

Amelia F. Underwood

Assistant Professor: Learning, Technology and Leadership Education

Research Interest

- My research explores leadership identity and development within both military and civilian contexts, focusing on how diverse experiences and transitions inform leadership practices and organizational outcomes.
- I am interested in examining the intersectional dynamics of leadership identity and organizational leadership, particularly how individuals from varied backgrounds shape and navigate complex organizational landscapes.
- My research investigates inclusive organizational leadership practices, focusing on identity development, diversity, and the impact of military experiences on civilian leadership roles within professional and educational settings.
- I explore the construction of leadership identity and organizational leadership effectiveness, emphasizing the integration of military experience, gender, and diversity to foster adaptable and inclusive leadership frameworks.
- Focusing on organizational leadership and identity, my research examines how leaders transitioning from military to civilian roles impact organizational culture and develop inclusive strategies that enhance team cohesion and effectiveness.



Research Questions and Projects

- What is your leadership story?
- What does it mean to be authentic in the context of leadership?
- How is leader authenticity connected to the frameworks of symbolic power in organizations?
- How do individuals construct their leadership identity?
- What role do prior experiences play in shaping a person's leadership identity?
- How is authenticity expressed in both inclusive and exclusive institutional environments?
- What are the consequences for atypical leaders when acting in an autonomously authentic manner?

Recent Publications

- Authentic Leadership in Action: Harnessing Personal Narratives for Impactful Leadership. Leadership and Management Development Conference, University of Wisconsin-Madison, October 29, 2024.
- Underwood, A.F., Frana, P.L., & Montoya, F. A. (2024). Creating a diverse Honors faculty. *Journal of the National Collegiate Honors Council*, 20, 263-278.
- Underwood, A. F., & Dean, D. J. (2021). Feminism: Legitimate, Fearful, or Feared. In Marques, J. (Ed.), *Exploring Gender at Work: Multiple Perspectives* (pp. 297-313). Palgrave.
- Underwood, A.F. (2023). Paradox and Transition: Exploring Women Veterans' Leadership Identity Construction from military leader to Civilian Leader (Publication No. 30636697) [Doctoral dissertation, Regent University]. ProQuest Dissertations and Theses Global.
- Digitally Seen and Heard? A Qualitative Study of Women Leaders' Voice and Silence in Virtual Organizational Environments. Project Management Innovation Conference, Harrisburg University of Science & Technology, Harrisburg, PA, June 21, 2023.

Partners Invited

I welcome undergraduate & graduate student partners, in-service teachers, College of Education & other JMU faculty partners, and community partners.

Email: underwaf@jmu.edu