

# STEPHEN H LEE

Doctoral Candidate, Management and Organization  
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## EDUCATION

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**University of Washington** – Foster School of Business (expected June 2020)

Ph.D., Organizational Behavior  
Minor in Research Methods and Social Statistics

Dissertation: *Division or solidarity: The double-edged sword of workplace gossip*

Gossip is a ubiquitous social interaction in organizations. Current scholarly perspectives of gossip focus on the episodic exchange of gossip in relationships and treat gossip as a largely uniform behavior. This approach simplifies the complexity and ambiguity that make gossip unique and neglects the implications of gossip as a recurring group phenomenon. In this dissertation, I seek to contribute to theory on gossip in organizations by addressing two key questions. First, how do group members interpret the gossip they experience? Second, what are the consequences of gossip as a group phenomenon on the perceived social structure of the group? In the first chapter of this dissertation, I theorize how recipients of gossip interpret and react to gossip in order to develop a typology of gossip and a theoretical model for its dyadic consequences. Through an attributional process, the possible interpretations of gossip may yield conflicting implications for group members that are manifested through subsequent social dynamics between the gossip sender and recipient. In the second chapter, I integrate faultline theory to examine the group-oriented implications of gossip. I suggest that gossip affects groups by activating both dormant and socially constructed faultlines that result in the perception of subgroups.

Committee: Michael Johnson (Chair), Bruce Avolio, Christopher Barnes, Ryan Fehr, Adrian Dobra (Statistics)

**University of Michigan** – Ross School of Business (2010)

B.B.A., Business Administration (James B. Angell Scholar; Carson Scholar; with High Distinction)  
Minor in Economics and Philosophy

## RESEARCH INTERESTS

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My primary areas of research center on the intersection between uncertainty in social interactions and relationships in organizations by examining how individuals interpret and respond to the ambiguity and ambivalence in social interactions. Currently, I study the consequences of (1) gossip, (2) interpersonal helping, and (3) voice.

## MANUSCRIPTS UNDER REVIEW & WORKING PAPERS

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Lee, S. H. and Barnes, C. [Title redacted for blind review: Gossip].

- Under 2<sup>nd</sup> review (*Journal of Applied Psychology*)

Lee, S. H. and Johnson, M. D. [Title redacted for blind review: Helping and emotional expressions].

- Under review (*Organizational Behavior and Human Decision Processes*)

Lee, T. W., Lee, S. H., Holtom, B., and Li, J. [Title redacted for blind review: Employee turnover].

- Under review (*Journal of Applied Psychology*)

## SELECTED RESEARCH IN PROGRESS

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**Lee, S. H.**, Schabram, K., and Johnson, M. D. Robin Hood wanted (or unwanted): Recipient reactions to unethical help.

- Drafting manuscript (target: *Journal of Applied Psychology*)

**Lee, S. H.**, Farh, C. I. C., Lin, S., and Lee, S. M. Voice justice: The importance of fair process when endorsing voice (or not).

- Drafting manuscript (target: *Academy of Management Journal*)

Wellman, N., Mitchell, M. S., Frank, E. L., **Lee, S. H.**, and Farh, C. I. C. Ethical voice.

- Collecting additional data (target: *Academy of Management Journal*)

## CONFERENCE PRESENTATIONS AND ORGANIZED SESSIONS

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**Lee, S. H.** Robin Hood wanted (or unwanted): Recipient reactions to unethical help. Presented in symposium at the 79<sup>th</sup> Annual Meeting of the Academy of Management, Boston, MA.

**Lee, S. H.**, Farh, C. I. C., Lin, S., and Lee, S. M. Voice justice: The importance of fair process when endorsing voice (or not). Presented in symposium at the 79<sup>th</sup> Annual Meeting of the Academy of Management, Boston, MA.

**Lee, S. H.** and Johnson, M. D. Helping with attitude: The effects of expressed emotions on social closeness and reciprocity. Paper presented at the 78<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.

**Lee, S. H.** and Schabram, K. What happens next? The temporal dynamics and long-term consequences of prosocial behavior. Symposium organized at the 78<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.

## TEACHING

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MGMT 300: Leadership and Organizational Behavior (core undergraduate course)

- Winter 2018 (4.7/5.0)
- Winter 2019 (4.9/5.0)

Business Certificate Program (offered through Foster's Consulting and Business Development Center)

- Seattle: Summer 2018, 2019
- Tri-Cities: Autumn 2018

### Guest Lecturer

MGMT 320: Business, Government, and Society. (Undergraduate Autumn 2017)

- Lecture topic: Moral disengagement

### Teaching Assistant

TMMBA 524: Leading Organizational Change (Technology Management MBA Spring 2016, 2018, 2019)

MGMT 504: Ethical Leadership (Evening MBA Winter 2017; Full-time MBA Autumn 2017, 2018)

MGMT 300: Leadership & Organizational Behavior (Undergraduate Spring 2017)

## HONORS & AWARDS

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PhD Program Dean's Achievement Award (2018)

Management & Organization Teaching Stars (Winter 2018, Winter 2019)

## **SERVICE**

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Volunteer reviewer, Academy of Management Annual Meeting, OB Division (2018, 2019)  
OB PhD admissions committee, doctoral student representative (2019)

## **PROFESSIONAL AFFILIATIONS**

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Academy of Management (Divisions: Organizational Behavior and Research Methods)

## **PRIOR WORK EXPERIENCE**

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**ZS Associates** – Evanston, IL (2011-2015)  
Business Associate and Associate Consultant

## **REFERENCES**

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### **Michael D. Johnson (dissertation chair)**

Associate Professor of Management  
Foster School of Business  
University of Washington  
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### **Christopher M. Barnes**

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### **Crystal I. C. Farh**

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