

**NED WELLMAN**

Associate Professor of Management and Entrepreneurship

2/6/2024

Arizona State University  
 W. P. Carey School of Business  
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 Tempe, AZ 85287

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**EDUCATION****University of Michigan, Stephen M. Ross School of Business**

PhD in Business Administration (Management and Organizations), 2013

**University of North Carolina at Chapel Hill**BA in Psychology, minor in Business Administration, 2005, *Summa cum laude***FULL-TIME ACADEMIC APPOINTMENTS****Arizona State University, W. P. Carey School of Business**

Associate Professor of Management and Entrepreneurship (with tenure)	2020 –
Assistant Professor of Management and Entrepreneurship	2013 – 2020

**VISITING ACADEMIC APPOINTMENTS****University of North Carolina at Chapel Hill, Keenan-Flagler School of Business**

Visiting Associate Professor of Organizational Behavior	2022
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**PUBLICATIONS****Refereed Journals**

(† = PhD student at submission.)

Wellman, N., Tröster, C., Grimes, M., Roberson, Q., Rink, F., & Gruber, M. (2023). Publishing Multimethod Research in AMJ: A Review and Best-Practice Recommendations. *Academy of Management Journal*, 66(4), 1007-1015.

Bartels, A. L., & Wellman, N. (2023). Is it just me or am I the people's choice? The stress and performance implications of (in)congruence between self- and other-identification as a leader or follower. *Journal of Applied Psychology*.

Wellman, N., Ashford, S. J., Sanchez-Burks, J., & DeRue, D. S. (2022). Leading when the boss is present: How leadership structure schemas affect leadership behavior. *Journal of Leadership and Organization Studies*, 29(3), 249-269.

Wald, D. M., Johnston, E. W., Wellman, N., & Harlow, J. (2021). How does personalization in news stories influence intentions to help with drought? Assessing the influence of state empathy and its antecedents. *Frontiers in Communication*, 5(111).

Cialdini, R., Li, Y. J., Samper, A., & Wellman, N. (2021). How bad apples promote bad barrels: Unethical leader behavior and the selective attrition effect. *Journal of Business Ethics*, 168(4), 861-880. doi:10.1007/s10551-019-04252-2

Baer, M. D., †Frank, E. L., Matta, F. K., Luciano, M. M., & Wellman, N. (2021). Under trusted, over trusted, or "just right"? The fairness of (in)congruence between trust wanted and trust received. *Academy of Management Journal*, 64(1), 180-206.

Wellman, N., †Applegate, J. M., †Harlow, J., & Johnston, E. W. (2020). Beyond the pyramid: Alternative formal hierarchical structures and team performance. *Academy of Management Journal*, 63(4), 997-1027.

*Finalist for the Academy of Management Organizational Behavior Division's  
Outstanding Publication in Organizational Behavior award*

†Newton, D., LePine, J. A., †Kim, J. K., Wellman, N., & †Bush, J. T. (2020). Taking engagement to task: The nature and functioning of engagement across task transitions. *Journal of Applied Psychology*, 105(1), 1-18.

*Lead article*

Wellman, N., †Newton, D. W., Wang, D., Wei, W., Waldman, D. A., & LePine, J. A. (2019). Meeting the need or falling in line? The effect of laissez-faire formal leaders on informal leadership. *Personnel Psychology*, 72, 337-359.

*Lead article*

Ashford, S. J., Wellman, N., Sully deLuque, M., DeStobbeleir, K. E., & Woolan, M. (2018). Two roads to effectiveness: CEO feedback seeking, vision articulation, and firm performance. *Journal of Organizational Behavior*, 39, 82-95.

Ong, M., Mayer, D. M., Tost, L. P., & Wellman, N. (2018). When corporate social responsibility motivates employee citizenship behavior: The sensitizing role of task significance. *Organizational Behavior and Human Decision Processes*, 144, 44-59.

Wellman, N. (2017). Authority or community? A relational models theory of group-level leadership emergence. *Academy of Management Review*, 42, 596-617.

*Lead article*

Huang, G.-h., Wellman, N., Ashford, S. J., Lee, C., & Wang, L. (2017). Deviance and exit: The organizational costs of job insecurity and moral disengagement. *Journal of Applied Psychology, 102*, 26-42.

*Press coverage by Arizona State University, Fox 10 News, National Public Radio (KJZZ)*

Wellman, N., Mayer, D. M., † Ong, M., & DeRue, D. S. (2016). When are do-gooders treated badly? Legitimate power, role expectations, and reactions to moral objection in organizations. *Journal of Applied Psychology, 101*, 793-814.

*Finalist for the Academy of Management Organizational Behavior Division's Outstanding Publication in Organizational Behavior award*

*Press coverage by Harvard Business Review, Arizona State University, Fortune Magazine, and Financial Times.*

Wellman, N., & Spreitzer, G. M. (2011). Crafting scholarly life: Strategies for creating meaning in academic careers. *Journal of Organizational Behavior, 32*, 927-931.

DeRue, D. S., Nahrgang, J. D., Wellman, N., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel Psychology, 64*, 7-52.

*Lead article*

DeRue, D. S., & Wellman, N. (2009). Developing leaders via experience: The role of developmental challenge, learning orientation, and feedback availability. *Journal of Applied Psychology, 94*, 859-875.

*Press coverage by NASA*

## **Book Chapters**

Quinn, R. E., & Wellman, N. (2011). Seeing and acting differently: Positive change in organizations. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford handbook of Positive Organizational Scholarship* (pp. 751-762). New York: Oxford University Press.

## **Computational Models**

† Applegate, J. A., & Wellman, N. (2017). Empathy and power (Version 1.1.0). *CoMSES Computational Model Library*. Retrieved from <https://www.comses.net/codebases/5863/releases/1.1.0/>

## **MANUSCRIPTS UNDER REVIEW**

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(† = PhD student at submission.)

Wellman, N., Frank, E. L., Mitchell, M. S., †Lee, S. M., & Farh, C. I. C., †Rodriguez-Mincy, D., & †Yu, M. Topic: Ethical voice. *2<sup>nd</sup> round revise and resubmit at Journal of Applied Psychology*.

Hedden, L., Schinoff, B., Wellman, N., & Blanchard, K. H. (2023). Topic: Employee Innovation. *Revise and Resubmit at Organization Science*.

McIlroy, T., Tedder-King, A., Wellman, N., Woodruff, T., & Maddux, W. W. Topic: Leadership development. *Under review at Psychological Science*

### SELECTED WORKS IN PROGRESS

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(† = PhD student)

LePine, J. A., Yoon, S., Wellman, N., Trinh, M. P., & Newton, D. W. (manuscript preparation). Topic: task scheduling. *Target: Journal of Applied Psychology*.

Wellman, N., Sunday, L., Luciano, M. M., Baer, M. D., & Dent, R. (manuscript preparation). Topic: Leader development. *Target: Academy of Management Journal*.

†Yu, M., Wellman, N., & Greer, L. L. (manuscript preparation). Topic: Leader emergence. *Target: Academy of Management Review*.

Wellman, N., Gerpott, F. H., †Yoon, S., †Gierke, L., & LePine, J. A. (manuscript preparation). Topic: Team performance. *Target: Organization Science*.

### CONTRACTS AND GRANTS

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(† = PhD student at submission.)

Johnston, E. W., †Wald, D., Vinze, A. S., Wellman, N., & Segal, E. (2014). Promoting empathy and collaborative decision making for natural resource management (National Science Foundation). \$490,938 over three years to study the role of power and perspective taking in promoting collaborative behavior in resource-management dilemmas.

LePine, J. A., Wellman, N., & †Newton, D. (2014). Understanding and preventing crew member task entrainment (NASA). \$906,414 over three years to understand and combat astronaut difficulties in switching between independent and interdependent tasks.

Lee, C., Huang, G. H., & Wellman, N. (2013). Being proactive when feeling insecure? The role of proactive personality on the relationships between job insecurity and employee voice, feedback seeking, political behavior, and leadership skill development (Hong Kong Research Grants Council). \$52,618 over three years to study the relationship between job insecurity and proactivity.

## INVITED TALKS

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Wake Forest University, Management Department  
 University of Kansas, Department of Management,  
 University of Minnesota, Department of Work and Organizations  
 Harvard University, Organizational Behavior Unit  
 SUNY Buffalo, Department of Organization and Human Resources (2013, 2023)  
 University of Pennsylvania, Management Department  
 Boston University, Organizational Behavior Department  
 Arizona State University, Department of Management  
 University of Pennsylvania, Wharton OB Conference  
 University of Michigan, Management and Organizations Department  
 University of Virginia, Leadership and Organizational Behavior Area  
 Harvard University Learning Innovations Laboratory (LILA – 2017, 2021)  
 Washington University in St. Louis, Organizational Behavior Area  
 INSEAD, Organisational Behaviour Area  
 Boston College, Work, Identity, and Meaning (WIM) Research Group  
 University of Georgia, Department of Management Ethics Speaker Series  
 University of Maryland, Management and Organization Department  
 University of Michigan, Sanger Research Laboratory  
 Duke University, Management and Organizations Area  
 University of Texas at Dallas, Organizations, Strategy, and International Management  
 Department  
 University of Arizona, Department of Management and Organizations  
 University of Pennsylvania, Management Department (scheduled)  
 Drexel University, Department of Management (scheduled)

## CHAired SYMPOSIA

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(† = PhD student at submission.)

†Yu, M. & Wellman, N (2022). *Creating a better retirement: New insights about retirement in organizations*. Symposium conducted at the Academy of Management Annual Meeting (Seattle).

Wellman, N., & Gerpott, F. H. (2020). *Broadening our sight of gender and leader emergence: New considerations for research and practice*. Symposium conducted at the Academy of Management Annual Meeting (online).

Wellman, N., & Petriglieri, J. (2018). *Who's the boss? New questions about leadership emergence in organizations*. Symposium conducted at the Academy of Management Annual Meeting, Chicago.

Lanaj, K., & Wellman, N. (2016). *The ebbs and flows of leadership: Exploring within-person variation in leader behavior*. Symposium conducted at the Academy of Management Annual Meeting, Anaheim.

Farh, C. I. C., & Wellman, N. (2015). *Climbing the social hierarchy of groups: When, how, and to what ends?* Symposium conducted at the Academy of Management Annual Meeting, Vancouver.

Wellman, N., Crane, B. D., & Quinn, R. W. (2015). *Leading today but not tomorrow: Exploring within-person fluctuations in leadership behavior.* Symposium conducted at the Academy of Management Annual Meeting, Vancouver.

Wellman, N. (2012). *Making new connections: Leadership and social networks in organizations.* Symposium conducted at the Academy of Management Annual Meeting, Boston (*Showcase Symposium*).

Wellman, N., & Ashford, S. J. (2011). *Am I a leader? Exploring leadership identity construction in organizations.* Symposium conducted at the Academy of Management Annual Meeting, San Antonio.

Wellman, N., & Ashford, S.J. (2010). *All for one or one for all? New directions in shared leadership research.* Symposium conducted at the Academy of Management Annual Meeting, Montreal.

#### INVITED DISCUSSANT

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Wellman, N (2022). *When hierarchy helps: Exploring positive outcomes of social hierarchies at work for individuals and teams.* Symposium conducted at the Academy of Management Annual Meeting (Seattle).

#### REFEREED CONFERENCE PRESENTATIONS

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(\* = Presenter, † = PhD student at submission.)

\*†McIlroy, T., Wellman, N., Woodruff, T., & Maddux, W. W. (2023) *From Studying Abroad to Leading at Home: Short Multicultural Experiences Can Facilitate Leader Development.* Paper to be presented at IUS Biennial Conference, Reston, VA.

\*Bartels, A. L., & Wellman, N. (2023). *Is it just me or am I the people's choice? The stress and performance implications of (in)congruence between self- and other-identification as a leader or follower.* Paper to be presented at the Academy of Management Annual Meeting, Boston.

\*Wellman, N., †Frank, E. L., Mitchell, M. S., \*†Lee, S., & Farh, C. I. C. (2021). *Suggestion, concern, or question? The properties and effects of ethical promotive, prohibitive, and inquiry voice.* Paper to be presented at the Academy of Management Annual Meeting, Boston.

- \*†Yu, M., Wellman, N., Mitchell, M. S., Lee, S., & Farh, C. I. C. (2023). *Elevation or contempt? The emotional implications of DEI-based task refusal*. Paper to be presented at the Academy of Management Annual Meeting, Boston.
- \*†Yu, M., Wellman, N., †Hedden, L., & Schinoff, B. (2022). *Second in command or second opinion? Testing a dual-path model of informal leader emergence*. Paper presented at the Academy of Management Annual Meeting, Seattle.
- \*†Yu, M., Nurmohamed, S., & Wellman, N. (2022). *Crafting a fulfilling second act: How personal projects facilitate well-being in retirement*. Paper presented at the Academy of Management Annual Meeting, Seattle.
- \*†Yu, M., Wellman, N., †Hedden, L., & Schinoff, B. (2021). *Second in command or second opinion? Testing a dual-path model of informal leader emergence*. Paper presented at the Academy of Management Annual Meeting.
- Wellman, N., †Frank, E. L., Mitchell, M. S., \*†Lee, S., & Farh, C. I. C. (2021). *Doing good and doing well: The nature and implications of ethical voice in organizations*. Paper presented at the Academy of Management Annual Meeting.
- \*Wellman, N., LePine, J. A., & †Williams, R. (2020). *Cracking the glass ceiling: An expanded consideration of information processing in female leader emergence*. Paper presented at the Academy of Management Annual Meeting.
- \*Wellman, N., Ashford, S. J., DeRue, D. S., & Sanchez-Burks, J. (2018). *How many should lead? Leadership structure schemas, formal authority, and leadership behavior*. Paper presented at the Academy of Management Annual Meeting, Chicago.
- \*†Newton, D. W., LePine, J. A., Wellman, N., †Kim, J. K., & †Bush, J. T. (2017). *The spillover effects of employee engagement during task transitions*. Paper presented at the Academy of Management Annual Meeting, Atlanta.
- \*Wellman, N., Newton, D., LePine, J. A., & Waldman, D. A. (2017). *Laissez-faire leadership and informal leadership behavior*. Paper presented at the Academy of Management Annual Meeting, Atlanta.
- \*Newton, D., LePine, J. A., Wellman, N., †Kim, J. K., & †Bush, J. T. (2016). *Residual engagement and its implications to subsequent engagement and effectiveness*. Paper presented at the Academy of Management Annual Meeting, Anaheim.
- \*Wellman, N., Crane, B., & Quinn, R. E. (2016). *Becoming transformational: An empirical test of the fundamental state of leadership theory*. Paper presented at the Academy of Management Annual Meeting, Anaheim.

- Wellman, N., \*†Schinoff, B., Huang, G. H., & Niu, X. Y. (2016). *The benefits of being holey: The nature and effects of employees' leadership ego-networks*. Paper presented at the Academy of Management Annual Meeting, Anaheim.
- \*†Newton, D., LePine, J. A., Wellman, N., & Kim, J. K. (2016). *Residual engagement and the cost of switching from team to individual tasks*. Paper presented at the INGRoup Conference, Helsinki.
- Wellman, N., \*†Newton, D., LePine, J. A., & Waldman, D. A. (2016). *Team composition and dynamic leadership emergence*. Paper presented at the SIOP Annual Conference, Anaheim.
- Wellman, N., Crane, B., & \*Quinn, R. E. (2015). *Leadership moments: A state-based exploration of informal leadership in groups*. Paper presented at the Academy of Management Annual Meeting, Vancouver.
- Wellman, N., \*†Newton, D., & LePine, J. A. (2015). *Filling the void: Laissez-faire supervision and group members' informal leadership behavior*. Paper presented at the Academy of Management Annual Meeting, Vancouver.
- \*Wellman, N., Mayer, D. M., DeRue, D. S., & Grace, K. (2014). *When are do-gooders seen as bad? How formal leadership positions and role expectations influence perceptions of moral rebels*. Paper presented at the Academy of Management Annual Meeting, Philadelphia.
- Ashford, S. J., \*Wellman, N., Sully deLuque, M., DeStobbeleir, K. E., & Woolan, M (2013). *Proactive behavior and collective outcomes: CEO feedback seeking and firm performance*. Paper presented at the Academy of Management Annual Meeting, Orlando.
- \*†Wellman, N. (2012). *Leadership construction in clinical nursing units: Formal hierarchy, group leadership structures, and patient care outcomes*. Paper presented at the Academy of Management Annual Meeting, Boston.
- \*†Wellman, N. (2012). *An inconvenient truth? Formal hierarchy and the development of shared leadership networks*. Paper presented at the Academy of Management Annual Meeting, Boston.
- \*†Wellman, N., Ashford, S. J., DeRue, D. S., & Sanchez-Burks, J. (2011). *To lead or not to lead? Leadership structure schemas and informal leadership in hierarchical groups*. Paper presented at the Academy of Management Annual Meeting, Montreal.
- \*†Wellman, N., Ashford, S. J., & Sanchez-Burks, J. (2010). *Keeping us honest: The pros and cons of alternative leadership structure schemas*. Paper presented at the Academy of Management Annual Meeting, Montreal.

DeRue, D. S., Nahrgang, J. D., \*†Wellman, N., & Humphrey, S. E. (2009). *Trait and behavioral theories of leadership: A meta-analytic test of their relative validity*. Paper presented at the Academy of Management Annual Meeting, Chicago.

\*†Wellman, N. (2009). *Corporate social responsibility and the nature of managerial work*. Poster presented at the Society for Industrial and Organizational Psychology Annual Conference, New Orleans.

DeRue, D. S., Nahrgang, J. D., \*†Wellman, N., & Humphrey, S. E. (2009). *Trait and behavioral theories of leadership: A meta-analysis*. Poster presented at the Society for Industrial and Organizational Psychology Annual Conference, New Orleans.

\*DeRue, D. S., & †Wellman, N. (2008). *Leadership development and the lessons of experience*. Paper presented at the Academy of Management Annual Meeting, Anaheim.

## AWARDS AND RECOGNITION

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- Academy of Management Review Outstanding Reviewer Award (2021, 2022)
- W. P. Carey Mid-Career Research Award (2021; one of two recipients)
- Poets and Quants *Top 40 Under 40 MBA Professors* (2020)
- ASU Full Time MBA Student *Most Impactful Faculty* (2020; one of 6 faculty members recognized by the students)
- Finalist for the Academy of Management Organizational Behavior Division's Outstanding Publication in Organizational Behavior (2016, 2020)
- Academy of Management Journal Outstanding Reviewer Award (2016, 2020)
- Nominated for ProQuest 2013 Distinguished Dissertation (one of 59 nominees from the University of Michigan)
- Clarence J. Hicks Fellowship (for academic achievement in Management and Organizations), 2012.
- Dr. Eric G. Flamholtz Fellowship (for academic and research accomplishments), 2011.
- Gladys D. and Walter R. Stark Graduate Scholarship (for academic achievement), 2011.
- Rackham Graduate Student Research Grant (\$3,000), 2011.
- Outstanding Reviewer (Organizational Behavior Division), Academy of Management, 2010, 2011.

## TEACHING

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### Arizona State University

#### Courses Taught

MGT 411 – Leading Organizations (Undergraduate)  
 MGT 430 – Negotiations (Undergraduate)  
 MGT 525 – Leadership and Teamwork (MBA)  
 MGT 526 – Future World of Work (MBA)  
 MGT 528 – Negotiations (Masters of Sci. in Management)  
 MGT 530 – Negotiations (MBA, Ev. MBA, Exec. MBA)  
 MGT 513 – Mindful Leadership (Ev. MBA)  
 MGT 520 – High-Impact Leadership (Exec. MBA)

**University of Michigan**  
Courses Taught

MGT 591 – High-Impact Leadership II (Exec. MBA)  
MO300 – Behavioral Theory of Management

**Students Mentored**

- Advisor
  - Daniel Newton (2013-2018)
  - Raseana Williams (2017-2019)
  - Min Yu (2020-)
  
- Dissertation Committee Member
  - Beth Schinoff (2017)
  - Rachel Balven (2018)
  - Daniel Newton (2018)
  - Marcus Linnemeier (Grand Canyon U) (2019)
  - Manuel Vaultont (2021)
  - Jihyun Kang (School of Communication) (2024)
  - Natalie Croitoru (UNC Chapel Hill) (2024)
  
- Dissertation Committee Chair
  - Min Yu (2025)
  
- Masters in Passing Committee Member
  - Raseana Williams (2019)
  
- Comprehensive Exam Committee Member
  - Min Yu (2022)
  
- Comprehensive Exam Committee Member (Psychology)
  - Adi Weisel (2020)

**SERVICE**

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**Professional Associations**

- Academy of Management (2008-Present)
- Society for Industrial and Organizational Psychology (2008-Present)

**Associate Editor**

- *Academy of Management Journal* (2022-)

**Editorial Board**

- *Academy of Management Journal* (2015-2022)
- *Academy of Management Review* (2021-2022)
- *Journal of Applied Psychology* (2016-2021)
- *Personnel Psychology* (2017-2021)

**Ad-hoc Reviewer**

- *Academy of Management Review*
- *Administrative Science Quarterly*
- *Journal of Applied Psychology*
- *Journal of Organizational Behavior*
- *Organizational Behavior and Human Decision Processes*
- *Organization Science*
- *Personnel Psychology*

**Volunteer Reviewer**

- Academy of Management Annual Meeting, 2008-2012
- Society for Industrial and Organizational Psychology Annual Conference, 2009

**Academy of Management Organizational Behavior Division***Making Connections Committee*

- Co-organizer of the “Halfway there, but now what? Career advice for pre-dissertation doctoral students” PDW (2011-2016)
  - Presented “Understanding and Preparing for the Job Market” (2015, 2016)

*Most Innovative Student Paper Award*

- Selection committee member (2015-2017)
- Selection committee chair (2017, 2018)

*Outstanding Publication in Organizational Behavior Award*

- Selection committee member (2021)
- Selection committee chair (2022)

*The Productivity Process: Research Tips and Strategies from Productive Junior Faculty PDW*

- Presented “Hitting for Power and Average: Using a Portfolio Approach to Balance Scholarly Volume and Impact ” (2021)

*Publishing in AMJ: Tips from the Editors PDW*

- Participated in a panel discussion on “Reviewing for AMJ” (2021)

*OB Research Roundtables Forum*

- Participated as a roundtable leader (2023)

*Conversations with the Editors: AMJ*

- Participated as a panelist (2023)

**Arizona State University**

- Faculty Director, Executive Connections mentoring program (2020-2022)
  - Oversee a pool of 40+ working and retired C-suite level executive mentors
  - Plan and coordinate events for students to interact with mentors

- Integrate mentors with course activities and leader development curriculum for W. P. Carey's full-time MBA program
- Faculty advisor for Accelerated Leadership for Underrepresented Minorities (ALUM) MBA student club (2020-present)
- Coordinator, Management Department Research Laboratory (2016-2020)
  - Manage subject pool
  - Schedule and oversee laboratory experiments
  - Purchase, customize, and test computerized team-based activities and scheduling software
  - Coordinate two field-based snowball sample data collections per year
- Co-Coordinator, Management Department Brown Bag Series (2016-2020)
- PhD Recruiting Committee Member (2019, 2024)
- Micro Meets Macro (MMM) Conference organizing committee member (2020, 2023)
- Management & Entrepreneurship department hiring committee member (2020)
- "Black Lives Matter Too" committee member (2020)
  - Served on a business school-wide committee to enhance diversity and inclusion at W. P. Carey, with a particular focus on Black students
  - Developed recommendations for immediate, medium-term, and long-term action items that are currently being implemented

## **CONSULTING, EXECUTIVE EDUCATION, AND APPLIED RESEARCH EXPERIENCE**

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- Adirondack Medical Center
- American Express
- Baystate Health
- Cavalry Portfolio Services
- Intel
- Glendale Police Department
- NASA
- Mayo Clinic
- Milliken & Company
- Munson Medical Center
- PepsiCo
- Surgical Directions

## **PROFESSIONAL EXPERIENCE**

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### **Deloitte Consulting, Human Capital Analyst (2005-2007)**

- Configured and implemented HR module of SAP enterprise resource planning software
- Developed and administered SAP training and change management sessions