

# ASHLEY E. HARDIN

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PhD Candidate in Management & Organizations  
Stephen M. Ross School of Business  
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## EDUCATION

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### University of Michigan, Stephen M. Ross School of Business

PhD in Business Administration (Management and Organizations), expected 2017.

**Dissertation:** *Getting acquainted: How learning about colleagues' personal lives impacts workplace interactions, for better and worse* (Proposal Defended: May 18, 2016)

**Doctoral Committee:** Jane E. Dutton (Co-Chair), Leigh Plunkett Tost (Co-Chair), Seth Carnahan, Stephen Garcia, and Maxim Sytch

### University of Michigan, Stephen M. Ross School of Business

Bachelor of Business Administration, concentration in finance, minor in mathematics, 2009.

## RESEARCH INTERESTS

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My research investigates interpersonal processes in organizations and how these processes are influenced by aspects of people's non-work lives spilling into the workplace. My motivation stems from the central importance of relationships at work, as well as by the complexities introduced by one's personal life becoming known in a professional context. Through my interest in these two aspects of organizational life, I aspire to shed light on four particular questions: how do individuals learn about their colleague's life outside of work; how does this knowledge alter interpersonal relationships at work; what are the individual, team, and organizational consequences of these particular types of interpersonal treatment; and finally how are these processes influenced by the organizational context in which they are embedded. My research bridges multiple areas of the literature, including: compassionate responding, cooperation, ethical behavior, organizational hierarchy (e.g., power, status, and rank), self-disclosure, secondary disclosure, and symbols at work. In examining these phenomena, I leverage a variety of methodological approaches, including: field surveys, laboratory experiments, and qualitative interviews.

## PUBLICATIONS

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Kopelman, S., Hardin, A. E., Myers, C. G., & Tost, L. P. (2016). Cooperation in multicultural negotiations: How the cultures of people with low and high power interact. *Journal of Applied Psychology*, 101(5), 721-730.

Carmeli, A., Dutton, J. E., & Hardin, A. E. (2015). Respect as an engine for new ideas: Linking respectful engagement, relational information processing, and creativity among employees and teams. *Human Relations*, 68(6), 1021-1047.

Dutton, J. E., Workman K. M., & Hardin, A. E. (2014). Compassion and work organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 277-304.

## MANUSCRIPTS UNDER REVIEW

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Hardin, A. E. Getting acquainted: How learning about colleagues' personal lives impacts workplace interactions, for better and worse. Manuscript under review at *Academy of Management Review*.

Lee, J. J., Hardin, A. E., Parmar, B. & Gino, F.G. The unintended interpersonal costs of dishonesty: How unethical behavior reduces individuals' ability to detect and empathize with others' emotions. Manuscript under review at *Academy of Management Journal*.

## WORKING PAPERS

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Hardin, A. E., Dutton, J. E., Workman K. M., & Worline, M. From noticing to surfacing: Enriching understanding of how awareness of suffering occurs in organizations. Manuscript to be submitted to *Academy of Management Journal*.

Hardin, A. E., & Tost, L. P. Heartless at the top? The relationship between hierarchical position and empathic concern. Manuscript to be submitted to *Journal of Applied Psychology*.

Mayer, D. M., Hardin, A. E., & Bauman, C. W. What's in your office? How photos of close others can reduce unethical behavior at work. Manuscript to be submitted to *Organizational Behavior and Human Decision Processes*.

## CONFERENCE PRESENTATIONS

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Mayer, D. M., Hardin, A. E., & Bauman, C. W. (August, 2016) What's in your office? How photos of close others can reduce unethical behavior at work. Symposium presentation (OB, MOC, and CM Divisions; Best Symposium Award Winner for the OB Division) at the *76th Annual Meeting of the Academy of Management, Anaheim, CA*.

Hardin, A. E. & Parmar, B. (August, 2016) The hidden cost of unethical behavior: Examining the link between unethical behavior and empathic concern. Symposium presentation (OB, MOC, and SIM Divisions) at the *76th Annual Meeting of the Academy of Management, Anaheim, CA*.

Hardin, A. E., Dutton, J. E. & Workman, K. M. (August, 2015) With or without a doubt: Dilemmas in granting and taking compassionate action. Symposium presentation (OB and MOC Divisions) at the *75th Annual Meeting of the Academy of Management, Vancouver, BC*.

Worline, M., Dutton, J. E., Kanov, J., Maitlis, S., Clegg, S., Simpson, A., Delbecq, A., McClelland, L., & Hardin, A. E. (August, 2015). Engaging compassion in research and teaching: An active tribute to the legacy of Peter Frost (MOC Division) at the *75th Annual Meeting of the Academy of Management, Vancouver, BC*.

Hardin, A. E., & Tost, L. P. (June, 2015). Heartless at the top? Why higher rank does not diminish empathy. Research presentation at the *7th Biennial Positive Organizational Scholarship Research Conference, Lake Buena Vista, FL*.

Hardin, A. E. (May, 2015). Interpersonal knowledge: What is it, how do we get it, and why should we care. Jamboree session hosted at the *12<sup>th</sup> Annual May Meaning Meeting, Litchfield, CT*.

Hardin, A. E., & Tost, L. P. (August, 2014). Does climbing the organizational ladder always lead to less compassion? The effects of hierarchy on feelings and expressions of compassion in the workplace. Symposium presentation at the *74th Annual Meeting of the Academy of Management, Philadelphia, PA*.

Dutton, J. E., Hardin, A. E., & Workman K. M. (August, 2014). Beginnings matter: How organizations enable and disable compassion activation at work. Symposium presentation at the *74th Annual Meeting of the Academy of Management, Philadelphia, PA*.

Aceves, C. R., Garrett, L., Hardin, A. E., & Quinn, R. E. (August, 2013). Discovering your solar system: Identifying and crafting your research identity. Professional development workshop hosted at *73rd Annual Meeting of the Academy of Management, Lake Buena Vista, FL*.

Dutton, J. E., Hardin, A. E., & Workman K. M. (June, 2013). Pain-full attention: The work of noticing suffering at work. Jamboree session at the *10<sup>th</sup> Annual May Meaning Meeting, Ann Arbor, MI*.

## TEACHING EXPERIENCE

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### University of Michigan, Stephen M. Ross School of Business

#### Instructor

- BA 200: Business & Leaders: The Positive Difference, undergraduate core course, Fall 2014  
Instructor Rating: **5.0/5.0**

#### Full-Course Teaching Assistant

- MO 503: Leading People & Organizations, MBA core course, Fall 2014
- MO 512: Bargaining & Influence skills: Negotiation Strategy, MBA elective course, Winter 2016

#### Intermittent Teaching Assistant

- MO 615: Managing Professional Relationships, MBA elective course
- MO 634: Negotiations, EMBA elective course

## AWARDS & HONORS

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- Rackham Predoctoral Fellow (*university-wide award recognizing ambitious, creative, risk-taking dissertations; full year's support, granted to 1% of doctoral students*), 2016
- Ross School of Business Research Grant, 2016
- Outstanding Reviewer Award (*OB Division, Academy of Management*), 2016
- Outstanding Reviewer Award (*MOC Division, Academy of Management*), 2016
- Gerald & Lillian Dykstra Fellow for Teaching Excellence (*business school award recognizing teaching excellence by a graduate student, full semester's support*), 2015

- Rackham Graduate Student Research Grant, 2014
- James B. Angell Scholar, 2007
- William J. Branstrom Freshman Prize Honoree, 2006

## SERVICE

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### Reviewing

- Reviewer, AOM Annual Meetings (*OB, GDO, and MOC Divisions*), 2012 – Present
- Reviewer, IACM Annual Meetings, 2014 – 2015
- Ross School of Business PhD Grants Committee Reviewer, 2014 – Present

### Other Professional Service

- Contributor, ASQ Student Blog, 2014 – Present
- Conference Organizer, Positive Organizational Scholarship Research Conference, 2014 – 2015
- Ross School of Business, M&O Department, Subject Pool Coordinator, 2013 – Present
- Ross School of Business PhD Forum, Social Co-Chair, 2013 – 2014
- PhD Recruiting Committee, Management & Organizations, 2013
- Manager of the Compassion Lab 2.0 research group, 2012 – 2013

### Professional Associations

- Academy of Management, 2012 – Present
- Center for Positive Organizations, 2012 – Present
- Compassion Lab 2.0, 2012 – Present
- Positive Relationships at Work Micro Community, 2014 – Present
- Society for Industrial and Organizational Psychology, 2014 – Present

## PROFESSIONAL EXPERIENCE

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### **Bain and Company, Senior Associate Consultant**, Summer 2008, September 2009 – July 2012

- Developed organizational redesign process during separation of Fortune 500 Company
- Crafted internal tool to analyze and discuss employee stress levels
- Developed and evaluated organizational diagnostic to analyze culture of \$37B company; achieved improved decision making processes and increased morale

### **The Bridgespan Group, Senior Associate Consultant**, February 2012 – July 2012

- Revamped employee training program structure and content in order to better onboard new employees as well as provide professional development for promoted employees
- Developed national replication plan for a home visitation model targeting disadvantaged children
- Created implementation plan for a new grant program targeting community revitalization efforts

## REFERENCES

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### **Jane E. Dutton**

Robert Kahn Distinguished University  
Professor  
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### **Maxim Sytch**

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### **Leigh Plunkett Tost**

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### **David Mayer**

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