A.K. WARD

Associate Professor of Management Pamplin College of Business, Virginia Tech 2102 Pamplin Hall, 880 West Campus Drive Blacksburg, VA 24061 akward@vt.edu 1-423-243-4573

EDUCATION

Ph.D., Business Administration: August, 2013

Concentration: Organizational Behavior/Human Resources, Cognate: International Business

Moore School of Business, University of South Carolina, Columbia, SC

Dissertation: Voicing across cultures: The role of communication style and relationships in

employee voice and subsequent influence.

Defended: July 9, 2013

Committee: Elizabeth Ravlin (Co-Chair), Brian Klaas (Co-Chair), Rob Ployhart, Nancy Buchan

M.S., Industrial/Organizational Psychology: May, 2008

University of Tennessee at Chattanooga, Chattanooga, TN

B.A., Psychology/Music: May, 2003

Sewanee: The University of the South, Sewanee, TN

ACADEMIC POSITIONS

Department of Management, Pamplin College of Business, Virginia Tech

Associate Professor of Management: 2020-Present Assistant Professor of Management: 2013-2020

Associate Director - Business Diversity Center: 2013-2016

Moore School of Business, University of South Carolina

Instructor: 2010-2012

PUBLICATIONS

Refereed Journal Articles

Ward, A.K., Ravlin, E.C. & Park, J. (Forthcoming). How genuine is your diversity climate? A new typology highlighting the emergence of specious diversity climates. *Journal of Organizational Behavior*.

*Ward, A.K., *Beal, D.J., Zyphur, M.J., Zhang, H., & Bobko, P. (2022). Diversity climate, trust, and turnover intentions: A multilevel dynamic system. *Journal of Applied Psychology*, 107(4): 628-649.

*Authors contributed equally

- Klimchak, M., MacKenzie, W.I., & Ward, A.K. (2020). Building trust and commitment through transparency and HR competence: A signaling perspective. *Personnel Review*, 49(9): 1897-1917.
- Klimchak, M., Ward, A.K., Matthews, M., Robbins, K., & Zhang, H. (2019). When does what other people think matter? The influence of age on the motivators of organizational identification. *Journal of Business and Psychology*, 34(6): 879-891.
- Buchan, N.R., Jeong, S.Y., & Ward, A.K. (2017). Local reasons to give globally: Identity extension and global cooperation. *Scientific Reports*, 7(1): 1-8.
- Ward, A.K., & Ravlin, E.C. (2017). Building influence as an outsider: A theoretical approach to cross-cultural impression management. *Human Resource Management Review*, 27: 491-506.
- Ward, A.K., Ravlin, E.C., Klaas, B.S., Ployhart, R., & Buchan, N.R. (2016). When *do* indirect communicators speak up? Exploring communication orientation and employee voice. *Journal of Applied Psychology*, 101(10): 1498-1511.
- Klaas, B.S., & Ward, A.K. (2015). Formal, justice-oriented voice in the nonunion firm: Who speaks up and when? *Industrial Relations*, 54(2): 321-356.
- Ravlin, E.C., Ward, A.K., & Thomas, D.C. (2014). Exchanging social information across cultural boundaries. *Journal of Management*, 40(5): 1437-1465.
- Morrell, D.L., Ravlin, E.C., Ramsey, J.R., & Ward, A.K. (2013). Past experience, cultural intelligence, and satisfaction with international business studies. *Journal of Teaching in International Business*, 24(1): 31-43.
- Klaas, B.S., Semadeni, M., Klimchak, M., & Ward, A.K. (2012). High performance work system implementation in small and medium enterprises: A knowledge-creation perspective. *Human Resource Management*, 51(4): 487-510.
- Klaas, B.S., Olson-Buchanan, J., & Ward, A.K. (2012). The determinants of alternative forms of workplace voice: An integrative perspective. *Journal of Management*, 38(1): 314-345.
- Ployhart, R.E., & Ward, A.K. (2011). The "quick start guide" to conducting and publishing longitudinal research. *Journal of Business & Psychology*, 26(4): 413-422.

Book/Encyclopedia Chapters

- Ravlin, E.C., & Ward, A.K. (2015). Social cognition. In M.Vodosek & D. Den Hartog (Eds.), *International Management: Encyclopedia of Management* (3rd ed., vol. 6), Wiley.
- Ravlin, E.C., & Ward, A.K. (2015). Trust. In M.Vodosek & D. Den Hartog (Eds.), *International Management: Encyclopedia of Management* (3rd ed., vol. 6), Wiley.
- Ployhart, R. E., & Ward, A. K. (2013). Situational judgment measures. In K. F. Geisinger, B. Bracken, J. Carlson, J. Hansen, N. Kuncel, S. Reise, and M. Rodriguez (Eds.), *APA Handbook of Testing and Assessment in Psychology*. Washington, DC: American Psychological Association.

RESEARCH GRANTS

Center for International Business & Education Research (CIBER) Grant (with Dr. Elizabeth Ravlin): *Fall*, 2011

University of South Carolina - \$2,500

Riegel & Emory Human Resources Center Research Grant (with Dr. Nancy Buchan): *Fall, 2010* University of South Carolina - \$3,000

Darla Moore School of Business Research Grant (with Dr. Audrey Korsgaard): *Fall*, 2009 University of South Carolina - \$1,000

Provost Student Research Award: *April*, 2007 University of Tennessee at Chattanooga - \$1,000

EDITORIAL SERVICE

Academic Journals

Associate Editor

Equality, Diversity, & Inclusion (12/1/2020-present)

Board Member

Human Resource Management (1/1/2019 - present)

Human Resource Management Review (1/1/2018 - present)

Ad Hoc Reviewer

Academy of Management Journal (2022)

Community, Work, & Family (2020)

Human Resource Management (2019-present)

Human Resource Management Review (2016-present)

International Journal of Cross-Cultural Management (2015)

Journal of Business Ethics (2016-2021)

Journal of Business Research (2013)

Journal of Social Psychology (2020)

Journal of Teaching in International Business (2014)

Management International Review (2014)

Organization Science (2020)
Personality & Individual Differences (2021)
Personnel Psychology (2012)
Personnel Review (2019)
Scientific Reports (2020)
Social Behavior & Personality (2020)

Academic Conferences

Ad Hoc Reviewer

Academy of International Business annual conference (2010, 2012, 2013, 2015)

Academy of Management annual conference (2010-2022)

Equality, Diversity, & Inclusion conference (2017)

Southern Management Association annual conference (2011, 2012, 2014, 2017)

CONFERENCE PAPERS AND SYMPOSIA

- Ward, A.K., & Reinwald, M. Political ideology at work: Implications of political dissimilarity to managers and peers. Symposium accepted to be held at the annual meeting of the Academy of Management, Boston, MA, in August, 2023.
- Ward, A.K., Wu, I.H., Buchan, N.R., Jeong, S.S., Hoosen Carrim, N.M., Gutiérrez Martínez, I.O., Hu, C., & Johan, S. Nested local, national, and global identities in the context of existential threat. Paper accepted for presentation at the annual meeting of the Academy of Management, Boston, Ma, in August, 2023.

 Included in the "Best Paper Proceedings" for the International Management Division.
- Ward, A.K., Wu, I.H., Buchan, N.R., Jeong, S.S., Hoosen Carrim, N.M., Gutiérrez Martínez, I.O., Hu, C., & Johan, S. Nested local, national, and global identities in the context of existential threat. Paper accepted for presentation at the annual meeting of the Academy of International Business, in Warsaw, Poland, July, 2023.
- Ward, A.K., Park, J., & Ravlin, E.C. When is a diversity climate specious? A theory of diversity climate development. Paper presented at the (virtual) annual meeting of the Academy of Management, in August, 2021.
- Ravlin, E.C., Clark, S., Ward, A.K., & Thomas, D.C. Status threat through an identity lens: Cultural influences on motivational and behavioral responses. Paper presented at the annual meeting of the Academy of Management, virtual, August, 2020.
- Snead, R., & Ward, A.K. Refugee integration in the American workforce. Paper accepted for presentation at the annual meeting of the National Council on Undergraduate Research, Bozeman, MT, in March, 2020.

- Ravlin, E.C., Ward, A.K., & Clark, S. Influence of leader identity on psychological diversity climate perceptions. Paper presented at the annual meeting of the Society for Industrial/Organizational Psychology, Austin, TX, in April, 2020.
- Ward, A.K., Ravlin, E.C., & Park, J. When is a pro-diversity climate actually pro-diversity? A theory of (potentially specious) etiology. Paper presented at the annual meeting of the Southern Management Association, Norfolk, VA, in October, 2019.
- Ward, A.K., Beal, D., Zyphur, M., & Zhang, H. Diversity climate and trust in context: A multi-level general cross-lagged model. Paper presented at the annual meeting of the Academy of Management, Boston, MA, in August, 2019.
- Ward, A.K., Shore, L., & Nishii, L. Where do we go from here? An expert panel discussion on the future of research on climates for diversity and inclusion. Symposium held at the annual meeting of the Academy of Management, Boston, MA, in August, 2019.
- Ward, A.K., Mills, M., & Norder, K. How supportive is support? Facilitating employment maintenance in parents of children with special needs. Paper presented at the semi-annual meeting of the International Community, Work, & Family, Valletta, Malta, in May, 2019.
- Klimchak, M., MacKenzie, W.I., & Ward, A.K. Transparency and HR competence as signals to build trust and commitment. Paper presented at the annual meeting of the Southern Management Association, St. Petersburg Beach, FL, in October, 2017.
- Ward, A.K., Ravlin, E.C., & Park, J. The role of unit composition and leader inclusion mentality in diversity climate development. Paper presented at the annual Equality, Diversity, and Inclusion conference, London, UK, in June, 2017.
- Ward, A.K., & Lehecka, N. The role of manager training in diversity climate development. Presented as part of a Showcase Symposium at the annual meeting of the Academy of Management, Anaheim, CA, in August, 2016.
- Ravlin, E., Thomas, D., Flynn, P.J., & Ward, A.K. Status inconsistency and cross-cultural relationships at work. Paper presented as part of a symposium at the annual meeting of the Academy of Management, Vancouver, BC, in August, 2015.
- Wales, W., Pattie, M., & Ward, A.K. Assessing a measurement of entrepreneurial orientation at the individual-level of analysis. Paper presented at the annual meeting of the Southern Management Association, Savannah, GA, in November, 2014.

- Ward, A.K., Ravlin, E.C., Klaas, B.S., Ployhart, R., & Buchan, N.R. If I speak, will you listen? The effect of culture on the influence of voice. Paper presented at the annual meeting of the Southern Management Association, Savannah, GA, in November, 2014.
- Liu, Q., Klein, K., & Ward, A.K. HIM and employee psychological strain. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA, in August, 2014. *Included in the "Best Paper Proceedings" for the Human Resources Division.*
- Morrell, D.L., Ravlin, E.C., Ramsey, J.R., & Ward, A.K. Past experience, cultural intelligence, and satisfaction with international business studies. Paper presented at the annual meeting of the Academy of Management, Orlando, FL, in August, 2013.
- Klimchak, M., Sherman, J.D., MacKenzie, W.I., & Ward, A.K. Effects of communication media, trust, accuracy, and completeness on organizational commitment. Paper presented at the annual meeting of the Academy of Management, Orlando, FL, in August, 2013.
- Ward, A.K., Ravlin, E.C., Klaas, B.S., & Buchan, N.R. Voicing across cultures: The role of communication style and relationship in employee voice. Paper presented at the annual meeting of the Academy of International Business, Istanbul, Turkey, in July, 2013.
- Klimchak, M., & Ward, A.K. When does what other people think matter? How the motivators of organizational identification change over one's career. Paper presented at the annual meeting of the Southern Management Association, Ft. Lauderdale, FL, in November, 2012.
- Ward, A.K., Buchan, N.R., & Jeong, S.Y. Two routes to cooperation: Unraveling the effect of social identity in social dilemmas. Paper presented at the annual meeting of the Academy of Management, Boston, MA, in August, 2012.
- Ward, A.K., Ravlin, E.C., Klaas, B.S., & Buchan, N.R. Cross-cultural voice: Effects of manager/subordinate communication styles. Paper presented at the annual meeting of the Academy of International Business, Washington, DC, in July, 2012.
- Ward, A.K., & Ravlin, E.C. 2011. Influence in a foreign environment: The effects of cultural distance on perceptions of status. Paper presented at the annual meeting of the Southern Management Association, Savannah, GA, in November, 2011.
- Klaas, B.S., & Ward, A.K. 2011. Voicing against workplace injustice: Utility and immunity as antecedents to grievance-filing. Paper presented at the annual meeting of the Academy of Management, San Antonio, TX, in August, 2011.

- Klaas, B.S., Klimchak, M., & Ward, A,K. 2010. High performance work systems and turnover: HR practices in small and medium enterprises. Paper presented at the annual meeting of the Academy of Management, Montreal, CA, in August, 2010.
- Ravlin, E.C., & Ward, A.K. 2010. Leader emergence in multicultural teams: The role of cultural intelligence. Paper presented as part of a symposium at the annual meeting of the Academy of Management, Montreal, CA, in August, 2010.
- Ward, A.K. 2010. Cultural intelligence, self-monitoring, and cultural distance as predictors of expatriate adjustment. Competitive paper presented at the annual meeting of the Academy of International Business, Rio De Janeiro, Brazil, in June, 2010.
- Ward, A.K., & Ravlin, E.C. 2010. Building status as an outsider: A model of cross-cultural impression management. Interactive paper presented at the annual meeting of the Academy of International Business, Rio de Janeiro, Brazil, in June, 2010.
- Ward, A.K. 2009. Fitting the foreign mold: An integration of cultural intelligence and impression management theory. Paper presented at the annual meeting of Southern Management Association Conference, Asheville, NC, in November, 2009.
- Ward, A.K. 2009. Personality and cultural dimensions as predictors of early expatriate assignment termination. Paper presented at the annual meeting of Academy of Management Conference, Chicago, IL, in August, 2009.

ACADEMIC CONFERENCE ROLES

Stand-Alone Workshop Organizer

Diversity Climate Scholars Group. June, 2023 – Konstanz, Germany

Stream (Track Program) Chair

Erasing Borders Through Climates for Diversity and Inclusion. Annual meeting of the Equality, Diversity, and Inclusion Conference Stream Chair: 2017 – London, UK

Professional Development Workshop Organizer

Global Connections: GDO's Global Ambassadors Broadening the AOM Experience for Emerging International Members – Professional Development Workshop at the annual meeting of the Academy of Management Conference

Organizer: 2020 – virtual Organizer: 2021 – virtual Organizer: 2022 – Seattle, WA Organizer: 2023 – Boston, MA

Managing Field Research: Strategies for Partnering with Organizations to Gain Access to Data – Professional Development Workshop at the annual meeting of the Academy of Management Conference

Organizer: 2015 - Vancouver, BC

New Doctoral Student Consortium at the annual meeting of the Academy of Management Conference

Chair: 2012 - Boston, MA

Program Committee Chair: 2011 – San Antonio, TX Program Committee Member: 2010 – Montreal, Canada

Session Chair

Women at the Top. Annual meeting of the Academy of Management Conference, Boston, MA, in August, 2019.

Diversity Climate & Diversity Management. Annual meeting of the Academy of Management Conference, Chicago, IL, in August, 2018.

Intersections Across Cultural, Gender, Racial, and Occupational Identities. Annual meeting of the Academy of Management Conference, Anaheim, CA, in August, 2016.

The "I" in the "we:" Antecedents and consequences of conflict in teams. Annual meeting of the Academy of Management Conference, Orlando, FL, in August, 2013.

Predictive models of counterproductive work behavior and social loafing. Annual meeting of the Southern Management Association Conference, Savannah, GA, in November, 2011.

Discussant

Negative affectivity distance, moral identity symbolization, and work-family conflict.

Annual meeting of the Southern Management Association Conference, Savannah,
GA, in November, 2011.

Regulatory focus and beliefs: Emerging topics in OB. Annual meeting of the Southern Management Association Conference, Asheville, NC, in November, 2009.

Facilitator

Building better DEI practices in business schools. Professional Development Workshop at the Academy of Management Conference, Seattle, in August, 2022.

Nevertheless she persisted: Succeeding as a woman academic. Professional Development Workshop at the Academy of Management Conference.

Facilitator: 2021 – Virtual Facilitator: 2023 – Boston, MA

INSTRUCTIONAL INNOVATION AND DEVELOPMENT

Redesigned *MGT 3444: Multicultural Diversity in Organizations* as a Virginia Tech Pathways course and completed the Pathways approval process:

Approved as a Pathways course: *November*, 2017 Taught revised course: *Spring*, 2018, 2019

Redesigned MGT 3444: Multicultural Diversity in Organizations:

Major course revision approved: *Fall, 2014* Taught revised course: *Spring, 2016, 2017*

Recipient of a \$1500 Inclusive Pedagogy Initiatives Grant (with Dr. Anju Seth): Fall, 2013

DOCTORAL ADVISING

			<u>Comprehensive</u>			
			<u>Exam</u>		Dissertation	
<u>Name</u>	Department	Grad Year	<u>Chair</u>	<u>Member</u>	<u>Chair</u>	<u>Member</u>
Klein, Calais	MGT	dropped	No	Yes	N/A	N/A
Liu, Qin	MGT	dropped	No	Yes	N/A	N/A
Snead, Kathleen	PSYC	2015	No	No	No	Yes
Woods-Wells, Tinesha	ALCE	2016	No	No	No	Yes
Sturdivant, Manasia	PSYC	2020	No	Yes	No	Yes
Grant, Mahbleeta	MGT	2023	No	No	Yes	Yes
Quentin Baldwin	MGT	2024	No	Yes	Yes	Yes
Kelsi Cornett	PSYC	2025	No	Yes	No	Yes
Shu-Tsen Kuo	MGT	2024	No	Yes	No	Yes
Yasmine Elfeki	PSYC	2024	No	Yes	No	Yes

TEACHING EXPERIENCE

Course Instructor, Virginia Tech

MGT 3304 – Management Theory & Leadership Practice:

- 11 sections
- I have taught this course in 2 formats:
 - o Small-class (40 students) hybrid format (half on-line, half in-class)
 - o Large-class (120 to 160 students) in-person lecture format

MGT 3324 - Organizational Behavior:

- 11 sections
- Small-class (30 to 50 students) lecture formats

• Both in-person (8) and virtual (2)

MGT 3444 - Multicultural Diversity in Organizations:

- 8 sections
- Small-class (up to 60 students) lecture format
- Both in-person (7) and virtual (1)
- Spring, 2014 (pre-revision): The course focused on domestic diversity.
- Spring, 2016-2020 (post-revision): I combined master's level students from Telecom School of Management (Paris, France) with Virginia Tech undergraduates, and the course was focused on a mix of domestic diversity and cross-cultural management.
- Spring, 2021 & 2022: The course continued to focus on a mix domestic diversity and cross-cultural management but included only Virginia Tech undergraduate students

Course Instructor, University of South Carolina

MGMT 371 - Principles of Management:

- Two sections
- Small-class (30 to 50 students) in-person lecture format

MGMT 376 - Organizational Behavior:

- Two sections
- Small-class (30 to 50 students) in-person lecture format

MGMT 374 - Management of Human Resources:

- One section
- Small-class (30 to 50 students) in-person lecture format

Graduate Teaching Assistant, University of South Carolina

MGMT 722 – Labor Relations

- One section
- Small-class (50 students) in-person lecture format

SERVICE

University: Virginia Tech

Faculty Representative, University Council: 2021-present

Pamplin College Representative, University Faculty Cabinet: 2020-present

Pamplin College Representative, University College Faculty Association Presidents: 2020present

Member, Inclusive VT Research Team: 2016-2017

Member, Strategic Growth Area Stakeholder Committee - Equity and Social Disparity in the Human Condition: 2016-2018

Invited Speaker ("Gender & Voice"), Lifelong Learning Institute: February 13, 2017

Pamplin College of Business

Member, Dean Search Committee: 2021-present

Founder/President, Pamplin Faculty Association: 2021-present Member, Pamplin Multicultural Diversity Committee: 2014 – 2020

Department

Member, Undergraduate Curriculum Committee: 2022-present

Co-Founder/Co-Chair, Diversity, Equity, & Inclusion Task Force: 2020-present Management Department Representative, University Faculty Senate: 2020-present

Coordinator, Organizational Behavior Course: 2017-present

Member, Full Professor Search Committee: 2021

Member, Organizational Behavior Search Committee: 2016-2017 Associate Director, Business Diversity Center: 2013 – 2016

Member, Research Seminar Series: 2014-present Member, Assessment Committee: 2014 – 2016

Student Leadership Field Study Mentor: Spring, 2017; Fall, 2017

Independent Study Mentor: Spring, 2018

Virginia Tech: Other

Member, Marketing/Communications Search Committee: 2019 - 2020 Member, Hospitality Tourism Management Search Committee: 2017-2018

Invited Speaker, Psychology brown bag:

March, 2017 December, 2022

Professional

Invited Speaker, Roanoke/Blackburg Gamechanger event, September, 2022

Invited Speaker, Virginia Women's Municipal Leadership Institute, August, 2022

Invited Speaker, Seminars to Advance Cumulative Knowledge, February, 2022

Diversity, Equity, & Inclusion Advisor, Roanoke-Blacksburg Technology Council Board: 2020-present

Elected Representative-at-Large, Gender & Diversity in Organizations Division of the Academy of Management: 2019-2022

Member, Academy of Management's Diversity & Inclusion Theme Committee: 2013-2016

MEMBERSHIP IN ACADEMIC ORGANIZATIONS

Academy of International Business

Academy of Management

Human Resources Division International Management Division

Management Education & Development Division Organizational Behavior Division

Beta Gamma Sigma (Business Honors Society)

Delta Sigma Pi (Co-ed Business Fraternity)

Southern Management Association

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

Society for Human Resources Management

POSITIONS HELD IN PROFESSIONAL ORGANIZATIONS

President, UTC Chapter, Society for Human Resources Management: 2007-2008

PROFESSIONAL EMPLOYMENT/CONSULTING EXPERIENCE/BOARD SERVICE

Invited Speaker, Ozmo Women's Group, February, 2023 Invited Speaker, Roanoke/Blackburg Gamechanger event, September, 2022

Invited Speaker, Virginia Women's Municipal Leadership Institute, August, 2022

Invited Speaker: "Climate for Inclusion: Diversity is Just the Beginning"

NRV Society for Human Resource Management: virtual, September 16, 2021

Invited Interview: Diversity in the RBTC Virginia Technology Today: Roanoke, VA, *June 8, 2021*

Diversity, Equity, & Inclusion Advisor, Roanoke-Blacksburg Technology Council Board: 2020present

Invited Speaker: "The Power of Diversity" Farm Credit Administration: McLean, VA, *February 12*, 2014

Board Member, Community Involvement Chair Columbia Opportunity Resource: Columbia, SC, 2009-2011

Associate Organizational Development Consultant Tennessee Valley Public Power Association, *Spring*, 2008 The University of Tennessee at Chattanooga, *Spring*, 2007

Training Intern

Sheshan Golf Estates: Shanghai, China, May – August, 2007

Human Resources Assistant

CBIZ Medical Management Professionals, Inc: Chattanooga, TN, *April*, 2006 – *January*, 2007

Sales Representative

MBS Management/Momentum Telecom: Birmingham, AL, April, 2005 – April, 2006

Therapeutic Wilderness Counselor

Glenwood Mental Health, Inc.: Birmingham, AL, June, 2003 – April, 2005

HONORS, AWARDS, AND RECOGNITIONS

2022	Management Department Teaching Excellence Award (Management Department)
2021	Excellence in Reviewing Award (Human Resource Management Review)
2018	Diversity Excellence Award (Pamplin College)
2018	Holtzman Faculty Research Award (Management Department)
2017	Holtzman Faculty Research Award (Management Department)
2017	Faculty Research Excellence Award (Management Department)
2015	Holtzman Faculty Research Award (Management Department)
2015	Nominated: Undergraduate Advising Award (Virginia Tech)
2013	Outstanding Reviewer Award (Organizational Behavior Division, Academy of
	Management)
2008-2011	Graduate School Fellowship (University of South Carolina; only two were awarded
	per year across all doctoral students at the Darla Moore School of Business)
2008	Outstanding Graduate Student: Industrial/Organizational Psychology (University of
	Tennessee at Chattanooga)
2006-2008	Psychology Department Full Graduate Assistantship (University of Tennessee at
	Chattanooga; only one full assistantship was awarded per program cohort)