

EMMA L. FRANK

Fisher College of Business | Department of Management and Human Resources
The Ohio State University | Columbus, OH 43210
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ACADEMIC EMPLOYMENT

The Ohio State University – Fisher College of Business
Assistant Professor (2025 – present), Department of Management and Human Resources

University of New Hampshire – Peter T. Paul College of Business and Economics
Assistant Professor (2022 –2025), Department of Management

EDUCATION

Ph.D. **University of Georgia** – Terry College of Business (2022)
Management (Organizational Behavior)

M.B.A. **University at Buffalo** (2017)

B.A. **University at Buffalo** (2015)
Mathematics and Psychology

RESEARCH INTERESTS

My research examines the shared beliefs and implicit assumptions that quietly govern organizational life. I study how these taken-for-granted ideas shape employees' emotional experiences, informal communication, and social dynamics at work—often producing costs and consequences that neither organizations nor the people within them intend or recognize.

REFEREED PUBLICATIONS

⁺ denotes student author.

Frank, E. L., Matta, F. K., ⁺Nakos, O., & Rodell, J. B. (Conditionally accepted). How the boss's "right hand" becomes the group's "go-to": LMX as a heuristic cue for everyday asks. *Journal of Applied Psychology*.

Matta, F. K., ⁺Bennion, C., **Frank, E. L.**, & ⁺Eisenhard, C. (Conditionally accepted). Breadcrumbs to transformational acts: Enacting implicit leader prototypes to become psychologically empowered as a leader. *Journal of Applied Psychology*.

Frank, E. L. (2026). These are my (micro) confessions: An episodic theory of employee micro-confessions. *Organization Science*. Advance online publication.
<https://doi.org/10.1287/orsc.2021.15965>

- Methot, J. R., **Frank, E. L.**, & [†]Shin, J. (2026). Talking backstage: A review and synthesis of informal communication in organizations. *Academy of Management Annals*, 20(1), 359–399. <https://doi.org/10.5465/annals.2024.0062>
- Frank, E. L.**, [†]Krautter, K., Wu, W., & Jachimowicz, J. M. (2025). Riding the passion wave or fighting to stay afloat? A theory of differentiated passion contagion. *Administrative Science Quarterly*, 70(2), 444–495. <https://doi.org/10.1177/00018392251316299>
- Matta, F. K., & **Frank, E. L.** (2025). It's not a Cedar tree, therefore it's not a tree: A comment on Yao & Ma (2023). *Journal of Applied Psychology*, 110(3), 297–307. <https://doi.org/10.1037/apl0001189>
- Rodell, J. B., Shanklin, B., & **Frank, E. L.** (2024). “I’m so stressed!”: The relational consequences of stress bragging. *Personnel Psychology*, 77(4), 1343–1469. <https://doi.org/10.1111/peps.12645>
- Matta, F. K., **Frank, E. L.**, & Muir (Zapata), C. P. (2024). “Seeing eye to eye” about our relationship is good for us and everyone else: An examination of LMX agreement and views of fair treatment. *Organization Science*, 35(4), 1489–1511. <https://doi.org/10.1287/orsc.2021.15475>
- Matta, F. K., **Frank, E. L.**, Farh, C. I. C., & Lee, S. M. (2024). Do intelligent leaders differentiate exchange relationships intelligently? A functional leadership approach to leader-member exchange differentiation. *Journal of Applied Psychology*, 109(4), 490–512. <https://doi.org/10.1037/apl0001164>
- Frank, E. L.**, Matta, F. K., Sabey, T. B., & Rodell, J. B. (2022). What does it cost you to get there? Effects of emotional journeys on daily outcomes. *Journal of Applied Psychology* 107(7), 1203–1226. <https://doi.org/10.1037/apl0000908>
- Baer, M. D., **Frank, E. L.**, Matta, F. K., Luciano, M. M., & Wellman, N. (2021). Under trusted, over trusted, or just right? The fairness of (in)congruence between trust wanted and trust received. *Academy of Management Journal*, 64(1), 180–206. <https://doi.org/10.5465/amj.2018.0334>

BOOK CHAPTERS

- Matta, F. K., & **Frank, E. L.** (2024). Fairness in leader-follower relationships. In O. Epitropaki & R. Martin (Eds.), *Beyond Exchange: Revisiting Leadership as a Relationship*. Information Age Publishing. https://www.google.com/books/edition/Beyond_Exchange/h6AwEQAAQBAJ?hl=en&gbpv=1&dq=frank+matta+epitropaki&pg=PP1&printsec=frontcover

REVISE AND RESUBMITTED MANUSCRIPTS

- Frank, E. L.**, & Matta, F. K. (under 2nd review). *Journal of Applied Psychology*.

Poulton, E. C., **Frank, E. L.**, & Lin, S. H. (3rd R&R). *Organizational Behavior and Human Decision Processes*.

⁺Bennion, C., Matta, F. K., & **Frank, E. L.** (under 2nd review). *Journal of Applied Psychology*.

MANUSCRIPTS UNDER INITIAL REVIEW

Frank, E. L.*, Poulton, E. C.*, & Shanklin, B. C.*. *Academy of Management Journal*. *Equal author contribution

SELECT WORKS IN PROGRESS

⁺Bayat, E., **Frank, E. L.**, & Poulton, E. C. (in progress). [Voice]. Data collection phase.

Frank, E. L. (in progress). [Microconfessions]. Data analysis phase.

Frank, E. L.*, & Poulton, E. C.* (in progress). [Theory of abuse]. Writing phase. *Equal author contribution

Ganster, M., **Frank, E. L.**, & Wu, R. (in progress). [Theory of family structure]. Writing phase.

Jachimowicz, J. M. & **Frank, E. L.** (in progress). [Meaningful work]. Data analysis phase.

Kleshinski, C., **Frank, E. L.**, Wilson, K., & Matta, F. K. (in progress). [Justice motives]. Data collection phase.

Sharma, S., ⁺Fleri, A., Mitchell, M. S., **Frank, E. L.**, & Matta, F. K. [Envy.] Writing phase.

CONFERENCE PRESENTATIONS

⁺Bayat, E., **Frank, E. L.**, & Poulton, E. C. (2026). Shadowed Voice, Shared Fallout: Interpersonal Costs of Anonymous Ethical Voice. In J. Stalford & T. Kundro (Chairs), The Push and Pull of Morality: The Costs and Challenges of Moral Influence in Organizations Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.

Bennion, C., Matta, F. K., & **Frank, E. L.** (2025). Who to Make Your Right-Hand Person: When Relational Capital Licenses One or Helps All. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Denver, CO.

Frank, E. L., Krautter, K., Wu, W., & Jachimowicz, J. M. (2024). Riding the Passion Wave or Fighting to Stay Afloat? Reimagining Emotional Contagion Through Employees' Experience of High-Passion Teams. In N. Podsakoff & B. Scott (Chairs), Challenging Assumptions in Affect-Related Research Symposium presented at the Academy of Management Annual Conference. Chicago, IL.

- Poulton, E. C., & **Frank, E. L.** (2024). "I'm (Obligated to be) Happy for you, Boss!" The divergent implications of leaders' capitalization. In S. Conder & C. Kleshinski (Chairs), Human Conversations at Work: Exploring Responses to Personal Communication Across Work Relationships Symposium presented at the Academy of Management Annual Conference. Chicago, IL.
- Matta, F. K., Bennion, C., **Frank, E. L.**, Eisenhard, C. (2024). Microsteps to Transformational Leadership: Empowering via Implicit Leader Prototypes. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.
***SIOP Top 10 Poster (Top 1% of Accepted Submissions)**
- Frank, E. L.** (2023). These Are My (Micro) Confessions: An Episodic Theory of Micro-Confessions at Work. In R. Jennings (Chair), Who I Really Am: Antecedents and Consequences of Self-Expression and Self-Disclosure at Work Symposium presented at the Academy of Management Annual Conference. Boston, MA.
- Poulton, E. C., **Frank, E. L.**, & Lin, S. H. (2023). Bearing My Own Bad News: The Dual Consequences of Leaders Sharing Bad News with Subordinates. In C. Du & T. Watkins (Chairs), Can I Tell You Something? Implications of Event Disclosure at Work for Disclosers and Responders Symposium presented at the Academy of Management Annual Conference. Boston, MA.
- Matta, F. K., Bennion, C., **Frank, E. L.**, Eisenhard, C. (2023). Fake it until you make it: Feeling and being seen as transformational is as easy as living out implicit leader prototypes. In C. Bennion & F. K. Matta (Chairs), New Takes on Established Leadership Theories: Bridging Academia and Practice in Leadership Research Symposium presented at the Academy of Management Annual Conference. Boston, MA.
- Frank, E. L.** & Matta, F. K. (2023). Great expectations: Go-to heuristics, their cause, and their consequences. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Boston, MA.
- Matta, F. K. & **Frank, E. L.** (2022). COVID made your high LMX unfair. In S. Yoon & J. Koopman (Chairs), Understanding the Darker Side to OB Symposium presented at the Academy of Management Annual Conference. Seattle, WA.
- Rodell, J. B., Shanklin, B. C., & **Frank, E. L.**, (2022). Stress Bragging: Its Harmful - And Contagious - Consequences at Work. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Seattle, Washington.
- Matta, F. K., & **Frank, E. L.**, (2022). Not Just Toilet Paper: COVID-19 and the Hoarding of Leader-Member Exchange Resources. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Seattle, Washington.

Meuser, J. D., Scandura, T. A., **Frank, E. L.**, Matta, F. K., Sharif, M. M., Cogliser, C. C., Gardner, W. L., & Sin, H. P. (2021). Current Developments in Leader Member Exchange (LMX): An Interactive Incubator. Panel symposium to be held at the annual meeting of the Southern Management Association, New Orleans, LA.

Wellman, N., **Frank, E. L.**, Mitchell, M. S., Lee, S., & Farh, C. I. C. (2021). Doing Good and Doing Well: the Nature and Implications of Ethical Voice in Organizations. In A. Chen (Chair), Advancements in Ethical Voice Research Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.

Matta, F. K., Hill, E. T., Baer, M. D., **Frank, E. L.**, & Wilson, K. S. (2021). Exchanging the Same Favor: The Role of Resource Distinctions and Affect in Leader-follower Exchanges. In S. Yoon (Chair), The Third-decade of the Affective Revolution: How Affect and Emotions Extend Organizational Research Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.

Frank, E. L., Matta, F. K., & Rodell, J. B. (2021). More Than They Bargained For? The "Coworker Tax" to Pay on High LMX. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

Matta, F. K., Hill, E. T., Baer, M. D., **Frank, E. L.**, & Wilson, K. S. (2021). To Feel Good, You Have to Give What You Get: A Study of Resource Exchanges. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

***SIOP Top 10 Poster (Top 2% of Accepted Submissions)**

Frank, E. L., Matta, F. K., & Rodell, J. B. (2020). The dark side of affect shifts: Linking daily emotional trajectories to bad behavior. In M. Y. Lee (Chair), Understanding the Darker Side to OB Symposium presented at the Academy of Management Annual Conference. Vancouver, BC.

Baer, M. D., **Frank, E. L.**, Matta, F. K., Luciano, M., & Wellman, N. (2020). Under trusted, over trusted, or "just right"? The fairness of (in)congruence between trust wanted and trust received. In C. T. Varty & L. J. Barclay (Chairs), Broadening Our Understanding of "Doing Justice" in Organizations Symposium presented at the Academy of Management Annual Conference. Vancouver, BC.

Frank, E. L., Matta, F. K., Sabey, T., & Rodell, J. B. (2020). What does it cost you to get there? Effects of emotional journeys on daily outcomes. Poster accepted at the annual meeting of the Society for Industrial and Organizational Psychology. Austin, TX.

***Winner of John C. Flanagan Award for Best Student Contribution at SIOP**

Matta, F. K., Zapata, C. P., & **Frank, E. L.** (2019). Seeing "eye to eye" about our relationship makes me good at being fair: A study of LMX agreement & justice efficacy. In C. Emery, R. Martin, & G. Thomas (Chairs), Recent Advances in Leader-Member Exchange

Research. Symposium presented at the Academy of Management Annual Conference. Boston, MA.

***Included in Conference Best Paper Proceedings**

Matta, F. K., **Frank, E. L.**, Farh, C. I. C., & Lee, S. M. (2018). Do intelligent leaders differentiate LMX intelligently? An investigation of “g” and LMX. In A. L. Bartels, H. Sessions, & J. Nahrgang (Chairs), *A Process Approach to LMX: Examining Dynamics, Differentiation, and Social Comparison*. Symposium presented at the Academy of Management Annual Conference. Chicago, IL.

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Editorial Board Member

Academy of Management Journal (2025-)

Journal of Applied Psychology (2026-)

Personnel Psychology (2026-)

Ad-hoc Reviewer

Academy of Management Journal (2020-2025)

Academy of Management Review (2024-)

Journal of Applied Psychology (2021-2026)

Organization Science (2023-)

Organizational Behavior and Human Decision Processes (2023-)

Personnel Psychology (2019-2025)

Conference Reviewer

Society for Industrial and Organizational Psychology, 2024 Small Grants Committee

Affiliations

Academy of Management

Society for Industrial and Organizational Psychology

Southern Management Association

Phi Beta Kappa

National Society of Collegiate Scholars

STUDENT MENTORING

Doctoral Student Mentoring – The Ohio State University

Erfan Bayat (Committee member)

Yiming Huang (Committee member)

Undergraduate Senior Thesis Committees – The Ohio State University

Jahnvi Talluri (Committee member)

Research Assistantships – The Ohio State University

Agnes Zhang, Bass Scholarship

AWARDS AND GRANTS

Journal of Applied Psychology Best Ad Hoc Reviewer 2025
Peter T. Paul College of Business and Economics Full Time MBA Teaching Excellence Award 2025
Peter T. Paul College of Business and Economics Outstanding Researcher Award 2024
Excellence in Research by Graduate Students Award at University of Georgia 2023
John C. Flanagan Award for Best Student Contribution at SIOP 2020
Junior Faculty Seed Grants in STEM (\$10,000) under Fadel Matta, University of Georgia (2018)
Knox Doctoral Scholar, Fellowship recipient, University of Georgia (2017-2022)

INVITED RESEARCH PRESENTATIONS

University of Mississippi, School of Business (March 2025)
The Ohio State University, Fisher College of Business (September 2024)
Temple University, Fox School of Business (February 2022)
Harvard Business School, Passion Lab (January 2022)
Northeastern University, D'Amore-McKim School of Business (December 2021)
Washington University in St. Louis, Olin Business School (November 2021)
University of California Riverside, School of Business (November 2021)
University of Colorado Denver, CU Denver Business School (November 2021)
University of Iowa, Tippie College of Business (October 2021)
University of Delaware, Lerner College of Business and Economics (October 2021)
Florida State University, College of Business (September 2021)

MEDIA MENTIONS

Rodell, J. B., Shanklin, B., & **Frank, E. L.** (2024). "I'm so stressed!": The relational consequences of stress bragging. *Personnel Psychology*.

Media coverage by: [U.S. News & World Report](#), [Forbes](#), [The Guardian](#), [CBS News](#), [Huffington Post](#), [New York Post](#), [Daily Mail](#), [Fortune](#), [Fox News Business](#), [Inc.com](#), [UNILAD](#), [Yahoo](#), [MSN](#), [HealthDay](#), [The Washington Times](#), [Medium](#), [National Post](#), [AOL](#), [Phys.org](#), [UGA Today](#), [This is going well, I think podcast](#), [Business Insider India](#), [Calm](#)

Frank, E. L., Matta, F. K., Sabey, T., & Rodell, J. B. (2022). What does it cost you to get there? The effects of emotional journeys on daily outcomes. *Journal of Applied Psychology*, 107, 1203–1226.

Media coverage by: [New York Post](#), [The Atlanta Journal Constitution](#), [UGA Today](#)

TEACHING

Instructor of Record, The Ohio State University (Fall 2025)

Courses: Organizational Behavior and Human Resources – Honors (BUSMHR 3200H), 2 sections, Students: 70 undergraduate honors students
 Instructor of Record, University of New Hampshire (Fall 2024)
 Courses: MBA course - Managing Yourself and Leading Others (ADMN 912), Students: 39 Master's students
 Average Instructor Rating: 4.0/4.0
 Behavior in Organizations (ADMN 575) 3 sections, Students: 105 undergraduates
 Average Instructor Rating: 3.95/4.0, 3.73/4.0, 3.96/4.0
 Instructor of Record, University of New Hampshire (Fall 2023)
 Courses: Behavior in Organizations (ADMN 575) 4 sections, Students: 114 undergraduates
 Average Instructor Rating: 4.96/5.0, 5.0/5.0, 4.84/5.0, 5.0/5.0
 Instructor of Record, University of New Hampshire (Fall 2022)
 Courses: Behavior in Organizations (ADMN 575) 3 sections, Students: 104 undergraduates
 Average Instructor Rating: 4.89/5.0, 4.72/5.0, 4.88/5.0
 Instructor of Record, University of Georgia (Spring 2021)
 Course: Organizational Behavior (MGMT 5920 - hybrid model) Students: 41 undergraduates
 Average Instructor Rating: 4.98/5.0
 Graduate Teaching Assistant, University of Georgia (Spring 2021)
 Course: Analyzing, Interpreting, and Writing Advanced Research Methods for Publication (MGMT 9630)
 Instructor: Dr. Fadel Matta
 Graduate Teaching Assistant, University of Georgia (Fall 2018, 2019, 2020)
 Course: PMBA Leadership and Organizational Behavior (Management 7410)
 Instructor: Dr. Fadel Matta
 Instructor of Record, University of Georgia (Fall 2019)
 Course: Human Resource Management (MGMT 5820) Students: 29 undergraduates
 Average Instructor Rating: 4.89/5.0
 Graduate Teaching Assistant, University of Georgia (Fall 2017 - Spring 2018)
 Course: Principles of Management (MGMT 3000)
 Instructor: Charles Lyons
 Graduate Teaching Assistant, University at Buffalo (Fall 2015- Spring 2017)
 Course: Introduction to Statistics for Analytics (MGQ 201)
 Instructor: Dr. Laura Amo

SERVICE

The Ohio State University

Doctoral Professional Development Seminar, Co-organizer (2025-)
 MHR Speaker Series, Organizer (2025-)

University of New Hampshire

Intellectual Contributions Committee (2024-2025)
 Paul College Dean's Teaching Excellence Committee (2024-2025)

Management Department Journal Committee (2022-2023)

University of Georgia

Management Department Subject Pool Coordinator (2016-2017)

Academy of Management

Productivity Process: Research Tips and Strategies from Prolific Junior Faculty – Presenter and panelist (2026)

Research Method Division's AOM-CARMA methods consortium – Early career micro researcher presenter and panelist (2026)

Halfway there, but now what: Advice for pre-dissertation doctoral students – Discussant (2022)

Society of Industrial and Organizational Psychology

SIOP Small Grants Committee (2024)

Working Well Research Conference

Executing (Methods) Well – panelist (2026)

Celebrating published work session – presenter (2026)