

AYANA YOUNGE, Ph.D.

Darden School of Business
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ACADEMIC POSITIONS

July 2022 - present **Darden School of Business, University of Virginia**
Assistant Professor of Business Administration
Leadership and Organizational Behavior Area

EDUCATION

2020 - 2022 **University of North Carolina at Chapel Hill, Kenan-Flagler Business School**
Postdoctoral Research Associate, Organizational Behavior
2015 - 2020 Ph.D., Organizational Behavior
M.S., Business Administration

2012 - 2014 **California State University, Los Angeles**
M.A., Social Psychology
2009 - 2012 B.A., Psychology, *with honors*
B.A., Communications, *with honors*
Minor in Mathematics

RESEARCH INTERESTS

Interpersonal Relationship Dynamics, Emotions, Gratitude, Perceived Authenticity, Belonging, Power & Status

PUBLICATIONS

Laurin, K., Guan, K., & **Younge, A.** (in press). Does saying “thanks a lot” make you look less than? The magnitude of gratitude shapes perceptions of relational hierarchy. *Social Psychological and Personality Science*.

Jolink, T. A., Way, B. M., **Younge, A.**, & Algoe, S. B. (2025). Do inflammation and relational motivation coordinate having better sex? The interplay between C-reactive protein and relational approach motivation on sexual well-being. *Brain, Behavior, and Immunity*, 123, 151-161.

Jolink, T. A., Way, B. M., **Younge, A.**, Oveis, C., Algoe, S. B., (2023). Everyday co-presence with a romantic partner is associated with lower C-reactive protein. *Brain, Behavior, and Immunity*, 107, 132-139.

Algoe, S., Dwyer, P., **Younge, A.**, & Oveis, C. (2019). A new perspective on the social functions of emotions: Gratitude and the witnessing effect. *Journal of Personality and Social Psychology*.

**Top 10 Insights List in the "Science of a Meaningful Life" 2020, Greater Good Science Center*

**Darden Ideas to Action, December 2022*

**Wall Street Journal mention, April 2023*

MANUSCRIPTS UNDER REVIEW

Boncoeur, O. D., **Younge, A.**, & Gabriel, A. To express or suppress? How a climate of authenticity shapes the affective and behavioral consequences of loneliness at work. Under second round review at *Journal of Applied Psychology*.

Martin, S., Yip, J., Hickman, L., **Younge, A.** The disruptive (but not bad) effects of remote work on psychological safety and voice. Revise and resubmit at *Organization Science*.

Thompson, P., White, M., **Younge, A.** Receptiveness, Psychological Safety, Manager Admiration, and Gender. Under review at *Organization Science*.

Younge, A., Melwani, S., & Algoe, S. Gratitude, power, perspective and perceived authenticity. Under review at *Journal of Experimental Social Psychology*.

SELECTED RESEARCH IN PROGRESS

Working papers

Melwani, S. & **Younge, A.** Affective perspective of gossip in groups. Preparing for submission to *Journal of Applied Psychology*.

Fehr, R., Ting-Ju Chiang, J., Liu, H., Wang, Z., Akutsu, A., Osono, E., **Younge, A.**, Leader Gratitude Impact on Team Gratitude. Preparing for submission to *Organizational Behavior and Human Decision Processes*

Younge, A., Yap, A., Vacharkulksemsuk, T., Reit, E., Willard, G., Kim, H. & Carney, D. Power, social exclusion, and stress. Preparing for submission to *Academy of Management Discoveries*.

Melwani, S. & **Younge, A.** Friends for a season: The emotional and performance effects of relationship dissolution at work. Preparing for submission to *Academy of Management Journal*

Melwani, S. & **Younge, A.** Emotional contagion: Catching emotions in open-plan offices. Preparing for submission to *Psychological Science*

Data collection & data analysis

Creary, S. & **Younge, A.** Minority support in organizations: Applying the LEARN framework.

Younge, A., Gratitude, Appreciation and Employee Belonging.

Younge, A., Thomas-Hunt, M., Wang, K. Connections and Belonging.

Younge, A., Tiedens, L., Fragale, A., & Fink, J. Dynamic complementarity.

Fragale, A., Sumanth, J., & **Younge, A.** Lateral Deference.

CONFERENCE PRESENTATIONS (*presented by a co-author)

Paper presentations

Younge, A. (2024). Creating an Optimal Workplace. Paper presented at the 84th Academy of Management in Chicago, IL. August 9-12.

*Moore, O., Aguinis, H., Darden, T., & **Younge, A.** (2024) Defining and reaching saturation: Review and recommendations. Paper presented at the 84th Academy of Management in Chicago, IL. August 9-12.

*Jolink, T.A., Way, B.M., **Younge, A.**, & Algoe, S.B. (2024). The role of relational approach motivation and C-reactive protein on sexual well-being. Poster presented at American Psychosomatic Society Annual Meeting, Brighton, UK. March.

Younge, A. (2023). Recognition and employee belonging. Paper presented at the 83rd Academy of Management in Boston, MA. August 4-8.

Younge, A. (2022). Recognition, leadership, and employee belonging. Paper presented at the New Directions in Leadership Research Conference in Arlington, VA. November 11-12.

Younge, A. (2022). Power, Perspective, and Perceived Authenticity of Gratitude. Paper presented at the 82nd Academy of Management in Seattle, WA. August 5-9.

*Jolink, T.A., Way, B.M., **Younge, A.**, Oveis, C., & Algoe, S.B. (2022). Everyday co-presence with a partner is associated with lower C-reactive protein. Poster presented at American Psychosomatic Society Annual Meeting, Long Beach, CA. March.

Younge, A. (2021). Grateful or Slimy? How power and perspective influence the perception of authentic gratitude. Paper presented at the 81st Academy of Management. July 30-August 3. Presented virtually.

Younge, A. (2019). Grateful or Slimy? The witness-recipient difference in perceptions of authentic gratitude expressions. Paper presented at the Positive Organizational Scholarship Conference in Ann Arbor, MI. June 4-6.

*Edwards, J. R., **Younge, A.**, & Long, E. C. (2018). Arbitrary metrics in organizational behavior. Paper presented at the 78th Academy of Management, Chicago, IL. August 10-14.

Younge, A., Fragale, A., & Fink, J. (2018). Dynamic complementarity. Symposium presentation at the 78th Academy of Management, Chicago, IL. August 10-14.

*Algoe, S., Dwyer, P., **Younge, A.**, & Oveis, C. (2018). A new perspective on the social functions of emotions: Gratitude and the witnessing effect. Paper presented at the Society for Personality and Social Psychology in Atlanta, GA. March 1-3.

Algoe, S., Dwyer, P., **Younge, A.**, & *Oveis, C. (2018). A new perspective on the social functions of emotions: Gratitude and the witnessing effect. Paper presented at the Emerging Insights from the Science of Gratitude Conference in Chapel Hill, NC. January 18-19.

Younge, A. & Melwani, S. (2017). Friends for a season: The emotional and performance effects of relationship dissolution at work. Paper presented at the 77th Academy of Management in Atlanta, GA. August 4-8.

Younge, A., Fragale, A., Sumanth, J. (2016). The Status Preserving Function of Lateral Deference: How Assertiveness Toward Peers Results in Status Loss. Paper presented in a symposium at the 76th Academy of Management in Anaheim, CA. August 5-9.

Younge, A. & Riggio, H. (2014). The unattractive spinster & the boring married man: Effects of target sex and marital status on impressions- Study 1. Talk given at the MORE Programs Biomedical Research Seminars. Los Angeles, CA. April 18.

Chaired and Organized Symposia

Younge, A., Petsko, C., Norton, M., Barnes, T., Akinola, M. (2024). Teaching Diversity, Equity, Inclusion, and Belonging. Co-Organizer of Professional Development Workshop at the 84th Academy of Management Conference in Chicago, IL. August 9-12. **organizers presented in reverse alphabetical order*

Younge, A., Petsko, C., Norton, M., Barnes, T., Akinola, M. (2023). Teaching Diversity, Equity, and Inclusion. Co-Organizer of Professional Development Workshop at the 83rd Academy of Management Conference in Boston, MA. August 4-8. **organizers presented in reverse alphabetical order*

Younge, A., Rosette, A., Petsko, C., Norton, M., Kinias, Z., Creary, S., Barnes, T., Akinola, M. (2022). Teaching Diversity, Equity, and Inclusion. Co-Organizer of Professional Development Workshop at the 82nd Academy of Management Conference in Seattle, WA. August 5-9. **organizers presented in reverse alphabetical order*

Younge, A., Preston, M., & Maxie, J. (2019). Integrate, initiate, innovate! Bridging the gap in diversity and inclusion field research. Chair of Professional Development Workshop at the 79th Academy of Management in Boston, MA. August 9-13.

*Sharma, P., **Younge, A.,** & Rogers, K. (2018). Protecting the unprotected: A qualitative study of workplace mistreatment in hip-hop videos. In P. Sharma & A. Younge (Co-Chairs), Positive Perspectives on Mistreatment, Revenge, and Competition. Symposium presentation at the 78th Academy of Management, Chicago, IL. August 10-14.

*Melwani, S., & **Younge, A.** (2017). Primitive emotional contagion: Catching emotions in open-plan offices. Co-chair of symposium on Emotional Contagion. Paper presented at the 77th Academy of Management in Atlanta, GA. August 4-8.

Posters

Younge, A. (2020) Grateful or slimy? The witness-recipient difference in perceptions of authentic gratitude and the influence of social hierarchy. Poster presented at the Society for Personality and Social Psychology in New Orleans, LA. February 27-29.

Younge, A., & Melwani, S. (2019). Friends for a season: The influence of friendship dissolution of affective and work outcomes. Poster presented at the Emotion Preconference at the Society for Personality and Social Psychology in Portland, OR. February 7-9.

Younge, A. & Melwani, S. (2018). Catching emotions: The affect of ambient emotional contagion. Poster presented at the Positive Emotions Pre-conference at the 3rd Society for Affective Science Conference, in Los Angeles, CA. April 26-28.

Best Student Poster Award at the Emotions Pre-conference

Younge, A., Edwards, J. R., & Long, E. C. (2018). Arbitrary metrics in industrial and organizational psychology research. Poster presented at the 33rd Conference for the Society for Industrial and Organizational Psychology in Chicago, IL. April 19-21.

Younge, A., Fragale, A., Sumanth, J. (2017). The Status Preserving Function of Lateral Deference. Poster presented at the Society for Personality and Social Psychology in Austin, TX. January 23-25.

*Basanez, T., **Younge, A.**, & Crano, W. (2015). Haptics and information processing fluency in Latino and White samples. Poster presented at the Western Psychological Association in Las Vegas, NV. April 30-May 3.

Riggio, H., Bailey, J., **Younge, A.**, Zepeda, Y., & Jessica, R. (2014). Self-Efficacy in romantic relationships: Mediator between attachment style and relationship outcomes. Poster presented at the American Psychological Sciences Conference in San Francisco, CA. May 22-25.

Younge, A. & Riggio, H. (2014). The unattractive spinster & the boring married man: Effects of target sex and marital status on impressions- Study 1. Poster presented at the Western Psychological Association in Portland, OR. April 24-27.

Younge, A., Uhalt, J., & Riggio, H. (2014). Judgments of parenting abilities: Links with marital and child adoption status- Study 1. Poster presented at the Western Psychological Association in Portland, OR. April 24-27.

Younge, A. & Riggio, H. (2014). The unattractive spinster & boring married man: Target gender and marital status effects on impression formation. Poster presented at the Student Research Symposium in Los Angeles, CA. February 26.

*Romo-Silva, V., **Younge, A.**, & Riggio, H. (2013). Perceptions of relationship conflict: Links with parental marital conflict and divorce. Poster presented at the Western Psychological Association in Reno, Nevada. April 25-28.

Younge, A. (2013). Redefining the beliefs of marriage: Perceptions of target people based on their marital status. Poster presented at the MORE student poster session at California State University, Los Angeles. March 1.

Romo-Silva, V., **Younge, A.**, & Riggio, H. (2013). Perceptions of relationship conflict: Links with parental marital conflict and divorce. Poster presented at the Student Research Symposium at California State University, Los Angeles. February 2.

INVITED RESEARCH TALKS

Katz Graduate School of Business, University of Pittsburgh	February 2025
Social Psychology Brown Bag Seminar, University of Virginia	March 2024
Darden School of Business, University of Virginia	November 2021
McGill University	November 2021
University of Illinois, Urbana-Champaign	November 2021
University of California, Riverside	November 2021
Cal State Los Angeles's MORE Programs Research Seminar	April 2021
Kenan Scholars Guest Speaker	March 2021

HONORS, AWARDS & GRANTS

University of North Carolina, Chapel Hill

Diversity Student Travel Award to SPSP Conference, 2020

M. Wayne DeLozier Fellowship Award, 2018

"Recognizing contributions beyond expectations to the PhD Program, Kenan-Flagler, UNC, the profession, or one's community"

Best Poster Award, Positive Emotions Pre-conference at the Society for Affective Science Conference, 2018

California State University, Los Angeles

NIH MBRS RISE Program, 2012-2014; through grant GM061331 \$22,000.00 + Tuition
Sally Casanova Pre-Doctoral Fellowship, 2013-2014; \$3,000 + Summer Internship (UC Berkeley)
Special Recognition in Graduate Studies, 2014
Honors Convocation Scholarship, 2014
RSCA Graduate Research Award, 2013
William Hobson & Evelyn Trou Scholarship, 2013
Howard P. Holloday Memorial Scholarship, 2012
Dorothy L. Hunter Scholarship, 2012
Academic Excellence Award, 2012
Division II Athletic Directors Association Academic Achievement Award, 2011
Hal Charnofsky Memorial Award, 2011
James R. Galbraith Speech Scholarship, 2010

TEACHING

Darden School of Business, University of Virginia

MBA Residential

Leading Organizations (core)
Leading Teams (core)
People, Purpose, and the Power of Relationships (elective)

Executive Education

Young Women's Professional Development Program
UVA Health Leadership Institute
Partners in Learning & Education
Women in Leadership
Capitol One
Money Management Institute

Kenan-Flagler Business School, University of North Carolina, Chapel Hill

Instructor

Leading & Managing (core) / Undergraduate, Fall 2017, 2021, 2022

Teaching Assistant

Leading & Managing (core) / OneMBA, Evening EMBA, Weekend EMBA, Fall 2015 – Fall 2021, *Co-lead facilitator for team building sessions*
Global Leadership (elective) / MBA, Spring 2018
Principles of Leadership (core) / MAC, Spring 2016, 2017
Groups & Teams (elective) / MBA, Spring 2016
Groups & Teams (elective) / Undergraduate, Fall 2016

SERVICE TO DISCIPLINE

Ad-hoc reviewing

Academy of Management Review

Journal of Personality & Social Psychology
Organizational Behavior & Human Decision Processes
Journal of Experimental Social Psychology
Journal of Experimental Psychology: General
Social Psychology and Personality Science
Emotion
Personality and Individual Differences
Journal of Human Values
British Journal of Social Psychology

Conference peer reviewing

The Scientific Program of the 6th World Congress in Positive Psychology, November 2018
Reviewer for the Academy of Management (OB & MOC divisions), January 2018 – present
Student Poster Judge at SPSP, Long Beach, CA, January 2015

Leadership

Management Faculty of Color Association, August 2020 – present
Engagement & Communications Committee Member, August 2021 – August 2022
Membership & Communications Committee Member, August 2020 – August 2021
KPMG PhD Project, Management Doctoral Student Association
Planning Committee, August 2020 – 2021
President, August 2019 – 2020
Sessions Committee Co-chair, August 2018 – August 2019
Service Committee Chair, August 2018 – August 2019
Sessions, Membership, & Research Committee Member, August 2016 – August 2018
Graduate Student Committee Member for the Emerging Insights from the Science of Gratitude Conference, January 2018
Helped organize a public event and one day research conference at the University of North Carolina, Chapel Hill

Workshops and conferences

Management Doctoral Student Association Conference
How to Leverage Your Third Year, August 2023, 2024
Effective Presentations, August 2022
NAF FRL: Getting College Ready with the PhD Project Professors. Panelist; Presented virtually. June, July 2021
HBS BIG Ideas Graduate Student Workshop; Harvard University, August 2016
Opening Doors Diversity Workshop; Greensboro, NC, June 2016
Diversity Forum, St. Mary's College; Moraga, CA, 2013
Diversity Recruitment, University of Michigan; Ann Arbor, MI, 2013
NCAA Leadership Conference; Dallas, TX, 2012

SERVICE TO UNIVERSITY

University of Virginia

Hospitality Advisory Council Member, Darden School of Business, 2023 – present
Section F Co-Founder and Member, Darden School of Business, 2023 – present
LO Seminar Speaker Series Co-Organizer, 2023-2024
LO Postdoc Search Committee, 2023-2024
JAG School Guest Lecturer, 2023, 2024
JAG School Keynote Speaker, 2023, 2024

GWIB Conference Facilitator, 2024
Darden Admissions Podcast Speaker, 2023
Reviewer, Undergraduate Research Double Hoos Award, 2023
Darden Diversity Conference Panelist Speaker, 2022

University of North Carolina, Chapel Hill

Bowen, T. (2023). Hybrid Work and Work Engagements. Honor's Thesis Committee Member
Undergraduate Psychology 395 Faculty Advisor, 2022
Organizational Behavior Department's Diversity, Equity, & Inclusion Co-Founder, 2020
UNC Future Business Leaders of America- Phi Beta Lambda Chapter, Faculty Advisor, 2020
Prospective PhD Application Review Committee, February 2020, 2021
Assisted Kenan Scholars on IRB Applications, 2019 – 2020
PhD Student Representative, Kenan-Flagler Time Capsule Event, December 2019
Doctoral Student Recruiting at PhD Project Conference, November 2019, 2020
President, Kenan-Flagler Business School PhD Student Program, May 2017 – May 2020
Prospective PhD Student Visiting Weekend Planning Committee, Spring 2016 – Spring 2019
Brown Bag Coordinator, Organizational Behavior Department, Spring 2016 – Spring 2019

RELATED EXPERIENCE

University of North Carolina, Chapel Hill

Behavioral Lab Manager, August 2019 – June 2022
Kenan-Flagler Business School
Lab Director: Dr. Matt Pearsall

Emotions & Social Interactions in Relationship (EASIR) Lab Member, August 2015 – June 2022
Department of Psychology and Neuroscience
Lab Director: Dr. Sara Algoe

University of California at Berkeley

Social & Nonverbal Behavior Lab Researcher, June 2014 – July 2015
Haas School of Business
Advisor: Dr. Dana Carney

Relationships & Social Cognition Lab Research Assistant, July 2014 – May 2015
Social Psychology Department
Principal Investigators: Dr. Rudy Mendoza-Denton & Dr. Ozlem Ayduk

California State University, Los Angeles

Social Psychology Lab Graduate Student Researcher, September 2012 – June 2014
Advisor: Dr. Heidi Riggio
Graduate Studies Department Thesis Reviewer, 2013 – 2014

CERTIFICATIONS

Facial Action Coding System

PROFESSIONAL AFFILIATIONS

International Association for Conflict Management, 2024 – present
Positive Relationships at Work Microcommunity, 2024 – present

Management Faculty of Color Association, 2020 – present
The Tenure Project, 2022 – present
Society for Affective Science, 2018 – 2019
Society for Industrial Psychology, 2018 – 2019
PhD Project, Management Doctoral Student Association Member, 2016 –2020
Academy of Management, 2015 – present
Society for Personality and Social Psychology, 2014 – present
American Psychological Sciences, 2012 – 2014
Western Psychological Association, 2012 – 2014
Association of Applied Sport Psychology, 2014
PsiChi Member, 2012 – 2014
Phi Kappa Phi Member, 2010 – 2014
Golden Key International Honour Society, 2009 – 2014