

JAMES R. DETERT

Address: 342 Sage Hall, Samuel Curtis Johnson Graduate School of Management,
Cornell University, Ithaca, NY 14853

E-mail: jdertert@cornell.edu **Phone:** 607-255-2501

EDUCATION

HARVARD UNIVERSITY Cambridge, Massachusetts
Ph.D., Organizational Behavior, 2003

HARVARD UNIVERSITY Cambridge, Massachusetts
M.A., Sociology, 2001

UNIVERSITY OF MINNESOTA Minneapolis, Minnesota
M.B.A., Strategic Management and Organization, 1996

UNIVERSITY OF WISCONSIN Madison, Wisconsin
B.B.A., Management, 1993

NANZAN UNIVERSITY Nagoya, Japan
Intensive study of Japanese language, literature, and history, 1991

ACADEMIC EMPLOYMENT

SAMUEL CURTIS JOHNSON GRADUATE SCHOOL OF MANAGEMENT
Cornell University

4/15 – *Professor*

6/11 – 3/15 *Associate Professor*

7/07 – 5/11 *Assistant Professor*

SMEAL COLLEGE OF BUSINESS Penn State University

8/03 – 6/07 *Assistant Professor*

CARLSON SCHOOL OF MANAGEMENT University of Minnesota

4/97 – 6/99 *Instructor*

BUSH EDUCATORS' PROGRAM University of Minnesota

9/95 – 8/99 *Research Fellow*

DEPARTMENT OF INDEPENDENT STUDY University of Minnesota

10/94 - 12/96 *Course Author and Grader*

CARLSON SCHOOL OF MANAGEMENT University of Minnesota

9/95 - 6/96 *Teaching Assistant for MBA Courses*

CONSULTING EXPERIENCE

- Topics include: leadership; ethics; motivation; workplace voice; culture, change, and innovation; business start-up feasibility; process improvement.
Sectors/industries include: chemical, energy, finance, health care, document services, telecommunications, pharmaceuticals, education.

HONORS AND AWARDS

- Clifford H. Whitcomb Faculty Research Fellowship, Johnson at Cornell (2014)
- *Personnel Psychology* Best Article in 2012 Award Finalist (2014)
- *Academy of Management Journal* Best Article in 2011 Award (2012)
- Academy of Management Organizational Behavior Division Outstanding Publication Award for the Best Paper Published in 2011 (2012)
- *Academy of Management Journal* Outstanding Reviewer Award (2011)
- STAR Award for Teaching Excellence, Cornell-Queens EMBA Program (2010, 2011, 2013, 2014)
- Apple Award for Teaching Excellence, Johnson MBA Program (2011)
- Johnson “Teaching Honor Roll” (all semesters since 2008)
- Half Century Faculty Research Fellowship, Johnson at Cornell (2009)
- State Farm Foundation Doctoral Dissertation Award (2002)

RESEARCH PUBLICATIONS / PAPERS / PRESENTATIONS

Published and Provisionally Accepted Journal Publications

- Detert, J.R., & Burris, E.R. Half-hearted attempts to get employee voice and what to do if you’re serious. Provisionally accepted at *Harvard Business Review*.
- Howell, T., Harrison, D., Burris, E.R., & Detert, J.R. Can you hear me now: Demographic and structural status signals in voice recognition. Forthcoming at *Journal of Applied Psychology*.
- Ashford, S.J. & Detert, J.R. 2015. Get the boss to buy in. *Harvard Business Review*. January-February: 72-79.
- Kish-Gephart, J., Detert, J.R., Trevino, L, Baker, V., & Martin, S. 2014. Situational moral disengagement: Can the effects of self-interest be mitigated? *Journal of Business Ethics* 125 (2): 267-285.
- Martin, S.R., Kish-Gephart, J., & Detert, J.R. 2014. Blind forces: Ethical infrastructures and moral disengagement in organizations. *Organizational Psychology Review*, 4 (4): 295-325.
- Detert, J.R., Burris, E.R., Harrison, D., & Martin, S. 2013. Voice flows to and around leaders: Is more always better for unit performance? *Administrative Science Quarterly*, 58 (4): 624-668.
- McClean, E., Burris, E.R., & Detert, J.R. 2013. When does voice lead to exit? It depends on leadership. *Academy of Management Journal*, 56 (2): 525-548.

- Burris, E.R., Detert, J.R., & Romney, A. 2013. Speaking up versus being heard: The disagreement around and outcomes of employee voice. *Organization Science*, 24 (1): 22-38.
- Moore, C., Detert, J.R., Trevino, L., Baker, V., & Mayer, D. 2012. Why employees do bad things: Moral disengagement and unethical organizational behavior. *Personnel Psychology*, 65 (1): 1 – 48.
 Note: This paper received the following recognition in 2014:
 - *Personnel Psychology* Best Article in 2012 Award Finalist
- Detert, J.R. & Edmondson, A.C. 2011. Implicit voice theories: An emerging understanding of self-censorship at work. *Academy of Management Journal*, 54 (3): 461 - 488.
 Note: This paper received the following two recognitions in 2012:
 - *Academy of Management Journal* Best Article in 2011 Award
 - Academy of Management Organizational Behavior Division Outstanding Publication Award for the Best Paper Published in 2011
- Detert, J.R., Burris, E.R., & Harrison, D.A. 2010. Debunking four myths about employee silence. *Harvard Business Review*, June: 26. Boston, MA: Harvard Business School Press. [Reprinted in US Airways Magazine, June 2010]
- Detert, J.R. & Trevino, L.K. 2010. Speaking up to higher ups: How supervisors and skip-level leaders influence employee voice. *Organization Science*, 21 (1): 249 – 270.
- Kish-Gephart, J., Detert, J.R., Trevino, L.K., & Edmondson, A.C. 2009. Silenced by fear: Psychological, social, and evolutionary drivers of voice behavior at work. *Research in Organizational Behavior*, 29: 163-193.
- Burris, E.R., Detert, J.R., & Chiaburu, D.S. 2008. Quitting before leaving: The mediating effects of psychological attachment and detachment on voice. *Journal of Applied Psychology*, 93 (4): 912-922.
- Detert, J.R. & Pollock, T.G. 2008. Values, interests and the capacity to act: Understanding professionals' responses to market-based improvement initiatives in highly institutionalized organizations. *Journal of Applied Behavioral Science*, 44 (2): 186-214.
- Detert, J.R., Trevino, L.K., & Sweitzer, V.L. 2008. Moral disengagement in ethical decision making: A study of antecedents and outcomes. *Journal of Applied Psychology*, 93 (2): 374-391.
- Detert, J.R. & Burris, E.R. 2007. Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, 50 (4): 869-884.
- Detert, J.R. & Edmondson, A.C. 2007. Why employees are afraid to speak up. *Harvard Business Review*, May: 23-25. Boston, MA: HBS Press.

- Detert, J.R., Trevino, L.K., Burris, E.R., & Andiappan, M. 2007. Managerial modes of influence and counterproductivity in organizations: A longitudinal business-unit-level investigation. *Journal of Applied Psychology*, 92 (4): 993-1005.
- Detert, J.R., Schroeder, R.S., & Cudeck, R. 2003. The measurement of quality management culture in schools: Development and validation of the *SQMCS*. *Journal of Operations Management*, 21: 307-328.
- Detert, J.R., Schroeder, R.S., & Mauriel, J.J. 2000. A framework for linking culture and improvement initiatives in organizations. *Academy of Management Review*, 25 (4): 850-863.
- Detert, J.R., Louis, K.S., & Schroeder, R.S. 2001. A culture framework for education: Defining quality values and their impact in U.S. high schools. *School Effectiveness and School Improvement*, 12 (2): 183-212. [Reprinted in Louis, K.S. 2006. *Organizing for School Change: Contexts of Learning*, Chapter 13: 255-276. NY: Routledge
- Detert, J.R., & Jenni, R. 2000. An instrument for measuring quality practices in education. *Quality Management Journal*, 7(3): 20-37.
- Detert, J.R., Bauerly-Kopel, M., Mauriel, J.J., & Jenni, R. 2000. Total Quality Management in U.S. high schools: Evidence from the field. *Journal of School Leadership*, 10 (2): 158-177.

Book Chapters and White Papers

- Burris, E.R., Detert, J.R., & Harrison, D. 2010. Employee voice and opportunities for learning in credit unions. *Filene Research Institute White Paper no. 209*. Madison, WI.
- Edmondson, A.C. & Detert, J.R. 2005. The role of speaking up in work-life balancing. In *Managing work-life integration in organizations: Future directions for research and practice*, 401-427. Edited by E.E. Kossek and S.J. Lambert. Mahwah, NJ: Lawrence Erlbaum.

Manuscripts In Review Process

- Burris, E.R., Detert, J.R., McClean, E., & Quigley, T. Speaking sideways and speaking up: How the choice for voice impacts employee performance. In revision for second round review at *Academy of Management Journal*.

Manuscripts In Progress

- Telling and handling the truth: How approval seeking qualifies the relationship between leader transparency and follower psychological safety and voice. (with H. Leroy & M. Veestraeten)
- Preferring “leaders” even when “managers” would be better: Time to tone down the love affair with “leadership”? (with K. Kniffin)
- Voice champions: How advocates and advocating for others influence performance. (with E. Burris, T. Howell, & N. Pettit)

- Workplace courage: Defining and empirically refining an under-studied construct. (with E. Bruno)
- Ethical questioning: How followers experience and resolve the ethical ambiguity of leader directives. (with S. Martin & F. Gino)

Conference Presentations

- Leroy, H. & Detert, J.R. Wanting the truth but being unable to handle it. Presented at “On leaders and followers: Advancing a more ‘balanced’ view of leadership” symposium at the Academy of Management Annual Meeting in Philadelphia, PA, August, 2014.
- Burris, E.R., Howell, T., Detert, J.R., & Pettit, N. Voice champions: How advocates and advocating for others influence performance. Presented at “Developments in Voice Research” symposium at the Academy of Management Annual Meeting in Orlando, FL, August, 2013.
- Burris, E.R., McClean, E., Detert, J.R., & Quigley, T. Speaking sideways or speaking up: How the choice for voice affects employee performance. Presented at “Handling risk and innovation: On different forms and contingencies of voice” symposium at the Academy of Management Annual Meeting in Boston, MA, August, 2012.
- Howell, T., Harrison, D., Burris, E.R., & Detert, J.R. Can you hear me now? Demographic position and network cues as status signals in voice reception. Paper presented at the Academy of Management Annual Meeting in Boston, MA, August, 2012.
- Martin, S.R., Gino, F., & Detert, J.R. Evil comes quietly: Unethical behavior as a result of subtle leader influences. Presented at “New developments on the nature and influence of unethical work behavior” symposium at the Academy of Management Annual Meeting in San Antonio, TX, August, 2011.
- McClean, E., Detert, J.R., & Burris, E.R. When does voice lead to exit? It depends on leadership. Presented at “Developments in voice behavior research: Mediators, moderators, and outcomes” symposium at the Academy of Management Annual Meeting in San Antonio, TX, August, 2011.
- Detert, J.R., Burris, E.R., Harrison, D., & Martin, S. Voice networks: (Maps and meanings of) the flow of ideas to and around leaders. Presented at the Academy of Management Annual Meeting in Montreal, CA, August, 2010.
- Moore, C., Detert, J.R., Trevino, L.K., & Baker, V. The propensity to morally disengage: Development and validation of a measure for adults. Presented at the Academy of Management Annual Meeting in Chicago, IL, August, 2009.
- Burris, E.R., & Detert, J.R. Speaking up versus being heard: The outcomes of voice from multiple perceptions. Presented at “Speaking up or shutting up” symposium at the Academy of Management Annual Meeting in Chicago, IL, August, 2009.

- Detert, J.R. & Edmondson, A.C. The nature and sources of implicit theories of voice. Presented at “Asking about speaking up” symposium at the Academy of Management Annual Meeting in Anaheim, CA, August, 2008.
- Trevino, L.K., Detert, J.R., Sweitzer, V.L., & Gephart, J.K. Motivated moral disengagement. Presented at “Pushing the boundaries: questions and answers in behavioral ethics research” symposium at the Academy of Management Annual Meeting in Anaheim, CA, August, 2008.
- Quigley, T.J., Detert, J.R., Burris, E.R., & Pettit, N.C. Speaking up sideways: Asking for and giving help to coworkers in the voice process. Presented at “The questions we’re afraid to ask: The answers we’re afraid to share” symposium at the Academy of Management Annual Meeting in Anaheim, CA, August, 2008.
- Burris, E.R., Detert, J.R., & Chiaburu, D. Quitting before leaving: The mediating role of affective commitment and intention to leave in leadership – voice relationships. Presented at “Leadership influences on employee voice” symposium at the Society for Industrial and Organizational Psychology Annual Meeting in NY, NY, April, 2007.
- Ashford, S.J., Sutcliffe, K.M., Morrison, E.W., Detert, J.R., & Burris, E.R. The good voice manager: Understanding why leaders are open to input from below. Presented at “Leadership influences on employee voice” symposium at the Society for Industrial and Organizational Psychology Annual Meeting in NY, NY, April, 2007.
- Detert, J.R., Burris, E.R., & Chiaburu, D. Speaking up versus being heard: The outcomes of voice and voice discordance. Presented at “The sounds of silence and speaking up” symposium at the Academy of Management Annual Meeting in Atlanta, GA, August, 2006.
- Baker, V.L., Detert, J.R., & Trevino, L.K. The antecedents and outcomes of moral disengagement in business school students. Presented at the Academy of Management Annual Meeting in Atlanta, GA, August, 2006. Selected for *Best Paper Proceedings*.
- Detert, J.R. & Edmondson, A.C. No exit, no voice: The bind of risky voice opportunities in organizations. Presented at the Academy of Management Annual Meeting in Honolulu, HI, August, 2005. Selected for *Best Paper Proceedings*.
- Detert, J.R. Connecting the links of the chain: A multi-level analysis of leadership influences on employee voice. Presented at the Academy of Management Annual Meeting in Seattle, August, 2003.
- Detert, J.R. & Edmondson, A.C. Motivational bases of voice: Elaborating the relationship between leadership behaviors and employee needs. Presented at the Academy of Management Annual Meeting in Seattle, August, 2003.
- Detert, J.R. Culture, institutions, and change: A cognitive analysis of school improvement efforts. Presented at the Academy of Management Annual Meeting in Denver, August, 2002.

- Detert, J.R., Schroeder, R.S., & Mauriel, J.J. A proposed model of Total Quality culture in organizations. Presented at the Academy of Management Annual Meeting in Chicago, August, 1999.
- Detert, J.R., & Mauriel, J.J. Culture and culture fit: Why school reforms seldom change schools. Presented at the American Educational Research Association Annual Meeting in Montreal, April, 1999.
- Louis, K.S., Detert, J.R., & Schroeder, R.S. Pulling in all directions: How cultures and subcultures affect rational, linear change. Presented at the International Congress for School Effectiveness and Improvement Annual Meeting in San Antonio, January, 1999.
- Detert, J.R., & Jenni, R. The psychometrics of the Quality Practices in Education Survey: A valid and reliable instrument for assessing Total Quality practices in schools. Presented at the International Congress for School Effectiveness and Improvement Annual Meeting in San Antonio, January, 1999.
- Detert, J.R. Quality practices in education: Year one report. Presented at the ASU College of Business Quality and Management Conference, Tempe, AZ, February, 1998. Paper received Best Paper Award in its category.
- Bauerly-Kopel, M., Mauriel, J.J., Jenni, R., & Detert, J.R. The implementation and impact of TQM in schools: Evidence from the field. Presented at the Annual Meeting of the American Education Research Association, Chicago, March, 1997.
- Detert, J.R. & Mauriel, J.J. Using the lessons of organizational change and previous school reforms to predict innovation outcomes: Should we expect more from TQM? Presented at the Annual Meeting of the American Education Research Association, Chicago, March, 1997.

Symposia Organized

- Burris, E.R. & Detert, J.R. (co-chairs). “Leadership influences on employee voice,” Symposium at the Society for Industrial and Organizational Psychology Annual Meeting in NY, NY, April, 2007.
- Detert, J.R. & Burris, E.R. (co-chairs). “The sounds of silence and speaking up,” All-Academy Symposium at the Academy of Management Annual Meeting in Atlanta, GA, August, 2006.

CASE DEVELOPMENT

Leadership and Ethics Related

- Detert, J.R. & Bruno, E. 2014. Eric Nelson at Otto Hendron: Wall Street under attack.
- Martin, S.R. & Detert, J.R. 2014. Organizational change in academia: A case study of Dean Ken Freeman and the Boston University School of Management.
- Detert, J.R. 2013. Pat Sparrowe and Kris Winston.

- Detert, J.R. 2013. Motivation at Morrison & Marsden, Inc.
- Wedo, A. & Detert, J.R. 2012. Mr. Weldon at KFC.
- Detert, J.R. & Schachner, I. 2012. Building a Legacy.
- Detert, J.R. 2012. OmniPresence Undercover.
- Detert, J.R., Martin, S., & Mygatt, E. 2011. McCann Worldgroup: Delighting global clients through a localized network structure.
- Detert, J.R., Goldman, A., & Martin, S. 2011. Issue selling at Fairview Goods.
- Detert, J.R., Goldman, A., & Martin, S. 2011. Issue selling at Dynamo Testing.
- Pettit, N. & Detert, J.R. 2010. New ideas at Reach Federal Credit Union.
- Detert, J.R. 2009. Charlie Weiss at Notre Dame.
- Detert, J.R. 2007. The VIT at Innovaco.
- Byrne, K.K. & Detert, J.R. 2006. Considering profits and principles in technology adoption decisions. Available at: www.darden.virginia.edu/corporate-ethics/cases.htm.
- Byrne, K.K. & Detert, J.R. 2005. Business cycles and employment practices in a domestic garment company. Available at: www.darden.virginia.edu/corporate-ethics/cases.htm.
- Detert, J.R. 2005. MBA Hackers.

Educational Leadership and Administration Related

- Detert, J.R. & Louis, K.S. 2002. The challenge at Needeep High. Published in *Journal of Cases in Educational Leadership*, 5(3).
- Detert, J.R. & Detert, N.R. 2001. The Family Learning Center Charter School: Leadership and accountability at a crossroads. Published in *Journal of Cases in Educational Leadership*, 4(2).
- Detert, J.R. & Mauriel, J.J. 1999. The Andersen Schools -- Part 1 (The Family Resource Center) & Part 2 (The Health Clinic). Published in *Journal of Cases in Educational Leadership*, 2(3).
- Detert, J.R. 1998. Robbinsdale Area Schools: Strategic planning for the 21st century. Part A: Primm's dilemma. Part B: The Meadow Lake School Improvement Plan. Part C: Courtney's challenge.
- Detert, J.R. 1996. Buffalo School District: In search of a technology vision.
- Detert, J.R. 1996. Shady Hills School District and technology integration: "What are we doing now that we couldn't have before?"
- Detert, J.R. 1996. Richfield School District: Grappling with the graduation standard.

COURSES TAUGHT

Cornell University

- *Becoming a Leader* (M.B.A.)
- *Leadership Assessment and Development* (Cornell-Queens Executive M.B.A. & Cornell Executive M.B.A.)
- *Managing and Leading Organizations* (Cornell-Queens Executive M.B.A.)
- *Principled Leadership* (Cornell Accelerated M.B.A., NY Tech MBA, & Cornell Executive M.B.A.)
- *Leadership & High Performance Teams* (Cornell Executive M.B.A.)
- *Seminar in Organizational Behavior* (Ph.D.)
- *ProSeminar in Management & Organizations* (Ph.D.)

Penn State University

- *Social and Ethical Environment of Business* (B.B.A.)
- *Management & Organization Doctoral Colloquium* (Ph.D.)

University of Minnesota

- *International Business* (B.B.A.)
- *International Environment of Business* (M.B.A.)

UNIVERSITY AND PROFESSIONAL SERVICE ACTIVITIES

- M&O Area Coordinator (2014 -)
- Founding Faculty Director, Cornell Executive Development Summit (2013 -)
- Cornell-Queens EMBA Curriculum Review Committee (2013 -)
- Cornell-Queens EMBA Joint Academic Committee (2013 -)
- Faculty Advisor, Johnson Leadership Programs Office (2012 -)
- Johnson Governance Model Committee (2012)
- Cornell's Survey Research Institute Advisory Board (2011- 2013)
- Johnson Faculty Policy Committee (2011- 2012)
- Johnson Dean Search Committee (2011)
- M&O Faculty Search Committee (2011, 2012, 2013, 2014)
- Leadership Program Director Search Committee (2011)
- JGSM M&O Ph.D. Program Coordinator (2010 - 2011)
- Co-organizer for Cornell JGSM/ILR Speaker Series (2008 - 2010)

- Cornell Institute for Social Sciences Small Grant Program Reviewer (2008 - 2010)
- Advising/Dissertation Committees for:
 - Evan Bruno (Cornell, M&O; expected 2019)
 - Hye Jung Yoon (Cornell, M&O; expected 2016)
 - Eric Gladstone (Cornell, M&O; expected 2015; Placement: University of Kentucky)
 - Sean Martin (Cornell, M&O; Placement: Boston College)
 - Elizabeth McClean (Cornell, ILR HR; Placement: University of Arizona)
 - Sanghee Park (Cornell, Hotel School; Placement: Rutgers University)
 - Aaron Glassenberg (Harvard, OB)
 - Nathan Pettit (Cornell, M&O; Placement: NYU Stern)
 - Vicki Sweitzer (Penn State, Educational Policy; Placement: Albion College)
- PSU Smeal College of Business: Undergraduate Policy Committee (2004 - 2007) and Senior Awards Selection Committee (2005 - 2007)
- PSU M&O Department (2003-2007): Faculty Advisory Committee; Clinical Faculty Hiring Committee; Brown Bag Research Seminar Organizer
- Associate Editor: *Academy of Management Annals* (2013 -)
- Editorial Boards:
 - *Administrative Science Quarterly* (2013 -)
 - *Academy of Management Journal* (2011 - 2013)
- Ad hoc Reviewing:
 - *Academy of Management Review, Journal of Applied Psychology, Organization Science, Organizational Behavior and Human Decision Processes, Organizational Psychology Review, Journal of Business Ethics*
- Reviewer for Academy of Management Annual Meetings, OB and SIM Divisions
- Session Discussant and PDW Workshop presenter, Academy of Management Annual Meetings (multiple years)
- Invited Presentations and Keynotes:
 - *University of Virginia – Darden School of Business* (2015)
 - *University of Pittsburgh – Katz School of Business* (2014)
 - *Boston College – Carroll School of Management* (2014)
 - *University of Michigan Ross School of Business* (2014)
 - *University of Southern California Marshall School of Business* (2014)
 - *University of Pennsylvania – Wharton School* (2014)
 - *NYU Stern School* (2014)
 - *Peoples' Bank of China School of Finance, Tsinghua University* (2014)
 - *Cornell University West Coast Leadership Conference* (2014)
 - *Viterbo University D.B. Reinhart Institute for Ethics in Leadership* (2014)
 - *Rice University - Jones School* (2013)

- *INSEAD New Directions in Leadership Conference* (2013)
- *University of Leuven (Belgium)* (2013)
- *MIT Sloan School of Management* (2012)
- *Memorial Sloan Kettering Cancer Center* (2012)
- *University of North Carolina Kenan-Flagler School of Business* (2011)
- *Indian Institute of Management – Bangalore* (2011)
- *University of Central Florida Behavioral Ethics Workshop* (2010)
- *Harvard University WOM seminar* (2010)
- *Erasmus University Centre for Leadership Studies* (2010)
- *London Business School* (2009)
- *Duke University – Fuqua Center for Leadership and Ethics* (2009)
- *University of Central Florida Behavioral Ethics Workshop* (2008)
- *INSEAD New Directions in Leadership Conference* (2008)
- *Queens University School of Business* (2008)
- *University of Pennsylvania – Wharton School Junior OB Conference* (2008)
- *University of Southern California Marshall School of Business* (2006)
- *University of Michigan Ross School of Business* (2006)
- *Penn State Labor & Industrial Relations* (2005)
- *Penn State I/O Psychology* (2005)

PROFESSIONAL ASSOCIATIONS

- Academy of Management
- American Psychological Association
- INFORMS

FUNDED RESEARCH/GRANTS

- JGSM Emerging Markets Institute, \$12,000 (2011)
- Filene Research Institute, \$80,500 (2008)
- PSU Smeal College of Business Summer Research Grants, \$25,565 (2003 – 2006)
- Business Roundtable Institute for Corporate Ethics, \$18,000 (2004)