

MORELA HERNANDEZ

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ACADEMIC POSITIONS

THE UNIVERSITY OF WASHINGTON, MICHAEL G. FOSTER SCHOOL OF BUSINESS, Seattle, Washington
Assistant Professor, Department of Management and Organization, July 2007– Present

EDUCATION

DUKE UNIVERSITY, FUQUA SCHOOL OF BUSINESS, Durham, North Carolina

Ph.D. in Business Administration – Received May 2007

GPA: 4.0/4.0

Dissertation Title: “Stewardship: Theoretical Development and Empirical Test of Its Determinants”

Dissertation Committee: Sim Sitkin (chair), Kim Wade-Benzoni, Rick Larrick, Gary Gereffi

RICE UNIVERSITY, Houston, Texas

B.A. in Psychology – Received May 2001, *magna cum laude* and Honors in Psychology

GPA: Cumulative 4.0/4.3, Major 4.1/4.3

Honors Thesis Topic: Recruitment strategies for minority applicants in corporate environments.

Advisor: Mikki Hebl

RESEARCH INTERESTS

Stewardship, leadership, ethics, intergenerational behavior, and diversity

PUBLICATIONS

Hernandez, M. Toward an understanding of the psychology of stewardship (2012). *Academy of Management Review*. In press.

Wade-Benzoni, K. A, Tost, L. P., Hernandez, M. & Larrick, R. P. (2012). It’s only a matter of time: Intergenerational beneficence as a death anxiety buffer. *Psychological Science*. In press.

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.

Hernandez, M. & Sitkin, S. B. (2011). Who is leading the leader? Follower influence of leader ethicality. In D. De Cremer & A. Tenbrunsel (Eds.), *Behavioral Business Ethics: Shaping an Emerging Field*.

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 managerial retention: Are diversity climate perceptions the key? *Personnel Psychology*, 60, 35-62.

❖ Finalist/Runner-up for the HR Division Scholarly Achievement Award for 2007

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., and Hebl, M. R. (2004). Who's watching the race? Racial salience in recruitment advertising. *Journal of Applied Social Psychology*, 34(1), 146-161.

*Graduate or undergraduate student collaborator (at time of manuscript submission)

MANUSCRIPTS CURRENTLY UNDER REVIEW

Volpone, S. D.*, Stewart, R. W.*, Luksyte, A.*, Avery, D. R., Hernandez, M., McKay, P. F., & Hebl, M. R. Examining the draw of diversity: How diversity climate perceptions affect job pursuit intentions.

Liu, D., Hernandez, M., & Wang, L. The role of leadership and trust in creating procedural justice contagion in teams: A longitudinal cross-cultural social network investigation.

Hernandez, M., Sitkin, S. B., & Long, C. P. Cultivating follower trust: Are all leader behaviors equally influential?

Hernandez, M., Avery, D. R., Tonidandel, S., Hebl, M. R., Smith, A. N. The role of proximal social contexts: Assessing stigma-by-association effects on leader appraisals.

Hernandez, M. & Guarana, C. L. O.* An examination of the dynamic interplay of organizational identification and fit construal on job engagement.

Avery, D. R., Luksyte, A.*, & Hernandez, M. Getting to know them: The relationship between workplace and residential racioethnic dissimilarity and stereotyping.

Eberly, M. B., Johnson, M. D., Hernandez, M. & Avolio, B. J. A multi-level process model of leadership: Conceptualizing the loci and mechanisms of leadership.

*Graduate or undergraduate student collaborator (at time of manuscript submission)

MANUSCRIPTS FOR SUBMISSION

Hernandez, M. Stewardship: An empirical examination of leadership antecedents.

Hernandez, M. & Dang, C. T.* The role of interdependent and independent construal in creating beneficence.

Hernandez, M., Harris, J. & Hess, M.* The effect of organizational identity orientation on resilience.

Guarana, C. L. O.*, Burch, T.* & Hernandez, M. Leader influence on follower engagement: A relational perspective.

Hernandez, M., Avery, D. R., Volpone, S.* & Kaiser, C. R. Race and negotiation: Cognitive and contextual influences on the Black-White pay gap.

Hernandez, M. & Sitkin, S. B. The constructive and destructive follower influences on leader ethical decision making and behavior.

Hernandez, M. & Johnson, M. D. Your diversified workgroup portfolio: How diversity can increase your team's processing power.

*Graduate or undergraduate student collaborator

RESEARCH IN PROGRESS

Hernandez, M. & Eliseo, M.* Enacting organizational change through shared leadership practices. *Field data collection underway.*

Hernandez, M., Fong, C. T., Eberly, M.B., & Avolio, B. J. Turning leadership potential into leadership effectiveness: A longitudinal study. *Longitudinal data collection, ongoing. Data analyses underway.*

Tabak, J. A.* , Cheryan, S. & Hernandez, M. The role of safe spaces in creating an inclusive organizational environment for minority members. *Field data collection underway.*

Hernandez, M., Ruedy, N., Avolio, B. J. & Hannah, S. T. Developing moral leaders: Critical processes and outcomes. *Field data collection underway.*

*Graduate or undergraduate student collaborator

CONFERENCE PRESENTATIONS

Hernandez, M. (2011). The psychological dynamics of stewardship in intergenerational decision making. Research to be presented at the ESADE Conference for Intergenerational Decision-Making.
❖ Keynote speaker

Guarana, C. L. O. & Hernandez, M. (2011). The compensatory effect of organizational identification on workforce engagement. Paper presented at the Academy of Management Conference.

Hernandez, M. (2011). Toward a meta-theory of leadership. Paper presented at the New Directions in Leadership Research Conference hosted by Duke University's Center on Leadership & Ethics (COLE).

Liu, D., Hernandez, M., & Wang, L. (2011). Catching justice contagion within a social network: A longitudinal investigation. Paper presented at the Society of 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. Paper presented at the Academy of Management Conference.

Hernandez, M. & Sitkin, S. B. (2010). Who is leading the leader? Follower influence of leader ethicality. Paper presented at the 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. Paper presented at the New Directions in Leadership Conference, Erasmus University, Rotterdam.

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. Paper presented at the Society of Industrial and Organizational Psychology Conference.

- Sitkin, S. B., Hernandez, M. & Long, C. P. (2010). Cultivating trust in leaders: Are all leader behaviors equally influential. Paper presented at the 5th Workshop on Trust Within and Between Organizations.
- Hernandez, M. (2009). Conceptualizing leadership through a stewardship lens. Paper presented at the Academy of Management Conference.
- Hernandez, M. & Eberly, M. B. (2009) What makes leaders different from managers? Embodying the three roles of a steward. Paper presented at the Academy of Management Conference.
- Liu, D., Hernandez, M., & Wang, L. (2009) The ruinous effect of leader differential treatment: Examining procedural justice contagion. Paper presented at the Academy of Management Conference.
- Avery, D. R., Luksyte, A., & Hernandez, M. (2009) Does dissimilarity predict stereotyping? It depends on the context. Paper presented at the Society of Industrial and Organizational Psychology Conference.
- Hernandez, M., May, S.K., & Pickus, N. (2008). Creating effective ethical engagement in organizations: The five principles model. Paper presented at the 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. Paper presented at the Academy of Management Conference.
- Hernandez, M. (2008). Understanding diversity initiatives: Individual, group, and organizational level opportunities and challenges. Paper presented at the National Diversity in Business Research Conference hosted by the Foster Business School's Business and Economic Development Center (BEDC).
- Hernandez, M. (2008). Understanding the psychology of stewardship in leadership. Paper presented at the New Directions in Leadership Research Conference hosted by Duke University's Center on Leadership & Ethics (COLE).
- Hernandez, M. (2008). Intergenerational beneficence: The roles of affinity, power, stewardship, and legacies. Paper presented at the Society of Industrial and Organizational Psychology Conference.
- Hernandez, M. (2007). Behavioral determinants of stewardship in organizations. Paper presented at the 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. Paper presented at the Academy of Management Conference.
- Sitkin, S. B., Lind, E. A , Hernandez, M., & Long, C.P. (2006) Cultivating trust in leaders: Are all leader behaviors equally influential? Paper presented at the 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. Paper presented at the International Association for Conflict Management Conference.
- Avery, D. R., McKay, P. F., Hernandez, M., Hebl, M. R., & Morris, M. (2006). The draw of diversity: How diversity climates affect job pursuit. Paper presented at the Society of 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. Paper presented at the Society of Industrial and Organizational Psychology Conference.

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

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

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

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

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

Hernandez, M., Avery, D. and Hebl, M. (2001). Recruiting diversity: The race is on. Paper presented at the Society of Industrial and Organizational Psychology Conference.

TEACHING EXPERIENCE

LEADERSHIP DEVELOPMENT, CORE COURSE (LEAD/ELEAD), Instructor
University of Washington, Foster School of Business

- Daytime and Evening M.B.A. Programs, 2011
* Average Student Evaluation Rating: 4.6/5.0 (taught 2 times)

LEADERSHIP DEVELOPMENT, ELECTIVE COURSE (MGMT545), Instructor
University of Washington, Foster School of Business

- Daytime and Evening M.B.A. Programs, 2007-present
* Average Student Evaluation Rating: 4.7/5.0 (taught 8 times)

LEADERSHIP DEVELOPMENT, ELECTIVE COURSE (MGMT401), Instructor
University of Washington, Foster School of Business

- Undergraduate Program, 2007-2011
* Average Student Evaluation Rating: 4.8/5.0 (taught 6 times)

LEADERSHIP COURSE, Instructor
University of Washington, Foster School of Business

- Executive Education Program (2-day sessions), 2007-present
* Average Student Evaluation Rating: 4.7/5.0 (taught 7 times)

LEADERSHIP COURSE, Leadership Development Coach
London Business School

- Nestlé Executive Education Program; 2006 – 2007 (3-day sessions)
* Average Student Evaluation Rating: 4.8/5.0 (taught 18 times)

LEADERSHIP COURSE, Leadership Development Coach
Duke University, Fuqua School of Business

- Executive Education; 2003 – 2006.
- Daytime M.B.A. Program; 2003.

ORGANIZATIONAL BEHAVIOR, ELECTIVE COURSE, Instructor
Duke University

- Undergraduate, Markets and Management Program, 2005
* Average Student Evaluation Rating: 4.9/5.0

LEADERSHIP TRAINING, Co-Instructor

Duke University, The Fuqua/Coach K Center of Leadership and Ethics (COLE)

- Daytime M.B.A. Program, Leadership Fellows; Summer 2004.

AWARDS, GRANTS, AND HONORS

Awards:

- Instructor of the Quarter Award, 2011. Daytime MBA Program. University of Washington.
- Instructor of the Quarter Award, 2010. Undergraduate Program. University of Washington.
- Winner of the University of Notre Dame's Excellence in Ethics Dissertation Proposal Competition, 2006.
- John W. Brelsford Award Recipient, Rice University, 2001: "This honor is awarded to a student for their leadership in the field and among their peers, excellence in the classroom, collaboration with the faculty, and contributions to the literature."

Grants:

- Global Business Center, summer fellowship, 2011.
- Center for Leadership and Strategic Thinking, University of Washington, research grant, 2009-2010.
- Business and Economic Development Center, University of Washington, research grant, 2008-2009 and 2009-2010.
- Kenan Dissertation Fellowship in Ethics, Duke University, 2006-2007.
- Dissertation research grant from the Fuqua/Coach K Center for Leadership and Ethics (COLE), Duke University, 2006.
- Kenan Colloquium Fellowship in Ethics, Duke University, 2005-2006.
- Fuqua Business School Graduate Fellowship, Duke University, 2002-2007.

Honors:

- Representative at Large of the Managerial and Organizational Cognition (MOC) Division of the Academy of Management, 2009-2011.
- Student Representative at Large of the Managerial and Organizational Cognition (MOC) Division of the Academy of Management, 2005-2007.
- Phi Beta Kappa, since 2001.
- Psi Chi National Honor Society in Psychology. President of Rice University Chapter 1998-2001.

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 in order to glean information for tailoring the ethics program to a client company's specific needs.

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

ENRON ENERGY SERVICES

- Managed a call center composed of five people 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 spreadsheet models of business risk assessments, and deal structure evaluations. Created quantitative assessments on the future of the gas compression market, which included the projected supply and demand curves, and market strategy options.

WORKFORCE DIVERSITY DEPARTMENT

- Researched and created a proposal outlining potential business opportunities and other revenue sources for the Community Relations and Workforce Diversity Department.

BANCO DEL PAÍS, *San Pedro Sula, Honduras - Consultant, 1998.*

Designed and help implement a program for the evaluation of company-wide employee training programs.

SPECIAL SKILLS, SERVICE, AND MEMBERSHIPS

Special Skills:

- Fluent English, Spanish, Portuguese; Conversational French.

Service:

- Co-organizer for “Cognition in the Rough” Workshop, PDW hosted by MOC division, 2005-2008. Lead organizer, 2009-present.
- Faculty facilitator for MOC Doctoral Consortium, 2010.
- Co-organizer and interviewer for the Organizational Behavior (OB) division podcasts, 2007-2009.
- Ad-Hoc Reviewer, Academy of Management Conference, 2004-2011.
- Ad-Hoc Reviewer, *Strategic Management Journal, Organizational Studies, Journal of Business Ethics.*

Professional Memberships:

- Academy of Management
- American Psychological Association
- Society for Industrial and Organizational Psychology