JOHN J. SUMANTH, Ph.D.
Assistant Professor of Management and Organizational Behavior
Edwin L. Cox School of Business
Southern Methodist University (SMU)
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EDUCATION

UNIVERSITY OF NORTH CAROLINA (Chapel Hill, NC)
Kenan-Flagler Business School
Ph.D., Business Administration - Organizational Behavior (2011)

UNIVERSITY OF FLORIDA (Gainesville, FL)
Warrington College of Business Administration
MBA, Marketing & Management (1999)

UNIVERSITY OF MIAMI (Coral Gables, FL)
College of Engineering
B.S., Industrial Engineering (1997), *Cum Laude*

RESEARCH INTERESTS:

- Upward Communication
- Leadership
- Workplace Trust
- Power and Status in Organizational Hierarchies

DISSERTATION:

Title: Be Careful What You Ask For: How Highly Inclusive Leaders Diminish Upward Communication Quality

Description: As organizations have come to realize the value of having employees offer ideas, suggestions, and observations that can improve organizational effectiveness, scholars have sought to better understand how leaders can cultivate higher levels of upward communication within their organizations. To date, research has shown that leaders who signal inclusiveness and openness to their followers' ideas and concerns are able to create a psychologically safe environment that encourages individuals to take the risk of communicating upwards. However, an implicit and untested assumption across this literature is that inclusive leadership also has a similar positive effect on the quality of communication subordinates provide. In this dissertation, I challenge conventional wisdom that "more is better" by suggesting that highly inclusive leaders may elicit a higher quantity of upward communication from their followers, but potentially a lower quality. Drawing from established literatures on motivation, social exchange and self-censorship, I propose and find evidence for an inverted U-shaped relationship between inclusive leadership and individuals' upward communication quality, such that both highly exclusive and highly inclusive leaders negatively influence the quality of comments individuals provide. In doing so, I advance established theory by providing conceptual and empirical guidance on how managers should be mindful of the benefits of inclusive leadership while recognizing its potential costs.

Committee: Daniel M. Cable (London Business School), Alison R. Fragale, Adam M. Grant (co-chair, Wharton), David A. Hofmann (chair), & Joshua D. Margolis (Harvard Business School)

REFEREED PUBLICATIONS

Fragale, A. R., **Sumanth, J. J.**, Tiedens, L. Z., & Northcraft, G. B. (2012). Appeasing equals: The form and function of lateral deference in organizational communication. *In press* at *Administrative Science Quarterly.*

Sumanth, J. J., & Cable, D. M. (2011). Status and organizational entry: How organizational and individual career status affect justice perceptions of hiring systems. *Personnel Psychology*, 64(4), 963-1000.

Sumanth, J. J., Mayer, D. M., & Kay, V. S. (2011). Why good guys finish last: The role of justification motives, cognition, and emotion in predicting retaliation against whistleblowers. *Organizational Psychology Review*, 1(2), 165-184.

Grant, A. M., & **Sumanth, J. J.** (2009). Mission possible: The performance of prosocially motivated employees depends on manager trustworthiness. *Journal of Applied Psychology,* 94, 927-944.

WORKING PAPERS

Sumanth, J. J. Too much of a good thing?: Social bonds and upward communication. Data coding and rewriting stage. Target: *Academy of Management Journal*

Sumanth, J. J., Gentry, W. A., & Sharma, P. Empowering leadership and promotability. Data analysis stage. Target: *Journal of Applied Psychology*.

Sumanth, J. J. From confusion to clarity: Why manager trustworthiness matters most under conditions of task ambiguity. Data collection stage. Target: *Organizational Behavior & Human Decision Processes*.

Sumanth, J. J., & Carson, J. B. Leadership, team dynamics and upward voice. Data analysis stage: Target: *Journal of Applied Psychology*.

Sumanth, J. J., & Vogel, R. M. Organizational climate, emotions and voice. Conceptual stage: Target: *Academy of Management Journal*.

Skerlavaj, M., Cerne, M., & **Sumanth, J. J.** Authentic leadership and its curvilinear effects on creativity. Data collection stage. Target: *Academy of Management Journal*.

HONORS & AWARDS

SOUTHERN METHODIST UNIVERSITY

- 2011 H.O.P.E. Professor Teaching Award (Honoring Our Professors' Excellence)

UNIVERSITY OF NORTH CAROLINA

- 2011 Outstanding Doctoral Student Teaching Award
- 2011 Outstanding Reviewer Award, *Academy of Management*, Social Issues in Management (SIM) Division
- 2009 Outstanding Reviewer Award, *Academy of Management*, Organizational Behavior (OB) Division
- Research Assistantship (2006-2010)
- Golden Key National Honor Society (Nominated)

UNIVERSITY OF FLORIDA

- MBA Graduate Assistantship

UNIVERSITY OF MIAMI

- All-American Scholar Award
- National Collegiate Engineering Award
- Iron Arrow Honor Society (highest honor attainable at UM)
- President – Society of Manufacturing Engineers
- Dean's List & Provost's Honor Roll
- Brownell Award for Outstanding Service to the College of Engineering
- Carl M. Kromp Leadership Award
- Pearson Scholarship & Florida Undergraduate Scholars Award

TEACHING, FACILITATION, & COACHING

SOUTHERN METHODIST UNIVERSITY **RATINGS / 7.0**

- *Management of Organizations (MNO 3370, Spring, 2013)* TBD
  Scheduled to teach two sections of core BBA OB course
- *Master Negotiations (MNO 6215, Spring, 2013)* TBD
  Scheduled to teach one section of MBA Negotiations elective
- *Management of Organizations (MNO 3370, Fall 2011)* 6.6
  Taught 115 students (3 sections of ~38) of core BBA OB course

UNIVERSITY OF NORTH CAROLINA **RATINGS / 5.0**

- *Organizational Behavior (BUSI 405, Summer 2009)* 4.8
  Taught 27 students in one section of core BSBA OB course
- *Negotiations (BUSI 545, Fall 2010)* 4.8
  Taught 22 students in one section of BSBA Negotiations elective
- *Groups & Teams (BUSI 555, Spring 2011)* 4.7
  Taught 31 students in one section of BSBA Groups and Teams elective
- *UNC Kenan-Flagler EMBA & ONEMBA (Global) Programs (Fall 2007-May 2011)* 4.8
  Team Building Coach and Facilitator for MBAs and EMBAs
- *UNC Kenan-Flagler Business Executive Education (April 2010- May 2011)*
  Executive Coach – ExxonMobil Executive Leadership Program 4.5

UNIVERSITY OF MIAMI

- *Marketing Research and Market Analysis (MKT 302, Fall 2005)* 4.7
  Taught 20-student BBA elective on marketing research

UNIVERSITY OF FLORIDA

- *Operations Management (MAN 4504, Fall/Spring 1998-1999)* 4.7
  Taught 45-student BBA Operations Management Discussion section

ACADEMIC POSITIONS

SOUTHERN METHODIST UNIVERSITY (Dallas, TX)

- Assistant Professor – Department of Management & Organizations (2011-present)

UNIVERSITY OF NORTH CAROLINA (Chapel Hill, NC)

- Research Assistant – Department of Organizational Behavior (2006-2011)

UNIVERSITY OF FLORIDA (Gainesville, FL)

- Graduate Assistant – Department of Decision & Information Sciences (1998-1999)

UNIVERSITY OF MIAMI (Coral Gables, FL)

- Adjunct Lecturer – Department of Marketing (2005)
- Research Assistant – Department of Industrial Engineering (1993-1997)

PROFESSIONAL SERVICE & ACTIVITIES

Editorial Review Board

- *Academy of Management Review* special theory forum on "Understanding and Creating Compassionate and Caring Organizations"

Academy of Management Conference

- Co-Organizer – Professional Development Workshop (PDW) entitled, "The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty" (2012)
- Faculty Presenter – Professional Development Workshop (PDW) entitled, "Halfway There But Now What?" (2011-present)

Ad-Hoc Reviewer

- *Academy of Management Journal* (2010-present)
- *Human Resource Management* (2009-present)
- *Human Resource Management Review* (2009-present)
- *Journal of Management Inquiry* (2009-present)

Reviewer

- Academy of Management Conferences (OB & SIM Divisions) (2008-present)

UNIVERSITY SERVICE & ACTIVITIES

SOUTHERN METHODIST UNIVERSITY

- Faculty Lead and Organizer – Organizational Behavior (OB) Research Lab (February 2012-present)
- Invited presenter to Sigma Phi Epsilon fraternity on Leadership effectiveness (November, 2011)
- Invited faculty member to Kappa Kappa Gama sorority scholarship banquet (November, 2011)
- Faculty support at Mustang Monday luncheons for prospective high school students (Fall 2011-present)

UNIVERSITY OF NORTH CAROLINA

- Faculty Lead, Camp Carolina Scholars (2010)
- Teaching Assistant, MBA Elective on Negotiation (2008)
- Teaching Assistant, Core MBA Course on Leading & Managing (2007-2009)
- Member, OB Ph.D. Student Recruiting Committee (2006-2011)
- Member, OB Faculty Hiring Committee (2006-2011)
- Team Building Session Coordinator – EMBA and OneMBA Programs (2007-2011)
- Team Building Facilitator – EMBA and OneMBA Programs (2007-2011)

CONFERENCE PRESENTATIONS

Sumanth, J. J. (2011, August). Speak well not more: How highly inclusive leaders diminish voice quality. Symposium presentation at the annual Academy of Management Conference. San Antonio, TX.

Sumanth, J. J., Mayer, D. M., & Kay, V. S. (2011, April). Why good guys finish last: The role of justification motives, cognition, and emotion in predicting retaliation against whistleblowers. Symposium

presentation at the annual Society for Industrial and Organizational Psychology (SIOP) Conference. Chicago, IL.

Sumanth, J. J., & Berry, J. W. (2010, August). Laughing in the face of danger: A two-stage cognitive model of voice. Paper presentation at the annual Academy of Management Conference. Montreal, Canada.

Sumanth, J. J., Fragale, A. R., Tiedens, L. Z., & Northcraft, G. B. (2010, August). Appeasing equals: Lateral deference in e-mail communication at Enron. Symposium presentation at the annual Academy of Management Conference. Montreal, Canada.

Sumanth, J. J., & Gentry, W. A. (2010, April). Proactivity and promotability: The mediating effects of interpersonal leadership skills. Paper presented at the annual Society for Industrial and Organizational Psychology (SIOP) Conference. Atlanta, GA.

Sumanth, J. J. & Cable, D. M. (2009, August). Status and organizational entry: How organizational and individual status affect reactions to hiring processes. Paper presented at the annual Academy of Management Conference. Chicago, IL.

Sumanth, J. J. (2008, August). When ethical behavior proves personally and professionally costly: A conceptual model. Paper presented at the annual Academy of Management Conference. Anaheim, CA.

Sumanth, J. J., & Aldrich, H. A. (2007, August). The diffusion of the megachurch movement through pseudo-denominational networks. Paper presented at the annual Academy of Management Conference. Philadelphia, PA.

Sumanth, J. J. (2004, February). Strategic planning for competitive advantage at a major cruise line. Paper presented at the annual International Conference on Productivity & Quality Research. Miami, Florida.

Sumanth, J. J., Sanguinetti, A. & Ramos, A. (2001, April). Some strategic research issues facing the cruise line industry. Paper presented at the annual INFORMS Conference. Miami, Florida. Also served as Session Chair on 'Cruise Line Applications.'

PROFESSIONAL & HONORARY AFFILIATIONS

- Academy of Management (AOM)
- Society for Industrial and Organizational Psychology (SIOP)
- Association for Psychological Science (APS)
- Omicron Delta Kappa (ODK)
- Phi Kappa Phi
- Tau Beta Pi
- Alpha Pi Mu
- Alpha Lambda Delta
- Golden Key National Honor Society

WORK EXPERIENCE

Burger King Corporation World Headquarters Miami, Florida

Sr. Operations Specialist – OPS Research & Development, January 2005 – June 2006

- Conducted research validations and developed restaurant procedures for new BK Chicken Fries menu item
- Developed speed of service & production capacity analyses for new self-service kiosk
- Managed feasibility and operations tests for new proposed French Fries and associated packaging

Norwegian Cruise Line (NCL) Miami, Florida

Manager, Market Planning & Research, July 2002 – January 2005
Senior Planning Analyst, September 2000 – July 2002

- Created and planned itineraries for 14 NCL Corp. vessels, operating under three separate brands. Worked closely with Marine Operations, Revenue Management, Sales and Marketing and Public Relations to ensure itineraries met operational, financial and marketing goals
- Negotiated multi-million dollar short- and long-term agreements with ports around the world to facilitate entry into new markets and creating value-added marketing programs with local CVBs
- Developed marketing plans and all company-wide market research, including internal studies, focus groups, competitive cruise/vacation market industry analysis
- Chairman of the Impact Assessment Group (IAG) – a cross functional team of leaders in the company assigned to evaluate business processes/issues, develop and implement solutions
- S.T.Y.L.E. Leadership Team Member – helped implement company-wide initiative designed to change the organization's culture from a non-responsive one into a customer service-oriented culture.

Management Trainee, July 1999 – September 2000

- Spent 15 months rotating in several departments in the company, including Passenger Services, Finance, Revenue Management, Strategic Planning, Hotel Operations, Sales, Internet Development, and time aboard the S/S Norway to gain thorough understanding of NCL's business, policies and processes
- Analyzed various cruise itineraries using financial modeling and competitive benchmarking techniques, and presented findings to senior management
- Initiated review of marketing honeymoon programs and through redesign, saved company $1 million annually
- Served as Project Manager on 1) renovating Miami pier check-in operations to enhance productivity and guest satisfaction, and 2) developing guest passport program for those sailing on NCL Hawaii cruises

American Bankers Insurance Group Miami, Florida

Business Process Reengineering (BPR) Intern, May 1996 - August 1996

- Reengineered underwriting processes through flowcharting and analysis of work flows
- Developed online program implementations and trained underwriters in using them
- Provided management with spreadsheet analyses of weekly and monthly summary output

REFERENCES

Adam M. Grant, Ph.D.
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University of Pennsylvania
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Hugh L. McColl Scholar in Leadership and Professor and Area Chair of Organizational Behavior
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