Chicago, IL.

Poulton, E. C. & Frank, E. L. (2024, August). "I'm obligated to be happy for you, boss!": The divergent implications of leaders' capitalization. In S. L. Conder & C. E. Kleshinski (Chairs), *Human conversations at work: Exploring responses to personal communication across work relationships*. Symposium presented at the 84th Academy of Management Annual Meeting,

Chicago, IL.

- Poulton, E. C.**, Lin, S.-H., Frank, E. L. (2023, August). Bearing my own bad news: The dual consequences of leaders sharing bad news with subordinates. In C. Du & T. Watkins (Chairs), *Can I Tell You Something? Implications of Event Disclosure at Work for Disclosers and Responders*. Symposium presented at the 83rd Academy of Management Annual Meeting, Boston, MA.
- Heaphy, E. D. & **Poulton, E. C.** (2023, July). Taking a chance on love: Dynamics of attraction and risk in the development of workplace romances. In Petriglieri, J., Barker Caza, B., & Ramarajan, L. (Convenors), *Bridging the Space between Us: Exploring Connection and Disconnection in Workplace Relationships*. Sub-theme presented at 39th EGOS Colloquium, Cagliari, Italy.
- Heaphy, E. D. & **Poulton, E. C.** (2022, August). Risky or risqué?: The role of stigmatized identity in workplace romance formation. In Heaphy, E.D. & **Poulton, E. C.** (Chairs), *Bringing to light what's been cast to the shadows: Marginalized relationships and narratives at work*. Symposium presented at the 82nd Academy of Management Annual Meeting, Seattle, WA.
- Poulton, E. C.**, Yuan, Z., Little, L. M., & Zipay, K. (2021, November). Building normalcy at home: Family-routine engagement and the work-family interface during the COVID-19 pandemic. Paper presented at the Southern Management Association Annual Meeting, New Orleans, LA.
- Poulton, E. C.**, Lin, S.-H., Tu, M.-H., & Xu, M. (2021, August). The dark side of a coworker receiving help. Paper presented at the 81st Academy of Management Annual Meeting, Virtual.
- Little, L. M., Zipay, K., & **Poulton, E. C.** (2021, August). An exploratory investigation of working parents' proactivity-change patterns during COVID-19. In Ganster, M. L., & Gabriel, A. S. (Chairs), *Rethinking work-nonwork spillover: The critical role of work and nonwork relationships*. Symposium presented at the 81st Academy of Management Annual Meeting, Virtual.
- Lin, S.-H., **Poulton, E. C.**, M.-H. Tu, & Xu, M., (2019, August). The dark and bright sides of empathic concern: A conservation of resources perspective. In Song, Y., Tu, M.-H., & Koopmann, J. (Chairs), *Citizenship Behavior: Different Theoretical Perspectives to Understand the Predictors and Outcomes*. Symposium presented at the 79th Academy of Management Annual Meeting, Boston, MA.

REFEREED CASE STUDIES AND TEACHING NOTES

- Milanese, H., **Poulton, E. C.**, Hull, J., & Chanland, D. E., (2025). Olympic Skiing, Elite Distance Runners, & NCAA Basketball: Three Cases of Exemplary Team Performance. *Business Case Journal*. <https://doi.org/10.4135/9781071980378>
- Poulton, E. C.**, Chanland, D. E., Burson, T., & Brooks, B. (2018). New Balance: Fanning a video firestorm. *Journal of Case Studies*. 36(1): 43-52.
- Berka, G., **Poulton, E. C.**, & Chanland, D. E. (2018). Not just another expense cut: Transformational change at Duke Energy. *Business Case Journal*. 25(2): 15-31.

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Editorial Experience

Journal of Applied Psychology, Editorial Fellowship (2024 – 2025)

Ad-hoc Reviewer

Academy of Management Journal (2023 – Present)

Business Horizons (2024 – Present)
Group & Organization Management (2022 – Present)
Journal of Business Ethics (2024 – Present)
Journal of Management Studies (2022 – Present)
Journal of Organizational Behavior (2025 – Present)
Organization Science (2024 – Present)

Conference Reviewer

Academy of Management Annual Meeting
Southern Management Association Annual Meeting

Affiliations

Academy of Management
European Group for Organizational Studies
Society for Industrial and Organizational Psychology

FELLOWSHIPS, SCHOLARSHIPS, & AWARDS

Athletics Favorite Professor (2024 – 2025), IU Indianapolis
Kelley School of Business Research Award (2023 – 2024), Indiana University (\$750)
Athletics Favorite Professor (2023 – 2024), IU Indianapolis
Student Career Success Influencer (2023), University of Georgia
Knox Doctoral Scholar, fellowship recipient (2021 – 2023), University of Georgia
Graduate School Assistantship (2020 – 2023), University of Georgia
Graduate School Assistantship (2018 – 2020), University of Massachusetts – Amherst

INVITED RESEARCH PRESENTATIONS

Northeastern University, D'Amore-McKim School of Business. (December, 2023)
University of Kentucky, Gatton College of Business and Economics (October, 2022)
Texas A&M University, Mays Business School (October, 2022)
Drexel University, LeBow College of Business (October, 2022)
Georgia Institute of Technology, Scheller College of Business (September, 2022)
Washington State University, Carson College of Business (September, 2022)

TEACHING EXPERIENCE

Instructor of Record

Fall, 2024

Managing and Behavior in Organizations (BUS Z302)
Indiana University (Indianapolis): In-person
Students: 33 undergraduates
Average Instructor Rating: 6.84/7.0 (88% responded)

Human Resource Management (BUS Z340), 2 sections
Indiana University (Indianapolis): In-person
Students: 27 undergraduates; 20 undergraduates
Average Instructor Rating: 6.87/7.0 (81% responded); 6.84/7.0 (90% responded)

Fall, 2023

Managing and Behavior in Organizations (BUS Z302)
Indiana University (Indianapolis): In-person
Students: 49 undergraduates
Average Instructor Rating: 6.71/7.0 (88% responded)

Human Resource Management (BUS Z340), 2 sections

Indiana University (Indianapolis): In-person
Students: 19 undergraduates; 21 undergraduates
Average Instructor Rating: 6.65/7.0 (90% responded); 6.61/7.0 (89% responded)

Spring, 2022

Human Resource Management (MGMT 5820)
University of Georgia: In-person
Students: 43 undergraduates
Average Instructor Rating: 4.96/5.0 (91% responded)

Summer, 2021

Organizational Behavior (MGMT 5920)
University of Georgia: Hybrid
Students: 20 undergraduates
Average Instructor Rating: 4.99/5.0 (95% responded)

Spring, 2018

Career Connections (INT 201)
Queens University of Charlotte: In-person
Students: 27 undergraduates
Average Instructor Rating: 4.67/5.0 (70% responded)

SERVICE

Indiana University, Kelley School of Business (Indianapolis)

Research Colloquium Committee Member (2024 – Present)
Academic Fairness Committee Member (2023 – Present)

Academy of Management

Halfway there, but now what: Advice for pre-dissertation doctoral students – Discussant (2023)

PROFESSIONAL EXPERIENCE

Queens University of Charlotte

Research and Assessment Analyst
Admissions Counselor

July 2016 – August 2018
August 2014 – June 2016