

SEAN R. MARTIN

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

CORNELL UNIVERSITY

Johnson Leadership Programs Fellow, Academic Year, 2013 - 2014

Ph.D, Management and Organizations, May 2013

CALIFORNIA POLYTECHNIC STATE UNIVERSITY – SAN LUIS
OBISPO

MBA, Business Management, June 2006

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

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

COMPLUTENSE UNIVERSITY OF MADRID Madrid, Spain

International relations and Spanish literature, 2001-2002

ACADEMIC EMPLOYMENT

DARDEN SCHOOL OF BUSINESS, University of Virginia

- 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. Emich, K. J., Lu, L., Ferguson, A. J., Peterson, R. S., Martin, S. R., McClean, E.,
Woodruff, T. McCourt, M. (In press). Better together: Member proactivity is better

for team performance when aligned with conscientiousness. *Academy of Management Discoveries*.

- Nominated as Best Paper at Western Academy of Management, 2022
2. Martin, S. R., Harrison, S. H. (2022). Upward mobility, the cleft habitus, and speaking up: How class transitions relate to individual and organizational antecedents of voice. *Academy of Management Journal*, 65, 813-841.
 - Wells Fargo Award for Research Excellence.
 - Featured on Responsible Research in Business and Management Honor Roll.
 - Featured in *Academy of Management Insights*. [Link to article here](#).
 - Featured in *Ideas to Action*. [Link to article here](#).
 3. Martin, S. R., Harrison, S. H., Hoopes, C., Shroeder, J., & Belmi, P. (2022). Talking shop: An exploration of how talking about work affects our initial interactions. *Organizational Behavior and Human Decision Processes*, 168, 104.
 - Featured in *Harvard Business Review*, March-April, 2023, pp. 22-23. “When first meeting a colleague, keep the shoptalk in check.”
 - Featured in *Ideas to Action*. [Link to article here](#).
 4. Martin, S. R., Emich, K. J., Woodruff, T. & McClean, E. (2022). Keeping teams together. How ethical leadership moderates the relationship between performance on team efficacy and social integration. *Journal of Business Ethics*, 176, 127-139.
 - Featured in *Ideas to Action*. [Link to article here](#).
 5. Martin, S. R., Lee, J. J., & Parmar, B. (2021). Social distance, trust and getting “hooked”: A phishing expedition. *Organizational Behavior and Human Decision Processes*, 166, 39-48.
 6. 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](#).
 7. Phillips, L. T., Martin, S. R., Belmi, P. (2020). Transitioning between social classes: Implications for personal and work lives. *Social and Personality Psychology Compass*.
 8. 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.](#)
9. 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.](#)
10. Martin, S. R., Innis, B.* & Ward, R.* (2017). Social class, leaders and leadership: A critical review. *Current Opinion in Psychology*, 18, 49-54s.
11. 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.](#)
12. 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](#)
13. 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.
14. 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.](#)
15. 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

- Imposter Syndrome and group dynamics. (with Basima Tewfik & Jeremy Yip).

- Team structure and innovation. (with Ned Wellman, Min Yu, Lillian Ellis).
- Status and praise-giving among group members. Writing stage. (with Matthew Feinberg, Stéphane Côté, and Francis Flynn).
- Curiosity and surprise in organizations. (with Spencer Harrison and Karyn Dossinger). Data analysis.
- Social class and speaking up about different topics (with Ethan Burris). Data collection.

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 ACTIVITIES

- *Faculty Affiliate* for the Johns Hopkins University Carey Business School Center for Innovative Leadership (2022 – present).
- *Conference Coordinator* for Darden’s hosting of the New Directions in Leadership Research, 2022.
- *Editorial board* for Responsible Research in Business Management
- *Coordinator and Co-Facilitator* for All-Academy OB Spotlight Plenary: “Social Class in Management and Research.” Academy of Management 2022.
- *Associate Editor* at *Organizational Behavior and Human Decision Processes* (2020 – 2022)
- *Editorial board* member at *Academy of Management Journal* (2018 – present)
- *Subject Matter Expert* for the Academy of Management (2021 – present)
- *Committee Chair* for Outstanding Publication in Organizational Behavior Award, Academy of Management Organizational Behavior Division 2021
- *Committee member* for Outstanding Publication in Organizational Behavior, Academy of Management Organizational Behavior Division 2019
- *Coordinator* for Darden CORE speaker series (2018 – present)
- Ad Hoc Reviewer for:
 - *Administrative Science Quarterly*
 - *Journal of Applied Psychology*

- *Organization Science*
- *Organizational Psychology Review*
- *Behavioral Ethics Quarterly*
- *Journal of Business Ethics*

HONORS AND AWARDS

- Wells Fargo Research Excellence Award, 2023.
- Named to Poets & Quants' "Favorite Professors of the MBA Class of 2022" list
- Named to the Responsible Research in Business and Management Honor Roll
- Nominated by Darden Class of 2022 for Outstanding Faculty Award.
- Nominated for Best Paper at 2022 Western Academy of Management
- 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)
- *Leading with Influence* (Leadership elective, EMBA class)
- *Leading with Influence* (Leadership elective, residential MBA class)
- *Leadership Learning Laboratory* (Leadership elective, residential MBA)
- *Leading Organizations* (MBA Core)

- *Enterprise Perspective* (LR1, Global EMBA Required Core)

Boston College

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

Cornell University

- *Principled Leadership* (2nd year Core MBA course)
- *Principled Leadership* (Cornell Tech MBA, Management Core)
- *Becoming a Leader* (MBA Elective)
- *Moral Reasoning* (One-week Required MBA Course)

Non-Degree Programs:

University of Virginia

- Faculty lead for the following Executive Education Programs:
 - Southwest Airlines High Impact Program
 - Capital One TLDP Rising Leaders
 - Capital One ELDP
 - Credit Union Executive Society
 - Milliken, LLC
 - Global Business Travel Association
- Faculty team member for the following Executive Education Programs:
 - Executive IQ – Money Management Institute
 - Sewall Automotive
 - ABInbev
 - CoStar
 - Capital One TLDP
 - Women in Leadership
 - Axl Johnson
 - Partners in Leadership Education
 - WSIA
 - Leading Virtual Teams
 - Developing Leadership Capabilities in Corporate Aviation
 - Freddie Mac

Boston College

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

New Course Development

- Leading Organizations (EMBA Core)
- GBUS 8317: Leading with Influence (EMBA Elective)
- GBUS 8317: Leading with Influence (MBA Elective)
- GBUS: 8303: Leadership Learning Lab (MBA Elective)

- Heuristics and Biases in Ethical Decision Making (MBA) (with Ethan Burris, James Detert, Francesca Gino, David Mayer, Celia Moore)
- 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

- Companies eliminating degree requirements open the door to giving your remote job to someone else (Fortune.com. [Link here.](#))
- How social class affects the career ladder (Knowledge@Wharton. [Link here.](#))
- Fundamental reassessment is sweeping American workplaces (UVA Today. [Link here.](#))
- 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.](#))

EXTERNAL ENGAGEMENT

Invited Academic Presentations:

- University of Washington, Foster School of Business, May 2022
- Nanyang Technological University, Division of Leadership, Management and Organization, April 2022.
- Massachusetts Institute of Technology, Sloan School of Management, April 2022
- University of Minnesota, Carlson School of Management, March 2022.
- University of Maryland, Smith School of Business, February 2022.
- 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 Engagements:

- Faculty Development Program, UVA School of Medicine, March 2023
- Southwest Airlines Senior Management Committee Facilitator, March 2023
- WillowTree Influencer Awards Emcee, August 2022
- WillowTree Mobile App Developers, Effective Communication Greenhouse Sessions, September - November 2022
- Southwest Airlines High Impact Program Graduation Keynote Address, June 2022
- Keynote Speaker for Charlottesville Business Innovation Council, May 2022
- Credit Union Executives Society Annual Symposium, Keynote, February 2022
- National Association of Landscape Professional Annual Conference, Keynote Speaker, January 2022
- University of Virginia Health, Department of Pediatrics, January 2022.
- Faculty Development Program, UVA School of Medicine, 2022
- Milliken Global Leadership Conference. Keynote Speaker. January 2021 & March 2021
- Faculty Development Program, UVA School of Medicine, 2021
- Credit Union Executive Society (CUES) “Knowledge and Networking” conference. Keynote Speaker. September 2020

Conferences & Workshop Presentations

- OB Spotlight Plenary for the Academy of Management Annual Meeting, “Spotlight on Social Class”, August 2022.
- Martin, S. R. “Teaching with question instead of answers.” Teaching in the Rough, MOC Session, Academy of Management Annual Meeting, 2021
- Roundtable leader for PDW: Cognition in the Rough paper development workshop, Academy of Management Annual Meeting 2021 (MOC Division).
- Roundtable leader for PDW: Cognition in the Rough paper development workshop, Academy of Management Annual Meeting 2020 (MOC Division).
- 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.