

Elad N. Sherf

Organizational Behavior Area • Kenan-Flagler Business School
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EDUCATION

UNIVERSITY OF MARYLAND, Robert H. Smith School of Business Ph.D., Organizational Behavior and Human Resource Management	College Park, MD (August, 2016)
UNIVERSITY OF NEW SOUTH WALES, AGSM MBA Program MBA	Sydney, Australia (May, 2010)
IDC HERZLIYA (NOW REICHMAN UNIVERSITY), Radzyner School of Law LL.M., Business Law, <i>Summa Cum Laude</i>	Herzliya, Israel (August, 2006)
IDC HERZLIYA (NOW REICHMAN UNIVERSITY), Radzyner School of Law, Arison School of Business LL.B. & B.A. (Business Administration), <i>Summa Cum Laude</i>	Herzliya, Israel (August, 2005)

PROFESSIONAL EXPERIENCE

UNIVERSITY OF NORTH CAROLINA, Kenan-Flagler Business School Sarah Graham Kenan Scholar Associate Professor of Organizational Behavior Assistant Professor of Organizational Behavior	Chapel Hill, NC 2022-Present 2022-Present 2018-2022
NEW YORK UNIVERSITY, Leonard N. Stern School of Business Post-Doctoral Research Scholar, Manager of the Center for Behavioral Research	New York, NY 2016-2018

HONORS

- Early Career Achievement Award, *Academy of Management Human Resource Division* (2023)
- Most Innovative Student Paper Award, *Organizational Behavior Division, Academy of Management* (2020) [with Salvatore Affinito et al.]
- Best Editorial Board Reviewer Award, *Academy of Management Journal* (2022), *Journal of Applied Psychology* (2022)
- Outstanding Reviewer Award, *Organizational Behavior Division, Academy of Management* (2014, 2017, 2024), *Conflict Management Division, Academy of Management* (2017)
- MBA All-Star Teaching Award, *UNC Kenan-Flagler Business School* (2022)
- Frank T. Paine Doctoral Award for Academic Achievement, *UMD Smith School of Business* (2016)
- Outstanding Graduate Assistantship Award, *University of Maryland Graduate School* (2015)

BOOK CHAPTERS

2. Anseel, F. & **Sherf, E. N.** (Forthcoming). Providing feedback: Revisiting assumptions and moving towards new insights. In D. J. Schleicher & H. M. Baumann (Eds.), *Performance Management*. New York: Routledge.
1. Shapiro, D. L., & **Sherf, E. N.** (2015). The role of conflict in managing injustice. In R. Cropanzano & M. L. Ambrose (Eds.), *The Oxford Handbook of Justice in the Workplace*. New York, NY: Oxford University Press, 443-460. <https://doi.org/10.1093/oxfordhb/9780199981410.013.21>.

REFEREED JOURNAL ARTICLES

* Denotes authors contributed equally. † Denotes Ph.D. Student

23. Anseel, F. & **Sherf, E. N.** (In press). A 25-year review of research on feedback in organizations: From simple rules to complex realities. *Annual Review of Organizational Psychology and Organizational Behavior*. <https://doi.org/10.1146/annurev-orgpsych-110622-031927>
22. Lee, M., Badura, K. L., & Baker, B., & **Sherf E. N.** (In press). Perceived personal and contextual impunity: Conceptualization, antecedents, and implications for workplace misconduct. *Journal of Applied Psychology*. <https://doi.org/10.1037/apl0001196>
21. Tedder-King, A.†, **Sherf, E. N.** (In press). Fairness judgments in the context of structural sexism: The role of beliefs in individual and structural causes of success. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2022.0776>

20. To, C., & Sherf, E. N., & Kouchaki M. (2023). How much inequity do you see? Structural power, perceptions of gender and racial inequity, and support for diversity initiatives. *Academy of Management Journal* 67(1), 126-149. <https://doi.org/10.5465/amj.2022.0253>
19. Chun, J. S., Sherf, E. N., Slepian M. L. (2023). In it to win it? Comparative evaluation increases zero-sum beliefs. *Motivation Science*, 9(1), 31-41. <https://doi.org/10.1037/mot0000287>
18. Sherf, E. N., Croitoru N.[†], & McElroy, T.[†] (2024). A reinforcement sensitivity theory view of seeking behaviors at work: A meta-analysis. *Personnel Psychology*, 77(2), 847-890. <https://doi.org/10.1111/peps.12579>
17. Hussain, I., Tangirala, S., & Sherf, E. N. (2023). Signaling legitimacy: Why mixed-gender coalitions outperform single-gender coalitions in advocating for gender equity. *Academy of Management Journal*, 66(4), 1233-1262. <https://doi.org/10.5465/amj.2021.0174>
16. Li, A. N., Sherf, E. N., & Tangirala, S. (2023). Team adaptation to discontinuous task change: Equity and equality as facilitators of individual and collective task capabilities redevelopment. *Organization Science*, 34(3), 1287-1314. <https://doi.org/10.1287/orsc.2022.1621>
15. Zhang, T., Harrington, K. B., & Sherf, E. N. (2022). The errors of experts: When expertise hinders effective provision and seeking of advice and feedback. *Current Opinion in Psychology*, 43, 91–95. <https://doi.org/10.1016/j.copsyc.2021.06.011>
14. To, C., Yan T., & Sherf, E. N. (2022). Victorious and hierarchical: Past performance as a determinant of team hierarchical differentiation. *Organization Science*, 33(6), 2346-2363. <https://doi.org/10.1287/orsc.2021.1528>
13. Muir, C. P., Sherf, E. N., & Liu, J. T. (2022). It's not only what you do, but why you do it: How managerial motives influence employees' fairness judgments. *Journal of Applied Psychology*, 107(4), 581-603. <https://doi.org/10.1037/apl0000898>
12. Derfler-Rozin, R., Sherf, E. N., & Chen, G. (2021). To be or not to be consistent? The role of friendship and group-targeted perspective in managers' allocation decisions. *Journal of Organizational Behavior*, 42(6), 814–833. <https://doi.org/10.1002/job.2490>
11. Sherf, E. N., Gajendran, R. S., & Posner, B. Z. (2021). Seeking and finding justice: Why and when managers' feedback seeking enhances justice enactment. *Journal of Organizational Behavior*, 42(6), 741–766. <https://doi.org/10.1002/job.2481>
10. Isaakyan S., Sherf E. N., Tangirala, S., & Guenter, H. (2021). Keeping it between us: Managerial endorsement of public versus private voice. *Journal of Applied Psychology*, 106(7), 1049-1066, doi: <https://doi.org/10.1037/apl0000816>
9. Sherf, E. N.^{*}, Parke, M. R.^{*}, & Isaakyan S. (2021). Distinguishing voice and silence at work: Unique relationships with perceived impact, psychological safety, and burnout. *Academy of Management Journal*, 64(1), 114-148. doi: <https://doi.org/10.5465/amj.2018.1428>
8. Sherf, E. N., Morrison, E. W. (2020). I do not need feedback! Or do I? Self-efficacy, perspective taking, and feedback seeking. *Journal of Applied Psychology*, 105(2), 146-165. <https://doi.org/10.1037/apl0000432>
7. Sherf, E. N., Tangirala, S., & Venkataramani, V. (2019). Why managers do not seek voice from employees: The importance of managers' personal control and long-term orientation. *Organization Science*, 30(3), 447–466. <https://doi.org/10.1287/orsc.2018.1273>
6. Sherf, E. N., Venkataramani, V., & Gajendran, R. S. (2019). Too busy to be fair? The effect of workload and rewards on managers' justice rule adherence. *Academy of Management Journal*, 62(2) 469-502. <https://doi.org/10.5465/amj.2016.1061>
5. Sherf, E. N., Sinha, R., Tangirala, S., Awasty, N. (2018). Centralization of member voice in teams: Its effects on expertise utilization and team performance. *Journal of Applied Psychology*, 103(8), 813-827. <https://doi.org/10.1037/apl0000305>
4. Sherf, E. N., Tangirala, S., & Weber, K. C. (2017). It is not my place! Psychological standing and men's voice and participation in gender-parity initiatives. *Organization Science*, 28(2), 193-210. <https://doi.org/10.1287/orsc.2017.1118>
3. Sherf, E. N., & Venkataramani, V. (2015). Friend or foe? The impact of relational ties with comparison others on outcome fairness and satisfaction judgments. *Organizational Behavior and Human Decision Processes*, 128(1), 1–14. <https://doi.org/10.1016/j.obhdp.2015.02.002>
2. Parke, M. R., Seo, M., & Sherf, E. N. (2015). Regulating and facilitating: The role of emotional intelligence in maintaining and using positive affect for creativity. *Journal of Applied Psychology*, 100(3), 917-934. <https://doi.org/10.1037/a0038452>

1. Sherf, E. N. (2005). Spam in Israel – Review of existing and desired law. *Law & Business* 3, 425-479.

JOURNAL ARTICLES UNDER PEER REVIEW

- Affinito, S. J., Christian, M. S., Zheng, X., Sherf, E. N., Kenney J. E., Yang, J., Hofmann, D. A., Yu, Y., & Gray, K. J. (1st round revise and resubmit). Title removed for blind review. *Organization Science*.
- Tedder-King, A.[†], Prengler, M. K., & Sherf, E. N. (3rd round review). Title removed for blind review. *Journal of Applied Psychology*.
- Tedder-King, A.[†], Prengler, M. K., & Sherf, E. N. (2nd round review). Title removed for blind review. *Current Opinion in Psychology*.

WORK IN PROGRESS

- Sherf, E. N. & Rodriguez-Mincey, D.[†] (Writing and additional data collection stage). The fairness and adoption of threshold lotteries in organizational selection processes. Target: *Organizational Behavior and Human Decision Processes*.
- Wee, E. X. M., Sherf, E. N., & Liu D. (Finalizing for submission). Recognize my pain or my gain? Why and when strengths-based perspective taking increases incumbent employees' commitment to workforce diversification initiatives. Target: *Administrative Science Quarterly*.
- Sherf, E. N., Lee, M. (Writing stage). Justice enactment from an ability-motivation-opportunity lens. Target: *Academy of Management Review*.
- Sherf, E. N. & Yan T. (Model creation). A computational model of the relationship between micro and macro fairness. Target: *Academy of Management Journal*.

PEER REVIEWED CONFERENCE PRESENTATIONS

[#] Denotes presenter

- Tedder-King, A.^{†#} & Sherf, E. N. (2024). More is not always better: How fit between desired and received allyship influences belonging and inclusion. *Paper presented at the 2024 Annual Meeting of the Academy of Management, Chicago, IL*.
- Liu, X.[#], Dong, J., Yu, S., Sherf, E. N., Yu, J., & Liao, S. (2023). A source credibility perspective of coworkers' positive reactions to employee voice. *Paper presented at the 2023 Annual Meeting of the Academy of Management, Boston, MA*.
- To, C.[#], Sherf, E. N., & Kouchaki, M. (2023). How much inequity do you see? Structural power and support for diversity initiatives. *Paper presented at the 2023 Annual Meeting of the Academy of Management, Boston, MA*.
- Tedder-King, A.^{†#}, & Sherf, E. N. (2022). Should that count? Fairness judgments of resource allocations accounting for structural sexism. *Paper presented at the 2022 Annual Meeting of the Academy of Management, Seattle, WA*.
- Tedder-King, A.^{†#}, & Sherf, E. N. (2022). Should that count? Fairness judgments of resource allocations accounting for structural sexism. *Paper presented at the 2022 Dismantling Bias Conference at Purdue University, IN*.
- Sherf, E. N.[#], Croitoru N.[†], & McElroy, T.[†] (2021). Conceptualizing seeking behaviors at work as goal-striving activities: *Paper presented at the 2021 Annual Meeting of the Academy of Management, Virtual*.
- Hussain, I.[#], Sherf, E. N., & Tedder-King, A.[†] (2021). How can male allies show support? Examining reactions to men's voice on gender equity issues. *Paper presented at the 2021 Academy of Management Conference, Virtual*
- Affinito, S. J.^{†#}, Christian, M., Sherf, E. N., Keeney, J. E., Yang, J., Hofmann, D. A., Yu, Y., & Gray, K. (2020). From Deviance to Cover-Up: The Roles of Confessional Silence and Punitive Policies. *Paper presented at the 2020 Academy of Management Conference, Virtual*.
- Chun, J.S.[#], Sherf, E. N., & Slepian, M.L. (2019). How comparative evaluations trigger competitive behaviors in workplaces. *Paper presented at the 2019 Annual Meeting of the Academy of Management, Boston, MA*.

- **Sherf, E. N.[#]**, Parke, M. R.^{*}, & Isaakyan S. (2019) Distinguishing voice and silence at work: Unique relationships with psychological safety, impact, burnout, and issue content. *Paper presented at the 2019 Annual Meeting of the Academy of Management, Boston, MA.*
- **Sherf, E. N.[#]**, Parke, M. R.^{*}, & Isaakyan S. (2019) Distinguishing voice and silence at work: Unique relationships with psychological safety, impact, and burnout. *Paper presented at the 2019 Organizational Science Winter Conference, Phoenix, AZ.*
- **Sherf, E. N.[#]**, Morrison, E. W. (2018) I do not need feedback! Or do I? Self-efficacy, perspective taking, and downward feedback seeking. *Paper presented at the 2018 Israeli Organizational Behavior Conference, Tel-Aviv, Israel.*
- **Sherf, E. N.[#]**, Morrison, E. W. (2017) I do not need feedback! Or do I? Self-efficacy, perspective taking, and downward feedback seeking. *Paper presented at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.*
- **Sherf, E. N.[#]**, Sinha, R., Tangirala, S., Awasty, N. (2017) Centralization of member voice in teams: Its effects on expertise utilization and team performance. *Paper presented at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.*
- Isaakyan S., **Sherf E. N.[#]**, Tangirala, S., & Guenter, H. (2017) Keeping it between us: Public vs. private context, image threat, and managerial responses to employee voice. *Paper presented at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.*
- **Sherf, E. N.[#]** & Venkataramani, V. (2016) Too busy to be fair? The effect of managers' perceived workload on their core technical performance and justice rule adherence. *Paper presented at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.*
- **Sherf, E. N.[#]**, Tangirala, S., & Venkataramani, V. (2016) How managers' personal control and long-term orientation influence their willingness to seek voice from employees. *Paper presented at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.*
- **Sherf, E. N.[#]**, Tangirala, S., & Connealy, K. (2016) It is not my place! Psychological standing and men's participation in gender-parity initiatives. *Paper presented at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.*
- **Sherf, E. N.[#]**, Tangirala, S., & Connealy, K. (2016) It is not my place! Psychological standing and men's participation in gender-parity initiatives. *Paper presented at the 2016 Annual Meeting of the International Association for Conflict Management, New York, NY.*
- Derfler-Rozin, R., **Sherf, E. N.[#]**, Chen, G. (2015) Discretion? No, thank you! Managers' reluctance to use discretion in allocation decisions. *Paper presented at the 2015 Annual Meeting of the Academy of Management, Vancouver, CA.*
- **Sherf E. N.[#]** (2015). Too busy to be fair? The effect of managers' work demands on their adherence to fairness rules. *Paper presented at the 2015 Annual Meeting of the International Association for Conflict Management, Clearwater Beach, FL.*
- **Sherf E. N.[#]** (2015). Too busy to be fair? The effect of managers' work demands on their adherence to fairness rules. *Paper presented at the 2015 Trans-Atlantic Doctoral Conference, London, UK.*
- **Sherf E. N.[#]**, Wee, E. X. M. (2014). Shaping a better conflict: How teams can deliberately enable effective task conflict. *Paper presented at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA.*
- **Sherf E. N.[#]**, Taylor, M. S., (2014). Show me what I could gain or lose: Feedback framing effects on motivation and performance. *Paper presented at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA.*
- **Sherf E. N.[#]**, Wee, E. X. M. (2014). The how, who, and what of task conflict: Unbundling the task conflict-team performance relationship. *Paper presented at the 2014 Israeli Organizational Behavior Conference, Tel-Aviv, Israel*
- **Sherf, E. N.[#]**, M. Taylor, S., Firth, B. M., Anseel, F. (2013). Why and how after event reviews enable performance improvement. *Paper presented at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.*
- **Sherf E. N.[#]**, Venkataramani V. (2013) How are you related? How social relationships influence outcome fairness and satisfaction. *Paper presented at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.*

- **Sherf, E. N.**[#], Shapiro D. L. (2013). Should teams “openly discuss” relationship conflict? An accommodation based model for reconciling competing views. *Paper presented at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.*

CONFERENCE INVITED DISCUSSANT

- **Sherf, E. N.** (2024). Osborne M. & Santoro E. (Chairs). Speaking Up: In, and about, groups. *Symposium at the 2024 Annual Meeting of the Academy of Management, Chicago, IL.*

INVITED TALKS

- April 2025, University of Virginia (forthcoming)
- December 2024, Dartmouth College (forthcoming)
- September 2024, Johns Hopkins University (forthcoming)
- May 2023, Arizona University
- April 2022, Temple University
- April 2022, Kenan Institute, University of North Carolina at Chapel Hill
- April 2022, Nanyang Technological University, Singapore
- April 2021, University of Texas Austin
- March 2021, Robert Gordon University
- October 2020, Rice University
- May 2018, Women Leadership Conference, NYC
- October 2017, University of North Carolina at Chapel Hill
- October 2017, Duke University
- October 2017, University of Connecticut
- October 2017, Purdue University
- September 2017, Georgia Institute of Technology
- January 2016, New York University
- January 2016, University of Washington
- January 2016, Technion, Israel Institute of Technology
- October 2015, National University of Singapore
- September 2015, University of Georgia

TEACHING EXPERIENCE

University of North Carolina, Chapel Hill, Kenan-Flagler School of Business

- Ph.D.
 - Spring 2020: [Special Topics] Beyond Task Performance
 - Spring 2021: [Special Topics] Organizational Fairness and Justices
 - Fall 2021, 2023: [BUSI-899-041]: Dependent Variables in Organizational Behavior
 - Fall 2022, 2024: [BUSI-899-057]: Interpersonal Processes in Organizational Behavior
 - Spring 2024 [BUSI-899-059]: The Creative Minds Behind Creativity Research
 - *PhD Dissertation Committees*
 - 2024-2025: University of North Carolina at Chapel Hill, Alyssa Tedder-King [Chair],
 - 2021-2022: University of North Carolina at Chapel Hill, Casher Belinda, *Central complaint recipients as change agents: A theory of complaining, learning, and proactive work behavior*
 - 2020-2021: University of North Carolina at Chapel Hill, Salvatore Affinito, *Organizational Behavior, Am I myself at work? Engagement, identity, and role transitions*
 - 2019-2020: University of North Carolina at Chapel Hill, Justin Kent, *Strategic Management, To start or no to start? An empirical examination of the decision to start a business.*
- MBA
 - *Leading Groups and Teams* (MBA 840b):
Spring 2021 (4.8/5 [11 students]), (4.6/5 [17 students]), Spring 2022 (4.65/5 [42 students], Teaching All-Star award).
 - *Leading Groups and Teams* (MBA 840b-956):
Spring-Summer 2022 (4.88/5 [39 students])
Spring 2023 (4.56/5 [42 students])

- Undergraduate
 - *Groups and Teams in Organizations* (BUSI 555):
Fall 2019 (4.5/5 [19 students]); Spring 2020 (4.7/5 [30 students]); Fall 2020 (4.3/5 [27 students]); Spring 2021 (4.7/5 [30 students]), (4.5/5 [28 students]); Fall 2021 (4.7/5 [29 students]); Spring 2022 (4.7/5 [28 students]); Fall 2022 (4.7/5 [29 students]), Spring 2023 (4.7/5 [30 students] 4.6/5 [27 students]), Fall 2023 (4.8/5 [25 students]); Spring 2024 (4.9/5 [28 students], (4.7/5 [28 students]).
 - *Thinking Creatively: Cognitive Tools for Individuals and Teams* (BUSI 490-116)
Fall 2021 (4.1/5 [26 students]); Fall 2022 (4.4/5 [21 students]), Fall 2023 (4.6/5 [26 students]); Fall 2024 (X.X/5 [29 students]).
 - *Leading and Managing in Organizations* (BUSI 405):
Spring 2019 (4.4/5 [43 students]), (4.3/5 [43 students]); Fall 2019 (4.4/5 [44 students]), (4.3/5 [41 students])
 - *Undergraduate Honors Thesis* (BUSI 691H)
2020-2021: University of North Carolina, Riya Anand, The Asian-American perception as to the inhibitors to their promotion to higher-level management positions (*Advisor*)
2023-2024: University of North Carolina, Abigail Fleri, Leader reactions to their own gender-based image threat: Why leaders react functionally and dysfunctionally (*Committee member*)

New York University, Stern School of Business

- *Management & Organizations* (Undergraduate):
Fall 2016 (6.2/7 [50 students], 6.4/7 [52 students]); Spring 2018 (6.2/7 [53 students])

University of Maryland, Smith School of Business

- *Managing People & Organizations* (Undergraduate)
Spring 2014 (2.74/4 [50 students]); Summer 2014 (3.56/4 [32 students])

Interdisciplinary Center (IDC) Herzliya [Now Reichman University], Radzyner School of Law (Undergraduate)

- *Contract Law, Administrative Law, Constitutional Law* (2006 – 2008, 2010 – 2011)
Contract Law (4.6/5), Administrative Law (4.7/5), Constitutional Law (4.2/5)

PROFESSIONAL SERVICE

- Reviewing
 - Editorial responsibilities
 - 2024-: Associate Editor, Organizational Behavior and Human Decision Processes
 - Journal board membership
 - 2021-2024: Editorial Board Member, Personnel Psychology
 - 2019-2024: Editorial Board Member, Academy of Management Journal
 - 2018-2024: Contributing Editor, Journal of Applied Psychology
 - 2020-2023: Editorial Board Member, Organizational Behavior and Human Decision Processes
 - Ad-hoc reviewing
 - 2015-: Academy of Management Journal, Academy of Management Review, Journal of Applied Psychology, Organizational Science, Organizational Behavior and Human Decision Processes, Personnel Psychology, Administrative Science Quarterly, Human Resource Management Review, Human Relations, Personality and Social Psychology Bulletin, Academy of Management OB & CM Divisions
 - 2015-2018: External reviewer, Research Grants Council (RGC) of Hong-Kong
- Involvement in Professional Organizations
 - 2022: Member, Personnel Psychology's best paper award committee
 - 2021 – Chair, Academy of Management Organizational Behavior Division “Best Student Paper Award” committee.
 - 2020 – Member, Academy of Management Organizational Behavior Division “Best Paper Award” committee.
 - 2017-2018: Member, Academy of Management Conflict Management Division, “Making Connections” committee.
- School Service
 - 2022-: Director of the behavioral lab
 - 2021-: University of North Carolina at Chapel Hill, Hiring committee member
 - 2020-2023: University of North Carolina at Chapel Hill, Diversity & Inclusion committee member
 - 2018-: University of North Carolina at Chapel Hill, OB Ph.D. Selection committee member
 - 2020: University of North Carolina at Chapel Hill, Post-Doctoral Position Selection committee member

- 2020-2021: University of North Carolina at Chapel Hill, Thought Leadership, Re-think Effort committee member
- 2012-2014: University of Maryland, OB/HRM Ph.D. Program Student Representative

Last update: Sep 4, 2024