

CHARLEEN R. CASE

Management and Organizations • Ross School of Business • University of Michigan

701 Tappan St., R4330, Ann Arbor, MI 48109-1234

Phone: (734) 763-1757 • Fax: (734) 764-2555

E-mail: casecr@umich.edu • Website: www.charleencase.com

Positions

- 2017-** **Assistant Professor, Department of Management and Organizations**
Ross School of Business, University of Michigan
- 2014-17** **Pre-doctoral Visiting Fellow, Department of Management and Organizations**
Kellogg School of Management, Northwestern University

Education

- 2017** **Ph.D. Social Psychology**, Florida State University
- 2013** **M.S. Social Psychology**, Florida State University
- 2010** **B.A. Psychology, B.A. Anthropology**, Miami University, *magna cum laude*

Publications

Underlined names indicate doctoral student or postdoctoral collaborator working under my supervision. Shared first authorship is denoted with an asterisks (*).

Peer-Reviewed Articles

Case, C.R., Bae, K.K., Larsen, K.T., & Maner, J.K. (Forthcoming). The precautionary nature of prestige: When leaders are hypervigilant to subtle signs of social disapproval. *Journal of Personality and Social Psychology*.

Case, C.R., Bae, K.K., & Maner, J.K. (2018). To lead or to be liked: When prestige-oriented leaders prioritize popularity over group performance. *Journal of Personality and Social Psychology*, 115(4), 657-676.

- Featured in [The Wall Street Journal](#): The dangers of wanting to be a popular boss. (May 2019)
- Featured in [The Boston Globe](#): As leadership styles lean kinder, how do bosses make unpopular decisions? (November 2018)

- Featured in [Ross Thought in Action](#): To lead or to be liked: Choose wisely to succeed. (May 2018)
- Featured in [The New York Times](#): Bossy vs buddy: Two leadership styles, each with its place. (October 2016)

Maner, J.K., & Case, C.R. (2016). Dominance and prestige: Dual strategies for navigating social hierarchies. In J. Olson & M. Zanna (Eds.). *Advances in Experimental Social Psychology*, 54, 129-180.

- Featured in [Kellogg Insight](#): How to be a good boss: Start by understanding why you want to lead. (September 2016)

Case, C.R., Conlon, K.E., Maner, J.K. (2015). Affiliation-seeking among the powerless: Lacking power increases social affiliative motivation. *European Journal of Social Psychology*, 45, 378-385.

- Featured in [Kellogg Insight](#): Is it really lonely at the top? (April 2016)

Case, C.R., & Maner, J.K. (2014). Divide and conquer: When and why leaders undermine the cohesive fabric of their group. *Journal of Personality and Social Psychology*, 107, 1033-1050.

- Featured in [Psychology Today](#): What kind of a leader are you? (June 2016)
- Featured in [Character & Context](#) by SPSP: Is it better to be feared or loved: Comparing dominance vs prestige-based leadership. (January 2016)
- Featured in [Glamour](#): A new study says “power-hungry” bosses can destroy the team working for them. (January 2016)
- Featured in the [Harvard Business Review](#) (Print Edition): How power-hungry bosses keep their power. (May 2015)
- Featured in [Kellogg Insight](#): Why bad bosses sabotage their teams. (January 2015)

Smaers, J.B., Steele, J., Case, C.R., & Amunts, K. (2013) Laterality and the evolution of the prefronto-cerebellar system in anthropoids. *Annals of the New York Academy of Sciences*, 1288, 59-59.

Smaers, J.B., Steele, J., Case, C.R., Cowper, A., Amunts, K., & Zilles, K. (2011). Primate prefrontal cortex evolution: Human brains are the extreme of a lateralized ape trend. *Brain, Behavior and Evolution*, 77, 67-78.

Chapters and Invited Submissions

Bae*, K.K., Mitchell*, R.L., Case, C.R., & Hays, N.A. (2020). Drivers of desire for social rank. In G. van Kleef & J. Cheng (Eds.). *Current Opinion in Psychology: Power, Status, and Hierarchy Special Issue*, 33, 189-195.

Mercadante, E.J., & Case, C.R. (2018). Social Hierarchies. In T.K. Shackelford, and V.A. Weekes-Shackelford (Eds.). *Encyclopedia of Evolutionary Psychological Science*. Springer International Publishing.

Case, C.R., & Maner, J.K. (2015). When and why power corrupts: An evolutionary perspective. In J. H. Turner, R. Machalek, and A. Maryanski (Eds.). *Handbook on evolution and society: Toward an evolutionary social science* (pp. 460-473). Boulder, CO: Paradigm Publishers.

Working Papers

Authorship and titles are subject to change.

Bae, K.K., Case, C.R., & Ashford, S.J. (in prep). Revealing truth to power: Subordinates' perception of leaders' orientation to hierarchy predicts truthful negative feedback.

Bae, K.K., Mitchell, R.L., Case, C.R., & Hays, N.A. (data collection). Dominance mimicry.

Kniffin, K.M. & **Case, C.R.** (data collection). Preference for dominant leaders.

Case, C.R., & Mercadante, E.J. (data collection). The irony of ingratiation.

Case, C.R. (data collection). Hierarchy and self-disclosure.

Articles for a Popular Audience

Case, C.R., & Maner, J.K. (July 2017). Dominance and prestige: Selecting the leadership approach that fits. *European Business Review*.

Maner, J.K., & **Case, C.R.** (September 2013). The essential tension between leadership and power. *Science Brief, 27(9)*. *American Psychological Association*.

Discussant Roles and Symposia Chaired

2019 Antecedents and Consequences of Dominance and Prestige Paths to Social Rank (discussant for symposium co-chaired by Yidan Yin and Pamela Smith). Academy of Management 79th Annual Convention, Boston, MA.

2018 Leaders Improving Lives: Harnessing the Power of Leaders for Good (co-chaired symposium with Nicholas Hays). Academy of Management 78th Annual Convention, Chicago, IL.

2016 Dominance and Prestige: The Two Sides of Social Hierarchy (co-chaired with Jon Maner). Society for Personality and Social Psychology 17th Annual Convention, San Diego, CA.

Refereed Conference Presentations

- Bae, K.K., Case, C.R., & Ashford, S.J.** (2020, February). *Perceived leader prestige and dominance predict truthfulness in subordinates' feedback*. Poster presented at the Society for Personality and Social Psychology 21st Annual Convention, New Orleans, LA.
- Mead, N., Case, C.R., Maner, J.K.** (2020, February). *Ascending through the hierarchy: When those who lack power disrupt the social order of their group*. Paper presented at the Society for Personality and Social Psychology 21st Annual Convention, New Orleans, LA.
- Bae, K.K., Case, C.R., & Ashford, S.J.** (2019, August). *Perceived leader prestige and dominance predict truthfulness in subordinates' feedback*. Paper presented at the Academy of Management 79th Annual Convention, Boston, MA.
- Bae, K.K., Case, C.R., & Maner, J.K.** (2018, August). *Prestige-oriented leaders exhibit heightened social monitoring*. Paper presented at the Academy of Management 78th Annual Convention, Chicago, IL.
- Case, C.R., Bae, K.K., & Maner, J.K.** (2018, March). *In pursuit of prestige Social approval concerns cause leaders to vigilantly monitor social cues*. Paper presented at the Society for Personality and Social Psychology 19th Annual Convention, Atlanta, GA.
- Case, C.R., & Maner, J.K.** (2017, August). *The pitfalls of prestige: When leaders prioritize popularity over performance*. Paper presented at the Academy of Management 77th Annual Convention, Atlanta, GA.
- Case, C.R., & Maner, J.K.** (2017, January). *To lead or to be liked: When and why prestige-motivated leaders sacrifice group performance*. Paper presented at the Society for Personality and Social Psychology 18th Annual Convention, San Antonio, TX.
- Case, C.R., & Maner, J.K.** (2016, August). *Dominance and prestige: Dual motives for navigating social hierarchies*. Paper presented at the Academy of Management 76th Annual Convention, Anaheim, CA.
- Maner, J.K., & Case, C.R.** (2016, August). *Finding your place: New insights on how people navigate and jockey for positions in hierarchies*. Paper presented at the Academy of Management 76th Annual Convention, Anaheim, CA.
- Case, C.R., & Maner, J.K.** (2016, June). *When expertise is squandered: The misalignment of skills and rolls within groups*. Poster presented at the Human Behavior and Evolution Society 28th Annual Convention, Vancouver, BC.
- Case, C.R., Mead, N.L., & Maner, J.K.** (2016, January). *Ascending into power: When and why those without power disrupt the social order of their group*. Paper presented at the Society for Personality and Social Psychology 17th Annual Convention, San Diego, CA.

Mead, N.L., **Case, C.R.**, & Maner, J.K. (2015, August). *Shaking things up: Group members seek hierarchy malleability to acquire power*. Paper presented at the Academy of Management 75th Annual Convention, Vancouver, BC.

Maner, J.K., **Case, C.R.**, & Mead, N.L. (2014, May). *When leaders misbehave: Differential effects of status motivation and power motivation*. Paper presented at the Association for Psychological Science 26th Annual Convention, San Francisco, CA.

Case, C.R., & Maner, J.K. (2014, April). *What they don't know won't hurt me: When leaders conceal their subordinates' aptitude*. Poster presented at the Northeastern Evolutionary Psychology 2014 Annual Meeting, New Paltz, NY.

Case, C. R., & Maner, J. K. (2013, July). *Divide and conquer: When and why leaders create divisions among their subordinates*. Paper presented at the Human Behavior and Evolution Society 2013 Annual Convention, Miami, FL.

Case, C.R., & Maner, J.K. (2013, January). *Divide and Conquer: When leaders cut off the lines of communication among their subordinates*. Poster presented at the Society for Personality and Social Psychology 2012 Annual Convention, New Orleans, LA.

Case, C.R., & Maner, J.K. (2012, June). *When leaders cut off the lines of communication among their subordinates*. Poster presented at the Human Behavior and Evolution Society 2013 Annual Convention, Albuquerque, NM.

Case, C.R., & Maner, J.K. (2012, April). *Why leaders generate divisions among subordinates*. Poster presented at the Graduate Research Day sponsored by the Department of Psychology at Florida State University, Tallahassee, FL.

Case, C.R., & Maner, J.K. (2012, January). *When leaders cut off communication among their subordinates*. Poster presented at the Evolutionary Psychology Preconference at the Society for Personality and Social Psychology 2011 Annual Convention, San Diego, CA.

Invited Talks

2020 Industrial and Organizational Psychology Area, Department of Psychology, Central Michigan University. (Postponed due to COVID-19).

2018 Social Psychology Area, Department of Psychology, University of Michigan.

2018 Organizational Psychology Area, Department of Psychology, Michigan State University.

2018 Sport and Organizational Dynamics Conference, Ross School of Business, University of Michigan.

2016 Department of Psychology, University of Rochester.

- 2016** Organizational Behaviour and Human Resource Management Area, Rotman School of Management, University of Toronto.
- 2016** Management and Organizations Area, Ross School of Business, University of Michigan.
- 2013** Social Psychology Area, Department of Psychology, University of Florida.

External Professional Development Workshops

- 2018** Presented and led discussion on “Integrating evolutionary perspectives into the management classroom: One successful approach” as part of the PDW, *This View of Business: How Evolutionary Thinking can Transform the Workplace*. Academy of Management 78th Annual Convention, Chicago, IL.
- 2018** Participated as a junior faculty member as part of the PDW, *Organizational Behavior Junior Faculty Workshop*. Academy of Management 78th Annual Convention, Chicago, IL.

Teaching Experience

Teaching Interests

Interpersonal Dynamics, Leadership Development, Negotiations, Power and Politics

Teaching Experience

Ross School of Business, University of Michigan

| <u>Workshop Name</u> | <u>Year</u> | <u>Workshop Host</u> | | |
|---|-------------|--------------------------|-----------------|---------------|
| The Big Picture: Leadership and Effective Communication | 2019 | Sanger Leadership Center | | |
| <u>Course Name</u> | <u>Year</u> | <u>Course Type</u> | <u>Sections</u> | <u>Rating</u> |
| Behavioral Theory in Management | 2019- | BBA Core | 2 | 4.7 / 5 |
| Leadership in Organizations | 2018-20 | BBA Elective | 4 | 4.7 / 5 |
| Leadership Development | 2018-19 | MBA Elective | 2 | 4.6 / 5 |

Psychology Department, Florida State University

| <u>Course Name</u> | <u>Year</u> | <u>Course Type</u> | <u>Sections</u> | <u>Rating</u> |
|--------------------------------|-------------|--------------------|-----------------|---------------|
| Research Methods in Psychology | 2013-14 | Major Requirement | 2 | 4.7 / 5 |

Mentorship Experience

2018-19 Independent Empirical Research Project Advisor (First Reader) to Katherine Bae (Doctoral Student) at the University of Michigan, Ann Arbor, MI.

Project Grants and Awards

- Rackham Pre-Candidate Research Grant (\$1500)
- Society of Personality and Social Psychology Award (\$500)
- Early Candidacy Research Award (\$1000)
- Doctoral Candidate Rackham Research Grant (\$3000)
- Nominated for the *SPSP* Graduate Student Poster Award (peer-reviewed)

2013-14 Honors Thesis Advisor to Anna Brady (Undergraduate Student) at Florida State University, Tallahassee, FL.

Project Grants and Awards

- Bess Ward Honors Thesis Award (\$500)
- Honors Department Conference Travel Award (\$500)

2012-13 Honors Thesis Advisor to Amy Newberg (Undergraduate Student) at Florida State University, Tallahassee, FL.

Project Grants and Awards

- Bess Ward Honors Thesis Award (\$700)

Ad Hoc Reviewing

European Journal of Personality

European Journal of Social Psychology

Evolution and Human Behavior

Journal of Economic Psychology

Journal of Personality and Social Psychology

Leadership Quarterly

Organization Science

Personality and Social Psychology Bulletin

Service

2019- Member, Dissertation Committee for Iris Wang (UM Psychology Department)

2019- Coordinator, Ross Integrative Semester (for Behavioral Theory in Management)

2019 Grader, Management and Organizations Doctoral Student Comprehensive Exams

2018- Co-organizer, Ross Behavioral Science (BeSci) Lab Meetings

2018- Co-organizer, Management and Organizations Area Brownbag Seminars

2018-19 Member, Management and Organizations Doctoral Recruit Committee

2017-19 Coordinator, Management and Organizations Participant Pool