

KRISTINA M. WORKMAN

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ACADEMIC EMPLOYMENT

Senior Lecturer, Management & Organizations (2023 – Present)
Nolan School of Hotel Administration, S. C. Johnson College of Business
Cornell University

Assistant Professor of Organizational Behavior (2014-2023)
School of Hotel Administration, S. C. Johnson College of Business, Cornell University
Torgalkar Faculty Fellow (2014-2019)

EDUCATION

Ph.D., University of Michigan, 2014
Ross School of Business, Management & Organizations Area

B.B.A., University of Massachusetts - Amherst, 2005 (Summa Cum Laude)
Isenberg School of Management, Major: Management, Secondary Major: Psychology

PUBLICATIONS

Dutton, J. E., Workman, K. M., & Hardin, A. E. 2014. Compassion at work. *Annual Review of Organizational Psychology and Organizational Behavior*, 1: 277-304.

DeRue, D. S., Nahrgang, J. D., Hollenbeck, J. R., & Workman, K. M. 2012. A quasi-experimental study of after-event reviews and leadership development. *Journal of Applied Psychology*, 97: 997-1015.

Mayer, D. M., Thau, S., Workman, K. M., & De Cremer, D. 2012. Leader mistreatment, employee hostility, and deviant behaviors: Integrating self-uncertainty and thwarted needs perspectives on deviance. *Organizational Behavior and Human Decision Processes*, 117: 24-40.

Dutton, J. E., & Workman, K. W. 2011. Compassion as a generative force. *Journal of Management Inquiry*, 20: 402-406.

Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K. M., & Christensen, A. L. 2011. Linking ethical leadership and employee performance: Leader-member exchange and self-efficacy as mediators. *Organizational Behavior and Human Decision Processes*, 115: 204-213.

BOOK CHAPTER

DeRue, D. S., & Workman, K. M. 2012. Toward a positive and dynamic theory of leadership development. In K. Cameron & G. Spreitzer (Eds.), *Handbook of positive organizational scholarship*: 784-797. Oxford: Oxford University Press.

MANUSCRIPTS UNDER REVIEW

Workman, K. M., & Dutton, J. E. Ready for compassion: Motivating and resourcing oneself for compassionate work. Under review at *Academy of Management Journal*.

Hardin, A. E., Barnes, L. Y., Workman, K. M., & Schabram, K. From noticing to surfacing: Enriching understanding of how awareness of suffering occurs in organizations. Under review (2nd round) at *Organization Science*.

MANUSCRIPTS IN PREPARATION FOR SUBMISSION

Workman, K. M. A qualitative examination of sharing and withholding good and bad news at work. Working paper.

Workman, K. M. How and why sharing good news matters at work: A social valuing perspective. Revision stage.

Workman, K. M., & Mayer, D. M. Down but not out: How responding to leader mistreatment affects third-party reactions. Revision stage.

CONFERENCE PRESENTATIONS

Hardin, A. E., Barnes, L. Y., Workman, K. M., & Schabram, K. 2022. Ambivalence in the early stages of compassion: The relational process of noticing suffering. Paper presented at the annual meeting of the Academy of Management, Seattle, WA.

Dobson, K., Schweitzer, S. J., Hardin, A. E., Ruttan, R. L., Schroeder, J., Workman, K. M., & Zhao, X. 2019. *Exploring dehumanization and humanization in organizational contexts*. Panel presentation at the Academy of Management, Boston, MA.

Hardin, A. E., Dutton, J. E., & Workman, K. M. May, 2019. *From noticing to surfacing: Enriching understanding of how awareness of suffering occurs in organizations*. Jamboree session at the 16th Annual May Meaning Meeting, Seattle, WA.

Hardin, A. E., Dutton, J. E., & Workman, K. M. 2018. *From noticing to surfacing: Enriching understanding of how awareness of suffering occurs in organizations*. Research presentation at the Positive Relationships at Work Roundtable, Arlington, VA.

Workman, K. M., & Dutton, J. E. 2016. *Compassion artifacts: Potent potential resources for reducing suffering*. Paper presented at the annual meeting of the Academy of Management, Anaheim.

- Workman, K. M., & Dutton, J. E. 2016. ***The work of being compassionate***. Paper presented at the Positive Relationships at Work Microcommunity Roundtable, Ithaca, NY.
- Hardin, A., E., Workman, K. M., & Dutton, J. E. 2015. ***With or without a doubt: Dilemmas in granting suffering and taking compassionate action***. Paper presented at the annual meeting of the Academy of Management, Vancouver.
- Dutton, J.E., Hardin, A., E., & Workman, K. M. 2014. ***Beginnings matter: How organizations enable and disable compassion activation at work***. Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Workman, K. M. ***How and why responding to others' good news matters at work***. Poster presented at the 7th European Conference on Positive Psychology, Amsterdam.
- Workman, K. M. 2013. ***How and why sharing good news matters at work***. Paper presented at the annual meeting of the Academy of Management, Orlando.
- Dutton, J. E., Workman, K. M., & McClain, J. 2013. ***Readying for compassionate work***. Paper presented at the annual meeting of the Academy of Management, Orlando.
- Dutton, J. E., Hardin, A., E., & Workman, K. M. 2013. ***Pain-full attention: The work of noticing suffering at work***. Paper presented at the May Meaning Meeting, University of Michigan.
- Workman, K. M., & Dutton, J. E. 2012. ***Compassionate persuasion: Helping you enable me to help you***. Paper presented at the annual meeting of the Academy of Management, Boston.
- Workman, K. M., & Mayer, D. M. 2012. ***Effects of victims responses to leader mistreatment on third-party reactions***. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, San Diego.
- Dutton, J. E., & Workman, K. M. 2012. ***Readying for compassion***. Paper presented at the Positive Relationships at Work Microcommunity Meeting, Ashland, MA.
- Workman, K. M., & Dutton, J. E. 2012. ***Compassionate persuasion: Helping you enable me to help you***. Paper presented at the Positive Relationships at Work Microcommunity Meeting, Ashland, MA.
- DeRue, D. S., Nahrgang, J. D., Hollenbeck, J. R., & Workman, K. M. 2011. ***A quasi-experimental study of after-event reviews and leadership development***. Paper presented at the 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., & Workman, K. 2010. ***Opening the black box: Linking ethical leadership to employee performance***. Paper to be presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Workman, K. M. 2009. ***Which procedural justice rules matter most and for whom? A policy capturing approach***. Paper presented at the annual conference of the Academy of Management, Chicago.

Workman, K. M., Mayer, D. M., Thau, S., & De Cremer, D. 2009. ***When and why leader mistreatment relates to employee deviance***. Paper presented at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.

CHAired SYMPOSIUM

Rabelo, V. C., Workman, K. M., & Gibson, K. R. 2016. ***Compassion as a resource***. Symposium conducted at the annual meeting of the Academy of Management, Anaheim.

Dutton, J. E., Hardin, A. E., & Workman, K. M. 2015. ***Dilemmas in compassion***. Symposium conducted at the annual meeting of the Academy of Management, Vancouver.

Dutton, J. E., & Workman, K. M. 2012. ***Complicating compassion: Enriching our understanding of compassion providers and practice***. Symposium conducted at the annual meeting of the Academy of Management, Boston.

INVITED PRESENTATIONS

Dutton, J. E., & Workman, K. M. 2012. ***The wonder of compassion***. Interdisciplinary Committee on Organizational Studies (ICOS). University of Michigan, Ann Arbor, MI.

MEDIA COVERAGE

Forbes. [Compassionate leadership 101: Twelve Lessons from business innovators.](#)

Forbes. [Compassion is hot and compassion scholars are cool.](#)

Hotellie. [Learning to manage, with feeling.](#)

RESEARCH GRANTS

\$2,000 Ross School of Business Doctoral Research Grant: Principle Investigator

TEACHING EXPERIENCE

Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University

HADM1150 (Organizational Behavior & Leadership Skills)

Freshman core course; Spring 2015, 2016, 2017, 2019, 2023, & 2024. Fall 2019 & 2020

HADM 1810 (Introduction to Management)

Undergraduate course for business minor (3 credits); Fall 2023 & 2024

HADM4115 (Managing Professional Relationships)

Undergraduate elective (2 credits); Fall 2015, 1st & 2nd 7 weeks

HADM4115/6115 (Managing Professional Relationships)

Undergraduate and graduate elective (3 credits); Fall 2016, Spring 2019, Fall 2020, Spring 2024

HADM 6115 (Leadership & Accountability)

Cornell-Peking MMH/MBA Program course (1.5 credits), Fall 2024

HADM 7271/7272; HADM 7273 (Leadership & Ethics)
Graduate core course (1.5 credits each); Spring 2023, Fall 2023

HADM 7273 (Leadership & Ethics)
Graduate core course (3 credits); Fall 2024

Leading with Impact
Cornell Certificate Program for industry professionals, June 2024

Designing a Positive Work Environment
Single session for James Beard Foundation Women's Entrepreneurial Leadership
Program, November 2024

Ross School of Business, University of Michigan (Lecturer)
MO 300 (Behavioral Theory of Management); core course; Winter 2011

Isenberg School of Business, University of Massachusetts – Amherst (Teaching Assistant)
MGT 301 (Principles of Management); core course; Fall 2004, Spring 2005

PROFESSIONAL SERVICE

Service within Cornell University's Nolan School of Hotel Administration
Nolan Undergraduate Admissions Committee (2025 – Present)
Nolan MMH Admissions Committee (2023 – Present)
Invited speaker for the webinar "Thriving in isolation: Health and human connection"
sponsored by the Cornell Institute for Healthy Futures (March 2025)
Reappointment Committees (2022 – 2024)
Undergraduate Admissions Committee (2020 – 2022)
Invited speaker for the webinar "Thriving in isolation: Health and human connection"
sponsored by the Cornell Institute for Healthy Futures in collaboration with the K.
Lisa Yang and Hock E. Tan Institute on Employment and Disability
Academic Advisor (2015 – Present)
Faculty Fellow, Cornell Institute for Health Futures (2016 – Present)
Faculty Co-Advisor, Air + Sea Hospitality Club (2015-2017)

Service within Cornell S. C. Johnson College of Business's Management Area
Fun Committee (2016 – 2018)

Service within the *Academy of Management*
Panelist in "Navigating grief in organizations" PDW (2021)
Panelist and facilitator in "What were you thinking?: Developing cognitive sensibilities
for inductive coding" PDW (2021)
Presenter of "Challenging the single story" in "Teaching positive relationships (across
differences) at work" PDW (2019)
Panelist in "Mentoring Graduate Students: Tips, Best Practices, and Life-Changing
Stories from the Experts" PDW (2016)

Presenter of “Sharing and responding to positive and negative emotions at work” in
“Being generative: Teaching about relationships and teaching relationships
courses” PDW (2016)
Conference Reviewer

Service within the *Positive Relationships at Work Microcommunity*

Co-organizer and co-chair of Positive Relationships at Work Roundtable sponsored by
the Center for Hospitality Research, the Cornell Institute for Hospitality Labor and
Employment Relations, and the School of Hotel Administration, Ithaca, NY.

Service within the *Management and Organizations Area of the Ross School of Business*

Member of MO Area Event Planning Committee, 2011-2013.

Co-Coordinator (with Professor David Mayer, Management & Organizations
Department), MO300 Undergraduate Field Research Participant Pool. Research
study allocation and data collection for department-wide field surveys. Participant
pool size: 400+ students. 2009-Present.

AD HOC REVIEWING

Academy of Management Journal

Cornell Hospitality Quarterly

Human Relations

Journal of Applied Psychology

Journal of Business Ethics

Journal of Business Venturing

Journal of Organizational Behavior

Organizational Psychology Review

Organization Science

AWARDS AND HONORS

Faculty Teaching Recognition Award – Graduate Core Fall, Cornell Nolan School of Hotel
Administration, 2025

Outstanding Educator Recognition, Merrill Presidential Scholars Program, Cornell University, 2023 &
2024

Teacher of the Year Award (Freshman core), Cornell Hotel School, 2020

Ross School of Business, Stark Award for Academic Excellence

University of Central Florida Trustees Doctoral Fellowship

UMASS Faculty Award for highest Cum G.P.A. in Management Department

Gerald and Paul D’Amour Founders’ Fellowship for Academic Excellence

University of Massachusetts William F. Field Alumni Scholarship for Outstanding Academic
Achievement

National Society of Collegiate Scholars

Alpha Lamda Delta

Beta Gamma Sigma

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM)