Jessica Brull Barrett Diaz

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EDUCATION

Claremont Graduate University, Claremont, CA   **May 2023**
Ph.D. in Psychology, Concentration: Organizational Behavior
Dissertation: "Under Threat: An Empirical Test of the Social Identity Theory of Psychological Safety"
Committee Members: Rebecca J. Reichard, Stephen W. Gilliland, Michelle C. Bligh, Amy C. Edmondson

Cornell University, Ithaca, NY   **May 2006**
Bachelor of Arts in Government

PROFESSIONAL SUMMARY

Organizational psychologist examining the psychological mechanisms that drive an empowered employee experience, with a particular focus on the role of identity in these processes. An Assistant Professor at Claremont Graduate University with expertise in advanced statistical methods, applying rigorous quantitative approaches to study workplace dynamics. Founder of the E3 Lab, which conducts high-impact research on the dynamics of authentic and empowered employee experiences. A scholar-practitioner dedicated to translating research into evidence-based leadership development as a mechanism for fostering inclusive and empowered work environments.

ACADEMIC POSITIONS

Assistant Professor   **July 2022 – Present**
Claremont Graduate University | Claremont, CA

Visiting Professor of Practice   **September 2020 – June 2022**
Claremont Graduate University | Claremont, CA

Adjunct Faculty   **September 2013 – May 2014**
Loyola Marymount University | Los Angeles, CA

PUBLICATIONS

Kea-Edwards, A. N., **Diaz, J. B. B**., & Reichard, R. J. (2023). Development or discrimination: Black women leaders' experience with multisource feedback. *Consulting Psychology Journal: Practice and Research. 75*(1), 68–93. https://doi.org/10.1037/cpb0000215

Diaz, J. B. B., & Young, S. F. (2022). The future is here: A benchmark study of digitally enabled assessment and development tools. *Consulting Psychology Journal, 74*(1), 40–79. https://doi.org/10.1037/cpb0000201

Diaz, J. B. B, Reichard, R. J., & Riggio, R. X. (2022). Go for the gold: Hurdles and winning strategies for conducting longitudinal and nonlinear research in undergraduate leader development. In David Rosch & Lindsay Hastings (Eds.). *New Directions in Student Leadership Research.* Wiley. https://doi.org/10.1002/yd.20520

Powers, K. W., & **Diaz, J. B. B.** (2022, December 13). What employees want most in uncertain times. *MIT Sloan Management Review*

Shults, S. G., Reichard, R. J., **Diaz, J. B. B.,** Pitichat, T., Kea-Edwards, A. N. (2022). Pursuing your leader development: Lessons from 101 Executives. *Organizational Dynamics.* https://doi.org/10.1016/j.orgdyn.2022.100894

Young, S. F., **Diaz, J. B. B.,** DeCoutere, B., & Downs, H. (2022). Leadership Development in the Flow of Work: Leveraging Tech to Accelerate Learning [White Paper]. Center for Creative Leadership. https://doi.org/10.35613/ccl.2022.2047

Diaz, J. B. B. & Cohen, H., (in press). Amplifying voices: Leveraging psychological safety for inclusion. In S. Donaldson & J. Gaffaney (Eds.), Research *Handbook of Positive Psychology in the Workplace*. Edward Elgar Publishing.

Under Review

Shae, Kristina, **Diaz. J. B. B**., Shapiro, J., Donaldson, S. I., & Cameron, K. (2025). The positively energizing leadership scale (pels): Development and validation. *Manuscript submitted for publication.*

Robbins, A., Zigarmi, D., **Diaz, J. B. B.,** Insler, M. (2025). Causal pathways to work passion: a longitudinal study of work cognitions and intentions. *Manuscript submitted for publication.*

Diaz, J. B. B. (2025). Under threat: An empirical test of the social identity theory of psychological safety. *Manuscript submitted for publication.*

Diaz, J. B. B., Wierneck, B. M., & Reichard, R.J. (2024). Conserving resources for employee engagement: Considerate leaders and innovative followers. *Manuscript submitted for publication.*

Falco, C. M., **Diaz, J. B. B.,** Guldner, G., & Siegel, J. T. (2024). Do residents' perceived norms relate to their inclinations toward help seeking for depression? Evidence of positive associations. *Manuscript submitted for publication.*

Guldner, G., Menezes, S., Carpenter, K., Siegel., & **Diaz, J.B.B.** (2024). Medical school's influence: How do medical school experiences impact perceptions of stigma and help-seeking for depression among incoming residents? *Manuscript submitted for publication.*

Marshburn, A., **Diaz. J. B. B**., Menezes, S., Guldner, G., Wells, J., Siegel, J. T. (2024). Stake in self-care: A theory-driven approach. *Manuscript submitted for publication.*

In Progress

Diaz, J. B. B. & Gilliland, S. J. [In Progress]. You can't be what you can't see: A dual process model of managerial justice awareness.

Powers, K., **Diaz, J.B.B**., Bernhardt, A., Dailey, S., [In Progress]. Flourish or Flounder: Theory Refinement and Scale Validation of Leader Developmental Readiness. Target Journal: *The Leadership Quarterly*

Reichard, R. J., Avolio, B. J., Hannah, S. T., **Diaz, J. B. B.,** & Hariharan, P. [In Progress]. A meta-analysis examining the effect of theory-based leader development interventions on affective, cognitive, and behavioral outcomes. Target Journal: *Personnel Psychology.*

Brafford, A. M. & **Diaz, J. B. B.,** Fostering Inclusion in the Legal Profession: Leader Support for Identity Harmony.

CONFERENCE PRESENTATIONS AND INVITED TALKS

Diaz, J. B. B. (Chair) & Gilliland, S. (April 2025). New Directions in Organizational Justice [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

MacDonald, S. L. & **Diaz, J. B. B**. (April 2025). Crossing the Line: The Impact of Target and Severity on Evaluations of Justice.]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO, United States.

Diaz, J. B. B., Wierneck, B. M., & Reichard, R. J. (2024, March). Conserving resources for employee engagement: Considerate leaders and innovative followers [Traditional Paper]. Western Academy of Management Conference, Long Beach, CA

Dailey, S. R., Reichard, R. J., **Diaz, J. B. B.,** Powers, K. W. (2023, August 7). *Leader self-views as proximal indicators of transformational leader development* [Conference Presentation]. Academy of Management Annual Conference, Boston, Massachusetts.

Diaz, J.B.B. (April 2023). *Introduction to Structural Equation Modeling.* 2023 Western Psychological Association Convention.

Kea-Edwards, A., Reichard, R. J., **Diaz, J. B. B.,** & Parker, K. K. (August 2022). *Buffering the adverse effects of microaggression denials on leader identity through positive racial identity* [Paper Presentation]. Leadership And Progression Experiences by Leaders from Marginalized Groups Symposium at the 2022 Academy of Management Meeting, Seattle, WA.

Kea-Edwards, A., Samortin, J., Jensen, K., Reichard, R. J., & **Diaz, J.B.B.** (April 2022). *Research on Leader Development for Diverse Leaders* [Symposium Discussant]. 2022 Western Psychological Association Convention.

Diaz, J.B.B. (2021, June 16). *Dismantling racism: Psychological safety as a tool for workplace equity* [Paper Presentation]. European Academy of Management.

Diaz, J.B.B. & Young, S. F. (2020, May 7). *A benchmark study of digitally enabled assessment & development tools.* Labs@CCL.

Diaz, J.B.B (2020, March 20). *What employees want most in uncertain times* [Invited Talk]. Harvard Business Review Turkey.

Diaz, J.B.B. (2020, February 4). *transforming medicine through transformational leadership.* Kaiser Permanente, Temecula, CA.

Diaz, J.B.B., Elarton, J., Poeppelman, T.R., Seibert, M. (2020). *Early career rotational programs: The next generation of talent development* [Panel Discussion Chair]. Society for Industrial and Organizational Psychology 35th annual conference.

Diaz, J. B. B., (2019, November 19). *Career opportunities in I-O psychology.* [symposium]. Mt. San Antonio Community College, Pomona, CA.

Reichard, R. J., Ellis, B., **Diaz, J.B. B.**, Reece, A., & Liu, Z. (2018, August). *Developmental trajectories of leader self-awareness* [Paper Presentation]. Cognitive Approaches to Developing Leader Self-Awareness Symposium at the 2018 Academy of Management Meeting, Chicago, IL.

Diaz, J.B.B. & Garland, T. (2013, October). *Using exit ticket to leverage real-time data in the classroom* [PDW]. Charter School Development Leadership Update Conference. San Francisco, CA.

TEACHING AND MENTORING

Graduate Courses Taught
- **Statistics and Quantitative Methods:** Intermediate Statistics, Analysis of Variance (ANOVA), Multiple Regression, Categorical and Non-Parametric Statistics, Factor Analysis, Structural Equation Modeling
- **Organizational Psychology & HR:** Principles of Human Resource Management, Optimizing the Employee Experience, Directed Research in Organizational Behavior

Teaching Impact
- Teaching 15 graduate course sections with 300+ students
- Teaching Evaluation Highlights (1-7 scale; N = 300)
    - 6.94 average in response to "How knowledgeable about the subject matter did the professor seem to be?"
    - 6.86 average in response to "How do you rate the overall quality of instruction for this course?"
    - 95% of students said they would recommend "this course with this professor" (Yes, No, Maybe)

Doctoral Student Advising
- Primary Advisor
  - Samantha MacDonald, PhD in Psychology – Positive Organizational Psychology (Expected 2026)
  - Aaron Robbins, PhD in Organizational Psychology – Organizational Behavior (Expected 2026)
  - Allison Masters, PhD in Organizational Psychology – Positive Organizational Psychology (Expected 2027)
  - Heather Sundell Reed, PhD in Organizational Psychology (Expected 2028)
  - Gwen Gao, PhD in Organizational Psychology – Organizational Behavior (Expected 2028)
  - Hannah Cohen, PhD in Organizational Psychology – Organizational Behavior (Expected 2029)
  - Rachel Day, PhD in Organizational Psychology – Positive Organizational Psychology (Expected 2029)

- Dissertation Committee Member
  - Daniel Martin, PhD in Organizational Psychology – Organizational Behavior (Expected 2025)
  - Nohelia Argote Veliz, PhD in Psychology – Positive Organizational Psychology (Expected 2025)
  - Luciana Simion, PhD in Psychology – Positive Organizational Psychology (Expected 2025)
  - Stephanie Dailey, PhD in Psychology – Positive Organizational Psychology (Expected 2026)
  - Gavriella Rubin, PhD in Psychology – Positive Organizational Psychology (Expected 2027)
  - Rene Molina, PhD in Psychology – Positive Organizational Psychology (Expected 2028)
  - Rachell Worrell, PhD in Psychology – Positive Organizational Psychology (Expected 2029)

APPLIED WORK AND CONSULTING

Partner   **October 2016 - Present**
BCD Consulting Firm, LLP | Minneapolis, MN
- Design and implement assessment procedures for supervisory, managerial, and executive positions
- Design, administer, and analyze digital promotability indexes for governmental organizations
- Design and validate new selection assessments
- Administer and score assessment center simulations for supervisory, managerial, and executive positions
- Design and facilitate workshops on cultural competency in selection
- Sample Clients: Minneapolis International Airport Police Department, City of Carlsbad Fire and Police Department, Ramsey County Human Resources, Washington County, Greater Arkansas River Nature Association

Adjunct Research Associate   **September 2018 – Present**
Center for Creative Leadership | Greensboro, NC
- Design, conduct, and publish first-authored study on the future of digital leader assessment for development
- Authored webinar and white papers on the future of digitally-enabled leader assessment and development tools in the flow of work
- Facilitate CCL leader development on AI-powered approached to leader development

Research Lab Manager and Consultant   **June 2018 – July 2022**
LeAD Labs, Claremont Graduate University | Claremont, CA
- Write publication-ready manuscripts for theoretical rationale, writing quality, soundness of methods
- Conduct and report range of statistical analysis to support lab research including random coefficient modeling random-intercept cross-lag panel modeling, and structural equation modeling.
- Provide feedback to 20+ advanced doctoral students on their research, including study design and statistical analyses
- Write, submit, and deliver conference presentations at SIOP, AOM, including serving as discussant and symposium chair.
- Establish protocol for research project selection and completion

Director of Coaching   **August 2017 – May 2022**
LeAD Labs | Claremont Graduate University | Claremont, CA
- Evaluate and redesign coach training program at Claremont Graduate University
- Design and facilitate training for LeAD Labs coaches based on International Coaching Federation competencies
- Design and execute selection process for executive coaches
- Coach x# executive-level clients through a variety of leadership challenges
- Design and facilitate leader development programs on effective leadership, conflict management, effective teamwork, virtual communication, psychological safety
- Support clients in understanding 360-degree feedback reports and assessment center feedback
- Sample Clients: Orange County Transit Authority, Claremont College Consortium Faculty Leadership Program, Golden West Community College, Getty Leadership Institute, Peter F Drucker School of Management

Strategy Consultant   **April 2019 – September 2019**
Business Leadership Program (BLP) | LinkedIn | San Francisco, CA
- Built competency models for BLP leadership team
- Evaluated alignment of program goals and activities
- Redesigned selection process for BLP associates
- Created 12-week design thinking development program for program associates
- Designed pilot roles to drive business and talent needs

High School Principal   **June 2014 – June 2017**
Leadership Public Schools | San Jose, CA
- Supervised 30 staff; coaching and evaluating team members to set and achieve ambitious performance goals
- Led school to a 25% increase on state college readiness exams, a 450% reduction in suspensions, and GPA increase of .30
- Led recruitment and selection process for talent at the staff and administrative level
- Designed and executed on-site and off-site leadership retreats for staff
- Led professional development for team members on self-awareness, communication, decision making, collaboration, and conflict resolution, situational leadership, and the StrengthsFinder 2.0©
- Designed and led a yearlong self-study for re-accreditation, resulting in a six-year accreditation from the Western Association of Schools and Colleges (WASC), the most favorable designation given by the Association
- Created systems to improve the institution's ability to collect and analyze student achievement and staff performance data
- 100% of employees strongly agreed that I was supportive and gave the sufficient opportunity for them to develop skills
- 93% of employees strongly agreed that I was an effective leader and that my coaching improved their practice

Director of Communications and Development   **2013 – 2014**
Leadership Public Schools | Oakland, CA
- Designed and executed strategic plan to successfully exceed $1M fundraising goal
- Managed portfolio of over one thousand individual donors, corporations, and foundations
- Wrote over fifteen foundation grant proposals and reports per fiscal year
- Supervised the design, creation, and dissemination of the LPS Annual Report. Responsible for all narrative content
- Oversaw all Board of Trustee activities, meetings, and correspondence

Managing Director, Teacher Leadership Development   2010 – 2012
Teach For America | San Francisco, CA
- Directly managed five program directors serving 140 teacher leaders across the Bay Area
- Oversaw the leader development team of 18 individuals responsible for 400 teacher leaders across the Bay Area
- Planned and executed team development activities, including retreats, meetings, and skill development sessions
- Planned and executed large regional events, including multiple staff retreats, five-day induction for 225 incoming teachers and the first ever Bay Education Conference for 350 teachers, community members, and school partners
- Cultivated key relationships and served as organization spokesperson with district leaders, donors, and universities
- Served on Teach For America Senior Leadership Team responsible for making organization-wide decisions
- Met all effectiveness and satisfaction goals

Manager, Teacher Leadership Development   2008 – 2010
Teach For America | San Francisco, CA
- Coached and developed 80 teachers to achieve ambitious results with students.
- Had strongest student outcomes of team two years in a row, with 82% of 1st year teachers and 100% of 2nd year teachers achieving at least 70% mastery with students
- Built positive culture of satisfaction and stewardship. 93% had positive professional relationship with their program director and 80% strongly believe I was crucial to their ability to lead their students to success.
- 75% of teachers coached were selected for a leadership position on summer or full-time staff within the organization
- Invited to present as the elementary literacy expert at the 2009 returning program director conference
- Serve as co-captain of National Program Director Round Table, writing and publishing resources to address prioritized pedagogical and leadership needs. Top published resource exceeded download goal by 302% with a 4.9/5 rating

SERVICE AND LEADERSHIP

Committee on Faculty Inclusive Excellence   **March 2025 – Present**
Claremont Graduate University | Claremont, CA

Chair, Organizational Psychology PsyD   **January 2024 – Present**
Claremont Graduate University | Claremont, CA

Statistics and Methodology Committee   **July 2022 – Present**
Claremont Graduate University | Claremont, CA

Chair, Human Resource Management MA   **August 2022 – January 2024**
Claremont Graduate University | Claremont, CA

Ad Hoc Reviewer   **2019 - Present**
- Academy of Management Review
- European Academy of Management Conference
- Society for Industrial and Organizational Psychology Conference
- Western Academy of Management Conference
- Journal of Leadership & Organizational Studies

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM)

American Psychological Association (APA)

International Personnel Assessment Council (IPAC)

Society for Industrial and Organizational Psychology (SIOP)

HONORS & AWARDS

2021	Departmental Citizenship Award
2020	Fellowship award, Department of Behavioral and Organizational Science, Claremont Graduate University
2019	Oskamp Award for academic achievement, research, and stewardship
2019	Psi Chi Research Award: Leader Developmental Readiness
2018	Oskamp Award for academic achievement, research, and stewardship
2018-20	John Stauffer Endowed Fellowship
2017-18	Fellowship award, Department of Behavioral and Organizational Science, Claremont Graduate University
2017-18	General Bronson Fellowship
2007	Symantec Innovation in Teaching Award
2005	New Zealand Embassy of Israel Prize in Political Science