

TREVOR WATKINS
Price College of Business
University of Oklahoma
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Academic Appointment

University of Oklahoma, Price College of Business (2022 – present)
Assistant Professor of Management

West Texas A&M University, Engler College of Business (2019 – 2022)
Assistant Professor of Management
Foust Professor of Business

Education

PhD Organizational Behavior, Foster School of Business, University of Washington (2019)

Committee: Christopher Barnes (chair), Ryan Fehr, Michael Johnson, Susan Nolen
Dissertation: Workplace Interpersonal Capitalization: Employee Reactions to Coworker Positive Event Disclosures

MBA Utah State University (2011)

BS Human Resource Management, Utah State University, *magna cum laude* (2008)

Research Interests

- Employee well-being
- Positive event disclosures (i.e., capitalization)
- Employee physiology (diet, exercise, microbreaks, sleep)
- Social judgments of well-being behaviors

Awards

- Houston and Mary Jo Johnson Master Teacher Award, Price College of Business, 2024
 - Selective college-wide award for excellence in teaching
- Teaching Excellence Award, Engler College of Business, 2021
 - Recipient of the single annual faculty college-wide award for excellence in teaching
- Foust Professor of Business Professorship, 2019-2022 (\$18,000 in research funding)
- Engler College of Business Summer Research Grant, 2021 (\$5,000 in research funding)
- Michael G. Foster Students First Scholarship, 2017-2019
- Tom Crowley Distinguished Leader Ph.D. Fellow, 2014-2017

Refereed Publications (* denotes equal contribution)

Kleshinski, C. E., Asay, S. L., **Watkins, T.**, Lee, S. H., & Krishnan, S. (2026). Socially rewarded or penalized at work? The mixed reputational implications of disclosing one's positive nonwork events on social evaluations and workplace gossip. *Journal of Applied Psychology*.

Matthews, M. J., Keleman, T. K., **Watkins, T.**, Matthews, S. H., & Bolino, M. C. (2026). Food for Thought: A Review of Food in Organizational Contexts. *Journal of Organizational Behavior*.

Watkins, T., Kim, J. K., Klotz, A. C., & Krishnan, S. (2025). Sharing good news at work to collaborate and to self-enhance: A motivational and reputational perspective on workplace interpersonal capitalization. *Journal of Organizational Behavior*.

Watkins, T., Kleshinski, C. E., Longmire, N. H., & He, W. (2023). Rekindling the fire and stoking the flames: How and when workplace interpersonal capitalization facilitates pride and knowledge sharing at work. *Academy of Management Journal*. 66, 953-978.

Reynolds, S. J., Eliseo, M., **Watkins, T.**, & Mariam, M. (2023). Mindful but forgetful: The negative effect of trait mindfulness on memories of immoral behavior. *Business and Society Review*. 128, 389-416.

Watkins, T., Lee, S. H., Yam, K. C., Zhan, Y., & Long, L. (2022). Helping after dark: Ambivalent leadership outcomes of helping followers after the workday. *Journal of Organizational Behavior*. 43, 1038-1062.

Watkins, T., Patel, A. S., & Antoine, G. E. (2022). You are what you eat: How and when workplace healthy eating cultivates coworker perceptions and behaviors. *Journal of Applied Psychology*. 107, 1459-1478.

- An earlier version of this paper was selected for the AOM best paper proceedings (Honor given to the top 10% of all conference submissions)

Watkins, T. (2021). Workplace interpersonal capitalization: Employee reactions to coworker positive event disclosures. *Academy of Management Journal*, 64, 537-561.

- Featured at [Fast Company](#)

Watkins, T., Barnes, C. M., & Krishnan, S. (2021). A sleep and self-control model of cyber incivility at work. *Sleep Health*. 7, 468-473.

- Featured at various media outlets such as Yahoo News, MSN, Independent.co, todayUKnews.com, indiatimes.com, KAMR Local News (TV and radio interviews)

Calderwood, C., ten Brummelhuis, L. L., Patel, A. S., **Watkins, T.**, Gabriel, A. S., & Rosen, C. C. (2021). Employee physical activity: A multidisciplinary integrative review. *Journal of Management*. 47, 144-170.

Barnes, C. M., **Watkins, T.**, & Klotz, A. C. (2021). An exploration of employee dreams: The dream-based overnight carryover of emotional experiences at work. *Sleep Health*. 7, 191-197.

- Featured in the [Wall Street Journal](#)

Watkins, T., & Umphress, E. E. (2020). Strong body, clear mind: Physical activity diminishes the effects of supervisor interpersonal injustice. *Personnel Psychology*, *73*, 641-667.

Watkins, T., Fehr, R., & He, W. (2019). Whatever it takes: Leaders' perceptions of abusive supervision instrumentality. *Leadership Quarterly*, *30*, 260-272.

- An earlier version of this paper was selected for the AOM best paper proceedings (Honor given to the top 10% of all conference submissions)

*Leavitt, K., *Barnes, C. M., ***Watkins, T.**, & *Wagner, D. T. (2019). From the bedroom to the office: Workplace spillover effects of sexual activity at home. *Journal of Management*, *45*, 1173-1192.

- 99th percentile "attention score" (based on amount of garnered media attention) of all research ever tracked by Altmetric. Initially the highest score of any article in the history of JOM: <https://sage.altmetric.com/details/17056150#score>
- Representative media mentions: Wall Street Journal, Forbes, Time Magazine, ABC News, BBC, CBS News, FOX News, The Telegraph, WebMD, USA Today, Huffington Post, US News, Yahoo, MSN, Business Insider, New York Magazine

Manuscripts Under Review

Rogers, B., Sezer, O., **Watkins, T.**, DeCelles, K. A. [Title and topic redacted to protect blind review process] *Under 4th Review at Organization Science*

Watkins, T., Sell, K. & ten Brummelhuis, L. L. [Title and topic redacted to protect blind review process] *2nd RR (not going out to reviewers again) at Organizational Behavior and Human Decision Processes*

Watkins, T., Matthews, M. J., Diab, H., Bhowmik, P., McClean, S. T., Bradley, B. [Title and topic redacted to protect blind review process] *Under 2nd Review at Academy of Management Journal*

Zhang, J., **Watkins, T.**, Guarana, C., & Barnes, C. M. [Title and topic redacted to protect blind review process] *Revise and resubmit at Journal of Management*

Feng, Z., **Watkins, T.**, Liu, F. [Title and topic redacted to protect blind review process] *Revise and resubmit at Journal of Business and Psychology*

Matthews, M. J., McClean, S. T., **Watkins, T.** [Title and topic redacted to protect blind review process] *Under review at Journal of Applied Psychology*

Matthews, M. J., **Watkins, T.**, Kelemen, T. K., Matthews, S. H., & Barnes, C. M. [Title and topic redacted to protect blind review process] *Under review at Academy of Management Annals*

Patel, A. S., **Watkins, T.**, Matthews, M. J., Antoine, G. E., Yam, K. C., Liu, V., & Beaver, G. [Title and topic redacted to protect blind review process] *Under review at Journal of Organizational Behavior*

Matthews, M. J., **Watkins, T.**, Patel, A. S., Antoine, G. E., Yam, K. C., Liu, V., & Beaver, G. [Title and topic redacted to protect blind review process]

redacted to protect blind review process] *Under review at Journal of Occupational Health and Psychology*

Projects in Development

Chen, X., Ilies, R., & **Watkins, T.** [Capitalization] (Preparing for submission)

Longmire, N. H., **Watkins, T.**, Kleshinski, C. E., He, W. [Disclosure] (Preparing for submission)

Kleshinski, C. E., Li, Y., Wilson, K. S., **Watkins, T.** Methot, J. R. & Tang, G. [Capitalization] (Preparing for submission)

Diab, H., **Watkins, T.**, Li, C. S., Tirol-Carmody, K. B. [Commensality] (Writing stage)

Wu, I. -H., **Watkins, T.** & Zhang, G. [Envy and helping] (Writing stage)

Diab, H., **Watkins, T.**, & Bolino, M. C. [Reputation-based View on Helping] (Writing stage)

Watkins, T., Ouyang, X., Whitney, J., & Bolino, M. [Conspicuous consumption] (Data collection stage)

Watkins, T., Ouyang, X., Whitney, J., & Feng, Z. [Broadcasting versus hand-delivering good news] (Data collection stage)

Watkins, T., Diab, H., Feng, Z., & McClean, S. T. [Leader commensality] (Data collection stage)

Li, A., **Watkins, T.**, & Kong, D. [Breakfast] (Data collection stage)

Xia, M., Chen, X., **Watkins, T.**, & Ilies, R. [Capitalization] (Data collection stage)

Invited Presentations

Nanyang Technological University, Winter 2024

Indian Institute of Management Kozhikode, Summer 2023

Price College of Business, University of Oklahoma, Fall 2021

College of Business, Louisiana Tech University, Fall 2021

Krannert School of Management, Purdue University, Fall 2021

Academic Conference Presentations & Chaired Sessions († denotes presenter; †† denotes session chair)

†**Watkins, T.**, Sell, K. & ten Brummelhuis, L. L. Microbreak Penalization: How and When Supervisors Judge Employees Who Regularly Take Short Breaks from Work. *Wharton Junior Faculty Organizational Behavior Conference, Philadelphia, PA, 2025*

Watkins, T., Dennerlein, T., †Whitney, J., Howe, D., & Boehme, K. "Competent jerks" finish last: Perceptions of leader warmth on the effects of leader capitalization. *Academy of Management Annual Meeting, Copenhagen, Denmark, 2025*

†Matthews, M. J., **Watkins, T.**, Patel, A. S., Antoine, G. E., Yam, K. C., Liu, V., & Beaver, G. Consequences of unfavorable eating comparisons. *Academy of Management Annual Meeting, Copenhagen, Denmark, 2025*

Matthews, M. J., McClean, S. T., & **Watkins, T.** Comparing with ideal workers and interpersonal consequences. *Academy of Management Annual Meeting, Copenhagen, Denmark, 2025*

†Zhang, J., **Watkins, T.**, Guarana, C., & Barnes, C. M. The Implications of Work-Family Interpersonal Capitalization on Employee Coworker-Directed Behaviors. *Academy of Management Annual Meeting, Chicago, IL, 2024*

†Patel, A. S., **Watkins, T.**, Matthews, M. J., Antoine, G. E., Yam, K. C., Liu, V., & Beaver, G. “Are You Really Going to Eat That?” Toward an Understanding of Workplace Food Shaming. *Academy of Management Annual Meeting, Chicago, IL, 2024*

Kleshinski, C. E., †Conder, S. L., **Watkins, T.**, Lee, S. H., Krishnan, S. Countervailing Reputational Implications of Sharing Personal Good News at Work. *Academy of Management Annual Meeting, Chicago, IL, 2024*

††Du, C., & ††**Watkins, T.** Can I tell you something? Implications of event disclosure at work for disclosers and responders. *Academy of Management Annual Meeting, Boston, MA, 2023*

Watkins, T., †Henry, S. E., Li, A., & Lin, Q. Workplace Interpersonal Capitalization as a Catalyst for Attaining One’s Own Glory. *Academy of Management Annual Meeting, Boston, MA, 2023*

†**Watkins, T.**, Kleshinski, C., Longmire, N., & He, W. How and when employees proactively extend the benefits of past positive work events to coworkers. *Academy of Management Annual Meeting, Seattle, WA, 2022.*

†Rogers, B. A., Sezer, O., **Watkins, T.**, Decelles, K. A., Zhong, C., Norton, M. I., & Hershfield, H. E. After-work rituals as a tool to overcome the recovery paradox. *Academy of Management Annual Meeting, Seattle, WA, 2022.*

†Leavitt, K., **Watkins, T.** A model of unrequited love in the workplace. *Academy of Management Annual Meeting, Seattle, WA, 2022.*

†**Watkins, T.**, †Corrington, A., & †Yu, M. How to survive your dissertation. *Society for Industrial and Organizational Psychology, Virtual Conference, 2021.*

†Rogers, B. A., Sezer, O., **Watkins, T.**, Decelles, K. A., Zhong, C., Norton, M. I., & Hershfield, H. E. How rituals help essential employees’ work recovery. *Academy of Management Annual Meeting, Virtual Conference, 2021.*

†**Watkins, T.**, Patel, A. S., & Antoine, G. You are what you eat: How and when workplace healthy eating cultivates coworker perceptions and behaviors. *Academy of Management Annual Meeting, Virtual Conference, 2020.*

- Selected for the Academy of Management Best Paper Proceedings (Honor given to the top 10% of all conference submissions)

†**Watkins, T.** Workplace capitalization: The consequences of sharing good news at work. *Academy of Management Annual Meeting, Boston, MA, 2019.*

†Leavitt, K., Barnes, C. M., & **Watkins, T.** Forbidden yet functional: A self-categorization model of illicit workplace romance. *Academy of Management Annual Meeting, Boston, MA, 2019.*

††Patel, A. S., & ††**Watkins, T.** Engaging in Physical Activity: The Interplay with Work. *Academy of Management Annual Meeting, Chicago, IL, 2018.*

†**Watkins, T.** More than just a recovery activity: The immediate effects of physical activity on engagement and emotional exhaustion. *Academy of Management Annual Meeting, Chicago, IL, 2018.*

†**Watkins, T.,** Fehr, R., & He, W. Whatever it takes: Leader beliefs of abusive supervision instrumentality. *Academy of Management Annual Meeting, Atlanta, GA, 2017.*

- Selected for the Academy of Management Best Paper Proceedings (Honor given to the top 10% of all conference submissions)

†**Watkins, T.,** & Umphress, E. E. Strong body, strong mind: Physical activity buffers interpersonal injustice. *Academy of Management Annual Meeting, Atlanta, GA, 2017.*

Leavitt, K., Barnes, C. M., †**Watkins, T.,** & Wagner, D. T. From the bedroom to the office: Workplace spillover effects of sexual activity at home. *Academy of Management Annual Meeting, Anaheim, CA, 2016.*

Krishnan, S., †**Watkins, T.,** & Barnes, C. M. Electronic warfare: A sleep and self-control model of cyber incivility. *Society for Industrial and Organizational Psychology Annual Meeting, Anaheim CA, 2016.*

Academic Teaching & Service

University of Oklahoma, Price College of Business

Instructor (All ratings are non-adjusted comprehensive ratings regarding instructor effectiveness [aggregating questions 6, 7, 11, 12, 16, 17, and 20] and are based on a 1-3 scale)

- MGT 5102: MBA Leadership Academy, Online
 - Spring 2026 (Rating TBD; 24 students)
 - Fall 2025 (Rating 2.93/3.00; 30 students)
 - Spring 2025 (Rating 3.0/3.00; 20 students)
- MGT 3123: Supervision Skills, In-Person
 - Spring 2026 (Rating TBD; 48 students)
 - Fall 2025 (Rating 2.99/3.00; 48 students)
 - Spring 2025 (Rating 2.97/3.00; 47 students)
 - Fall 2024 (Rating 2.99/3.00; 44 students)
 - Spring 2024 (Rating 2.99/3.00; 47 students)
 - Fall 2023 (Rating 2.96/3.00; 46 students)

- Spring 2023 (Rating 2.92/3.00; 48 students)
- Fall 2022 (Rating 3.00/3.00; 54 students)
- MGT 3133: Leadership, In-Person
 - Fall 2025 (Rating 2.96/3.00; 41 students)
 - Fall 2024 (Rating 2.96/3.00; 32 students)
 - Fall 2023 (Rating 2.95/3.00; 35 students)
- MGT 3013: Principles of Organization and Management, In-Person
 - Spring 2023 (Rating 2.99/3.00; 48 students)

Official Student Mentorship

- Hannah Diab (PhD Dissertation Chair), 2025-2028
- Ariel Merfield (Undergraduate Honors Thesis Chair), Fall 2026
- Timothy Sullivan (Undergraduate Honors Thesis Chair), Spring 2026
- Michael Matthews (PhD Dissertation Committee), 2022-2024
- Isabella Yates (Undergraduate Honors Thesis Chair), Spring 2024
- Amelia Melton (Undergraduate Honors Thesis Chair), Spring 2023

Committee Member, Management Division Search Committee (2022 – Present)

Committee Member, Facilities Committee (2022 – Present)

Psychology Today Blog Contributor (2023 – Present)

- Contributions:
 - [How to Drive Organizational Culture](#)
 - [The Executive-Worker Pay Gap Isn't Without Consequences](#)
 - [You Are What You Eat \(At Work\)](#)

West Texas A&M University, Engler College of Business

Instructor (All ratings are non-adjusted comprehensive ratings based on a 1-4 scale)

- MGT 3335: Organizational Behavior
 - Spring 2022, Online (Two sections, mean rating 3.82/4.00)
 - Fall 2021, In-Person (Rating 3.78/4.00)
 - Fall 2021, Online (Rating 3.60/4.00)
 - Summer 2021, Online (Rating 3.86/4.00)
 - Spring 2021, Online (Two sections, mean rating 3.62/4.00)
 - Fall 2020, Online (Two sections, mean rating 3.78/4.00)
 - Fall 2020, In-Person (Rating 3.71/4.00)
 - Summer 2020, Online (Rating 3.86/4.00)
 - Spring 2020, Online (Two sections, mean rating 3.71/4.00)
 - Fall 2019, In-Person (Rating 4.00/4.00)
 - Fall 2019, Online (Two sections, mean rating 3.56/4.00)
- MGT 3330: Principles of Management
 - Spring 2022, In-Person (Rating 3.88/4.00)
 - Fall 2021, In-Person (Rating 3.70/4.00)
 - Spring 2021, In-Person (Rating 3.72/4.00)
 - Spring 2020, In-Person (Rating 3.71/4.00)

Chair, Research and Teaching Symposium Committee (2020 – 2022)

- Charged with developing college-wide symposia toward facilitating the exchange of intellectual contributions and best practices in teaching

Committee Member, Ethics & Academic Integrity Committee (2019 – 2021)

- Contributed toward the identification of best practices to prevent academic dishonesty in online and campus courses

WTAMU ProfSpeak Blog Contributor (2020 – 2022)

University of Washington, Foster School of Business

Instructor (All ratings are adjusted comprehensive ratings based on a 0-5 scale)

- FGBUS: Global Foundations of Business
 - Organizational Behavior, Fall 2018 (Two sections, Mean Rating 4.40/5)
 - Ethics and Organizations, Fall 2017 (Rating 4.60/5)
- MGMT 300: Leadership and Organizational Behavior
 - Winter 2017 (Rating 4.40/5)
 - Fall 2017 (Rating 4.20/5)

Key Teaching Assistantships

- EMBA 534: Ethical Leadership (Executive MBA course with Scott Reynolds), 2017
- LEAD and eLEAD: Leadership Development and Building Effective Work Teams (Core MBA course with Gregory Bigley & Christina Fong), 2015-2016
- MGMT 504: Ethical Leadership (Core MBA course with Ryan Fehr), 2015-2016

Guest Lecturer, Global Executive MBA 521: Organizational Leadership, 2016

Case Competition Judge, Asia Student Business Association, 2015-2016

Academic Reviewing

- **Editorial Review Board Member**
 - Academy of Management Journal (2023 – present)
 - Personnel Psychology (2025 – present)
- **Ad-hoc reviewer**
 - Organization Science
 - Journal of Applied Psychology
 - Journal of Management
 - Organizational Behavior and Human Decision Processes

Miscellaneous Media Mentions

- Fast Company (September, 2023): [Interview](#) on the executive worker pay gap

Methodological Competencies

- Statistical methods minor (University of Washington): Structural Equation Modeling, Hierarchical Linear Modeling, Causal Modeling, Maximum Likelihood, R for the Social Sciences
- Analyses: Regression, factor analysis, structural equation modeling (mono and multilevel), path analysis (mono and multilevel), implicit association testing
- Designs: Experiments (field and lab), experience sampling, observational
- Software: MPLUS (preferred), R, HLM, SPSS

Practitioner Work Experience

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| 2009 – 2014 | <p>Human Resource & Employee Development Manager
 <i>Utah Power Credit Union, Salt Lake City, UT</i></p> <ul style="list-style-type: none"> • Head of human resources and training functions • Worked directly with the CEO, Board of Directors, and VPs • Oversaw compensation, benefits, onboarding, career pathing • Pension & 401(k) manager and trustee • Championed organizational wellness initiatives |
| 2007 – 2008 | <p>Staffing Manager
 <i>Kelly Services & R. R., Donnelley, Logan, UT</i></p> |
| 2006 – 2007 | <p>Mortgage Loan Specialist
 <i>Wachovia, Logan, UT</i></p> |

Noteworthy Fortitude-Building Adventures

- Lake Murray 100 Kilometer Endurance Run (2025; 1st Place: 15 Hours, 23 Minutes)
- 3 Chaparrals 6 Hour Trail Run (2025; 4th Place: 8 Loops to total 32 Miles)
- Flower Moon Trail Marathon (Starting at Noon in May!) (2023; 5th Place: 5 Hours, 20 Minutes)
- Palo Duro 50 Mile Trail Run (2022; 9th Place: 11 Hours, 16 Minutes)
- Wild Canyons 100 Kilometer Ultra Run (2021; 2nd Place: 13 Hours, 39 Minutes)
- Palo Duro 50 Mile Trail Run (2021; 4th Place: 10 Hours, 24 Minutes)
- Honorable completion of a two-year service mission for the Church of Jesus Christ of Latter-Day Saints in Hamburg, Germany from 2004-2006. (Responsibilities included: persuading people twice my age, about a taboo topic, in a foreign language; engaging in two hours of rigorous study every day; working seven days a week with no days off; developing meaningful, life-long relationships)
- Committed husband and father of four children. (If raising children in a responsible manner isn't a fortitude-building adventure, then I am unsure what qualifies.)