

KRISTINA M. WORKMAN

Cornell University School of Hotel Administration
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ACADEMIC EMPLOYMENT

Assistant Professor of Organizational Behavior (2014-present)
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
Cum G.P.A.: 3.95

RESEARCH INTERESTS

My research focuses on affirmative interpersonal dynamics (AID), or in other words, how individuals at work do, or do not, relate in ways that foster acknowledgment, respect, and support. In this vein, I conduct research in the areas of prosocial behavior, behavioral ethics, compassion, and leadership. I am particularly interested in the power of seemingly small, everyday interactions, and how individuals' actions influence the quality of treatment they receive from interaction partners or third parties. My research highlights individuals' agency in determining how particular interpersonal encounters unfold and how their relational context at work develops.

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. Revision requested. *Academy of Management Journal*.

Hardin, A. E., Workman, K. M., & Barnes, L. Y. From noticing to surfacing: Enriching understanding of how awareness of suffering occurs in organizations. Under review at *Administrative Science Quarterly*.

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

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

School of Hotel Administration, College of Business, Cornell University (Assistant Professor)

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, 1st & 2nd 7 weeks

HADM1150 (Organizational Behavior & Leadership Skills)

Freshman core course; Spring 2015, 2016, 2017, & 2019. 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 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*

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

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

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)