

SEAN R. MARTIN

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Darden School of Business
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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., Lee, J. J., & Parmar, B. (In press). Social distance, trust and getting “hooked”: A phishing expedition. *Organizational Behavior and Human Decision Processes*.
- Martin, S. R., & Côté, S. (2019). Social class transitioners: Their cultural abilities and organizational importance. *Academy of Management Review*, 44(3), 618-642.
 - Featured in *New York Magazine*. “I’m finally making money, but it doesn’t feel great.” [Link to article here.](#)

- Featured in *Virginia Magazine*. “Social class transitioners may bring special value to the workplace.” [Link to article here.](#)
 - Featured in *UVA Today* “What social class transitioners bring to the workplace.” [Link to article here.](#)
 - Featured in Forbes contributors section. “Why you should beware having an upper-class workforce.” [Link to article here.](#)
 - Featured in Forbes contributors section. “Why class diversity matters at work.” [Link to article here.](#)
 - Featured in Forbes contributors section. “Overcoming the network gap to build socially diverse workplaces.” [Link to article here.](#)
 - Featured in AOM Insights. “How social ladder climbers can help companies.” [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 AOM Insights “When a positive spin helps men, not women, get ahead.” [Link to article here.](#)
 - 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 on CNBC News story “Wealthy children don’t grow into the best leaders.” [Link to article here.](#)
 - 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.](#)
 - Featured in Boston Globe, “Class Warfare at 30,000 Feet.” [Link to article here.](#)

- Featured in Los Angeles Times, “Leaders’ narcissism may be linked to family income.” [Link to article here.](#)
 - Feature in MarketWatch article, “Trump doesn’t want a ‘poor person’ running the economy, but research suggests he should rethink that.” [Link to article 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.
 - Featured in *Ideas to Action*. See link [here.](#)
 - Detert, J., Burris, 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

- Conversations and Ongoing Network Contact. Revise and Resubmit at *Organizational Behavior and Human Decision Processes*. (with Spencer Harrison and Charlotte Hoopes).
- Class mobility and entitlement. Revise and Resubmit at *Personality and Social Psychology Bulletin*. (with Stéphane Côté Rob Willer, Emily Bianchi, Jennifer Stellar and Rachel Forbes.)
- Transitioning between social classes: Implications for personal and work lives. Preparing for submission to *Social and Personality Psychology Compass* (with L Taylor Phillips and Peter Belmi).

- Social class and competing pathways to voice. Writing stage. (with Spencer Harrison)
- Status and praise-giving among group members. Data collection. (with Matthew Feinberg, Stéphane Côté, and Francis Flynn).

Course Material Development

- *Defining leadership and effectiveness* (technical note OB-1292 Darden Business Publishing)
- Butts in seats: Engaging the Wahoos (OB-1289) (with J. Detert)
- Growing a team at LandCare: Excellence in the field (OB-1284) (with J. Craddock)
- Marlow Construction (A) and (B): Relating across social classes (OB-1282 and OB-1283 Darden Business Publishing)
- Heart of a Champion (OB-1288)
- Boston University: Leading change for excellence (with J. Detert)
- 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)

TEACHING (Degree Programs)

University of Virginia

- *The Continuing Journey of Leadership Development* (Leadership elective, EMBA class, 2020)
- *The Continuing Journey of Leadership Development* (Leadership elective, residential MBA class, 2020)
- *Leadership Learning Laboratory* (Leadership elective, residential MBA, Fall 2019)
- *Leading Organizations* (Core MBA Management Class, Fall 2019)
- *Enterprise Perspective* (LR1, Global EMBA Required Course, Summer 2019)
- *Leading Organizations* (2 sections of Core MBA Management Class, Fall 2018)
- *Enterprise Perspective* (LR1, Global EMBA Required Course, Summer 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 Motivation* (UVA/Curry Partnership for Leaders in Education, 2019)
- *Ethical decision making* (Axl Johnson, Executive education)
- *Perspective taking across difference* (Axl Johnson, Executive education)
- *Leadership styles and effectiveness* (Axl Johnson, Executive education)
- *Organizational Design and Change* (Women in Leadership Program, 2018)
- *Leadership Development: Motivation and Psychological Safety* (Partnership for Leaders in Education Program, 2019)
- *Perspective taking and system design.* (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

- *The continuing journey of leadership development* (M.B.A)
- *GBUS: 8303 Leadership Learning Lab*
- *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

- **Academy of Management Journal Outstanding Reviewer Award** for 2019.

- 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)

OTHER MEDIA

- Leadership Style: A case in point on Kobe Bryant and Tim Duncan. (Ideas to Action. [Link here.](#))
- Teamwork: UVA Basketball Coach (Ideas to Action. [Link here.](#) Reprinted in UVAToday. [Link here.](#))
- Talking ourselves into it: How we rationalize bad choices (Ideas to Action. [Link here.](#))
- What social class transitioners bring to the workplace. (UVAToday. [Link here.](#))

INVITED PRESENTATIONS

- University of Delaware, Lerner 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.
- Boston College, Carroll School of Management, October 2013.

CONFERENCE PRESENTATIONS/Workshops (Bold indicates presenting author)

- Martin, S. R. *Social class and voice in professional organizations*. Symposium presentation. Academy of Management Annual Meeting 2019.
- Roundtable leader for New Doctoral Student Consortium, Academy of Management Annual Meeting 2019.
- Roundtable leader for PDW: Cognition in the Rough paper development workshop, Academy of Management Annual Meeting 2019 (MOC Division).
- **Martin, S. R.** PDW: *Productivity lessons from prolific junior faculty*, Academy of Management Annual Meeting 2019.
- **Martin, S. R.** and Harrison, S. *Social class transitioners and cultural bridge-building at work*. Symposium presentation at the Academy of Management, August 2019.
- **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)
- *Journal of Applied Psychology* (ad hoc)
- *Organizational Behavior and Human Decision Processes* (ad hoc)
- *Organization Science* (ad hoc)
- *Organizational Psychology Review* (ad hoc)
- *Behavioral Ethics Quarterly* (ad hoc)
- *Journal of Business Ethics* (ad hoc)
- *Academy of Management Annual Meeting*

SERVICE

- Outstanding Publication in Organizational Behavior Committee, Academy of Management Organizational Behavior Division 2019
- Coordinator for Darden's hosting of the New Directions in Leadership Research conference, 2020.