

## Nicholas A. Hays

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### ACADEMIC POSITIONS

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<b>Michigan State University, Broad College of Business</b> Associate Professor (with tenure)	2020-present East Lansing, MI
<b>Michigan State University, Broad College of Business</b> Assistant Professor	2014-present East Lansing, MI
<b>New York University, Stern School of Business</b> Visiting Assistant Professor	2012-2014 New York, NY

### EDUCATION

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<b>University of California, Los Angeles</b> Ph.D., Management (Area: Organizational Behavior)	2012 Los Angeles, CA
<b>University of Pennsylvania</b> B.A., Psychology (with honors), The College of Arts and Sciences B.S., Economics, The Wharton School <i>Summa cum laude</i>	2000 Philadelphia, PA

### PUBLICATIONS

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

## **PUBLICATIONS (continued)**

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- 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 at 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 and 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**

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- Hays, N. A., & Goldstein, N. J. The chance to cheat: Opportunities for unethical behavior create a thirst for power. Revise and resubmit at *Academy of Management Journal*.
- 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. Revise and resubmit at *Organizational Behavior and Human Decision Processes*.
- Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. The social relations-action theory of social hierarchy: Understanding the distinct psychological experience of status and power. Under review at *Psychological Review*.
- Hays, N. A., Li, H.\*, Yang, X., Oh, K., Yu, A., Chen, Y.-R., Hollenbeck, J. R., & Jamieson, B.\* A tale of two hierarchies: Interactive effects of power differentiation and status differentiation on team performance. Revise and resubmit at *Organization Science*.
- Hays, N. A., Matusik, J. G.\*, Mortensen, J., & Galinsky, A. D. Status supernovas: Why some groups shine bright but flame out. Reject and resubmit at *Organization Science*.

## **MANUSCRIPTS UNDER REVIEW (continued)**

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Hays, N. A., & Schaumberg, R. From the bite of conscience to the spark of insight: Moral identity is positively associated with creative performance. Under review at *Journal of Personality and Social Psychology*.

Oh, K., Lee, H. W.\*, & Hays, N. A. Effects of supervisor power and status on perceptions of abusive supervision. Under review at *Organizational Behavior and Human Decision Processes*.

## **MANUSCRIPTS IN PROGRESS**

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

Hays, N. A., Connors, A., Matusik, J. G.\*, Dishop, C.\*, Cornfield, B. L.\*, Prasad, S., Mehta, P. H., Lee, A. J., Blader, S. L., & Galinsky, A. D. Hormonal effects of power and status.

Matusik, J. G., Mitchell R. L.\*, Hays, N. A. The rich get richer, the poor get poorer: Modeling the relationship between power and status.

Mitchell R. L.\*, Fernandes, C. R., Oh, J. K., & Hays, N. A. Return on status investment: Effects of variance in status across time and groups.

Schouten, M. E., Lee, S. M., Matusik, J. G.\*, & Hays, N. A. Dynamic leadership: The role of expectancy violations in the conferral of leadership over time.

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

## **RESEARCH IN PROGRESS**

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Hays, N. A., Conlon, D. E., Kopelman, S. Strategies for dealing with emotion-laden occupations.

Hays, N. A., Heller, D., & Blader, S. L. Effect of power on justice type preferences.

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. Effects of power and status on agency and communion.

Bae, K. K.\*, Mitchell, R. L.\*, Hays, N. A., & Case, C. R. Dominance complementarity versus dominance contests.

Howell, T., & Hays, N. A. Proself versus prosocial motivation for employee voice behaviors.

Lee, A. J., Hays, N. A., Kuwabara, K., & Galinsky, A. D. Cultural preferences for power and status.

## AWARDS AND HONORS

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Broad College Executive MBA Program Teaching Excellence Award	August 2019
Academy of Management Organizational Behavior Division Best Symposium	August 2017
International Association of Conflict Management (IACM) Best Empirical Conference Paper	July 2013
International Association of Conflict Management (IACM) Best Theoretical Conference Paper	July 2008

## CONFERENCE PRESENTATIONS

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- Hays, N. A., Blader, S. L., & Chen, Y.-R. (August 2020). Smart, generous, committed, and happy: Examining four antecedents of status conferral and influence in groups. Paper presented at the virtual annual meeting of the Academy of Management.
- 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.
- 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) Structural differentiation and team composition: 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.

## CONFERENCE PRESENTATIONS (continued)

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- 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.
- 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.

## **CONFERENCE PRESENTATIONS (continued)**

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Hays, N. A., & Bendersky, C. (July 2013). Not 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.

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.

Hays, N. A. (August 2009). Positive deviance: Encouraging pro-social non-conformity in the workplace. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.

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

## **INVITED PRESENTATIONS**

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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

## **INVITED PRESENTATIONS (continued)**

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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**

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Christopher Dishop, Master's thesis and doctoral dissertation committee member  
Alice Guo, Dissertation committee member  
Hun W. Lee, Dissertation committee member  
James G. Matusik, Dissertation committee member  
Rebecca L. Mitchell, Dissertation committee member

## **UNIVERSITY AND DEPARTMENT SERVICE**

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Co-chair, Management department speaker committee  
Committee member, PhD student admissions  
Faculty organizer, undergraduate subject pool  
Faculty advisor, PhD student research brown bag  
Faculty advisor, Students Consulting for Non-profit Organizations  
Faculty director, Broad Management Consulting Academy  
Representative, MSU Faculty Senate and University Council

## **PROFESSIONAL SERVICE**

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Best Dissertation Award committee chair for 2019 annual meeting of the International Association of Conflict Management, Dublin, Ireland

Program committee member for 2014 annual meeting of the Society for Personality and Social Psychology, Austin, Texas

Program committee member for 2011 annual meeting of the International Association of Conflict Management, Istanbul, Turkey

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*, and *Psychological Science*.

Editorial board member, *Organizational Behavior and Human Decision Processes*.

## PROFESSIONAL AFFILIATIONS

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Academy of Management  
American Psychological Association  
Association for Psychological Science

Int'l Association of Conflict Management  
Society for Personality and Social Psychology

## TEACHING EXPERIENCE

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Negotiations (Undergraduate, Master's in Accounting, Master's in healthcare management, and Executive MBA)	Fall 2015
	Fall 2016
	Fall 2017
	Summer 2018
	Fall 2018
	Fall 2019
	Fall 2020
Organizational Leadership (Undergraduate and Master's in Accounting)	Summer 2021
Management & Organizations (Undergraduate)	Fall 2014
	Fall 2015
	Spring 2013
	Fall 2013

## OTHER PROFESSIONAL EXPERIENCE

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Independent consultant	2006-2007
Bridge Strategy Group, consultant	2003-2006
Expanets, analyst	2001-2003
Booz Allen Hamilton, consultant	2000-2001