

DAVE M MAYER

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Management and Organizations Area
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(May, 2024)

ACADEMIC EMPLOYMENT

Full Professor (2018-present)

- Management and Organizations Area, Ross School of Business, University of Michigan
- Jack D. Sparks-Whirlpool Corporation Research Professor (2019-2020)
- John H. Mitchell Professor of Business Ethics (2020-present)
- Area Chair (2021-present)

Associate Professor (with tenure) (2014-present)

- Management and Organizations Area, Ross School of Business, University of Michigan
- Michael R. and Mary Kay Hallman Faculty Fellow (2015-2018)
- Visiting Scholar on Sabbatical in the Department of Psychological and Brain Sciences at the University of California, Santa Barbara (January-June, 2016)

Assistant Professor (2009-2014)

- Management and Organizations Area, Ross School of Business, University of Michigan
- Bank One Corporation Assistant Professor of Business Administration (2011-2012)

Assistant Professor (2005-2009)

- Department of Management, College of Business Administration, University of Central Florida (Primary Appointment)
- Department of Psychology, University of Central Florida (Courtesy Appointment)

Postdoctoral Fellow (2004-2005)

- Department of Psychology, University of Maryland

EDUCATION

Ph.D., University of Maryland, 2004

Major: Industrial/Organizational Psychology

B. A., University of California, Davis, 1999 (highest honors)

Major: Psychology; Minor: Communications

RESEARCH INTERESTS

My research is guided by one overarching question: How can I lead a “good life” and help others do the same? Much of my research is in the domain of *behavioral ethics* and examines the factors that influence unethical and prosocial behavior in organizations—especially the role of the social context (e.g., leadership, peers, climate). I also study issues of social justice related to diversity—primarily studying race and gender with a particular focus on men and masculinity.

REFEREED PUBLICATIONS

[Total Google Scholar citations: 20,000; h-index=49]

1. Ziegert, J. C., Graham, K., Piccolo, R. F., & Mayer, D. M. 2021. Collectivistic leadership in context: An examination of how and when collective charismatic leadership relates to unit functioning. *Journal of Leadership and Organizational Studies*, 28: 112-136.
2. Ambrose, M. L., Rice, D. B., & Mayer, D. M. 2021. Justice climate and work group outcomes: The role of coworker fair behavior and workgroup structure. *Journal of Business Ethics*, 179: 79-99.
3. Spreitzer, G. M., Myers*, C., Kopelman*, S., & Mayer*, D. M. 2021. The conceptual and empirical value of a positive lens: An invitation to organizational scholars to develop novel research questions. *Academy of Management Perspectives*, 35: 517-534.
*Authors contributed equally
4. Hardin, A. E., Bauman, C. W., & Mayer, D. M. 2020. Show me the ... family: How photos of meaningful relationships reduce unethical behavior at work. *Organizational Behavior and Human Decision Processes*, 161: 93-108.
*Research featured in *New York Times*, *Harvard Business Review*, and *St. Louis Post-Dispatch*
5. Kuenzi, M., Mayer, D. M., & Greenbaum, R. L. 2020. Creating an ethical organizational environment: The relationship between ethical leadership, ethical organizational climate, and unethical behavior. *Personnel Psychology*, 73: 43-71.
*Finalist for 2020 *Personnel Psychology Best Paper Award*
6. Kuenzi, M., Brown, M., Mayer, D. M., & Priesemuth, M. 2019. Supervisor-subordinate (dis)agreement on ethical leadership: An investigation of its antecedents and relationship to organizational deviance. *Business Ethics Quarterly*, 29: 25-53.
7. Mayer, D. M., Ong, M., Sonenshein, S., & Ashford, S. J. 2019. The money or the morals? When moral language is more effective for selling social issues. *Journal of Applied Psychology*, 104: 1058-1076.

**Research featured in American Psychological Association and Harvard Business Review*

8. Moore, C., Mayer, D. M., Chiang, F., Crossley, C. D., Karlesky, M., & Birtch, T. A. 2019. Leaders matter morally: The role of ethical leadership in shaping employee moral cognition and misconduct. *Journal of Applied Psychology*, 104: 123-145.
9. Chen, Z., Mayer, D. M., & Hwang, E. 2018. More is less: Learning but not relaxing buffers deviance under job stressors. *Journal of Applied Psychology*, 103: 123-136.
**Research featured in CNBC, Harvard Business Review, and Psychology Today*
10. Ong, M., Mayer, D. M., Tost, L. P., & Wellman, N. 2018. When corporate social responsibility motivates citizenship behavior: The sensitizing role of task significance. *Organizational Behavior and Human Decision Processes*, 144: 44-59.
11. Shteynberg, G., Gelfand, M. J., Imai, L., Mayer, D. M., & Bell, C. 2017. Prosocial thinkers and the social transmission of justice. *European Journal of Social Psychology*, 47: 429-442.
12. Wellman, N., Mayer, D. M., Ong, M., & DeRue, D. S. 2016. When are do-gooders treated badly? Legitimate power, role expectations, and reactions to moral objection in organizations. *Journal of Applied Psychology*.
**Research featured in Financial Times, Fortune, and Harvard Business Review*
**Runner-up for 2016 Outstanding Scholarly Publication in Organizational Behavior*
13. Lam, C., & Mayer, D. M. 2014. When do employees speak up for their customers? A model of proactivity in a customer service context. *Personnel Psychology*, 67: 637-666.
14. Leslie, L. M., Mayer, D. M., & Kravitz, D. A. 2014. The stigma of affirmative action: A stereotyping-based theory and meta-analytic test. *Academy of Management Journal*, 57: 964-989.
**Research featured in Bloomberg, Fortune, HR Magazine, Newsweek, and Wall Street Journal*
15. Ambrose, M., Schminke, M., & Mayer, D. M. 2013. Trickle-down effects of supervisor perceptions of interactional justice: A moderated mediation approach. *Journal of Applied Psychology*, 98: 679-689.
16. Cornelis, I., Van Hiel, A., De Cremer, D., & Mayer, D. M. 2013. When leaders choose to be fair: Follower belongingness needs and leader empathy influences leaders' adherence to procedural justice rules. *Journal of Experimental Social Psychology*, 49: 605-613.
17. Mayer, D. M., Nurmohamed, S., Treviño, L. K., Shapiro, D. L., & Schminke, M. 2013. Encouraging employees to report unethical conduct internally: It takes a village. *Organizational Behavior and Human Decision Processes*, 121: 89-103.
**Research featured on NPR*

18. Stouten, J., van Dijke, M., Mayer, D. M., De Cremer, D., & Euwema, M. 2013. Can a leader be seen as too ethical? The curvilinear effects of ethical leadership. *The Leadership Quarterly*, 24: 680-695.
*Research featured in *Harvard Business Review*
19. Dahling, J. J., Chau, S. L., Mayer, D. M., & Gregory, J. B. 2012. Breaking rules for the right reasons?: An investigation of pro-social rule breaking. *Journal of Organizational Behavior*, 33: 21-42.
20. Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. 2012. Web-based recruitment in the millennial generation: Work-life balance, web site usability, and organizational attraction. *European Journal of Work and Organizational Psychology*, 21: 850-874.
21. Hoogervorst, N., De Cremer, D., van Dijke, M., & Mayer, D. M. 2012. When leaders sacrifice: The effects of sense of power and belongingness on leader's self-sacrifice. *Leadership Quarterly*, 23: 883-896.
22. Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. J. 2012. A trickle-down model of abusive supervision. *Personnel Psychology*, 65: 325-357.
23. Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. 2012. Who displays ethical leadership and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55: 151-171.
*Emerald Citations of Excellence Award for 2015
24. Mayer*, D. M., Thau*, S., Workman, K., van Dijke, M., & De Cremer, D. 2012. Leader mistreatment, employee hostility, and deviant behaviors: Integrating self-uncertainty and thwarted needs perspectives on deviance. *Organizational Behavior and Human Decision Processes*, 117: 24-40.
*Authors contributed equally
25. Moore, C., Detert, J. R., Treviño, L. K., Baker, V. L., & Mayer, D. M. 2012. Why employees do bad things: Moral disengagement and unethical organizational behavior. *Personnel Psychology*, 65: 1-48.
*Finalist for 2012 Personnel Psychology Best Paper Award
*Research featured in *The Atlantic*
26. van Dijke, M., De Cremer, D., Mayer, D. M., & Van Quaquebeke, N. 2012. When does procedural fairness promote organizational citizenship behavior? Integrating empowering leadership types in relational justice models. *Organizational Behavior and Human Decision Processes*, 117: 235-248.
27. Shteynberg, G., Leslie, L. M., Knight, A. P., & Mayer, D. M. 2011. But affirmative action hurts us! Race-related beliefs shape perceptions of white disadvantage and policy unfairness. *Organizational Behavior and Human Decision Processes*, 115: 1-12.

28. Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. 2011. Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, 115: 204-213.
*One of top five most downloaded articles in OBHDP in 2014
29. De Cremer, D., Brockner, J., Fishman, A., van Dijke, M., van Olffen, W., & Mayer, D. M. 2010. When do procedural fairness and outcome fairness interact to influence employees' work attitudes and behaviors? The moderating effect of uncertainty. *Journal of Applied Psychology*, 95: 291-304.
30. De Cremer, D., van Dijke, M., & Mayer, D. M. 2010. Cooperating when "You" and "I" are treated fairly: The moderating role of leader prototypicality. *Journal of Applied Psychology*, 95: 1121-1133.
*Finalist for Outstanding Publication in Organizational Behavior in 2010
31. van Dijke, M., De Cremer, D., & Mayer, D. M. 2010. The role of authority power in explaining procedural fairness effects. *Journal of Applied Psychology*, 95: 488-502.
32. De Cremer, D., Mayer, D. M., van Dijke, M., Schouten, B. C., & Bardes, M. 2009. When does self-sacrificial leadership motivate prosocial behavior: It depends on followers' prevention focus. *Journal of Applied Psychology*, 94: 887-899.
33. Grant, A. M., & Mayer, D. M. 2009. Good soldiers and good actors: Prosocial and impression management motives as interactive predictors of citizenship behavior. *Journal of Applied Psychology*, 94: 900-912.
* Research featured in NYT bestselling *Give and Take* by Adam Grant
34. Mayer, D. M., Ehrhart, M. G., & Schneider, B. 2009. Service attribute boundary conditions of the service climate-customer satisfaction link. *Academy of Management Journal*, 52: 1034-1050.
35. Mayer, D. M., Greenbaum, R., Kuenzi, M., & Shteynberg, G. 2009. When do fair procedures not matter? A test of the identity violation effect. *Journal of Applied Psychology*, 94: 142-161.
* Research featured in *The Conversation*
36. Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. 2009. How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, 108: 1-13.
*Most cited article in OBHDP from 2008-2013
*One of top 5 most downloaded articles in OBHDP in 2014
37. Nishii, L. H., & Mayer, D. M. 2009. Do inclusive leaders help reduce turnover in diverse

groups? The moderating role of leader-member exchange in the diversity to turnover relationship. *Journal of Applied Psychology*, 94: 1412-1426.

*Nominated for the Academy of Management's 2010 Saroj Parasuraman Award for the best journal article in the field of gender and diversity published in 2009

38. Moon, H., Kamdar, D., Mayer, D. M., & Takeuchi, R. 2008. Me or we? The role of personality and justice as other-centered antecedents to innovative citizenship behaviors within organizations. *Journal of Applied Psychology*, 93: 84-94.
39. Mayer, D. M., Nishii, L. H., Schneider, B., & Goldstein, H. W. 2007. The precursors and products of fair climates: Group leader antecedents and employee attitudinal consequences. *Personnel Psychology*, 60: 929-963.
40. Salvaggio, A. N., Schneider, B., Nishii, L. H., Mayer, D. M., Ramesh, A., & Lyon, J. S. 2007. Manager personality, manager service quality orientation, and service climate: Test of a model. *Journal of Applied Psychology*, 92: 1741-1750.
41. Harrison, D. A., Kravitz, D. A., Mayer, D. M., Leslie, L. M., & Lev-Arey, D. 2006. Understanding reactions to affirmative action programs in employment: Summary and meta-analysis of 35 years of research. *Journal of Applied Psychology*, 91: 1013-1036.
42. Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly K. 2005. Understanding organizational-customer linkages in service settings. *Academy of Management Journal*, 48: 1017-1032.
43. Klein, K. J., Lim, B., Saltz, J. L., & Mayer, D. M. 2004. How do they get there? An examination of the antecedents of centrality in team networks. *Academy of Management Journal*, 47: 952-963.

INVITED AND/OR SPECIAL ISSUE ARTICLES RELATED TO ETHICS/JUSTICE

44. Bonner, J., Greenbaum, R. L., & Mayer, D. M. 2016. My boss is morally disengaged: The role of ethical leadership in explaining the interactive effect of supervisor and employee moral disengagement on employee behaviors. *Journal of Business Ethics*, 137: 731-742. (Special issue on "Context Influences on Workplace Ethics and Justice").
45. Greenbaum, R. L., Mawritz, M. B., Mayer, D. M., & Priesemuth, M. 2013. To act out, withdraw, or constructively resist? Employee reactions to supervisor abuse of customers. *Human Relations*, 66: 925-950. (Special issue on "Organizational Justice and Behavioral Ethics").
46. Sumanth, J. J., Mayer, D. M., & Kay, V. S. 2011. Why good guys finish last: The role of justification motives, cognition, and emotion in predicting retaliation against whistleblowers. *Organizational Psychology Review*, 1: 165-184. (Invited article).
47. De Cremer, D., Mayer, D. M., & Schminke, M. 2010. Guest editor's introduction: On

- understanding ethical behavior and decision making: A behavioral ethics approach. *Business Ethics Quarterly*, 20: 1-6. (Special issue on “Behavioral Ethics”).
48. Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. 2010. Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *Journal of Business Ethics*, 95: 7-16. (Special issue on “Behavioral Ethics”).
*Research featured in *Huffington Post*
49. Mayer, D. M., Bardes, M., & Piccolo, R. F. 2008. Do servant-leaders satisfy follower needs? An organizational justice perspective. *European Journal of Work and Organizational Psychology*, 17: 180-197. (Special issue on “Leadership and Fairness”).
50. Piccolo, R. F., Bardes, M., Mayer, D. M., & Judge, T. A. 2008. Does high quality leader-member exchange accentuate organizational injustice? *European Journal of Work and Organizational Psychology*, 17: 273-298. (Special issue on “Leadership and Fairness”).
51. Mayer, D. M., & Hanges, P. J. 2003. Understanding the stereotype threat effect with “culture-free” tests: An examination of its mediators and measurement. *Human Performance*, 16: 207-230. (Special issue on “Stereotype Threat Effects in Employment Settings”).

ARTICLES IN CONFERENCE PROCEEDINGS

52. Nurmohamed, S., Greenbaum, R. L., Mayer, D. M., & DeRue, D. S. 2012. *Do I care if my boss does the right thing? An ethical lens on psychological contract fulfillment*. Proceedings of the annual meeting of the Academy of Management, Boston.
53. Mayer, D. M., Priesemuth, M., Brown, M., & Kuenzi, M. 2009. *Antecedents and consequences of employee-supervisor agreement on ethical leadership*. Proceedings of the annual meeting of the Academy of Management, Chicago.
54. Mayer, D. M., Keller, K. M., Leslie, L. M., & Hanges, P. J. 2008. *When does my relationship with my manager matter most? The moderating role of coworkers’ LMX*. Proceedings of the annual meeting of the Academy of Management, Anaheim.

BOOK CHAPTERS

55. Mayer, D. M. 2014. Lead an ethical organization. In J. Dutton & G. Spreitzer (Eds.), *Putting positive leadership into action*: 90-99. Berrett-Kohler Publishers.
56. Mayer, D. M. 2014. A review of the literature on ethical climate and culture. In B. Schneider (Ed.), *Handbook of climate and culture*: 415-440. Oxford: University Press.
57. Mayer, D. M. 2012. A positive lens on organizational justice: Toward a moral, constructive, and balanced approach to reactions to third-party (In)justice. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford handbook of positive organizational scholarship*: 316-324.

58. Mayer, D. M. 2010. From proscriptions to prescriptions: A call for including prosocial behavior in behavioral ethics. In M. Schminke (Ed.), *Managerial ethics: Managing the psychology of morality*: 257-269. Hillsdale, NJ: Erlbaum.
59. Mayer, D. M. 2010. Servant leadership and basic psychological needs: Where do we go from here? In D. van Dierendonck & K. Patterson (Eds.), *Servant leadership: Recent developments in theory and research*: 147-154. Palgrave MacMillan Business & Management Academic Publishing.
60. Mayer*, D. M., & Kuenzi*, M. 2010. Exploring the “black box” of justice climate: What mechanisms link justice climate and outcomes? In E. Mullen, E. Mannix, & M. Neale (Eds.), *Research on managing groups and teams: Fairness*, Vol. 13: 331-346. London: Elsevier Science Press.
*Authors contributed equally
61. Mayer, D. M, Kuenzi, M., & Greenbaum, R. L. 2009. Making ethical climate a mainstream management topic: A review, critique, and prescription for the empirical research on ethical climate. In D. De Cremer (Ed.), *Psychological perspectives on ethical behavior and decision making*: 181-213. Greenwich, CT: Information Age Publishing.
62. Mayer, D. M. 2006. Distributive justice. In R. Baumeister (Ed.), *Encyclopedia of social psychology*: 259-261. Thousand Oaks, CA: Sage.
63. Mayer, D. M., & Piccolo, R. F. 2006. Expanding the scope: Social network and multilevel perspectives on leader-member exchange. In G. Graen (Ed.), *LMX leadership: The series, Sharing network leadership*, Vol. 4: 37-62. Greenwich, CT: Information Age Publishing.

WORKING MANUSCRIPTS

- Bae, K., & Mayer, D. M. 2024. Supervisor communality and employee leadership aspiration: Gendered cognition and identity perspectives. Manuscript to be submitted to *Organizational Behavior and Human Decision Processes*.
- Bae, K., K., Mayer, D. M., Aquino, K., Mawritz, M. B., & Priesemuth, M. 2024. Moral and competence roads to status conferral. Manuscript to be submitted to the *Academy of Management Journal*.
- Nurmohamed, S., McCluney, C., Cameron, L., & Mayer, D. M. 2024. Giving managers the business: The effectiveness of business case and moral language for diversity. Manuscript to be submitted to *Organizational Behavior and Human Decision Processes*.

RESEARCH PROJECTS

Bradley, C., & Mayer, D. M. 2024. Words of wellness: When men are more likely to work on their mental health.

Detert, L. J., & Mayer, D. M. 2024. Balancing the big two: A review and theoretical integration.

Schwingel-Sauer, Z., & Mayer, D. M. 2024. When allyship attempts fail: How men's desire for standing can go awry.

POPULAR PRESS ARTICLES

Mayer, D. M. 2020. The psychology of fairness: Why some Americans don't believe the election results. *The Conversation*, December.

**Printed in Yahoo.com, Business Insider, and Salon*

Hardin, A. E., Bauman, C., & Mayer, D. M. 2020. Why you should encourage employees to display family photos at work. *Harvard Business Review*, October.

Mayer, D. M. 2019. Why rich parents are more likely to be unethical. *The Conversation*, March.

**Printed in Fast Company, Business Insider, San Francisco Chronicle, and Salon*

Mayer, D. M., Ong, M., Sonenshein, S., & Ashford, S. J. 2019. To get companies to take action on social issues, emphasize morals, not the business case. *Harvard Business Review*, February.

Mayer, D. M. 2018. Why Democrats are more upset now than if there had never been an FBI Investigation. *LinkedIn*, October.

Mayer, D. M. 2018. How men get penalized for straying from masculine norms. *Harvard Business Review*, October.

Mayer, D. M. 2018. Urban Meyer, Ohio State football, and how leaders ignore unethical behavior. *Harvard Business Review*, September.

Zhang, C., Myers, G. M., & Mayer, D. 2018. To cope with stress, try learning something new.

Harvard Business Review, September.

**Article featured in CNBC*

Mayer, D. M. 2017. The psychology explaining why Hurricane Harvey flooded Joel Osteen with criticism. *LinkedIn*, August.

Mayer, D. M. 2017. Merck's Ken Frazier just gave other CEOs a blueprint for standing up to Trump. *Fortune*, August.

Mayer, D. M. 2017. How not to advocate for a woman at work. *Harvard Business Review*, July.

**On Weekly Hotlist of most popular ideas and advice*

Mayer, D. M. 2017. Want to be happier and more successful? Learn to like other people. *Fast Company*, April.

Mayer, D. M. 2016. Why your hiring process keeps missing candidates' character flaws. *Fast Company*, September.

*Number 2 in "Weekly Top 5" most viewed leadership articles for the week of 9/05/16

Mayer, D. M. 2016. Why are some whistleblowers vilified and others celebrated? *Harvard Business Review*, September.

*Article featured in *Financial Times*

Mayer, D. M. 2016. Unpacking the moral logic of third-party voting. *Fast Company*, August.

Mayer, D. M. 2016. 4 ways to bounce back when you're treated unfairly at work. *Fast Company*, August.

Mayer, D. M. 2016. You should probably compare yourself to others more, not less. *Fast Company*, June.

Mayer, D. M. 2016. Why we secretly want leaders who'll be unethical on our behalf. *Fast Company*, May.

Mayer, D. M. 2016. Why your idea of success may be making you miserable. *Fast Company*, April.

Mayer, D. M. 2016. Here's how self-centeredness can make you more considerate. *Fast Company*, March.

Mayer, D. M. 2016. Why google was smart to drop its "don't be evil" motto. *Fast Company*, February.

Mayer, D. M. 2016. Why leading by example is not always enough. *Fast Company*, January.

Mayer, D. M. 2015. Why you overrate high performance at work (and what it's costing you). *Fast Company*, December.

Mayer, D. M. 2015. Is "business ethics" an oxymoron? *Fast Company*, November.

CONFERENCE PRESENTATIONS

Bae, K. K., & Mayer, D. M. 2021. *Pepped up or petered out: An examination of the energizing effects of leaders giving pep talks*. Paper presented at the annual meeting of the Academy of Management.

Bae, K. K., & Mayer, D. M. 2019. *Women's leadership aspirations go up when their*

- supervisors are more feminine.* Paper presented at the annual meeting of the Academy of Management, Boston.
- Bae, K. K., & Mayer, D. M. 2019. *Women's leadership aspirations go up when their supervisors are more feminine.* Paper presented at the Positive Organizational Scholarship Research Conference, Ann Arbor.
- Bae, K. K., & Mayer, D. M. 2019. *Women's leadership aspirations go up when their supervisors are more feminine (and the same is true for men).* Poster presented at the annual meeting of the Society for Personality and Social Psychology, Portland.
- Mayer, D. M. 2018. *Complicating connection: Unpacking affection, attraction, and intimacy at work.* Panel symposium presented at the annual meeting of the Academy of Management, Chicago.
- Mayer, D. M., & Nurmohamed, S. 2018. *The effectiveness of the business case and moral arguments for diversity.* Paper presented at the annual meeting of the Academy of Management, Chicago.
- Ong, M., & Mayer, D. M. 2017. *Moral emotions and recidivism in the aftermath of wrongdoing.* Paper presented at the annual meeting of the Academy of Management, Atlanta.
- Chen, Z., & Mayer, D. M. 2017. *More is less: Learning but not relaxing buffers the job stressors-deviance relationship.* Paper presented at the biennial Positive Organizational Scholarship Research Conference, Ann Arbor.
- Chen, Z., & Mayer, D. M. 2017. *Learning but not relaxing buffers the job stressors-deviance relationship.* Paper to be presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Chen, Z., & Mayer, D. M. 2016. *Job stressors, unethical behavior, and the buffering role of recovery activities.* Paper presented at the annual meeting of the Academy of Management, Anaheim.
- Mayer, D. M., Hardin, A. E., & Bauman, C. W. 2016. *What's in your office? How photos of close others can reduce unethical behavior at work.* Paper presented at the annual meeting of the Academy of Management, Anaheim.
*Winner of Best Symposium in the Organizational Behavior Division
- Chen, Z., & Mayer, D. M. 2016. *Job stressors, unethical behavior, and the buffering role of recovery activities.* Paper presented at the annual meeting of the Academy of Management, Anaheim.
- Ong, M., & Mayer, D. M. 2016. *Moral reform in the aftermath of wrongdoing.* Poster presented at the Society for Personality and Social Psychology Convention, San Diego.

- Mayer, D. M., McCluney, C., & Sunday, L. 2015. *Giving employees the business: The effectiveness of business and moral case arguments for increasing organizational diversity*. Paper presented at the annual meeting of the Academy of Management, Vancouver, CA.
- Chen, Z., & Mayer, D. M. 2015. *The role of recovery activities in buffering the effects of job stressors on unethical behavior*. Paper presented at the biennial Positive Organizational Scholarship Research Conference, Orlando, FL.
- Avey, J., Mayer, D. M., Simons, T., & Palanski, M. 2014. *What happens to employee behavior when ethical leaders do not practice what they preach?* Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Mayer, D. M. 2014. *Not doing bad versus doing good: What makes an ethical leader?* Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Ong, M., Mayer, D. M., & Tost, L. P. 2014. *Does working for a socially responsible organization make employees more or less prosocial?* Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Wellman, E., Mayer, D. M., DeRue, D. S., & Grace, K. 2014. *Why are do-gooders seen as immoral? Formal leadership position and perceptions of moral rebels*. Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Bonner, J., Greenbaum, R. L., Mayer, D. M. 2014. *My boss is (morally) disengaged: Ethical leadership and misconduct*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Honolulu, HI.
- Mayer, D. M., Ong, M., & Wang, C. S. 2013. *The role of one's own transgressions on the punitiveness of others' wrongdoing*. Paper presented at the annual meeting of the Academy of Management, Orlando.
- Mayer, D. M., Sonenshein, S., Ong, M., & Ashford, S. J. 2013. *Show me the money or show me the morals? The effectiveness of moral and economic language when selling social issues*. Paper presented at the annual meeting of the Academy of Management, Orlando.
- Ong, M., Mayer, D. M., & Tost, L. P. 2013. *Does working for a socially responsible company make employees more or less prosocial? The role of work meaning in reconciling the moral licensing versus consistency debate*. Paper presented at the annual May Meaning Meeting, Ann Arbor, MI.
- Ong, M., Mayer, D. M., & Tost, L. P. 2013. *Does working for a socially responsible company*

- make employees more or less prosocial? The role of work meaning in reconciling the moral licensing versus consistency debate.* Poster presented at the biennial Positive Organizational Scholarship Research Conference, Ann Arbor, MI.
- Mayer, D. M., Aquino, K., Mawritz, M. B., & Priesemuth, M. 2012. *Fallen from grace...but not that far: A test of the Kobe Effect.* Paper presented at the annual meeting of the Academy of Management, Boston.
- Nurmohamed, S., Greenbaum, R. L., Mayer, D. M., & DeRue, D. S. 2012. *Do I care if my boss does the right thing? An ethical lens on psychological contract fulfillment.* Paper presented at the annual meeting of the Academy of Management, Boston.
- Mayer, D. M. 2012. *How do we judge others who engage in (un)ethical behavior?* Paper presented at the Cognitions versus Emotions in Ethical Behavior Conference, Toronto.
- Nurmohamed, S., DeRue, D. S., Mayer, D. M., Crossley, C. D. 2012. *Performing on the road: Peer coaching and newcomers' performance trajectories.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Diego.
- Workman, K., & Mayer, D. M. 2012. *Effects of victims responses to leader mistreatment on third-party reactions.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Diego.
- Ong, M., Mayer, D. M., & Wang, C. S. 2012. *The influence of past unethical behavior on perceptions of others' unethical behavior.* Paper presented at the Society for Personality and Social Psychology Justice and Morality Preconference, San Diego.
- Leslie, L. M., Mayer, D. M., & Kravitz, D. A. 2011. *Why are affirmative action targets stigmatized by others and the self? A theoretical extension and meta-analysis.* Paper presented at the annual meeting of the International Association of Conflict Management, Istanbul, Turkey.
- Greenbaum, R. L., Bardes, M., Mayer, D. M., Priesemuth, M. 2011. *Employee reactions to supervisor abuse of customers.* Paper presented at the annual meeting of the Academy of Management, San Antonio.
- Lam, C., & Mayer, D. M. 2011. *When does a service climate improve employees' service-oriented behaviors?* Paper presented at the annual meeting of the Academy of Management, San Antonio.
- Mayer, D. M., Bunderson, J. S., Sonenshein, S., & Thompson, J. A. 2011. *The intersection of meaning and morality.* Paper presented at the annual May Meaning Meeting, Sundance, UT.
- Leslie, L. M., King, E. B., & Mayer, D. M. 2011. *How group status and procedural justice*

- shape attributions to discrimination.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Sumanth, J. J., Mayer, D. M., & Kay, V. 2011. *Why good guys finish last: A justification motive threat-induced cognitive model of retaliation against whistleblowers.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Moore, C., Mayer, D. M., Folger, R., & Greenbaum, R. 2010. *How do ethical leaders influence their followers to stay on the straight and narrow? The mediating role of follower moral disengagement.* Paper presented at the Leading with Integrity: On the Psychology of Ethical Leadership Conference, Tilburg, Netherlands.
- Mayer, D. M., Kosalka, T., Moore, C., & Folger, R. 2010. *Why are followers of ethical leaders more ethical? The mediating role of moral disengagement.* Paper presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Mayer, D. M., & Kuenzi, M. 2010. *Laying an ethical foundation: Ethical practices, ethical climate, and unethical behavior.* Paper presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., & Workman, K. 2010. *Opening the black box : Linking ethical leadership to employee performance.* Paper presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Shteynberg, G., Gelfand, M. J., Imai, L., Mayer, D. M., & Bell, C. 2010. *For whom does the (un)just treatment of another influence judgment and behavior?* Paper presented at the annual meeting of the International Association of Conflict Management, Boston.
- Kim, T., Mayer, D. M., & Nurmohamed, S. 2010. *What happened to distributive justice? An extension of equity theory.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Atlanta.
- Mayer, D. M., Kosalka, T., Shapiro, D. L., Schminke, M., & Treviño, L. K. 2010. *Blowing the whistle: The role of ethical leadership and coworkers.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Atlanta.
- Shteynberg, G., Leslie, L. M., Mayer, D. M., & Knight, A. P. 2010. *Race-related beliefs shape perceptions of white disadvantage and policy unfairness.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Atlanta.
- Mayer, D. M., Kosalka, T., Shapiro, D. L., Schminke, M., & Treviño 2010. *Encouraging employees to blow the whistle: Does it take a village?* Paper presented at the Georgia Tech Leadership Research Mini Conference, Atlanta.
- Grant, A., M., Berry, J., Piccolo, R. F., Priesemuth, M., & Mayer, D. M. 2009. *The necessity of*

- others is the mother of innovation: Prosocial-intrinsic motivations and creativity.* Paper presented at the annual meeting of the Academy of Management, Chicago.
- Greenbaum, R. L., Bardes, M., Mayer, D. M., & Priesemuth, M. 2009. *Supervisors' abuse of customers: The moderating role of moral obligation.* Paper presented at the annual meeting of the Academy of Management, Chicago.
- Mayer, D. M., Priesemuth, M., Brown, M., & Kuenzi, M. 2009. *Antecedents and consequences of employee-supervisor agreement on ethical leadership.* Paper presented at the annual meeting of the Academy of Management, Chicago.
- Mayer, D. M. 2009. *Ethical leadership and moral disengagement.* Paper presented at the Erasmus Leadership Conference, Rotterdam, Holland.
- De Cremer, D., van Dijke, M., & Mayer, D. M. 2009. *Cooperating when both self and other are treated fairly: It depends on leader's prototypicality.* Paper presented at the European Congress of Work and Organizational Psychology, Santiago de Compostela, Spain.
- Mayer, D. M., & Kuenzi, M. 2009. *Exploring the "black box" of justice climate: What mechanisms link justice climate to outcomes?* Paper presented at the Annual Conference on Research on Managing Groups and Teams, Ithaca, New York.
- Bardes, M., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. J. 2009. *An examination of the trickle-down effects of abusive supervision.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.
- Carson, J. B., Kuenzi, M., & Mayer, D. M. 2009. *Social learning effects of ethical leaders on employee (un)ethical behavior.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.
- Greenbaum, R. L., Bardes, M., Mayer, D. M., & Priesemuth, M. 2009. *Supervisors' abuse of customers: The moderating role of moral obligation.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.
****Voted as one of top posters at the 2009 SIOP conference
- Nishii, L. H., Mayer, D. M., Vestal, A., Porter, R. L., & Raver, J. L. 2009. *Gender diversity and creativity: The moderating role of group LMX.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.
****Voted as one of top posters at the 2009 SIOP conference
- Piccolo, R. F., Mayer, D. M., & Ziegert, J. C. 2009. *LMX differentiation as a detriment to group functioning.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.

- Ziegert, J. C., Mayer, D. M., & Piccolo, R. F. 2009. *Context matters: Examining the contextual influences of shared leadership*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.
 ****Voted as one of top posters at the 2009 SIOP conference
- Workman, K., Mayer, D. M., Thau, S., & De Cremer, D. 2009. *When and why leader mistreatment relates to employee deviance*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.
- Mayer, D. M., Greenbaum, R. L., Kuenzi, M., & Shteynberg, G. 2009. *When do fair procedures not matter: A test of the identity violation effect*. Paper presented at the Society for Personality and Social Psychology Justice and Morality Preconference, Tampa.
- Mayer, D. M., Erdogan, B., & Piccolo, R. F. 2008. *Does LMX differentiation help or hinder group processes and performance?* Paper presented at the annual meeting of the Academy of Management, Anaheim.
- Mayer, D. M., Keller, K. M., Leslie, L. M., & Hanges, P. J. 2008. *When does my relationship with my manager matter most? The moderating role of coworkers' LMX*. Paper presented at the annual meeting of the Academy of Management, Anaheim.
- Mayer, D. M., Ambrose, M. L., & Schminke, M. 2008. *(In)justice on the loose: Test of a trickle-down model of interactional (in)justice*. Paper presented at the Fifth International Round Table on Innovations in Organizational Justice, Lisbon, Portugal.
- Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. 2008. *Creating an ethical climate: Measure development and predictive validity*. Paper presented at the Psychological Perspectives on Ethical Behavior and Decision Making conference, Tilburg, Netherlands.
- Mayer, D. M. 2008. *The effects of group-level leader-member exchange on interactional justice perceptions*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.
 ****Voted as one of top posters at the 2008 SIOP conference
- Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. 2008. *Identity and ethical leadership: How ethical leaders promote group harmony*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.
- Mayer, D. M., Bardes, M., & Piccolo, R. F. 2008. *Do servant-leaders satisfy follower needs? An organizational justice perspective*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.
- Piccolo, R. F., Bardes, M., Mayer, D. M., & Judge, T. A. 2008. *Does high quality leader-member exchange accentuate the effects of organizational justice?* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.

- Ziegert, J. C., Mayer, D. M., & Piccolo, R. P. 2008. *Sharing leadership: Examining vertical and shared charisma in organizations*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.
- Mayer, D. M. 2008. *Ethical arguments: Which types do we use and are we consistent?* Paper presented at the first annual Behavioral Ethics conference, Orlando, FL.
- Greenbaum, R. L., & Mayer, D. M. 2007. *The effects of ethical characteristics of leaders and organizational structure on ethical climate: A theoretical overview*. Paper presented at the annual meeting of the Southern Management Association, Nashville.
- Mayer, D. M., Caldwell, J., Ford, R., Uhl-Bien, M., & Gresock, A. 2007. *Should I serve my customer or my supervisor? A relational perspective on pro-social rule breaking*. Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Mayer, D. M., Kuenzi, M., Greenbaum, R. L., Bardes, M., Salvador, R., & Caldwell, J. 2007. *How low does ethical leadership flow? Examining the effects of supervisors and top management*. Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Schminke, M., Mayer, D. M., Shapiro, D. L., & Harned, P. J. 2007. *Under pressure: Do ethical leaders help employees blow the whistle?* Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Mayer, D. M., Ford, R., Caldwell, J., Gresock, A., & Uhl-Bien, M. 2007. *Examining the impact of managerial and customer relationships on pro-social rule breaking*. Paper presented at the 10th annual Quality in Services Symposium, Orlando.
- Bardes, M., & Mayer, D. M. 2007. *Why does injustice promote deviance? The effect of need satisfaction*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New York.
- Mayer, D. M., Greenbaum, R. L., Kuenzi, M., & Shteynberg, G. 2007. *When and why does procedural justice not always matter?* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New York.
- Mayer, D. M., Leslie, L. M., Kravitz, D. A., Phillips, T. N., & Gresock, A. 2007. *Affirmative action and the stigma of incompetence: A meta-analytic review*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New York.
- Mayer, D. M., & Bardes, M. 2006. *Integrating organizational justice and self-determination theory: The moderating effects of need satisfaction*. Paper presented at the annual meeting of the Southern Management Association, Clearwater, FL.
- Gelfand, M. J., Shteynberg, G., Imai, L., Mayer, D. M., & Bell, C. M. 2006. *Individualism-*

- collectivism as a moderator of justice contagion.* Paper presented at the annual meeting of the Academy of Management, Atlanta.
- Mayer, D. M., & Piccolo, R. F. 2006. *Context and leader-member exchange: A review and integration of network and multilevel perspectives.* Paper presented at the annual meeting of the Academy of Management, Atlanta.
- Mayer, D. M., Shteynberg, G., & Gray, R. L. 2006. *When does procedural justice matter? A test of the identity violation effect.* Paper presented at the annual meeting of the Academy of Management, Atlanta.
- Duan, L., & Mayer, D. M. 2006. *Time limits and adverse impact: Time management as a moderator.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Dallas.
- Mayer, D. M. 2006. *A group-level examination of the relationship between LMX and justice.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Dallas.
- Mayer, D. M., Ehrhart, K. H., & Ziegert, J. C. 2006. *The effects of cultural mistrust on diversity-related attributions and attraction.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Dallas.
- Mayer, D. M., Shteynberg, G., & Bardes, M. 2006. *Integrating organizational justice and self-determination theory: The moderating effects of need satisfaction.* Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Dallas.
- Spilka, S., Kilian, B., Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. 2006. *Diversity-related attributions in response to web-based recruitment materials.* Poster presented at the 86th annual conference of the Western Psychological Association, Palm Springs, CA.
- Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. 2005. *What a tangled web we weave: The intersection of technology and diversity on applicant attraction.* Paper presented at the annual meeting of the Academy of Management, Honolulu.
- Mayer, D. M., Keller, K. M., Hanges, P. J., & Leslie, L. M. 2005. *When must there be justice for all? A multilevel examination of justice in teams.* Paper presented at the annual meeting of the Academy of Management, Honolulu.
- Newman, D. A., Mayer, D. M., & Farr, J. L. 2005. *Social exchange and union commitment: Examining multilevel homology.* Paper presented at the annual meeting of the Academy of Management, Honolulu.
- Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. 2005. *Web-based recruitment: Exploring the*

- effects of website content and characteristics*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Lyon, J. S., Ramesh, A., Mayer, D. M., & Schneider, B. 2005. *Expanding job analysis accuracy: A strategic criterion-related validity approach*. Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M., & Ehrhart, M. G. 2005. *OCB and service climate: Examining multilevel antecedents of customer satisfaction*. Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M., & Taylor, M. S. 2005. *A needs-based theory of justice and individual differences*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M., Ziegert, J. C., & Ehrhart, K. H. 2005. *Integrating applicant attraction and organizational justice: An uncertainty-based perspective*. Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Ziegert, J. C., Ehrhart, K. H., & Mayer, D. M. 2005. *Do perceptions mirror reality? Examining conceptualizations and measurements of fit*. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M. 2004. *A review, critique, and prescription for the empirical research on ethical climate*. Interactive poster presented at the annual meeting of the Academy of Management, New Orleans.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. 2004. *When does a service climate lead to satisfied customers? An examination of potential moderators*. Paper presented at the annual meeting of the Academy of Management, New Orleans.
- Mayer, D. M., Nishii, L. H., Schneider, B., & Goldstein, H. W. 2004. *Creating a fair environment: The effects of leader personality on justice climates levels and outcomes*. Paper presented at the annual meeting of the Academy of Management, New Orleans.
- Mayer, D. M., Ployhart, R. E., & Shteynberg, G. 2004. *Demographic differences in banding reactions: A policy-capturing approach*. Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Hayes, S. C., Mayer, D. M., Bates, A. L., & Gelfand, M. J. 2004. *Development of a measure of cultural mistrust*. Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Nishii, L. H., Mayer, D. M., Goldstein, H. W., & Dotan, O. 2004. *Diversity and*

- bottom-line performance: The moderating role of leader-member exchanges.*** Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Dotan, O., Goldstein, H. W., Nishii, L. H., & Mayer, D. M. 2004. ***Leader-member exchange, group-level process, and group performance.*** Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Mayer, D. M., & Ployhart, R. E. 2003. ***The influence of explanations and individual differences on applicants' perceptions.*** Poster presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Ehrhart, M. G., Mayer, D. M., & Schneider, B. 2003. ***Leadership, justice climate, and OCB: A climate strength approach.*** Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando.
- Moon, H., Takeuchi, R., & Mayer, D. M. 2003. ***The interaction between procedural justice and other-centered personality in predicting innovative suggestions.*** Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Salvaggio, A. N., Lyon, J. S., Nishii, L. H., Schneider, B., Mayer, D. M., & Ramesh, A. 2003. ***Beyond the big five: Predicting service-oriented leadership from core self-evaluations.*** Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando.
- Mayer, D. M. 2003. ***The current state of ethical climate.*** Paper presented at the annual conference of Industrial and Organizational Psychology & Organizational Behavior, Akron, OH.
- Mayer, D. M., & Hanges, P. J. 2002. ***What underlies stereotype threat?: An examination of potential mediators.*** Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Toronto.
- Mayer, D. M., Schneider, B., Saltz, J. L., Ehrhart, M. G., & Salvaggio, A. N. 2002. ***Service and sales: The role of customer satisfaction.*** Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Toronto.
- Saltz, J. L., Schneider, B., Ehrhart, M. G., & Mayer, D. M. 2002. ***Leader personality and leader behavior: Necessary ingredients for service.*** Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, Toronto.
- Ployhart, R. E., Saltz, J. L., Mayer, D. M., & Bliese, P. 2002. ***Individual adaptability: Measurement, construct validity, and relations to leadership performance.*** Paper presented at the annual International Personnel Management Association conference on personnel assessment, New Orleans.

Mayer, D. M., & Ployhart, R. E. 2001. *Explanations and fairness perceptions: The moderating role of individual differences*. Paper presented at the annual conference of Industrial and Organizational Psychology & Organizational Behavior, State College, PA.

Saltz, J. L., Mayer, D. M., & Ployhart, R. E. 2001. *Validation of an employee adaptability scale*. Paper presented at the annual conference of Industrial and Organizational Psychology & Organizational Behavior, State College, PA.

INVITED DISCUSSANT ROLE

Mayer, D. M. 2024. *Novel perspectives on organizational citizenship behavior: Expanding the OCB literature*. Symposium to be conducted at the annual meeting of the Academy of Management, Chicago.

Mayer, D. M. 2023. *Sounding off for social good: An examination of voice behaviors for social and moral issues*. Symposium conducted at the annual meeting of the Academy of Management, Boston.

Mayer, D. M. 2019. *Moral heroism: What makes employees stand up to report or stop unethical conduct?* Symposium conducted at the annual meeting of the Academy of Management, Boston.

Mayer, D. M. 2019. *Consequences of unethical behaviors at work*. Symposium conducted at the annual meeting of the Academy of Management, Boston.

Mayer, D. M. 2019. *Moral judgments of organizational behavior and misconduct*. Symposium conducted at the annual meeting of the Academy of Management, Boston.

Mayer, D. M. 2017. *Doing good or looking good? Distinguishing between private and public prosociality*. Symposium conducted at the annual meeting of the Academy of Management, Atlanta.

Mayer, D. M. 2016. *After the fall: Responses and reactions to unethical behavior in organizations*. Symposium conducted at the annual meeting of the Academy of Management, Anaheim.

Mayer, D. M. 2015. *When only outcomes matter: New perspectives on bottom-line mentality research*. Symposium conducted at the annual meeting of the Academy of Management, Vancouver.

Mayer, D. M. 2013. Leading from the back or the front: *A look at humble and narcissistic leaders*. Symposium conducted at the annual meeting of the Academy of Management, Orlando.

Mayer, D. M. 2012. *Behavioral ethics: Challenging the fundamental assumptions of*

an emerging field. Symposium conducted at the annual meeting of the Academy of Management, Boston.

Mayer, D. M. 2012. *Abusive, destructive, and betraying leaders: Effects and organizational recovery.* Symposium conducted at the annual conference of the Society for Industrial & Organizational Psychology, San Diego.

Mayer, D. M. 2011. *New perspectives in behavioral ethics research.* Symposium presented at the annual meeting of the Academy of Management, San Antonio.

Mayer, D. M. 2011. Paper discussant at 17th Annual Wharton OB Conference.

CHAired SYMPOSIA

Bae, K. K., & Mayer, D. M. 2021. *A leader-centric approach to leader well-being: How leaders' behaviors affect their own well-being.* Symposium presented at the annual meeting of the Academy of Management, Virtual.

Bae, K. K., & Mayer, D. M. 2019. *Beyond biological sex: The importance of the psychological study of gender in organizations.* Symposium presented at the annual meeting of the Academy of Management, Boston.

Ong, M., & Mayer, D. M. 2014. *Using moral psychology to understand organizational problems.* Symposium conducted at the annual meeting of the Academy of Management, Philadelphia.

Ong, M., Ashford, S. J., Sonenshein, S., & Mayer, D. M. 2013. *Advocating an ethical viewpoint: Speaking up about social and ethical issues in organizations.* Symposium conducted at the annual meeting of the Academy of Management, Orlando.

Mayer, D. M., & Moore, C. 2010. *A behavioral ethics approach to understanding antecedents of (un)ethical behavior in organizations.* Symposium conducted at the annual meeting of the Academy of Management, Montreal, Canada.

Mayer, D. M. 2007. *New developments in ethical leadership: Multilevel and international perspectives.* Symposium conducted at the annual meeting of the Academy of Management, Philadelphia.

Mayer, D. M., & De Cremer, D. 2007. *Toward a motivational perspective on organizational justice.* Symposium conducted at the annual conference of the Society for Industrial & Organizational Psychology, New York.

Mayer, D. M., & Leslie, L. M. 2007. *What's new in affirmative action research: Advances and future directions.* Symposium conducted at the annual conference of the Society for Industrial & Organizational Psychology, New York.

- Mayer, D. M. & Gelfand, M. J. 2006. *When do we care about others' treatment? Examining boundary conditions of others' justice effects*. Symposium presented at the annual meeting of the Academy of Management, Atlanta.
- Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. 2005. *Where recruitment is @: Current approaches to web-based attraction*. Symposium conducted at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M. 2005. *Validity and diversity goals: Innovative approaches to adverse impact reduction*. Symposium conducted at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M., & Taylor, M. S. 2005. *Who cares most about justice? A theoretically-based individual difference perspective*. Symposium conducted at the annual conference of the Society for Industrial & Organizational Psychology, Los Angeles.
- Mayer, D. M., & Colquitt, J. A. 2004. *Advances in justice climate research: Examining antecedents, consequences, emergence and measurement*. Symposium conducted at the annual meeting of the Academy of Management, New Orleans.

TEACHING EXPERIENCE

Teaching at the **University of Michigan**

- Degree Program Courses
 - Businesses and Leaders: The Positive Difference (BA 200)
 - Undergraduate
 - Leading a Good Life (MO 320)
 - Undergraduate
 - Leadership in Organizations (MO 321)
 - Undergraduate
 - Leading People & Organizations (MO 503)
 - Graduate
 - Leading a Good Life (formerly Leading with Values) (MO 620)
 - Graduate
 - Leadership Development: Self Awareness, Skills and Strategies (MO 621)
 - Graduate
 - Mechanisms (MO 899)
 - Doctoral
- Additional Non-Degree Classes
 - Ethics in Leadership (Leading with Values)
 - EMBA
 - MAcc
 - BBA and Beyond/Leading and Learning
 - BBA
 - RLI CrossRoads
 - BBA

- MSCM
 - Introductory management class
- Executive Education
 - Custom
 - Army Civilian Career Management Activity (faculty director; competing values, leader character)
 - Bendix (leadership and ethics)
 - Blue Compass (formerly RV Retailers) (leadership, time and attention management)
 - ICBC (served as mentor; taught being one's ideal self)
 - Lexmark (faculty co-director; leadership)
 - Toyota (leadership)
 - Western Michigan Businesses (leadership and ethics)
 - University of Michigan Facilities and Operations (influence)
 - University of Michigan Medical School (leadership)
 - University of Michigan Office of Student Life (competing values, time and attention management)
 - Wabash (leadership)
 - Open Enrollment
 - Michigan Executive Program (leadership and ethics)
 - Positive Leadership (ethics and motivation)
 - Emerging Leaders Program (decision making, influence)
 - Leading High-Performing Teams (now called Leading Future-Ready Teams) (faculty co-director; team effectiveness)
 - Strategic Leaders Program (faculty director; competing values, leader character)
 - Sports and Organizational Dynamics Conference (breakout facilitator)
- Speaker's Bureau and Invited Industry Talks
 - Copier Dealers Association CEO Meeting (positive leadership)
 - Academic Leadership Institute for Mid-Career Faculty in the GLCA (thriving)
 - Haworth, Inc. Finance Leadership Team Meeting (positive leadership)
 - Institute for Continuing Legal Education (thriving and growth)

Teaching at the **University of Central Florida**

- Human Resources (MAN 3301)
 - Undergraduate
- Human Resources Recruitment and Selection (MAN 4320)
 - Undergraduate
- Organizational Behavior (MAN 6245)
 - MBA
- Prosocial Behavior (MAN 7916)
 - Doctoral

Teaching at the **University of Maryland**

- Organizational Psychology (PSYC 465)

- Undergraduate

TEACHING INTERESTS

- Leadership
- Leading a Good Life
- Business Ethics
- Organizational Behavior

CONSULTING, INDUSTRY TALKS, RETREATS & APPLIED RESEARCH

- Army Civilian Career Management Activity, Copier Dealer's Association, Ethics Resource Center, Ethical Systems, Giant Eagle, Great Lakes Colleges Association, Haworth Inc., Institute for Continuing Legal Education, NEW's Leadership DELI program, Personnel Decisions Research Institute, P.H.I. Consulting Group, Piston Group, Schwan's, Schweiger Dermatology, SunTrust, University of Michigan Medical School, Wieden + Kennedy

INVITED TALKS

2023

- University of Texas, Austin, McCombs School of Business

2022

- University of Pennsylvania, The Wharton School

2020

- University of Maryland, Social, Decision, and Organizational Sciences Area of the Psychology Department (Invited speaker in Colloquium Series)
- Purdue University, Krannert School of Management (Invited speaker as the Distinguished OB/HR Scholar Lecture)

2019

- London Business School (Invited speaker at inaugural "Moral Psychology and Behavioural Ethics Conference")
- Duke University, Fuqua School of Business (Invited speaker at "New Directions in Leadership" Conference)
- University of Wisconsin, Milwaukee, Lubar School of Business (Invited speaker at "Business Ethics Week")
- New York University, Stern School of Business (Invited speaker at second "Ethical Systems Conference")
- Arizona State University, W. P. Carey School of Business (Keynote Address at "Micro Meets Macro Conference")

2018

- Cornell University, SC Johnson College of Business

- University of Maryland, Robert. H. Smith School of Business
- University of Michigan, Ross School of Business (Invited speaker at “Positive Business Conference”)
- Oregon State University, College of Business

2017

- University of Michigan, Center for Positive Organizations (Consortium Webinar)

2016

- University of California, Los Angeles, Anderson School of Management
- University of California, Santa Barbara, Department of Psychological and Brain Sciences

2015

- University of Minnesota, Carlson School of Management
- Washington University, Olin Business School

2014

- Vanderbilt University, Owen Graduate School of Management
- University of Virginia, Darden School of Business and McIntire School of Commerce
- University of Michigan, Center for Positive Organizations (Positive Links)
- University of Michigan, Department of Psychology (Social Psychology Brown Bag)
- Hong Kong University of Science and Technology Business School
- The Hong Kong Polytechnic University Business School

2013

- Stanford University, Graduate School of Business
- University of California, Berkeley, Haas School of Business
- New York University, Stern School of Business
- University of Toronto, Rotman School of Management
- University of Western Ontario, Ivey School of Business
- Michigan State University, Department of Psychology
- University of Pittsburgh, Katz School of Business
- Oklahoma State University, Spears School of Business
- University of Michigan, Interdisciplinary Committee on Organization Studies (ICOS)
- Wayne State University, Department of Psychology

2012

- None

2011

- Case Western Reserve University, Weatherhead School of Management
- University of British Columbia, Sauder School of Business
- University of Washington, Foster School of Business

2010

- Cornell University, Johnson School of Business
- Drexel University, LeBow College of Business
- London Business School
- University of Illinois, Department of Psychology
- University of Pennsylvania, The Wharton School (16th Annual Wharton OB Conference)

2009

- University of California, Irvine, Paul Merage School of Business
- University of Michigan, Ross School of Business (Center for Positive Organizational Scholarship)
- University of South Florida, Department of Psychology
- Wayne State University, Department of Psychology

2008

- Arizona State University, W. P. Carey School of Business
- Rice University, Jesse H. Jones Graduate School of Business
- Southern Methodist University, Cox School of Business
- University of California, Los Angeles, Anderson School of Management
- University of Michigan, Ross School of Business
- University of North Carolina, Kenan-Flagler School of Business
- University of Texas, Austin, McCombs School of Business

2006

- University of Central Florida, Department of Psychology

2005

- Texas A & M University, Department of Psychology
- University of Central Florida, College of Business Administration
- University of Georgia, Terry College of Business
- University of Illinois, Department of Psychology

ACADEMIC AWARD AND HONORS

- Last Lecture honored speaker for FTMBAs (2024)
- Executive Education Teaching Impact Award (2019)
- Fellow of the American Psychological Association (2017)
- Fellow of the Association for Psychological Science (2017)
- Fellow of the Society for Industrial and Organizational Psychology; Division 14 of the American Psychological Association (2017)
- Article Nominated for 2016 Outstanding Scholarly Publication in Organizational Behavior (2017)
- Society for Industrial & Organizational Psychology Conference Top Poster, *Learning but Not relaxing buffers the job stressors-deviance relationship* (2017)

- Cummings Scholarly Achievement Award for the scholarly achievement of an early-mid career scholar from the Organizational Behavior (OB) Division of the Academy of Management (AoM) (2016)
- Finalist for best article published in Personnel Psychology in 2012 (2015)
- Nominated for the Golden Apple Award which recognizes the most inspirational teacher at the University of Michigan (2014)
- International Society for Justice Research Early Career Contribution Award (2014)
- Nominated for Ross School of Business Teaching Excellence Award (2013)
- The Bank One Corporation Junior Faculty Research Award, Stephen M. Ross School of Business (2011)
- Runner-up for the Human Resources (HR) Division Early Career Achievement Award (2011)
- Runner-up for the SIOP Early Career Achievement Award (2011)
- Social Issues in Management (SIM) Division Best Paper Award finalist, Antecedents and consequences of employee-supervisor agreement on ethical leadership (2009)
- Society for Industrial & Organizational Psychology Conference Top Poster, *Supervisors' abuse of customers: The moderating role of moral obligation* (2009)
- Society for Industrial & Organizational Psychology Conference Top Poster, *Gender diversity and creativity: The moderating role of group LMX* (2009)
- Society for Industrial & Organizational Psychology Conference Top Poster, *Context matters: Examining the contextual influences of shared leadership* (2009)
- Academy of Management Conference Best Paper Proceedings, *When does my relationship with my manager matter most? The moderating role of coworkers' LMX* (2008)
- Society for Industrial & Organizational Psychology Conference Top Poster, *The effects of group-level leader-member exchange on interactional justice perceptions* (2008)
- American Psychological Association Dissertation Research Award recipient (2004)
- Graduate Research Interaction Day third prize winner, University of Maryland, Social Sciences Division (2004)
- Porter and Wherry Awards Nominee, Industrial/Organizational Psychology and Organizational Behavior (IOOB) Graduate Student Conference (2003)
- Graduate Fellowship recipient, University of Maryland (2000-2002)

GRANTS

Mayer, D. M. 2015. *Ethical influence: The role of morality and business case arguments*. University of Michigan, Ross School of Business, Small Grant, \$5,000.

Mayer, D. M. 2015. *Dirty money: How we think about morally-tainted money*. University of Michigan, Ross School of Business, Small Grant, \$5,000.

Mayer, D. M. 2013. *Is business an ethical domain?* University of Michigan, Ross School of Business, Small Grant, \$5,000.

DeRue, S. D., & Mayer, D. M. 2011. *Leaders as ethical role models in organizations*.

University of Michigan, Organizational Studies, Barger Leadership Institute Research Grant, \$10,000.

Mayer, D. M. 2011. *The ethical organizational environment*. University of Michigan, Ross School of Business, Small Grant, \$5,000.

Mayer, D. M. 2008. *Ethical climate revisited: Validation of a new measure and test of a conceptual model*. University of Central Florida College of Business Administration Summer Grant, \$12,500.

Mayer, D. M. 2007. *How do organizations communicate the importance of ethics? An examination of antecedents and consequences of ethical climate*. Page and Johnson Legacy Scholar Grant, \$5,000.

Mayer, D. M. 2007. *Development of a measure of ethical climate*. In-house grant program at the University of Central Florida, \$7,500.

Mayer, D. M., Leslie, L. M., & Kravitz, D. A. 2005. *A meta-analysis of the effects of affirmative action programs (AAPs) on self- and other-stigmatization*. Society for the Psychological Study of Social Issues (SPSSI) Grants-in-Aid Committee, \$2,000.

MEDIA

- My research and/or opinions/quotes have appeared in the following news outlets: *Bloomberg, Business Insider, CNBC, Fast Company, Financial Times, Forbes, Fortune, Harvard Business Review, Huffington Post, HR Magazine, LinkedIn, Los Angeles Times, New York Daily News, New York Times, Newsweek, NPR, Psychology Today, Slate, The Atlantic, Wall Street Journal, and The Washington Post.*
- I have appeared on the following podcasts:
 - For the Love of Work Podcast with Sonia Kang (2020)
 - ManTalks Podcast with Connor Beaton (2020)

PROFESSIONAL SERVICE

Service to the Broader Community

- Faculty Fellow for the Ethics & Compliance Initiative (2017, 2016)

Service to the Local Community

- Invited speaker at Shane Battier's Taking Charge retreat (2017, 2015)
- Invited keynote speaker at Leadership Oakland's Breakfast of Champions Series (2012)
- Invited speaker at Ann Arbor City Club (2012)

Service at the University of Michigan

- Service at the University Level
 - University of Michigan, Work-Life Conference session with Ethan Kross (2021)

- University of Michigan, Work-Life Conference session with Ethan Kross (2021)
- University of Michigan, ISR Insights session with Ethan Kross (2021)
- University of Michigan, Ethics, Integrity, and Compliance Committee Invited Speaker (2020)
- University of Michigan Medical School, Urology Grand Rounds (2020)
- University of Michigan Medical School, Women's Health Division Retreat (2019)
- University of Michigan Medical School, Faculty Development Symposium (2019)
- University of Michigan Medical School, Paths of Excellence, Retreat Facilitator (2019)
- University of Michigan Medical School, , ISR sessionPaths of Excellence, Vision Facilitator (2019)
- Member of the Working Group on Faculty and Staff Sexual Misconduct (2018)
- Invited speaker for several sessions on influence and thriving for the University of Michigan Facilities and Operations (F&O) (2018)
- Invited speaker at the Rudi Ansbacher Women in Leadership Program Workshop (2018, 2016, 2015)
- Invited Speaker at University of Michigan Leadership Summit for Women (2018)
- Faculty panelist for top women's rowing recruits (2018, 2017)
- Speaker on Behavioral Ethics for University Audits (2017)
- Facilitator for University of Michigan School of Dentistry Leadership Team Retreat (2016)
- Facilitator for University of Michigan Basketball Team Retreat (2016)
- Invited speaker for the Michigan Research Community (2015)
- Invited speaker for Jewish Communal Leadership Program, School of Social Work (2014)
- Discussant at the University Decision Consortium Seminar (2014)
- Guest speaker for LAW 588 on whistle blowing (2013)
- Invited speaker for Barger Leadership Institute Fellows Program (2013)
- Invited speaker at the Telluride Association Summer Program (2012)
- Commencement Marshall (2011)
- Invited speaker for Undergraduate Research Opportunity Program (2011, 2010)
- Service at the College Level
 - Invited speaker at the Dean's Impact Scholar Leadership Retreat (2022)
 - Invited speaker at the Women in Leadership Conference (2021)
 - Board member for Sanger Leadership Crisis Challenge (2021)
 - Speaker at "Ross 430: Meet the Faculty" (2020)
 - Speaker at FT MBA orientation on Leading a Good Life (2020, 2019)
 - IDO Program Speaker (2019)
 - Facilitator of "Big Picture" for the FT MBA orientation (2019)
 - Community Values Committee Member (2019, 2018, 2017)
 - Invited speaker at the "Go Blue Rendezvous" (2019, 2014, 2012, 2011)
 - Positive Leader in You Staff Workshop Capstone Session Facilitator (2018, 2017, 2016)
 - Faculty Grievance Board Panel Candidates (Internal Hearing Board) (2018)
 - MBA Core Course Coordinator (2018)

- Invited Speaker at Ross Positive Business Conference (2018, 2014)
- Special Community Values Sub-Committee (2018)
- Faculty guest at Michigan Business Women luncheon (2018)
- Speaker for MBA Admissions Interview Day Mock Class (2018)
- Facilitated MBA Club Leadership Summit (2017)
- Faculty Council for Undergraduate and Pre-Experience Programs (2017)
- Presenter at Ross doctoral program Responsible Conduct of Research and Scholarship (RCRS) modules on “plagiarism” and “conflicts of interest” (2017, 2015)
- “Giving Blueday” Volunteer Fundraiser (2016)
- Co-organizer of the Ross Positive Business Conference - Research & Teaching Lead (2015)
- Michigan Business Women (MBW) Freshmen Event Faculty Panel (2015)
- Invited speaker at Ross Ph.D. Information Session for Psychology and Sociology Students (2013)
- Member of Think Tank for the BA 200 class (2013)
- Reviewer for Michigan State University Master’s Program from the Presidents Council of Michigan Academic Affairs (2013)
- Invited speaker for session entitled, “Maintaining Strong Ethics Despite the Pressure of School and Career,” as a part of the Lifestyles Conference at the Ross School of Business (2013)
- Guest host for Hosmer Research Luncheon series (2013, 2012)
- Invited speaker and panelist for session entitled, “Finance, Regulation, and Ethics: Lessons from the LIBOR Scandal” (2012)
- Social Impact Task Force Member (2012)
- Invited speaker at Ross Chicago Alumni Spring Business Conference (2012)
- Invited speaker at Hosmer Research Luncheon series (2012, 2010)
- Ross Leadership Initiative (RLI) Orientation Judge and Facilitator (2012, 2010, 2009)
- Guest curator for ICOS (2011)
- Invited speaker at UpClose (2011)
- Service at the MO Area Level
 - Area Chair (2021-present)
 - LEO selection committee (2024)
 - Prelim reader (2024, 2022, 2021, 2020, 2019, 2018, 2017, 2015, 2014, 2013)
 - Doctoral student selection committee (2022, 2021, 2020 (chair), 2019, 2017, 2016, 2015, 2014)
 - Doctoral Deep Dive (3D) Task Force (2021-2022)
 - MO Seminar coordinator (2021)
 - Mentor for Junior Faculty Member Charlie Case (2024, 2023, 2022, 2021, 2020)
 - LEO continuing review committee (2020, 2018)
 - Retreat Planning Committee (2021, 2018 (chair), 2014)
 - Mentor for Junior Faculty member Julia Lee (2019, 2017)
 - MO faculty search committee (2022 (chair), 2018 (chair), 2011)
 - Co-Chair of Post-doc Selection Committee (2018)
 - Doctoral program coordinator (2017, 2016, 2015, 2014)

- Undergraduate subject pool coordinator (2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009)
- Speaker at MO brown bag (2021, 2017, 2015, 2012, 2011, 2010)
- Speaker at MO doctoral students shake ‘n bake (2021, 2015, 2012)
- MO fun committee (2013, 2012, 2011)
- MO vision task force (2011)
- Taught MO 900 class on experiments (2011, 2010)
- Undergraduate elective task force member (2010)
- Service for the Center for Positive Organizations
 - Host for Sue Ashford’s Positive Links talk (2022)
 - Co-organizer of POS Research Conference (2022, 2013)
 - Core faculty member (2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010)
 - Poslinks host (2020, 2021)
 - Research Director (2019-2022)
 - Content Curator for Virtues, Ethics and Prosocial Behavior track of the POS Research Conference (2019, 2015)
 - Guest speaker in Magnify class on team flourishing (2018)
 - Member of research sub-committee (2015, 2014, 2013, 2012)
 - Faculty Co-director (2015, 2014)
 - Lunch and Learn Speaker for Summer Fellows (2014, 2013)
 - Co-organizer of POS Gathering at AoM Conference (2012)
 - Presenter for POS Summer Fellows Program (2012)
 - Co-organizer of the poslinks speaker series in winter term (2010)

Service at the **University of Central Florida**

- Service at the University Level
 - Academic integrity task force (2008)
- Service at the College Level
 - Secretary of College of Business (2005)
- Service at the Department Level
 - Library representative for Management Department (2009, 2008, 2007, 2006, 2005)
 - Management Department major revision committee member (2008)
 - MPRC representative substitute for Management Department (2008)
 - Lecturer search committee member (2008)
 - DPRC representative for Management Department (2008)
 - Teaching committee representative from Management Department (2008, 2007, 2006)
 - Management Department chair reappointment committee member (2007)
 - Instructor search committee member (2006)

Service within the **Academy of Management**

- ***Overall Academy of Management***
 - Panelist in the New Student Doctoral Consortium (2012)
- ***Conflict Management Division***

- Presenter in “The Antecedents, Management, and Implications of Unethical Behavior at Work” (2013)
- Conference Reviewer (2010, 2009, 2008, 2005)
- ***Human Resources Division***
 - Presenter in HR Division Junior Faculty Consortium (2011)
 - Conference Reviewer (2008, 2006, 2005)
 - Junior Faculty Consortium Attendee (2005)
- ***Organizational Behavior Division***
 - Panelist in “The Elephant in the Room: A PDW on Enhancing Scientific Rigor in Organizational Behavior Research” PDW (2024)
 - Conference Reviewer (2021, 2018, 2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005, 2004)
 - Presenter in “Paving a Path for Behavioral Ethics Research: A Pecha Kucha Springboard and Networking Session” PDW (2021, 2017, 2016)
 - Presenter in Junior Faculty Consortium (2018)
 - Cummings Scholarly Achievement Award committee (2017)
 - OB Division’s Best Paper Award Committee (2017, 2016, 2014, 2012)
 - Presenter in “Mentoring Graduate Students: Tips, Best Practices, and Life-Changing Stories from the Experts” PDW (2016)
 - Presenter in OB Doctoral Consortium (2016, 2015, 2014, 2009)
 - Co-organizer of “Fatherhood in the Academy: Research Insights and Practical Strategies for Managing Work and Life” PDW (2015)
 - OB Division’s Most Innovative Student Paper Award Committee (2015, 2011)
 - Scientific Affairs Committee (2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006)
 - Chair (2012, 2011, 2010)
 - Organizer of “Halfway There, But Now What? Career Advice for Pre-dissertation Doctoral Students” PDW (2010, 2009)
 - Member (2009, 2008, 2007, 2006)
 - Contributor to “Help, I’m Stuck”: Organizational Behavior Research Incubator” PDW (2009)
 - Chair of member survey sub-committee (2008)
 - Presenter in “Bringing Organizational Context Back into Behavioral Ethics Research” PDW (2012)
 - Presenter in “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty” PDW (2010)
 - Junior Faculty Consortium Attendee (2006)
 - Doctoral Consortium Attendee (2004)
- ***Social Issues in Management Division***
 - Conference Reviewer (2012, 2011, 2010, 2009)
- ***Management and Organizational Cognition Division***
 - Job Market Realities Diamonds in the Rough PDW (2020)
 - Presenter in “Reviewing in the Rough: A Professional Development Workshop for Doctoral Students” PDW (2015, 2014, 2012, 2011)
- ***Network of Leadership Scholars***
 - Alvah Chapman Leadership Dissertation Award Committee (2013)

Service within the **American Psychological Association**

- **Society for Personality and Social Psychology (Division 8)**
 - Justice and Morality Preconference Co-Organizer (2014, 2013, 2012)
- **Society for the Psychological Study of Social Issues (Division 9)**
 - Conference Reviewer (2010, 2006)
 - Junior Scholars Committee Member (2008, 2007, 2006, 2005, 2004)
- **Society for Industrial and Organizational Psychology (Division 14)**
 - Conference Reviewer (2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005)
 - SIOP Owens Scholarly Achievement Award Committee (2011, 2010, 2009)
 - SIOP APA Program Committee Chair (2010) and Vice Chair (2009)
 - SIOP Graduate Student Scholarship Committee (2010, 2009)
 - SIOP APA Program Reviewer (2009)
 - Junior Faculty Consortium Attendee (2006)
 - Doctoral Consortium Attendee (2004)

Service within the **International Society for Justice Research (ISJR)**

- Early Career Award Committee (2015)

Service within the **Southern Management Association**

- Ethics/Social Issues/Diversity Track Chair for (2009) Annual Conference
- Conference Reviewer (2006)

Service within the **European Academy of Management (EURAM)**

- Conference Reviewer (2008)

EDITOR

- *Academy of Management Journal*, Associate Editor, 2014-2016

GUEST EDITOR

- *Business Ethics Quarterly* special issue, “Interdisciplinary approach to behavioral ethics” (2010)

EDITORIAL BOARDS

- *Academy of Management Journal*, 2009-2013
- *Business Ethics Quarterly*, 2011-2013
- *Journal of Applied Psychology*, 2009-2013
- *Journal of Business and Psychology*, 2009-2013
- *Journal of Management*, 2008-2013
- *Journal of Organizational Moral Psychology*, 2009-2013
- *Organizational Behavior and Human Decision Processes*, 2010-2013
- *Organizational Psychology Review*, 2009-2013

- *Personnel Psychology*, 2010-2013

AD HOC REVIEWING

- *British Journal of Management*, 2008-present
- *California Management Review*, 2011-present
- *European Journal of Work and Organizational Psychology*, 2007-present
- *Group and Organization Management*, 2007-present
- *Human Relations*, 2008-present
- *Human Resource Management*, 2007-present
- *Human Resource Management Review*, 2006-present
- *International Journal of Conflict Management*, 2006-present
- *International Journal of Service Industry Management*, 2006-present
- *Journal of Applied Social Psychology*, 2006-present
- *Journal of Business Ethics*, 2008-present
- *Journal of Managerial Psychology*, 2007-present
- *Journal of Management Studies*, 2009-present
- *Journal of Organizational Behavior*, 2010-present
- *Journal of Personnel Psychology*, 2009-present
- *Management and Organization Review*, 2011-present
- *Organization Science*, 2011-present
- *Research Grant Council (RGC) of Hong Kong*, 2013-present
- *The Leadership Quarterly*, 2012-present
- *University of Leuven Research Council Grant Application*

STUDENTS SUPERVISED

Students supervised at the **University of Michigan**

- Doctoral
 - Advisor (first- or second-year)
 - Karl Larsen (2020, 2019)
 - Alaina Segura (2018)
 - Katherine Bae (2017)
 - Eun Bit Hwang (2016)
 - Ashley Hardin (2014)
 - Madeline Ong (2014, 2011)
 - Chen Zhang (2014)
 - Lindsey Cameron (2013)
 - Samir Nurmohamed (2012, 2011, 2010, 2009)
 - Matt Karlesky (2010)
 - Jeff Bednar (2010, 2009)
 - IERP Committee Member
 - Karl Larsen (2020)
 - Chen Zhang (2015)
 - Madeline Ong (2013)

- Matt Karlesky (2011)
 - Kristina Workman (2011)
 - Dissertation Committee Member
 - Martha Berg (psychology, 2021)
 - Steve Shaw (marketing, 2021)
 - Ed Shardlow (management, 2021, University of Texas)
 - Kathrina Robotham (psychology, 2020)
 - Rebecca Chae (marketing, 2019)
 - Tiffany Vu (marketing, 2017)
 - Chen Zhang (management and organizations, 2017)
 - Linda Hagen (marketing, 2016)
 - Daniel Porter (psychology, 2016)
 - Christine Kang (marketing, 2015)
 - Walter Sowden (psychology, 2015)
 - Sisi Chen (education, 2014)
 - Dana Kabat (psychology, 2012)
 - Lisa Marchiondo (psychology, 2012)
 - Ashley Bowers (survey methodology, 2011)
 - Dissertation Chair
 - Kat Bae (chair; graduation expected in 2022)
 - Madeline Ong (chair; graduated in 2016)
 - Kristina Workman (co-chair with Jane Dutton; graduated in 2014)
 - Jeff Bednar (co-chair with Jane Dutton; graduated in 2013)
 - Samir Nurmohamed (chair; graduated in 2013)
- Undergraduate (Co-Director of LEAD)
 - Supervised over 20 undergraduate students in organizational studies (2013, 2012, 2011, 2010)
 - Undergraduate honors thesis advisor at the University of Michigan
 - Caroline Canning (organizational studies, 2013)
 - Yourui Yeo (organizational studies, 2013)

Students supervised at the **University of Central Florida**

- Doctoral
 - Director of Social Justice in Organizations (SJO) Research Group
 - First Year Paper Committee Member
 - James Caldwell (Advisor)
 - Rebecca Greenbaum (Advisor)
 - Manuela Priesemuth (Advisor)
 - Kristina Workman (Advisor)
 - Second Year Paper Committee Member
 - James Caldwell (Reader)
 - Nichole Phillips (Reader)
 - Dissertation Committee Member
 - Mary Bardes
 - Rebecca Greenbaum

- Maribeth Kuenzi
- Rommel (Bombie) Salvador
- Master's
 - Supervised four University of Central Florida MBA graduate assistants (2005-2009)
 - Master's Thesis Committee Member
 - Sallie Weaver (psychology)
- Undergraduate
 - Undergraduate honors thesis committee member at UCF
 - Nicole Owens (psychology)

Students supervised at the **University of Maryland**

- Undergraduate
 - Mentored 21 University of Maryland undergraduates (2005, 2004, 2003, 2002, 2001)

PROFESSIONAL AFFILIATIONS

- Academy of Management (AOM)
- American Psychological Association (APA)
- Association for Psychological Science (APS)
- International Positive Psychology Association (IPPA)
- International Society for Justice Research (ISJR)
- Positive Organizational Scholarship (POS) Community of Scholars
- Society for Industrial and Organizational Psychology (SIOP)
- Society for Personality and Social Psychology (SPSP)

ADDITIONAL INTERESTS

- Spend time with my wife, daughter, and son; travel; spend time outdoors in nature; play and watch sports (especially basketball); read about and discuss current events