

MARGARET E. ORMISTON

Assistant Professor
George Washington University
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POSITION

George Washington University

- Assistant Professor July 2016-present

London Business School

- Assistant Professor July 2007-July 2016

EDUCATION

University of California at Berkeley, Haas School of Business, 2007

Ph.D. in Business Administration

Concentration: Organizational Behavior and Industrial Relations

University of California, Los Angeles, 1998

B.A. in Sociology

Phi Beta Kappa, summa cum laude, Departmental Honors

RESEARCH INTERESTS

Top management teams; leadership; diversity in groups

PUBLICATIONS

Gomulya, D., Wong, E.M., Ormiston, M.E., & Boeker, W. (in press). The face of the next leader: The role of facial structure and perceptions of trustworthiness on CEO selection after firm misconduct. *Journal of Applied Psychology*.

- *Best Paper Proceedings, Academy of Management Conference 2015*

Haselhuhn, M. P., Wong, E. M., & Ormiston, M. E. (2017). With great power comes shared responsibility: Psychological power and the delegation of authority. *Personality and Individual Differences, 108*, 1-4.

Ormiston, M.E., Wong, E.M. & Haselhuhn, M.P. (2017). Facial-width-to-height ratio predicts perceptions of integrity in males. *Personality and Individual Differences, 105*, 40-42.

Ormiston, M.E. (2016). Explaining the link between objective and perceived differences in groups: The role of belonging and distinctiveness motives. *Journal of Applied Psychology, 101*(2), 222-236.

PUBLICATIONS (continued)

Haselhuhn, M.P., Ormiston, M.E., & Wong, E.M. (2015). Men's facial width-to-height ratio predicts aggression: A meta-analysis. *PLoS ONE*, e0122637.

Haselhuhn, M.P., Wong, E.M., Ormiston, M.E., Inesi, M.E., & Galinsky, A.D., (2014). Negotiating face-to-face, Men's facial structure predicts negotiation performance. Special issue on facial appearance and leadership, *Leadership Quarterly*. 25: 835-845.

- Media coverage include: *Bloomberg BusinessWeek, Fortune, U.S. News and World Report, USA Today, Wall Street Journal*.

Ormiston, M.E. & Wong, E.M. (2013). License to ill: The effects of corporate social responsibility and CEO moral identity on corporate social irresponsibility. *Personnel Psychology*, 66, 861–893.

- Media coverage include: segment on *National Public Radio, Time, Forbes, Fast Company, Telegraph*
- Wrote a piece in the Guardian: Ormiston, M.E. (2013). Companies' CSR policies may be leading to corporate irresponsibility, *The Guardian, Sustainable Business*

Haselhuhn, M.P., Wong, E.M. & Ormiston, M.E. (2013). Self-fulfilling prophecies as a link between men's facial width-to-height ratio and behavior. *PLoS ONE*, 8: e72259.

- Media coverage includes: *Scientific American, ABC news, Popular Science, Science Daily*

Ormiston, M. E., & Wong, E. M. (2012). The gleam of the double-edged sword the benefits of subgroups for organizational ethics. *Psychological Science*, 23(4), 400-403.

- *Media coverage includes: Huffington Post*

Wong, E. M., Ormiston, M. E., & Tetlock, P. E. (2011). The effects of top management team integrative complexity and decentralized decision making on corporate social performance. *Academy of Management Journal*, 54(6), 1207-1228.

Wong, E. M., Ormiston, M. E., & Haselhuhn, M. P. (2011). A face only an investor could love: CEOs' facial structure predicts their firms' financial performance. *Psychological Science*, 22(12), 1478-1483.

- Media coverage includes: *Forbes, Wall Street Journal, Bloomberg, US News and World Report, CBS news, MSNBC.com, MSN.com, LiveScience*

Ferguson, A. J., Ormiston, M. E., & Moon, H. (2010). From approach to inhibition: The influence of power on responses to poor performers. *Journal of Applied Psychology*, 95(2), 305.

Caldwell, D., Chatman, J. O'Reilly, C. Ormiston, M.E. & Lapid, M. (2008). Implementing strategic change in a health care system: The importance of leadership and change readiness. *Health Care Management Review*, 33: 124-133

PUBLICATIONS (continued)

Nemeth, C.J. & Ormiston, M.E. (2007). Creative idea generation: Harmony versus stimulation, *European Journal of Social Psychology*, 37: 524-535.

BOOK CHAPTERS

O'Connor, K. & Ormiston, M.E. (in press) Facing off across the table: Negotiators' facial features influence the agreements they reach. In A. K. Scheider, & C. Honeyman (Eds.) *The Negotiator's Fieldbook*. American Bar Association Press.

Ormiston, M. E., & Wong, E. M. (2008). To be enhanced, understood, distinct, or to belong?: The role of multiple identity motives in homogeneous and diverse groups. *Research on Managing Groups and Teams*, 11, 167-193.

MANUSCRIPTS UNDER REVIEW

Kim, K., Ormiston, M.E., Easterbrook, M., Vignoles, V. The effects of demographic dissimilarity on the belonging and distinctiveness motives. *Revise and resubmit*.

Haselhuhn, M.P., Ormiston, M.E., Men and women's varied reactions to transgressions. *Revise and resubmit*.

Ormiston, M.E., Wong, E.M., & Haselhuhn, M.P. Facing the group: The effects of facial structure on process conflict and group performance. *Under review*.

Ferguson, A., Ormiston, M.E. & Wong, E.M. The effects of cohesion and engagement on the team boundary spanning-performance relationship. *Under review*.

Wei, L., Zou, X. & Ormiston, M. Leader's and follower's need to belong and new venture performance: The role of tertius iungens orientation. *Under review*.

MANUSCRIPTS IN PREPARATION/RESEARCH IN PROGRESS

Ormiston, M.E., Peterson, R., & Sanchez-Burks, J., The unintended consequences of security values for relationship conflict in groups. *Manuscript preparation*.

Ormiston, M.E., Wong, E.M., Ha, J. & Chung, S. The role of optimism on top team heterogeneity and firm performance. *Manuscript preparation*.

ten Brinke, L., Adams, G., Ormiston, M.E. & Pillutla, M. Replace the face: CEO turnover in the wake of corporate wrongdoing. *Manuscript preparation*.

MANUSCRIPTS IN PREPARATION/RESEARCH IN PROGRESS (continued)

Ormiston, M.E & Wong, E.M. Identity motives in top management teams. *Data analysis*.

Wong, E.M., & Ormiston, M.E., Narcissism and male vs female leaders. *Data analysis*.

Kim, K. & Ormiston, M.E. Identity motives and information sharing. *Data collection*.

INVITED AND REFEREED PRESENTATIONS

Ormiston, M.E & Wong, E.M. (2016). Identity motives in top management teams. Presented at Academy of Management Conference, Anaheim.

ten Brinke, L., Adams, G., Ormiston, M.E. & Pillutla, M. (2016). Replace the face: CEO turnover in the wake of corporate wrongdoing. Presented at Academy of Management Conference, Anaheim.

Ormiston, M.E. (2015). Doing the right thing: The role of top leaders on corporate social irresponsibility. Presented at George Washington University.

Ormiston, M.E. (2015). Doing the right thing: The role of top leaders on corporate social irresponsibility. Presented at University of Oregon.

Ormiston, M.E. (2015). Doing the right thing: The role of top leaders on corporate social irresponsibility. Presented at Santa Clara University.

Ormiston, M.E., Peterson, R., & Sanchez-Burks, J., (2015). The unintended consequences of security values for relationship conflict in groups. Presented at INGRoups Conference, Pittsburgh.

Ormiston, M.E., Wong, E.M., & Haselhuhn, M.P. (2015). Facing the group: The effects of facial structure on process conflict and group performance. Presented at Academy of Management Conference, Vancouver.

Kim, K., Ormiston, M.E., Easterbrook, M., Vignoles, V. (2015). The effects of demographic dissimilarity on the belonging and distinctiveness motives. Presented at Academy of Management Conference, Vancouver.

Gomulya, D., Wong, E.M., Ormiston, M.E., & Boeker, W. (2015). The face of the next leader: The role of facial structure and perceptions of trustworthiness on CEO selection after firm misconduct. Presented at Academy of Management Conference, Vancouver.

Ormiston, M.E., Wong, E.M., Ha, J. (2014). The role of group mood on top management team heterogeneity and firm performance. University of California, Riverside.

INVITED AND REFEREED PRESENTATIONS (continued)

Ormiston, M.E. & Wong, E.M. (2014). License to ill: The effects of corporate social responsibility and CEO Moral Identity on corporate social irresponsibility. TedEx London.

Ferguson, A., Ormiston, M.E. & Wong, E.M. (2014). The effects of cohesion and role engagement on the team boundary spanning-performance relationship. Presented at Academy of Management, Philadelphia

Ormiston, M.E. & Wong, E.M. (2012). License to ill: The effects of corporate social responsibility and CEO Moral Identity on corporate social irresponsibility. Madrid Work and Organizations Symposium.

Ormiston, M.E. & Wong, E.M. (2012). License to ill: The effects of corporate social responsibility and CEO Moral Identity on corporate social irresponsibility. Aston Business School, Birmingham.

Ormiston, M.E., Wong, E.M., & Haselhuhn, M.P. (2012). Facing the group: The effects of facial structure on group hierarchy, conflict and performance. Presented at INGroups, Chicago.

Kim, K., Ormiston, M.E., Easterbrook, M., Vignoles, V. (2012). Identity motives in similar and diverse groups. Presented at INGroups, Chicago.

Ormiston, M.E. & Wong, E.M. (2012). License to ill: The effects of corporate social responsibility and CEO Moral Identity on corporate social irresponsibility. Presented at Academy of Management, Boston.

Wong, E.M., Ormiston, M.E., & Hasehlhuhn, M.P. (2011). A face only an investor could love: CEO facial structure predicts firm financial performance. Presented at INGroups, Minneapolis.

Wong, E.M., Peterson, R., & Ormiston, M.E. (2010). The effects of CEO adaptability on organizational change, presented at Academy of Management, Montreal.

Ormiston, M.E., & Wong, E.M. (2009). Do top management teams matter? A mediated model of faultlines, group processes, and firm financial performance, presented at INGroups, Colorado Springs.

Wong, E.M., Ormiston, M.E., & Tetlock, P. (2009). The effects of top management team integrative complexity and decentralized decision making on corporate social performance, presented at Academy of Management, Social Issues in Management Division, Chicago.

INVITED AND REFEREED PRESENTATIONS (continued)

Wong, E.M., Ormiston, M.E., & Chatman, J.A. (2008). A merger made in heaven: The effects of self-verification on employees' reactions to mergers, presented at Academy of Management, Anaheim.

Ormiston, M.E. & Wong, E.M. (2007). Beyond self-enhancement: The role of identity motives in similar and diverse groups, presented at the Research on Managing Groups and Teams Conference at Cornell University in May 2007.

Ormiston, M.E. (2006). Reactions to group membership: The role of affect in similar and diverse groups, presented at the International Conference on Emotions and Organizational Life, Atlanta, Georgia.

Wong, E.M., Ormiston, M.E., & Tetlock, P.E. (2006). The relationship among TMT age diversity, decision making styles, and firm performance, presented at the Executive Leadership Conference, Sundance, Utah.

Caldwell, D., Chatman, J.A., O'Reilly, C., & Ormiston M.E. (2005). The impact of group norms on implementing strategic organizational change, presented at Academy of Management, Organizational Behavior Division, Honolulu.

Ormiston, M.E. Wong, E.M. & Tetlock, P. (2005). Assessing CEOs from a distance: Comparing CEO cognitive and integrative complexity, presented at Academy of Management, Organizational Behavior, and Research Methods Divisions, Honolulu.

TEACHING

- Core MBA and undergraduate management course at George Washington University
- Leading Teams and Organisations elective at London Business School (5-year average evaluation score: 4.70 out of 5)
- Co-designed executive education open-enrollment course in 2015 called Leading Teams for Emerging Leaders at London Business School (2-year average evaluation score: 4.80)
- Leadership course at London Business School (MBAs, EMBA's, Masters in Finance; 5-year average evaluation score: 4.60 out of 5)
- Micro-Organisational Behaviour both the core Micro course as well as the Groups course at London Business School (PhDs; 5 year average evaluation score: 4.80 out of 5)
- Executive education programs on managing teams, decision making, leadership, personality, and managing change to companies including: Maersk, Deutsche Bank, Kuwait Petroleum Oil, Oman Oil, and Prudential

SERVICE TO THE COMMUNITY

- Doctoral advising: Kawon Kim (Hong Kong Polytechnic University), Amanda Ferguson (Northern Illinois University)
- Member of Academy of Management, INGRoups, Society for Industrial and Organizational Psychology
- Ad hoc reviewer for European Journal of Social Psychology, Human Relations, Journal of Business Ethics, Management Science, Organizational Behavior and Human Decision Processes, Organization Science, Strategic Management Journal, Academy of Management Conference, INGroups

FELLOWSHIPS, HONORS, AND AWARDS

- London Business School Leadership Institute (2015)
- Research and Materials Development Funding (2007-2015)
- Levi Strauss Grant for Corporate Social Responsibility (2007)
- Center for Health Research Small Research Grant (2004-2006)
- Pearce Cross-Cultural Leadership Fellowship (2005-2006)
- Center for the Development of Peace and Well-being Fellowship, U.C. Berkeley (2004-2005)
- Center for Responsible Business Fellowship, Haas School of Business (2004)
- Crawford Research Assistantship Fellowship, U.C. Berkeley (2002-2003)

PROFESSIONAL EXPERIENCE

- Center for Effective Organizations, University of Southern California;
 - Research Analyst (11/99-7/01)
 - Researched organizational change, learning, and effectiveness of Fortune 500 companies
- Sanli, Pastore & Hill, Business Valuation and Litigation Consulting;
 - Research Analyst (6/98-11/99)
 - Conducted financial modelling and valuations of businesses.