

Blair Middlebrook

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EDUCATION

PhD in Organizational Behavior

Expected 2025

University of Washington, Foster School of Business

Dissertation: Getting what they asked for?: The unexamined consequences of leader voice solicitation for men, women, and organizations

- *Committee*: Crystal Farh (chair), Ryan Fehr, Bruce Avolio, Sapna Cheryan
- *Abstract*: In my dissertation, I examine the practice of leader voice solicitation (individually-directed requests for improvement-oriented ideas) and its efficacy as a tactic for transforming employees' unique perspectives into organizational value. Rather than prior literature's metric of voice *quantity*, I assess the resulting organizational value through voice *quality*. I argue that leader voice solicitation can positively affect voice quality by increasing felt social worth. However, as a result of gender-based challenges to voice that women face, women experience this positive effect to a lesser extent. I further describe the specific mechanisms behind these gendered inequities and explore potential mitigating factors. I test these hypotheses in a three-wave, multi-source field survey, and an in-person, interactive laboratory experiment.
- Winner of the 2024 "Business for a Better World" Dissertation Proposal Competition sponsored by Colorado State University College of Business

BBA in Entrepreneurial Management

2017

Texas Christian University, Neeley School of Business

Summa cum laude, Departmental honors

RESEARCH INTERESTS

- Employee voice
- Identity
- Belonging & Inclusion
- Diversity

PUBLICATIONS

Middlebrook, B., Farh, C., Fowler, R., Camacho, G., Oh, K., & Yu, A. (2024). The gendered costs of voice (un)enacted for belonging. *Academy of Management Proceedings, 2024*.

WORKS UNDER REVIEW AND IN PROGRESS

Middlebrook, B. Getting what they asked for?: The unexamined consequences of leader voice solicitation for men, women, and organizations. *Dissertation in progress*.

Farh, C., Middlebrook, B., Oh, K., Yu, A., Fowler, R., & Camacho, G. [The consequences of voice enactment on belonging in majority-male settings]. Under review at *Journal of Applied Psychology*.

Middlebrook, B., Barnes C., Leavitt, K. & Banerjee, A. Dual lives, singular self: The experiences of CIA officers in maintaining and managing their real and undercover identities in clandestine work. *Work in progress*.

Middlebrook, B., & Farh, C. How “who I am” becomes “what I voice”: A theory of the individualization of employee voice. *Work in progress*.

Middlebrook, B. & Fehr, R. Green with envy or feeling appreciated?: Managing the risk of backlash from social recognition events through expressions of gratitude. *Work in progress*.

TEACHING EXPERIENCE

MGMT 300—Leadership and Organizational Behavior (University of Washington)

- Spring 2023 (38 students, 4.8/5)
- Autumn 2023 (50 students, 4.5/5)

HONORS & AWARDS

- “Business for a Better World” Dissertation Proposal Competition (Winner) Summer 2024
- PhD Program Award for Teaching Excellence Spring 2024
- AOM OB Division Best Reviewer Spring 2024
- UW M&O Department Star Teacher Spring 2023 & Fall 2023

PRESENTATIONS

* Denotes presenter

*Middlebrook, B. (2024). Gendered effects of voice solicitation: Do leaders get what they (really) want from who they want?. *Paper to be presented at the 84th Academy of Management Annual Meeting*.

Farh, C., *Middlebrook, B., Oh, K., Yu, A., Fowler, R., & Camacho, G. (2024). The gendered costs of voice (un) enacted for belonging. *Paper to be presented at the 84th Academy of Management Annual Meeting*.

- Designated as a conference “best paper”

*Middlebrook, B., & Fehr, R. (2023). Green with envy or feeling appreciated?: Using the power of gratitude to overcome the risks of witnessing social recognition. *Paper presented at the 83rd Academy of Management Annual Meeting*.

- Selected as a showcase symposium

Farh, C., *Middlebrook, B., Fowler, R., & Camacho, G. (2022). The costs of voice (un)enacted: Implications for voice safety and inclusion among demographic minorities. *Paper presented at the 82nd Academy of Management Annual Meeting*.

- Selected as a showcase symposium

Farh, C., *Middlebrook, B., Fowler, R., & Camacho, G. (2022). The costs of voice (un)enacted: Implications for voice safety and inclusion among demographic minorities. *Paper presented at the 63rd Western Academy of Management Annual Meeting*.

PROFESSIONAL MEMBERSHIPS

Academy of Management

2019-Present

INDUSTRY EXPERIENCE

DaVita Kidney Care

Senior Analyst, Operations Innovation

2017-2020

REFERENCES

Crystal Farh

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Provost's Chair

National University of Singapore

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