

**SEAN R. MARTIN**

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Donald & Lauren Morel Associate Professor of Management & Organizations  
Darden School of Business  
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EDUCATION

CORNELL UNIVERSITY

Johnson Leadership Programs Fellow, Academic Year, 2013 - 2014  
Ph.D, Management and Organizations, May 2013

CALIFORNIA POLYTECHNIC STATE UNIVERSITY – SAN LUIS  
OBISPO

MBA, Business Management, June 2006

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

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

COMPLUTENSE UNIVERSITY OF MADRID Madrid, Spain

International relations and Spanish literature, 2001-2002

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ACADEMIC EMPLOYMENT

DARDEN SCHOOL OF BUSINESS, University of Virginia

- Donald & Lauren Morel Associate Professor of Management, 6/2021 – present
- Associate Professor of Management, 7/2018 – present

CARROLL SCHOOL OF MANAGEMENT, Boston College

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

JOHNSON GRADUATE SCHOOL OF MANAGEMENT, Cornell University

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

RESEARCH AND WRITING

(Awards and/or practitioner coverage of research listed below each article)

Journal Publications

1. Martin, S. R., Emich, K. J., Woodruff, T. & McClean, E. (In press). Keeping teams together. How ethical leadership moderates the relationship between performance on team efficacy and social integration. *Journal of Business Ethics*.
- Featured in *Ideas to Action*. [Link to article here](#).

2. Martin, S. R., Lee, J. J., & Parmar, B. (In press). Social distance, trust and getting “hooked”: A phishing expedition. *Organizational Behavior and Human Decision Processes*.
3. Côté, S., Stellar, J., Willer, R., Forbes, R., Martin, S. R., & Bianchi, E. (2021). The psychology of entrenched privilege: High socioeconomic status individuals from affluent backgrounds are uniquely high in entitlement. *Personality and Social Psychology Bulletin*, 47, 70-88.
  - Featured in *Ideas to Action*. [Link to article here](#).
4. Phillips, L. T., Martin, S. R., Belmi, P. (2020). Transitioning between social classes: Implications for personal and work lives. *Social and Personality Psychology Compass*.
5. Martin, S. R., & Côté, S. (2019). Social class transitioners: Their cultural abilities and organizational importance. *Academy of Management Review*, 44(3), 618-642.
  - Featured in *Harvard Business Review*. “The forgotten dimension of diversity.” [Link to article here](#).
  - Featured in *New York Magazine*. “I’m finally making money, but it doesn’t feel great.” [Link to article here](#).
  - Featured in Darden Ideas to Action Podcast. “You’re probably hiring the wrong people.” [Link to podcast here](#).
  - Featured in *Virginia Magazine*. “Social class transitioners may bring special value to the workplace.” [Link to article here](#).
  - Featured in *UVA Today* “What social class transitioners bring to the workplace.” [Link to article here](#).
  - Featured in *Forbes*. “Why you should beware having an upper-class workforce.” [Link to article here](#).
  - Featured in *Forbes*. “Why class diversity matters at work.” [Link to article here](#).
  - Featured in *Forbes*. “Overcoming the network gap to build socially diverse workplaces.” [Link to article here](#).
  - Featured in AOM Insights. “How social ladder climbers can help companies.” [Link to article here](#).
  - Featured in *HRM: The news site of the Australian HR Institute*. “Diversity and inclusion is a class issue – even in Australia.” [Link to article here](#).
6. McClean, E., Martin, S. R., Emich, K. J., & Woodruff, T. (2018). The social consequences of voice: An examination of voice type and gender on status and subsequent leader emergence. *Academy of Management Journal*, 61(5), 1869-1891.
  - Featured in *Forbes*, “Blowing off Dr. Birx? The real reason America is ignoring its top woman physician.” [Link to article here](#).
  - Featured in AOM Insights “When a positive spin helps men, not women, get ahead.” [Link to article here](#).
  - Featured in *Harvard Business Review* “Men get credit for voicing ideas, but not problems. Women don’t get credit for either.” [Link to article here](#).
  - Featured in *New York Times*, front page March 17, 2018. “Picture a Leader. Is she a woman?” [Link to article here](#).

- Featured in Dow Jones “Women who speak up at work get ignored – men become leaders.” [Link to article here](#)
  - Featured in PayScale.com “Women get less credit for speaking up, being leaders” [Link to article here.](#)
  - Featured in Science Daily “Women get less credit than men in the workplace” [Link to article here.](#)
7. Martin, S. R., Innis, B.\* & Ward, R.\* (2017). Social class, leaders and leadership: A critical review. *Current Opinion in Psychology*, 18, 49-54s.
  8. Martin, S. R., Côté, S., & Woodruff, T. (2016). Echoes of our upbringing: How growing up wealthy or poor relates to narcissism, leader behavior, and leader effectiveness. *Academy of Management Journal*, 59, 2157-2177.
    - Top 10 most read AOM Insights article for 2019. [Link to article here.](#)
    - Featured in *Harvard Business Review*. “The forgotten dimension of diversity.” [Link to article here.](#)
    - Featured on CNBC News story “Wealthy children don’t grow into the best leaders.” [Link to article here.](#)
    - Featured in Forbes. “The income gap is breeding narcissistic leaders.” [Link to article here.](#)
    - Featured in Harvard Business Review online by same authors. “Growing up wealthy makes leaders more narcissistic” [Link to article here.](#)
    - Featured in Washington Post. “Is your boss an egomaniac? Maybe he was born to it.” by Jena McGregor. [Link to article here.](#)
    - Featured in “Squeezing the Orange” podcast. [Link to podcast here.](#)
    - Featured on Comedy Central’s “Midnight with Chris Hardwick”. [Link to video here.](#)
    - Featured in Boston Globe, “Class Warfare at 30,000 Feet.” [Link to article here.](#)
    - Featured in Los Angeles Times, “Leaders’ narcissism may be linked to family income.” [Link to article here.](#)
    - Feature in MarketWatch article, “Trump doesn’t want a ‘poor person’ running the economy, but research suggests he should rethink that.” [Link to article here.](#)
    - A highlighted article in National Affairs. [Link to summary here.](#)
  9. Martin, S. R. (2016). Stories about values and valuable stories: A field experiment of the power of narratives to shape newcomers’ actions. *Academy of Management Journal*, 59, 1707-1724.
    - Runner-up for the Academy of Management Organizational Behavior Division’s Best Management Publication in 2016.
    - Featured in Harvard Business Review “The unexpected influence of stories told at work” by Francesca Gino. [Link to article here.](#)
    - Featured in Inc. “The power of telling your companies stories” by Will Yakowicz. [Link to article here.](#)
    - Featured in *Fast Company* “Save the heroic CEO stories, research suggests they’re not effective.” [Link to article here.](#)

- Featured in *Business News Daily* “Want to inspire employees? Share their peers’ successes.” [Link to article here](#)
10. Martin, S. R., Kish-Gephart, J., Detert, J. R. (2014) Blind forces: Ethical infrastructures and moral disengagement in organizations. *Organizational Psychology Review*, 4(4), 295-325.
  11. Kish-Gephart, J., Detert, J., Treviño, L. K., Baker, V., and Martin, S. (2014) Situational influences on moral disengagement: The roles of personal gain and harm to others. *Journal of Business Ethics*, 125, 267-285.
    - Featured in *Ideas to Action*. See link [here](#).
  12. Detert, J., Burriss, E., Harrison, D., and Martin, S. (2013) Voice flows to and around leaders: Is more always better for unit performance? *Administrative Science Quarterly*, 58, 4, 624-668.
    - 2016 Named **Best leadership article of the past three years** by Western University Ivey Business School’s Institute of Leadership.

#### Work in Progress

- Conversations and Ongoing Contact. Conditional Accept at *Organizational Behavior and Human Decision Processes*. (with Spencer Harrison, Charlotte Hoopes, Juliana Schroeder and Peter Belmi).
- Social class and competing pathways to voice. R&R at *Academy of Management Journal*. (with Spencer Harrison)
- Status and praise-giving among group members. Writing stage. (with Matthew Feinberg, Stéphane Côté, and Francis Flynn).
- Social class and entitlement beliefs (with Stéphane Côté). Data collection stage
- Curiosity and surprise in organizations. (with Spencer Harrison and Karyn Dossinger). Data analysis stage.
- Social class and speaking up about different topics (with Ethan Burriss). Data collection stage

#### Case Writing

- Martin S. R. *The legacy exercise*. Case Number: OB-1311 through OB-1315.
- Martin, S. R., (2019). *Marlow Construction (A): Dan Marlow, Founder and President*. Case Number: OB-1282
- Martin, S. R., (2019). *Marlow Construction (A) and (B) (TN)*. Case Number: OB-1282TN
- Martin, S. R., (2019). *Marlow Construction (B): Robby Gomez*. Case Number: OB-1283
- Martin, S. R., Craddock, J., (2019). *Growing a Team at LandCare: Excellence in the Field*. Case Number: OB-1284
- Martin, S. R., (2019). *Heart of a Champion*. Case Number: OB-1288
- Martin, S. R., Detert, J., (2019). *Butts in Seats: Helping the UVA Athletic Department Fill Scott Stadium*. Case Number: OB-1289

- Martin, S. R., (2019). *Defining Leadership and Effectiveness*. Case Number: OB-1292
- Martin, S. R., Detert, J., *Boston University: Leading change for excellence*
- Martin, S. R., Detert, J., Mygatt, E., *McCann Worldgroup: Delighting global clients through a localized network structure*

### EXTERNAL SERVICE

- *Committee Chair* for Outstanding Publication in Organizational Behavior Award, Academy of Management Organizational Behavior Division 2021
- *Associate Editor* at *Organizational Behavior and Human Decision Processes* (2020 – present)
- *Editorial board* member at *Academy of Management Journal* (2018 – present)
- *Committee member* for Outstanding Publication in Organizational Behavior, Academy of Management Organizational Behavior Division 2019
- *Conference Coordinator* for Darden's hosting of the New Directions in Leadership Research, 2020 (postponed to 2022).
- *Coordinator* for Darden CORE speaker series
- Ad Hoc Reviewer for:
  - *Administrative Science Quarterly*
  - *Journal of Applied Psychology*
  - *Organization Science*
  - *Organizational Psychology Review*
  - *Behavioral Ethics Quarterly*
  - *Journal of Business Ethics*
  - *Academy of Management Annual Meeting*

### HONORS AND AWARDS

- Nominated by Darden Class of 2021 for Outstanding Faculty Award.
- Nominated by Darden Class of 2020 for Faculty Diversity Award.
- Academy of Management Journal Outstanding Reviewer Award for 2019.
- Mancini Family endowed assistant professorship in 2017 (resigned from position in 2018 due to relocation to University of Virginia)
- Runner-up for the Academy of Management Organizational Behavior Division's Best Management Publication in 2016.
- Kelley Research Grant recipient from Carroll School of Management, Boston College in 2016
- Ivey Business School, Ihnatowycz Institute for Leadership Best Leadership Paper Award, 2016
- Finalist for Best Paper award at INGroup 2016
- Catalyst Research Grant recipient from Carroll School of Management, Boston College in 2014
- Winner of the Fuqua School of Business, Center of Leadership and Ethics Dissertation Proposal Competition. (September, 2013)
- Winner of the Excellence in Ethics: Dissertation Proposal Competition (Notre Dame: May, 2013)
- Finalist for the INFORMS/Organization Science Dissertation Proposal Competition (Phoenix: October, 2012)

- Johnson School Teaching Honor Roll for excellent evaluations in the MBA program (2011-2012, 2012-2013)
- Winner of the Johnson Emerging Markets Institute Summer Grant (Cornell: April 2011)

### TEACHING & COURSE DEVELOPMENT

#### Degree Programs:

##### University of Virginia

- *Leading Organizations 1* (Executive MBA Core, Fall 2021)
- *Leading with Influence* (Leadership elective, EMBA class, 2020 & 2021)
- *Leading with Influence* (Leadership elective, residential MBA class, 2020 & 2021)
- *Leadership Learning Laboratory* (Leadership elective, residential MBA, Fall 2019 & 2020)
- *Leading Organizations* (MBA Core, Fall 2018-2020)
- *Enterprise Perspective* (LR1, Global EMBA Required Course, Summer 2018 & 2019)

##### Boston College

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

##### Cornell University

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

#### Non-Degree Programs:

##### University of Virginia

- Faculty lead for the following Executive Education Programs:
  - Capital One ELDP
  - Milliken
  - Global Business Travel Association
- Faculty team member for the following Executive Education Programs:
  - Capital One TLDP
  - CUES
  - Women in Leadership
  - Axl Johnson
  - Partners in Leadership Education
  - WSIA
  - Leading Virtual Teams
  - Developing Leadership Capabilities in Corporate Aviation

Boston College

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

### New Course Development

- GBUS 8317: Leading with Influence (M.B.A)
- GBUS: 8303: Leadership Learning Lab (M.B.A)
- Heuristics and Biases in Ethical Decision Making (M.B.A.) (with Ethan Burris [UT-Austin], James Detert [Cornell], Francesca Gino [HBS], David Mayer [UM-Ross], Celia Moore [LBS])
- MGMT 2127 Leadership – Undergraduate leadership class at Boston College.
- MGMT 7710 Managing and Leading Organizations – Core MBA class at Boston College.
- **Doctoral Seminar** in Quantitative Research Design – Research design course for Boston College and Boston University doctoral students.

### OTHER MEDIA

- Yes, and: Tech and psychology, process improvement and healthcare, football and strategy – What to read now. (Ideas to Action. [Link here.](#))
- Leadership Style: A case in point on Kobe Bryant and Tim Duncan. (Ideas to Action. [Link here.](#))
- UVA football: Fanning the flames for fans. (Ideas to Action. [Link here.](#))
- Teamwork: UVA Basketball Coach (Ideas to Action. [Link here.](#) Reprinted in UVAToday. [Link here.](#))
- Talking ourselves into it: How we rationalize bad choices (Ideas to Action. [Link here.](#))
- Graduating to the next level: 5 leadership lessons for new graduates (and anyone else). (Ideas to Action. [Link here.](#))
- The art and science of the bounce back: Organizational lessons from UVA's historic national championship. (Ideas to Action. [Link here.](#))
- What social class transitioners bring to the workplace. (UVAToday. [Link here.](#))
- Heart of a champion: Darden professor uses NBA legends to teach leadership (UVAToday. [Link here.](#))

### PRESENTATIONS

Invited Academic Presentations:

- Georgetown University, McDonough School of Business, May 2021.
- New York University, Stern School of Business. April 2021.
- Rutgers University, School of Business. March 2021.
- University of Delaware, Lerner School of Business, March 2019
- Duke University, Fuqua School of Business, October 2017.
- University of Virginia, Darden School of Business, October 2017.
- Washington University in St Louis, Olin Business School, February 2017.
- University of Pennsylvania, The Wharton School, October 2016.
- University of Michigan, Ross School of Business, October 2016.

- University of Texas at Austin, McCombs School of Business, September 2016.
- Ethical Systems: Ethics by Design Conference at New York University 2016.
- United States Military Academy at West Point, October 2015.
- London Business School, January 2014.
- Boston College, Carroll School of Management, October 2013.

#### Invited Practitioner Presentations:

- Milliken Global Leadership Conference. Keynote Speaker. January 2021, March 2021
- Credit Union Executive Society (CUES) “Knowledge and Networking” conference. Keynote Speaker. September 2020

#### Conferences & Workshops

- University of Virginia, “Masculinity in the workplace” panel discussion. March 2021.
- Martin, S. R. *Social class and voice in professional organizations*. Symposium presentation. Academy of Management Annual Meeting 2019.
- Roundtable leader for New Doctoral Student Consortium, Academy of Management Annual Meeting 2019.
- Roundtable leader for PDW: Cognition in the Rough paper development workshop, Academy of Management Annual Meeting 2019 (MOC Division).
- Martin, S. R. PDW: *Productivity lessons from prolific junior faculty*, Academy of Management Annual Meeting 2019.
- Martin, S. R. and Harrison, S. *Social class transitioners and cultural bridge-building at work*. Symposium presentation at the Academy of Management, August 2019.
- Lee, J. Y., Martin, S. R., Innis, B., Mendelsohn, D. *Calling Enablers*. Symposium presentation at the Academy of Management, August 2017.
- Martin, S. R., Innis, B., Fetzer, G., Sala, G., Ward, R., Mendelsohn, D & Lee, J.Y. *Social class and task significance*. Symposium presentation at the Academy of Management, August 2017.
- McClean, E. & Martin, S. R., Emich, K., Woodruff, T. *Gender, voice and leader emergence*. Paper presented INGRoup Conference, July 2016.
- Martin, S. R. *A field experiment of the power of narratives to shape newcomers’ thoughts and actions*. Annual Meeting of the Academy of Management, August 2015.
- McClean, E. & Martin, S. R. *Gender, voice and leader emergence*. Symposium presented Annual Meeting of the Academy of Management, August 2015.
- Emich, K. J., McClean, E., Martin, S. M., & Woodruff, T. *Who’s the boss? The influence of incongruent status perceptions on team attitudes and outcomes*. Annual Meeting of the Academy of Management, August 2015.
- Emich, K. J., McClean, E., Martin, S. M., & Woodruff, T. *Who’s the boss? The influence of incongruent status perceptions on team attitudes and outcomes*. INGroup, July 2015
- Martin, S. R., Emich, K. J., Woodruff, T. & McClean, E. *Put this one behind us: The buffering role of ethical leadership against underperformance*. Paper presented at Positive Organizational Scholarship conference in Orlando, June 2015.
- Martin, S. R., Côté, S. & Woodruff, T. *Social class and perceptions of leadership*. Annual Meeting of the Academy of Management, 2014. Featured symposium on social class.



- Martin, S. R. *Be all that I want you to be*. Presented at Excellence in Ethics Conference at Notre Dame, Mendoza College of Business. May, 2013.
- Martin, S. R. *Stories about values are valuable stories*. Presented at INFORMS/OS Conference, Best Dissertation Proposal Competition in Phoenix, AZ. October, 2012.
- Martin, S. R., Gino, F., and Detert, J. *Evil comes quietly: Unethical behavior and contagion as a result of leader influences*. Presented at "New Developments on the Nature and Influence of Unethical Work Behavior" symposium at the Academy of Management Annual Meeting in San Antonio, TX, August, 2011.
- Martin, S. R., Gino, F., and Detert, J. *Evil comes quietly: Unethical behavior and contagion as a result of leader influences*. Presented at the Behavioral Ethics in Negotiation and Decision Making mini-class at HBS, Cambridge, MA, January, 2011.
- Martin, S. R., & Polman, E. *Drunk on power*. Poster at Society for Personality and Social Psychology, January, 2012
- Detert, J. R., Burris, E., Harrison, D., and Martin, S. *Voice networks: (Maps and meanings of) the flow of ideas to and around leaders*. Presented at the Academy of Management Annual Meeting in Montreal, Canada, August, 2010.
- Martin, S. R. and Detert, J. R. *Did I do that? The role of leader behaviors in stimulating unethical follower actions*. Presented at the Behavioral Ethics Workshop in Orlando, FL, January 2010.