

SEAN R. MARTIN

Associate Professor of Management & Organizations

Darden School of Business

University of Virginia

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EDUCATION

CORNELL UNIVERSITY

Johnson Leadership Programs Fellow, Academic Year, 2013 - 2014

Ph.D, Management and Organizations, May 2013

CALIFORNIA POLYTECHNIC STATE UNIVERSITY – SAN LUIS

OBISPO

MBA, Business Management, June 2006

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

B.A., June, 2003: Dual-major: Global Studies & International Relations,
Spanish

COMPLUTENSE UNIVERSITY OF MADRID Madrid, Spain

International relations and Spanish literature, 2001-2002

ACADEMIC EMPLOYMENT

DARDEN SCHOOL OF BUSINESS, University of Virginia

- Associate Professor of Management (untenured), 7/2018 – present

CARROLL SCHOOL OF MANAGEMENT, Boston College

- Mancini Family Sesquicentennial Assistant Professor of Management, 6/2017-6/2018
- Assistant Professor of Management, 6/2014 – 5/2017

JOHNSON GRADUATE SCHOOL OF MANAGEMENT, Cornell University

- Visiting Assistant Professor of Management 7/2015 – 12/2015

RESEARCH AND WRITING

Journal Publications

- Martin, S. R., & Côté, S. (in press). Social class transitioners: Their cultural abilities and organizational importance. *Academy of Management Review*.
 - Featured in *UVA Today* “What social class transitioners bring to the workplace.” [Link to article here.](#)

- McClean, E., Martin, S. R., Emich, K. J., & Woodruff, T. (2018). The social consequences of voice: An examination of voice type and gender on status and subsequent leader emergence. *Academy of Management Journal*, 61(5), 1869-1891.
 - Featured in Harvard Business Review “Men get credit for voicing ideas, but not problems. Women don’t get credit for either.” [Link to article here.](#)
 - Featured in *New York Times*, front page March 17, 2018. “Picture a Leader. Is she a woman?” [Link to article here.](#)
 - Featured in Dow Jones “Women who speak up at work get ignored – men become leaders.” [Link to article here](#)
 - Featured in PayScale.com “Women get less credit for speaking up, being leaders” [Link to article here.](#)
 - Featured in Science Daily “Women get less credit than men in the workplace” [Link to article here.](#)

- Martin, S. R., Innis, B.* & Ward, R.* (2017). Social class, leaders and leadership: A critical review. *Current Opinion in Psychology*, 18, 49-54s.

- Martin, S. R., Côté, S., & Woodruff, T. (2016). Echoes of our upbringing: How growing up wealthy or poor relates to narcissism, leader behavior, and leader effectiveness. *Academy of Management Journal*, 59, 2157-2177.
 - Featured in Forbes. “The income gap is breeding narcissistic leaders.” [Link to article here.](#)
 - Featured in Harvard Business Review online by same authors. “Growing up wealthy makes leaders more narcissistic” [Link to article here.](#)
 - Featured in Washington Post. “Is your boss an egomaniac? Maybe he was born to it.” by Jena McGregor. [Link to article here.](#)
 - Featured on Comedy Central’s “Midnight with Chris Hardwick”. [Link to video here.](#)
 - A highlighted article in National Affairs. [Link to summary here.](#)

- Martin, S. R. (2016). Stories about values and valuable stories: A field experiment of the power of narratives to shape newcomers’ actions. *Academy of Management Journal*, 59, 1707-1724.
 - Runner-up for the Academy of Management Organizational Behavior Division’s Best Management Publication in 2016.
 - Featured in Harvard Business Review “The unexpected influence of stories told at work” by Francesca Gino. [Link to article here.](#)
 - Featured in Inc. “The power of telling your companies stories” by Will Yakowicz. [Link to article here.](#)
 - Featured in *Fast Company* “Save the heroic CEO stories, research suggests they’re not effective.” [Link to article here.](#)
 - Featured in *Business News Daily* “Want to inspire employees? Share their peers’ successes.” [Link to article here](#)

- Martin, S. R., Kish-Gephart, J., Detert, J. R. (2014) Blind forces: Ethical infrastructures and moral disengagement in organizations. *Organizational Psychology Review*, 4(4), 295-325.

- Kish-Gephart, J., Detert, J., Treviño, L. K., Baker, V., and Martin, S. (2014) Situational influences on moral disengagement: The roles of personal gain and harm to others. *Journal of Business Ethics*, 125, 267-285.
- Detert, J., Burriss, E., Harrison, D., and Martin, S. (2013) Voice flows to and around leaders: Is more always better for unit performance? *Administrative Science Quarterly*, 58, 4, 624-668.
 - 2016 Named **Best leadership article of the past three years** by Western University Ivey Business School's Institute of Leadership.

Work in Progress

- Online deception. Under 2nd Review at *Organizational Behavior and Human Decision Processes*. (with Julia Lee and Bobby Parmar).
- The role of values in deception and exploitation. Under review at *Academy of Management Journal*. (with Julia Lee and Bobby Parmar).
- Status and praise-giving among group members. Preparing for submission to *Organizational Behavior and Human Decision Processes*. (with Matthew Feinberg, Stéphane Côté, and Francis Flynn).
- Mere contact and encouraging boundary spanning. Preparing for submission (with Spencer Harrison and Charlotte Hoopes).
- Class mobility and entitlement. Data collection stage. (with Stéphane Côté)
- Enabling or inhibiting callings at work. Writing stage. (with Ju Young Lee* and Ben Innis*)
- Differences between internal and external task significance. Writing stage. (with Ju Young Lee*, Ben Innis*, Ray Ward*, Greg Fetzer*, and Gabriel Sala*)
- The importance of leader socialization behaviors for followers. Data analysis stage. (with Spencer Harrison)
- Leader solicitation and its moderating impact on the relationship between social class and self-efficacy at work. Data analysis stage. (with Spencer Harrison)
- The role of leaders in helping people bounce back from setbacks. Design stage. (with Emich, K. J., McClean, E., & Woodruff, T.)
- Balancing personal and organizational values: Prototypical, authentic, something else? Data collection stage. (with Lisa Dragoni & Michael Pratt)

* Indicates doctoral student

Case Development

- LandCare: Growing your workforce
- Marlow Construction (A) and (B): Relating across social classes
- Tim Duncan or Kobe Bryant: Who you got? A case study in leadership and culture building
- Dynamo, Inc.: A case study for issue selling (with A. Goldman and J. Detert)
- Fairview Goods: A sticky choice about cling wrap (with A. Goldman and J. Detert)

- McCann Worldgroup: Delighting global clients through a localized network structure (with J. Detert and E. Mygatt)
- Boston University: Leading change for excellence (with J. Detert)

TEACHING (Degree Programs)

University of Virginia

- *Leading Organizations* (2 sections of Core MBA Management Class, Fall 2018)

Boston College

- *Managing People and Organizations* (Core MBA Management class, Fall 2017)
- *Doctoral Seminar in Research Design*. (Seminar for Boston College and Boston University doctoral students in quantitative research design, Fall 2016)
- *Managing People and Organizations* (Core MBA Management class, Fall 2016)
- *Leadership* (3 sections of MGMT 2127, Spring 2016. Required undergraduate course for leadership minor)
- *Leadership* (2 sections of MGMT 2127, Spring 2015. Required undergraduate course for Leadership minor)

Cornell University

- *Principled Leadership* (Fall '15, 2nd year Core MBA course)
- *Principled Leadership* (Cornell Tech Campus) (Fall '15, Core Management course)
- *Becoming a Leader* (Spring '13, MBA Elective)
- *Becoming a Leader* (Fall '12, MBA Elective)
- *Becoming a Leader* (Spring '12, MBA Elective)
- *Moral Reasoning* (Fall '13, One-week Required MBA Course)

TEACHING (Non-Degree Programs)

University of Virginia

- *Organizational Design and Change* (Women in Leadership Program, 2018)
- *Leadership Development: Motivation and Psychological Safety* (Partnership for Leaders in Education Program, 2019)

Boston College

- *Managing People and Organizations* (2014, 2015 Catalyst Undergraduate Program)

Cornell University

- *Issue Selling* (Spring '11, Leadership Skills Program)
- *Recognizing Unethical Behavior Before It Happens* (Fall '12, Leadership Skills Program)
- *Recognizing Unethical Behavior Before It Happens* (Spring '13, Leadership Skills Program)
- *Interpreting and Improving Your Emotional Intelligence* (Spring '13, Executive MBA Program, elective, 1 day intensive session)
- *Having Difficult Conversations* (Fall '13, Leadership Skills Program)
- *Barriers to Moral Reasoning in Leadership* (Fall '13, Leadership Skills Program)

COURSE DEVELOPMENT

- *Heuristics and Biases in Ethical Decision Making* (M.B.A.) (with Ethan Burris [UT-Austin], James Detert [Cornell], Francesca Gino [HBS], David Mayer [UM-Ross], Celia Moore [LBS])
- *MGMT 2127 Leadership* –Undergraduate leadership class at Boston College.
- *MGMT 7710 Managing and Leading Organizations* – Core MBA class at Boston College.
- *Doctoral Seminar in Quantitative Research Design*. – Research design course for Boston College and Boston University doctoral students.

HONORS AND AWARDS

- Mancini Family **endowed assistant professorship** in 2017 (resigned from position in 2018 due to relocation to UVA)
- Runner-up for the Academy of Management Organizational Behavior Division's **Best Management Publication in 2016**.
- **Kelley Research Grant** recipient from Carroll School of Management, Boston College in 2016
- Ivey Business School, Ihnatowycz Institute for Leadership **Best Leadership Paper Award**, 2016
- Finalist for **Best Paper** award at INGroup 2016
- **Catalyst Research Grant** recipient from Carroll School of Management, Boston College in 2014
- Winner of the **Fuqua School of Business, Center of Leadership and Ethics Dissertation Proposal Competition**. (September, 2013)
- Winner of the **Excellence in Ethics: Dissertation Proposal Competition** (Notre Dame: May, 2013)
- Finalist for the **INFORMS/Organization Science Dissertation Proposal Competition** (Phoenix: October, 2012)
- **Johnson School Teaching Honor Roll** for excellent evaluations in the MBA program (2011-2012, 2012-2013)
- Winner of the **Johnson Emerging Markets Institute Summer Grant** (Cornell: April 2011)

INVITED PRESENTATIONS

- University of Delaware, School of Business, March 2019
- Duke University, Fuqua School of Business, October 2017.
- University of Virginia, Darden School of Business, October 2017.
- Washington University in St Louis, Olin Business School, February 2017.
- University of Pennsylvania, The Wharton School, October 2016.
- University of Michigan, Ross School of Business, October 2016.
- University of Texas at Austin, McCombs School of Business, September 2016.
- Ethical Systems: Ethics by Design Conference at New York University 2016.
- United States Military Academy at West Point, October 2015.
- London Business School, January 2014.
- Carroll School of Management, Boston College, October 2013.

CONFERENCE PRESENTATIONS (Bold indicates presenting author)

- **Lee, J. Y.**, Martin, S. R., Innis, B., Mendelsohn, D. *Calling Enablers*. Symposium presentation at the Academy of Management, August 2017.
- Martin, S. R., **Innis, B.**, Fetzer, G., Sala, G., Ward, R., Mendelsohn, D & Lee, J.Y. *Social class and task significance*. Symposium presentation at the Academy of Management, August 2017.
- McClean, E. & Martin, S. R., **Emich, K.**, Woodruff, T. *Gender, voice and leader emergence*. Paper presented INGRoup Conference, July 2016.
- **Martin, S. R.** *A field experiment of the power of narratives to shape newcomers' thoughts and actions*. Annual Meeting of the Academy of Management, August 2015.
- **McClean, E.** & Martin, S. R. *Gender, voice and leader emergence*. Symposium presented Annual Meeting of the Academy of Management, August 2015.
- **Emich, K. J.**, McClean, E., Martin, S. M., & Woodruff, T. *Who's the boss? The influence of incongruent status perceptions on team attitudes and outcomes*. Annual Meeting of the Academy of Management, August 2015.
- **Emich, K. J.**, McClean, E., Martin, S. M., & Woodruff, T. *Who's the boss? The influence of incongruent status perceptions on team attitudes and outcomes*. INGroup, July 2015
- **Martin, S. R.**, Emich, K. J., Woodruff, T. & McClean, E. *Put this one behind us: The buffering role of ethical leadership against underperformance*. Paper presented at Positive Organizational Scholarship conference in Orlando, June 2015.
- **Martin, S. R.**, Côté, S. & Woodruff, T. *Social class and perceptions of leadership*. Annual Meeting of the Academy of Management, 2014. Featured symposium on social class.
- **Martin, S. R.** *Be all that I want you to be*. Presented at Excellence in Ethics Conference at Notre Dame, Mendoza College of Business. May, 2013.
- **Martin, S. R.** *Stories about values are valuable stories*. Presented at INFORMS/OS Conference, Best Dissertation Proposal Competition in Phoenix, AZ. October, 2012.
- **Martin, S. R.**, Gino, F., and Detert, J. *Evil comes quietly: Unethical behavior and contagion as a result of leader influences*. Presented at "New Developments on the Nature and Influence of Unethical Work Behavior" symposium at the Academy of Management Annual Meeting in San Antonio, TX, August, 2011.
- **Martin, S. R.**, Gino, F., and Detert, J. *Evil comes quietly: Unethical behavior and contagion as a result of leader influences*. Presented at the Behavioral Ethics in Negotiation and Decision Making mini-class at HBS, Cambridge, MA, January, 2011.
- Martin, S. R., & **Polman, E.** *Drunk on power*. Poster at Society for Personality and Social Psychology, January, 2012
- **Detert, J. R.**, Burris, E., Harrison, D., and Martin, S. *Voice networks: (Maps and meanings of) the flow of ideas to and around leaders*. Presented at the Academy of Management Annual Meeting in Montreal, Canada, August, 2010.
- **Martin, S. R.** and Detert, J. R. *Did I do that? The role of leader behaviors in stimulating unethical follower actions*. Presented at the Behavioral Ethics Workshop in Orlando, FL, January 2010.

REVIEWER

- Editorial board member at *Academy of Management Journal*

- *Administrative Science Quarterly* (ad hoc)
- *Organizational Behavior and Human Decision Processes* (ad hoc)
- *Organization Science* (ad hoc)
- *Organizational Psychology Review* (ad hoc)
- *Behavioral Ethics Quarterly* (ad hoc)
- *Academy of Management Annual Meeting*

SERVICE

- Outstanding Publication in Organizational Behavior Committee, Academy of Management Organizational Behavior Division 2019