

# 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 (2<sup>nd</sup> 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 7<sup>th</sup> 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, College of Business, Cornell University**

HADM 1810 (Introduction to Management)

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

HADM 7271/7272 (Leadership & Ethics)

Graduate core course (1.5 credits each); Spring 2023, Fall 2023

HADM4115/6115 (Managing Professional Relationships)

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

HADM4115 (Managing Professional Relationships)

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

HADM1150 (Organizational Behavior & Leadership Skills)

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

**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

Undergraduate Admissions Committee (2020 – Present)

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 – Present)

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**

Outstanding Educator Recognition, Merrill Presidential Scholars Program, Cornell University, 2023  
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 Lambda Delta  
Beta Gamma Sigma

## **PROFESSIONAL AFFILIATIONS**

Academy of Management (AOM)