

MORELA HERNANDEZ

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ACADEMIC APPOINTMENTS

- 2014 - present **DARDEN SCHOOL OF BUSINESS**
UNIVERSITY OF VIRGINIA, Charlottesville, Virginia
Associate Professor, Leadership and Organizational Behavior Area
- 2007 - 2014 **FOSTER SCHOOL OF BUSINESS**
UNIVERSITY OF WASHINGTON, Seattle, Washington
Assistant Professor, Department of Management and Organization

EDUCATION

- 2007 **FUQUA SCHOOL OF BUSINESS**
DUKE UNIVERSITY, Durham, North Carolina
Ph.D. in Business Administration
- 2001 **RICE UNIVERSITY**, Houston, Texas
B.A. in Psychology – *Magna cum laude* and Honors in Psychology

RESEARCH INTERESTS

Stewardship, leadership, ethics, intergenerational behavior, and workforce diversity

REFEREED PUBLICATIONS

- Hernandez, M., Avery, D. R., Volpone, S. & Kaiser, C. R. (pre-published online, October 2018).
Bargaining while Black: The role of race in salary negotiations. *Journal of Applied Psychology*.
- Khattab J., van Knippenberg, D., Nederveen Pieterse A., & Hernandez, M. (pre-published online,
October 2018). A network utilization perspective on the leadership advancement of minorities.
Academy of Management Review.
- Hernandez, M. & Guarana, C. L. (2018). An examination of the temporal intricacies of job
engagement. *Journal of Management*, 44, 1711-1735.
- Klotz, L., Weber, E., Johnson, E., Shealy, T., Hernandez, M., & Gordon, B. (2018). Review: Beyond
rationality in engineering design for sustainability. *Nature Sustainability*, 1, 225-233.
- Noval, L. & Hernandez, M. (pre-published online, September 2017). The unwitting accomplice: How
organizations enable motivated reasoning and self-serving behavior. *Journal of Business Ethics*.

- Guarana, C. L., Li, J., & Hernandez, M. (2017). Examining the effects of leader-follower gender match on managerial response to voice. *Journal of Experimental Social Psychology*, 72, 147-160.
- Guarana, C. L. & Hernandez, M. (2016). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. *Journal of Applied Psychology*, 101(7), 1013-1029.
- Hernandez, M., Avery, D. R., Tonidandel, S., Hebl, M. R., Smith, A. N. & McKay, P. F. (2016). The role of proximal social contexts: Assessing stigma-by-association effects on leader appraisals. *Journal of Applied Psychology*, 101(1), 68-85.
- Guarana, C. L. & Hernandez, M. (2015). Building sense out of situational complexity: The role of ambivalence in creating functional leadership processes. *Organizational Psychology Review*, 5(1), 50-73.
- Liu, D., Hernandez, M., & Wang, L. (2014). The role of leadership and trust in creating structural patterns of procedural justice: A social network investigation. *Personnel Psychology*, 67(4), 801-845.
- Hernandez, M., Long, C. P. & Sitkin, S. B. (2014). Cultivating follower trust: Are all leader behaviors equally influential? *Organization Studies*, 35, 1867-1892.
- Eberly, M. B., Johnson, M. D., Hernandez, M. & Avolio, B. J. (2013). An integrative process model of leadership: Examining loci, mechanisms and event cycles. *American Psychologist*, 68(6), 427-443.
- Avery, D. R., Volpone, S. D., Stewart, R. W., Luksyte, A., Hernandez, M., McKay, P. F., & Hebl, M. R. (2013) Examining the draw of diversity: How diversity climate perceptions affect job pursuit intentions. *Human Resource Management*, 52(2), 175-194.
- Hernandez, M. (2012). Toward an understanding of the psychology of stewardship. *Academy of Management Review*, 37(2), 172-193.
- Wade-Benzoni, K. A, Tost, L. P., Hernandez, M. & Larrick, R. P. (2012). It's only a matter of time: Death, legacies, and intergenerational decisions. *Psychological Science*, 23(7), 704-709.
- Hernandez, M., Eberly, M. B., Avolio, B. J. & Johnson, M. D. (2011). The loci and mechanisms of leadership: Exploring a more comprehensive view of leadership theory. *The Leadership Quarterly*, 22, 1165-1185.
- Wade-Benzoni, K.A, Hernandez, M., Medvec, V., & Messick, D. (2008). In fairness to future generations: The role of egocentrism, uncertainty, power, and stewardship in judgments of intergenerational allocations. *Journal of Experimental Social Psychology*, 44, 233-245.
- Hernandez, M. (2008). Promoting stewardship behavior in organizations: A leadership model. *Journal of Business Ethics*, 80(1), 121-128.

McKay, P. F., Avery, D. R., Tonidandel, S., Morris, M., Hernandez, M., & Hebl, M. R. (2007). Racial differences in employee retention: Are diversity climate perceptions the key? *Personnel Psychology*, 60, 35-62.

Avery, D. R., Hernandez, M., & Hebl, M. R. (2004). Who's watching the race? Racial salience in recruitment advertising. *Journal of Applied Social Psychology*, 34(1), 146-161.

PUBLICATIONS IN EDITED VOLUMES OR SPECIAL ISSUES

Hernandez, M., Baker, S., Hess, M., & Harris, J. (forthcoming). Organizational resilience: A social exchange perspective. In B. Caza, N. Powley, and A. Caza, *Handbook of Organizational Resilience*. Edward Elgar Publishing.

Hernandez, M. & Sitkin, S. B. (2012). Who is leading the leader? Follower influence on leader ethicality. In D. De Cremer & A. Tenbrunsel (Eds.), *Behavioral Business Ethics: Shaping an Emerging Field*, 81-102. New York: Rutledge.

Tost, L. P., Hernandez, M. & Wade-Benzoni, K. A. (2008). Pushing the boundaries: A review and extension of the psychological dynamics of intergenerational conflict in organizational contexts. *Research in Personnel and Human Resources Management*, 27, 93-147.

Hernandez, M., Chen, Y., & Wade-Benzoni, K. A. (2006). Toward an understanding of psychological distance reduction between generations: A cross-cultural perspective. *Research on Managing Groups and Teams*, 9, 3-20.

INVITED PUBLICATIONS FOR PRACTITIONER AUDIENCE

Hernandez, M. (2019). Resilience in business. *MIT Sloan Management Review*.

Hernandez, M., Barnett, M., Weingarten, E., & Raveendhran, R. (2019). The role of AI in de-biasing VC investment decisions. *MIT Sloan Management Review*.

Hernandez, M. (2018). [Game changing strategies for corporate boards](#). *MIT Sloan Management Review*.

Hernandez, M. (2018). [Gender discrimination still exists – Now what?](#) *MIT Sloan Management Review*.

Hernandez, M. (2018). [The impossibility of focusing on two things at once](#). *MIT Sloan Management Review*.

Hernandez, M. (2018). [Rationalizing yourself out of a promotion](#). *MIT Sloan Management Review*.

Hernandez, M. (2017). [Putting an end to leaders' self-serving behavior](#). *MIT Sloan Management Review*.

Hernandez, M. (2017). [The upside of being a woman among bros](#). *MIT Sloan Management Review*.

Baker, S. & Hernandez, M. (2017). Communicating with stakeholders when bad news is uncertain. *International Journal of Public Leadership*, 13(2), 85-97.

Hernandez, M. & Avery, D. R. (2016). [Getting the short end of the stick: Racial bias in salary negotiations](#). *MIT Sloan Management Review*.

Hernandez, M., Noval, L., & Wade-Benzoni, K. A. (2015). How leaders can create intergenerational systems to promote organizational sustainability. *Organizational Dynamics*, 44(2), 104–111.

RESEARCH UNDER REVIEW

Baker, S., Hernandez, M., & Belmi, P. R. Topic: Leader overconfidence and team learning.

Guarana, C. L., Hernandez, M. & Owsik, C. Topic: Identified ambivalence and ethical decision-making.

Guarana, C. L., Hernandez, M., & Crawley, R. Topic: Ambivalence and stewardship.

Hernandez, M., Guarana, C. L., & Halgin, D. Topic: Stewardship and social networks.

Hernandez, M. & Guarana, C. L. Topic: Attentional focus and scope bias.

McCluney, C. L. & Hernandez, M. Topic: Marginalization and embodied sensemaking.

Trzebiatowski, T., McCluney, C. L., & Hernandez, M. Topic: Board of directors, gender, and leadership influence.

WORKING PAPERS

Hernandez, M., Johnson, H., & Wicks, A. Topic: Religious identity in organizations.

Hernandez, M., McCluney, C. L., & Haizlip, J. A. Topic: Mattering vs meaning.

Khattab, J., Hernandez, M., Shemla, M., & van Knippenberg, D. Topic: Job crafting, gender and leadership.

Khattab, J., Hoopes, C., Hernandez, M., & Van Buren, M. Topic: Leader derailment.

Raveendhran, R., Hernandez, M., Hoopes, C. & Wakslak, C. J. Topic: Micromanagement.

RESEARCH IN PROGRESS

Hernandez, M. & Owsik, C. Topic: Inherited affect.

Hernandez, M., Owsik, C., & Gordon, B. Topic: Scaling nudges.

Hernandez, M., Wade-Benzoni, K., Owsik, C., & Noval, L. Topic: Emotions in intergenerational decision making.

Koval, C. Z., Hernandez, M., Guarana, C. L. & Shea, C. Topic: Accented speech in team contexts.

McCluney, C. L., Hernandez, M., & Carroll, T. Topic: Marginalization and entrepreneurship.

McCluney, C. L., Hernandez, M., & Parris, T. Topic: Chief of staff positions and minority career trajectories.

CONFERENCE PRESENTATIONS

Khattab, J., Hoopes, C., Hernandez, M., & Van Buren, M. (2019). Leader derailment. New Directions in Leadership Conference, Fuqua School of Business, Duke University.

McCluney, C. L. & Hernandez, M. (2019). Marginalization and leadership. New Directions in Leadership Conference, Fuqua School of Business, Duke University.

McCluney, C. L., Haizlip, J. A., & Hernandez, M. (2019). Do you matter at work? Wisdom and Well-Being Series. School of Nursing, University of Virginia.

Hernandez, M. (2018). Investigating gender and work. Behavioral Summit; co-sponsored conference by ideas42 and Convergent Behavioral Science Initiative.

Hernandez, M., Bruno, E., Noval, L., & Wade-Benzoni, K. (2018). Disrupting intergenerational mistreatment through moral outrage. Academy of Management Conference.

Khattab, J., Hernandez, M., Raines, J. M., Van Buren, M., & Yost, A. B. (2018). When good leaders fail: A temporal P-E fit perspective on leader derailment. Academy of Management Conference.

Trzebiatowski, T., Hernandez, M., & McCluney, C. L. (2018) "Nose in, fingers out": How women board director's experience and exert influence. Academy of Management Conference.

Haizlip, J. A., McCluney, C. L., Hernandez, M., & Quatrara, B. (2018). Professional mattering: Do affirming interactions between colleagues enhance resilience? Academy of Communication in Healthcare, Enrich Forum.

Haizlip, J. A., McCluney, C. L., Hernandez, M., & Quatrara, B. (2018). Professional mattering: Do affirming interactions between colleagues enhance resilience? 6th annual Academy for Professionalism in Health Care Conference.

McCluney, C. L. & Hernandez, M. (2018). Embodied marginality: A pathway for Black leadership. Harvard Business School Gender and Work Symposium, Cambridge, MA.

Khattab, J. & Hernandez, M. (2018). The unintended consequences of job crafting. Breaking Bias: Leadership Excellence and Gender in Organizations Conference, Purdue University Krannert School of Management.

Khattab, J., Raines, J. M., Hernandez, M., Van Buren, M., & Yost, A. B. (2018). An examination of leader derailment: Understanding why leaders unexpectedly fail. Society of Industrial and Organizational Psychology Conference.

- Baker, S., Hernandez, M., & Parmar, B. (2017). The effect of leader overestimation on team outcomes. Academy of Management Conference.
- Hernandez, M. (2017). Business strategies and climate change: An intergenerational perspective. Symposium panelist, Academy of Management Conference.
- Hernandez, M. (2017). Interprofessional collaboration in a healthcare and academic environment. Fourth Annual Symposium for Advocates for Women in Science and Medicine. Conference Panelist, UVA School of Medicine.
- Baker, S. & Hernandez, M. (2016). Communicating with stakeholders when bad news is uncertain. Academy of Management Conference.
- Hernandez, M., Guarana, C. L., & Halgin, D. (2016). An empirical examination of the antecedents and performance outcomes of stewardship behavior. Academy of Management Conference.
- Hernandez, M., Guarana, C. L., & Halgin, D. (2016). An empirical examination of the performance outcomes of stewardship behavior. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Baker, S. & Hernandez, M. (2016). Communicating with stakeholders when bad news is uncertain. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Noval, L. & Hernandez, M. (2016). Motivated reasoning and self-serving resource allocation: The moderating role of social dominance orientation. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Guarana, C. L. & Hernandez, M. (2016). The role of identified ambivalence in ethical decision-making processes. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Hernandez, M. (2016). Can our basic fears prompt stewardship? Research presented at the Behavioral Science and Policy Association (BSPA) Conference, Washington D.C.
- Guarana, C. L. & Hernandez, M. (2015). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. Academy of Management Conference.
- Baker, S., Hernandez, M., & Parmar, B. (2015) Bad vibes: How leadership overconfidence can erode collective efficacy and stakeholder outcomes. Academy of Management Conference.
- Hess, M., Hernandez, M., & Harris, J. (2015). Organizational resilience. Research presented at the Business and Economic Resilience Conference, Institute for Business in Society, University of Virginia.
- Guarana, C. L. & Hernandez, M. (2014). Building sense out of contextual complexity: Functional ambivalence and leadership processes. Academy of Management Conference.
- Guarana, C. L., Li, J., & Hernandez, M. (2014). Examining the effects of leader-follower gender

match on managerial response to voice. Academy of Management Conference.

Hernandez, M., Hess, M. & Harris, J. (2013) Leaning into the wind: Hardship, stakeholder relationships, and organizational resilience. Academy of Management Conference.

Hernandez, M. & Guarana, C. L. (2012). Beyond a snap-shot of job engagement: Examining the dynamic interplay of organizational identification and fit construal. Academy of Management Conference.

Guarana, C. L., Burch, T. & Hernandez, M. (2012). The competing influences of transformational leadership and LMX on follower engagement. Academy of Management Conference.

Hess, M., Hernandez, M., & Harris, J. (2012). Leaning into the wind: Adversity, stakeholder management, and organizational resilience. Annual Meeting of the Society for Business Ethics.

Guarana, C. L. & Hernandez, M. (2011). The compensatory effect of organizational identification on workforce engagement. Academy of Management Conference.

Hernandez, M. (2011). The psychological dynamics of stewardship in intergenerational decision making. Research presented at the ESADE Conference for Intergenerational Decision-Making, Barcelona, Spain. [Keynote speaker]

Hernandez, M. (2011). Toward a meta-theory of leadership. New Directions in Leadership Research Conference, Duke University.

Liu, D., Hernandez, M., & Wang, L. (2011). Catching justice contagion within a social network: A longitudinal investigation. Society of Industrial and Organizational Psychology Conference.

Hernandez, M., Avery, D. R., & Volpone, S. D. (2010). Getting the short end of the stick: Exploring the role of racioethnicity in negotiations. Academy of Management Conference.

Hernandez, M. & Sitkin, S. B. (2010). Who is leading the leader? Follower influence of leader ethicality. Behavioral Business Ethics: Ideas on an Emerging Field Conference.

Hernandez, M. & Sitkin, S. B. (2010). Who is leading the leader? Follower influence of leader ethicality. New Directions in Leadership Conference, Erasmus University, Rotterdam, Netherlands.

Avery, D. R., Volpone, S.D., Stewart, R. W., Luksyte, A., Hernandez, M., McKay, P.F., & Hebl, M. R. (2010). The draw of diversity: Diversity climate affects job pursuit intentions. Society of Industrial and Organizational Psychology Conference.

Sitkin, S. B., Hernandez, M. & Long, C. P. (2010). Cultivating trust in leaders: Are all leader behaviors equally influential. 5th Workshop on Trust Within and Between Organizations, Madrid, Spain.

Hernandez, M. (2009). Conceptualizing leadership through a stewardship lens. Academy of Management Conference.

- Liu, D., Hernandez, M., & Wang, L. (2009) The ruinous effect of leader differential treatment: Examining procedural justice contagion. Academy of Management Conference.
- Hernandez, M. & Eberly, M. B. (2009) What makes leaders different from managers? Embodying the three roles of a steward. Academy of Management Conference.
- Avery, D. R., Luksyte, A., & Hernandez, M. (2009) Does dissimilarity predict stereotyping? It depends on the context. Society of Industrial and Organizational Psychology Conference.
- Hernandez, M., May, S.K., & Pickus, N. (2008). Creating effective ethical engagement in organizations: The five principles model. Academy of Management Conference.
- Tost, L. P., Hernandez, M. & Wade-Benzoni, K. A. (2008). Pushing the boundaries: A review and extension of the psychological dynamics of intergenerational decision making in organizational contexts. Academy of Management Conference.
- Hernandez, M. (2008). Understanding diversity initiatives: Individual, group, and organizational level opportunities and challenges. National Diversity in Business Research Conference, Business and Economic Development Center, University of Washington, Seattle.
- Hernandez, M. (2008). Understanding the psychology of stewardship in leadership. New Directions in Leadership Research Conference, Duke University.
- Hernandez, M. (2008). Intergenerational beneficence: The roles of affinity, power, stewardship, and legacies. Society of Industrial and Organizational Psychology Conference.
- Hernandez, M. (2007). Behavioral determinants of stewardship in organizations. Academy of Management Conference.
- Rosette, A. S., Tost, L. P, Hernandez, M., & Sitkin, S. B. (2007) Competitive rivalries between women executives: An impetus for negative biases toward each other. Academy of Management Conference.
- Sitkin, S. B., Lind, E. A , Hernandez, M., & Long, C.P. (2006) Cultivating trust in leaders: Are all leader behaviors equally influential? Academy of Management Conference.
- Wade-Benzoni, K.A, Hernandez, M., Medvec, V., & Messick, D. (2006). Psychological influences in judgments of fairness to future generations: The role of egocentrism and uncertainty. International Association for Conflict Management Conference.
- Avery, D. R., McKay, P. F., Hernandez, M., Hebl, M. R., & Morris, M. (2006). The draw of diversity: How diversity climates affect job pursuit. Society of Industrial and Organizational Psychology Conference.
- McKay, P. F., Avery, D. R., Morris, M., Hernandez, M., & Hebl, M. R.(2006). Diversity climate perceptions and racial differences in managerial retention. Society of Industrial and Organizational Psychology Conference.

- Sitkin, S. B., Lind, E. A., & Hernandez, M. (2005). Trust and control: The role of leader and follower perceptions. Academy of Management Conference.
- Hernandez, M., Chen, Y., & Wade-Benzoni, K. A. (2005). Cultural differences in psychological distance reduction between generations. Research on Managing Groups and Teams in Organizations Conference.
- Hernandez, M. & Brodt, S. (2005). Trust and employment negotiations: The importance of feeling in control. International Association for Conflict Management Conference, Seville, Spain.
- Avery, D. R., Hernandez, M., Smith, A. N., & Hebl, M. (2005). Interracial differences in leadership perception. Society of Industrial and Organizational Psychology Conference.
- Hernandez, M. (2004). Perceived job suitability as a function of ethnicity. Society of Industrial and Organizational Psychology Conference.
- Hernandez, M., Avery, D. and Hebl, M. (2001). Recruiting diversity: The race is on. Society of Industrial and Organizational Psychology Conference.

TEACHING EXPERIENCE

University of Virginia, Darden Graduate School of Business:

Leadership Core Course

Full-Time/Residential, First Year M.B.A. Program, 2014-present

Course Head, 2017-present

Leadership Core Course

Executive M.B.A. Program, 2018-present

Leadership Elective Course (Leadership Strategies)

Full-Time/Residential, Second Year M.B.A. Program, 2014-2017

Leadership Pre-Matriculation Workshop (Darden before Darden)

Full-Time/Residential, First Year M.B.A. Program, 2015-2017

University of Washington, Foster School of Business:

Leadership Core Course (LEAD/eLEAD)

Full-Time/Residential and Executive M.B.A. Programs, 2011–2014

Leadership Elective Course (MGMT545)

Full-Time/Residential and Executive M.B.A. Programs, 2007–2014

Leadership Elective Course (MGMT401)

Undergraduate Program, 2007–2011

Duke University:

Organizational Behavior Elective Course

Interdisciplinary Markets and Management Curriculum

Undergraduate Program, Spring 2005

Leadership Training, Co-Instructor
The Fuqua/Coach K Center of Leadership and Ethics (COLE)
Full-Time/Residential M.B.A. Program, Leadership Fellows; Summer 2004.

EXECUTIVE EDUCATION PROGRAMS

University of Virginia, Darden Graduate School of Business:

Partnership for Leaders in Education (PLE) [15 offerings]
National Association for Multi-Ethnicity in Communications (NAMIC) [4 offerings]
Capital One, Technology Leadership Program [4 offerings]
Darden's Women in Leadership Program (WIL) [2 offerings]
Army Intermediate Program [2 offerings]
Global Business Travel Association (GBTA), Global Leaders Professional program [2 offerings]
Axel Johnson Inc. [1 offering]
Insper Brazil, Center for Leadership and Innovation [1 offering]
International Foodservice Distributors Association (IFDA) [1 offering]
Rare Book Libraries, Director Leadership Development [1 offering]
U.S. Chamber of Commerce, Washington D.C. [1 offering]

University of Washington, Foster School of Business:

Global Management Training Program Hyundai Heavy Industries Directors [4 offerings]
Korea Advanced Institute of Science & Technology (KAIST) Leadership Program [4 offerings]
Peking University Guanghua School of Management MBA Global Immersion Program [2 offerings]
POSCO Global Management Program [2 offerings]
National Society of Hispanic MBAs (NSHMBA), [2 offerings]

London Business School:

Nestlé, Leadership Development Coach [6 offerings]

Duke University, Fuqua School of Business:

Open Enrollment Programs, Leadership Development Coach [10 offerings]
Marine Corps Base Quantico, Leadership Development Coach [2 offerings]

TEACHING MATERIALS

Maxine Hall at Northwest Middle School (A, B). Cases co-authored with Scott Guggenheimer. OB-1271, OB-1272.

Justin Thomas at Shining Star Academy (A, B). Cases co-authored with Scott Guggenheimer. OB-1269, OB-1270.

Fredrick Martin at UVA. UVA-OB-1257.

DressingRm AR. Case co-authored with Kyle Blum. UVA-OB-1214. UVA-OB-1214TN.

Jane Wolford. UVA-OB-1211, UVA-OB-1211TN.

Colin Kaepernick and the NFL. Case co-authored with Joseph (Sonny) Siragusa. UVA-OB-1206. UVA-OB-1206TN.

Aston Martin: The Crossover Conundrum. Case co-authored with Jay Bourgeois, Yiorgos Allayannis, Luca Cian, and Jenny Craddock. UVA-S-0298. UVA-S-0298TN2.

Resilience in Business. Case co-authored with Megan Hess and Rebecca Goldberg. UVA-OB-1080. Teaching note co-authored with Megan Hess, UVA-OB-1080TN.

The Fed and Goldman Sachs (Mike Silva/Carmen Segarra). Case series and teaching note co-authored with Bobby Parmar and Jenny Meade, UVA-OB-1078, UVA-OB-1079, UVA-OB-1079TN.

Argamassa Construction Materials (A, B). Cases co-authored with Gerry Yemen, Eduardo Ribeiro de Santis Santiago, and John Almandoz. UVA-OB-1076, UVA-OB-1077. Teaching note co-authored with Lynn Isabella, UVA-OB-1076TN.

Health Haven (A, B). Cases co-authored with Rebecca Goldberg and Luke Bailey. UVA-OB-1062; UVA-OB-1063. Teaching note co-authored with Rebecca Goldberg, UVA-OB-1062TN.

Ethics Beneath the Surface. Technical note co-authored with Jared Harris and Cristiano Guarana, E-0409.

Methodological Advances in Behavioral Science. BRAD Lab MOOC, Cristiano Guarana. Playlist: https://www.youtube.com/playlist?list=PLKH1z_aubPdO9y_f75caBz10dts0IEmWw

- *On Coursera Understanding Your Data: Analytical Tools:* <https://www.coursera.org/learn/uva-darden-understanding-data-tools>

TEACHING MATERIALS IN PROGRESS

Cases in draft form:

- **Ed Magee at Harley Davidson.** Case co-authored with Sim Sitkin.
- **Wendy Chan and Accenture's Upwardly Global Partnership.** Case coauthored with Mary Margaret Frank.
- **Andy Palmer at Aston Martin: Leading the Carmaker into a New Era.** Case co-authored with Jay Bourgeois, Yiorgos Allayannis, Luca Cian, and Jenny Craddock. UVA-OB-1254.

Teaching Notes:

- Fredrick Martin at UVA. UVA-OB-1257TN.
- Maxine Hall at Northwest Middle School. OB-1271TN.
- Justin Thomas at Shining Star Academy. OB-1269TN.

AWARDS AND HONORS

2015-2018 Elected Officer, Managerial and Organizational Cognition (MOC) Division of the Academy of Management (approx. 1,200 members).
2015-2016 Pre-Conference Program [PDW] Chair
2016-2017 Program Chair
2017-2018 Division Chair

- 2016 40 under 40 Most Outstanding MBA Professor Award, a global recognition.
<http://poetsandquants.com/2016/04/13/2016-honor-roll-40-40-outstanding-business-school-professors/3/>
- 2015 Best Paper Award. MOC Division, Academy of Management.
- 2014 Professor of the Year Award. Daytime M.B.A. Program. University of Washington.
- 2014 Professor of the Quarter Award. Daytime M.B.A. Program. University of Washington.
- 2012 Outstanding Service Award. MOC Division, Academy of Management.
- 2012 Professor of the Year Award. Evening M.B.A. Program. University of Washington.
- 2011 Instructor of the Quarter Award. Daytime M.B.A. Program. University of Washington.
- 2010 Instructor of the Quarter Award. Undergraduate Program. University of Washington.
- 2009-2011 Elected Representative-at-Large. MOC Division, Academy of Management.
- 2006 Winner of the University of Notre Dame's Excellence in Ethics Dissertation Proposal Competition.
- 2006 Kenan Dissertation Award in Ethics, Duke University.
- 2005-2007 Elected Student Representative-at-Large. MOC Division, Academy of Management.
- 2001 John W. Brelsford Award. Rice University. "Awarded to a student for their leadership in the field and among their peers, excellence in the classroom, collaboration with faculty, and contributions to the literature."
- 2001 Phi Beta Kappa
- 1998-2001 Psi Chi National Honor Society in Psychology. President of Rice University Chapter.

RESEARCH GRANTS

- 2018 Batten Institute for Entrepreneurship and Innovation, Darden School of Business, University of Virginia. Project: Building entrepreneurial ecosystems among marginalized entrepreneurs in resource-constrained environments (\$14,650).
- 2017 Batten Institute for Entrepreneurship and Innovation, Darden School of Business, University of Virginia. Project: The rise of entrepreneurship in Cuba (\$5,000).
- 2016 NSF Advance Grant: CHARGE at the University of Virginia (\$1,975).
- 2008- 2013 Business and Economic Development Center, University of Washington. Multiple projects: Workforce diversity (\$21,000).

- 2010 Global Business Center, University of Washington. Project: The role of self-construal in creating beneficent judgments (\$2,500).
- 2010 Center for Leadership and Strategic Thinking, University of Washington. Project: Critical leadership processes and outcomes of moral development (\$10,000).
- 2006-2007 Kenan Dissertation Fellowship in Ethics, Duke University (\$26,000).
- 2006 Dissertation research grant from the Fuqua/Coach K Center for Leadership and Ethics (COLE), Duke University. Project: Workforce diversity (\$1,000)
- 2005-2006 Kenan Colloquium Fellowship in Ethics, Duke University (\$2,000).
- 2002-2007 Recipient of Full Doctoral Fellowship, Fuqua Business, Duke University.

INSTITUTIONAL DEVELOPMENT

- 2019- \$3M. NSF Research Traineeship (NRT). under second review.
- 2018-2021 \$2.15M. Convergent Behavioral Science Initiative (CBSI) at UVA.
- 2017-2020 \$280,000. Post-Doctoral Program at Darden.
- 2018-2019 \$98,898. NSF Planning Grant: Engineering Research Center for REstorative infrastructure through Convergent Engineering and Psychology.
- 2018-2019 \$60,000. University of Virginia, 3 Cavaliers Program. Project: Mattering in Healthcare Professionals. Funding for co-sponsored School of Nursing-Darden post-doctoral scholar.

SELECTED INSTITUTIONAL SERVICE

- 2018-2021 Appointments Committee for Tenure and Promotion (3-year term).
- 2018-present Director of Darden Post-Doctoral Program and member of University Steering Committee for the Postdoc Improvement Project.
- 2017-present Co-Founder/Co-Director, [Convergent Behavioral Science Initiative](#) (CBSI).
- 2016-present Co-Founder, [Behavioral Science for Sustainable Systems](#) (BS3) interdisciplinary doctoral program with School of Engineering and Applied Sciences.
- 2015-present Academic Director, [Behavioral Research at Darden](#) (BRAD Lab).
- 2014-2019 Co-Organizer, the [Colloquium on Organizational Research Excellence](#) seminar speaker series (CORE); partnership between Darden and McIntire School of Commerce.

PROFESSIONAL ACTIVITIES

Convergent Behavioral Science Initiative (CBSI)

Conference co-sponsor with *Nature Sustainability*; New York, 2019.

Conference co-sponsor with ideas42. Behavioral Summit; New York, 2018.

Conference co-sponsor with Behavioral Science and Policy Association. Washington, D.C., 2018.

Academy of Management: Managerial and Organizational Cognition Division (MOC)

Executive Committee, 2005-2007, 2009-2011, 2015-2018.

Faculty facilitator for Cognition in the Rough PDW, 2016-present.

Co-organizer, Cognition in the Rough PDW, 2005-2008. Lead organizer, 2009-2012.

Faculty facilitator for MOC/OMT Doctoral Consortium, 2010.

Academy of Management: Organizational Behavior Division (OB)

Faculty facilitator for Doctoral Consortium, Ethics in Publishing, 2014-2015.

Panel speaker, The Productivity Process: Strategies from Prolific Junior Faculty, 2014.

Co-organizer and interviewer for the OB Division Podcasts with Michael Johnson, 2007-2009.

Academy of Management: All Academy Program

Panel speaker, Science Advocacy Caucus: Applying Behavioral Insights to Public Policy, 2017.

Ad-Hoc Reviewing for Journals:

Academy of Management Review

Academy of Management Journal

Administrative Science Quarterly

Business Ethics Quarterly

Journal of Business Ethics

Organizational Behavior and Human Decision Processes

Organization Science

Nature

National Science Foundation

Harvard Business School Press

Editorial Review Boards:

Behavioral Science and Policy, Senior Editor of “Spotlight” Series

Journal of Leadership and Organizational Studies

Academy of Management Review

2017 Special Topic Forum “Diversity at a Critical Juncture: New Theories for a Complex Phenomenon.”

2016 Special Topic Forum “The Changing Nature of Work Relationships.”

INDUSTRY EXPERIENCE

THE KENAN INSTITUTE FOR ETHICS, DUKE UNIVERSITY, Durham, North Carolina – Business Ethics Advisor, 2005-2008.

Aided in the ongoing development of the Institute’s teaching framework, diagnostic tools, and business model. Trained practitioners on teaching materials and use of diagnostic tools. Analyzed data from client surveys to tailor ethics program to client company-specific needs.

ENRON, Houston, Texas - Analyst, 1999-2001.

ENRON ENERGY SERVICES

- Managed a call center composed of five people tasked with identifying new retail energy customers. Coordinated lead assignments among a team of twelve salesmen and monitored deal progression.
- Conducted market analysis on the California, Nevada, New Mexico and Colorado gas markets in order to evaluate potential value of market and barriers to entry. Developed business strategy and plan for these markets.

ENRON INDUSTRIAL MARKETS

- Developed financial analyses on South American pulp companies. Used these company reviews in constructing quantitative spreadsheet models of commodity price forecasts and analysis. Authored weekly publication that reported the latest political and economic developments affecting the South American market.

ENRON GAS COMPRESSION

- Developed spreadsheet models of business risk assessments, and deal structure evaluations. Created quantitative assessments on the future of the gas compression market, which included the projected supply and demand curves, and market strategy options.

WORKFORCE DIVERSITY DEPARTMENT

- Researched and created a proposal outlining potential business opportunities and other revenue sources for the Community Relations and Workforce Diversity Department.

BANCO DEL PAÍS, San Pedro Sula, Honduras - Management Consultant, 1998.

Designed and helped implement program for the evaluation of company-wide employee training programs.

SPECIAL SKILLS

Fluent English, Spanish, Portuguese; Rusty French