

**Emily C. Poulton**  
Kelley School of Business  
Indiana University  
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Updated September 16, 2024

## **EDUCATION**

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- 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**

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

## **RESEARCH INTERESTS**

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

## **REFEREED PUBLICATIONS**

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Lin, S.-H., Fatimah, S., **Poulton, E. C.**, Ho, C. M., Ferris, D. L., & Johnson, R. E. (2024). Every voice has its bright and dark sides: Understanding observers' reactions to coworkers' voice behaviours. *Journal of Occupational and Organizational Psychology*, 00, 1–27.  
<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**

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

Lin, S.-H. (J.), **Poulton, E. C.**, & Johnson, R. E. (revise-and-resubmit, 1<sup>st</sup> round). [Abusive Supervision]. *Journal of Management*.

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

#### **MANUSCRIPTS UNDER INITIAL REVIEW**

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Lin, S.-H. (J.), Woodall, J., **Poulton, E. C.**, & Ho, C. [Leader Communication]. *Journal of Applied Psychology*.

**Poulton, E. C.** & Lin, S.-H. (J.). [Positivity Resonance]. *Academy of Management Journal*.

Rodell, J. B., Shanklin, B. C., **Poulton, E. C.**, & Vogel, R. [Purpose]. *Academy of Management Journal*.

#### **SELECTED WORKING PAPERS**

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\*Equal contribution

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*.

Heaphy, E. D.\* & **Poulton, E. C.\*** [Workplace Romances]. Writing phase, target: *Administrative Science Quarterly*.

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

Matusik, J. G., **Poulton, E. C.**, Nakos, O., & Rodell, J. B. [Organizational Support]. 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*.

#### **CONFERENCE PRESENTATIONS**

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**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**

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Milanese, H., **Poulton, E. C.**, Hull, J., & Chanland, D. E., (2019). Olympic Skiing, Elite Distance Runners, & NCAA Basketball: Three Cases of Exemplary Team Performance. *Journal of Case Studies*.

**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**

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### **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 Management Studies* (2022-present)

*Journal of Business Ethics* (2024-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**

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Kelley School of Business Research Award (2023 – 2024), Indiana University (\$750)  
Athletics Favorite Professor (2023 – 2024), IUPUI  
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**

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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**

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### **Instructor of Record**

#### Fall, 2023

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

Human Resource Management (BUS Z340), 2 sections  
Indiana University (Indianapolis): In-person  
Students: 19 undergraduates, 21 undergraduates  
Average Instructor Rating: 6.65/7.0, 6.61/7.0

#### Spring, 2022

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

#### Summer, 2021

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

#### Spring, 2018

Career Connections (INT 201)  
Queens University of Charlotte: In-person  
Students: 27 undergraduates

Average Instructor Rating: 4.67/5.0

**PROFESSIONAL EXPERIENCE**

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Queens University of Charlotte  
Research and Assessment Analyst  
Admissions Counselor

July 2016 – August 2018  
August 2014 – June 2016