

# Kieran O'Connor

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## Academic Employment

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2013 – Present  
Assistant Professor of Commerce  
McIntire School of Commerce, University of Virginia

## Education

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2008 – 2013  
Ph.D., Organizational Behavior  
Stanford Graduate School of Business

2001 – 2005  
B.A., Psychology  
Stanford University  
*Honors with Distinction, Phi Beta Kappa*

## Research Interests

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Authenticity, Hypocrisy, Behavioral Ethics, Organizational (Mis)alignment, Organizational Rebels, Restorative Rule Violations

## Journal Articles

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1. \*Lehman, D. W., \***O'Connor, K.**, Kovács, B., & Newman, G. E. (2019).  
Authenticity. *Academy of Management Annals*, 13, 1-42.  
*\*Equal authorship, listed alphabetically* [Lead article in issue; 1 of 3 most read articles on the *AMA* site, downloaded more than 1,800 times since it was published in January 2019]
2. \*Lehman, D. W., \***O'Connor, K.**, Carroll, G. R. (2019).  
Acting on authenticity: Audience responses to varying meanings. *Review of General Psychology*, 23(1), 19-31.  
*\*Equal authorship, listed alphabetically*
3. Effron, D. A., **O'Connor, K.**, Leroy, H., & Lucas, B. J. (2018).  
From inconsistency to hypocrisy: When does “saying one thing but doing another” invite condemnation? *Research in Organizational Behavior*, 38, 61-75.
4. **O'Connor, K.** & Cheema, A. (2018).  
Do evaluations rise with experience? *Psychological Science*, 29(5), 779-790.  
[Article has scored in the top 5% of all tracked research on Altmetric, and downloaded more than 1,700 times since it was published online in March 2018]

- Carroll, G. R., & **O'Connor, K.** (2018). Comment on “Algorithms and authenticity”.  
*Academy of Management Discoveries*, 5(1), 95-96.
5. **O'Connor, K.**, Carroll, G. R., & Kovács, B. (2017).  
Disambiguating organizational authenticity: The unique value and appeal of various  
interpretations. *PLoS One*, 12(6), e0179187.
6. Bateman, T. S., & **O'Connor, K.** (2016).  
Felt responsibility and climate engagement: Distinguishing adaptation from mitigation.  
*Global Environmental Change*, 41, 206-215.  
[Journal impact factor: 10.43; Ranked #1 in Environmental Sciences: Global & Planetary Change by  
Scimago Journal Rank]
7. **O'Connor, K.**, & Monin, B. (2016).  
When principled deviance becomes moral threat: Testing alternative mechanisms for the  
rejection of moral rebels. *Group Processes and Intergroup Relations*, 19, 676-693.
8. Effron, D. A., Lucas, B. J., & **O'Connor, K.** (2015).  
Hypocrisy by association: When organizational membership increases condemnation for  
wrongdoing. *Organizational Behavior and Human Decision Processes*, 130, 147-59.
- **O'Connor, K.**, & Adams, G. S. (2013).  
Affective antecedents of revenge. *Behavioral and Brain Sciences*, 36(01), 29-30.

## Other publications

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- O'Connor, K.**, Lehman, D. W., & Carroll, G. R. (2019). The kind of authenticity customers will pay  
more for. *Harvard Business Review*. [https://hbr.org/2019/06/the-kind-of-authenticity-  
customers-will-pay-more-for](https://hbr.org/2019/06/the-kind-of-authenticity-customers-will-pay-more-for)
- O'Connor, K.**, & Cheema, A. (2018). Why ratings on everything from wine to Amazon products  
improve over time. *Harvard Business Review*. [https://hbr.org/2018/10/research-why-ratings-  
on-everything-from-wine-to-amazon-products-improve-over-time](https://hbr.org/2018/10/research-why-ratings-on-everything-from-wine-to-amazon-products-improve-over-time)
- Carroll, G. R., Feng, M., He, Y., **O'Connor, K.**, & Wang, L. (2019). Authenticity and Institutional  
Context: Individual Preferences in China. *Journal of International Consumer Marketing*, 1-18.
- Bateman, T. S. & **O'Connor, K.** (2017). How to talk climate change across the aisle: Focus on  
adaptive solutions rather than causes. *The Conversation*. [http://theconversation.com/how-to-  
talk-climate-change-across-the-aisle-focus-on-adaptive-solutions-rather-than-causes-69112](http://theconversation.com/how-to-talk-climate-change-across-the-aisle-focus-on-adaptive-solutions-rather-than-causes-69112)
- Carroll, G. R., & **O'Connor, K.** (2015). Biology, evolution, and organizations: Promises and  
challenges in building the foundations. In S. M. Colarelli & R. D. Arvey (Eds.), *Biological  
Foundations of Organizational Behavior* (pp. 311-342). Chicago: University of Chicago Press.
- Monin, B., & **O'Connor, K.** (2011). Reactions to defiant deviants: Deliverance or defensiveness? In  
J. Jetten & M. Hornsey (Eds.) *Rebels in Groups: Dissent, Deviance, Difference and Defiance* (pp.  
261-280). Oxford: Blackwell-Wiley.

## Manuscripts Under Review and Working Papers

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- O'Connor, K.**, Effron, D. A., & Lucas, B. J. [Title removed for blind review]. Revise & Resubmit at  
*Journal of Personality and Social Psychology*.

\*To, C., \*O'Connor, K., \*North, M. S. [Title removed for blind review]. Under review. *\*Equal authorship*

Lucas, B. J., O'Connor, K., & Effron, D. A. Intergenerational hypocrisy: When an organization's past erodes legitimacy. Working Paper.

North, M. S., O'Connor, K., & To, C. Uniting generations through organizational climates of maturity. Working Paper.

Freund, A. L., Flynn, F. J., O'Connor, K. Big is Bad: Social evaluations of organizational size and ethicality. Working Paper.

\*O'Connor, K.\*, & \*Bateman, T. S. Job stressors and coping with climate change: Situational factors and coping resources predicting burnout and thriving. Working Paper. *\*Equal authorship*

## Media Coverage

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*The Economist, London Times, Harvard Business Review, The Conversation, UK DailyMail, UVA Today*

## Teaching Experience

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### University of Virginia, McIntire School of Commerce

- Behavioral Issues in Marketing and Management, B.S. in Commerce
- Managerial Decision Making, B.S. in Commerce
- Strategic Value Creation, B.S. in Commerce
- Behavioral Decision Making and Negotiations, M.S. in Accounting and B.S. in Commerce

### University of Virginia, Darden School of Business

- Negotiation, Darden Executive Education
  - Navy in Industry (US Naval Officers)
- Organizational Behavior, Darden Executive Education and UVA Medical School
  - Leadership Partners in Healthcare Management

### Stanford University

- Judgment and Decision Making, Stanford Law School, Guest Lecturer (J.D. & M.B.A.)
- Behavioral Decision Making, Department of Psychology, Undergraduate and Graduate

## Teaching Awards

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McIntire School of Commerce, Faculty Teaching Award, McIntire School of Commerce Society of Claw & Dagger, 2019.

## **Conference Presentations and Invited Talks**

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- Intergenerational hypocrisy: When an organization's past erodes legitimacy. Author, Paper presented at the International Assoc. for Conflict Management, Dublin, Ireland. June 2019
- Authenticity and institutional context: An empirical study into individual preferences in China. Author, Paper presented at the Academy of Management, Chicago, IL. August 2018
- The dark side of authenticity in organizational life. Organizer, Symposium at the Academy of Management, Chicago, IL. August 2018
- Charity as hypocrisy: When good deeds seem less praiseworthy. Presenter, Paper presented at the Society for Personality and Social Psychology, Atlanta, GA. March 2018
- Charity as hypocrisy: When good deeds seem less praiseworthy. Presenter, Paper presented at the Academy of Management, Atlanta, GA. August 2017
- Acting on authenticity: Audience responses to varying meanings. Author, Paper presented at the Academy of Management, Atlanta, GA. August 2017
- Acting on authenticity: Audience responses to varying meanings. Author, Paper presented at the third annual Authenticity Workshop, Yale School of Management. May 2017
- Charity as hypocrisy: When good deeds seem less praiseworthy. Presenter, Paper presented at the International Society for Justice Research, Canterbury, UK. July 2016
- Intergenerational hypocrisy: When an organization's past erodes legitimacy. Author, Paper presented at the International Society for Justice Research, Canterbury, UK. July 2016
- Hypocrisy by association. Presenter, Invited research seminar, Strategic Organization and Design, University of Southern Denmark. June 2015
- Hypocrisy in organizations. Presenter, Department of Psychology, University of Virginia. 2016
- Group dynamics and teamwork in health care. Presenter, University of Virginia Masters in Nursing, Clinical Nurse Leader program. April 2017
- Global management and leadership. Presenter, Chinese Visiting Delegation, Guizhou Province. University of Virginia School of Continuing & Professional Studies. March 2015
- Creating and claiming value in negotiations. Presenter, Office of the Vice President for Research, University of Virginia. 2014
- Managing conflict. Invited presentation to post-doctoral researchers in medicine and engineering. Office of the Vice President for Research, University of Virginia. 2013
- Big is bad: The link between organizational size and judgments of ethicality. Presenter, Department of Psychology, University of Virginia. October 2013

- Two wrongs make right: When rule violations can restore justice. Presenter, Academy of Management, Boston, MA. August 2012
- Big is bad: The link between organizational size and judgments of ethicality. Presenter, Academy of Management, Boston, MA. August 2012
- Organizational construction of authenticity: Tests of a theory. Presenter, Academy of Management, Boston, MA. August 2012
- Group threat and global warming: Blame decreases remedial intentions. Presenter, Justice and Morality Preconference, Society for Personality and Social Psychology Annual Meeting, San Diego, CA. January 2012
- Big is bad: The link between organizational size and judgments of ethicality. Author, Paper presented at the Justice Preconference, Society for Personality and Social Psychology Annual Meeting, San Antonio, TX. January 2011
- Organizational construction of authenticity: Tests of a theory. Author, Paper presented at the Fourteenth Annual Meeting of Organizational Ecologists, Lugano, Switzerland. July 2011
- Vicarious moral credentials: Can a close other's good deeds license one's transgressions? Presenter, Paper presented at the International Society for Justice Research, Banff, Canada. July 2010
- Interpersonal closeness reduces perceptions of loss in a negotiated agreement between Palestinian and Israeli supporters. Presenter, American Psychological Association Annual Convention, San Francisco, CA. August 2007

## Service

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### Ad-hoc Reviewer

- *Science*
- *Organization Science*
- *Organizational Behavior and Human Decision Processes*
- *Journal of Experimental Psychology: Applied*
- *Journal of Experimental Social Psychology*
- *Business Ethics European Review*
- *PLoS One*
- *Journal of Business Research*

### Conference Service

- Co-Organizer, Annual Authenticity Workshop, Emory University, 2019
- Co-Organizer, Annual Authenticity Workshop, Yale University, 2017
- Co-Organizer, Annual Authenticity Workshop, University of Virginia, 2016
- Ad-hoc reviewer, Academy of Management Meeting

### **Doctoral Dissertation Committees**

- Kyle Dobson, Doctoral Candidate, Kellogg School of Management, Northwestern Univ., 2019
  - “Inauthenticity and Self-Dehumanization: Disconnecting from the Self Causes a Loss of Humanity”
  - w/ Adam Waytz, Maryam Kouchaki, and Maferima Touré-Tillery
  
- Jane Tucker, Doctoral Candidate, Department of Psychology, University of Virginia, 2018
  - “Feeling Bad When Someone Does Good: Consequences of Moral Self-Threat and the Role of Applicability”
  - w/ Tim Wilson, Shige Oishi, and Ben Converse
  
- Erin Westgate, Doctoral Candidate, Department of Psychology, University of Virginia, 2018
  - “Why Boredom in Interesting”
  - w/ Tim Wilson, Jerry Clore, and Shige Oishi
  
- David Reinhardt, Doctoral Candidate, Department of Psychology, University of Virginia, 2017
  - “The Influence of Temporal Group Identities on Goal Pursuit”
  - w/ Jerry Clore, Shige Oishi, and Ben Converse

### **Professional Affiliations**

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- Academy of Management (Organizational Behavior; Conflict Management)
- Society for Personality and Social Psychology
- Affiliated Scholar, Convergent Behavioral Science Initiative, University of Virginia
- Affiliated Scholar, Behavioral Research at Darden (BRAD), University of Virginia