

# PATRICIA C. DAHM

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Orfalea College of Business, California Polytechnic State University  
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## ACADEMIC EXPERIENCE

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**Assistant Professor**, California Polytechnic State University 2015-Present  
*Classes taught:* Organizational Behavior, Training & Development,  
Collaborative Industry Projects (Masters in Business Analytics)

Research Assistant, University of Minnesota 2009-2015

Teaching Assistant, University of Minnesota 2009-2015  
*Classes taught:* Staffing & Selection, Training & Development.  
*Classes assisted:* Capstone in Human Resources and Industrial Relations, Managing Diversity, Negotiation Strategies, Business Principles for the HRIR Professional, Organizational Theory Foundation of High-Impact HRIR.

## EDUCATION

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**University of Minnesota, Carlson School of Management** Minneapolis, MN  
Ph.D., Business Administration, 2015  
Emphasis: Organizational Behavior and Human Resources

**University of Illinois Urbana-Champaign** Champaign, IL  
M.B.A., 2002

**University of Notre Dame** Notre Dame, IN  
B.S., Mechanical Engineering, 1997

## DISSERTATION

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“The effects of work-family conflict and enrichment on networking behaviors: The role of self-regulation in creating social networks,” May 2015, Advisor: Theresa M. Glomb.

## RESEARCH INTERESTS

- Social roles in relationship to leadership behaviors, workplace perceptions, and career and life outcomes
- Identity management and self-regulation at the work-family interface

## PEER REVIEWED JOURNAL ARTICLES

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1. Dahm, P. C., Kim, Y. S., Glomb, T. M. & Harrison, S. H. (2019). The Season of my success: Time bending identity affirmation strategies of early achievers. *Academy of Management Journal*, 62, 1194-1225.
2. Dahm, P. C., Kim, Y. S., & Glomb, T. M. (2019). Leaning in and leaning out: Major and minor work-life trade-offs, self-conscious emotions, and role satisfaction. *Journal of Psychology: Interdisciplinary and Applied*, 153, 478-506.
3. Dahm, P. C. and Greenbaum, B. (2019). Leadership through love and fear: An effective combination. *Journal of Managerial Psychology*, 34, 326-338.
4. Coughlin, D., Shani, R., & Dahm, P. C. (2019). Knowledge production in organization development: An interiority-based perspective. *Journal of Change Management*. DOI: 10.1080/14697017.2019.1628086
5. Manchester, C. F., Leslie, L. M., & Dahm, P. C. (2018). Bringing home the bacon: Unpacking the relationship between breadwinner status and salary. *Industrial Relations*, 58, 46-85.
6. Alexander, B., Coget, J. F., & Dahm, P. C.\* (2018). Does Elon Musk rank? Leadership, creativity, and stakeholder impact. *Journal of Case Research and Inquiry*, 4, 65-82.  
\*Authors contributed equally
7. Leslie, L. M., Manchester, C. F., & Dahm, P. C. (2017). Why and when does the gender pay gap reverse? Diversity goals and the pay premium for high potential women. *Academy of Management Journal*, 60, 402-432.
8. Dahm, P. C., Glomb, T. M., Manchester, C. F., & Leroy, S. (2015). Work-family conflict, ego depletion, and self-discrepant time allocation at work. *Journal of Applied Psychology*, 100, 767-792.

## BOOK CHAPTER

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1. Manchester, C. F., Leslie, L. M., & Dahm, P. C. (2018). Family Responsibilities and Career Outcomes: Discriminatory and Non-Discriminatory Explanations. In A. Colella & E. King, (Eds.), *Oxford Handbook on Discrimination* (pp. 197-214). New York: Oxford University Press.

## PAPERS UNDER REVIEW

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1. Stanko, T. L., Dahm, P. C., Lahneman, B., & Richter, J. Navigating an identity playground: An exploration of individual identity play in the sociomaterial mangle of virtual worlds. Second revision invited at *Organization Studies*.

2. Yang, T. & Dahm, P. C. A Mercurial Heart: The Moderating Role of Affect Spin on the Spillover and Crossover Relationships between Work-family Conflict and Marital Well-being. Under review.

## REFEREED CONFERENCE PRESENTATIONS

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1. Stanko, T., Dahm, P. C., Lahneman, B., & Richter, J. (2019). Navigating an identity playground: An exploration of work identity and routines in a virtual world. To be presented at the annual meeting of the Academy of Management, Boston, MA.  
*\*Organizational Behavior Division Best Paper Award.*
2. Stanko, T., Rao, A., Dumas, T., & Dahm, P. C. (2019). Gender and leadership: Do characteristics of women's social networks shape leadership at work? To be presented at the annual meeting of the Academy of Management, Boston, MA.
3. Yang, T. & Dahm, P. C. (2019). Mercurial Hearts: Affect Spin, Work-Family Conflict, and Marital Satisfaction in Dual-Earner Couples. To be presented at the annual meeting of the Academy of Management, Boston, MA.
4. Dahm, P. C. & Greenbaum, B. (2019). Encouraged to participate: Perceptions of non-verbal behaviours by leader gender. Presented at the 2<sup>nd</sup> International Conference of Woman and Leadership, Barcelona, Spain.
5. Stanko, T. & Dahm, P. C. (2019). Women and negotiation: Mitigating gender differences in a key leadership skill. Presented at the 2<sup>nd</sup> International Conference of Woman and Leadership, Barcelona, Spain.
6. Stanko, T., Rao, A., Dumas, T., & Dahm, P. C. (2019). Gender and leadership: Do characteristics of women's social networks shape leadership at work? Presented at the 2<sup>nd</sup> International Conference of Woman and Leadership, Barcelona, Spain.
7. Dahm, P. C., Kim, Y. S., Glomb, T. M., & Harrison, S. (2018). *The season of my success: Time bending identity affirmation strategies of early achievers*. Presented at the Work Family Researchers Network Conference, Washington, D. C.
8. Dahm, P. C. & Glomb, T. M. (2018). Family-to-work conflict and enrichment effects on regulatory focus and networking. In Porter, C. M. (Chair), *New Frontiers of Professional Networking Research*. Symposium at the annual meeting of the Society of Industrial Organizational Psychologists, Chicago, IL.
9. Greenbaum, B. & Dahm, P. C. (2018). Is it better to be feared or loved? Love, fear, and leader perceptions. Presented at the annual meeting of the Western Academy of Management, Salt Lake City, UT.

10. Dahm, P. C. (2017). Face Time: Gender Differences in Networking. In Csillag, B. B., Zhou, L., & Campbell, E. M. (Chairs), *Gender Matters in Interpersonal Interactions in the Workplace: Job and Career Implications*. Showcase symposium at the annual meeting of the Academy of Management, Atlanta, GA.
11. Dahm, P. C., Kim, Y. S., & Glomb, T. M. (2016). Work-life trade-offs: Gender, emotions, and consequences. In Kossek, E. (Chair), *Linking work-life and gender perspectives on career experience and well-being*. Symposium at the Work and Family Researchers Network meeting, Washington, D. C.
12. Dahm, P. C., Kim, Y. S., Glomb, T. M., & Harrison, S. (2016). Resolving identity threat: Strategic social circles, substitutes, and the looking glass self. In Wilson, K. S. & Dahm, P. C. (Chairs), *Family matters: The influence of close others on employee identity, attitudes, and well-being*. Showcase symposium at the annual meeting of the Academy of Management, Anaheim, CA.
13. Dahm, P. C. (2015). The effects of work-family conflict and enrichment on self-regulation and social networks. Presented at the annual meeting of the Academy of Management, Vancouver, BC.
14. Dahm, P. C., & Glomb, T. M. (2015). Dynamic effects of work-family conflict and enrichment on self-regulation and network investing. In Zheng, C. DeRue, D. S., Ashford, S. J. & Chen, G. (Chairs), *Time in the spotlight: Exploring the multiple approaches to the role of time in organizational behavior*. Symposium at the annual meeting of the Academy of Management, Vancouver, BC.
15. Dahm, P. C., Kim, Y. S., Glomb, T. M., & Harrison, S. (2014). Identity seasons: Making sense of work-family trade-offs. In Lensges, M. & Hollensbe, E. (Chairs), *With whom and what should I identify and when? Unpacking identification and identity processes*. Symposium at the annual meeting of the Academy of Management, Philadelphia, PA.
16. Lee, K. Y., Dossinger, K. B., & Dahm, P. C. (2014). Attachment styles and job performance: Roles of self-regulation and team conflict. In Dai, H. (Chair), *The antecedents and effects of self-regulation inside and outside the workplace*. Presented at the annual meeting of the Academy of Management, Philadelphia, PA.
17. Leslie, L. M., Manchester, C. F., & Dahm, P. C. (2014). Promoting discrimination by valuing diversity? A reversal of the gender gap among high potentials. Presented at the annual meeting of the Academy of Management, Philadelphia, PA.
18. Dahm, P. C., Glomb, T. M., Manchester, C. F., & Leroy, S. (2014). Work-family conflict, self-regulation, and self-discrepant time allocation at work. In Shockley, K. (Chair), *All about fit: Using polynomial regression to advance stressor-wellbeing research*. Symposium at the annual meeting of the Society of Industrial Organizational Psychologists, Honolulu, HI.

19. Dahm, P. C., Kim, Y. S., & Glomb, T. M. (2014). Leaning In and Leaning Out: Developing a Work-Life Trade-offs Scale. Paper presented at the annual meeting of the Society of Industrial Organizational Psychologists, Honolulu, HI.
20. Manchester, C. F., Leslie, L. M., & Dahm, P. C. (2014). Bringing home the bacon: Unpacking the relationship between breadwinner status and salary. In Genadek, K. (Chair), *Working couples: Strategies and spillover*. Presented at the Work Family Researchers Network Conference, New York, NY.
21. Leslie, L. M., Manchester, C. F., & Dahm, P. C. (2013). Ironic effects of flexible work practices on parents' career success. Presented at the annual meeting of the Academy of Management, Lake Buena Vista, FL.  
\* *Finalist, Best Paper, Gender and Diversity Division*.
22. Dahm, P. C., Manchester, C. F., & Glomb, T. M. (2012). The mediating role of self-discrepancy in predicting work-family conflict outcomes: Why being untrue to yourself doesn't pay. Work and Family Researchers Network Conference, New York, NY.
23. Leslie, L. M., Manchester, C. F., & Dahm, P. C. (2012). Gender disparities in career success: The role of performance and potential. In L. M. Leslie (Chair), *Unpacking the glass ceiling: Mechanisms that produce gender inequality in organizations*. Symposium at the annual meeting of the Academy of Management, Boston, MA.  
\* *Selected as a Showcase Symposium*.

## WORKING PAPERS

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1. Dahm, P. C. & Greenbaum, B. Encouraged to participate: Perceptions of non-verbal behaviors by leader gender.
2. Dahm, P. C. & Glomb, T. M. Broaden-and-build: Family-to-work conflict and enrichment and professional networks.
3. Leslie, L. M., Manchester, C. F., & Dahm, P. C. The parent trap: Effects of flexible work on career success.
4. Stanko, T. L., Rao, A., Dumas, T. L., & Dahm, P. C. Understanding women and leadership: Do characteristics of women's social networks shape leadership at work?

## RESEARCH IN PROGRESS

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1. Dahm, P. C., Glomb, T. M., Trougakos, J. The effects of family-to-work conflict and enrichment on networking behaviors: The role of regulatory focus. (data collection for additional study)

2. Stanko, T. & Dahm, P. C. Women and negotiation: Mitigating gender differences in a key leadership skill. (data analysis)
3. Manchester, C. F., Dahm, P. C., & Wellman, J. Explanations for the primary breadwinner premium. (data analysis)
4. Manchester, C. F., Dahm, P. C., & Wellman, J. Mentoring and sponsoring: differential returns to career aspirations. (data analysis)
5. Yang, T. & Dahm, P. C. Employed parents' affect spin and children's well-being: The moderating role of job characteristics (data analysis)
6. Kim, Y. & Dahm, P. C. Social comparisons and work-life identity management. (data analysis)
7. Stanko, T. & Dahm, P. C. Self-advocacy self-assessment tool. (data collection)

## **HONORS AND AWARDS**

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St. Thomas Aquinas Saints Hall of Fame Alumni Award 2020  
 Best Paper, Organizational Behavior Division, Academy of Management 2019  
 Academy of Management Human Resources Division Scholarly Achievement Award 2018  
 David Peach Excellence in Teaching Award 2017  
 Orfalea College of Business Diversity & Inclusion Fellowship (2) 2016  
 Outstanding Cal Poly Faculty Member, Panhellenic for Fraternity & Sorority Life 2016  
 Work and Family Early Career Scholar Fellowship 2016  
 Dale E. Zand Best Paper Award in Management, Stern School of Business 2015  
 Society for Human Resource Management (SHRM) Dissertation Fellowship 2014  
 Finalist, Best Paper, Gender and Diversity Division, Academy of Management 2013  
 Ph. D. Student Excellence in Teaching Award, Carlson School of Management 2014  
 McNamara Fellowship 2013  
 Department of Work and Organizations Research Grants, Carlson School of Management (2011-2014)  
 HR Award of Excellence, Target Corporation 2008  
 Sprint Values Excellence Award, Sprint Corporation 2003

## **SERVICE**

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### **Cal Poly University**

- Academic Senate's Distinguished Scholarship Awards Committee (2018-present)

### **Orfalea College of Business**

- Graduate Program Committee (2019-present)
- Orfalea College of Business Diversity & Inclusion Advisory Council (2018-present)
  - Diversity research presentation April 2019

- Student Teaching Evaluation Task Force (2018-2019)
- Senior Exam Task Force (2017-2018)
- Assessment of Learning Review Subcommittee (2017-2018)

### **Management and Human Resources Area**

- Co-Coordinator Management & HR Concentration (2016-2019)
  - SHRM Alignment for HR curriculum
  - Represented MHR concentration during WOW
  - Organized and presented MHR concentration at Open House
  - Reviewed curriculum for UPC (2016-2017)
  - Designed and implemented updated MHR curriculum (2017-2018)
  - Developed MHR strategic objectives
  - Reviewed course substitution requests
  - Advised students on MHR concentration and careers
- Faculty Search Committees (2015-2016; 2018-2019)
- Leader, Organizational Behavior Curriculum Committee (2018-2019)
  - Organized Community of Practice: People Skills in the Curriculum (May 2019)
- Invited and hosted esteemed scholars Colleen Manchester (University of Minnesota, Spring 2018) and Olivia Amanda O'Neill (George Washington University, Fall 2018) as part of MHRIS Seminar Series
- Presented research at MHRIS Seminar Series (February 2018, May 2019)

### **Work Family Researchers Network**

- Kanter Award Committee (2018)

### **University of Minnesota**

- Dean Search Committee (Ph.D. student liaison),
- Faculty Search Committee
- Ph.D. Student Advisory Committee

### **San Luis Obispo Community**

- Treasurer, Vineyard Elementary School Parent Teacher Organization (2019-2020)

### **PROFESSIONAL AFFILIATIONS**

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Academy of Management (AOM)

Society of Industrial and Organizational Psychology (SIOP)

Work-Family Researchers Network (WFRN)

## CORPORATE EXPERIENCE

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### TARGET CORP

Minneapolis, MN

#### ***Organizational Effectiveness Consultant*** (March 2007 – present)

- Collaborated to author Pursuing Leadership Excellence training for Stores National Sales Meeting
- Co-lead design, development and implementation of updated, comprehensive leadership and technical training program for new Executive Team Leads in Target Stores
- Developed training effectiveness measurements strategy for Stores OE

#### ***Senior Training Specialist*** (April 2006 – February 2007)

- Oversaw Finance new hire orientation process and Third Wednesdays program; established ongoing orientation training and communication plan
- Collaborated with clients to develop and deliver classroom training for Merchandising 101, Consulting 101, Finance 101 and Budget courses
- Led development and delivery of 2007 Headcount Review and Management Process training and communication working with Six Sigma, Expense Planning & Analysis and Internal Communication
- Managed TTS Finance training and communication re-engineering project including conducting client focus groups and developing project plan
- Spearheaded development and execution of annual TNC/MFA information sharing half day event
- Developed technical online training for Shortage and the Expense Center Manager tool using Dreamweaver and OnDemand
- Partnered to implement 270 Feedback Tool for 150 Finance Learning Group members

#### ***Senior Financial Analyst, Merchandise Finance*** (September 2005 – March 2006)

- Provided forecasting, planning and decision support for Mens and Ready-to-Wear divisions

### SPRINT CORPORATION

Overland Park, KS

#### ***Financial Management Development Program Member***

#### ***Staff Manager, Network and IT Finance*** (September 2004 – May 2005)

- Provided daily executive support to the Vice President of Network and IT Finance including coordination of management reporting and execution of employee communication and training strategies
- Designed cross-functional “work-out” to simplify and improve monthly executive reporting package

#### ***Staff Manager, Supplier Disbursements*** (February 2004 – August 2004)

- Managed 16 direct reports through a major outsourcing/downsizing initiative
- Provided job search support to employees including resume review and interview preparation
- Supervised paper invoice processing, settlements and cash management functions

#### ***Supervisor, Revenue and Cost Accounting*** (July 2003 – January 2004)

- Supervised and provided performance reviews for the international minute-driven accounting team

- Lead development and implementation of process improvements for the international reserve analysis
- Collaborated with MBU Finance to provide explanations for monthly gross margin forecast variances

***Senior Financial Analyst, Network Finance Decision Support*** (July 2002 – June 2003)

- Partnered with engineering to understand economics of new technologies and business cases requiring capital investment in the network
- Provided financial support for both capacity and coverage planning

**FORD MOTOR COMPANY**

Dearborn, MI

***Finance Intern, Outfitters Business Analysis*** (Summer 2001)

- Analyzed Explorer sales data in order to grow revenue and increase profits
- Delivered specific recommendations with \$10 million potential profit gain to Explorer Vehicle Team on mix/series improvements by region
- Pioneered detailed market analysis and revenue enhancement process applicable to all Outfitters (Sports Utility) Vehicles

**INGERSOLL-RAND, BLAW-KNOX**

Mattoon, IL

***Design Engineer*** (1999-2000)

***Engineering Management Program Member*** (1998-1999)

- Interviewed more than 30 paving industry professionals in a nationwide marketing research project to obtain cost-benefit information related to product features
- Designed and tested customer driven engineering modifications for Asphalt Transfer Vehicle
- Created modification kit instruction manual for field service professionals

**INGERSOLL-RAND, TORRINGTON**

Torrington, CT

***Engineering Management Program Member*** (1997-1998)

- Managed bearing product line rationalization project
- Collaborated to engineer “first of its kind” bearing seal test rig