

Blair Middlebrook

blairmid@uw.edu

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
 - ▶ Feature article about the award and my dissertation:
<https://biz.source.colostate.edu/csu-college-of-business-awards-18000-in-research-funding-to-winners-of-business-for-a-better-world-dissertation-proposal-competition/>

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

WORKS INVITED FOR REVISION AND RESUBMISSION

Farh, C., Middlebrook, B., Oh, K., Yu, A., Fowler, R., & Camacho, G. [Title redacted] The consequences of voice enactment on belonging in majority-male settings. **1st round revise and resubmit at *Journal of Applied Psychology*.**

WORKS IN PROGRESS

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

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. *Preparing for submission to Administrative Science Quarterly.*

Middlebrook, B., & Farh, C. How “who I am” becomes “what I voice”: A theory of the individualization of employee voice. *Preparing for submission to Academy of Management Review.*

Middlebrook, B. & Fehr, R. Green with envy or feeling appreciated?: Managing the risk of backlash from social recognition events through expressions of gratitude. *Preparing for submission to Journal of Applied Psychology.*

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 Annual Meeting OB Division Best Paper Spring 2024
- AOM Annual Meeting OB Division Best Reviewer Spring 2024
- UW M&O Department Star Teacher Spring 2023 & Fall 2023

CONFERENCE 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

2017–2020

Senior Analyst, Operations Innovation

REFERENCES

Crystal Farh

Professor of Management

Michael G. Foster Endowed Fellow

University of Washington

- Phone: (206) 616-2115
- Email: farh@uw.edu

Ryan Fehr

Professor of Management

Michael G. Foster Endowed Fellow

University of Washington

- Phone: (206) 543-4935
- Email: rfehr@uw.edu

Christopher Barnes

Professor of Management

Provost's Chair

National University of Singapore

- Phone: (65) 6516 3190
- Email: chris24b@nus.edu.sg