

MORELA HERNANDEZ

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EDUCATION

DUKE UNIVERSITY, FUQUA SCHOOL OF BUSINESS, Durham, North Carolina

Ph.D. in Business Administration – *Expected September 2007*

GPA: “E”, 4.0/4.0

Expertise/Research Interests: *Stewardship, leadership, intergenerational behavior, business ethics, trust, negotiation, culture, and workforce diversity*

RICE UNIVERSITY, Houston, Texas

B.A. in Psychology – *Received May 2001, Magna cum Laude and Honors in Psychology*

GPA: *Cumulative 4.0/4.3, Major 4.1/4.3*

Honors Thesis Topic: *Recruitment strategies for minority applicants in traditional corporate environments*

DISSERTATION

“Stewardship: Theoretical Development and Test of Its Determinants”

Committee: Sim Sitkin (chair), Kimberly Wade-Benzoni, Richard Larrick, Gary Gereffi

Proposal successfully defended: November 2005

The central goals of this research are to theoretically develop the construct of stewardship, explore a set of possible antecedents, and empirically test these determinants to generate a descriptive behavioral science model of stewardship in organizations. I conceptualize stewardship as an outcome of leadership behaviors that promote a sense of personal responsibility for the long-term well-being of the organization and society. I posit that leaders foster stewardship in their followers through various relational, motivational, and contextually supportive leadership behaviors. I put forth a theoretical framework of stewardship to empirically test its key behavioral antecedents. In doing so, I build upon the themes presented in the stewardship literature, such as motivation and identification, and draw from other research streams to include factors such as moral courage. I present data from two studies, a field survey and a lab experiment, in order to assess the role of these variables within the model. The results from these studies suggest that leadership behaviors that intrinsically motivate followers to exhibit moral courage are what drive stewardship behaviors in organizations. Surprisingly, leadership behaviors that create a sense of coherence and coordination, fostering a sense of belonging and organizational identification in followers may actually be responsible for a type of moral social loafing.

RESEARCH PAPERS

Avery, D. R., Hernandez, M., and Hebl, M. R. (2004). Who’s watching the race? Racial salience in recruitment advertising. *Journal of Applied Social Psychology, 34*(1), 146-161.

Hernandez, M., Chen, Y., & Wade-Benzoni, K. A. (2006). Toward an understanding of psychological distance reduction between generations: A cross-cultural perspective. In E. Mannix, M. Neale, & Y. Chen (Eds.), *Research on Managing Groups and Teams, 9*, 3-20. Greenwich, CT: Elsevier Science Press.

McKay, P. F., Avery, D. R., Tonidandel, S., Morris, M., Hernandez, M., & Hebl, M. R. (2007). Racial differences in managerial retention: Are diversity climate perceptions the key? *Personnel Psychology, 60*, 35-62.

- Hernandez, M. (forthcoming). Promoting stewardship behavior in organizations: A leadership model. *Journal of Business Ethics*.
- Wade-Benzoni, K.A, Hernandez, M., Medvec, V., & Messick, D. (under review). In fairness to future generations: The role of egocentrism, uncertainty, power, and stewardship in judgments of intergenerational allocations. Revise and resubmit at *Journal of Experimental Social Psychology*.
- Avery, D. R., McKay, P. F., Hernandez, M., Hebl, M. R., & Morris, M. (under review). Examining the draw of diversity: How diversity climate perceptions affect job pursuit intentions. *Human Resource Management*.
- Rosette, A. S., Tost, L. P, Hernandez, M., & Sitkin, S. B. (under review). Competitive rivalries between women executives: An impetus for negative biases toward each other. *Academy of Management Journal*.
- Hernandez, M. Stewardship: Theoretical development and test of its determinants. *Draft in preparation for Administrative Science Quarterly*.
- Sitkin, S. B., Hernandez, M., & Long, C.P. Cultivating trust in leaders: Are all leader behaviors equally influential? *Draft in preparation for Academy of Management Journal*.

RESEARCH IN PROGRESS

- Wade-Benzoni, K. A., Hernandez, M., & Larrick, R. P. The effect of mortality salience on intergenerational behavior. *Data collected in 3 pilot studies and 5 studies; analyses underway*.
- Avery, D., Hernandez, M., Smith, A. N., & Hebl, M. Leadership at a glance: The impact of racial and positional cues on initial perceptions of leadership. *Data collection in a third study is underway*.
- Hernandez, M. & Avery, D. Race and negotiation: Cognitive and contextual influences on the Black-White pay gap. *Instrument construction for data collection is underway*.
- Wade-Benzoni, K. A. & Hernandez, M. Intergenerational motivations for entrepreneurial ventures. *Literature review underway*.

CONFERENCE PRESENTATIONS

- Hernandez, M. (2007). Behavioral determinants of stewardship in organizations. Symposium paper to be presented at the Academy of Management Conference.
- Sitkin, S. B., Lind, E. A , Hernandez, M., & Long, C.P. (2006) Cultivating trust in leaders: Are all leader behaviors equally influential? Paper presented at the Academy of Management Conference.
- Wade-Benzoni, K.A, Hernandez, M., Medvec, V., & Messick, D. (2006). Psychological influences in judgments of fairness to future generations: The role of egocentrism and uncertainty. Paper presented at the International Association for Conflict Management Conference.
- Avery, D. R., McKay, P. F., Hernandez, M., Hebl, M. R., & Morris, M. (2006). The draw of diversity: How diversity climates affect job pursuit. Paper presented at the Society of Industrial and Organizational Psychology Conference.
- McKay, P. F., Avery, D. R ., Morris, M., Hernandez, M., & Hebl, M. R.(2006). Diversity climate perceptions and racial differences in managerial retention. Paper presented at the Society of Industrial and Organizational Psychology Conference.

- Sitkin, S. B., Lind, E. A., & Hernandez, M. (2005). Trust and control: The role of leader and follower perceptions. Symposium paper presented at the Academy of Management Conference.
- Hernandez, M. & Brodt, S. (2005). Trust and employment negotiations: The importance of feeling in control. Paper presented at the International Association for Conflict Management Conference.
- Hernandez, M., Chen, Y., & Wade-Benzoni, K. A. (2005). Cultural differences in psychological distance reduction between generations. Paper presented at the Ninth Annual Research on Managing Groups and Teams in Organizations Conference.
- Avery, D., Hernandez, M., Smith, A. N., & Hebl, M. (2005). Interracial differences in leadership perception. Paper presented at the Society of Industrial and Organizational Psychology Conference.
- Hernandez, M. (2004). Perceived job suitability as a function of ethnicity. Paper presented at the Society of Industrial and Organizational Psychology Conference.
- Hernandez, M., Avery, D. and Hebl, M. (2001). Recruiting diversity: The race is on. Paper presented at the Society of Industrial and Organizational Psychology Conference.

TEACHING EXPERIENCE

LEADERSHIP COURSE, 360-Degree Feedback Coach
London Business School

- Nestlé Executive Education Program; Spring 2006 -Present.

LEADERSHIP COURSE, 360-Degree Feedback Coach
Duke University, The Fuqua School of Business

- Executive Education; Summer 2003 – Summer 2006.
- Daytime M.B.A. Program; Spring 2003.

ORGANIZATIONAL BEHAVIOR COURSE, Instructor
Duke University

- Undergraduate, Markets and Management Program; Spring 2005.
- Student Evaluation Rating: 4.92/5.00

LEADERSHIP TRAINING, Co-Instructor
Duke University, The Fuqua/Coach K Center of Leadership and Ethics (COLE)

- Daytime M.B.A. Program, Leadership Fellows; Summer 2004.

LEADERSHIP COURSE, Teaching Assistant
Duke University, The Fuqua School of Business

- Cross-Continent M.B.A. Program Summer 2004, Spring 2006; Professors Allan Lind and Sim Sitkin.
- Daytime M.B.A. Program, Spring 2003, Fall 2003, Fall 2004, Fall 2005; Professor Sim Sitkin.
- Weekend Executive M.B.A. Program, Summer 2003, 2004; Professors Allan Lind and Sim Sitkin.

ORGANIZATIONAL BEHAVIOR COURSE, Teaching Assistant
Duke University, The Fuqua School of Business

- Global Executive M.B.A. Program, Summer 2003; Professor Susan Brodt.
- Daytime M.B.A. Program, Fall 2002; Professors Rick Larrick and Cade Massey.

AWARDS AND HONORS

Awards:

- Kenan Dissertation Fellowship in Ethics, Duke University, 2006-2007.
- Winner of the University of Notre Dame's Excellence in Ethics Dissertation Proposal Competition, 2006.
- Dissertation research grant from the Fuqua/Coach K Center for Leadership and Ethics (COLE), Duke University, 2006.
- Kenan Colloquium Fellowship in Ethics, Duke University, 2005-2006.
- Fuqua Business School Graduate Fellowship, Duke University, 2002-2007.
- John W. Brelsford Award Recipient, Rice University, 2001: "This honor is awarded to a student for their leadership in the field and among their peers, excellence in the classroom, collaboration with the faculty, and contributions to the literature."

Honors:

- Student Representative at Large of the Managerial and Organizational Cognition (MOC) Division of the Academy of Management, 2005-2007.
- Invited Participant; Academy of Management Conference, Social Issues in Management (SIM) Division, Doctoral Consortium, August 2005.
- Invited Participant; Michigan Business School, Cross-Cultural Doctoral Workshop, May 2003.
- Phi Beta Kappa, since 2001.
- Psi Chi National Honor Society in Psychology, since January 1998. President of Rice University Chapter 1998-2001.

WORK EXPERIENCE

THE KENAN INSTITUTE FOR ETHICS, DUKE UNIVERSITY, *Durham, North Carolina – Research Advisor, April 2005 - Present*

Aid in the ongoing development of the Institute's teaching framework, diagnostic tools, and business model. Train consultants on teaching materials and use of diagnostic tools. Analyze data from client surveys in order to glean information for tailoring the ethics program to a client company's specific needs.

ENRON, *Houston, Texas - Analyst, Financial Track, July - December 2001*

ENRON ENERGY SERVICES; Enron Direct, Retail Power

- Managed a call center composed of five people tasked with identifying new retail energy customers. Coordinated lead assignments among a team of twelve originators and monitored deal progression.
- Conducted market analysis on the California, Nevada, New Mexico and Colorado gas markets in order to evaluate potential value of market and barriers to entry. Developed business strategy and plan for these markets.

ENRON INDUSTRIAL MARKETS

- Developed financial analyses on South American pulp companies. Used these company reviews in constructing quantitative spreadsheet models of commodity price forecasts and analysis. Authored weekly publication that reported the latest political and economic developments affecting the South American market.

ENRON – GAS COMPRESSION, *Houston, Texas - Summer Analyst, Financial Track, May - August 2000*

Developed spreadsheet models of business risk assessments, and deal structure evaluations. Created quantitative assessments on the future of the gas compression market, which included the projected supply and demand curves, and market strategy options.

ENRON – WORKFORCE DIVERSITY, *Houston, Texas - Summer Analyst, HR Track, May - August 1999*

Researched and created a proposal outlining potential business opportunities and other revenue sources for the Community Relations and Workforce Diversity Department.

BAYLOR COLLEGE OF MEDICINE/ BEN TAUB COMMUNITY HOSPITAL, *Houston, Texas- Research Technician, January - May 1999*

Department of Physical Medicine and Rehabilitation; funded by the Center for Disease Control (CDC)
The goal of the project was to explore the link between brain injury and clinical depression. Conducted selection interviews and psychological tests in Spanish on brain injured patients.

BANCO DEL PAÍS, *San Pedro Sula, Honduras - Independent Consultant, January - May 1998*

Designed a program for the evaluation of company-wide employee training programs; implemented May 1998.

SPECIAL SKILLS, SERVICE, AND MEMBERSHIPS

Special Skills:

- Fluent English, Spanish, Portuguese; Conversational French.

Service:

- Ad-Hoc Reviewer, Academy of Management Conference: Managerial and Organizational Cognition (MOC) division, 2004-2006; Organizational Behavior (OB) division, 2005.
- Ad-Hoc Reviewer, Strategic Management Journal, 2005-2006.
- Host for incoming PhD students, 2004-2006.
- Facilitator in second-year Daytime M.B.A. ethics and leadership orientation, 2005.
- Facilitator in Responsible Conduct of Research (RCR) Graduate School orientation, 2005.
- PhD host committee for the Behavioral Decision Making in Management (BDRM) Conference, 2004.

Professional Memberships:

- Academy of Management
- Society for Industrial and Organizational Psychology

REFERENCES

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