# MEGHAN E. KANE

*Department of Management*
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## PROFESSIONAL APPOINTMENTS

**Temple University, *Fox School of Business*** Philadelphia, PA
2026 Assistant Professor of Management

## EDUCATION

**University of Central Florida, *Department of Psychology*** Orlando, FL
2026 Ph.D. Industrial and Organizational Psychology
*Dissertation: Gratitude as social information: How leader and follower gratitude expressions influence first-level supervisors' work experiences*
2024 M.S. Industrial and Organizational Psychology
*Thesis: The trickle-down effects of manager gratitude expressions*

**University of Florida, *College of Health & Human Performance*** Gainesville, FL
2020 M.S. Sports Management
*Specialization: Athlete Development (Sports Psychology Focus)*

**University of Maryland, *Robert H. Smith School of Business*** College Park, MD
2018 B.S. Finance
B.S. Operations Management and Business Analytics
B.A. Economics
*Minor: Statistics*

## RESEARCH INTERESTS

Gratitude at Work, Positive Interpersonal Relationships, Leader–Follower Dynamics, Leader Behaviors, Emotions & Emotional Expressions, Positive Organizational Scholarship.

## PUBLICATIONS

**Kane, M. E.,** Ehrhart, M. G., & Locklear, L. R. (In Press) Gratitude at work. In G. M. Spreitzer, M. C. Worline, & K. S. Cameron (Eds.), *The Oxford Handbook of Positive Organizational Scholarship (2nd ed.)*. Oxford Library of Psychology.

Locklear, L. R., **Kane, M. E.**, & Ehrhart, M. G. (2026). Grateful leaders and attentive followers: How grateful attention transmits the cascade of gratitude expressions to strengthen coworker relationships. *Journal of Applied Psychology.* https://dx.doi.org/10.1037/apl0001398

***Media Coverage***

- *https://www3.fox.temple.edu/discover/research/grateful-leaders-and-attentive-followers-how-gratitude-trickles-down-through-organizations/*
- *https://www.ttu.edu/now/posts/2026/08/how-to-spread-gratitude-in-the-workplace-and-change-mindsets.php*

**Kane, M. E.**, Crandell, H. A., & Kim, B. (2022). Reflection and reflexivity in I-O psychology: A graduate student's perspective. *Industrial and Organizational Psychology.*

## UNDER REVIEW

**Kane, M. E.,** Locklear, L. R., Gupta, A., & Ehrhart, M. G. Thankful at work, thankful at home: How workplace gratitude strengthens personal relationships via spillover and crossover. Under Review *(2nd Round)* at *Personnel Psychology.*

## CONFERENCE PARTICIPATION

***Summary:*** *14 Papers, 4 Chaired Symposia, 6 Posters, 3 Flash Talks*

**Kane, M. E.**, Ehrhart, M. G., & Locklear, L. R. (2026, August). *How leader and follower gratitude expressions influence first-level supervisors' work experiences.* [Paper]. In J. Han (Co-Chair) & R. Liden (Co-Chair), *Honing the Impact of Gratitude: How Gratitude Functions as a Social Signal at Work.* [Symposium]. 86th Annual Meeting of the Academy of Management, Philadelphia.

**Kane, M. E.**, Rubenstein, A., Ehrhart, M. G., & Locklear, L. R. (2026, August). *Thank you for being here!: The role of gratitude in newcomer adjustment.* [Paper]. In Y. Wu (Co-Chair) & S. Liu (Co-Chair), *New Directions in Understanding Newcomer Adjustment: Exploring Emerging Mechanisms.* [Symposium]. 86th Annual Meeting of the Academy of Management, Philadelphia.

**Kane, M. E.**, Zachman, J., Ehrhart, M. G., Locklear, L. R., & Whiting, S. W. (2026, April). *Motivations for reciprocating help: A mixed-methods examination of reciprocity in the workplace.* [Paper]. In Palmeri, A. E., (Co-Chair) & Grandey. A. A. (Co-Chair). *Workplace relationships: Challenging traditions and advancing methodologies* [Symposium]. 41st Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans.

*Bizjak, E.,* **Kane, M. E.,** Ehrhart, M. G., & Locklear, L. R. (2026, April). *Checking in on appreciation: Lessons in appreciation from the hotel industry* [Poster]. 41st Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans.

**Kane, M. E.**, Locklear, L. R., & Ehrhart, M. G. (2025, July). *The impact of gratitude variability on employee well-being.* [Paper]. In J. Völker (Co-Chair) & J. Iser-Potempa (Co-Chair), *Interpersonal interactions and employee well-being: Exploring coworker, leader, and follower roles.* [Symposium]. 85th Annual Meeting of the Academy of Management, Copenhagen.

Locklear, L. R., **Kane, M. E.** & Ehrhart, M. G. (2025, July). *The relational impact of appreciation in leader-follower dyads.* [Paper]. In F. Bernays (Co-Chair) & M. Nour Eddin (Co-Chair), *Emerging perspectives on gratitude and appreciation in organizations.* [Symposium]. 85th Annual Meeting of the Academy of Management, Copenhagen.

**Kane, M. E.,** *Chaviano, G.,* Locklear, L. R., & Ehrhart, M. G. (2025, May). *Trait gratitude in positive organizational scholarship: Evaluating and advancing current measures.* [Paper]. 2025 POS Research Conference, Ann Arbor.

**Kane, M. E.,** *Chaviano, G., Bizjak, E. Philio, M., Orellana, A.,* Locklear, L. R., & Ehrhart, M. G. (2025, May). The importance of leader gratitude: How supervisors and subordinates perceive and value workplace gratitude. [Flash Talk]. TLC Global Gratitude Summit, Virtual.

**Kane, M. E.,** *Zachman, J.*, Locklear, L. R., & Ehrhart, M. G. (2025, April). *Envy's shadow: How envy weakens the impact of support on gratitude and helping.* [Poster]. 40th Annual Meeting of the Society for Industrial and Organizational Psychology, Denver.

**Kane, M. E.,** *Chaviano, G., Philio, M., Orellana, A., Sonnenberg, S.,* Locklear, L. R., & Ehrhart, M. G. (2025, April). *Lost in translation: Exploring perceived shortcomings in workplace gratitude.* [Poster]. 40th Annual Meeting of the Society for Industrial and Organizational Psychology, Denver.

**Kane, M. E.**, Gupta, A., Locklear, L. R. & Ehrhart, M. G. (2024, October). *Thankful at work, thankful at home: How workplace gratitude strengthens relationships via spillover and crossover.* [Paper]. 2024 Annual Meeting of the Southern Management Association, San Antonio.

**Kane, M. E.** (2024, October). *Integrating ChatGPT into our classrooms.* [Paper]. 2024 Annual Meeting of the Southern Management Association, San Antonio.

**Kane, M. E.**, Locklear, L. R., & Ehrhart, M. G. (2024, August). *I (actually) can't thank you enough: How expectations for gratitude expressions impact relationships.* [Paper]. In **M. E. Kane** (Co-Chair) & S. Sheridan (Co-Chair), *Diving deep and expanding wide: Fresh perspectives on gratitude and appreciation at work.* [Symposium]. 84th Annual Meeting of the Academy of Management, Chicago.

**Kane, M. E.**, *Geisler, P., Philio, M., Patel, R.,* Locklear, L. R., & Ehrhart, M. G. (2024, April). *Don't thank me like that: When and why gratitude expressions violate expectations.* [Poster]. 39th Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago.

Locklear, L. R., **Kane, M. E.**, & Ehrhart, M. G. (2023, October). *Top-down: The trickle-down effects of gratitude expressions in the workplace.* [Paper*]. 2023 Annual Meeting of the Southern Management Association, St. Pete Beach.

***Awarded best paper in OB track & best overall conference paper of 416 submissions.***

**Kane, M. E.,** Locklear, L.R., & Ehrhart, M. (2023, September). *The Goldilocks effect of gratitude expressions at work.* [Flash Talk]. TLC Global Gratitude Summit, Virtual.

Locklear, L.R., **Kane, M. E.**, & Ehrhart, M. (2023, September). *Thanks, I hate it: Antecedents of inauthentic gratitude expressions at work.* [Flash Talk]. TLC Global Gratitude Summit, Virtual.

**Kane, M. E.**, Locklear, L. R., & Ehrhart, M. G. (2023, August). *Trickle down effects of manager gratitude expressions: An affective, behavioral, and cognitive approach.* [Paper]. In **M. E. Kane** (Co-Chair) & L. R. Locklear (Co-Chair), *Gratitude at multiple levels of the organization.* [Showcase Symposium*]. 83rd Annual Meeting of the Academy of Management, Boston.

***Selected as a Showcase Symposium for the OB & HR divisions.***

**Kane, M. E.**, Gupta, A., Locklear, L. R., & Ehrhart, M. G. (2023, August). *Trickle out: How gratitude spills over from work to home and crosses over to partners.* [Paper]. In A. Gupta (Co-Chair) & **M. E. Kane** (Co-Chair), *The blurred lines between work and home: Highlighting the importance of emotional spillover.* [Symposium]. 83rd Annual Meeting of the Academy of Management, Boston.

**Kane, M. E.**, Locklear, L. R., & Ehrhart, M. G. (2023, April). *Trickle down effects of manager gratitude expressions: An affective, behavioral, and cognitive approach.* [Paper]. In **M. E. Kane** (Co-Chair) & L. R. Locklear (Co-Chair), *Gratitude, appreciation, anger, oh my! Moral emotions in the workplace*. [Symposium]. 38th Annual Meeting of the Society for Industrial and Organizational Psychology, Boston.

**Kane, M. E.**, Locklear, L. R., & Ehrhart, M. G. (2023, April). *Thanks, I hate it: Antecedents of inauthentic gratitude expressions at work*. [Poster]. 38th Annual Meeting of the Society for Industrial and Organizational Psychology, Boston.

**Kane, M. E.**, Pandey, P., *Chaviano, G., Mazur, S.,* Locklear, L. R., & Ehrhart, M. G. (2023, April). *When and why gratitude expressions spillover from work to home.* [Poster]. 38th Annual Meeting of the Society for Industrial and Organizational Psychology, Boston.

Locklear, L.R., **Kane, M.E.,** & Ehrhart, M.G. (2022, August). *The ripple effect of gratitude: A trickle-down model of gratitude expressions in organizations.* [Paper]. In L. Y. Belkin (Co-Chair) & D. T. Kong (Co-Chair), *Toward a better workplace: Virtuous emotions, virtuous actions, and tensions in social relationships*. [Symposium]. 82nd Annual Meeting of the Academy of Management, Seattle.

**Names of mentored undergraduate and graduate students appear in italics.*

## ADDITIONAL RESEARCH PRESENTATIONS

**Kane, M. E.,** *Chaviano, G., Philio, M., Orellana, A., Sonnenberg, S.,* Locklear, L. R., & Ehrhart, M. G. (2025, March). Lost in translation: Exploring perceived shortcomings in workplace gratitude. [Poster]. Targeted Research Training Spring Symposium, Orlando.

**Kane, M. E.,** *Chaviano, G., Philio, M., Orellana, A., Sonnenberg, S.,* Locklear, L. R., & Ehrhart, M. G. (2025, March). Lost in translation: Exploring perceived shortcomings in workplace gratitude. [Poster]. University of Central Florida Student Scholar Symposium, Orlando.

**Kane, M. E.**, Locklear, L. R., & Ehrhart, M. G. (2024, March). *Thanks, I hate it: Antecedents of inauthentic gratitude expressions at work.* [Poster]. Targeted Research Training Program Spring Workshop, Orlando.

**Kane, M. E.**, Pandey, P., *Chaviano, G., Mazur, S.,* Locklear, L. R., & Ehrhart, M. G. (2023, March). *When and why gratitude expressions spillover from work to home.* [Poster]. University of Central Florida Student Scholar Symposium, Orlando.

**Names of mentored undergraduate and graduate students appear in italics.*

## TEACHING EXPERIENCE

### Instructor of Record

2026 Fall — Advanced Quantitative Research Methods for Business *(BA9208)*
*Required PhD course covering advanced statistical methods and data analysis techniques in management research.*
Total enrollment: 4 students

2025 Spring — Statistical Methods in Psychology *(PSY3204C)*
Student evaluations of effectiveness*****: **4.97 out of 5.00**
*Required undergraduate course covering statistical methods and data analysis techniques in research.*
Total enrollment: 33 students
**PSY Mean=4.41; College of Sciences Mean=4.18; UCF Mean=4.23*

2023 Fall — Organizational Psychology *(INP4313)*
Student evaluations of effectiveness*****: **4.98 out of 5.00**
*Required undergraduate course for the I/O psychology track, examining topics such as organizational behavior, motivation, and leadership.*
Total enrollment: 29 students
**PSY Mean=4.34; College of Sciences Mean = 4.08; UCF Mean = 4.17*

### Graduate Teaching Assistant

2026 Spring — Lead Graduate Teaching Assistant, *Career Readiness 1 (PSY3024)*
2025 Fall — Lead Graduate Teaching Assistant, *Career Readiness 1 (PSY3024)*
2025 Summer — Lead Graduate Teaching Assistant, *Career Readiness 1 (PSY3024)*
2025 Spring — Lead Graduate Teaching Assistant, *Career Readiness 1 (PSY3024)**
****College of Sciences' Recipient of the Award for Excellence by a Graduate Teaching Assistant***

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| 2024 | Fall | Lead Graduate Teaching Assistant, *Career Readiness 1 (PSY3024)* |
| 2024 | Spring | Lead Graduate Teaching Assistant, *Career Readiness 1 (PSY3024)* |
| 2023 | Summer | Lead Graduate Teaching Assistant, *Career Readiness 2 (PSY3074)* |
| 2023 | Spring | Lead Graduate Teaching Assistant, *Career Readiness 2 (PSY3074)* |
| 2022 | Fall | Lead Graduate Teaching Assistant, *Career Readiness 2 (PSY3074)* |
| 2022 | Summer | Lead Graduate Teaching Assistant, *Career Readiness 2 (PSY3074)* |
| 2022 | Spring | Graduate Teaching Assistant, *Career Readiness 2 (PSY3074)* |
| 2021 | Fall | Graduate Teaching Assistant, *Career Readiness 2 (PSY3074)* |

*Oversee between 650 and 950 students as well as over 30 Undergraduate Teaching Assistants (UTAs) every semester for an online career development course. Developed all UTA training materials for Career Readiness 1 and Career Readiness 2, where I lead training efforts alongside Dr. Karen Mottarella and provide in-depth guidance on assessing course assignments.*

**Teaching Related Conference Presentations**

**Kane, M. E.** (2024, October). *Integrating ChatGPT into our classrooms.* [Paper]. 2024 Annual Meeting of the Southern Management Association, San Antonio.

**Teaching Development & Training**

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| 2025 | Spring | Innovative Teaching Practices in HR, *Academy of Management* |
| 2023 | Summer | GTA Associate Training, *University of Central Florida* |
| 2022 | Summer | Teaching Seminar for Best Practices, *University of Central Florida* |

**Guest Lectures**

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| 2022 | Fall | Research Methods, *Introduction to I/O Psychology* |
| 2022 | Fall | Organizational Change and Interventions, *Organizational Psychology* |
| 2022 | Fall | Attributions, *Social Psychology* |

## FELLOWSHIPS, HONORS, & AWARDS

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| 2025 | Summer | Mattone Family Endowed Scholarship for I/O Psychology ($1,000)<br>*University of Central Florida* |
| 2025 | Summer | Dean's Conference Travel Award ($600)<br>*College of Sciences, University of Central Florida* |
| 2025 | Spring | Excellence by a Graduate Teaching Assistant<br>*College of Sciences, University of Central Florida* |
| 2025 | Spring | Fellow of the Project on Positive Leadership ($5,000)<br>*College of Business, University of Louisville* |
| 2025 | Spring | College of Sciences General Scholarship ($1,000)<br>*University of Central Florida* |

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| 2023 | Fall | Finalist in Three Minute Thesis Competition<br>*University of Central Florida* |
| 2023 | Fall | People's Choice Award Winner in Three Minute Thesis Competition<br>*University of Central Florida* |
| 2023 | Fall | Best Overall Conference Paper<br>S*outhern Management Association* |
| 2023 | Fall | Best Paper in OB Track<br>*Southern Management Association* |
| 2023 | Summer | Showcase Symposium<br>*Academy of Management* |

## SERVICE

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| 2026 - Present | Editorial Review Board Member<br>*Journal of Business and Psychology* |
| 2025 - Present | Ad Hoc Reviewer<br>*Applied Psychology: Health and Well-Being* |
| 2023 - 2026 | Student Co-Reviewer with Drs. Lauren R. Locklear & Mark G. Ehrhart<br>*Journal of Applied Psychology*<br>*Journal of Management*<br>*Personnel Psychology* |
| 2025 - Present | Smith Alumni Ambassador Program<br>*Smith School of Business, University of Maryland* |
| 2023 - 2026 | Alumni Engagement<br>*University of Central Florida I/O Psychology Program* |
| 2022 - Present | Conference Reviewer<br>*Academy of Management*<br>*Society for Industrial and Organizational Psychology*<br>*Southern Management Association*<br>*Positive Organizational Scholarship Research Conference* |
| 2022 - Present | Student Recruitment<br>*University of Central Florida I/O Psychology Program*<br>*Responsibilities include: Assisting with the recruitment of prospective and incoming students by attending graduate fairs, hosting students during visit days, and sharing information about the student experience.* |

2022 - 2026 Student Mentor
*University of Central Florida I/O Psychology Program*

2022 - 2023 President, *Student Professionals for Industrial/Organizational Psychology*
*University of Central Florida*

## AFFILIATIONS

Academy of Management
Society for Industrial and Organizational Psychology
Southern Management Association
Positive Organizational Scholarship, *Community of Scholars*
The Positive Communication Network

## CONSULTING

2025 Fall President, North Florida Region, *Vesta Property Services*
*Facilitated leadership development for top executives through comprehensive 360-degree feedback assessments.*

2025 Summer Collegiate Baseball Program, *Duke University*
*Led a values-based consulting session with the new Duke Baseball coaching staff to define the program's mission and articulate core team values, supporting cultural alignment and long-term team goals.*

2025 Summer General Manager & HR Staff, *Wyndham Lake Buena Vista*
*Advised on the effectiveness of employee appreciation initiatives and provided recommendations to enhance workplace recognition practices.*

2024 Fall Human Resources, *University of Central Florida*
*Presented findings and actionable insights from survey data on new employee experiences to inform onboarding improvements.*

2023 Fall Collegiate Baseball Program, *Wake Forest University*
*Designed and led a team-building retreat for a nationally ranked Division I baseball team, emphasizing tools to strengthen the mental game, build positive mindset habits, and enhance teamwork.*

## APPLIED EXPERIENCE

2017 - 2020 Director of Baseball Operations, *University of Maryland*