

# STEPHANIE M. LEE (KUNST)

Department of Management  
Baylor University  
Hankamer School of Business  
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## ACADEMIC EMPLOYMENT

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Assistant Professor (August 2019 – present)  
Department of Management, Hankamer School of Business  
Baylor University

Lecturer (August 2018 – August 2019)  
Department of Management, Hankamer School of Business  
Baylor University

## EDUCATION

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2019 **Michigan State University** – East Lansing, MI  
Ph.D. in Business Administration  
Major Field: Organizational Behavior and Human Resource Management  
Minor Field: Industrial and Organizational Psychology

2010 **California State University, Fullerton** – Fullerton, CA  
B.A. in Psychology, *summa cum laude*  
Minor Field: Industrial and Organizational Psychology

## RESEARCH AREA

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- Leadership
- Teams
- Employee voice
- Psychological bonds

## PEER-REVIEWED PUBLICATIONS

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- **Lee, S. M.**, Koopman, J., Hollenbeck, J. R., Wang, L. C., & Lanaj, K. 2020. Construct validation standards and the Team Descriptive Index. *Academy of Management Discoveries*, 6(4), 698-701. <https://doi.org/10.5465/amd.2019.0143>.
- Farh, C. I. C., Oh, K., Hollenbeck, J. R., Yu, A., **Lee, S. M.**, & King, D. D. 2020. Token female voice enactment in traditionally male-dominated teams: Facilitating conditions and consequences for performance. *Academy of Management Journal*, 63(3), 832-856. <https://doi.org/10.5465/amj.2017.0778>.

- Porck, J. P., Matta, F. K., Hollenbeck, J. R., Oh, K., Lanaj, K., Lee, S. M. 2019. Social identification in multiteam systems: The role of depletion and task complexity. *Academy of Management Journal*, 62(4), 1137-1162. <https://doi.org/10.5465/amj.2017.0466>.
- Lee, S. M., & Farh, C. I. C. 2019. Dynamic leadership emergence: Differential impact of members' and peers' contributions in the idea generation and idea enactment phases of innovation project teams. *Journal of Applied Psychology*, 104(3), 411-432. <http://doi.org/10.1037/apl0000384>.
- Kim, Y. J., Van Dyne, L., & Lee, S. M. 2018. A dyadic model of motives, pride, gratitude, and helping. *Journal of Organizational Behavior*, 39(10), 1367-1382. <https://doi.org/10.1002/job.2315>.
- Lanaj, K., Johnson, R. E., & Lee, S. M. 2016. Benefits of transformational leadership for leaders: A daily investigation of transformational behaviors and need fulfillment. *Journal of Applied Psychology*, 101(2), 237-251. <https://doi.org/10.1037/apl0000052>.
- Lee, S. M., Koopman, J., Hollenbeck, J. R., Chang, L. C., & Lanaj, L. 2015. The team descriptive index (TDI): A multidimensional scaling approach for team description. *Academy of Management Discoveries*, 1(1), 5-30. <https://doi.org/10.5465/amd.2013.0001>.

## PAPERS UNDER REVIEW

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- Lee, S., Farh, C. I. C., Lin, S., & Lee, S. M. When voice is not enacted in teams: The importance of leader fair process over time. First round review at *Organizational Behavior and Human Decision Processes*.

## PAPERS BEING REVISED

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- Matta, F. K., Frank, E. L., Farh, C. I. C., & Lee, S. M. Do intelligent leaders differentiate exchange relationships intelligently? A functional leadership approach to LMX differentiation. Revising for second invitation to revise and resubmit at *Journal of Applied Psychology*.

## CONFERENCE PAPERS

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- Schouten, M. E., Matusik, J. G., & Lee, S. M. (2019, August). Granting influence: The attribution of social motivation affects influence trajectories. In M. Schouten, *Trust in Leadership*. Presented at the 79<sup>th</sup> Academy of Management Annual Meeting, Boston, MA.
- Lee, S., Farh, C. I. C., Lin, S., & Lee, S. M. (2019, August). Voice justice: The importance of fair process when endorsing voice (or not). In T. Howell & M. Parke (Chairs), *To be heard or not heard: Effects of (failed) voice behaviors on managers and employees*. Presented at the 79<sup>th</sup> Academy of Management Annual Meeting, Boston, MA.
- Schouten, M.E., Matusik, J.G., Lee, S. M., & Hays, N. A. (2018, July). Granting influence: The attribution of social motivation affects influence trajectories. Presented at the 13<sup>th</sup> INGRoup Annual Meeting, Bethesda, MD.
- Schouten, M.E., Matusik, J.G., Lee, S. M., & Hays, N. A. (2018, July). Granting influence: The attribution of social motivation affects influence trajectories. Presented at the 31<sup>st</sup> International Association of Conflict Management Annual Meeting, Philadelphia, PA.
- Porck, J. P., Matta, F. K., Hollenbeck, J. R., Oh, K. J., Lanaj, K., & Lee, S. M. (2017, July). Social identification and multiteam systems: The moderating role of task complexity. In T.

Brown (Chair), *MTS: Dynamics at the boundaries of what matters*. Presented at the 12<sup>th</sup> INGRoup Annual Meeting, St. Louis, MO.

- Farh, C. I. C., Oh, K. J., Hollenbeck, J. R., Yu, A., **Lee, S. M.**, King, D. D. (2017, April). How and when does gender integration enhance team performance? The role of female voice enactment, leader's gender beliefs, and task complexity. In C. Reynolds Kueny (Chair), *Going beyond the behavior: Systematically understanding consequences of proactive behavior Academy of Management Journal*. 32<sup>nd</sup> Society for Industrial and Organizational Psychology Annual Meeting, Orlando, FL.
- **Lee, S. M.**, Farh, C. I. C., & Matta, F. K. (2015, August). Building heart: Leader contributions to the dynamics of team affective identification. In C. Zhang, D. S. DeRue, & S. J. Ashford (Chairs), *Time in the spotlight: Exploring multiple approaches to the role of time in organizational behavior*. 75<sup>th</sup> Academy of Management Annual Meeting, Vancouver, Canada.
- Farh, C. I. C., & **Lee, S. M.** (2015, August). Voicing your way to the top: Implications of voice content, timing, and team composition for leadership emergence in self-managing teams. In C. Farh & N. Wells (Chairs), *Climbing the social hierarchy of groups: When, how, and to what ends?*. 75<sup>th</sup> Academy of Management Annual Meeting, Vancouver, Canada.
- Lanaj, K., & **Lee, S. M.** (2015, August). A daily investigation of leader transformational behavior and need fulfillment. In N. Wellman (Chair), *Leading today but not tomorrow: Exploring within-person fluctuations in leadership behavior*. Symposium presented at the 75<sup>th</sup> Academy of Management Annual Meeting, Vancouver, Canada.
- Farh, C. I. C., and **Lee, S. M.** (2014, August). Look who's talking?: Temporal and compositional contingencies of voice and innovation in teams. In Y. Kim, The power of speaking up in organizations: An exploration of outcomes of voice. 74<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, PA.
- Lanaj, K., Johnson, R. E., & **Lee, S. M.** (2014, May). The benefits of performing transformational behaviors for leaders. In K. Lee & M. Duffy (Chairs), *Interplay of stable individual differences and mood*. Presented at the 29<sup>th</sup> Society for Industrial and Organizational Psychology Annual Meeting, Honolulu, HI.
- Hollenbeck, J. R., **Lee, S. M.**, Lanaj, K., & Koopman, J. (2012, July). The team descriptive index (TDI): Operationalizing the multidimensional scaling approach to team description. Presented at the 7<sup>th</sup> INGRoup Annual Meeting, Chicago, IL.
- Pichler, S., Muse, L. A., **Lee, S.**, & Beenen, G. (2011, August). Developing a model of managerial interpersonal skills. In S. Pichler, L.A. Muse, & G. Beenen (Chairs), *Managerial interpersonal skills: The state of the science*. Presented at the 71<sup>st</sup> Academy of Management Annual Meeting, San Antonio, TX.

## **TEACHING EXPERIENCE**

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### **Hankamer School of Business, Baylor University**

*MGT 3305: Leadership and Organizational Behavior*

Fall 2021, Spring 2021, Spring 2020, Fall 2019, Spring 2019, Fall 2018

### **Broad College of Business, Michigan State University**

*MGT 460: Management Capstone, Instructor*

Fall 2017

*MGT 315: Human Resource Management, Instructor*  
Summer 2014

*MGT 325: Organizational Behavior, Instructor*  
Summer 2013, Summer 2012

*MGT 840: Leadership, Teaching Assistant*  
Spring 2013, 2014, 2015, 2016, 2017

*MGT 460: Leadership, Teaching Assistant*  
Spring 2013, 2014, 2015, 2016, 2017

*MGT 315: Human Resource Management, Teaching Assistant*  
Summer 2016 & Summer 2017

## **SERVICE**

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### **Dissertations, Masters, and Senior Thesis Student Committees**

Samuel Aker, B.A., Baylor University 2021

### **Professional**

Ad-hoc Reviewer, Academy of Management Discoveries (AJG 3) 2018 - present

Reviewer, Academy of Management Annual Meeting 2015 – present

### **University**

Chair, Baylor Round Table Programs Committee 2022-2023

Speaker, Christian Leadership Institute Summer 2022

Member, Baylor University Women’s Colloquium 2021-present

Member, Baylor University Faculty of Color Alliance 2020-present

Member, Baylor Round Table 2018-present

### **Department**

Speaker & Mentor, Christian Leadership in Business Scholarship Program 2022

Member, Department of Management Teaching Policy Committee 2021-2022

## **PROFESSIONAL AFFILIATIONS**

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Member, Academy of Management 2012-present

## **AWARDS**

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Instructor Excellence Award for the Undergraduate Program Fall 2017  
*Michigan State University, Broad College of Business*

Academy of Management Discoveries Best Paper Award, Runner-Up August 2015  
*Academy of Management*