

TIFFANY TRZEBIATOWSKI

Colorado State University

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ACADEMIC APPOINTMENTS

Associate Professor of Management, Colorado State University	2024 - Present
Assistant Professor of Management, Colorado State University	2019 - 2024
Assistant Professor of Management, University of Massachusetts-Amherst	2016 - 2019

EDUCATION

PhD , Wisconsin School of Business, University of Wisconsin-Madison Management (Organizational Behavior & Human Resources)	May 2016
MA , Carlson School of Management, University of Minnesota Human Resources and Industrial Relations	May 2011
BBA , Wisconsin School of Business, University of Wisconsin – Madison Management and Human Resources and Economics, Leadership Certificate	May 2008

RESEARCH INTERESTS

Gender and gender diversity in organizations, women on boards, diversity initiative effectiveness, discrimination, diversity on teams

JOURNAL PUBLICATIONS AND BOOK CHAPTERS

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- Henle, C., Trzebiatowski, T., & Li, T. [Effective Disclosure Strategies for Job Applicants with a Criminal Record: Addressing the How, Why, and Who to Increase Hiring Intentions](#). *Equality, Diversity, & Inclusion: An International Journal*.
- Trzebiatowski, T., Suh, E., & Hollie, L. (2026). [Equity by Design: A Positive Organizational Scholarship Approach to Human Resource-Artificial Intelligence Systems Design](#). *Human Resource Management*.
- Trzebiatowski, T., Jiang, K., Zhang, Z., Eckardt, R., & Kim, Y. (2025). [A Diversity Signal Set Perspective: Examining Interactive Effects of Diversity Practices on Women and Racialized Non-leader and Leader Turnover](#). *Academy of Management Journal*, 68: 191-220.
- Sheppard*, L., Trzebiatowski*, T., & Prasad, J. (2025). [Paternalism in the Performance Context: Evaluators Who Feel Social Pressure to Avoid Exhibiting Prejudice Deliver More Inflated Performance Feedback to Women](#). *Journal of Business and Psychology*, 40: 439-454.
*shared first co-authorship
- Trzebiatowski, T. (2024). [A key to recovery for working mothers? Psychological detachment and the roles of relaxation, mastery, and control on boundary violations](#). *Equality, Diversity, & Inclusion: An International Journal*, 43(1): 132-152.
- Trzebiatowski, T. & Henle, C. (2023). [Remote but not forgotten: Ameliorating the negative effects of professional isolation through family supportive supervisor behaviors and schedule](#)

- [flexibility](#). *Journal of Business and Psychology*, 38: 1267-1286.
- Conroy, S., **Trzebiatowski, T.**, & Liou, R. (2023). [Intimate partner violence disclosure in the workplace: Examining frequency, workplace occurrences and pay level](#). *Journal of Workplace Behavioral Health*, 38(4): 353-371.
- Trzebiatowski, T.**, McCluney, C., & Hernandez, M. (2023). [Managing the double bind: Women directors' participation tactics in the gendered boardroom](#). *Organization Science*, 34(2): 801-827.
- Trzebiatowski, T.**, Wanberg, C. & Dossinger, K. (2020). [Unemployed needn't apply: Unemployment status, legislation, and interview requests](#). *Journal of Management*, 46: 1380-1407.
- Trzebiatowski, T.** & Triana, M. (2020) [Family responsibility discrimination, power distance, and emotional exhaustion: When and why are there gender differences in work-life conflict?](#) *Journal of Business Ethics*, 162: 15-29.
- *Triana, M., ***Trzebiatowski, T.**, & Byun, S. (2018). Individual Outcomes of Discrimination in Workplaces. *Oxford Handbooks Online*. Ed. *shared first co-authorship
- Triana, M., **Trzebiatowski, T.**, & Byun, S. (2016) [Lowering the threshold for feeling mistreated: Perceived overqualification moderates the effects of perceived age discrimination on job withdrawal and somatic symptoms](#). *Human Resource Management*, 56: 979-994.
- *Triana, M., *Miller, T., **Trzebiatowski, T.** (2014) [The double-edged nature of board gender diversity: Diversity, firm performance, and the power of women directors as predictors of strategic change](#). *Organization Science*, 25(2): 609-632.

PRACTITIONER/TEACHING PUBLICATIONS

- de Brito, P. & **Trzebiatowski, T.** (2025). Alianza Cero Basura: Challenges in Sustaining Its Mission. *Ivey Case Publishing*.
- Trzebiatowski, T.**, McCluney, C., & Hernandez, M. (January 23, 2023). [How women on boards navigate the "warmth-competence" line](#). *Harvard Business Review*.

REVISIONS & UNDER REVIEW

- Schabram, K., **Trzebiatowski, T.**, Kleshinski, C., Tosti-Kharas, J., & Wrzesniewski, A. Title redacted for blind review process. (1st round R&R at *Organization Science*)
- Akinsanmi, O. I.*, **Trzebiatowski, T.***, & Volpone, S*. Title redacted for blind review process. (1st round R&R at *Academy of Management Review*) *Authors contributed equally
- Trzebiatowski, T.**, Zorn, M., Triana, M., Richard, O., & Delgado, J. Title redacted for blind review process. (1st round R&R at *Personnel Psychology*)
- Trzebiatowski, T.**, Conroy, S., Fu, S., & Becker, W. Title redacted for blind review process. (under review at *Human Resource Management*)
- Ogbonnaya, C., Rofcanin, Y., **Trzebiatowski, T.**, & Leroy, H. Title redacted for blind review process. (Thematic collection article under review at *Journal of Management Studies*)

- Wu, Y. L. & **Trzebiatowski, T.** Title redacted for blind review process. (under review at *Group & Organization Management*)
- Trzebiatowski, T.** & Cardador, T. Title redacted for blind review process. (under review at *Academy of Management Journal*)
- Wu, Y. L. & **Trzebiatowski, T.**, & Bapuji, H. Title redacted for blind review process. (proposal under review at *Journal of Management*)

SELECT WORK IN PROGRESS

- Srinivas, S., **Trzebiatowski, T.**, Schabram, K. & Janardhanan, N. Gendered language project, title redacted for blind review process (preparing for *Organization Science*)
- Trzebiatowski, T.**, Shore, L., Fu, S., Metz, I., & Burgess, B. Gender and exclusion. (preparing for *Journal of Applied Psychology*)
- Trzebiatowski, T.**, Scruggs, J., Arnett, R., & Spitzack, H. The intersection of race and AI. [data collection of field study 1]
- Trzebiatowski, T.** & Escudero, S. B. Women founders. [data collection, target *Entrepreneurship Theory & Practice*]
- Piyanontalee, R., **Trzebiatowski, T.**, & Trevor, C. Talent dispersion and team performance. [writing manuscript, target *Human Resource Management*]
- Kuban, S., **Trzebiatowski, T.**, Turillo, C., Fuller, N. R., & Franklin, D. Journaling intervention and entrepreneurial intentions. [field experiment, data design, target journal *Journal of Business Venturing*]
- Conroy, S. & **Trzebiatowski, T.** Faculty productivity. [data collection]

PRESENTATIONS

PEER-REVIEWED PRESENTATIONS AND WORKSHOPS

- Chheda, K., Gardner, D. M., Prasad, J., **Trzebiatowski, T.**, & Henle, C. (2025). From desk to dinner table: Workload impacts family incivility via ego depletion. Poster presented at the Society for Industrial Organizational Psychology, Denver, CO.
- Trzebiatowski, T.** & Cardador, T. (2024). Is demography destiny? Exploring the influence of gendered organizational and occupational contexts. Exploring positive career implications of feminized behavior for women in male-dominated occupations. Paper presented in a symposium at the *Annual Meeting of the Academy of Management*, Chicago, IL.
- Volpone, S. D., & **Trzebiatowski, T.** (2023). On the elements of diversity: Definitions and new considerations. The meaning of diversity: A review of diversity conceptualizations by level of analysis. Paper presented in a symposium at the *Annual Meeting of the Academy of Management*, Boston, MA.
- Trzebiatowski, T.**, Conroy, S., & Becker, W. (2022). Identity-implicating experiences: When employees' social identities awaken and influence their work. Even after it's gone: A latent profile analysis of organizational identification change strategies. Paper presented in a

- symposium at the *Annual Meeting of the Academy of Management*, Seattle, WA.
- Schabram, K. **Trzebiatowski, T.**, Kleshinski, C., Tosti-Kharas, J., & Wrzesniewski, A. (2022). Meaningful work across levels of analysis. Considering the “We” in “Me”aningfulness: The impact of called members on team conflict. Paper presented in a symposium at the *Annual Meeting of the Academy of Management*, Seattle, WA.
- Davletshin, M., **Trzebiatowski, T.**, Sheikh-Zadeh, A., & Golicic, S. L. (2021). The ties that pay: The impact of buyer-supplier network closure and gender diversity of boards of directors on sustained revenue growth. Paper at the *Council of Supply Chain Management Professionals Academic Research Symposium*, Atlanta, GA. **Recipient of the E. Grosvenor Plowman Award for Best Conference Research Paper.*
- Paluch, R. & **Trzebiatowski, T.** (2021). #BlackLivesMatter in the Workplace: How to address issues of race in our teaching. Professional development workshop co-organizer organized for the *Annual Meeting of the Academy of Management*, virtual.
- Volpone, S. & **Trzebiatowski, T.** (2021). An individual-level theory of diversity. Paper at the *Equality, Diversity, & Inclusion Conference*, virtual.
- Paluch, R. & **Trzebiatowski, T.** (2020). Tips and tricks in teaching diversity and inclusion. Professional development workshop co-organizer organized for the *Annual Meeting of the Academy of Management*, virtual.
- Trzebiatowski, T.**, Piyanontalee, R., & Trevor, C. (2020). Talent dispersion: Core/periphery distinctions, team performance, and individual talent development. Paper at the *Annual Meeting of the Academy of Management*, virtual.
- Sheppard, L. & **Trzebiatowski, T.** (2019). Protecting whom? The impact of gender and benevolent sexism on receiving negative feedback. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.
- Trzebiatowski, T.**, Hernandez, M. & McCluney, C. (2018). Women on boards: A qualitative study. Paper presented in a symposium at the *Annual Meeting of the Academy of Management*, Chicago, IL.
- Follmer, L., Kim, G., & **Trzebiatowski, T.** (2018). Coping diversity in teams. Paper presented in a symposium at the *Annual Meeting of the Academy of Management*, Chicago, IL.
- Lyle, M., **Trzebiatowski, T.**, & Menier, A. (2018). Star stereotypes and workgroup performance. Paper presented in a symposium at the *Annual Meeting of the Academy of Management*, Chicago, IL.
- Kim, Y.* & **Trzebiatowski, T.*** (2018). Gender and employee mobility. Paper presented at the *Journal of Management Studies Special Conference* on Diversity Perspective on Management: Towards more complex conceptualizations of diversity in management studies, Babson College, Wellesley, MA. **Equal authorship.*
- Leitzinger, J. & **Trzebiatowski, T.** (2018). Collective identity threats. Paper presented at the *Sustainability, Ethics and Entrepreneurship Research Conference*, Washington DC and the *European Group for Organizational Studies*, Tallinn, Estonia.
- Trzebiatowski, T.**, & Trevor, C. (2016). Talent dispersion and team performance. Paper presented at the *Annual Meeting of the Academy of Management*, Anaheim, CA.

- Trzebiatowski, T., Wanberg, C., & Dossinger, K. (2015).** Unemployment and Reemployment: Job search, outcomes, and intervention efforts. Co-organized a showcase symposium presented at the *Annual Meeting of the Academy of Management*, Vancouver, BC.
- Trzebiatowski, T., Triana, M. (2015).** What about gender and power?: Family-unsupportive supervision, exhaustion, and work-life conflict. Paper presented at the *Annual Meeting of the Academy of Management*, Vancouver, BC.
- Trzebiatowski, T., Triana, M. (2013).** More money, more conflict: Family responsibility discrimination, rewards, and work-life conflict. Paper presented at the *Annual Meeting of the Academy of Management*, Orlando, FL.
- Triana, M., Miller, T., **Trzebiatowski, T. (2013).** The double-edged nature of board gender diversity: Diversity, firm performance, and the power of women directors as predictors of strategic change. Paper presented at the *Academy of Management Africa Conference*, Johannesburg, South Africa.
- Triana, M., **Trzebiatowski, T. (2012).** Adding insult to injury: How perceived overqualification moderates the effects of perceived age discrimination on job withdrawal and somatic symptoms. Paper presented at the *Annual Meeting of the Academy of Management*, Boston, MA.
- Lee, K. Duffy, M. K., Dineen, B. R., Henle, C. A., & **Trzebiatowski, T. (2012).** Blinded by Success: Unethical Behavior, Success, and Guilt. Symposium paper presented at the *Society for Industrial Organizational Psychology*, San Diego, CA.

INVITED PRESENTATIONS

- Trzebiatowski, T. (2026, May).** Comfort without Commitment and Racial Allyship. Paper presented at the UW-Madison Alumni Conference, Madison, WI.
- Trzebiatowski, T. (2026, May).** AI Chatbots and Racial Allyship. Paper presented at the May Meaning Meeting, Loveland, CO.
- Trzebiatowski, T. (2026, April).** Social Capital Strategies under Gendered Constraint. Management & Organization speaker seminar series, Ross School of Business at Penn State, State College, PA.
- Trzebiatowski, T. (2026, February).** Social Capital Strategies under Gendered Constraint. Management & Organization speaker seminar series, Ross School of Business at the University of Michigan, Ann Arbor, MI.
- Trzebiatowski, T. (2025).** AI and Cultural Transformation. Workshop with Fundação Dom Cabral invited participants in São Paulo and Belo Horizonte, Brazil.
- Trzebiatowski, T. (2024).** What is Strategic Human Resources? Workshop at the Human Resource Conference, Colorado State University, Fort Collins, CO.
- Trzebiatowski, T. (2021).** Diversity practices and turnover. Paper presented at the Diversity and Identity Management Lab, CU-Boulder, Boulder, CO.
- Schabram, K. **Trzebiatowski, T.,** Tosti-Kharas, J., Wrzesniewski, A. (2018, 2021, 2026). The

“We” in Meaning: Team Work Orientation Diversity and Team Outcomes. Paper presented at the May Meaning Meeting, Houston, TX, virtual, and Loveland, CO.

TEACHING

Colorado State University

MGT 479: *Strategic Human Resource Management (Capstone)*

Spring 2024, Spring 2023, Spring 2022, Spring 2021 (2 sections)

MGT 350: *The Employment Relationship: The Legal Environment*

Fall 2024 (2 sections), Fall 2023 (2 sections), Spring 2023, Spring 2022, Fall 2021 (2 sections), Fall 2020 (2 sections), Fall 2019

MGT 320: *Contemporary Management Principles/Practices*

Summer 2024 (inaugural section at the CSU Todos Santos center in Mexico)

MGT 310: *Introduction to Human Resource Management*

Spring 2020 (2 sections)

University of Massachusetts-Amherst

Graduate-level courses (MBA and Master’s in Business Analytics)

MGMT 770: *Human Resource Management*

Spring 2018 (2 sections)

Undergraduate-level courses

MGMT 314: *Introduction to Human Resource Management*

Fall 2017, Spring 2017, Fall 2016

MGMT 334: *Strategic Compensation*

Fall 2017, Fall 2016

University of Wisconsin-Madison

MHR 401: *The Management of Teams*

Spring 2016, Fall 2015, Spring 2014

MHR 365: *Management Research Seminar for Undergraduates*

Spring 2015

Pre-college Enrichment Opportunity Program for Learning Excellence

PEOPLE Program Instructor

Summer 2014

TEACHING DEVELOPMENT

Climate Across the Curriculum Training Program, CSU, August, 2025

Identifying Active Learning Approaches that Align with Course Goals, TILT training, February, 2025

SERVICE

COMMITTEES/FORMAL SERVICE AT COLORADO STATE UNIVERSITY

2023-2024	Management Chair Search Committee Member
2023-Present	Human Resource/Organizational Behavior Division Liaison
2023-Present	Business for a Better World Dissertation Proposal Competition Co-Chair
2021-Present	Business for A Better World Undergraduate Research Fellows Program Mentor
2021-2022	Justice, Diversity, and Inclusion Course Creation Committee
2020-2021	Fun Committee
2019-Present	Human Resource Edge Network Member and Presenter
2019-Present	Internal Research and Teaching Brown Bag Series Co-Coordinator
Fall 2021	Women in Business Case Competition Planning Committee
Spring 2022	Bus 100 Presentation on the HR major

COMMITTEES/FORMAL SERVICE AT UNIVERSITY OF MASSACHUSETTS-AMHERST

2017-2019	External Guest Speaker Series Coordinator
2017, 2018	Strategy Faculty Hiring Selection Committee
2016-2017	Doctoral Student Selection Committee
2016-2019	Undergraduate Curriculum Committee
2018	Information Technology Security Policy Committee

COMMITTEES/FORMAL SERVICE AT UNIVERSITY OF WISCONSIN-MADISON

2014-2015	Student Representative on Wisconsin School of Business PhD Selection Committee
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EXTERNAL SERVICE

2026	Co-host and co-sponsor (\$7,000) of the May Meaning Meeting with Pennsylvania State University held in Loveland Colorado.
2014-2022	Gender & Diversity in Organizations Executive Team of the Academy of Management Division Chief Technology Officer – 2014 – 2022 5-year review committee – 2020 Faculty Transnational Research Paper Award committee – 2021, 2022
2023	Human Resources Division of the Academy of Management HR Best Paper Award Committee – 2023

2022-2023	Managerial & Organizational Cognition Division of the Academy of Management Best Submission with Practical Implications Award committee – 2022 Denny Gioia Award for Best Qualitative Paper committee - 2023
2015-2019	Diversity & Inclusion Theme Executive Team of the Academy of Management (webmaster and listserv manager)
2013-2015	Research Mentor for the Undergraduate Research Scholar Program at the University of Wisconsin-Madison

EDITOR/REVIEWER

2024-Present	Associate Editor , <i>Journal of Management Studies</i> , FT50 journal
2026-Present	Editorial Board Member , <i>Academy of Management Review</i> , UTD, 4*, and FT50 journal
2025-Present	Editorial Board Member , <i>Human Resource Management</i> , FT50 journal
2020-Present	Reviewer , <i>Academy of Management Journal</i> , <i>Academy of Management Review</i> , <i>Administrative Science Quarterly</i> , <i>Organization Science</i> , <i>Journal of Organizational Behavior</i> , and <i>Human Resource Management</i>
2020-2024	Editorial Board Member , <i>Journal of Management Studies</i> , FT50 journal
2017-2019	Reviewer , <i>Journal of Management Studies</i> , <i>Gender, Work & Organization</i>
2013-Present	Academy of Management Conference (reviewer)

AWARDS, FELLOWSHIPS, & GRANTS

AWARDS

2025	Dean's Research Fellow , three year fellowship, Colorado State University, College of Business
2025	2024 Best Reviewer of the Year , Human Resource Management
2025	Exceptional Achievement in Community Engaged Learning Award , Colorado State University, University-level award, nominated
2024	Dean's Scholar , Colorado State University, College of Business
2024	Outstanding Reviewer , Academy of Management's Diversity, Equity, and Inclusion Division
2023	Dean's Scholar , Colorado State University, College of Business
2022	Excellence in Undergraduate Teaching , Colorado State University, College of Business
2022	Dean's Scholar , Colorado State University College of Business

2021	Researcher of the Year Award , Colorado State University, Department of Management
2019	Karen Legge Prize , awarded in recognition of exceptional contribution by an early career academic, sponsored by the <i>Journal of Management Studies</i> .
2019	Dean's Scholar , Colorado State University College of Business
2014	The Dr. Brenda Pfahler Award of Excellence , student-nominated, university-wide award, recognizing teaching inclusiveness of students from diverse backgrounds, presented by the <i>Center for Educational Opportunity</i> at the University of Wisconsin-Madison
2014	Outstanding Reviewer Award , presented by the <i>Organizational Behavior Division</i> of the Academy of Management
2008	Notable Graduate, university-wide award on leadership accomplishments at the University of Wisconsin-Madison
2008	Various Distinguished Student Awards/Scholarships from the Accenture Leadership Center, Society for Human Resource Management Scholarship (\$1,000), and the University of Wisconsin- Management & Human Resources Department Student of the Year Award (\$1,000)

FELLOWSHIPS & GRANTS

2025	Dean's Distinguished Research Fellow, 2025-2028
2025	Tinberg Teaching and Innovation Grant to build a library for the HR capstone course. Colorado State University (\$400)
2023	Grant for a research project on automation and entrepreneurial behavior with Boris Nikolaev and Chris Henle, provided by the College of Business Research Expense Fund, Colorado State University (\$4,273.76)
2022	Grant for a research project on women in law and career advancement, provided by the College of Business Research Expense Fund, Colorado State University (\$2,056.32)
2021	Tinberg Teaching and Innovation Grant to redesign data analytics' section of the HR capstone course. Colorado State University (\$2,500)
2018	Research Seed Grant Award Winner with Ina Ganguli, Fidan Kurtulis, and Doug Rice, University of Massachusetts-Amherst Institute of Diversity Sciences (\$7,526)
2017-2018	Student-Centered Teaching & Learning Fellowship, fellowship from the Institute for Teaching Excellence and Faculty Development, University of Massachusetts – Amherst to redesign a course to be student-centered (\$1,000)
2016-2018	Flex Grant for Teaching/Faculty Development, Institute for Teaching Excellence and Faculty Development, University of Massachusetts – Amherst (\$1,000)
2015	Grant for a research project on unemployment discrimination with Connie Wanberg, provided by the Carlson School of Management, University of Minnesota (\$7,680)
2014	Vilas Dissertation Travel Research Grant, provided by the Graduate School,

- University of Wisconsin-Madison (\$600)
- 2012-2015 Conference travel awards, various projects, provided by the Wisconsin School of Business (\$2,400)
- 2011 Grant for a research project on board gender diversity with Maria Triana, provided by the University of Wisconsin-Madison (\$34,600)

SELECTED PRESS

- HBR On Leadership (September 10, 2025): [What it takes to join your first board.](#)
- Charter Pro (September 19, 2024): [How diversity programs affect leader turnover.](#)
- The Anxious Achiever (March 8, 2023): [Are women punished for being emotional at work?](#)
- Fortune (February 3, 2023): [More women are on boards, but few are chairs or leader directors](#)
- Governance Matters Podcast (February 3, 2023): [How women directors can navigate a ‘double bind’](#)
- LA Business Journal (July 13, 2022): [Women use unique tactics to accomplish boardroom goals](#)
- University of Michigan News (June 20, 2022): [Research explores tactics women leaders employ to overcome gender stereotypes, toll such actions take](#)
- Cornell Chronicle (May 18, 2022): [Women use various tactics to accomplish boardroom goals](#)
- CSU Source (April 13, 2022): [The highest glass ceiling: how women directors manage the double bind](#)

ADDITIONAL QUALIFICATIONS

SELECT PROFESSIONAL EXPERIENCE

- 2022-Present Consultant (Strategic HR at CSU, workshops for women’s groups)
- 2012 Human Resources Intern, Diversey Corporation, Racine, WI
- 2008-2009 English Teacher in Korea, Pyeongtaek, South Korea
- 2005-2008 Chair and Finance, UW-Madison PAVE, Madison, WI

MEMBERSHIP/AFFILIATIONS

- 2011-Present Academy of Management
- 2007-2023 Society for Human Resource Management (Student chapter president, 2007-2008)