# Nicholas A. Hays

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## ACADEMIC POSITIONS

**Michigan State University, Broad College of Business**
Main Street Capital Corporation Endowed Faculty in Business Fellow
Associate Professor (with tenure) 2020-present
Assistant Professor 2014-2020

**New York University, Stern School of Business**
Visiting Assistant Professor 2012-2014

## EDUCATION

**University of California, Los Angeles**
Ph.D., Management (Area: Organizational Behavior) 2012

**University of Pennsylvania**
B.A., Psychology (with honors), The College of Arts and Sciences 2000
B.S., Economics, The Wharton School
*Summa cum laude*

## PUBLICATIONS

Mitchell R. L., Matusik, J. G., Hays, N. A. (in press). The self-reinforcing nature of social hierarchies: Unpacking the dynamic relationship between power and status. *Organization Science*.

Ruvio, A. A., Hays, N. A., Mandel, N., & Krems, J. A. (in press). Selfish sharing: The effect of social comparison on sharing behavior. *Journal of Personality and Social Psychology*.

Zhong, Y., Li, H., Shen, X., Hays, N. A., & Li, J. (in press). Survival of the flattest: Teams with low (but not high) status differentiation turn failure into success by adding high-status members. *Organization Science*.

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (2026). The social relations-approach theory of social hierarchy: Understanding the distinct psychological experiences of status and power. *Psychological Review*, 133(4), 957-993.

**PUBLICATIONS (continued)**

Hays, N. A., Li, H., Yang, X., Oh, K., Yu, A., Chen, Y.-R., Hollenbeck, J. R., & Jamieson, B. B. (2022). A tale of two hierarchies: Interactive effects of power differentiation and status differentiation on team performance. *Organization Science*, 33(6), 2085-2105.

Matusik, J. G., Mitchell, R. L., Hays, N. A., Fath, S., Hollenbeck, J. R. (2022). The highs and lows of hierarchy in multiteam systems. *Academy of Management Journal*, 65(5), 1571-1592.

Lee, H. W., Hays, N. A., & Johnson, R. E. (2021). To thine own (empowered) self be true: Aligning social hierarchy motivation and leader behavior. *Journal of Applied Psychology*, 106(7), 1033-1048.

Mitchell, R. L., Bae, K., Case, C. R., Hays, N. A. (2020). Drivers of hierarchy striving. *Current Opinion in Psychology*, 33, 189-195.

Yu, A., Hays, N. A., & Zhao, E. (2019). Development of a bipartite measure of social hierarchy: The perceived power and perceived status scales. *Organizational Behavior and Human Decision Processes*, 152, 84-104.

Bendersky, C., & Hays, N. A. (2017). The effects of status conflicts in groups where members disagree about status hierarchies. *Social Psychological and Personality Science*, 8(2), 124-132.
Awarded IACM Best Empirical Conference Paper, 2013.

Hays, N. A., & Blader, S. L. (2017). To give or not to give? Effects of status and legitimacy on generosity. *Journal of Personality and Social Psychology*, 112(1), 17-38.

Hays, N. A., & Bendersky, C. (2015). Not all inequality is created equal: Effects of status versus power hierarchies on competition for upward mobility. *Journal of Personality and Social Psychology*, 108(6), 867-882.

Hays, N. A., & Goldstein, N. J. (2015). Power and legitimacy influence conformity. *Journal of Experimental Social Psychology*, 60, 17-26.

Hays, N. A. (2013). Fear and loving in social hierarchy: Sex differences in preferences for power versus status. *Journal of Experimental Social Psychology*, 49(6), 1130-1136.

Bendersky, C., & Hays, N. A. (2012). Status conflict in groups. *Organization Science*, 23(2), 323-340.
Awarded IACM Best Theoretical Conference Paper, 2008.

Goldstein, N. J., & Hays, N. A. (2011). Illusory power transference: The vicarious experience of power. *Administrative Science Quarterly*, 56(4), 593-621.
Featured in the May 2013 issue of *Harvard Business Review,* and on the *ASQ* Blog in Jan. 2016.

## MANUSCRIPTS UNDER REVIEW

Hays, N. A., Guo, Z., & Johnson, R. E. Contextualizing the corporate ladder: How the psychology of structural rank is shaped by the relative salience of power versus status. Under review at *Personality and Social Psychology Bulletin*.

Carter, D. R., Hays, N. A., Carter, N. T., Weinberger, C., Cho, A., Harris-Watson, A., Zaccaro, S. Leading against power: How the leader role undermines leader-follower calibration. Under review at *Academy of Management Review*.

Hahn, R., Detert, L. J., Hays, N. A., Case, C. R., Bloshinsky, A., & Makhanova, A. Go vs. slow: Ovarian hormones as signals of women's leader identity endorsement. Under review at *Journal of Applied Psychology*.

## MANUSCRIPTS IN PROGRESS

Hays, N. A., Blader, S. L., & Chen, Y.-R. Smart, generous, committed, and happy: Examining four antecedents of status conferral in groups.

Hays, N. A., Lennard, A., Matusik, J. G., Prasad, S., Mehta, P. H., & Galinsky, A. D. Hormonal effects of power and status.

Hays, N. A., Matusik, J. G., Godart, F., Mortensen, J., & Galinsky, A. D. Status supernovas: Why some groups shine bright but flame out.

Hays, N. A., & Schaumberg, R. L. From the bite of conscience to the spark of insight: Moral identity is positively associated with creative performance.

Eisenhard, C., Matusik, J. G., Mitchell, R. L, Boora, L., & Hays, N. A. Risky wildcards: Relaxing the assumption of clear performance expectations.

Hahn, R., Mitchell, R. L., Awasty, N., & Hays, N. A. Dressing the part: The impact of self-objectification, power, and gender on dress labor and goal progress.

Hahn, R., Roberson, Q. M., & Hays, N. A. Fairness perceptions and employee well-being outcomes associated with menstruation policies.

Lee, A. J., Li, H., Hays, N. A., & Galinsky, A. D. Social power and BATNA use.

Mitchell R. L., Fernandes, C. R., Oh, J. K., & Hays, N. A. Allocation of status investment: Moderating effects of status portfolio variance on within-group responses to status.

Perry, J. L., Roberson, Q. M., & Hays, N. A. Within and beyond: Divergent effects of team power and status on harming.

Zhao, E., Hays, N. A., Licht, J.-G., & Leroy, S. Keeping up appearances: Effects of status on unethical decision-making in service of vanity.

## AWARDS AND HONORS

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|---|---|
| Withrow Emerging Scholar Award | July 2023 |
| Elected Fellow, Society of Experimental Social Psychology | July 2022 |
| Broad College Executive MBA Program Teaching Excellence Award | August 2019 |
| Academy of Management Organizational Behavior Division Best Symposium | August 2017 |
| International Assoc. for Conflict Management Best Empirical Conference Paper | July 2013 |
| International Assoc. for Conflict Management Best Theoretical Conference Paper | July 2008 |

## CONFERENCE PRESENTATIONS

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (August 2026). The social relations-approach theory of social hierarchy: Understanding the distinct psychological experiences of status and power. Paper presented at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.

Zhao, E., Hays, N. A., Licht, J.-G., & Leroy, S. (July 2026). Keeping up appearances: Effects of status on unethical decision-making in service of vanity. Paper presented at the annual meeting of the International Association of Conflict Management, Vienna, Austria.

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (July 2025). The social relations-approach theory of social hierarchy: Understanding the distinct psychological experiences of status and power. Paper presented at the annual meeting of the International Association of Conflict Management, Burlington, Vermont.

Hays, N. A., Matusik, J. G., Godart, F. C., Yilmazatilla, D., Mortensen, J., & Galinsky, A. D. (August 2023). Status supernovas: Why some groups shine bright but flame out. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., Guo, Z., & Johnson, R. E. (August 2023). Contextualizing the corporate ladder: How the psychology of structural rank is shaped by the relative salience of power versus status. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., Blader, S. L., & Chen, Y.-R. (February 2023). Smart, generous, committed, and happy: Examining four antecedents of status conferral and influence in groups. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Hays, N. A., Blader, S. L., & Chen, Y.-R. (August 2022). Smart, generous, committed, and happy: Examining four antecedents of status conferral and influence in groups. Paper presented at the annual meeting of the Academy of Management, Seattle, WA.

Hays, N. A., Matusik, J. G., Mortensen, J., & Galinsky, A. D. (February 2020). Status supernovas: Why some groups shine bright but flame out. Paper presented at the annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.

## CONFERENCE PRESENTATIONS (continued)

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (August 2019). The Interdependence-Efficacy theory of status: Understanding the psychological effects of status. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., Li, H., Jamieson, B. B., Yang, X., Oh, J. K., Yu, A., Chen, Y.-R., Hollenbeck, J. R. (August 2019) The impact of power, status, and regulatory focus on team performance. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., & Schaumberg, R. L. (July 2019). From the bite of conscience to the spark of insight: Moral identity is positively associated with creative performance. Paper presented at the annual meeting of the International Association of Conflict Management, Dublin, Ireland.

Hays, N. A., Guo, Z., & Johnson, R. E. (March 2018). Relative salience of power versus status. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Hays, N. A., & Guo, Z. (August 2017). Relative salience of power versus status. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.

Hays, N. A., Matusik, J. G., Mortensen, J., & Galinsky, A. D. (August 2017). The Supernova effect: Effects of hierarchical inequality on band performance. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.

Hays, N. A., Matusik, J. G., Mortensen, J., & Galinsky, A. D. (July 2017). The Supernova effect: Effects of hierarchical inequality on band performance. Paper presented at the annual meeting of the International Association of Conflict Management, Berlin, Germany.

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (September 2016). The social integration theory of status in organizations. Paper presented at the annual meeting of the Society of Experimental Social Psychology, Santa Monica, CA.

Hays, N. A., & Greer, L. L. (August 2016). Power is not addictive, but status is: Why positions at the top are addictive and what this means for rewarding top performers. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.

Hays, N. A., & Greer, L. L. (June 2016). Power is not addictive, but status is: Why positions at the top are addictive and what this means for rewarding top performers. Paper presented at the annual meeting of the International Association of Conflict Management, New York, NY.

Hays, N. A., & Blader, S. L. (January 2016). To give or not to give? Effects of status and legitimacy on generosity. Paper presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

Hays, N. A., & Greer, L. L. (January 2016). Satiability of power and status. Paper presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

## CONFERENCE PRESENTATIONS (continued)

Hays, N. A., & Bendersky, C. (August 2015). Not at all inequality is created equal: Effects of status versus power hierarchies on competition for upward mobility. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.

Hays, N. A., & Blader, S. L. (August 2015). To give or not to give? Effects of status and legitimacy on generosity. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.

Hays, N. A., & Goldstein, N. J. (August 2014). Power and legitimacy: The moderating effect of legitimacy on conformity. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.

Hays, N. A., & Blader, S. L. (August 2014). To give or not to give? Effects of status and legitimacy on generosity. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.

Hays, N. A., & Bendersky, C. (May 2014). Not at all inequalities are created equal: The effects of status and power inequality on competition. Paper presented at the annual meeting of Society for Industrial and Organizational Psychology, Honolulu, HI.

Hays, N. A. (August 2013). Fear and loving in social hierarchy: Differential preferences for power and status. Paper presented at the annual meeting of the Academy of Management, Orlando, FL.

Hays, N. A., & Bendersky, C. (July 2013). Not at all inequalities are created equal: The effects of status and power inequality on competition. Paper presented at the annual meeting of INGRoup, Atlanta, GA.

Hays, N. A., & Bendersky, C. (August 2012). Status tournaments: The effect of hierarchy dispersion on status challenges. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Hays, N. A., & Goldstein, N. J. (January 2012). Power and legitimacy: The moderating effect of legitimacy on conformity. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

Hays, N. A., & Bendersky, C. (July 2011). Antecedents of status challenges. Paper presented at the annual meeting of the International Association of Conflict Management, Istanbul, Turkey.

Hays, N. A. (January 2011). Climbing the ladder one rung at a time: Competing effects of status distance on status challenges. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.

Hays, N. A., & Bendersky, C. (July 2010). Antecedents of status seeking. Paper presented at the annual meeting of INGRoup, Washington, DC.

## CONFERENCE PRESENTATIONS (continued)

Hays, N. A., & Goldstein, N. J. (January 2010). Power by association: The vicarious experience of power. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Las Vegas, NV.

Bendersky, C., & Hays, N. A. (July 2008). Status conflicts in groups. Paper presented at the annual meeting of the International Association of Conflict Management, Chicago, IL.

## INVITED PRESENTATIONS

Ohio State University Fisher College of Business – March 2025
Rice University Jones Graduate School of Business – March 2025
Dartmouth College Tuck School of Business – November 2019
Cornell University Johnson-ILR Speaker Series – February 2019
Singapore Management University Psychology Department – February 2019
IDC Herzliya – June 2018
University of Michigan Psychology Department – August 2016
University of Michigan Ross School of Business – February 2016
University of Texas McCombs School of Business – October 2016
NYU Stern School of Business – November 2015
INSEAD – November 2013
University of Maryland Smith School of Business – October 2013
University of Minnesota Carlson School of Management – October 2013
Queens University – October 2013
University of Arizona Eller College of Management – October 2013
London Business School – December 2011
University of Michigan Ross School of Business – November 2011
Temple University Fox School of Business – November 2011

## STUDENT ADVISING

Rachel Hahn, Dissertation committee chair
Chawit Rochanakit, Dissertation committee chair

Brian Burgess, Dissertation committee member
Christopher Dishop, Dissertation committee member
Cory Eisenhard, Dissertation committee member
William Fawson (student at IESE, Barcelona), Dissertation committee member
Alice Guo, Dissertation committee member
Ryan Hemsley, Dissertation committee member
Hun W. Lee, Dissertation committee member
James G. Matusik, Dissertation committee member
Rebecca L. Mitchell, Dissertation committee member
Grace Poon (student at Chinese University of Hong Kong), Dissertation committee member
Clara Soo, Dissertation committee member
Hyun Jung Yoon (student at Washington University in St. Louis), Dissertation committee member

## TEACHING EXPERIENCE

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|---|---|
| Negotiations (Undergraduate, Master of Accounting, Master of Healthcare Management, and Executive MBA students) | 2015-2026 |
| Organizational Leadership (Undergraduate and Master of Accounting students) | 2014-2015 |
| Management & Organizations (Undergraduate) | 2013 |

## UNIVERSITY AND DEPARTMENT SERVICE

Faculty director, Broad Behavioral Lab (2021-present)
Faculty director, Management subject pool (2016-present)
Faculty advisor, Students Consulting for Non-profit Organizations (2016-present)
Department representative, Broad College Undergraduate Program Committee (2024-2026)
Faculty advisor, PhD student research colloquium (2014-2017, 2023-2025)
Committee member, Management faculty recruiting (2024)
Faculty director, MSU Management Consulting Academy (2020-2024)
Representative, MSU Faculty Senate and University Council (2020)
Co-chair, Management department speaker committee (2016-2020)
Committee member, PhD student admissions (2017)

## PROFESSIONAL SERVICE

Senior Editor, *Organization Science* (2025-present)
Editorial board member, *Organization Science* (2024-2025)
Editorial board member, *Organizational Behavior and Human Decision Processes* (2020-present)
Editorial board member, *Personality and Social Psychology Bulletin* (2024-present)

Ad hoc reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, National Science Foundation, *Organization Science*, *Organizational Behavior and Human Decision Processes*, *Personality and Social Psychology Bulletin*, *Personality and Social Psychology Review*, and *Psychological Science.*

Program co-chair, Power, Status, and Influence conference (2026)
Board Member, Int'l Assoc. for Conflict Management (2024-2026)
Committee chair, dissertation award, Int'l Assoc. for Conflict Management (2019, 2025)
Committee member, best empirical paper, Academy of Management (2025)
Committee member, best theoretical paper, Int'l Assoc. for Conflict Management (2025)
Committee member, Druckman Award, Int'l Assoc. for Conflict Management (2025)
Panelist, INFORMS Best Dissertation Proposal Competition (2024)
Program chair, Int'l Assoc. for Conflict Management annual meeting (2023)
Program committee, Society for Personality and Social Psychology annual meeting (2014)
Program committee, International Association for Conflict Management annual meeting (2011)

## PROFESSIONAL AFFILIATIONS

Academy of Management
American Psychological Association
Association for Psychological Science
International Assoc. for Conflict Management
Society of Experimental Social Psychology
Society for Personality and Social Psychology

## OTHER PROFESSIONAL EXPERIENCE

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|---|---|
| Bridge Strategy Group, Chicago, IL: Consultant | 2003-2006 |
| Expanets, Denver, CO: Purchasing Analyst | 2001-2003 |
| Booz Allen Hamilton, New York, NY: Consultant | 2000-2001 |