

# CELIA MOORE

Professor of Organisational Behaviour and Leadership

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## Academic Positions

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Director, Centre for Responsible Leadership, Imperial College Business School	2020-
Professor, Imperial College Business School, London, UK	2019-
Associate Professor (with tenure), Bocconi University, Milan, Italy	2016-2019
Residential Fellow, Edmond J. Safra Center for Ethics, Harvard University	2011-2012
Visiting Scholar, Organizational Behavior Group, Harvard Business School	2011
Assistant Professor, London Business School, UK	2007-2016
Lecturer, Rotman School of Management, University of Toronto	2005-2007

## Education

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Ph.D.	Rotman School of Management, University of Toronto	2008
	Dissertation: <i>Moral Disengagement in Processes of Organizational Corruption</i>	
	Hugh Gunz (chair), J. Mark Weber & Jennifer Berdahl, Ann E. Tenbrunsel (external)	
M.P.A.	Columbia University, New York, USA; Labour Concentration	1999
B.A. (Hons.)	McGill University, Montreal, Canada; Philosophy	1995

## Publications

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- Pozner, J-E., Mohliver, A. C. & Moore, C. (2023). The certification effect of new legislation: CEO accountability for misconduct after Sarbanes-Oxley. *Research in the Sociology of Organizations*, 85, 11-33.
- Palanski, M., Newman, A., Leroy, H., Moore, C., Hannah, S., & Den Hartog, D. (2021). Quantitative research on leadership and business ethics: Examining the state of the field and an agenda for future research. *Journal of Business Ethics*, 168, 109-119.
- DeCremer, D. D., & Moore, C. (2020). Towards a better understanding of behavioral ethics in the workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 369-393.
- Moore, C., Mayer, D. M., Chiang, F., Crossley, C.D., <sup>†</sup>Karlesky, M. J., & Birtch, T.T.A. (2019). Leaders matter morally: The role of ethical leadership in shaping moral cognition and misconduct. *Journal of Applied Psychology*, 104(1), 123-145.
- Oç, B., Bashshur, M., & Moore, C. (2019). Head above the parapet: How minority subordinates influence group outcomes and the consequences they face for doing so. *Journal of Applied Psychology*, 104(7), 929-945.

- †Wakeman, S.W., Moore, C., & Gino, F. (2019). A counterfeit competence: After threat, cheating boosts one's self-image. *Journal of Experimental Social Psychology, 82*, 253-265.
- Pozner, J-E., Mohliver, A. C. & Moore, C. (2019). Shine a light: How firm responses to announcing earnings restatements changed after Sarbanes-Oxley. *Journal of Business Ethics, 160*(2), 427-443.
- \*Oç, B., \*Moore, C., & Bashshur, M. R. (2018). When the tables are turned: The effects of the 2016 U.S. Presidential election on in-group favoritism and out-group hostility. *PLOS ONE, 13*(5), e0197848.
- Moore, C., †Lee, S., †Kim, K., & Cable, D. (2017). The advantage of being oneself: The role of self-verification in successful job search. *Journal of Applied Psychology, 102*(11), 1493-1513.
- †Stuart, H. C., & Moore, C. (2017). Shady characters: The implications of illicit organizational roles for resilient team performance. *Academy of Management Journal, 60*(5), 1963-1985.
- Moore, C. (2016). Always the hero to ourselves: The role of self-deception in unethical behavior. In J.-W. van Prooijen & P. A. M. Van Lange (Eds.), *Cheating, corruption, and concealment* (pp. 98-119). Cambridge, UK: Cambridge University Press.
- †Derfler-Rozin, R., Moore, C., & Staats, B. (2016). Reducing rule breaking through task variety: How task design supports deliberative thinking. *Organization Science, 27*, 1361-1379.
- Palmer, D., & Moore, C. (2016). Social networks and organizational wrongdoing in context. In D. Palmer, R. Greenwood, & K. Smith-Crowe (Eds.), *Organizational wrongdoing* (pp. 203-234). Cambridge, UK: Cambridge University Press.
- \*Moore, C., & \*Pierce, L. (2016). Reactance to transgressors: Why authorities deliver harsher penalties when the social context elicits expectations of leniency. *Frontiers in Psychology, 7*(550), 1-17.
- Moore, C. (2015). Moral disengagement. *Current Opinion in Psychology, 6*, 199-204.
- Moore, C., & Gino F. (2015) Approach, ability, aftermath: A psychological process model to understand unethical behavior at work. *Academy of Management Annals, 9*, 235-289.
- †Oç, B., Bashshur, M., & Moore, C. (2015). Speaking truth to power: The effect of candid feedback on how individuals with power allocate resources. *Journal of Applied Psychology, 100*, 450-463.
- Moore, C. (2015). Review of *Obstacles to ethical decision-making: Mental models, Milgram and the problem of obedience*, by P. H. Werhane, L. P. Hartman, C. Archer, E. E. Englehardt, & M. S. Pritchard, Cambridge University Press, 2013. In *Business Ethics Quarterly, 25*(1).
- Moore, C., & Tenbrunsel, A. E. (2014). Just think about it? Cognitive complexity and moral choice. *Organizational Behavior and Human Decision Processes, 123*, 138-149.
- Weber, J. M. & Moore, C. (2014). Squires: Key followers and the social facilitation of charismatic leadership. *Organizational Psychology Review, 4*, 199-227.
- Moore, C., & Gino, F. (2013). Ethically adrift: How others pull our moral compass from True North, and how we can fix it. *Research in Organizational Behavior, 33*, 53-77.
- †Ruedy, N., Moore, C., Gino, F., & Schweitzer, M. (2013). Cheater's high? The unexpected affective benefits of unethical behavior. *Journal of Personality and Social Psychology, 105*, 531-548.
- Moore, C., Detert, J. R., Treviño, L. K., Baker, V. L., & Mayer, D. M. (2012). Why employees do bad things: Moral disengagement and unethical organizational behavior. *Personnel Psychology, 65*, 1-48.
- \*Finalist for best paper in *Personnel Psychology, 2012*

\*Scale reprinted in: Lewicki, R. Barry, B., & Saunders, D. (2014). *Negotiation: Readings, Exercises, and Cases* (7<sup>th</sup> ed.). New York: McGraw-Hill.

Moore, C. (2009). Psychological perspectives on corruption. In D. De Cremer, (ed.), *Psychological Perspectives on Ethical Behavior and Decision Making* (pp. 35-71). Charlotte, NC: Information Age Publishing.

Moore, C. (2008). Moral disengagement in processes of organizational corruption. *Journal of Business Ethics*, 80(1), 129-139.

Moore, C., Gunz, H.P., & Hall, D.T. (2007). Tracing the roots of career theory. In H. Gunz & M. Peiperl (Eds.), *Handbook of Career Studies* (pp. 13-38). Thousand Oaks, CA: Sage.

Tharenou, P., Saks, A., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, 17(3), 251-273.

Moore, C., Gunz, H.P., & Hall, D.T. (2006). History of career studies. In J. Greenhaus & G. Callanan (Eds.), *Encyclopedia of Career Development* (Vol. 1, pp. 346-352). Thousand Oaks, CA: Sage.

Berdahl, J., & Moore, C. (2006). Workplace harassment: Double jeopardy for minority women. *Journal of Applied Psychology*, 91, 426-436.

Meyers, R., Berdahl, J., Brashers, D., Considine, J., Kelly, J., Moore, C., Peterson, J., & Spoor, J. (2005). Feminist perspectives on small groups. In M. Poole & A. Hollingshead (Eds.), *Theories of small groups: Interdisciplinary perspectives* (pp. 241-276). Thousand Oaks, CA: Sage.

Latham, G., Almost, J., Mann, S., & Moore, C. (2005). New developments in performance management. *Organizational Dynamics*, 33(1), 77-87.

†a Ph.D. student or post-doc when the project began; \*equal contributions

**Google Scholar** (as of May 23, 2022): **Citations:** 5001; **H-Index:** 21; **i10-Index:** 28

## **Work in Progress**

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### **Requested Revisions**

†Liu, H., Chambers, C., & Moore, C. Fifty years of research on leader communication: A review and guide for future research. 2<sup>nd</sup> revision requested at *Leadership Quarterly*.

### **Under Review**

†Wakeman, S.W., Yang, P., & Moore, C. Supervisors' (bounded) preference for rule breakers.

### **Working Papers**

†Andor, A., Moore, C., & Oettl, A. The collateral beneficiaries of academic fraud.

He, J., Jachimowicz, J., & Moore, C. Why mediocre men fail up: Perceptions of passion boost the status and potential of average-performing men, but not women.

Mohliver, A. C., & Moore, C. When a finger in the dike floods the plains: Closing loopholes can increase subversion of the law.

Moore, C., Oç, B., Shehu, E., & De Cremer, D. Reading leaders: The role of literary fiction in leadership effectiveness.

Moore, C., & †Wakeman, S.W. Dangerous expectations: Breaking rules to achieve expected levels of performance.

### **Research in Progress**

Moore, C., & Shi, Y. Easily led astray: Subtle changes in how leaders motivate subordinates can increase morally compromised behavior.

Moore, C., Gao, M., Schitteck, J., Coombs, K., & Franceschini, C. Calling the boss on bad ideas: Antecedents to successful dissent in team meetings.

Moore, C., Morrison, E.W., & Coombs, K. Vessels for voice: An organizational field experiment.

Moore, C. & Oç, B. Do snakes get ahead? The role of moral disengagement in organizational advancement.

Moore, C., O'Neill, O., & Gao, M. The experience and outcomes of moral distress at work.

Moore, C. Disobedience to authority: Individuals' resistance to illegitimate demands from those in power.

### **Awards and Honors**

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Finalist, Best Paper, Strategic Management Society	2020
Finalist, Best Paper, Sustainability, Ethics, and Entrepreneurship (SEE) Conference	2016
Finalist, Best OMT Empirical Paper on Environmental and Social Practice	2015
Finalist, Best Paper in 2012, <i>Personnel Psychology</i>	2014
AOM Showcase Symposium, " <i>Studying Ethical Behavior in the Field</i> "	2012
Winner, Organization Science Dissertation Proposal Competition	2006
Finalist, "Excellence in Ethics" Dissertation Proposal Competition, Notre Dame	2006

### **Presentations**

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#### **Refereed Conference/Symposia Presentations (Last Seven Years Only)**

He, J., & Moore, C. (2022, August). Why mediocre men fail up: Perceptions of passion boost the status and potential of average-performing men more than women. Paper presented at the symposium "*Pitfalls and Inequalities Complicating the Pursuit of Passion*" at the Annual Academy of Management Meeting, Seattle, WA.

Mohliver, A. C., & Moore, C. (2022, August). When a finger in the dike floods the plains: Closing loopholes can increase subversion of the law. Paper presented at the symposium "*Perceptions of Group Morality: Detractors and Distortions*" at the Annual Academy of Management Meeting, Seattle, WA.

Mohliver, A. C., & Moore, C. (2021, June 22). *When a finger in the dike floods the plains: Closing loopholes can increase subversion of the law*. Paper presented at the Virtual 13th Annual ARCS (Alliance for Research on Corporate Sustainability) Research Conference.

- Mohiliver, A.C., & Moore, C. (2020, July 7). *What happens when we close loopholes: A diffusion perspective on widespread misconduct*. Paper presented at the Virtual 40<sup>th</sup> Strategic Management Society Conference.
- Wakeman, S.W., Yang, P., & Moore, C. (2020, April 17-18) *Rewarding deviants: Balancing commitment and liability in the selection of rule breakers*. Paper presented at Virtual Stockholm School of Economics, Sports and Business Workshop, Stockholm School of Economics.
- Moore, C., & Oc, B. (2019, August 11-13). Do snakes get ahead? The role of moral disengagement in career advancement. Paper presented at the symposium "*Consequences of Unethical Behavior at Work*" at the Annual Academy of Management Meeting, Boston, MA.
- Wakeman, S. W., Yang, P., & Moore, C. (2019, July 4-6). *Rewarding deviants: Unethical behavior as a signal of one's communal value*. Paper presented at the 35th EGOS Colloquium, Edinburgh, U.K.
- Mohiliver, A. C., Pozner, J-E., & Moore, C. (2018, September 17-19). The usual suspect: Using CEO replacement to substitute for legislative certification after misconduct. Paper presented at the Strategic Management Society Conference, Paris, France.
- Andor, A., & Moore, C. (2018, August 12-14). *The costs and benefits of collaborating with a fraudster*. Paper presented at the Academy of Management, Chicago, IL.  
\*Published in the Academy of Management Proceedings
- Wakeman, S. W. & Moore, C. (2018, August 12-14). *Rewarding deviants: Unethical behavior as a signal of one's communal value*. Paper presented at the Academy of Management, Chicago, IL.  
\*Published in the Academy of Management Proceedings
- Mohiliver, A. C., Pozner, J-E., & Moore, C. (2017, December 17-19). The usual suspect: Using CEO replacement to substitute for legislative certification after misconduct. Paper presented at the Israel Strategy Conference, Haifa, Israel.
- Noval, L., Wakeman, S. W. & Moore, C. (2017, August 7). Ego beware: Cheating increases with ego-involvement in tasks. Paper presented at the symposium "*Cheating in the Workplace: New Directions in Theory and Research*" at the Annual Academy of Management Meeting, Atlanta, GA.
- Moore, C. (2017, August 8). The morally problematic consequences of performance pressure. Paper presented at the symposium "*New Perspectives on Moral Agents in the Workplace*" at the Annual Academy of Management Meeting, Atlanta, GA.
- Oç, B., Bashshur, M., & Moore, C. (2017, August 8). *Head above the parapet: The influence of minority subordinates on group outcomes*. Paper presented at the Annual Academy of Management Meeting, Atlanta, GA.
- Wakeman, S. W. & Moore, C. (2017, July 21-22). *Good citizens: Unethical behavior as a signal of one's communal value*. Paper presented at InGroup, St. Louis, MO.
- Moore, C., Cohen Mohliver, A., Pozner, J-E., & Stuart, C. (2016, July 8). *Repeat offenders: How the consequences of firm misconduct abate across incidents*. Paper presented at EGOS, stream on Scandals and Organization Studies, Naples, Italy.
- Moore, C., Cohen Mohliver, A., Pozner, J-E., & Stuart, C. (2016, June 24). *Repeat offenders: How the consequences of firm misconduct abate across incidents*. Paper presented at the Society for the

Advancement of Socio-Economics, stream on Market Morals, Taboo Categories and Redefined Legitimacy, Berkeley, CA.

Moore, C., Cohen Mohliver, A., Pozner, J-E., & Stuart, C. (2016, May 17). *Repeat offenders: How the consequences of firm misconduct abate across incidents*. Paper presented at the Sustainability, Ethics, and Entrepreneurship Conference, Denver, CO.

### **Conferences/Symposia/Professional Development Workshops (Last Seven Years Only)**

Distinguished Speaker. (2022, August). *Crafting an Academic Career*. Presentation at the Organizational Behavior Doctoral Consortium at the Annual Academy of Management Meeting, Seattle, WA.

Invited Pecha Kucha Presenter. (2022, August). *Ethical Decision Making*. Presentation at the The Sixth Annual Behavioral Ethics Pecha Kucha Springboard at the Annual Academy of Management Meeting, Seattle, WA.

Co-organizer (with Holmes, O.) (2021, August). Two-Day Virtual Professional Development Workshop, Organizational Behavior Doctoral Consortium, at the Annual Academy of Management Meeting (virtual).

Co-organizer (with Phillips, N.) (2021, April). *Leading responsibly in a world moving through crisis*. Sixth annual, one day flagship conference of the Imperial College Business School.

Co-organizer (with Leavitt, K.) (2020, August). *Organizational Behavior Doctoral Consortium*. Two-Day Virtual Professional Development Workshop, Annual Academy of Management Meeting.

Invited participant. (2019, August). *Acing the job talk: Tips from experts and recent grads*. Professional Development Workshop, Annual Academy of Management Meeting, Boston, MA.

Co-organizer (with DeCelles, K., & Andor, A.) and discussant (2019, August). *Ethics at the fringe: Using novel methods & data to answer imperative questions in behavioral ethics*. Symposium, Annual Academy of Management Meeting, Boston, MA.

Invited participant. (2018, August). *And yet she persisted: Tools for succeeding as a woman academic*. Professional Development Workshop, Annual Academy of Management Meeting, Chicago, IL.

Invited participant. (2018, August). *Organizational Behavior Doctoral Consortium*. Professional Development Workshop, Annual Academy of Management Meeting, Chicago, IL.

Invited discussant. (2018, August). *Behavioral Ethics Research: A Second Annual Pecha Kucha Springboard and Networking Session* (invited). Professional Development Workshop, Annual Academy of Management Meeting, Chicago, IL.

Invited participant. (2017, August 5). *Organizational Behavior Doctoral Consortium*. Professional Development Workshop, Annual Academy of Management Meeting, Atlanta, GA.

Invited speaker. (2017, August 5). *Behavioral Ethics Research: A Second Annual Pecha Kucha Springboard and Networking Session* (invited). Professional Development Workshop, Annual Academy of Management Meeting, Atlanta, GA.

Invited Panelist (2016, August 6). *The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty* (Invited panelist). Professional Development Workshop, Annual Academy of Management Meeting, Anaheim, CA.

## Invited Academic Talks

- 2022: Keynote, European Association of Work and Organizational Psychology (EAWOP)  
University of Navarra
- 2021: Centre for Corporate Reputation, Said Business School, Oxford University
- 2020: University of Rotterdam  
Mendoza School of Business, University of Notre Dame (cancelled due to COVID)  
University of Arkansas, Behavioral Ethics Workshop (postponed due to COVID)
- 2019: University of Groningen  
INSEAD  
Duke University, New Directions in Leadership Research Conference  
W.P. Carey School of Business, Arizona State University, Micro Meets Macro Conference  
Olin School of Business, Washington University in St. Louis
- 2018: University of Pisa  
University of Basel  
Michael J. Foster School of Business, University of Washington  
Sauder School of Business, University of British Columbia  
University College London  
Imperial College London
- 2017: University of Zurich  
HEC Paris, Society and Organizations Research Day
- 2016: London School of Economics  
Johnson School of Management, Cornell University  
University of Southampton, UK
- 2015: Darden School of Business, University of Virginia  
John F. Kennedy School of Government, Harvard University  
Questrom School of Business, Boston University  
University of Illinois at Urbana-Champaign  
Smeal College of Business, Penn State University  
Bocconi University, Milan, Italy  
European School of Management and Technology (ESMT)  
Desautels Faculty of Management, McGill University
- 2014: Robert H. Smith School of Business, University of Maryland  
Ross School of Business, University of Michigan  
Centre for Leadership, Ethics, and Diversity (LEAD), University of Sussex  
Ben Gurion University of the Negev, Israel

2012: Aston University, Birmingham, UK  
Imperial College, London, UK

2011: Harvard Business School  
David Eccles School of Business, University of Utah

2007: Harvard Business School  
McGill University, Canada  
Ryerson University, Canada

2006: Queen's University, Canada  
London Business School, UK  
Brock University, Canada

## Teaching

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### Classes Taught

Imperial College, London, UK

- *Organizational Behavior*, MBA Core, 2017, 2019-
- *Leadership*, Health Policy Core, 2020-
- *Leadership*, MBA Elective, 2019-
- *Negotiations*, MBA Elective, 2020-
- *Ethics*, MBA Core, 2020-

Bocconi University, Milan, Italy

- *Managing People in Organizations*, MBA, 2019
- *Leadership and Power*, Master's level elective, 2016-2018
- *Collaborative Competencies*, Master's level core course, 2016-2019
- *Seminar in Organizational Behavior*, Ph.D. course, 2016-2019
- *Ethics in Organizations*, D.B.A. course, 2019

London Business School, London, UK

- *Corporate Social Responsibility*, EMBA level core course, 2008, 2010-2016
- *Ethics and Corporate Social Responsibility*, MBA level core course, 2007-2011
- *Business, Government and Society*, MBA level core course, 2012-present
- *Managing Innovation and Change*, EMBA International Assignment (India), 2008-2009, 2012-2013
- *Stakeholder Engagement*, EMBA International Assignment (South Africa), 2015-2016
- *Seminar in Ethics*, Ph.D. course, 2007

University of Toronto

- *Human Resource Management (MGT460)*, Upper level undergraduate course, 2006
- *Organizational Behaviour (MGT262)*, Introductory undergraduate course, 2005



## **Executive Education – Program Design and Delivery**

Imperial College Business School

*Shaping Your Leadership*, two-day module for senior executives

Bocconi University

*Women's Leadership Program*, three-day module for emerging women leaders

London Business School

*The Good Business*, three-module consortium program on the role of morality in capitalism

International Anti-Corruption Academy (Vienna)

*The Psychology of Corruption*, two-day program on the psychological underpinnings of corruption

Institute of Chartered Accountants in England and Wales [ICAEW] (London)

*Integrity in Finance*, two-day program on leading teams to resist unethical behaviour

National Health Service (UK)

*Ethical Mentoring*, one-day program on becoming a moral role model within one's organization

Brookings Institution (Washington, DC)

*Ethics in Action: Leading with Integrity*, 2-day program on values-based leadership

## **Executive Education – Ad Hoc Teaching**

Imperial College Business School: Empowering Leadership Program, Altair, Panasonic, and several others

Bocconi University: Senior Leadership Program, Frankfurt School of Management, Value Creation in Luxury Markets

London Business School: *Proteus*, custom programs for Nestlé, Rabobank, and Kuwait Oil

Harvard Business School (Boston), Accenture (Oxford), Prudential (Singapore), Digital Realty (Chicago) and several others.

## **PhD Supervision**

### *Primary Supervision*

Julianne Schitteck (Ph.D., Organisational Behaviour, expected 2025). Imperial College Business School. Chair.

Huai-Ching (Evita) Liu (Ph.D., Organizational Behavior, expected 2022). Bocconi University. Chair.

Agnes Andor (Ph.D., Management, 2019). Bocconi University. Chair. Placement: Post Doc, Mendoza College of Business, University of Notre Dame.

Chiara Trombini (Ph.D., Management, 2019). Bocconi University. Co-chair with Hannah Riley Bowles, Kennedy School of Government, Harvard University. Placement: Post Doc, INSEAD.

S. Wiley Wakeman (Ph.D., Organisational Behaviour, 2018). London Business School. Chair. Placement: Stockholm School of Economics.

### External Supervision

- Krithiga Sankaran (Ph.D., Organizational Behavior, 2022). David Eccles School of Business, University of Utah. External member.
- Anu Bharadwaj (Ph.D., Business Psychology, 2021). University of Western Australia, Perth, Australia. External examiner.
- Maitane Elorriaga Rubio (Ph.D., Strategy, 2018). Copenhagen Business School. External Examiner.

### Teaching Materials Developed

*Faculty lead on the team that won the bid for a £240 grant from The Pears Foundation to develop cases on social responsibility. Cases are all available at The Case Centre ([www.thecasecentre.org](http://www.thecasecentre.org)).*

- Wakeman, S. W., & Moore, C. (2014). Kweku Adoboli at UBS. *London Business School*. Ref. no. 714-004-1.
- Wakeman, S. W., & Moore, C. (2014). Kweku Adoboli at UBS: Teaching note. *London Business School*. Ref. no. 714-004-8.
- Moore, C., & Nguyen, Q. (2012). Military contracting in a war zone (A): Rohit. *London Business School*. Ref. no. 712-039-1.
- Moore, C., & Nguyen, Q. (2012). Military contracting in a war zone (A): Bill. *London Business School*. Ref. no. 712-040-1.
- Moore, C., & Nguyen, Q. (2012). Military contracting in a war zone. Teaching note. *London Business School*. Ref. no. 712-039-8.
- Sucher, S., & Moore, C. (2012). Chris and Alison Weston. Teaching note. *Harvard Business School*, Prod. # 613018.
- Sucher, S., & Moore, C. (2011). Chris and Alison Weston (A), (B) & (C). *Harvard Business School*, Prod. # 612019, 612020, 612021.
- Sucher, S., & Moore, C. (2011). A note on moral disengagement. *Harvard Business School*, N9-612-043. Prod. #: 612043.
- Moore, C., Fischer, L., & McCarthy, M. (2010). Innocent drinks: Maintaining socially responsible values during growth (A) & (B). *London Business School*. Ref. no. 712-037-1, 712-038-1.
- Moore, C., Fischer, L., & McCarthy, M. (2010). Innocent drinks: Teaching note. *London Business School*. Ref. no. 712-037-8.
- Moore, C., Fischer, L., & McCarthy, M. (2010). Innocent drinks: Maintaining socially responsible values during growth. Supplementary Video. *London Business School*. Ref. no. 712-037-3.

### External Visibility

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#### Boards and Advisory Roles

[American College Maguire Center for Ethics in Financial Services](#), Philadelphia PA. Member of the Advisory Board, 2021-

*The Centre promotes ethical behavior by offering research and programs that go beyond the rules of market conduct to help individuals and companies be more sensitive to ethical issues and think more critically about solutions for the benefit of society.*

[Financial Services Culture Board](#) [formerly Banking Standards Board], London UK. Member of the Assessment Steering Committee, 2016-2019; Advisor to the Behavioural Insights Unit, 2018-

*The FSCB is an independently led body that promotes high standards of behaviour and competence across the UK banking industry.*

[Ethics & Compliance Initiative](#), Washington DC. Academic Fellow, 2016-

*The ECI is a non-profit organization that empowers its members across the globe to operate their businesses at the highest levels of integrity.*

[Ethical Systems](#), New York University, New York. Collaborator, 2016-

*Ethical Systems is a group of academics and practitioners who work on improving ethical cultures and behaviors within organizations through research.*

Parliamentary Commission on Banking, London UK. Consultation, November, 2012

*The Commission was appointed by both Houses of Parliament to report on professional standards and culture of the UK banking sector, and to recommend legislation and other action.*

### **Invited External Presentations (Last Five Years Only)**

*Creating and Assessing Corporate Culture at the Employee Level*

- NYU Law School Program on Compliance and Enforcement Conference (March 25, 2022)

*Ethical Leadership*

- Forum on Ethical Leadership in Financial Services (January 15-16, 2022)

*Leadership Challenges in Scaleups*

- Scale Factor at Scale Space (June 25, 2021)

*Creating a Challenge Culture in Audit Firms*

- Financial Reporting Council (June 23, 2021)

*Leading by Example: How Others Copy What We Communicate Through Our Actions and Words*

- European Court of Auditors (April 12, 2021)

*Leading responsibly in a digital world*

- Citi's Digital Money Symposium (March 8, 2021)

*How Crisis Brings Out The Best and Worst in Us*

- CfL Centre for Leadership, Copenhagen, Denmark (October 2, 2020)

*Persistent misconduct – Beyond traditional approaches*

- Federal Reserve Bank of New York, 5<sup>th</sup> Annual Culture Conference (June 4, 2019)

*Whistleblowing as protected speech*

- Ethics By Design Conference, Ethical Systems, NYU (March 15, 2019)

*Measuring up: Using formal & informal systems to make a difference*

- Government Operational Research Service, London, UK. (October 23, 2018)
- New York University School of Law Program on Corporate Compliance and Enforcement, New York, NY. (October 12, 2018)
- IMPACT 2018: Ethics and Compliance Initiative's Annual Conference, Baltimore, MD (May 2, 2018)

*How the Banking Standards Board assesses 'fuzzy' human behaviour and culture concepts at banks (with Qamar Zaman)*

- Operational Research Society, Annual Analytics Summit, London, UK (June 12, 2018)

*Organizational obstacles to ethical decision making*

- Annual Compliance Conference at Nationwide Building Society, Swindon, UK (September 19, 2018)
- U.K. leadership team, Zurich Insurance, London, UK (April 24, 2018)
- Banking Standards Board, London, UK (January 23, 2018)
- European Business Ethics Forum, London, UK (February 3, 2017)

*Ethical customer engagement*

- Board of Directors, Zurich Insurance, London, UK (September 18, 2018)

*Transforming culture in financial services*

- Financial Conduct Authority, London, UK (March 19, 2018)

*Behavioral ethics and moral disengagement*

- Ethics and Compliance Initiative Fellows Meeting, Arlington, VA (January 20, 2017)

### **Selected Media Mentions**

*New York Times, Financial Times (UK), the Economist, the Wall Street Journal, the Telegraph (UK), the Washington Post, Forbes, Business Week, Psychology Today, TIME Magazine, Monocle, Fast Company, HR Magazine, as well as on CNN, Huffington Post, HBR.com, and Slate.Com.*

### **Selected Radio Interviews**

BBC World Service, BBC, Canadian Broadcasting Company (National Radio), and Sirius XM.

### **Research Reports and Policy Papers**

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Latham, G., Almost, J., Mann, S., & Moore, C. (2003). *The Science and Practice of Performance Appraisal: Recommendations for the Canadian Forces*. Submitted at the request of the Ministry of National Defense.

Moore, C., & Spinks, N. (2002). *Report on Working Parents with Gravely Ill Children, Part III: Extraordinary Care—The Voice of Canadian Parents*. Submitted at the request of Human Resources Development Canada & the Canadian Alliance for Children's Healthcare.

Moore, C. (2001). *Report on Working Parents with Gravely Ill Children, Part II*. Submitted at the request of Human Resources Development Canada.

Catalyst. (1999). *Catalyst Census of Women Corporate Officers of Canada*. New York: Catalyst. (1998). *Catalyst Census of Women Board Directors of Canada*. New York: Catalyst.

## **Professional Activities**

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### **Academy of Management**

Representative-at-Large, OB Division, 2019-2022

Member of the Ethics Adjudication Committee, 2018-2022

Best Paper in Organizational Behavior Award Committee, 2014, 2019

William H. Newman Award Committee for Best Paper Based on a Dissertation, 2018

### **Editorial Activities**

Associate Editor: *Academy of Management Annals* (2022-2025)

Editorial Boards: *Personnel Psychology* (2019-), *Organizational Psychology Review* (2020-)

Ad Hoc Reviewing for Management Journals: *Organization Science*, *Academy of Management Journal*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Strategic Management Journal*, *Management Science*, *Personnel Psychology*, *Journal of Business Ethics*, *Business Ethics Quarterly*, *Organization and Environment*

Ad Hoc Reviewing for Psychology Journals: *Journal of Personality and Social Psychology*, *Journal of Experimental Social Psychology*, *Frontiers in Psychology*, *Basic and Applied Social Psychology*, *Cognition*, *Journal of Cross-Cultural Psychology*, *Journal of Economic Psychology*

Book Publishers: *Routledge*, *Cambridge University Press*

### **Reviewer**

*Organization Science* Dissertation Proposal Competition (2006-), Academy of Management Annual Conference (OB 2005-, OB Division Outstanding Reviewer Award, 2007, SIM 2005, Conflict Management 2005-, Careers, 2005-2007)

### **Judge**

Society for Business Ethics' Best Dissertation Award Committee, 2016-2020

Outstanding Case Teacher Award, The Case Center, 2015-2016

Excellence in Ethics Dissertation Competition, University of Notre Dame, 2013, 2014

## **Individual Grants**

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AIC Institute for Corporate Citizenship Research Grant (\$3,600)	2007
Social Sciences & Humanities Research Council Doctoral Fellowship (\$20,000)	2005-2006
Ontario Graduate Scholarship (\$15,000, declined)	2005-2006
University of Toronto Open Doctoral Fellowship (\$23,000 annually)	2002-2007

## **Professional Experience**

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**Work-Life Harmony**, Toronto ON, Principal 2000-2002

Principal in a boutique HR consulting firm; advised public and private sector clients on how to create more supportive work environments, including the Canadian government (HRDC) to expand national employment insurance to cover employees with gravely ill family.

**Catalyst Inc.**, New York NY, Senior Associate 1996-2000

Principal investigator for the *Catalyst Census of Women Corporate Officers and Top Earners in Canada* (1999), and the *Catalyst Census of Women Board Directors of Canada* (1998); managed major consulting contracts for two large Canadian organizations (telecommunications and banking); opened Catalyst's first satellite office, in Toronto.

**Ms. Magazine**, New York NY, Editorial Offices 1995

Worked with the international editor and in the research department.