

**JOHN J. SUMANTH, Ph.D.**

James Farr Faculty Fellow & Associate Professor of Management  
Research Associate, Center for Leadership & Character  
Wake Forest University  
School of Business – Farrell Hall 386  
Winston-Salem, NC 27109  
Phone: (336) 758-4123 Fax: (336) 758-6133  
E-mail: [sumanthj@wfu.edu](mailto:sumanthj@wfu.edu)

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**ACADEMIC POSITIONS**

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**WAKE FOREST UNIVERSITY (Winston-Salem, NC)**

- Associate Professor – School of Business (2019 – Present)
- Assistant Professor – School of Business (2013-2019)

**SOUTHERN METHODIST UNIVERSITY (Dallas, TX)**

- Assistant Professor – Department of Management & Organizations (2011-2013)

**UNIVERSITY OF NORTH CAROLINA (Chapel Hill, NC)**

- Research Assistant – Department of Organizational Behavior (2006-2011)

**UNIVERSITY OF FLORIDA (Gainesville, FL)**

- Graduate Assistant – Department of Decision & Information Sciences (1998-1999)

**UNIVERSITY OF MIAMI (Coral Gables, FL)**

- Adjunct Lecturer – Department of Marketing (2005)
- Research Assistant – Department of Industrial Engineering (1993-1997)

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**EDUCATION**

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**UNIVERSITY OF NORTH CAROLINA (Chapel Hill, NC)**

**Kenan-Flagler Business School**

Ph.D., Business Administration - Organizational Behavior (2011)

**UNIVERSITY OF FLORIDA (Gainesville, FL)**

**Warrington College of Business Administration**

MBA, Marketing & Management (1999)

**UNIVERSITY OF MIAMI (Coral Gables, FL)**

**College of Engineering**

B.S., Industrial Engineering (1997), *Cum Laude*

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**RESEARCH INTERESTS:**

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- Employee Communication (Voice/Feedback/Whistleblowing)
- Leadership/Trust
- Status

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**DISSERTATION:**

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Title: Be Careful What You Ask For: How Highly Inclusive Leaders Diminish Upward Communication Quality

Description: As organizations have come to realize the value of having employees offer ideas, suggestions, and observations that can improve organizational effectiveness, scholars have sought to better understand how leaders can cultivate higher levels of upward communication within their organizations. To date, research has shown that leaders who signal inclusiveness and openness to their followers' ideas and concerns are able to

create a psychologically safe environment that encourages individuals to take the risk of communicating upwards. However, an implicit and untested assumption across this literature is that inclusive leadership also has a similar positive effect on the quality of communication subordinates provide. In this dissertation, I challenge conventional wisdom that “more is better” by suggesting that highly inclusive leaders may elicit a higher quantity of upward communication from their followers, but potentially a lower quality. Drawing from established literatures on motivation, social exchange and self-censorship, I propose and find evidence for an inverted U-shaped relationship between inclusive leadership and individuals’ upward communication quality, such that both highly exclusive and highly inclusive leaders negatively influence the quality of comments individuals provide. In doing so, I advance established theory by providing conceptual and empirical guidance on how managers should be mindful of the benefits of inclusive leadership while recognizing its potential costs.

Committee: Daniel M. Cable (London Business School), Alison R. Fragale (UNC), Adam M. Grant (Co-Chair, Wharton), David A. Hofmann (Chair, UNC), & Joshua D. Margolis (Harvard Business School)

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## ACADEMIC PUBLICATIONS

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- Moss, S., Song, M., Hannah, S., Wang, Z., & Sumanth, J. J. (2018). The duty to improve oneself: How duty orientation mediates the relationship between ethical leadership and followers’ feedback seeking and avoiding behavior. *Journal of Business Ethics*. DOI 10.1007/s10551-018-4095-8.
- Gok, K., Sumanth, J. J., Bommer, W. H., Demirtas, O., Arslan, A., Eberhard, J., Ozdemir, A., & Yigit, A. (2017). You may not reap what you sow: How employees’ moral awareness minimizes ethical leadership’s positive impact on workplace deviance. *Journal of Business Ethics*, 146(2), 257-277.
- Sumanth, J. J. & Lebel, D. (2016) Employee Voice. In *Oxford Bibliographies in Management*. Ed. Ricky Griffin. New York: Oxford University Press.
- Černe, M., Sumanth, J. J., & Škerlavaj, M. (2016). Everything in moderation: Authentic leadership, leader-member exchange and idea implementation. In M. Škerlavaj, M. Černe, A. Dysvik & A. Carlsen (Eds.), *Capitalizing on Creativity at Work: Fostering the Implementation of Creative Ideas in Organizations* (pp. 126-138). Northampton, MA: Edward Elgar Publishing.
- Hofmann, D. & Sumanth, J. J. (2015). Don’t just get your employees to speak up, get them to speak up well! *Harvard Business Review* ([hbr.org](http://hbr.org)).
- Hannah, S., Sumanth, J. J., Lester, P., & Cavarretta, F. (2014). Debunking the false dichotomy of leadership idealism and pragmatism: Critical evaluation and support of newer genre leadership theories. *Journal of Organizational Behavior*, 35(5), 598-621.
- Sumanth, J. J. & Hannah, S.T., (2014). Developing leadership capacity: An integration and exploration of ethical and authentic leadership antecedents. In L. L. Neider & C. A. Schriesheim (Eds.), *Advances in Authentic and Ethical Leadership. (Research In Management, Vol. 10)*. Charlotte, NC: Information Age Publishing, Inc. pp.25-74.
- Fragale, A. R., Sumanth, J. J., Tiedens, L. Z., & Northcraft, G. B. (2012). Appeasing equals: Lateral deference in organizational communication. *Administrative Science Quarterly*, 57, 373-406.
- Sumanth, J. J., & Cable, D. M. (2011). Status and organizational entry: How organizational and individual career status affect justice perceptions of hiring systems. *Personnel Psychology*, 64(4), 963-1000.
- Sumanth, J. J., Mayer, D. M., & Kay, V. S. (2011). Why good guys finish last: The role of justification motives, cognition, and emotion in predicting retaliation against whistleblowers. *Organizational Psychology Review*, 1(2), 165-184.

Grant, A. M., & Sumanth, J. J. (2009). Mission possible: The performance of prosocially motivated employees depends on manager trustworthiness. *Journal of Applied Psychology*, 94, 927-944.

Sumanth, D. J. & Sumanth, J. J. (1996). The 'Technology Cycle' Approach to Technology Management. In Gaynor, G. H. (eds.), *Handbook of Technology Management*, McGraw-Hill.

Sumanth, D. J. & Sumanth, J. J. (1996). Managing the 'Technology Gradient' for Global Competitiveness. In Gaynor, G. H. (eds.), *Handbook of Technology Management*, McGraw-Hill.

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## TRADE PUBLICATIONS

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Branham, S., Hannah, S. T., Sumanth, J. J., Trone, D., & Wattman, M.L.\* (2019). 7 signs of a great retirement professional. *401k Specialist*. <https://401kspecialistmag.com/7-signs-of-a-great-retirement-plan-professional/>

Branham, S., Hannah, S. T., Sumanth, J. J., Trone, D., & Wattman, M.L.\* (2019) What great financial services professionals share in common. *Iris*. <https://www.iris.xyz/learn/equities/stocks-breaking-above-resistance-as-earnings-begin>

Branham, S., Hannah, S. T., Sumanth, J. J., Trone, D., & Wattman, M.L.\* (2018). Are great 401(k) advisors born or made? *401k Specialist*. [http://pubs.royle.com/publication/?i=498555&ver=html5&p=40#{"page":"40","issue\\_id":498555}](http://pubs.royle.com/publication/?i=498555&ver=html5&p=40#{)

\*Authors names listed in alphabetical author.

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## INVITED REVISIONS & UNDER REVIEW

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Lebel, D., Sumanth, J. J. & Bolino, M. From purgatory to persistence: A model of the hot and cold pathways motivating persistent voice. Under 2<sup>nd</sup> round review at *Academy of Management Review*.

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## WORKS IN PROGRESS

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Sumanth, J. J., Dragoni, L., Hannah S. T., Demirtas, O., & Bluhm, D. Generating better, not more employee voice: How participative leadership and role clarity enhance voice quality and job performance. In preparation for submission to *Journal of Applied Psychology*.

Sumanth, J. J., Cerne, M., Hannah, S. T., & Skerlavaj, M. Fueling the creative fire: How authentic leadership, leader-member exchange and proactivity foster employees' creative performance. Re-writing stage. Target: *Journal of Management Studies*.

Sumanth, J. J., Hannah, S. T., Herbst, K., & Thompson, R. Ethical leadership, moral potency and psychological safety: Key antecedents of peer reporting of counterproductive work behavior. In preparation for submission. Target: *Journal of Applied Psychology*.

Fragale, A., Younge, A., Sumanth, J. J., & Tiedens, L. Lateral deference as a status-preserver: How assertiveness toward peers results in status loss. 2<sup>nd</sup> study data collection stage. Target: *Organizational Behavior and Human Decision Processes*.

Sumanth, J. J., Hannah, S., Sweeney, P., Geier, M., Herbst, K., & Vogel, R. Leadership in Extreme Contexts. Analysis stage.

Johnson, H., Sumanth, J. J., Hannah, S. T., & Avolio, B. Leader transparency, cohesion and voice in extreme contexts. Analysis stage.

Hannah, S. T., Sumanth, J. J., Bluhm, D., & Demirtas, O. CEOs, TMTs, BoDs and how values fit (or misfit) predicts leadership effectiveness and performance. Analysis stage. Targets: *Journal of Organizational Behavior or Harvard Business Review*.

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## HONORS & AWARDS

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### WAKE FOREST UNIVERSITY

- Outstanding Reviewer Award, *Academy of Management Discoveries* (2018)
- Most Impactful Research Award (2018)
- T.B. Rose Fellowship in Business Award (2017-2018)
- James Farr Faculty Fellow (2016-Present)
- Exxon-Wayne Calloway Faculty Fellow (2014-2016)
- Senior Class Teaching Award (2013-2014)

### SOUTHERN METHODIST UNIVERSITY

- 2011 H.O.P.E. Professor Teaching Award (Honoring Our Professors' Excellence)

### UNIVERSITY OF NORTH CAROLINA

- 2011 Outstanding Doctoral Student Teaching Award
- 2011 Outstanding Reviewer Award, *Academy of Management*, Social Issues in Management (SIM) Division
- 2009 Outstanding Reviewer Award, *Academy of Management*, Organizational Behavior (OB) Division
- Research Assistantship (2006-2010)
- Golden Key National Honor Society

### UNIVERSITY OF FLORIDA

- MBA Graduate Assistantship

### UNIVERSITY OF MIAMI

- All-American Scholar Award
- National Collegiate Engineering Award
- Iron Arrow Honor Society (highest honor attainable at UM)
- President – Society of Manufacturing Engineers
- Dean's List & Provost's Honor Roll
- Brownell Award for Outstanding Service to the College of Engineering
- Carl M. Kromp Leadership Award
- Pearson Scholarship & Florida Undergraduate Scholars Award

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## TEACHING, FACILITATION & COACHING

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### WAKE FOREST UNIVERSITY (WFU)

### EFFECTIVENESS RATINGS / 5.0

#### 2018-2019

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|---|-----|
| • <i>Behavior &amp; Leadership in Organizations (MGT 8110-Spring, 2019)</i> | 4.8 |
| Taught 59 WPMBA students in core 3 cr. OB course (W-S, Evenings)            |     |
| • <i>Organizational Behavior (BEM 211-Spring, 2019)</i>                     | 4.4 |
| Taught 28 students in core 3 cr. OB course (11:00am)                        |     |
| • <i>Organizational Behavior (BEM 211-Fall, 2018)</i>                       | 4.3 |
| Taught 26 students in core 3 cr. OB course (11:00am)                        |     |
| • <i>Organizational Behavior (BEM 211-Fall, 2018)</i>                       | 4.2 |
| Taught 26 students in core 3 cr. OB course (9:30am)                         |     |

#### 2017-2018

• <i>Organizational Behavior (BEM 211-Spring, 2018)</i>	4.7
Taught 27 students in core 3 cr. OB course (12:30pm)	
• <i>Organizational Behavior (BEM 211-Spring, 2018)</i>	4.4
Taught 25 students in core 3 cr. OB course (9:30am)	
• <i>Behavior &amp; Leadership in Organizations (MGT 4110-Fall, 2017) (New Prep*)</i>	4.9
Taught 63 WPMBA students in core 3 cr. OB course (CLT, Evenings)	
• <i>Behavior &amp; Leadership in Organizations (MGT 8110-Fall, 2017) (New Prep*)</i>	4.1
Taught 57 WPMBA students in core 3 cr. OB course (W-S, Evenings)	
<b>2016-2017</b>	
• <i>Organizational Behavior (BEM 211-Spring, 2017)</i>	4.6
Teaching 27 students in core 3 cr. OB course (9:30am)	
• <i>Organizational Behavior (BEM 211-Spring, 2017)</i>	4.3
Teaching 27 students in core 3 cr. OB course (11:00am)	
• <i>Organizational Behavior (BEM 211-A, Fall, 2016) (New Prep*)</i>	4.0
Taught 26 students in core 3 cr. OB course (11:00am)	
• <i>Organizational Behavior (BEM 211-Fall, 2016) (New Prep*)</i>	4.0
Taught 26 students in core 3 cr. OB course (2:00pm)	
<b>2015-2016</b>	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section E, Spring, 2016)</i>	4.5
Taught 28 students in core 1.5 cr. OB course (9:30am)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section D, Spring, 2016)</i>	4.4
Taught 29 students in core 1.5 cr. OB course (11:00am)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section F, Spring, 2016)</i>	4.2
Taught 28 students in core 1.5 cr. OB course (2:00pm)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section G, Spring, 2016)</i>	4.0
Taught 29 students in core 1.5 cr. OB course (3:30pm)	
<b>2014-2015</b>	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section A, Spring, 2015)</i>	4.9
Taught 27 students in core 1.5 cr. OB course (9:30am)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section B, Spring, 2015)</i>	4.5
Taught 25 students in core 1.5 cr. OB course (11:00am)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section F, Spring, 2015)</i>	4.6
Taught 26 students in core 1.5 cr. OB course (2:00pm)	
• <i>Dynamics in Organizations (BEM 311-Mini 3, Section C, Spring, 2015)</i>	4.8
Taught 26 students in core 1.5 cr. OB course (11:00am)	
• <i>Individuals in Organizations (BEM 211-Mini 2, Section C, Fall, 2014)</i>	4.9
Taught 30 students in core 1.5 cr. OB course (12:30pm)	
• <i>Individuals in Organizations (BEM 211-Mini 2, Section D, Fall, 2014)</i>	4.7
Taught 29 students in core 1.5 cr. OB course (2:00pm)	
• <i>Dynamics in Organizations (BEM 311-Mini 1, Section A, Fall, 2014)</i>	4.7
Taught 32 students in core 1.5 cr. OB course (12:30pm)	
• <i>Individuals in Organizations (BEM 211-Mini 1, Section B, Fall, 2014)</i>	4.8
Taught 30 students in core 1.5 cr. OB course (2:00pm)	
<b>2013-2014</b>	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section D, Spring, 2014)</i>	4.7
Taught 29 students in core 1.5 cr. OB course (8:00am)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section F, Spring, 2014)</i>	4.8
Taught 30 students in core 1.5 cr. OB course (9:30am)	
• <i>Dynamics in Organizations (BEM 311-Mini 4, Section G, Spring, 2014)</i>	4.9
Taught 30 students in core 1.5 cr. OB course (11:00am)	
• <i>Dynamics in Organizations (BEM 311-Mini 3, Section A, Spring, 2014)</i>	4.8

- Taught 31 students in core 1.5 cr. OB course (9:30am)
  - *Dynamics in Organizations (BEM 311-Mini 3, Section B, Spring, 2014)* 4.9  
Taught 31 students in core 1.5 cr. OB course (11:00am)
  - *Dynamics in Organizations (BEM 311-Mini 3, Section C, Spring, 2014)* 4.9  
Taught 30 students in core OB course (12:30pm)
  - *Individuals in Organizations (BEM 211-Mini 1, Section A, Fall, 2013)* 4.9  
Taught 30 students in core 1.5 cr. OB course (12:30pm)
  - *Individuals in Organizations (BEM 211-Mini 2, Section B, Fall, 2013)* 4.8  
Taught 28 students in core 1.5 cr. OB course (2:00pm)

**SOUTHERN METHODIST UNIVERSITY (SMU)                      EFFECTIVENESS RATINGS / 7.0**

- *Master Negotiations (MNO 6215, Spring, 2013)* 6.8  
Taught 24 students in 1.5 cr. PMBA Negotiations elective
- *Management of Organizations (MNO 3370, Spring, 2013)* 5.6  
Taught 84 students (2 sections of ~41) of core 3.0 cr. BBA OB course
- *Management of Organizations (MNO 3370, Fall 2011)* 6.6  
Taught 115 students (3 sections of ~38) of core 3.0 cr. BBA OB course

**UNIVERSITY OF NORTH CAROLINA (UNC)                      EFFECTIVENESS RATINGS / 5.0**

- *Organizational Behavior (BUSI 405, Summer 2009)* 4.8  
Taught 27 students in one section of core 3.0 cr. BSBA OB course
- *Negotiations (BUSI 545, Fall 2010)* 4.8  
Taught 22 students in one section of 1.5 cr. BSBA Negotiations elective
- *Groups & Teams (BUSI 555, Spring 2011)* 4.7  
Taught 31 students in one section of 1.5 cr. BSBA Groups and Teams elective
- *UNC Kenan-Flagler EMBA & ONEMBA (Global) Programs (Fall 2007-May 2011)* 4.8  
Team Building Coach and Facilitator for MBAs and EMBA's
- *UNC Kenan-Flagler Business Executive Education (April 2010- May 2011)* 4.5  
Executive Coach – ExxonMobil Executive Leadership Program

**UNC EXECUTIVE EDUCATION (UNC-EE)                      EFFECTIVENESS RATINGS / 5.0**

- *Collaboration & Influence (March 2019)* 4.8  
Taught ½ day session to 24 Sr. Leaders @ Vulcan Materials on Collaboration and Influence
- *Building Effective Teams (March 2019)* 4.7  
Taught ½ day session to 24 Sr. Leaders @ Vulcan Materials on Building Effective Teams
- *Managing High Performance (February 2019)* 4.8  
Taught ½ day session to 36 Senior US Army Officers on Motivation/Teams
- *Managing Human Capital (February 2019)* 4.0  
Taught ½ day session to 25 Senior US Navy Officers on Motivation/Teams
- *Developing High Performance Teams (October 2018)* 4.6  
Taught full-day session to 31 Sr. Leaders @ Royal Caribbean on Team Effectiveness and Motivation
- *Developing High Performance Teams (August 2018)* 4.8  
Taught full-day session to 27 Sr. Leaders @ Royal Caribbean on Team Effectiveness and Motivation
- *Managing High Performance (June 2018)* 4.7  
Taught ½ day session to 30 Senior US Army Officers on Motivation/Teams
- *Developing High Performance Teams (May 2018)* 4.8  
Taught full-day session to 27 Sr. Leaders @ Royal Caribbean on Team Effectiveness and Motivation
- *Managing High Performance (January 2018)* 4.1

- Taught ½ day session to 20 Sr. Leaders @ US Dept. of Veterans' Affairs on Motivation/Managing Human Capital
- *Managing Human Capital (November 2017)* 4.7  
Taught ½ day session to 27 US Air Force Generals on Motivation
- *Performance Management & Motivation (October 2017)* 4.5  
Taught ½ day session to 25 Huber Engineers on Motivation
- *Managing Human Capital (September 2017)* 4.3  
Taught ½ day session to 16 US Navy Rear Admirals on Motivation
- *Managing Human Capital (June 2017)* 4.5  
Taught ½ day session to 21 US Navy Rear Admirals on Motivation
- *Executive Decision Making (March 2017)* 4.6  
Taught ½ day session to 22 US Navy Career Executives on Decision-Making
- *Managing Human Capital (September 2016)* 4.7  
Taught ½ day session to 20 US Navy Rear Admirals on Motivation
- *Managing Human Capital (September 2016)* 4.4  
Taught ½ day session to 31 US Air Force Generals on Motivation
- *Managing Human Capital (June 2016)* 4.8  
Taught ½ day session to 20 US Navy Rear Admirals on Motivation
- *Managing Human Capital (March 2016)* 4.9  
Taught ½ day session to 25 US Special Operations Leaders on Motivation
- *Managing Human Capital (February 2016)* 4.7  
Taught ½ day session to 20 US Navy Rear Admirals on Motivation
- *Managing High Performance (February 2016)* 4.5  
Taught ½ day session to 28 Sr. Leaders @ US Dept. of Veterans' Affairs on Motivation/Managing Human Capital
- *Managing Human Capital (October 2015)* 4.7  
Taught ½ day session to 17 US Navy Rear Admirals on Motivation

#### UNIVERSITY OF MIAMI

#### EFFECTIVENESS RATINGS / 5.0

- *Marketing Research and Market Analysis (MKT 302, Fall 2005)* 4.7  
Taught 20-student BBA elective on marketing research

#### UNIVERSITY OF FLORIDA

#### EFFECTIVENESS RATINGS / 5.0

- *Operations Management (MAN 4504, Fall/Spring 1998-1999)* 4.7  
Taught 45-student BBA Operations Management Discussion section

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### PROFESSIONAL SERVICE & ACTIVITIES

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#### Invited Editorial Review Boards

- *Journal of Leadership & Organizational Studies* (2019 – present)
- *Academy of Management Discoveries* (2017 – present)
- *Academy of Management Review* special issue on “The Changing Nature of Work Relationships” (2016)
- *Academy of Management Review* special issue on “Understanding and Creating Compassionate and Caring Organizations” (2014)
- *Journal of Business & Psychology* special issue (2015) – Box Scores and Bottom Lines: Sports Data Can Inform Research and Practice in Organizations. Guest Editors: Gentry, W.A., Hofmann, B. J., & Lyons, B. D.

#### Academy of Management Conference (AoM)

- OB Division Making Connections Committee Member (2013-2017)
- Co-Organizer – Professional Development Workshop (PDW) entitled, “New to OB?: Navigating the OB Division and AoM” (2017)

- Co-Organizer – Professional Development Workshop (PDW) entitled, “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty” (2012-2016)
- Session Chair, Paper Session – “Studying types of commitment and their effects” (2014)
- Faculty Presenter – Professional Development Workshop (PDW) entitled, “Halfway There But Now What?” (2011-2012)

#### **Ad-Hoc Reviewer**

- *Academy of Management Review* (2015-present)
- *Academy of Management Journal* (2010-present)
- *Academy of Management Discoveries* (2014-present)
- *Journal of Business & Psychology* (2015-present)
- *Sloan Management Review* (2015-present)

#### **Reviewer**

- Academy of Management Conferences (OB & SIM Divisions) (2008-2015)

### **UNIVERSITY SERVICE & ACTIVITIES**

#### **WAKE FOREST UNIVERSITY**

- Member, Graduate Business Certification Committee (2017-present)
- Member, Graduate Honor Council (2015-2019)
- Member, Wake Forest Football Faculty Recruiting Team (2014-present)
- Associate, Center for Leadership and Character (2013-present)
- Designed Team Member Assessment (TMA), Team Member Assessment Hybrid (TMA-H), Leadership and Character Assessment (LCA) and Leadership 360 surveys and reports, and am providing ongoing validation support (2013-present)
- Chair – Ethical Leadership Team Task Force (2014)
- OB Faculty Recruiting Committee (2014-2015)

#### **SOUTHERN METHODIST UNIVERSITY**

- Faculty Lead and Organizer – Organizational Behavior (OB) Research Lab (February 2012-2013)
- Invited presenter to Sigma Phi Epsilon fraternity on Leadership effectiveness (November, 2011)
- Invited faculty member to Kappa Kappa Gamma sorority scholarship banquet (November, 2011)
- Faculty support at Mustang Monday luncheons for prospective high school students (Fall 2011-present)

#### **UNIVERSITY OF NORTH CAROLINA**

- Faculty Lead, Camp Carolina Scholars (2010)
- Teaching Assistant, MBA Elective on Negotiation (2008)
- Teaching Assistant, Core MBA Course on Leading & Managing (2007-2009)
- Member, OB Ph.D. Student Recruiting Committee (2006-2011)
- Member, OB Faculty Hiring Committee (2006-2011)
- Team Building Session Coordinator – EMBA and OneMBA Programs (2007-2011)
- Team Building Facilitator – EMBA and OneMBA Programs (2007-2011)

### **INVITED PRESENTATIONS**

Sumanth, J. J., Dragoni, L., Hannah S. T., Demirtas, O, & Bluhm, D. Generating better, not more employee voice: How participative leadership and role clarity enhance voice quality and job performance. Invited presentation at the Wharton OB Junior Faculty Conference (November 2-3, 2018).

### **CONFERENCE PRESENTATIONS**



- Lebel, D. & Sumanth, J. J. (2018, August). From purgatory to persistence: When and why employees speak up again following negative and indifferent responses to voice. Symposium presentation at the annual Academy of Management Conference. Chicago, IL.
- Sumanth, J. J., Dragoni, L., Hannah S., & Demirtas, O. (2016, August) Getting employees to speak up isn't enough: Conditions for helping leaders create quality voice. Symposium presentation at the annual Academy of Management Conference. Anaheim, CA.
- Hannah, S. T., Moss, S. E., Song, M., & Sumanth, J. J. (2016, August). Moral potency as a driver of ethical leadership: Increasing follower performance and reducing deviance through creating a positive feedback environment. Symposium presentation at the annual Academy of Management Conference. Anaheim, CA.
- Fragale, A., Younge, A., & Sumanth, J. J. (2016, August) Lateral deference as a status-preserver: How assertiveness toward peers results in status loss. Symposium presentation at the annual Academy of Management Conference. Anaheim, CA.
- Berry, J., Cerne, M., Sumanth, J. J., & Skerlavaj, M. Powerless communication and creativity (2015, April). Symposium presentation at the European Association of Work and Organizational Psychology (EAWOP) Conference. Oslo, Norway.
- Cerne, M., Sumanth, J. J., & Skerlavaj, M. (2014, August). Authentic leadership and its curvilinear effects on creativity. Symposium presentation at the annual Academy of Management Conference. Philadelphia, PA.
- Sumanth, J. J., & Kuenzi, M. (2013, April). Employee voice, values, practices and organizational climate: A conceptual integration. Symposium presentation at the annual Society for Industrial and Organizational Psychology (SIOP) Conference. Houston, TX.
- Sumanth, J. J. (2011, August). Speak well not more: How highly inclusive leaders diminish voice quality. Symposium presentation at the annual Academy of Management Conference. San Antonio, TX.
- Sumanth, J. J., Mayer, D. M., & Kay, V. S. (2011, April). Why good guys finish last: The role of justification motives, cognition, and emotion in predicting retaliation against whistleblowers. Symposium presentation at the annual Society for Industrial and Organizational Psychology (SIOP) Conference. Chicago, IL.
- Sumanth, J. J., & Berry, J. W. (2010, August). Laughing in the face of danger: A two-stage cognitive model of voice. Paper presentation at the annual Academy of Management Conference. Montreal, Canada.
- Sumanth, J. J., Fragale, A. R., Tiedens, L. Z., & Northcraft, G. B. (2010, August). Appeasing equals: Lateral deference in e-mail communication at Enron. Symposium presentation at the annual Academy of Management Conference. Montreal, Canada.
- Sumanth, J. J., & Gentry, W. A. (2010, April). Proactivity and promotability: The mediating effects of interpersonal leadership skills. Paper presented at the annual Society for Industrial and Organizational Psychology (SIOP) Conference. Atlanta, GA.
- Sumanth, J. J. & Cable, D. M. (2009, August). Status and organizational entry: How organizational and individual status affect reactions to hiring processes. Paper presented at the annual Academy of Management Conference. Chicago, IL.
- Sumanth, J. J. (2008, August). When ethical behavior proves personally and professionally costly: A conceptual model. Paper presented at the annual Academy of Management Conference. Anaheim, CA.

Sumanth, J. J., & Aldrich, H. A. (2007, August). The diffusion of the megachurch movement through pseudo-denominational networks. Paper presented at the annual Academy of Management Conference. Philadelphia, PA.

Sumanth, J. J. (2004, February). Strategic planning for competitive advantage at a major cruise line. Paper presented at the annual International Conference on Productivity & Quality Research. Miami, Florida.

Sumanth, J. J., Sanguinetti, A. & Ramos, A. (2001, April). Some strategic research issues facing the cruise line industry. Paper presented at the annual INFORMS Conference. Miami, Florida. Also served as Session Chair on 'Cruise Line Applications.'

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## PROFESSIONAL & HONORARY AFFILIATIONS

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- Academy of Management (AOM)
- Society for Industrial and Organizational Psychology (SIOP)
- Association for Psychological Science (APS)
- Omicron Delta Kappa (ODK)
- Phi Kappa Phi
- Tau Beta Pi
- Alpha Pi Mu
- Alpha Lambda Delta
- Golden Key National Honor Society

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## WORK EXPERIENCE

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**Burger King Corporation World Headquarters** Miami, Florida

*Sr. Operations Specialist – OPS Research & Development, January 2005 – June 2006*

- Conducted research validations and developed restaurant procedures for new BK Chicken Fries menu item
- Developed speed of service & production capacity analyses for new self-service kiosk
- Managed feasibility and operations tests for new proposed French Fries and associated packaging

**Norwegian Cruise Line (NCL)** Miami, Florida

*Manager, Market Planning & Research, July 2002 – January 2005*

*Senior Planning Analyst, September 2000 – July 2002*

- Created and planned itineraries for 14 NCL Corp. vessels, operating under three separate brands. Worked closely with Marine Operations, Revenue Management, Sales and Marketing and Public Relations to ensure itineraries met operational, financial and marketing goals
- Negotiated multi-million dollar short- and long-term agreements with ports around the world to facilitate entry into new markets and creating value-added marketing programs with local CVBs
- Developed marketing plans and all company-wide market research, including internal studies, focus groups, competitive cruise/vacation market industry analysis
- Chairman of the Impact Assessment Group (IAG) – a cross functional team of leaders in the company assigned to evaluate business processes/issues, develop and implement solutions
- S.T.Y.L.E. Leadership Team Member – helped implement company-wide initiative designed to change the organization's culture from a non-responsive one into a customer service-oriented culture.

*Management Trainee, July 1999 – September 2000*

- Spent 15 months rotating in several departments in the company, including Passenger Services, Finance, Revenue Management, Strategic Planning, Hotel Operations, Sales, Internet Development,

and time aboard the S/S Norway to gain thorough understanding of NCL's business, policies and processes

- Analyzed various cruise itineraries using financial modeling and competitive benchmarking techniques, and presented findings to senior management
- Initiated review of marketing honeymoon programs and through redesign, saved company \$1 million annually
- Served as Project Manager on 1) renovating Miami pier check-in operations to enhance productivity and guest satisfaction, and 2) developing guest passport program for those sailing on NCL Hawaii cruises

**American Bankers Insurance Group**

Miami, Florida

*Business Process Reengineering (BPR) Intern, May 1996 - August 1996*

- Reengineered underwriting processes through flowcharting and analysis of work flows
- Developed online program implementations and trained underwriters in using them
- Provided management with spreadsheet analyses of weekly and monthly summary output

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## REFERENCES

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**Adam M. Grant, Ph.D.**

The Saul P. Steinberg Professor of Management  
Professor of Psychology  
The Wharton School  
University of Pennsylvania  
Philadelphia, PA 19104-6370  
(215) 746-2529  
[grantad@wharton.upenn.edu](mailto:grantad@wharton.upenn.edu)

**David A. Hofmann, Ph.D.**

Hugh L. McColl Distinguished Professor of Leadership and Organizational Behavior &  
Senior Associate Dean for Academic Affairs  
Kenan-Flagler Business School  
University of North Carolina at Chapel Hill  
Chapel Hill, NC 27599  
(919) 962-7731  
[dhofmann@unc.edu](mailto:dhofmann@unc.edu)

**Daniel M. Cable, Ph.D.**

Professor of Organisational Behaviour  
London Business School  
Regent's Park, London NW1 4SA  
44 (0) 20-7000-8906  
[dcable@london.edu](mailto:dcable@london.edu)

**Alison R. Fragale, Ph.D.**

Associate Professor of Organizational Behavior & Mary Farley Ames Lee Distinguished Scholar  
Kenan-Flagler Business School  
University of North Carolina at Chapel Hill  
Chapel Hill, NC 27599  
(919) 962-3224  
[afragale@unc.edu](mailto:afragale@unc.edu)

**Joshua D. Margolis, Ph.D.**

James Dinan and Elizabeth Miller Professor of Business Administration  
Organizational Behavior Unit  
Harvard Business School  
Soldiers Field  
Boston, MA 02163  
(617) 495-6444  
[jmargolis@hbs.edu](mailto:jmargolis@hbs.edu)