

MORELA HERNANDEZ

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ACADEMIC APPOINTMENTS

- 2021-Present **UNIVERSITY OF MICHIGAN**, Ann Arbor, Michigan
FORD SCHOOL OF PUBLIC POLICY
Ligia Ramirez de Reynolds Collegiate Professor of Public Policy
Secondary Appointment: Ross School of Business, Management and Organizations Area
- Faculty Director, [Ford School Leadership Initiative](#)*
Charged with leading the Ford School's leadership training across undergraduate and graduate degree programs. Oversee and support expansion of executive leadership coaching program, development of new courses, integration of quantitative leadership assessment opportunities and extra-curricular programming, enhanced alumni engagement, collaborations with Career Services and Ford School centers/institutes, and partnerships across the University, including the development of a new certificate program. Help build out the strategic planning and capital campaign. Support development of new degree programs including the Executive MPP and blended MPA. Continue to serve on governing body for graduate programs.
- [2022-2023] *Framing and Design University Committee Member and Sub-Committee Lead for Curriculum and Pedagogy, [The Inclusive History Project](#)*
Conducted analyses and drafted proposal on the curricular aspects of the Inclusive History Project, an initiative created to engage UofM's three campuses in understanding the University's history with respect to diversity, equity, and inclusion.
- 2014- 2021 **UNIVERSITY OF VIRGINIA**, Charlottesville, Virginia
DARDEN SCHOOL OF BUSINESS
Associate Professor, Leadership and Organizational Behavior Area
Donald and Lauren Morel Professorship in Business Administration
Secondary Appointments: UVA School of Medicine, Department of Psychiatry and Neurobehavioral Sciences [2020-2023], UVA School of Engineering and Applied Science, Department of Engineering Systems and Environment [2018-2021]
- [2016-2021] *Co-Founder/Co-Director, [Convergent Behavioral Science Initiative](#)*
Awarded \$2.15M to create a pan-university center that would further the development and application of behavioral research across disciplines to solve Grand Challenges. Affiliated faculty represent a wide range of data-driven fields including business, public policy, engineering, architecture, education, nursing, and medicine. Founded and co-led the Behavioral Science for Sustainable Systems (BS3) doctoral program, a partnership with UVA's School of Engineering and Applied Sciences. Established collaborations with external partners including the World Bank, United Nations, and Red Cross. Co-sponsored three major national conferences with Behavioral Science and Policy Association (2018 and 2019), *Nature Sustainability* (2019), and the Behavioral Summit with ideas42 (2018). Helped grow and secure \$373K in funding for Darden's interdisciplinary post-doctoral program in collaboration with UVA's School of Medicine and School of Nursing, as well as Gartner, Inc. Served as member of University Steering Committee for the Postdoc Improvement Project.
- [2015-2021] *Academic Director, [Behavioral Research at Darden](#) (BRAD Lab)*
Charged with leading Darden's interdisciplinary experimental laboratory. Hired and supported a best-in-class professional staff to carry out lab experiments and survey research. Shepherded a \$900K investment to build a state-of-the-art experimental lab facility to meet the growing demand for research support within Darden and partners across the University.

[2018-2021] *Tenure and Promotion Committee Member*

Responsible for the evaluation of all tenure and promotion cases across the School. Worked closely with six faculty colleagues to develop detailed assessments of teaching, research, service, and engagement activities for each candidate. Delivered recommendations to governing faculty.

2007-2014 **UNIVERSITY OF WASHINGTON**, Seattle, Washington
FOSTER SCHOOL OF BUSINESS
Assistant Professor, Department of Management and Organization

EDUCATION

2007 **DUKE UNIVERSITY**, Durham, North Carolina
FUQUA SCHOOL OF BUSINESS
Ph.D. in Business Administration

2001 **RICE UNIVERSITY**, Houston, Texas
B.A. in Psychology – *Magna cum laude* and Honors in Psychology

AWARDS AND HONORS

2023 Inducted into the Society for Organizational Behavior.

2023 Elected faculty commencement speaker by the 2023 Ford School graduating classes across BA, MPP, MPA programs. University of Michigan.

2023 Awarded Responsible Research in Business and Management (RRBM) Honor Roll: “Managing the double bind: Women directors’ participation tactics in the gendered boardroom.” *Organization Science*. Publication classified as having direct relevance and impact on the United Nations’ 17 Sustainable Development Goals (SDGs).

2022-2023 Dean’s honor for excellence in teaching. University of Michigan.

2021 Best Reviewer Award, *Academy of Management Journal*.

2020 Outstanding Practitioner-Oriented Publication Award: “How algorithms can diversify the startup pool” with Raveendhran, Weingarten, & Barnett. Organizational Behavior (OB) Division, Academy of Management.

2020 [Thinkers.com Radar](#): “Top 30 management thinkers most likely to shape the future of how organizations are managed and led.”

2019 Dean’s honor for excellence in research. Honored for exceptional performance in published refereed research 2015-2018. University of Virginia.

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

2016 [40 under 40 Most Outstanding MBA Professor Award](#), a global recognition.

- 2015 Best Paper Award: “Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps” with Guarana. MOC Division, Academy of Management.
- 2014 Professor of the Year Award. Daytime M.B.A. Program. University of Washington.
- 2014 Professor of the Quarter Award. Daytime M.B.A. Program. University of Washington.
- 2012 Outstanding Service Award. MOC Division, Academy of Management.
- 2012 Professor of the Year Award. Evening M.B.A. Program. University of Washington.
- 2011 Instructor of the Quarter Award. Daytime M.B.A. Program. University of Washington.
- 2010 Instructor of the Quarter Award. Undergraduate Program. University of Washington.
- 2009-2011 Elected Representative-at-Large. MOC Division, Academy of Management.
- 2006 Winner of University of Notre Dame’s Excellence in Ethics Dissertation Proposal Competition.
- 2006 Kenan Dissertation Award in Ethics. Duke University.
- 2005-2007 Elected Student Representative-at-Large. MOC Division, Academy of Management.
- 2002-2007 Recipient of Full Doctoral Fellowship. Fuqua School of Business, Duke University.
- 2001 John W. Brelsford Award. “Awarded to a student for their leadership in the field and among their peers, excellence in the classroom, collaboration with faculty, and contributions to the literature.” Rice University.
- 2001 Phi Beta Kappa. Rice University.
- 1998-2001 Psi Chi National Honor Society in Psychology. President of Rice University Chapter.

ACADEMIC PUBLICATIONS

- Hernandez, M. & Haack, P. (forthcoming). Implications of management theory for public policy. *Academy of Management Review*.
- Trzebiatowski, T., McCluney, C. L., & Hernandez, M. (2022). Managing the double bind: Women directors’ participation tactics in the gendered boardroom. *Organization Science*, 34(2), 801-827.
- Amis, J., Brickson, S., Haack, P., & Hernandez, M. (2021). Taking inequality seriously. *Academy of Management Review*, 46(3), 431-439.
- Khattab J., van Knippenberg, D., Nederveen Pieterse A., & Hernandez, M. (2020). A network utilization perspective on the leadership advancement of minorities. *Academy of Management Review*, 45(1), 109-129.
- Haizlip, J. A., McCluney, C. L., Hernandez, M., Quatrara, B. A. & Brashers, V. L. (2020). Mattering: How organizations, patients, and peers can affect nurse burnout and engagement. *Journal of Nursing Administration*, 50(5), 267-273.
- Hernandez, M., Baker, S., Hess, M., & Harris, J. (2020). Organizational resilience: A social exchange

perspective. In B. Caza, N. Powley, and A. Caza (Eds.), *Handbook of Organizational Resilience*. Edward Elgar Publishing, 131-150.

Hernandez, M., Avery, D. R., Volpone, S. & Kaiser, C. R. (2019). Bargaining while Black: The role of race in salary negotiations. *Journal of Applied Psychology*, 104(4), 581-592.

Noval, L. & Hernandez, M. (2019). The unwitting accomplice: How organizations enable motivated reasoning and self-serving behavior. *Journal of Business Ethics*, 157, 699–713.

Hernandez, M. & Guarana, C. L. (2018). An examination of the temporal intricacies of job engagement. *Journal of Management*, 44, 1711-1735.

Klotz, L., Weber, E., Johnson, E., Shealy, T., Hernandez, M., & Gordon, B. (2018). Review: Beyond rationality in engineering design for sustainability. *Nature Sustainability*, 1, 225-233.

Guarana, C. L., Li, J., & Hernandez, M. (2017). Examining the effects of leader-follower gender match on managerial response to voice. *Journal of Experimental Social Psychology*, 72, 147-160.

Guarana, C. L. & Hernandez, M. (2016). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. *Journal of Applied Psychology*, 101(7), 1013-1029.

Hernandez, M., Avery, D. R., Tonidandel, S., Hebl, M. R., Smith, A. N. & McKay, P. F. (2016). The role of proximal social contexts: Assessing stigma-by-association effects on leader appraisals. *Journal of Applied Psychology*, 101(1), 68-85.

Guarana, C. L. & Hernandez, M. (2015). Building sense out of situational complexity: The role of ambivalence in creating functional leadership processes. *Organizational Psychology Review*, 5(1), 50-73.

Liu, D., Hernandez, M., & Wang, L. (2014). The role of leadership and trust in creating structural patterns of procedural justice: A social network investigation. *Personnel Psychology*, 67(4), 801–845.

Hernandez, M., Long, C. P. & Sitkin, S. B. (2014). Cultivating follower trust: Are all leader behaviors equally influential? *Organization Studies*, 35, 1867-1892.

Eberly, M. B., Johnson, M. D., Hernandez, M. & Avolio, B. J. (2013). An integrative process model of leadership: Examining loci, mechanisms and event cycles. *American Psychologist*, 68(6), 427-443.

Avery, D. R., Volpone, S. D., Stewart, R. W., Luksyte, A., Hernandez, M., McKay, P. F., & Hebl, M. R. (2013) Examining the draw of diversity: How diversity climate perceptions affect job pursuit intentions. *Human Resource Management*, 52(2), 175-194.

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

Hernandez, M. (2012). Toward an understanding of the psychology of stewardship. *Academy of Management Review*, 37(2), 172-193.

Wade-Benzoni, K. A, Tost, L. P., Hernandez, M. & Larrick, R. P. (2012). It's only a matter of time: Death, legacies, and intergenerational decisions. *Psychological Science*, 23(7), 704-709.

Hernandez, M., Eberly, M. B., Avolio, B. J. & Johnson, M. D. (2011). The loci and mechanisms of leadership: Exploring a more comprehensive view of leadership theory. *The Leadership Quarterly*, 22, 1165-1185.

- Wade-Benzoni, K.A, Hernandez, M., Medvec, V., & Messick, D. (2008). In fairness to future generations: The role of egocentrism, uncertainty, power, and stewardship in judgments of intergenerational allocations. *Journal of Experimental Social Psychology*, 44, 233-245.
- Hernandez, M. (2008). Promoting stewardship behavior in organizations: A leadership model. *Journal of Business Ethics*, 80(1), 121-128.
- Tost, L. P., Hernandez, M. & Wade-Benzoni, K. A. (2008). Pushing the boundaries: A review and extension of the psychological dynamics of intergenerational conflict in organizational contexts. *Research in Personnel and Human Resources Management*, 27, 93-147.
- McKay, P. F., Avery, D. R., Tonidandel, S., Morris, M., Hernandez, M., & Hebl, M. R. (2007). Racial differences in employee retention: Are diversity climate perceptions the key? *Personnel Psychology*, 60, 35-62.
- Hernandez, M., Chen, Y., & Wade-Benzoni, K. A. (2006). Toward an understanding of psychological distance reduction between generations: A cross-cultural perspective. *Research on Managing Groups and Teams*, 9, 3-20
- Avery, D. R., Hernandez, M., & Hebl, M. R. (2004). Who's watching the race? Racial salience in recruitment advertising. *Journal of Applied Social Psychology*, 34(1), 146-161.

PUBLICATIONS FOR PRACTITIONER AUDIENCE

- Hernandez, M. & Lacerenza, C. (2023). [How to help high achievers overcome imposter syndrome](#). *MIT Sloan Management Review*.
- Trzebiatowski, T., McCluney, C. L., & Hernandez, M. (2023). [How women on boards navigate the “warmth-competence” line](#). *Harvard Business Review*.
- Hernandez, M., Guarana, C. L., & Owsik, C. (2022). [Use your ambivalence to make more ethical decisions](#). *MIT Sloan Management Review*. In print Winter 2023 issue (Reprint #64222).
- Hernandez, M. (2021). [The problem with certainty](#). *MIT Sloan Management Review*.
- Hernandez, M., Khattab, J., & Hoopes, C. (2021). [Why good leaders fail](#). *MIT Sloan Management Review*. In print Spring 2021 (Reprint #62419).
- Hernandez, M. (2020). [Which new normal should we create?](#) *MIT Sloan Management Review*. In print Fall 2020 issue (Reprint #62124).
- Hernandez, M. (2020). [Projecting leadership and humanity in crisis](#). *MIT Sloan Management Review*.
- Hernandez, M. & McCluney, M. (2020). [The Detroit Hustle](#). *MIT Sloan Management Review*.
- Hernandez, M. (2020). Take a learning approach to our differences. Commentary in “[Eight Management Ideas to Embrace in the 2020s](#).” *MIT Sloan Management Review*.
- Klotz, L., Pickering, J., Schmidt, R. *et al.* (2019). [Twenty questions about design behavior for sustainability](#). *Nature Sustainability*, 2, 1067–1069. A report from the *Nature Sustainability* Expert Panel on Behavioral Science for Design.
- Hernandez, M., Raveendhran, R., Weingarten, E., & Barnett, M. (2019). [How algorithms can diversify the](#)

- [startup pool](#). *MIT Sloan Management Review*. Feature article, in print Fall 2019 issue (Reprint #61104).
- Hernandez, M. (2019). [How previous generations influence our decisions](#). *MIT Sloan Management Review*.
- Hernandez, M. (2019). [A shared passion for place can make a business more resilient](#). *MIT Sloan Management Review*. In print Summer 2019 issue (Reprint #60408).
- Hernandez, M. (2018). [Game changing strategies for corporate boards](#). *MIT Sloan Management Review*.
- Hernandez, M. (2018). [Gender discrimination still exists – Now what?](#) *MIT Sloan Management Review*. In print Fall 2018 issue (Reprint #60132).
- Hernandez, M. (2018). [The impossibility of focusing on two things at once](#). *MIT Sloan Management Review*.
- Hernandez, M. (2018). [Rationalizing yourself out of a promotion](#). *MIT Sloan Management Review*.
- Hernandez, M. (2017). [Putting an end to leaders' self-serving behavior](#). *MIT Sloan Management Review*. In print Spring 2018 issue (Reprint #59315).
- Hernandez, M. (2017). [The upside of being a woman among bros](#). *MIT Sloan Management Review*.
- Baker, S. & Hernandez, M. (2017). Communicating with stakeholders when bad news is uncertain. *International Journal of Public Leadership*, 13(2), 85-97.
- Hernandez, M. & Avery, D. R. (2016). [Getting the short end of the stick: Racial bias in salary negotiations](#). *MIT Sloan Management Review*.
- Hernandez, M., Noval, L., & Wade-Benzoni, K. A. (2015). How leaders can create intergenerational systems to promote organizational sustainability. *Organizational Dynamics*, 44(2), 104–111.

RESEARCH IN PROGRESS

- Guarana, C. L., Hernandez, M., Rothman, N. & Zivic, D. Topic: Ambivalence and followership. Target: *Journal of Applied Psychology*. Data analysis underway.
- Hernandez, M. & Guarana, C. L. Topic: Attentional focus and scope bias. Target: *Journal of Applied Psychology*. Working paper.
- Hernandez, M., Guarana, C. L., Halgin, D. & Owsik, C. Topic: Stewardship systems. Target: *Strategic Management Journal*. Working paper.
- Koval, C. Z., Guarana, C. L., Hernandez, M., & Shea, C. Topic: Accented speech in team contexts. Target: *Journal of Applied Psychology*. Working paper.
- Lacerenza, C., Hernandez, M., & Owsik, C. Topic: The effect of leader experiences of dominance vs. prestige. Data collection underway.
- McCluney, C. L. & Hernandez, M. Topic: Marginalization and embodiment. Target: *Academy of Management Journal*. Working paper.
- McCluney, C. L., Hernandez, M., & Walker, O. Topic: Marginalization and entrepreneurship. *Academy of Management Journal*. Working paper.
- Owsik, C. & Hernandez, M. Topic: Inherited affect. Several projects.

CONFERENCE PRESENTATIONS AND SELECTED INVITED TALKS

[2023-2024]: Duke University, Carnegie Mellon University, Harvard University, Michigan State University, Yale University

Jones, V., Slotkin, E., & Hernandez, M. (2022). Divided we fall: Confronting the perils of polarization. Mackinac Policy Conference.

Barr, M. S., Hernandez, M., & Livingston, R. (2022). Training inclusive public leaders for a diverse society. Association for Public Policy Analysis and Management.

Archibold, E. & Hernandez, M. (2021). Leadership during times of suffering. Academy of Management Conference.

McCluney, C. L., Hernandez, M., & Walker, O. (2021). Detroit hustles harder: Organizational practices that (de)stigmatize Blackness in context. Academy of Management Conference.

Hernandez, M. (2021). Racial bias in negotiations. UC Berkeley, School of Law. Berkeley, California.

Owsik, C., & Hernandez, M. (2021). How emotions function in self-narratives to define the self. SPSP Virtual Annual Convention.

Guarana, C. L., Hernandez, M., & Owsik, C. (2021). The role of ambivalence in prompting contemplation and moral awareness in ethical decision-making. SPSP Annual Convention.

McCluney, C. L. & Hernandez, M. (2020). Making lemonade in resource-constrained environments. Academy of Management Conference [withdrawn due to COVID-19 related constraints].

McCluney, C. L., Hernandez, M., & Washington, E. (2020). Examining perceptions of corporate chiefs of staff: A new gendered occupation? Academy of Management Conference [withdrawn due to COVID-19 related constraints].

Hernandez, M. (2020). Leading with humanity. MIT Sloan Management Review hosted webinar. 5,335 registrants, 1,780 live attendees.

Queiroz, A. A., Pereira, L. H., Farias Pereira, S. C., & Hernandez, M. (2020). Lost and found: The paradox of diaspora and sustainably organizing brain drain. Discussant at 15th Annual Organization Studies Conference.

Queiroz, A. A., Pereira, L. H., Farias Pereira, S. C., & Hernandez, M. (2020). Rising stars? When silent voices are drawn for the greater good. Discussant at 15th Annual Organization Studies Conference.

Hernandez, M. (2019). Scope-Bias: How attentional scope influences decision-making and behavior. Fuqua School of Business, Duke University. Durham, North Carolina.

Hernandez, M. (2019). Scope Bias: The influence of attentional focus in leadership decisions. Olin Business School, Washington University. St. Louis, Missouri.

Khattab, J. & Hernandez, M. (2019). How women rationalize themselves out of leadership roles: Unintended consequences of job crafting. Academy of Management Conference.

Owsik, C., & Hernandez, M. (2019) Inherited affect: Promoting beneficence and prosocial behavior in intergenerational decision-making. Academy of Management Conference.

- Khattab, J., Hoopes, C., Hernandez, M., & Van Buren, M. (2019). Leader derailment. New Directions in Leadership Conference, Fuqua School of Business, Duke University. Durham, North Carolina.
- McCluney, C. L. & Hernandez, M. (2019). Marginalization and leadership. New Directions in Leadership Conference, Fuqua School of Business, Duke University. Durham, North Carolina.
- Khattab, J., Hoopes, C., Hernandez, M., & Van Buren, M. (2019). Why good leaders fail: A conceptual exploration of leader derailment. Personnel Testing Council Metropolitan Association, Washington D.C.
- Owsik, C. & Hernandez, M. (2019). Thinking beyond the self: Using inherited affect to encourage sustainable decisions. Engineering Sustainability Conference, University of Pittsburgh.
- Hernandez, M. (2019). Stewardship theory: New developments and empirical evidence. Organizational Behavior Unit Speaker Series. Harvard Business School, Harvard University, Cambridge, Massachusetts.
- McCluney, C. L. & Hernandez, M. (2019). Resisting marginalization through body work. Community Psychology Colloquium Series. Department of Psychology, UVA, Charlottesville, Virginia.
- Haizlip, J. A., McCluney, C. L., & Hernandez, M. (2019). Do you matter at work? Wisdom and Well-Being Series. School of Nursing, UVA, Charlottesville, Virginia.
- Hernandez, M. (2018). Investigating gender and work. Behavioral Summit; co-sponsored conference by ideas42 and Convergent Behavioral Science Initiative. New York, New York.
- Hernandez, M., Bruno, E., Noval, L., & Wade-Benzoni, K. (2018). Disrupting intergenerational mistreatment through moral outrage. Academy of Management Conference.
- Khattab, J., Hernandez, M., Raines, J. M., Van Buren, M., & Yost, A. B. (2018). When good leaders fail: A temporal P-E fit perspective on leader derailment. Academy of Management Conference.
- Trzebiatowski, T., Hernandez, M., & McCluney, C. L. (2018) "Nose in, fingers out": How women board director's experience and exert influence. Academy of Management Conference.
- Haizlip, J. A., McCluney, C. L., Hernandez, M., & Quatrara, B. (2018). Professional mattering: Do affirming interactions between colleagues enhance resilience? Academy of Communication in Healthcare, Enrich Forum.
- Hernandez, M. (2018). Stewardship theory: New developments and empirical evidence. Insper, Sao Paulo, Brazil.
- Haizlip, J. A., McCluney, C. L., Hernandez, M., & Quatrara, B. (2018). Professional mattering: Do affirming interactions between colleagues enhance resilience? 6th annual Academy for Professionalism in Health Care Conference.
- McCluney, C. L. & Hernandez, M. (2018). Embodied marginality: A pathway for Black leadership. Harvard Business School Gender and Work Symposium, Harvard University, Cambridge, Massachusetts.
- Khattab, J. & Hernandez, M. (2018). The unintended consequences of job crafting. Breaking Bias: Leadership Excellence and Gender in Organizations Conference, Purdue University Krannert School of Management.
- Khattab, J., Raines, J. M., Hernandez, M., Van Buren, M., & Yost, A. B. (2018). An examination of leader derailment: Understanding why leaders unexpectedly fail. Society for Industrial and Organizational Psychology Conference.

- Baker, S., Hernandez, M., & Parmar, B. (2017). The effect of leader overestimation on team outcomes. Academy of Management Conference.
- Hernandez, M. (2017). Business strategies and climate change: An intergenerational perspective. Symposium panelist, Academy of Management Conference.
- Hernandez, M. (2017). Interprofessional collaboration in a healthcare and academic environment. Fourth Annual Symposium for Advocates for Women in Science and Medicine. Conference Panelist, UVA, School of Medicine, Charlottesville, Virginia.
- Hernandez, M. (2017). The unintended consequences of job engagement on out-role creativity. London Business School Speaker Series, London, United Kingdom.
- Hernandez, M. (2016). The unintended consequences of job engagement on out-role creativity. Isenberg School of Management Speaker Series, UMass Amherst, Massachusetts.
- Baker, S. & Hernandez, M. (2016). Communicating with stakeholders when bad news is uncertain. Academy of Management Conference.
- Hernandez, M., Guarana, C. L., & Halgin, D. (2016). An empirical examination of the antecedents and performance outcomes of stewardship behavior. Academy of Management Conference.
- Hernandez, M., Guarana, C. L., & Halgin, D. (2016). An empirical examination of the performance outcomes of stewardship behavior. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Baker, S. & Hernandez, M. (2016). Communicating with stakeholders when bad news is uncertain. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Noval, L. & Hernandez, M. (2016). Motivated reasoning and self-serving resource allocation: The moderating role of social dominance orientation. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Guarana, C. L. & Hernandez, M. (2016). The role of identified ambivalence in ethical decision-making processes. 19th International Symposium on Ethics, Business and Society. IESE, Barcelona, Spain.
- Hernandez, M. (2016). Understanding stewardship governance: Theory development and empirical evidence. Erasmus University, Rotterdam, Netherlands.
- Hernandez, M. (2016). Understanding stewardship governance: Theory development and empirical evidence. INSEAD, Fontainebleau, France.
- Hernandez, M. (2016). Can our basic fears prompt stewardship? Research presented at the Behavioral Science and Policy Association (BSPA) Conference, Washington D.C.
- Guarana, C. L. & Hernandez, M. (2015). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. Academy of Management Conference.
- Baker, S., Hernandez, M., & Parmar, B. (2015) Bad vibes: How leadership overconfidence can erode collective efficacy and stakeholder outcomes. Academy of Management Conference.
- Hess, M., Hernandez, M., & Harris, J. (2015). Organizational resilience. Business and Economic Resilience Conference, Institute for Business in Society, UVA, Charlottesville, Virginia.

- Hernandez, M. (2015). Understanding stewardship governance: Theory development and empirical evidence. Providence College of Business Speaker Series, Providence, Rhode Island.
- Hernandez, M. (2015). Understanding stewardship behavior: Theory development and empirical evidence. Psychology Department Speaker Series, UVA, Charlottesville, Virginia.
- Guarana, C. L. & Hernandez, M. (2014). Building sense out of contextual complexity: Functional ambivalence and leadership processes. Academy of Management Conference.
- Guarana, C. L., Li, J., & Hernandez, M. (2014). Examining the effects of leader-follower gender match on managerial response to voice. Paper presented at the Academy of Management Conference.
- Hernandez, M., Hess, M. & Harris, J. (2013) Leaning into the wind: Hardship, stakeholder relationships, and organizational resilience. Academy of Management Conference.
- Hernandez, M. (2013). A temporal model of job engagement. Darden School of Business, UVA, Charlottesville, Virginia.
- Hernandez, M. (2013). The role of proximal social contexts: Assessing stigma-by-association effects on leader appraisals. McDonough School of Business, Georgetown University, Washington D.C.
- Hernandez, M. & Guarana, C. L. (2012). Beyond a snapshot of job engagement: Examining the dynamic interplay of organizational identification and fit construal. Academy of Management Conference.
- Guarana, C. L., Burch, T. & Hernandez, M. (2012). The competing influences of transformational leadership and LMX on follower engagement. Academy of Management Conference.
- Hess, M., Hernandez, M., & Harris, J. (2012). Leaning into the wind: Adversity, stakeholder management, and organizational resilience. Annual Meeting of the Society for Business Ethics.
- Hernandez, M. (2012). The role of proximal social contexts: Assessing stigma-by-association effects on leader appraisals. Colloquium of Organizational Research Excellent (CORE), Darden School of Business, UVA, Charlottesville, Virginia.
- Guarana, C. L. & Hernandez, M. (2011). The compensatory effect of organizational identification on workforce engagement. Academy of Management Conference.
- Hernandez, M. (2011). The psychological dynamics of stewardship in intergenerational decision making. Research presented at the ESADE Conference for Intergenerational Decision-Making, Barcelona, Spain.
- Hernandez, M. (2011). Toward a meta-theory of leadership. New Directions in Leadership Research Conference, Duke University, Durham, North Carolina.
- Liu, D., Hernandez, M., & Wang, L. (2011). Catching justice contagion within a social network: A longitudinal investigation. Society for Industrial and Organizational Psychology Conference.
- Hernandez, M., Avery, D. R., & Volpone, S. D. (2010). Getting the short end of the stick: Exploring the role of race/ethnicity in negotiations. Academy of Management Conference.
- Hernandez, M. & Sitkin, S. B. (2010). Who is leading the leader? Follower influence of leader ethicality. Behavioral Business Ethics: Ideas on an Emerging Field Conference.
- Hernandez, M. & Sitkin, S. B. (2010). Who is leading the leader? Follower influence of leader ethicality. New Directions in Leadership Conference, Erasmus University, Rotterdam, Netherlands.

- Avery, D. R., Volpone, S.D., Stewart, R. W., Luksyte, A., Hernandez, M., McKay, P.F., & Hebl, M. R. (2010). The draw of diversity: Diversity climate affects job pursuit intentions. Society for Industrial and Organizational Psychology Conference.
- Sitkin, S. B., Hernandez, M. & Long, C. P. (2010). Cultivating trust in leaders: Are all leader behaviors equally influential. 5th Workshop on Trust Within and Between Organizations, Madrid, Spain.
- Hernandez, M. (2009). Conceptualizing leadership through a stewardship lens. Academy of Management Conference.
- Liu, D., Hernandez, M., & Wang, L. (2009) The ruinous effect of leader differential treatment: Examining procedural justice contagion. Academy of Management Conference.
- Hernandez, M. & Eberly, M. B. (2009) What makes leaders different from managers? Embodying the three roles of a steward. Academy of Management Conference.
- Avery, D. R., Luksyte, A., & Hernandez, M. (2009) Does dissimilarity predict stereotyping? It depends on the context. Society for Industrial and Organizational Psychology Conference.
- Hernandez, M., May, S.K., & Pickus, N. (2008). Creating effective ethical engagement in organizations: The five principles model. Academy of Management Conference.
- Tost, L. P., Hernandez, M. & Wade-Benzoni, K. A. (2008). Pushing the boundaries: A review and extension of the psychological dynamics of intergenerational decision making in organizational contexts. Academy of Management Conference.
- Hernandez, M. (2008). Understanding diversity initiatives: Individual, group, and organizational level opportunities and challenges. National Diversity in Business Research Conference, Business and Economic Development Center, University of Washington, Seattle.
- Hernandez, M. (2008). Understanding the psychology of stewardship in leadership. New Directions in Leadership Research Conference, Duke University, Durham, North Carolina.
- Hernandez, M. (2008). Intergenerational beneficence: The roles of affinity, power, stewardship, and legacies. Society for Industrial and Organizational Psychology Conference.
- Hernandez, M. (2007). Behavioral determinants of stewardship in organizations. Academy of Management Conference.
- Rosette, A. S., Tost, L. P, Hernandez, M., & Sitkin, S. B. (2007) Competitive rivalries between women executives: An impetus for negative biases toward each other. Academy of Management Conference.
- Hernandez, M. (2006). Promoting stewardship behavior in organizations: A leadership model. Excellence in Ethics Conference, University of Notre Dame, South Bend, IN.
- Hernandez, M. (2006). Behavioral determinants of stewardship in organizations. Ross School of Business, University of Michigan, Ann Arbor, Michigan; Carlson School of Business, University of Minnesota, Minneapolis, Minnesota; Foster School of Business, University of Washington, Seattle, Washington.
- Sitkin, S. B., Lind, E. A, Hernandez, M., & Long, C.P. (2006) Cultivating trust in leaders: Are all leader behaviors equally influential? Academy of Management Conference.
- Wade-Benzoni, K.A, Hernandez, M., Medvec, V., & Messick, D. (2006). Psychological influences in

judgments of fairness to future generations: The role of egocentrism and uncertainty. International Association for Conflict Management Conference, Montreal, Quebec, Canada.

Avery, D. R., McKay, P. F., Hernandez, M., Hebl, M. R., & Morris, M. (2006). The draw of diversity: How diversity climates affect job pursuit intentions. Society for Industrial and Organizational Psychology Conference.

McKay, P. F., Avery, D. R., Morris, M., Hernandez, M., & Hebl, M. R. (2006). Diversity climate perceptions and racial differences in managerial retention. Society for Industrial and Organizational Psychology Conference.

Sitkin, S. B., Lind, E. A., & Hernandez, M. (2005). Trust and control: The role of leader and follower perceptions. Academy of Management Conference.

Hernandez, M., Chen, Y., & Wade-Benzoni, K. A. (2005). Cultural differences in psychological distance reduction between generations. Research on Managing Groups and Teams in Organizations Conference.

Hernandez, M. & Brodt, S. (2005). Trust and employment negotiations: The importance of feeling in control. International Association for Conflict Management Conference, Seville, Spain.

Avery, D. R., Hernandez, M., Smith, A. N., & Hebl, M. (2005). Interracial differences in leadership perception. Society for Industrial and Organizational Psychology Conference.

Hernandez, M. (2004). Perceived job suitability as a function of ethnicity. Society for Industrial and Organizational Psychology Conference.

Hernandez, M., Avery, D. and Hebl, M. (2001). Recruiting diversity: The race is on. Society for Industrial and Organizational Psychology Conference.

DEGREE PROGRAM TEACHING

University of Michigan, Ford School of Public Policy:

Leadership Core Courses (PP582, PP590)

MPP and MPA programs

Behavioral Science, Elective Course (PP475/750)

BA and MPP Programs

Case Writing, Elective Course (PP750)

MPP and MPA programs

University of Virginia, Darden School of Business:

Behavioral Science, Elective Course (J-Term)

Residential Second Year M.B.A. Program, 2021

Leadership Core Course

Executive M.B.A. Program, 2018-2021

Residential First Year M.B.A. Program, 2014-2021

- Course head across five sections, 2017-2021

Leadership Elective Course: "Leadership Strategies"

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

Leadership Pre-Matriculation Workshop: “Darden before Darden”
Residential First Year M.B.A. Program, 2015-2017

University of Washington, Foster School of Business:

Leadership Core Course: “LEAD” and “eLEAD”
Daytime and Evening M.B.A. Programs, 2011–2014

Leadership Elective Course (MGMT545)
Daytime and Evening M.B.A. Programs, 2007–2014

Leadership Elective Course (MGMT401)
Undergraduate Program, 2007–2011

Duke University:

Organizational Behavior Elective Course. *Interdisciplinary Markets and Management Curriculum*
Undergraduate Program, Spring 2005

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

EXECUTIVE EDUCATION TEACHING

Carnegie Mellon University, Tepper School of Business:

The Climb Fellowship Program for Black and Hispanic/Latinx accounting professionals [2 offerings]

University of Virginia, Darden School of Business:

Partnership for Leaders in Education (PLE) [16 offerings, faculty lead]
Axel Johnson Inc. [7 offerings, faculty lead]
Capital One, Technology Leadership Program [5 offerings, faculty lead]
Darden’s Women in Leadership Program (WIL) [5 offerings, faculty lead]
National Association for Multi-Ethnicity in Communications (NAMIC) [5 offerings]
Army Intermediate Program [2 offerings]
Global Business Travel Association (GBTA), Global Leaders Professional program [2 offerings]
Insper Brazil, Center for Leadership and Innovation [1 offering]
International Foodservice Distributors Association (IFDA) [1 offering]
Rare Book Libraries, Director Leadership Development [1 offering]
U.S. Chamber of Commerce, Washington D.C. [1 offering]

University of Washington, Foster School of Business:

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

London Business School:

Nestlé, Leadership Development Coach [6 offerings]

Duke University, Fuqua School of Business:

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

TEACHING MATERIALS

Phyllis Schlafly and the Birth of Conservative Values. (2023). Case co-authored with Sierra Bellows and Jessica Liang. Ford School Leadership Case series.

Ethics in Policy Decision-Making. (2023). Case co-authored with Sierra Bellows and Fredrick Hernandez. Ford School Leadership Case series.

Creating the EPA: Leadership and Design Decisions (2022). Case co-authored with Sierra Bellows. Ford School Leadership Case series.

COVID-19 and Queensland Health (2021). UVA-OB-1351. Case co-authored with John Pickering.

Designing for Climate Resilience in New York State (2021). UVA-OB-1350. Case co-authored with John Pickering.

Debt Recovery at Panthera Finance (2021). UVA-OB-1349. Case co-authored with John Pickering.

Fredrick Martin at UVA. (2020) UVA-OB-1257. UVA-OB-1257TN. Case multimedia supplement co-authored with Fredrick Martin, UVA-OB-1322.

Ed Magee at Harley-Davidson. (2020). Case co-authored with Sim Sitkin. Delta Leadership, Inc.

Wendy Chan and Accenture's Upwardly Global Partnership. (2019). Case co-authored with Mary Margaret Frank. UVA-OB-1285.

Maxine Hall at Northwest Middle School (2018). Case series and teaching note co-authored with Scott Guggenheimer. UVA-OB-1271, UVA-OB-1272, UVA-OB-1271TN.

Justin Thomas at Shining Star Academy (2018). Case series and teaching note co-authored with Scott Guggenheimer. UVA-OB-1269, UVA-OB-1270, UVA-OB-1269TN.

DressingRm AR. (2018) Case co-authored with Kyle Blum. UVA-OB-1214. UVA-OB-1214TN.

Colin Kaepernick and the NFL. (2017) Case co-authored with Joseph (Sonny) Siragusa. UVA-OB-1206. UVA-OB-1206TN.

Aston Martin: The Crossover Conundrum. (2018). Case co-authored with Jay Bourgeois, Yiorgos Allayannis, Luca Cian, and Jenny Craddock. UVA-S-0298. UVA-S-0298TN2.

The Fed and Goldman Sachs (Mike Silva/Carmen Segarra). (2016). Cases series and teaching note co-authored with Bobby Parmar and Jenny Meade, UVA-OB-1078, UVA-OB-1079, UVA-OB-1079TN.

Health Haven. (2016). Case series co-authored with Rebecca Goldberg and Luke Bailey. UVA-OB-1062; UVA-OB-1063. Teaching note co-authored with Rebecca Goldberg, UVA-OB-1062TN.

Resilience in Business. (2015). Case co-authored with Megan Hess and Rebecca Goldberg. UVA-OB-1080. Teaching note co-authored with Megan Hess, UVA-OB-1080TN.

Ethics Beneath the Surface. (2015). Technical note co-authored with Jared Harris and Cristiano Guarana, UVA-E-0409.

Argamassa Construction Materials. (2015). Cases co-authored with Gerry Yemen, Eduardo Ribeiro de Santis Santiago, and John Almandoz. UVA-OB-1076, UVA-OB-1077. Teaching note co-authored with Lynn Isabella, UVA-OB-1076TN.

RESEARCH GRANTS AND INSTITUTIONAL FUNDRAISING

2018-2021	\$2.15M. Convergent Behavioral Science Initiative (CBSI). University of Virginia.
2018-2020	\$35,060. Batten Institute for Entrepreneurship and Innovation, Darden School of Business, University of Virginia. Project: Marginalized entrepreneurs navigating resource-constrained ecosystems: A case study of Detroit, MI (2018-2019: \$14,650; 2019-2020: \$20,410).
2018-2019	\$98,898. NSF Planning Grant: Engineering Research Center for REstorative infrastructure through Convergent Engineering and Psychology. University of Virginia.
2018-2019	\$60,000. University of Virginia's 3 Cavaliers Program. Project: Mattering in Healthcare Professionals.
2017-2020	\$140,000. Funding for co-sponsored Darden-School of Nursing post-doctoral scholar. University of Virginia.
2017-2019	\$93,000. Funding for co-sponsored Darden-Corporate Executive Board/Gartner Inc. post-doctoral scholar. University of Virginia.
2017	\$5,000. Batten Institute for Entrepreneurship and Innovation, Darden School of Business, University of Virginia. Project: The rise of entrepreneurship in Cuba.
2016	\$1,975. NSF Advance Grant: CHARGE at the University of Virginia.
2008- 2013	\$21,000. Business and Economic Development Center, University of Washington. Multiple projects: Workforce diversity.
2010	\$2,500. Global Business Center, University of Washington. Project: The role of self-construal in creating beneficent judgments.
2010	\$10,000. Center for Leadership and Strategic Thinking, University of Washington. Project: Critical leadership processes and outcomes of moral development.
2006-2007	\$26,000. Kenan Dissertation Fellowship in Ethics, Duke University.
2006	\$1,000. Dissertation research grant from the Fuqua/Coach K Center for Leadership and Ethics (COLE), Duke University. Project: Workforce diversity.
2005-2006	\$2,000. Kenan Colloquium Fellowship in Ethics, Duke University.

PROFESSIONAL ACTIVITIES

Primary Editorial Review Boards:

2020-Present	<i>Academy of Management Journal</i>
2020-Present	<i>Academy of Management Review</i> (Associate Editor, 2020-2023)
2020-Present	<i>Journal of Applied Psychology</i>
2017-2022	<i>Behavioral Science and Policy</i> , Senior Editor of "Spotlights"

Ad-Hoc Reviewing:

Administrative Science Quarterly, Organizational Behavior and Human Decision Processes, Organization Science, Journal of Business Ethics, Nature, NSF, Harvard Business School Press

Advisory Boards:

2022-Present	<i>MIT Sloan Management Review</i> , Executive Board Member
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Academy of Management: Managerial and Organizational Cognition Division (MOC)

Selection committee member, Best Submission with Practical Implications Award, 2019-2020.

Panel speaker, Diamonds in the Rough PDW, 2020.

Faculty facilitator for Cognition in the Rough PDW, 2016-2018.

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

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

Faculty facilitator for MOC/OMT Doctoral Consortium, 2010.

Academy of Management: Organizational Behavior Division (OB)

Selection committee member, Societal Impact Award, 2020.

Keynote speaker for Doctoral Consortium, Teaching and Mentoring, 2020-2021.

Faculty facilitator for OB Research Incubator, 2020-2021.

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

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

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

Academy of Management: All Academy Program

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

INDUSTRY EXPERIENCE

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

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

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

ENRON ENERGY SERVICES

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

ENRON INDUSTRIAL MARKETS

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

ENRON GAS COMPRESSION

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

WORKFORCE DIVERSITY DEPARTMENT

- Identified potential business opportunities and other revenue sources for the Department.

SPECIAL SKILLS

Fluent English, Spanish, Portuguese; Rusty French