

CHRISTY ZHOU KOVAL

Smith School of Business
 Goodes Hall
 Queen's University
 Kingston, Ontario K7L 3N6
christy.koval@queensu.ca

EMPLOYMENT

Queen's University, Smith School of Business	2025-present
Assistant Professor, Organizational Behaviour Area	
Michigan State University, Broad College of Business	2019-2025
Assistant Professor, Department of Management [Maternity leave taken 2020 and 2023]	
Hong Kong University of Science and Technology, Business School	2016-2019
Assistant Professor, Department of Management	

EDUCATION

PhD	Duke University, Fuqua School of Business Management & Organizations	2016
MSc	University of Western Ontario Industrial/Organizational Psychology	2010
HBA	University of Western Ontario Ivey Business School	2008

PUBLICATIONS (Student or post-doctoral co-authors at the initiation of project denoted by *)

-
13. **Koval, C. Z.**, Wong, H. W.*, Ferris, D. L., Hideg, I. (accepted). The hidden costs of DEI work: Understanding identity taxation in contemporary organizations. In E. King, M. Hebl, & Q. Roberson (Eds.), *Research on Social Issues in Management: Call to Action for Policymakers: Defending and Advancing Diversity, Equity, and Inclusion (DEI) Initiatives*. Information Age Publishing.
 12. Hideg, I., Shen, W. **Koval, C. Z.** (2024). Hear, hear! A review of accent discrimination at work. *Current Opinion in Psychology*.
 11. Lee, Y. H., **Koval, C. Z.**, & Lee, S.* (2023). The glass wall and the gendered evaluation of role expansion in freelancing careers. *Academy of Management Journal*, 66, 1042-1070.
 *Nominated for 2023 AMJ Best Paper Award (one of three finalists)
 10. Ma, A., Rosette, A. S. & **Koval, C. Z.** (2022). Reconciling female agentic advantage and disadvantage with the CADDIS measure of agency. *Journal of Applied Psychology*, 107, 2115-2148.

*Published as a Journal of Applied Psychology Monograph for the potential to make an exceptional contribution to the literature

*Published as a Journal of Applied Psychology Editor's Choice Article for the December 2022 issue

9. **Koval, C. Z.**, & Rosette, A. S. (2021). The natural hair bias in job recruitment. *Social Psychological and Personality Science*, 12, 741-750.

*Selected media mentions: CNN, Bloomberg, Huffington Post, Forbes, Yahoo.com, Last Week Tonight with John Oliver, Poynter.org, Fast Company.

8. Tang, S., **Koval, C. Z.**, Larrick, R., & Harris, L. (2020). The morality of organization vs. organized members: Organizations are attributed more control and responsibility for negative outcomes than are equivalent members. *Journal of Personality and Social Psychology*, 119, 901-919.

7. Rosette, A. S., Ponce de Leon, R., **Koval, C. Z.**, & Harrison, D. (2018). Intersectionality: Connecting experiences of gender with race at work. *Research in Organizational Behavior*, 38, 1-22.

*Runner up, The Saroj Parasuraman Outstanding Publication Award, Academy of Management, GDO division

6. Rosette, A. S. & **Koval, C. Z.** (2018). Framing advantageous inequity with a focus on others: A catalyst for equity restoration. *Journal of Experimental Social Psychology*, 76, 283-289.

5. Bang, M. H., **Koval, C. Z.**, & Wade-Benzoni, K. A. (2017). It's the thought that counts over time: The interplay of intent, outcome, stewardship, and legacy motivations in intergenerational reciprocity. *Journal of Experimental Social Psychology*, 73, 197-210.

4. Rosette, A. S., **Koval, C. Z.**, Ma, A. & Livingston, R. (2016). Race matters for women leaders: A Comprehensive consideration of agentic deficiencies and penalties. *Leadership Quarterly*, 27, 429-445.

3. Proudfoot, D., Kay, C. A., & **Koval, C. Z.** (2015). A gender bias in the attribution of creativity: Archival and experimental evidence for the perceived association between masculinity and creative thinking. *Psychological Science*, 26, 1751-1761.

*A version of this paper won the Dorothy Harlow Best Paper Award, Academy of Management, GDO division

*Selected media mention: Harvard Business Review, Forbes, Innovation Hub, Psychology Today, Scientific American, Inc. Magazine, Huffington Post, Pacific Standard.

2. **Koval, C. Z.**, vanDellen, M. R., Fitzsimons, G. M., & Ranby, K. W. (2015). The burden of responsibility: Interpersonal costs of having high self-control. *Journal of Personality and Social Psychology*, 108, 750-766.

*Selected media mention: Times Magazine, The Economist, Huffington Post, The Times of London, NY Magazine, The Atlantic, Business Insider, Yahoo Finance, Wisconsin Public Radio, Texas Public Radio, Psychology Today.

1. vanDellen, M. R., Shea, C. T., Davisson, E. K., **Koval, C. Z.**, & Fitzsimons, G. M. (2014). Motivated misperception: Self-regulatory resources affect goal appraisals. *Journal of Experimental Social Psychology*. 53, 118-124.

PUBLICATIONS FOR PRACTITIONER AUDIENCE

2. Lee, Y. H., **Koval, C. Z.**, & Lee, S.* (April 11, 2023). *How the "Glass Wall" Can Hold Female Freelancers Back*. *Harvard Business Review*, digital article. <https://hbr.org/2023/04/how-the-glass-wall-can-hold-female-freelancers-back>

1. **Koval, C. Z.** (2018). *Are men from Mars and women from Venus? Gender stereotypes and their implications for gender equality in the workplace*. HKUST Business School Magazine, reprinted on South China Morning Post (translated into Chinese).

MANUSCRIPTS UNDER REVIEW & REVISION

Young, H.* , **Koval, C. Z.**, Lee, H., Hahn, R.* , & Johnson, R. E. Topic: Intergenerational group interactions and job performance. Second round R&R at *Journal of Organizational Behavior*.

Koval, C. Z., Ferris, D. L., Chen, M.* , Cai, W.J. Topic: Agency and incivility. First round R&R at *OBHDP*.

Koval, C. Z., Ferris, D. L., Wong, H.* , Hideg, I. Topic: Diversity, equity and inclusion. First round R&R at *Journal of Applied Psychology*.

Koval, C. Z., Guarana, C. L., & Hernandez, M. Topic: Language fluency and team performance. Under review at *Journal of Applied Psychology*.

Summers, C.* , **Koval, C. Z.**, Vickers, C., Hunt, M.T., Opie, T., & Neeley, T. Topic: Accent-based bias. Under review at *OBHDP*.

WORKING PAPERS

Koval, C. Z., Young H.* , Hahn, R.* , Li,* J. & Johnson, R. E. Topic: Work dress and job performance. Target journal: *OBHDP*.

Kim, J., Gao, H., & **Koval, C. Z.** Topic: Gender bias in top management teams. Target journal: *Leadership Quarterly*.

Gai, S.L., Maric, S., & **Koval, C. Z.** Topic: Antecedents and Consequences of Overachieving CEOs. Target journal: *Administrative Science Quarterly*.

Ong, M., Lee, Y. E., & **Koval, C. Z.** Topic: Helping. Target journal: *Personnel Psychology*.

Koval, C. Z. Topic: Language bias. Target journal: *Journal of Personality and Social Psychology*.

Koval, C. Z., Daniels, D. P., Yong, H.* Topic: Gender bias in freelancing labor market. Target journal:

Academy of Management Journal.

Daniels, D. P., **Koval, C. Z.** & Neale, M. Topic: Gender and negotiation. Target journal: *Academy of Management Journal.*

RESEARCH IN PROGRESS

Koval, C. Z., Lee, S., & Lee, Y.H. Topic: Gender and collaborative work

Blocker, V.*, **Koval, C. Z.**, Cho, A.*, Boora, L.* & Hollenbeck, J. Topic: Construal level diversity in teams.

Koval, C. Z., Ferris, D. L., Wong, H. W.*, Hideg, I. Topic: Diversity, equity and inclusion.

Koval, C. Z. & Scott, B. S. Topic: language in the workplace.

Koval, C. Z., Walker, D., Lian, H., Rochanakit, C.*, Wang, F. Topic: Accents and incivility.

Koval, C. Z., Tsoimon, U., & Leung, A.* Topic: Gender bias in top management teams.

Koval, C. Z. & Wong, K. F. E. Topic: Diversity and decision bias.

Koval, C. Z., Li, J.*, & Lian, H. Topic: Subordinate status and supervisor mistreatment.

CONFERENCE PRESENTATIONS (*denotes presenter)

2025 Summers, C.*, **Koval, C. Z.**, Vickers, C., Thomas-Hunt, M. Lost in pronunciation: English mandates and accent-based bias in global hiring. Academy of Management Annual Meeting, Copenhagen, Denmark.

2025 Blocker, V.*, **Koval, C. Z.**, Boora, L., Cho, A., Hollenbeck, J. R. Construal harmony or chaos: The role of leadership and team variability in performance. Academy of Management Annual Meeting, Copenhagen, Denmark.

2024 Ong, M., Lee, Y. H.*, & **Koval, C. Z.** Spotlight vs. Shadows: Attributions of helper's motives in public versus private acts of helping. Academy of Management Annual Meeting, Chicago, IL.

2024 Ong, M., Lee, Y. H.*, & **Koval, C. Z.** Spotlight vs. Shadows: Attributions of helper's motives in public versus private acts of helping. Southern Management Association Conference, San Antonio, Texas.

2023 Daniels, D. P.*, Kang, P. & **Koval, C. Z.** Understanding and Reducing Racial Gaps and Disparities in Negotiations, Organizations, and Conflict Settings. Symposium at International Association of Conflict Management, Thessaloniki, Greece.

2023 Daniels, D. P.*, **Koval, C. Z.** & Neale, M. What happens if women do ask? Gender and negotiation in an online labor market. International Association of Conflict Management, Thessaloniki, Greece.

- 2023 Daniels, D. P.*, **Koval, C. Z.** & Neale, M. What happens if women do ask? Gender and negotiation in an online labor market. Academy of Management Annual Meeting, Seattle, WA.
- 2023 **Koval, C.Z.**, Wong, H. W.*, Ferris, L., & Hideg, I. Legitimizing allies: Perceptions of EDI leaders in organizations. Academy of Management Annual Meeting, Seattle, WA.
- 2022 Lee, Y.*, **Koval, C. Z.**, & Lee, S. Glass wall and the Gendered Evaluation of Role Expansion in Freelancing Career. Academy of Management Annual Meeting, Seattle, WA.
- 2022 **Koval, C. Z.**, Hahn, R.*, Young, H. R., & Johnson, R. E. The Cost of Dress to Impress. Academy of Management Annual Meeting, Seattle, WA.
- 2020 Lee, Y.*, **Koval, C. Z.**, & Lee, S. Glass wall: Gendered generalist-discount in freelance career. 13th People and Organizations Conference, Wharton School of Business, Philadelphia, PA.
- 2020 Daniels, D. P.* & **Koval, C. Z.** What happens if women do ask? Gender and negotiation in an online labor market. Talk given at Virtual International Association of Conflict Management.
- 2020 **Koval, C. Z.**, & Lee, S.* Asian women and the motherhood penalty: An intersectional perspective on the agentic penalty for working mothers. Talk given at the Academy of Management Annual Meeting, virtual .
- 2019 Daniels, D. P.* & **Koval, C. Z.** What happens if women do ask? Gender and negotiation in an online labor market. Talk given at Society for Judgment and Decision Making Conference, Montreal, Canada.
- 2019 Daniels, D. P.* & **Koval, C. Z.** What happens if women do ask? Gender and negotiation in an online labor market. Talk given at Boston JDM Conference, Boston, MA.
- 2019 Rosette, A. R., Ponce de Leon, R.*, **Koval, C. Z.**, Harrison, D. An Interdisciplinary Path for Intersectional Research. Talk given at the Academy of Management Annual Meeting, Boston, MA.
- 2019 **Koval, C. Z.**, Li, J.*, Lian, H. The Effects of Subordinate Ascribed and Achieved Status on Supervisor Incivility. Talk given at the Academy of Management Annual Meeting, Boston, MA.
- 2019 Hideg, I.*, Ferris, D.L., & **Koval, C. Z.** Diversity policies supporting racial minority women: Not so supported. Talk given at the Academy of Management Annual Meeting, Boston, MA.
- 2019 Daniels, D. P.* & **Koval, C. Z.** What happens if women do ask? Gender and negotiation in an online labor market. Talk given at the InGroup Conference, Lisbon, Portugal.
- 2019 Daniels, D. P.* & **Koval, C. Z.** What happens if women do ask? Gender and negotiation in an online labor market. Talk given at the International Association of Conflict Management, Dublin, Ireland.
- 2017 **Koval, C. Z.***, & Rosette, A. S. Framing advantageous inequity with a focus on others: A

- catalyst for equity restoration. Talk given at the Academy of Management Annual Meeting, Atlanta, GA.
- 2017 Ma, A.*, Rosette, A. S., & **Koval, C. Z.**, & Livingston, R. The multiple facets of agency. Talk given at the Academy of Management Annual Meeting, Atlanta, GA.
- 2017 **Koval, C. Z.**, Lee, Y.G.*, Lee, S. J., Gender gap in career diversification in the creative industry. Presented at the Academy of Management Journal Workshop, Hong Kong.
- 2017 **Koval, C. Z.***, Lee, Y.G., Lee, S.J., Gender gap in career diversification in the creative industry. Invited presentation at the Annual Research Symposium for the Centre for Leadership and Innovation, Hong Kong.
- 2016 **Koval, C. Z.***, & Fitzsimons, G. M., & Huang, L. *Can't help the way they speak: Accent controllability beliefs and bias against nonnative English speakers*. Talk given at the Academy of Management Annual Meeting, Anaheim, CA.
- 2016 **Koval, C. Z.***, & Rosette, A. S., *The hair style penalty: Discrimination based on women's hairstyles in job interviews*. Talk given at the Academy of Management Annual Meeting, Anaheim, CA.
- 2016 Tang, S.*, Larrick, R. P., **Koval, C. Z.**, Harris, L. *Organizations are attributed more responsibility for bad outcomes*. Talk given at the Academy of Management Annual Meeting, Anaheim, CA.
- 2016 **Koval, C. Z.*** *Does it pay to be bilingual in the labor market? It depends on who's talking*. Talk given at the Harvard Business School Gender & Work Symposium, Boston, MA.
- 2015 Bang, M. H.*, **Koval, C. Z.**, & Wade-Benzoni, K. *Good intentions never go bad: The role of intention, outcome, and intergenerational stewardship*. Talk given at the Academy of Management Annual Meeting, Vancouver, Canada.
- 2015 Rosette, A. S., **Koval, C. Z.***, & Ma, A. *Race matters for women leaders: Agentic penalties and deficiencies revisited*. Talk given at the Academy of Management Annual Meeting, Vancouver, Canada.
- 2015 Proudfoot, D.*, Kay, C. A., & **Koval, C. Z.** *Creativity is gendered: The perceived association between masculinity and creative ability*. Talk given at the Academy of Management Annual Meeting, Vancouver, Canada.
- Selected for Academy of Management Best Paper Proceedings
 - Winner of The Dorothy Harlow Best Paper Award, GDO division
- 2015 Rosette, A. S. & **Koval, C. Z.*** *Framing advantageous inequity with a focus on others: A catalyst for equity restoration*. Poster presentation at INGroup Conference, Pittsburgh, PA.

- 2015 **Koval, C. Z.*** & Fitzsimons, G. M. *Accent as a choice: Implicit theories about the malleability of accents affect discrimination against non-native English speakers*. Talk given at the Carolina Research in Social Psychology conference, Durham, NC.
- 2014 **Koval, C. Z.***, vanDellen, M. R. & Fitzsimons, G. M. *The effect of self-regulatory resource depletion on perceived need to monitor*. Talk given at the Academy of Management annual conference, Philadelphia, PA.
- 2014 **Koval, C. Z.** & Milovac, M. *To conform or deviate? Situational dynamics of the norm-behavior relationship*. Organized symposium at the Academy of Management annual conference, Philadelphia, PA.
- 2014 **Koval, C. Z.*** & Gelfand, M. J. *Situational strength and aggression: The mediating role of self-regulatory resources*. Talk given at the Academy of Management annual conference, Philadelphia, PA.
- 2014 **Zhou, C.***, vanDellen, M. R., Fitzsimons, G. M., & Ranby, K. W. *The burden of responsibility: Interpersonal costs of having high self-control*. Talk given at the Trans-Atlantic Doctoral Consortium, London, UK.
- 2013 **Zhou, C.***, vanDellen, M. R., Fitzsimons, G. M., & Ranby, K. W. *The burden of responsibility: Interpersonal costs of having high self-control*. Talk given at the Annual Meeting of the Society for Judgment and Decision Making, Toronto, Canada.
- 2013 Proudfoot, D.*, **Zhou, C.**, & Kay, C. A. *Risk propensity stereotypes contribute to gender inequality in the workplace*. Talk given at the Academy of Management Annual Meeting, Orlando, FL.

INVITED TALKS AND PRESENTATIONS

- 2024 Workshop facilitator, Dashney Women's Leadership Accelerator, Broad College of Business
- 2024 Guest, Broad Matters Podcast, Broad College of Business
- 2024 Guest speaker, MSU MBA/EMBA Women in Negotiations
- 2023 Seminar speaker, Michigan State University, Social/Personality Psychology
- 2022 Invited speaker, Business and Bagels event, Broad School of Business, MSU
- 2022 Seminar speaker, MSU Center for Gender in Global Context
- 2022 Invited speaker, Department of National Defense, Government of Canada
- 2021 Seminar speaker, Hong Kong Baptist University, Department of Management
- 2020 Seminar speaker, Michigan State University, Organizational Psychology
- 2018 Keynote speaker, HKUST Business Insights Presentation Series, Hong Kong.
- 2017 Keynote speaker, The Chartered Insurance Institute Diversity & Inclusion Event, Hong Kong
- 2017 Keynote speaker, Division of Industrial Organizational Psychology Gender Diversity Event, hosted by Freshfields Brahaus Deringer LLP, Hong Kong

TEACHING EXPERIENCE

Course Instructor

Negotiation and Conflict Management (undergraduate), MSU

Fall 2024

Foundations of Negotiation (Master's in Accounting), MSU	Fall 2024
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Fall 2024
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Spring 2024
Negotiation and Conflict Management (undergraduate), MSU	Fall 2023
Negotiation and Conflict Management (undergraduate), MSU	Fall 2022
Foundations of Negotiation (Master's in Accounting), MSU	Fall 2022
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Fall 2022
Managing the Workforce (Full-time MBA), MSU	Spring 2022
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Spring 2022
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Fall 2021
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Fall 2020
Managing Human Resources & Organizational Behavior (undergraduate), MSU	Fall 2019
Negotiation and Conflict Management (undergraduate), MSU	Fall 2019
Foundations of Negotiation (Master's in Accounting), MSU	Fall 2019
Organizational Behavior (undergraduate), HKUST	Fall 2018
Organizational Behavior (undergraduate), HKUST	Fall 2017
Organizational Behavior (undergraduate), HKUST	Spring 2017
Negotiations, LEAD Business Summer Institute, Duke University	Summer 2013

Executive Education

Women in Executive Leadership, MSU	Fall 2021, 2022
Women in Senior Executive Leadership, MSU	Fall 2021, 2022

Course Development (Spring 2022)

Revamped MSU Broad's MBA Organizational Behavior core course with new cases. Introduced curriculum focuses on Equity, Diversity, & Inclusion and Behavioral decision making.

STUDENT ADVISING

PhD Dissertation Committee at MSU:

Joie Magalona (Organizational Psychology), 2024
Junghyun Mah (Management), 2023
Sarah Kuang (Organizational Psychology), 2023
Lauren Collier-Spruel (Organizational Psychology), 2021

Master's Thesis Proposal Committee at MSU:

Jo Alanis (Organizational Psychology), 2020

PhD Dissertation Committee at HKUST:

Prasad Subramanya, defended 2018
Mingyun (Mia) Huai, defended 2018

Master's Thesis Committee at HKUST:

Jie (Kassie) Li, defended 2017
Susie Lee, defended 2018

Supervisor, HKUST Undergraduate Research Opportunities Program (UROP):

Siddhartha Datta, Summer 2018

Faculty mentor for Geras Artis, Wharton School of Business, University of Pennsylvania, Global Research Internship Program, Summer 2018

HONORS & AWARDS

Broad Summer Research Grants, MSU	2019-2024
Runner up for the Saroj Parasuraman Outstanding Publication Award, GDO division, AOM	2019
Nominated for the Franklin Prize for Teaching Excellence, HKUST	2018
Dean's Commendation for Excellence in Teaching, HKUST	2017, 2018
Recipient of "Taking Your Favorite Faculty to Lunch" program, HKUST	2017, 2018
Outstanding Reviewer Award, MOC Division, Academy of Management	2017
OB Junior Faculty Consortium, Academy of Management	2017
Myra & William Waldo Boone Fellowship (\$22,030 USD), Duke University	2015-2016
Dorothy Harlow Best Paper Award, GDO division, Academy of Management	2015
Departmental Nominee, Academy of Management OB Doctoral Consortium	2014
IBRC Research Grant (\$500 USD), Duke University	2014
Doctoral Student Fellowship, Fuqua School of Business, Duke University	2010-2015
Canadian Graduate Scholarship Master's (\$17,500 CAD), SSHRC of Canada	2009-2010
UWO Graduate Research Scholarship (\$8,000 CAD), University of Western Ontario	2008-2009
HBA Leadership Award, Richard Ivey School of Business	2008
McCormick Canada HBA Award (\$2,000 CAD), Richard Ivey School of Business	2006-2008
Continuing Admission Scholarship (\$10,000 CAD), University of Western Ontario	2004-2008

SERVICE

Profession:

Guest Editor, Organizational Psychology Review Special Issue, Paving New and Inclusive Theoretical Paths in Organizational Research on Equity, Diversity, and Inclusion, 2024.

Editorial Board:

Journal of Business and Psychology, 2024-present
 Academy of Management Journal, 2024-present
 Management and Organization Review, 2018

Ad-hoc Reviewer for Management Journals:

Academy of Management Journal, Human Relations, Journal of Applied Psychology, Journal of Vocational Behavior, Management Science, Organizational Behavior and Human Decision Processes, Organization Science.

Ad-hoc Reviewer for Social Psychology Journals:

American Behavioral Scientist, Emotion, Journal of British Social Psychology, Journal of Theoretical Social Psychology, Psychological Science, Sex Roles, Social and Personality Psychology Compass, Psychology of Women Quarterly.

Grant Proposal Reviewer:

External reviewer for the Research Grants Council (RGC) of Hong Kong, 2023, 2024, 2025

Discussant

Acing the Job Talk: Tips from Experts and Recent Grads, OB Doctoral Consortium PDW,

Academy of Management 2017, 2018, 2019

Session Chair

International Association of Chinese Management Research Conference 2018

Committee member

MOC Best Paper with Practical Implications Award Committee, Academy of Management,
2024

MSU:

Department

Seminar Speaker Coordinator

2021-present

PhD Committee

2022, 2023

Entrepreneurship Faculty (Fixed-term) Search Committee

2024

HKUST:

Department

MGMT 2110 Course Coordinator

2017-2018

Seminar Speaker Co-Coordinator (OB track)

2017-2018

Interviewer for faculty recruitment at AOM Meetings

Summer of 2017, 2018

PhD Admissions Committee

2018-2019; 2023-2024

School

Panelist for Undergraduate Admission Interviews (JUPAS)

2018

PROFESSIONAL MEMBERSHIPS

Academy of Management

Society for Personality and Social Psychology