

Stephanie R. Seitz, Esq, PhD
Professor
Department of Management
California State University, East Bay

Education

PhD	State University of New York at Buffalo Organizational Behavior/Human Resources Management
JD	State University of New York at Buffalo , <i>cum laude</i>
MBA	State University of New York at Buffalo , <i>with honors</i>
BA	Boston University English Language & Literature

Research Interests

Language & communication in the workplace
Neurodiversity & disability in the workplace
Leadership & followership
Organizational politics

Research

Journal Publications

- Bentley, J. R., Treadway, D. C., **Seitz, S. R.**, & Williams, L. V. (forthcoming) Follower Narcissism as a Boundary Condition for the Impact of Leader-Member Exchange on Follower Performance Improvement. *Journal of Business & Psychology*.
- Choo, A., Smith, S. A., & **Seitz, S. R.** (2024) The Relationship Between Executive Function, Age of L2 Acquisition and Speech Disfluencies in Bilinguals. *Journal of Monolingual and Bilingual Speech*, 6(1), 21. doi: 10.1558/jmbs.24246
- Seitz, S. R.** & Choo, A. (2022) Stuttering: Stigma and perspectives of (dis)ability in organizational communication. *Human Resource Management Review*, 32(4), 100875. <https://doi.org/10.1016/j.hrmr.2021.100875>
- Smith, S. A., Choo, A., & **Seitz, S. R.** (2022) Disfluencies in English speech produced by Spanish–English bilinguals and relationships with listener perceptions of quality. *Folia Phoniatrica et Logopaedica*, 74(2), 122-130. <https://doi.org/10.1159/000518138>

- Seitz, S. R. & Smith, S. A.** (2022) Talking the talk: Considering forced language switching in the workplace. *Human Resource Management Review*, 32(2), 100833.
<https://doi.org/10.1016/j.hrmr.2021.100833>
- Seitz, S. R. & Owens, B. P.** (2021) Transformable? A multi-dimensional exploration of transformational leadership and follower implicit person theories. *European Journal of Work & Organizational Psychology*, 30(1), 95-109.
<https://doi.org/10.1080/1359432X.2020.1830761>
- Smith, S. A., **Seitz, S. R.**, Koutnik, K. H., McKenna, M., & Garcia, J. N. (2020). The “work” of being a bilingual: Exploring impacts of externally-induced language switching on language output and individual stress among Spanish-English bilinguals. *Applied Psycholinguistics*, 41(3), 701-725. doi:10.1017/S0142716420000259
- Seitz, S. R. & Misra, K.** (2020). The relationship between political skill and knowledge sharing: A social network perspective. *International Journal of Organization Theory & Behavior*, 23(2), 121-140. <https://doi.org/10.1108/IJOTB-07-2019-0091>
- Breland, J. W., **Seitz, S. R.**, Treadway, D. C., Shaughnessy, B. A., & Lovelace, K. J. (2017). The effect of applicant political skill on the race distance-recruiter evaluations relationship. *Human Resource Management Journal*, 27(3), 350-365.
<https://doi.org/10.1111/1748-8583.12157>
- Seitz, S. R. & Smith, S. A.** (2016). Working toward neurodiversity: How organizations and leaders can accommodate for Autism Spectrum Disorder. *Journal of Business & Management*, 21(1), 135-152.
- Badawy, R. L., Brouer, R., Shaughnessy, B. A., & **Seitz, S. R.** (2016). Are you actually helping or just looking out for yourself: Examining the individual and interactive effects of relationship quality and political skill on motive attributions. *Organization Management Journal*, 13(3), 124-137. <https://doi.org/10.1080/15416518.2016.1213151>
- Dansereau, A., **Seitz, S. R.**, Chiu, C. Y., Shaughnessy, B. A., & Yammarino, F. J. (2013). What makes leadership, leadership? Using self-expansion theory to integrate traditional and contemporary approaches. *The Leadership Quarterly*, 24(6), 798-821.
<https://doi.org/10.1016/j.leaqua.2013.10.008>

Book Chapters

- Seitz, S. R.** (2022). Do traditional leadership theories work in a neurodiverse context? In S. M. Bruyere & Collela, A. J. (Eds.), *Neurodiversity in the workplace*. SIOP Frontiers.
- Treadway, D. C., Bentley, J. R., Wallace, A., **Seitz, S. R.**, & Shaughnessy, B. A. (2013). The politics of relationships. In H.C. Thomas and Morrison, R., *Relationships in*

organisations: A work psychology perspective. Hampshire, UK: Palgrave Macmillan.

Conference Presentations

Carsten, M. & **Seitz, S. R.** Fight or flight? Followership role orientation as predictors of conflict management styles. *Academy of Management Annual Meeting, 2020*.

Koutnik, K. H., Smith, S. A., & **Seitz, S. R.** Retracings & repetitions: Language processing differences & perceptions of quality in monolingual versus language-switching conditions. *American Speech-Language-Hearing Association Convention, 2019, Orlando, FL*.

Seitz, S. R. Werewolf: Teaching power and politics through play. *Southern Management Association Annual Meeting, 2019, Norfolk, VA*.

Seitz, S. R. & Choo, A. Stuttering: Challenging perspectives of (dis)ability in the workforce. *Southern Management Association Annual Meeting, 2019, Norfolk, VA*.

Smith, S. A., **Seitz, S. R.**, McKenna, M., Koutnik, K. H. Exploring the impact of externally-induced language switching among Spanish-English heritage bilinguals. *American Association for Applied Linguistics Conference, 2019, Atlanta, GA*.

Smith, S. A., **Seitz, S. R.**, & McKenna, M. The impacts of forced language switching among Spanish-English bilinguals with non-balanced proficiency. *American Speech-Language-Hearing Association Convention, 2018, Boston, MA*.

Seitz, S. R. Do you really want to hurt me? Subordinate attributions and leader political skill. *Symposium: Political skill and political will in organizations, Academy of Management Annual Meeting, 2017, Atlanta, GA*.

Seitz, S. R. & Smith, S. A. Working toward neurodiversity: How organizations and leaders can accommodate for Autism Spectrum Disorder. *Southern Management Association Annual Meeting, 2016, Charlotte, NC*.

Seitz, S. R. & Smith, S. A. Bajo presión: Coping with the emotional effort of language-switching in the workplace. *Academy of Management Annual Meeting, 2016, Anaheim, CA*.

Seitz, S. R. & Bentley, J. R. Act natural: The emotional work of transformational leadership. *Southern Management Association Annual Meeting, 2015, St. Petersburg, FL*.

Brouer, R. L., Stefanone, M. A., Badawy, R. L., Egnoto, M. J., & **Seitz, S. R.** Losing control of company information in the recruitment process: The impact of LinkedIn on organizational attraction. *Hawaiian International Conference on System Sciences, 2015, Kauai, HI*.

- Treadway, D. C., **Seitz, S. R.**, Xu, N., & Grijalva, E. Politically skilled, narcissistic leaders and their effect on follower LMX, affective commitment, and voluntary turnover. *Southern Management Association Annual Meeting, 2014, Savannah, GA.*
- Yang, J., **Seitz, S. R.**, Treadway, D. C., Badawy, R. L., Brouer, R. Political skill as a neutralizer of the counterproductive work behavior – performance relationship. *Southern Management Association Annual Meeting, 2013, New Orleans, LA.*
- Treadway, D. C., Wallace, A., Bentley, J. R., **Seitz, S. R.**, Stepina, L. P., & Williams, L. M. A multistudy investigation of the impact of LMX on follower narcissism-outcomes relationships. *Southern Management Association Annual Meeting, 2013, New Orleans, LA.*
- Seitz, S. R.** Implicit theories and the impact of transformational leadership on engagement and performance. *Academy of Management Annual Meeting, 2012, Boston, MA.*
- Seitz, S. R.** The relationship between political skill and knowledge sharing: A social network perspective. *Southern Management Association Annual Meeting, 2012, Ft. Lauderdale, FL.*
- Bentley, J. R., **Seitz, S. R.**, & Treadway, D. C. The impact of narcissism on the emotional pathways from workplace victimization to ethical performance. *Southern Management Association Annual Meeting, 2012, Ft. Lauderdale, FL.*
- Yang, J., Wang, L., Kishore, R., & **Seitz, S. R.** Culture and gender differences in knowledge seeking behaviors. *Southern Management Association Annual Meeting, 2011, Savannah, GA.*
- Yang, J., Bentley, J. R., Reeves, M., Williams, L. V., & **Seitz, S. R.** The impact of narcissism and LMX on followers' feelings of being envied and job performance. *Society of Industrial and Organizational Psychology Annual Meeting, 2010, Chicago, IL.*

Academic Work Experience

Professor (2025-present)

Associate Professor (2020-2025)

Assistant Professor (2014-2020)

Department of Management

California State University, East Bay

Hayward, California

Visiting Instructor (Summer 2014)

University at Buffalo/Singapore Institute of Management

Undergraduate Degree Studies Program

Singapore

Instructor (2012-2014)

Department of Organization and Human Resources
State University of New York at Buffalo
Buffalo, New York

Teaching Assistant (2006-2007)

Department of Organization and Human Resources
State University of New York at Buffalo
Buffalo, New York

Courses Taught

California State University, East Bay

Executive Leadership (MBA)

HR and the Law* (MBA)

Business and Professional Ethics* (on-ground and asynchronous online)

Employee Relations and Employment Law* (on-ground and asynchronous online)

Organizational Behavior

Communications in Team Building* (Dale Carnegie Certified Course)

*developed new course

University at Buffalo

Intro to Human Resources Management

Intro to Organizational Behavior

Related Work Experience

Senior Coach and Trainer (2003-2014)

Swimkins Synchronized Swimming, Inc.
Buffalo, New York

Visiting Coach and Trainer (2010)

Aruba National Synchronized Swim Team
Aruba, West Indies

Member Services Coordinator (2008-2010)

AAA Western and Central New York
Buffalo, New York

Law Clerk/Attorney (2006-2008)

Cole, Sorrentino, Hurley, Hewner, & Gambino
Buffalo, New York

Grants and Awards

Faculty Support Grant (\$7,000). The stigma of stuttering in the workplace. Office of Research and Sponsored Programs, California State University, East Bay, 2020-2021.

College of Business & Economics Innovative Teaching Award, California State University, East Bay, 2018-2019.

Meritorious Poster Submission designation, ASHA Convention, 2019.

Faculty Support Grant for Engaging Students in Research (course release, value \$4,800). Leadership emergence and perceptions in student teams. Office of Research and Sponsored Programs, California State University, East Bay, 2016-2017.

Faculty Support Grant for Cross-Disciplinary Research (\$12,000), Language-switching in the workplace: Pilot for experimental procedure. Office of Research and Sponsored Programs, California State University, East Bay, 2015-2016.

Online & Hybrid Course Quality Transformation Grant (\$4,500), Offices of the Online Campus & Faculty Development, California State University, East Bay, 2015.

Best Student Paper, Ethics, Social Issues, and Diversity Track, Southern Management Association Annual Meeting, 2012.

Professional Affiliations

Academy of Management
Southern Management Association
New York State Bar Association
United States Synchronized Swimming

Service Activities

Professional Service

Career Services, Academy of Management

- Career Coach Volunteer: 2021-2024
- Annual Meeting Volunteer: 2012-2022

Southern Management Association Late Stage Doctoral Consortium

- Panelist: 2019, 2020

Southern Management Association Early Stage Doctoral Consortium

- Panelist: 2019, 2020

Southern Management Association Pre-Doctoral Consortium

- Speaker: 2017

Academy of Management Placement Services Social Media Taskforce

- Co-Chair: 2017

Organizational Psychology

- Review Editor: 2016-present

Journal of Management Studies

- Ad-hoc Reviewer

Academy of Management Annual Meeting

- Reviewer: 2011-2018

Southern Management Association Annual Meeting

- Reviewer: 2011-2019

University Service

Institutional Learning Outcome Subcommittee

- Member: 2024-present

Disability Justice Task Force

- Member: 2023-present

Faculty Affairs Committee of the Academic Senate

- Member: 2022-2024

Exceptional Levels of Service Committee

- Member: 2023

Department of Management Tenure & Promotion Committee

- Member: 2020-2021

Department of Management Retention Committee

- Member: 2020-2021

RTP Subcommittee of Faculty Affairs Committee

- Chair: 2020-2022
- Member: 2022-present

College of Business & Economics Strategic Task Force

- Chair: 2019-2020

Academic Senate

- Secretary: 2019
- At-large Senator: 2017-2021, 2025-2027

Executive Committee of the Academic Senate

- Secretary: 2019

CSU Study Abroad Program

- Interviewer: 2016

Special Grant Review Subcommittee

- Member: 2016-2017

Interdisciplinary Studies Major Committee (ad hoc)

- Member: 2015-2016

University Commencement

- Name Reader: 2015-2019

Department of Management Search Committee

- Member: 2015

Critical Thinking Subcommittee for the Curriculum & Instruction Committee

- Member: 2014-2015

Committee for the Center on Student Research

- Member: 2014-2015

University at Buffalo Organization and Human Resources PhD Program

- Peer Mentor: 2012-2013

Community Engagement

San Francisco Tsunami Aquatics

- Board Member (Billing Chair): 2022-2024
- Member/Athlete: 2014-present

Temescal Masters Swim Team

- Member: 2020-present

Oakland CORE Emergency Preparedness

- Program Graduate: 2017

Arubaanse National Synchronized Swimming Competition (Aruba)

- Visiting Judge: 2011-2012, 2015