

CALEB W. PHILLIPS

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RESEARCH IDENTITY

My research examines how leaders shape the performance, innovation, and wellbeing of employees at work, with particular attention to populations more vulnerable to harm. I pursue this across two distinct yet overlapping streams. The first investigates the mechanisms and processes underlying leader behaviors that ultimately influence employee wellbeing, creativity, and behavior. The second looks through the lens of cognitive diversity to understand how employees with mental illness and neurodivergence experience their leaders and work. Many of my projects sit at the intersection of these streams: investigating cognitive diversity exposes leadership processes that conventional research often overlooks when looking only at visible behaviors, while investigating leadership reveals why a leader's best intentions may not always translate into effective outcomes for all employees.

EDUCATION

London School of Economics and Political Science – London, United Kingdom

Doctor of Philosophy in Organisational Behavior	Expected 2027
Master of Research in Organisational Behavior – with Distinction	2024
Master of Science in Organisational Behavior – with Distinction	2020

University of Missouri – Columbia, MO

Master of Business Administration (Management Concentration)	2015
Bachelor of Journalism (Strategic Communication) – Cum Laude with Honors	2013

PUBLICATIONS

Dobrow, S., **Phillips, C.**, & Rosado-Solomon, E. H. (2025) *The nature of narcissism: a review and expansion of research on narcissism in the workplace*. In: Rosado-Solomon, Emily H., (ed.) *Mental Health Challenges and Work: Advanced Topics and Future Research Directions*. Routledge Studies in Management, Organizations and Society. Routledge, New York, NY, 25 - 42. ISBN 9781032789200

Ji, Y., Huang, Q., Liu, H., & **Phillips, C.** (2021). Weight Bias 2.0: The Effect of Perceived Weight Change on Performance Evaluation and the Moderating Role of Anti-Fat Bias. *Frontiers in Psychology*, 12, Article 679802. <https://doi.org/10.3389/fpsyg.2021.679802>.

MANUSCRIPTS UNDER REVIEW

Steed, L., Dust, S., **Phillips, C.**, & Liu, H. Helping You Helps Me: The Impact of Helping on Recovery through Need Fulfillment. *3rd R&R: Journal of Vocational Behavior*

Phillips, C., Alaaldin, T., & Stillwell, E. Superpower of Kryptonite? Exploring Neurodiversity Narratives and their Implications for the Self and Others at Work. *1st R&R: Academy of Management Discoveries*

Phillips, C., Ji, Y., Guo, H., Liu, H., Liu, S. When Emotions (Mis)Lead: How Leader Narcissism and Emotional Displays Impact Team Creativity. *1st R&R: Journal of Organizational Behavior*

MANUSCRIPTS IN PREPARATION

Rosado-Solomon, E. H., Dobrow, S., **Phillips, C.**, & Thatcher, S. M. B. Mental illness and job design. (Target: AMR)

Phillips, C. Leader cognitive processes theory. (Target: Org Science)

- **Nominee: Academy of Management 2026 Phillips and Nadkarni Award for Outstanding Paper on Diversity and Cognition, MOC Division**

Janardhanan, N., **Phillips, C.**, & Nandkeolyar, A. Leadership and innovation in teams. (Target: Org Science)

Alaaldin, T., **Phillips, C.**, Stillwell, E., & Thomassen, A. Supervisor Social Support. (Target: AMJ)

Phillips, C., Alaaldin, T., & Stillwell, E. Leader curiosity and employee wellbeing. (Target: JAP)

RESEARCH IN PROGRESS

With Janardhanan, N., & Nandkeolyar, A. Innovation, teams, and learning from failure (Data Analysis).

With Liu, H., Dust, S., Steed, L., Ji, Y. Loneliness accumulation, insomnia and performance (Data collection).

With Oc, B. & Liu, H. Neurocognitive interventions for disrupting chronic stress in senior leaders. (Data collection)

With Stillwell, E., & Alaaldin, T. Neurodiversity inclusive qualitative and quantitative research methods (Planning).

SYMPOSIA AND PANELS CHAIRED

* indicates presenter

Rosado-Solomon, E. H. (Co-Chair), ***Phillips, C. (Co-Chair)**, Alaaldin, T., Ezerins, M. E., Johnson James, T. D., Lester, A., Longmire, N. H., Praslova, L., Stillwell, E. (2026). Moving beyond pigeonholes and taking flight: Advances in autism at work research [IGNITE]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA, United States.

- **Selected by SIOP Program Committee from among top-rated proposals for inclusion in the Diversity, Equity, Inclusion, and Accessibility Content Area Theme Track.**

Aladdin, T., ***Phillips, C.**, & Stillwell, E. Cultivating Well-Being for Neurodivergent Employees: The Power of Connection. *Academy of Management Meeting*. 2025. Copenhagen, Denmark.

REFERREED CONFERENCE PRESENTATIONS

* indicates presenter

Janardhanan, N., **Phillips, C.**, Nandkeolyar, A., Aggarwal, A. Keeping it Secret: The Benefits of Competitive Boundary Spanning in Creative Teams. *Academy of Management Meeting*. 2026. Philadelphia, Pennsylvania.

- **Selected as a Showcase Symposium by the Managerial and Organizational Cognition Division**

***Phillips, C.** Theorizing Leadership from the Margins: A Multilevel Theory of Cognitive Resonance. *Academy of Management Meeting*. 2026. Philadelphia, Pennsylvania.

Aladdin, T., **Phillips, C.**, Stillwell, E., & Thomassen, A. When Different Minds Meet: A Theory of Iterative Empathy Co-Construction in Workplace Support. *Academy of Management Meeting*. 2026. Philadelphia, Pennsylvania.

^ Rosado-Solomon, E., Dobrow, S., ***Phillips, C.**, & Thatcher, S. M. Work's Mixed and Contingent Effects on Well-Being and Identity for Employees with Mental Illness: A Resource-Based Theoretical Model. *Academy of Management Meeting*. 2025. Copenhagen, Denmark.

- **Selected as a Showcase Symposium by the Managerial and Organizational Cognition Division**

Aladdin, T., ***Phillips, C.**, Stillwell, E., & Thomassen, A. "Be Curious, Not Judgmental": How Leader Curiosity Improves Work and Wellbeing Outcomes for Neurodivergent Employees. *Positive Organizational Scholarship Research Conference*. 2025. University of Michigan, USA.

Aladdin, T., **Phillips, C.**, Stillwell, E., & Thomassen, A. Bridging the Gap: Exploring Relationship Perceptions Among Neurodivergent Employees and Leaders. *Academy of Management Meeting*. 2024. Chicago, USA.

Liu, H., ***Phillips, C.**, Ji, Y., Liu, S., Wu, T., & Huang, Q. An Emotional Desert? Leader Narcissism, Affective Events, and Affect-Laden Leader Behaviors. *Academy of Management Meeting*. 2023. Boston, USA.

INVITED TALKS & PRESENTATIONS

Step Inside Group, *Cultivating neuroinclusion and enable people to think, feel and perform at their best*, May 2026
London School of Economics, *MG4PA People Analytics course: algorithmic bias analyses*, February 2026
Imperial College Business School, *Neuroinclusion: Reimagining Work for All Minds event*, June 2025
London School of Economics, *MG4PA People Analytics course: algorithmic bias analyses*, February 2025
G-Research, *Talent management through the lens of neurodiversity*, October 2024

FELLOWSHIPS

Lim Kim San Fellowship, Singapore Management University	2025-2026
Sam and Bonnie Rechter Fellowship in Positive Leadership, University of Louisville	2024-2025

ACADEMIC AWARDS AND HONOURS

LSE Highly Commended Class Teacher Award	2025, 2026
Associate Fellowship of the Higher Education Academy	2025
LSE Innovation & Impact Award for Outstanding Impact Culture, Runner Up	2025
Cheistha Kochhar Master of Research Prize	2024
University of Missouri G.O.L.D. (Graduate Of the Last Decade) Award	2020
Outstanding MBA Award, selected by college faculty as the top graduating Management MBA student	2015
Caleb W. Phillips Active Citizen Award, honored as namesake for student scholarship award	2015
Mizzou 39, top 39 graduating seniors	2013
QEBH Secret Honor Society	2012
Mortar Board National Honor Society	2012

ACADEMIC SERVICE

Board Membership

Academy of Management MOC Executive Board, Doctoral Student Representative-at-Large	2026-Present
Academy of Management MOC Executive Board, Communications Committee Student Appointee	2025-2026

Conference Reviewing

The International Conference On Information Systems (ICIS)	2026
MOC Division, Academy of Management Annual Meeting	2026

Article Reviewing

Higher Education, The International Journal of Higher Education Research	2025
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Conference & Seminar Organizing

London School of Economics Department of Management OB/ERHR Paper Club Organizer	2025-2026
London Organisational Behaviour Research Day Planning Committee	2023

GRANTS & FUNDING

AOM OB & HR Division Travel Awards — \$700	2026
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LSE Graduate Travel Fund — £4,000	2023, 2024, 2025, 2026
LSE Research Innovation Fund — £2,300	2024, 2025, 2026
LSE Data Collection Fund — £3,500	2025
Sam and Bonnie Rechter Fellowship in Positive Leadership — \$5,000	2025

TEACHING EXPERIENCE

London School of Economics – London, United Kingdom

Graduate Teaching Assistant

Undergraduate level

Human Resource Management	2022-2026
<i>Awarded Department of Management Highly Commended Class Teacher Award, 2025 & 2026</i>	
Leadership in Organisations	2023-2026
Strategic Management	2025-2026
Brand Strategy	2025-2026
Power, Status and Conflict in Organisations	2023

Master’s level

Organisational Behaviour	2024-2026
Managing Diversity in Organisations: An Evidence-Based Approach	2025-2026
Leadership in Organisations: Theory and Practice	2023-2024

Executive Education level

The Altruistic Leader	2023-2024
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University of Saint Mary – Overland Park, KS

Adjunct Faculty, MBA Program

Organizational Management (MBA)	2021
Marketing Management (MBA)	2021
Data Analysis for Business Decision Making (MBA)	2021

MEDIA COVERAGE

<i>Inc.</i> , <u>The employee personality trait that slowly destroys teams-and how to screen for it</u>	2026
<i>LSE Business Review</i> , <u>The paradox of narcissism at work: impressive at first, costly over time</u>	2026
<i>Financial Times</i> , <u>Are we surrounded by narcissists?</u>	2025
<i>People Management</i> , <u>How narcissistic tendencies can turn workplaces toxic</u>	2025

CORPORATE EXPERIENCE

Snap, Inc. – London, United Kingdom	2023-2024
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People Analytics, Advisory

- Worked with HR Leadership to identify and solve complex problems, drive efficiency, enhance candidate experience, and innovate for the future
- Deployed Visier for global TA teams, ingesting data from Gem and Workday to provide an end-to-end view funnel and inclusive hiring efforts
- Built and owned TA Team Capacity Plan model and Global Hiring Tracker, continuously iterating to ensure ease of use, automation, and alignment to XFN teams and systems to ensure accurate reporting and forecasting
- Drove development and deployment of demand forecast, measuring performance and impact, and sharing updates and results

Guild Education – Denver, CO	2021-2022
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People Analytics, People Operations

- Built company-wide people analytics function, deploying reporting on engagement, performance, DE&I, and more
- Led equity and bias research, including projects like investigating our proprietary AI-coaching algorithms for bias
- Oversaw semiannual pay & performance cycle, implementing equity analyses to ensure equity across employee demographics
- Deployed new HR technologies like Visier and Payscale for improved automation and enhancing AI capabilities

Spectrum (Charter Communications) – Greenwood Village, CO

2017-2019

Systems Analyst, Enterprise Data Governance and Reporting

- Developed and maintained post-merger semantic data layer to standardize end-to-end reporting from Oracle Siebel/ CRM, Billing Revenue Management, and Order Service Management applications, driving analytics of \$250M annual revenue
- Oversaw Enterprise-wide data cleanup project, including developing methodologies to identify unused circuits, optimizing invoice intake process, improving Salesforce front- and back-end systems, and enhancing data requirements, saving the company \$10M+ per year

DISH Network – Englewood, CO

2015-2017

Marketing Manager (Sling TV)

- Launched nationwide gift card program, managing all aspects from card design to distribution, merchandising to marketing
 - Surpassed \$1M in sales in first four months after launch, surpassing sales goal by over 100%
 - Managed relationships with gift card distributor (InComm) and retailers (Walmart, Best Buy and GameStop)
 - Acquired strategic national accounts, including Walgreens, CVS, and Sam's Club, more than tripling footprint in first year

Senior Business Operations Analyst

- Analyzed and met with COO daily to review sales data of 3,000+ indirect sales partners and improve incentive modeling to boost sales performance, driving acquisition of over 1.4 million accounts
- Directed design, implementation and training of data security standards for 3,000+ retailers and business partners
- Facilitated \$1B budget for entire sales organization, comprised of 14 departments, and completed monthly variance analyses

Procter & Gamble – Brussels, Belgium

2012

Government Relations Intern, Chemical Policy Team

- Designed a chemical management systems policy toolbox for developing countries to utilize for guidance in creating sound, sustainable and safe chemical management systems

TECHNICAL ABILITIES

Statistics & Programming: R, SPSS, SQL

Business Programs: Visier, Payscale, Power BI, Oracle & Microsoft SQL Server, Oracle BI Publisher, Agile Central, Salesforce, Adobe Creative Suite, Advanced Excel, Word, PowerPoint

REFERENCES

Professor Shoshana Dobrow, Associate Professor of Management (doctoral supervisor)

London School of Economics and Political Science

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Professor Sherry Thatcher, Regal Distinguished Professor

University of Tennessee

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Professor Emily Rosado-Solomon, Associate Professor of Management

Babson College

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Dr. Francesca Manzi, Assistant Professor of Management (doctoral supervisor)

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Dr. Niranjana Janardhanan, Assistant Professor of Management

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