PATRICIA FAISON HEWLIN
Desautels Faculty of Management
McGill University
1001 Sherbrooke Street West
Montreal, QC H3G 1A9
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EDUCATION

New York University, Stern School of Business
- Ph.D. in Management and Organizational Behavior, 2003. Dissertation Title: *And the award for best actor goes to…: Facades of conformity in organizational settings.*
- M.B.A. in Finance, 1993

Binghamton University
- B.A. in Spanish Language and Literature and English Rhetoric and Literature, 1989
- Certificate of Spanish Language and Literature. Centro Bilingue, Cuernavaca, Mexico, Study Abroad Program, 1988

ACADEMIC EXPERIENCE

Ombudsperson for Students, McGill University, 2020-present

Associate Dean, Undergraduate Programs, Desautels Faculty of Management, McGill University, 2018-2020

Associate Professor of Organizational Behavior (with tenure), Desautels Faculty of Management, McGill University, 2016-Present

Visiting Scholar and Advisor, International Business Department, Southwestern University of Finance and Economics, Chengdu, China, July, 2018-Present

Visiting Associate Professor of Organizational Behavior, National University of Singapore Business School, Winter, 2017

Assistant Professor of Organizational Behavior, Desautels Faculty of Management, McGill University, 2010-2016

Visiting Scholar, Ecole des Mines, Saint Etienne, France, Summer, 2012

Assistant Professor of Organizational Behavior, McDonough School of Business, Georgetown University, 2003-2010

Instructor, Stern School of Business, New York University, 2001-2002

AWARDS & RECOGNITION

2020 Finalist for Best Paper Award, *Academy of Management Annals*
Top Paper Published nomination from Editors of *Human Relations*, 2018

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Spirit Circle Award from the PhD Project's Management Doctoral Association (MDSA) for "tireless and repeated support" to the MDSA, 2018

Diamond in the Rough Award for Best Paper Proposal. Cognition in the Rough workshop at the 2010. Academy of Management Meeting, Montreal QC

Dean's Teaching Excellence Commendation, Stern School of Business, New York University, 2002

Best Paper Award, Annual Doctoral Student Conference for I-O Psychology and Organizational Behavior, Fairfax, VA, 2001

Nichols Foundation Dissertation Fellowship Award, 2003

National Black MBA Association Doctoral Academic Scholarship, 2002

Consortium for Graduate Study in Management (MBA) Academic Fellowship, 1991-1993

SCHOLARLY ACCEPTANCES AND PUBLICATIONS

Refereed Scholarly Publications

Cha, S. E., Kim, S. S., **Hewlin, P. F.**, & DeRue, D. S. (2020). Turning a Blind or Critical Eye to Leader Value Breaches: The Role of Value Congruence in Employee Perceptions of Leader Integrity. *Journal of Leadership & Organizational Studies*, 27: 286-306.

Huang, W., Wang, D., Pi, X., & **Hewlin, P. F.** (2020). Does coworkers' upward mobility affect employees' turnover intention?: The roles of perceived employability and prior job similarity. *The International Journal of Human Resource Management*, 1-32. DOI: 10.1080/09585192.2020.1861058

Hewlin, Karelaia, N., Kouchaki, M, & Sedikides, C. (2020). Authenticity at work: Its shapes, triggers, and consequences (Guest Editorial). *Organizational Behavior and Human Decision Processes*, 158: 80-82.

Cha, S., **Hewlin, P. F.**, Roberts, L. M., Buckman, B., Leroy, H., & Steckler, E. (2019). Being Your True Self at Work: Integrating the Fragmented Research on Authenticity in Organizations. *Academy of Management Annals*, 13: 633-671. *Finalist for best paper award.*

He, G., An, R. & **Hewlin, P. F.** (2019). Paternalistic leadership and employee well-being: A moderated mediation model. *Chinese Management Studies*, 3: 645-663.

Kim, S. S., Shin, D, Vough, H., **Hewlin, P. F.**, and Vandenberghe, C. (2018). How do callings relate to job performance? The role of organizational commitment and ideological contract fulfillment. *Human Relations,* 71: 1319-1347. *Nominated by editors as among the top papers published in 2018.*

Hewlin, P. F., Dumas, T. L., & Burnett, M. (2017). To thine own self be true?: Facades of conformity, values congruence, and the magnifying impact of leader integrity. *Academy of Management Journal,* 1: 178-199.

Hewlin, P. F., Kim, S. S., & Song, Y. H. (2016). Creating facades of conformity in the face of job insecurity: A study of consequences and conditions. *Journal of Occupational and*

Organizational Psychology, 89: 539–567.

Rosette, A. S., Carton, A. M., Bowes-Sperry, L., & **Hewlin, P. F.** (2013). Why do racial slurs remain prevalent in the workplace? Integrating theory on intergroup behavior. *Organization Science,* 24: 1402-1421.

Hewlin, P. F. (2009). Wearing the cloak: Antecedents and consequences of creating facades of conformity. *Journal of Applied Psychology*, 94: 727-741.

Hewlin, P. F. (2003). And the award for best actor goes to…: Facades of conformity in organizational settings. *Academy of Management Review*, 28: 633-642.

Milliken, F. J., Morrison, E. W., & **Hewlin, P. F.** (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of Management Studies*, 40: 1453-1476.

Lant, T., & **Hewlin, P. F.** (2002). Information cues and decision making: The effects of learning, momentum and social comparison in competing teams. *Group and Organization Management*, 27: 374-407.

Invited Publications

Hewlin, P. F. It is Difficult to Breathe Behind a Facade. *Delve,* November 25, 2020.

Hewlin, P. F. When a Good Boss is Bad for Workers. *Delve*, Oct. 29, 2019

Hewlin, P. F. & Bromes, A. M. (2019). Authenticity in the workplace: An African American perspective. In L. M. Roberts, T. Mayo & D. Thomas (Eds.), *Race, Work, Leadership: New Perspectives on the Black Experience*. Cambridge: Harvard Business Review Press.

Hewlin, P. F., Dumas, T. L., & Burnett, M. F. (2017). If Your Boss Has a lot of Integrity, You May be More Likely to Compromise Yours. *Harvard Business Review, April 11, 2017.*

Seegars, L. & **Hewlin, P. F.** (2017). Conformity. In V. Zeigler-Hill & T. Shackelford (Eds.), *Encyclopedia of Personality and Individual Differences*. New York: Springer.

Hewlin, P. F. (2015). Authenticity on one's own terms. In R. M. Roberts, M. L. Davidson, & L. Wooten (Eds.) *Positive Organizing in a Global Society*. New York: Taylor & Francis, pp. 53-57.

Roberts, L. M., Cha, S., **Hewlin, P. F.**, Settles, I. (2009). Taking off the mask: Authentic expressions in organizational life. In L. M. Roberts & J. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*. Philadelphia: Lawrence Erlbaum Associates, pp. 149-169.

Lant, T., & **Hewlin, P. F.** (2005). Creating legitimacy in the new media market. In T. Lant, J. Lampel, & J. Shamsie, (Eds.), *The Business of Culture: Emerging Perspectives on Cultural Industries*. Mahwah, NJ: Lawrence Erlbaum Associates.

Wiesenfeld, B. M., & **Hewlin, P. F.** (2003). Splintered identities and organizational change. In B.

Mannix, M. Neale, & J. Polzer (Eds.), ***Research on Managing Groups and Teams***, Volume 5, pp. 27-52. San Diego: Elsevier.

Scholarly Writings in the Review Process with Academic Journals

Seegars, L., Kim, S.S., & **Hewlin, P.F.** Facades of conformity and social dominance orientation [Title blinded for review]. Under review at ***Organization Science***. (**Invited Revise and Resubmit)**

Arnett, R., Richards, K., & **Hewlin, P. F.** Racial identity and stigma [Title blinded for review]. Under review at ***Academy of Management Journal***. (**First Round**)

WORK IN PROGRESS

Hewlin, P. F., Caza, B., Huang, W. & Monton, K. Defining authenticity and "good" leadership: Perspectives from expats and locals in Asia. (*Translating and analyzing qualitative data*)

Broomes, A. M. & **Hewlin, P. F.**, Ning, N., & S. Xaing. The impact of workplace friendship on facades of conformity: A cross-cultural analysis. (*Analyzing data*)

Kim, S. S., **Hewlin, P. F.**, & Vandenberghe, C. Balancing act: Employee responses to ideological contract breach. (*Analyzing data*)

RESEARCH GRANTS

Social Sciences and Humanities Council Partnership Grant (2020-2026; co-applicant): $2,446,979
Social Sciences and Humanities Council Internal Grant (2016-2020; Principal Investigator): $135,906
Social Sciences and Humanities Council Partnership Development Grant (2015-2018; co-applicant): $198,000
Social Sciences and Humanities Council Internal Grant (2015-2017; Principal Investigator): $5,000
Social Sciences and Humanities Council Grant (2011-2014; Principal Investigator): $95,158
New York University Doctoral Dissertation Grant (2001): $22,000

PRESENTATIONS

Refereed Presentations

Seegars, L., Kim, S., & Hewlin, P. F. "Interpersonal Implications of Psychological Safety and Facades of Conformity Among Social-Dominance-Oriented Employees: A Self-Determination Perspective." Presented at the 2018 Academy of Management meeting in Chicago, IL.

Hewlin, P. F., Williamson, I. O., Kim, S. S., & Song, Y. H., Davis, M. "When Does Religiosity Influence Performance?: The Impact of Gender and Work Life Support in the UAE." Presented at the 2015 Academy of Management meeting in Vancouver, BC.

Hewlin, P. F., Dumas, T. L., & Burnett, M. F. "Is it safe?: A similarity-attraction perspective of racial dissimilarity, psychological safety, and charismatic leadership". Presented at the 2014 Academy of Management meeting in Philadelphia, PA.

Hewlin, P. F., Kim, S. S., & Song, Y. H. "Getting older, getting closer: Moderating factors on the relationship between job insecurity and creating facades of conformity." Presented at the 2013 Academy of Management meeting in Orlando, FL.

Hewlin, P. F., Cha, S., Hewlin, J. A, Kim. S. "The Aftermath of Broken Promises: Gender differences in reaction to value breaches in a megachurch" Presented at the 2013 European Group for Organizational Studies conference, Montreal, QC.

Hewlin, P. F., Cha, S., Hewlin, J. A, Kim. S. "The Aftermath of Broken Promises: Gender differences in reaction to value breaches in a megachurch" Presented at the 2011 Academy of Management meeting in San Antonio, TX.

Hewlin, P. F., Cha, S., & Hewlin, J. A. Varieties of sacrilege: Reactions to different types of organizational value breaches in a megachurch. Presented at "Cognition in the Rough" workshop at the 2010 Academy of Management Meeting, Montreal QC.

Hewlin, P. F. & Hewlin, J. A. Value breach and follower façade creation in a megachurch: Behavioral integrity and charisma. Presented at the 2010 Academy of Management Meeting symposium on "Behavioral integrity: Tracking consequences in diverse settings," Montreal, QC.

Hewlin, P. F., Cha, S., & Hewlin, J. A. Identifying the disconnect: Toward a typology of value breaches in a megachurch setting. Presented at the 2009 Academy of Management Meetings, Chicago, IL.

Rosette, A. S., Hewlin, P. F., Carton, A. M., & Bowes-Sperry, L. Action, not silence, is golden: Why workplace observers sustain or combat racial microaggressions. Presented at the 2009 Academy of Management Meetings, Chicago, IL.

Hewlin, P. F. & Hewlin, J. A. Call and response: Perceived value breaches of charismatic leaders and follower outcomes in the megachurch. Presented at the 2008 Academy of Management Meetings, Anaheim, CA.

Hewlin, P. F. & Rosette, A. S. Workplace insults: The role of silence on its perpetuation. Presented at the 2008 Academy of Management Meetings, Anaheim, CA.

Hewlin, P. F. Wearing the cloak: Causes and consequences of creating facades of conformity. Presented at the 2004 Academy of Management Meetings, New Orleans, LA.

Hewlin, P. F., & Rosette, A. S. Stigma avoidance: A precursor to workplace discrimination. Presented at the 2004 Academy of Management Meetings, New Orleans, LA.

Hewlin, P. F. Silence with Pretense: Some antecedents and consequences of creating facades of conformity. Presented at the 2002 Academy of Management Meetings, Denver, Colorado.

Morrison, E. W., Hewlin, P. F., & Dunn-Jensen, L. M. Sometimes you've got to break the rules: A reconceptualization of employee rule-breaking. Presented at the 2002 Academy of Management Meetings, Denver, Colorado.

Hewlin, P. F. And the award for best actor goes to…: Facades of conformity in organizational settings.

Presented at the 2001 International Association for Conflict Management conference, Cergy, France.

Hewlin, P. F. Silence and self-censorship: Creating facades of conformity at work. Presented at the 2000 Academy of Management Meetings, Toronto, Canada.

Lant, T., & Hewlin, P. F. Capabilities in emerging fields: Forging identity and legitimacy in Silicon Alley. Presented at the 2000 Academy of Management Meetings, Toronto, Canada.

Lant, T., & Hewlin, P. F. Information cues and decision making: The effects of learning, momentum and social comparison in competing teams. Presented at the 1999 Academy of Management Meetings, Chicago, IL.

Hewlin, P. F. Going against the grain: Managerial resistance to institutional processes. Presented at the 1999 Industrial Organization and Organizational Behavior conference, Fairfax, Virginia.

Invited Academic Presentations

Hewlin, P. F. Authenticity on One's Own Terms in the Ross Business School's Positive Links Speaker Series, University of Michigan, 2020.

Hewlin, P. F. Positive Leadership: Cultivating Authenticity and Creating Positive Relationships at Work, presented at the 6th World Congress on Positive Psychology, Melbourne, AU, 2019.

Cha, S., Hewlin, P. F., Roberts, L. M., Buckman, B., Leroy, H., & Steckler, E. (2019). Being Your True Self at Work: Integrating the Fragmented Research on Authenticity in Organizations, presented at the Victoria Business School, University of New Zealand, 2019.

Hewlin, P. F. Contemporary Challenges to Leadership, presented at the E-Business, Innovation, and New Industries Development International Conference, Southwestern School Economics and Finance, Chengdu, China, 2019.

Cha, S., Hewlin, P. F., Roberts, L. M., Buckman, B., Leroy, H., & Steckler, E. (2019). Being Your True Self at Work: Integrating the Fragmented Research on Authenticity in Organizations. Presented at the Sauder Business School, University of British Columbia, 2019.

Hewlin, P. F., Dumas, T. L., & Burnett, M. F. Is it safe to be me?: Racial dissimilarity, psychological safety, and the augmenting effect of charismatic leadership on facade creation. National University of Singapore, 2017.

Hewlin, P. F. Facades of conformity and authenticity: East versus the West. Southwestern School Economics and Finance, Chengdu, China, 2017.

Hewlin, P. F. Principles of leadership. Presented at the Presbyterian College, Montreal, QC, 2014.

Hewlin, P. F. Facades of conformity in the workplace. Presented at the Interdisciplinary Network on Discrimination and Inclusion, hosted by the Center for Human Rights and Legal Pluralism, Faculty of Law, McGill University, 2013.

Hewlin, P.F., Cha, S. E., Hewlin, J. A., Kim, S. S. Perceptions of leaders and employee attitudes in megachurch environments. Christian Cultural Center, New York

Hewlin, P. F. Antecedents and consequences of creating facades of conformity. Presented at Ecole des Mines, Saint Etienne, France, Summer, 2012.

Hewlin, P. F., Cha, S. E., Hewlin, J. A., & Kim, S. S. Gender reactions to value breach in the megachurch. Presented at Columbia Business School, Columbia University, 2010.

Hewlin, P. F., Cha, S. E., Hewlin, J. A., & Kim, S. S. Value breach in the megachurch. Presented at George Mason University, VA, 2010.

Hewlin, P. F. Core principles of authenticity. Invited presentation for the Leadership Fellows program at Harvard University's School of Education, 2010.

Hewlin, P. F. Authenticity and communication. Johnson & Johnson's leadership conference for high potential women leaders conference, New Brunswick, NJ 2008-2012,

Hewlin, P. F. Authenticity in Presentations. Small group coaching session with high potential women executives at Johnson & Johnson, New Brunswick, NJ. 2008-2013.

Hewlin, P. F. Wearing the cloak: Antecedents and consequences of creating facades of conformity. Presented at Johns Hopkins School of Business, Maryland, 2009.

Hewlin, P. F. Personal Branding and Authenticity. Invited presentation at the 2008 Leadership and Faculty Development Conference, Harvard Medical School, Harvard University.

Hewlin, P. F. Leadership and authenticity: Causes and consequences of creating facades of conformity. Invited presentation at the 2006 Leadership and Faculty Development Conference, Harvard Medical School, Harvard University.

Hewlin, P. F. Wearing the cloak: Causes and consequences of creating facades of conformity. Invited presentation at the 2005 Organizational Behavior Conference, Wharton School, University of Pennsylvania.

COURSES DEVELOPED AND TAUGHT

Undergraduate
- Leadership Practicum in the Social Sector– *created and developed new course at McGill University*
- Leadership
- Management and Organizational Behavior
- Organizational Design and Change
- Human Resources Management
- Independent Study in Industrial Relations

Masters
- Managing Change – *Masters in Manufacturing Program, McGill University in collaboration with Zhejiang University, Hangzhou, China*

- Values and Vision: Creating a Culture of Integrity – *created and developed new course for Georgetown University's Executive Masters in Leadership Program*

Executive   *International Masters Program in Health Leadership, Faculty of Management, McGill University*
- Personal Change Management
- Mastering Employee Relations
- How We Communicate: Getting the Results You Want

Doctoral Seminars
- The Use and Abuse of Power – *created and developed new seminar at McGill University*
- Behavioral Science

STUDENT SUPERVISION AND COMMITTEES

Dissertation Committees
- Saturnin Ndandala, School of Education, McGill University (2014-2016)
- Fatou Farima Bagayogo, Desautels Faculty of Management, McGill University (external reviewer, 2014)
- Michael Slade, School of Education, George Washington University (2010)
- Rhonda Jones, School of Education, George Washington University (2009)

Supervision and Paper Committees
- Anna-Maria Broomes, Desautels Faculty of Management, McGill University (supervisor, 2019-present)
- Sara Mahabadi, Desautels Faculty of Management, McGill University (comprehensive exam committee, 2019)
- Pegah Sajadi, HEC University, (comprehensive exam committee, 2019)
- Young Ho Song, Desautels Faculty of Management, McGill University (co-supervising, 2012-2018)
- Sung-Chul Noh, Desautels Faculty of Management, McGill University Paper Committee (2013)

SERVICE

Service to McGill University

Desautels Faculty of Management
- Chair, Grading Policy Committee (2018-2019)
- Chair, Undergraduate Program Committee (2018-2020)
- Chair, Student Scholarships and Awards Committee (2018-2020)
- Facilitator of Diversity panel, Alumni weekend (2018)
- Area Coordinator – Organizational Behavior (2017-2018)
- Departmental Tenure Committee (substitute - Summer, 2018)
- Merit Committee (2017-2018)
- Marcel Desautels Institute for Integrated Management working group (2012-2015)

- Chair, PhD sub-committee for OB area (2014-2015)
- PhD Program committee (2014-2015)
- Panelist, "Diversity and Gender in the Workplace" session hosted by OB/HR Student Network (Fall, 2014)
- Speaker, McGill Management International Case Competition, Negotiations Workshop (Fall, 2014)
- Coordinator of Jazz and Leadership session for the Entertainment Management Conference (2014)
- Marcel Desautels Institute for Integrated Management healthcare faculty recruitment committee (2013-2014)
- Research Council (2010-2014)
- Business and Management Research Center (BMRC) Committee Member (2011-2014)
- Represented the OB area at the PhD Program information session, Fall, 2014
- Created and hosted OB area session with doctoral students on, "Success in doctoral life", sponsored by the BMRC, Spring, 2012
- Represented the OB area at the "CEGEP Pizza Night" hosted by the BCOM office (2011)
- Represented the OB area at "Meet Your Professor" event hosted by the BCOM office (2010-2011)

McGill University at Large
- "Understanding Microaggression and the Role of the Ombudsperson" presentation given to various McGill leadership groups (ongoing)
- Homecoming Guest Speaker, 2020
- Founding Member, Dr. Kenneth Melville McGill University Black Faculty Caucus (2020)
- Joint Board Senate Committee on Equity, Ad Hoc Working Group on Systemic Bias, member, (2014-2017); Interim Chair (2015-2016)
- Interdisciplinary Network on Discrimination and Inclusion (founding member, 2013-present)
- Pro-dean for oral dissertation defense at the Schulich School of Music (Fall 2014)
- Guest lecturer. "Last Chance" lecture for graduating students sponsored by Alumni Relations (Spring, 2014)
- Developer of workshop on teamwork and leadership. Model United Nations, Fall, 2013.
- Internal SSHRC Committee Member (Winter, 2011)

Service to the Profession
- Visiting Associate Editor, *Organizational Behavior and Human decision Processes* (2018-2020)
- Editorial Board Member, (ongoing)
  - *Organization Science*
- Discussant for symposium, "An Interdisciplinary Path for Intersectional Research" at the 2019 Academy of Management meeting, Boston, MA.
- Discussant for symposium, "Feeling and Appearing Authentic: New Insights on Their Social Outcomes and Conceptual Clarity" at the 2019 Academy of Management meeting, Boston, MA.
  - Ad-hoc reviewer (ongoing)

- *Academy of Management Journal*
- *Organizational Psychology Review*
- *Psychological Reports*
- *The Netherlands Organisation for Scientific Research (NWO)*

- Chair (with I. Williamson), Religiosity and Religious Expression: Outcomes Among Christians, Muslims And Ultra Orthodox Jews Symposium. Academy of Management Conference, Vancouver, BC (2015).
- Session coordinator/faculty presenter for the PhD Project Management Doctoral Association Conference (2003-2014)
- Chair, paper session on Gender at the Academy of Management Conference, Orlando, FL (2013)
- Discussant for a Montreal Inter-University Writing Group's paper session (2011)
- Discussant for a paper session on Leadership at the Academy of Management Conference, Montreal, QC (2010)
- Discussant for the Organizational Behavior Conference, Wharton School, University of Pennsylvania (2006)
- Chair (with L. M. Roberts), "Generating actionable knowledge: Using a social identity lens to integrate our theories and practice" Professional Development Workshop. Academy of Management Meeting: New Orleans, LA, August 2004.
- Chair (with L. M. Roberts), How do individuals manage the diversity they bring to work? Developing and employing cross-cultural competence in diverse organizations. Academy of Management Meeting: New Orleans, LA, August 2004.

Service to Other Organizational Entities

- Guest panelist, "Mental Health among Black Tech Employees" for Blacks in Tech professional organization, May, 2019
- Workshop leader, "Organizational Change, Vision and Mission" for the Presbyterian Pastors Conference, Punta Cana, DR
- Guest speaker, "Authentic Leadership", McGill University's Women Alumni group, New York, February, 2019
- Guest speaker, "Authenticity and Leadership" for Trafalgar School's "Smart Parenting in the City Series", Montreal, Spring, 2018
- Panelist for "Leadership Encounter" session at the Jeanne Sauve Foundation, Montreal, Fall, 2017
- Guest speaker on "Leadership in the Fashion Industry", Hillel Montreal, Spring, 2015.
- Guest speaker on "Career and life success" at the Concordia Caribbean Student Union's Talent Show, Fall, 2014.

BUSINESS EXPERIENCE

THE HEWLIN GROUP, US & Canada, 2013-Present
Consultant in leadership, organizational and individual change, authentic communication and diversity

CITIBANK, NA, New York, NY, 1993-1998
Vice President and Branch Manager

MEDIA RECOGNITION

Published, featured or quoted in the *Globe and Mail, Huffington Post, Getting Smart, Les Echos, CBC News Network, Diverse Issues in Higher Education, Arizona Republic, Black Enterprise, BET News, The McGill Bull and Bear, Des Moines Register, Detroit Free Press, Indianapolis Star,* and *Investment Executive.*