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ACADEMIC APPOINTMENTS

2011–present Assistant Professor, Foster School of Business, University of Washington

2010–2011 Instructor and Post-Doctoral Fellow, University of Maryland, College Park

EDUCATION

2010 University of Maryland, College Park
Ph. D., Organizational Psychology
Dissertation Chair: Michele J. Gelfand

2007 University of Maryland, College Park
M.A., Organizational Psychology

2005 The College of New Jersey
B.A., Organizational Psychology

RESEARCH INTERESTS

- ▶ Positive organizational scholarship
- ▶ Ethics and morality
- ▶ Leadership

HONORS, AWARDS, & GRANTS

Research Awards

- ▶ Ascendant scholar award, Western Academy of Management, 2016
- ▶ Best Paper With Student First Author (Kai Chi Yam), AOM HR Division, 2014
- ▶ Best Paper for Excellence in Ethics, Notre Dame Ethics Research Conference, 2013
- ▶ Best Paper for New Directions in Conflict, AOM CM Division, 2011
- ▶ Best Dissertation, International Association for Conflict Management, 2010
- ▶ Best Paper for New Directions in Conflict, AOM CM Division, 2009

Fellowships and Grants

- ▶ University of Washington Global Business Center Faculty Fellowship, 2016
- ▶ National University of Singapore Isaac Manasseh Meyer Fellowship, 2014
- ▶ Arnold P. Gold Foundation grant for healthcare research, Co-Investigator, 2013
- ▶ UW School of Medicine grant for conflict research, Co-Investigator, 2012
- ▶ National Science Foundation Graduate Research Fellowship
- ▶ Department of Homeland Security START Dissertation Fellowship
- ▶ International Association for Conflict Management DRRC Scholar Award
- ▶ National Science Foundation REU Grant

Teaching and Service Awards

- ▶ University of Washington Evening MBA Core Professor of the Year, 2014-2015
- ▶ University of Washington PhD Program Mentoring Award, 2015

PUBLICATIONS

Key Refereed Journal Articles

- ▶ He, W., Fehr, R., & Yam, K. C., & Long, L. R. Conditionally accepted. Interactional justice, leader-member exchange, and employee performance: Examining the moderating role of justice differentiation. *Journal of Organizational Behavior*.
- ▶ Fehr, R., Fulmer, A., Awtrey, E., & Miller, J. In press. The grateful workplace: A multilevel model of gratitude in organizations. *Academy of Management Review*.
- ▶ Yam, K. C., Fehr, R., Fong, K., Klotz, A., & Reynolds, S. 2015. Out of control: A self-control perspective on the link between surface acting and abusive supervision. *Journal of Applied Psychology*.
- ▶ Zheng, M., Fehr, R., Tai, K., Narayanan, J., & Gelfand, M. J. 2015. The unburdening effects of forgiveness: Effects on slant perception and jumping heights. *Social Psychological and Personality Science*, 6: 431-438.
- ▶ Fehr, R., Yam, K. C., & Dang, C. T. 2015. Moralized leadership: The construction and consequences of ethical leader perceptions. *Academy of Management Review*, 40: 182-209.
- ▶ Yam, K. C., Fehr, R., & Barnes, C. 2014. Morning employees are perceived as better employees: Employees' start times influence supervisor performance ratings. *Journal of Applied Psychology*, 99: 1288-1299.
- ▶ Fehr, R., & Gelfand, M. J. 2012. The forgiving organization: A multilevel model of forgiveness at work. *Academy of Management Review*, 37: 664-688.
- ▶ Fehr, R., Gelfand, M. J., & Nag, M. 2010. The road to forgiveness: A meta-analytic synthesis of its situational and dispositional correlates. *Psychological Bulletin*, 136: 894-914.
- ▶ Fehr, R., & Gelfand, M. J. 2010. When apologies work: How matching apology components to victims' self-construals facilitates forgiveness. *Organizational Behavior and Human Decision Processes*, 113: 37-50.
- ▶ Gelfand, M. J., Leslie, L., & Fehr, R. 2008. To prosper, organizational psychology should... adopt a global perspective. *Journal of Organizational Behavior*, 29: 493-517.

Additional Refereed Journal Articles

- ▶ Kim, S., Buttrick, E., Bohannon, I., Fehr, R., Frans, E., Shannon, S.E. 2016. When focusing on the patient is complicated: Conflict narratives from the healthcare frontline. *Conflict Resolution Quarterly*.
- ▶ De Bolle et al. 2015. The emergence of sex differences in personality traits in early adolescence: A cross-sectional, cross-cultural study. *Journal of Personality and Social Psychology*, 108: 171-185 (cross-cultural collaboration of 49 researchers).
- ▶ Fehr, R. 2012. Is retirement always stressful? The potential impact of creativity. *American Psychologist*, 67: 76-77.
- ▶ Fehr, R. 2009. Why innovation demands aren't as conflicted as they seem: Stochasticism and the creative process. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2: 344-348.

Book Chapters and Conference Proceedings

- ▶ Fehr, R., Yam, K. C., He, W., Chiang, J., & Wu, W. 2015. Polluted work: A self-control perspective on air pollution. *Academy of Management Best Paper Proceedings*.
- ▶ Yam, K. C., Fehr, R., & Barnes, C. 2014. Morning employees are better employees: Employees' start times influence supervisor performance ratings. *Academy of Management Best Paper Proceedings*.
- ▶ Yam, K. C., Fehr, R., & Reynolds, S. J. 2013. The emotional link: Exploring how ethical leaders shape follower ethical behavior. *Academy of Management Best Paper Proceedings*.
- ▶ Fehr, R. 2012. Creativity in retirement. In M. Wang, (Ed.), *The Oxford Handbook of Retirement* (pp. 588-602). New York: Oxford Press.
- ▶ Fehr, R. 2011. The forgiving organization: Building and benefiting from a culture of forgiveness. *Academy of Management Best Paper Proceedings*.
- ▶ Fehr, R., & Gelfand, M. J. 2009. But I said I was sorry! On the importance of matching apologies to victim self-construals. *Academy of Management Best Paper Proceedings*.
- ▶ Gelfand, M. J., Imai, L., & Fehr, R. 2008. Thinking intelligently about cultural intelligence: The road ahead. In S. Ang & L. Van Dyne (Eds.), *Handbook of Cultural Intelligence: Theory, Measurement, and Application* (pp. 375-387). Armonk, NY: M.E. Sharpe.

ONGOING RESEARCH

- ▶ Ongoing work includes projects on topics such as ethical leadership, CSR, air pollution, gratitude, abusive supervision, moral foundations, and moral character

PRESENTATIONS

2016

- ▶ *Ethics and positive organizational scholarship*. Professional Development Workshop. Academy of Management Conference, Anaheim
- ▶ *Forgiveness and social undermining*. Symposium presentation. Academy of Management Conference, Anaheim
- ▶ *Stakeholder relationships and attitudes*. Session chair. Western Academy of Management Conference, Portland

2015

- ▶ *Polluted work: A self-control perspective on air pollution*. Paper presentation. Academy of Management Conference, Vancouver
 - Selected for the Academy of Management best paper proceedings
- ▶ *A self-control perspective on the link between surface acting and abusive supervision*. Paper presentation. Academy of Management Conference, Vancouver
- ▶ *Power as an emotional liability: The role of perceived authenticity for trust after a violation*. Paper presentation. Academy of Management Conference, Vancouver
- ▶ *The grateful workplace: A multilevel model of forgiveness at work*. Paper presentation. Positive Organizational Scholarship Conference, Buena Vista

2014

- ▶ *Morning employees are better: Employees' start times influence supervisor performance ratings.* Paper presentation. Academy of Management Conference, Philadelphia
 - Selected as best student paper, HR Division
 - Selected for the Academy of Management best paper proceedings
- ▶ *Losing out when you would benefit the most: Apology effectiveness and personal gain.* Symposium presentation. Academy of Management Conference, Philadelphia
- ▶ *Moralized leadership: The construction and consequences of ethical leader perceptions.* Paper presentation. Academy of Management Conference, Philadelphia

2013

- ▶ *Showing compassion after conflict: Building a forgiving organization.* Presentation. Stanford Compassion and Business Conference, Palo Alto
- ▶ *Losing out when you have something to gain: Potential for personal gain reduces the perceived sincerity and acceptance of apologies.* Poster presentation. International Association for Conflict Management
- ▶ *Aggression and ethics in organizations.* Session Chair. Academy of Management Conference, Buena Vista
- ▶ *The emotional link: Exploring how ethical leaders shape follower ethical behavior.* Paper presentation. Academy of Management Conference, Buena Vista
 - Selected for the Academy of Management best paper proceedings
- ▶ *More than just a "thing": The development and sustainment of object moralization.* Paper presentation. Academy of Management Conference, Buena Vista

2012

- ▶ *Forgiveness empowers victims after conflict.* Symposium presentation. Academy of Management Conference, Boston
- ▶ *Forgiveness from the top: How leaders build forgiving organizations.* Symposium presentation. Academy of Management Conference, Boston
- ▶ *Restorative justice: Integrating multidisciplinary perspectives on research and practice.* Professional development workshop panelist. Academy of Management Conference, Boston

2011

- ▶ *Bad behavior in the workplace: Causes and consequences.* Session Chair. Academy of Management Conference, San Antonio
- ▶ *The forgiving organization: Building and benefiting from a culture of forgiveness.* Symposium presentation. Academy of Management Conference, San Antonio
 - Selected as best paper for new directions in the study of conflict, CM Division
 - Selected for the Academy of Management best paper proceedings
- ▶ *Cultural intelligence abroad: Goal attainment during international sojourns.* Symposium presentation. Society for Industrial and Organizational Psychology Conference, Chicago

2010

- ▶ *The road to forgiveness: A meta-analytic synthesis of its situational and dispositional correlates.* Symposium presentation. International Association for Conflict Management, Boston
- ▶ *On the (un)intended consequences of forgiveness: Creativity after conflict.* Symposium presentation. Academy of Management Conference, Montreal

- Selected as a showcase symposium

- ▶ *Hedonic for some? Culture of honor and the affective consequences of revenge*. Symposium presentation. Academy of Management Conference, Montreal
- ▶ *Between cognitive structure and organizational chaos: Quo Vadis innovation research?* Debate. Society for Industrial and Organizational Psychology Conference, Atlanta

2009

- ▶ *The road to forgiveness: A theoretical and meta-analytic review*. Symposium Presentation. Conference on Moral Responses in the Workplace: Justice, Forgiveness, and Revenge, Toronto
- ▶ *But I said I was sorry! On the importance of matching apologies to victim self-construals*. Symposium presentation. Academy of Management Conference, Chicago
 - Selected as best paper for new directions in the study of conflict, CM Division
 - Selected for the Academy of Management best paper proceedings
- ▶ *To forgive or not to forgive? A theoretical and meta-analytic review of the forgiveness nomological net*. Symposium presentation. Academy of Management Conference, Chicago
- ▶ *Climate for relational practices: An organizational imperative*. Symposium presentation. Society for Industrial and Organizational Psychology Conference, New Orleans

2008

- ▶ *The proactive sojourner: Proactive personality, adjustment, and the role of cultural intelligence*. Symposium presentation. Academy of Management Conference, Los Angeles
- ▶ *Cross-cultural management: Individual level issues*. Session Chair. Academy of Management Conference, Los Angeles
- ▶ *The impact of cultural intelligence in multicultural social networks*. Symposium presentation. Society for Industrial and Organizational Psychology Conference, San Francisco

2007

- ▶ *What Leaders Know and Tell: Leaders, Knowledge, and Account-Giving*. Session Chair. Academy of Management Conference, Philadelphia
- ▶ *A Deontic Justice Framework for Understanding Self-Construal and Apology Processes*. Poster presentation. Society for Industrial and Organizational Psychology Conference, New York

Invited Presentations

- ▶ Guanghua School of Management, Peking University / Olin Business School, Washington University in St. Louis / Stanford University, Center for Compassion and Altruism Research and Education / Georgetown University, McDonough School of Business / University of Washington, Department of Psychology / Northwestern University, Kellogg School of Management / Georgia Institute of Technology, Department of Psychology / Singapore Management University, Lee Kong Chian School of Business / Portland State University, School of Business / University of Washington, Foster School of Business / National University of Singapore, School of Business / Nanyang Technological University, Nanyang Business School / London Business School / Department of Homeland Security START Center / George Mason University, Department of Psychology / The College of New Jersey, Department of Psychology

SELECTED MEDIA MENTIONS

2016

- ▶ "How to apologize" *Real Simple Magazine*
- ▶ "What to be healthier? Try forgiveness" *Interview with NPR's The Record*
- ▶ "Unburdening lightness of forgiving" *Interview with BYU Radio's Top of Mind*

2015

- ▶ "Forgiving others literally lightens your step" *Washington Post*
- ▶ "What facebook needs to guess your personality and more surprising insights" *Boston Globe*
- ▶ "Air pollution makes office staff less giving or engaged" *New Straits Times*
- ▶ "Improve personal wellness through forgiveness" *Big Think*
- ▶ "Holding a grudge may literally weigh you down" *New York Magazine*
- ▶ "The tangible benefits of forgiveness" *Huffington Post*
- ▶ "How forgiveness benefits your health: Forgiving wrongdoers can expand physical fitness" *Medical Daily*
- ▶ "The forgiveness boost" *The Atlantic*

2014

- ▶ "How to craft the perfect excuse" *Business Insider*
- ▶ "Making excuses that actually work" *Wall Street Journal*
- ▶ "Use flextime to come in late at your own peril" *CBS News*
- ▶ "The easy trick to promotion? Get to work on time" *Glamour Magazine*
- ▶ "Why you should always get to work early" *The Daily Mail*
- ▶ "No matter what the boss says about flextime, get to work early" *Quartz*
- ▶ "With flextime, bosses prefer early birds to night owls" *HBR Blog*
- ▶ "We suck at sorry" *Pacific Standard*

2013 and earlier

- ▶ "Even in business, a little forgiveness can go a long way" *Huffington Post*
- ▶ "We're sorry, not all apologies are apologies" *Pacific Standard*
- ▶ "Mark Halperin apologized to president Obama. Will his apology be effective?" *New Republic*
- ▶ "The science of effective apologies" *Psychology Today*
- ▶ "In turning the other cheek, a growing scholarly discipline" *Chronicle of Higher Education*
- ▶ "How to apologize" *British Psychological Society*

TEACHING EXPERIENCE

MBA Teaching

- ▶ Ethical Leadership and Decision-Making (2011-present)

Undergraduate Teaching

- ▶ Business, Government, and Society (2011-present)
- ▶ Principles of Negotiation (2009-2010)
- ▶ Research Methods (2008-2009)

PROFESSIONAL AFFILIATIONS AND SERVICE ACTIVITIES

Professional Affiliations

- ▶ Academy of Management
 - ▶ Conflict Management, Social Issues in Management, and Organizational Behavior divisions
- ▶ Association for Psychological Science
- ▶ Positive Organizational Scholarship Community of Scholars
- ▶ International Association for Conflict Management

Service Activities

- ▶ Editorial Board Memberships
 - ▶ Organizational Behavior and Human Decision Processes (2015-present)
 - ▶ Journal of Applied Psychology (2015-present)
- ▶ Ad Hoc Reviewer: Journal of Experimental Social Psychology, Journal of Organizational Behavior, Social and Personality Psychological Science, Journal of Personality and Social Psychology, Academy of Management Review, Academy of Management Perspectives, Business Ethics Quarterly, National Science Foundation, Journal of Personality, Administrative Science Quarterly, British Journal of Social Psychology, Journal of Counseling Psychology, Journal of Social and Clinical Psychology, Journal of Cross-Cultural Psychology, Basic and Applied Social Psychology, Journal of Occupational Health Psychology, Human Relations
- ▶ Dissertation committees: Sam Yam, Fong Keng, Alex Murray, Anne Fast (GSR)