RYAN FEHR

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ACADEMIC APPOINTMENTS

- Professor, Foster School of Business, University of Washington, 2022-present
  - –Michael G. Foster Professor, 2024-present
  - –Michael G. Foster Fellow, 2022-2024
- Associate Professor, Foster School of Business, University of Washington, 2017-2022
- Assistant Professor, Foster School of Business, University of Washington, 2011-2017
- Instructor and Post-Doctoral Fellow, University of Maryland, College Park, 2010-2011

EDUCATION

- Ph.D., University of Maryland, Organizational Psychology, 2010
- M.A., University of Maryland, Organizational Psychology, 2007
- B.A., The College of New Jersey, Organizational Psychology, 2005

RESEARCH INTERESTS

- Building better relationships
- Positive organizational scholarship
- Ethics and morality
- Leadership

PUBLICATIONS

Book

- Fehr, R. 2027. *It's Okay to Leave Early: A Guide to Connection Without Burnout.* Simon & Schuster|Simon Element.

Journal Articles

- Welsh, D. T., Fehr, R., Ho, G. C. C., & Barnes, C. M. (in press). Getting to the root causes: An integrative framework for understanding and mitigating unethical workplace behavior. *Academy of Management Perspectives*.
- Fehr, R., Heng, Y. T., & Fulmer, A. 2026. The psychology of gratitude: Implications for organizations. *Annual Review of Organizational Psychology and Organizational Behavior, 13.*
- Fehr, R., Heng, Y. T., Wang, Y., & Guo, Y. 2025. They don't deserve your thanks! Witness reactions to leader-directed expressions of gratitude. *Journal of Applied Psychology, 110*: 197-219.
- Chiang, J. T., Liu, H., Fehr, R., Wang, Z., & Huang, Q. 2023. Leaders and the punishment of misconduct: Examining the roles of leader moral identity and cognitive load. *Journal of Applied Psychology, 109:* 1022-1038.
- Heng, Y. T. & Fehr, R. 2022. When you try your best to help but don't succeed: How self-compassionate reflection influences reactions to interpersonal helping failures. *Organizational Behavior and Human Decision Processes, 171.*
- Yam, K. C., Goh, E.-Y., Fehr, R., Lee, R., Soh, H., & Gray, K. 2022. When your boss is a robot: Workers are more spiteful to robot supervisors that seem more human. *Journal of Experimental Social Psychology, 102:* 1-12.
- Meng, X., Wei, H., Fehr, R., & Zhao, S. 2022. Feeling anxious and abusing low performers: A multilevel model of high performance work systems and abusive supervision. *Journal of Organizational Behavior, 43:* 91-111.
- Wee, E. & Fehr, R. 2021. Compassion during difficult times: Team compassion behavior, suffering, supervisory dependence, and employee voice during COVID-19. *Journal of Applied Psychology, 106:* 1805-1820.

- Fehr, R., Gupta, A., & Guarana, C. 2021. Rewarding morality: How corporate social responsibility shapes top management team compensation votes. *Organizational Behavior and Human Decision Processes, 167:* 170-188.
- Fehr, R., Fulmer, C. A., & Keng-Highberger, F. T. 2020. How do employees react to leaders' unethical behavior? The role of moral disengagement. *Personnel Psychology, 73:* 73-93.
- Lemay, E., Ryan, J., Fehr, R., & Gelfand, M. J. 2020. Validation of negativity: Drawbacks of interpersonal responsiveness during conflicts with outsiders. *Journal of Personality and Social Psychology, 119:* 104-135.
- Fehr, R., Welsh, D., Yam, K. C., Baer, M., Wei, W., & Vaulont, M. 2019. The role of moral decoupling in the causes and consequences of unethical pro-organizational behavior. *Organizational Behavior and Human Decision Processes, 153:* 27-40.
- Watkins, T., Fehr, R., & He, W. 2019. Whatever it takes: Leaders' perceptions of abusive supervision instrumentality. *Leadership Quarterly, 30:* 260-272.
- Yam, K. C., Fehr, R., Burch, T., Zhang, Y. & Gray, K. 2019. Would I really make a difference? Moral typecasting theory and its implications for helping ethical leaders. *Journal of Business Ethics, 160:* 675-692.
- Fehr, R., Yam, K. C., He, W., Chiang, J. T., & Wei, W. 2017. Polluted work: A self-control perspective on air pollution appraisals, organizational citizenship, and counterproductive work behavior. *Organizational Behavior and Human Decision Processes, 143*: 98-110.
- Fehr, R., Fulmer, C. A., Awtrey, E. C., & Miller, J. A. 2017. The grateful workplace: A multilevel model of gratitude in organizations. *Academy of Management Review, 42*: 361-381.
  –Selected as a 2017 AMR best paper award finalist
- Liu, H., Chiang, J. T., Fehr, R., Xu, M., & Wang, S. 2017. How do leaders react when treated unfairly? Leader narcissism and self-interested behavior in response to unfair treatment. *Journal of Applied Psychology, 102*: 1590-1599.
- He, W., Fehr, R., & Yam, K. C., & Long, L. R. 2017. Interactional justice, leader-member exchange, and employee performance: Examining the moderating role of justice differentiation. *Journal of Organizational Behavior¸ 38*: 537-557.
- Kim, P. H., Mislin, A., Tuncel, E., Fehr, R., Cheshin, A., & van Kleef, G. A. 2017. Power as an emotional liability: Implications for perceived authenticity and trust after a transgression. *Journal of Experimental Psychology: General, 146*: 1379-1401.
- Yam, K. C., Fehr, R., Keng-Highberger, F. T, Klotz, A., & Reynolds, S. 2016. Out of control: A self-control perspective on the link between surface acting and abusive supervision. *Journal of Applied Psychology, 101:* 292-301.
- Fehr, R., Yam, K. C., & Dang, C. T. 2015. Moralized leadership: The construction and consequences of ethical leader perceptions. *Academy of Management Review, 40*: 182-209.
  –Selected as a 2021 AMR best paper for managerial practice award finalist
- Zheng, M., Fehr, R., Tai, K., Narayanan, J., & Gelfand, M. J. 2015. The unburdening effects of forgiveness: Effects on slant perception and jumping heights. *Social Psychological and Personality Science, 6*: 431-438.
- De Bolle et al. 2015. The emergence of sex differences in personality traits in early adolescence: A cross-sectional, cross-cultural study. *Journal of Personality and Social Psychology,* 108: 171-185.
- Yam, K. C., Fehr, R., & Barnes, C. 2014. Morning employees are perceived as better employees: Employees' start times influence supervisor performance ratings. *Journal of Applied Psychology,* 99: 1288-1299.
  –Selected as best student paper, AOM HR Division
- Fehr, R., & Gelfand, M. J. 2012. The forgiving organization: A multilevel model of forgiveness at work. *Academy of Management Review,* 37: 664-688.
  –Selected as best paper for new directions in the study of conflict, AOM CM Division
- Fehr, R., Gelfand, M. J., & Nag, M. 2010. The road to forgiveness: A meta-analytic synthesis of its situational and dispositional correlates. *Psychological Bulletin,* 136: 894-914.

- Fehr, R., & Gelfand, M. J. 2010. When apologies work: How matching apology components to victims' self-construals facilitates forgiveness. *Organizational Behavior and Human Decision Processes,* 113: 37-50.
  –Selected as best paper for new directions in the study of conflict, AOM CM Division
- Gelfand, M. J., Leslie, L., & Fehr, R. 2008. To prosper, organizational psychology should... adopt a global perspective. *Journal of Organizational Behavior*, 29: 493-517.

Book Chapters and Commentaries

- Fehr, R., & Gelfand, M. J. 2019. Organizational forgiveness. In E. L. Worthington & N. G. Wade (Eds.), *Handbook of Forgiveness.* New York: Routledge.
- Fehr, R. 2012. Creativity in retirement. In M. Wang, (Ed.), *The Oxford Handbook of Retirement* (pp. 588-602). New York: Oxford Press.
- Fehr, R. 2012. Is retirement always stressful? The potential impact of creativity. *American Psychologist,* 67: 76-77.
- Fehr, R. 2009. Why innovation demands aren't as conflicted as they seem: Stochasticism and the creative process. *Industrial and Organizational Psychology: Perspectives on Science and Practice,* 2: 344-348.
- Gelfand, M. J., Imai, L., & Fehr, R. 2008. Thinking intelligently about cultural intelligence: The road ahead. In S. Ang & L. Van Dyne (Eds.), *Handbook of Cultural Intelligence: Theory, Measurement, and Application* (pp. 375-387). Armonk, NY: M.E. Sharpe.

CONFERENCE PRESENTATIONS

- Ethics PDW. Participant. AOM 2026
- Solitude at work. Paper presentation. AOM 2026
- Gratitude expression. Paper presentation. AOM 2026
- Writing trade books PDW. Organizer. AOM 2026
- Ethics PDW. Participant. AOM 2025
- Compassion and mistreatment. Paper presentation. Positive Organizational Scholarship conference. 2025
- Solitude at work. Paper presentation. EGOS 2025
- Compassion and mistreatment. Paper presentation. AOM 2025
- Team gratitude expression. Symposium presentation. AOM 2024
- Ethics PDW. Participant. AOM 2024
- Received gratitude disparities. Positive Organizational Scholarship conference 2022
- The impact of self-compassion on compassion. Positive Organizational Scholarship conference 2022
- Managing stress in the early career phase PDW. Session chair. AOM 2019
- Ethics and gratitude PDW. Panelist. AOM 2019
- New perspectives on compassion symposium. Session chair. AOM 2019
- Gratitude in the workplace symposium. Discussant. AOM 2019
- Gratitude field intervention. Presentation. Positive Organizational Scholarship conference 2019.
- What about me? The impact of differentiated gratitude expressions in teams. Symposium presentation. AOM 2018.
- Gratitude at multiple levels of the organization. Session chair. AOM 2018
- What counts as moral? An examination of moralization's role in ethics research. PDW presentation. AOM 2018.
- Moralization in the workplace. Session chair. AOM 2018.
  –Selected as a showcase symposium
- The moralization of work. Symposium presentation. AOM 2018
- Think positive (emotions)! Understanding awe, home, and compassion in organizations. Session chair. AOM 2018.
- Moralization in the workplace. Presentation. Behavioral ethics conference 2018.
- Do shareholders reward morality? An examination of corporate social responsibility and say-on-pay. Paper presentation. AOM 2017
  –Selected for the AOM best paper proceedings
  –Finalist for the MOC division's best paper award
- Whatever it takes: Leader beliefs of abusive supervision instrumentality. Paper presentation. AOM 2017
  –Selected for the AOM best paper proceedings

- The role of moral decoupling in the causes and consequences of unethical pro-organizational behavior. Symposium presentation. AOM 2017
  –Selected as a showcase symposium
- Conflict management doctoral consortium panelist. AOM 2017
- Ethics and positive organizational scholarship. Presenter. Professional Development Workshop. AOM 2016
- Forgiveness and social undermining. Symposium presentation. AOM 2016
- Stakeholder relationships and attitudes. Session chair. Western AOM 2016
- Polluted work: A self-control perspective on air pollution. Paper presentation. AOM 2015
  –Selected for the AOM best paper proceedings
- A self-control perspective on the link between surface acting and abusive supervision. Paper presentation. AOM 2015
- Power as an emotional liability: The role of perceived authenticity for trust after a violation. Paper presentation. AOM 2015
- The grateful workplace: A multilevel model of forgiveness at work. Paper presentation. POS, 2015
- Morning employees are better: Employees' start times influence supervisor performance ratings. Paper presentation. AOM 2014
  –Selected as best student paper, HR Division
  –Selected for the AOM best paper proceedings
- Losing out when you would benefit the most: Apology effectiveness and personal gain. Symposium presentation. AOM 2014
- Moralized leadership: The construction and consequences of ethical leader perceptions. Paper presentation. AOM 2014
- Showing compassion after conflict: Building a forgiving organization. Presentation. Stanford Conference on Compassion and Business 2013
- Losing out when you have something to gain: Potential for personal gain reduces the perceived sincerity and acceptance of apologies. Poster presentation. IACM 2013
- Aggression and ethics in organizations. Session Chair. AOM 2013
- The emotional link: Exploring how ethical leaders shape follower ethical behavior. Paper presentation. AOM 2013
  –Selected for the AOM best paper proceedings
- More than just a "thing": The development and sustainment of object moralization. Paper presentation. AOM 2013
- Forgiveness empowers victims after conflict. Symposium presentation. AOM 2012
- Forgiveness from the top: How leaders build forgiving organizations. Symposium presentation. AOM 2012
- Restorative justice: Integrating multidisciplinary perspectives on research and practice. Professional development workshop panelist. AOM 2012
- Bad behavior in the workplace: Causes and consequences. Session Chair. AOM 2011
- The forgiving organization: Building and benefiting from a culture of forgiveness. Symposium presentation. AOM 2011
  –Selected as best paper for new directions in the study of conflict, CM Division
  –Selected for the AOM best paper proceedings
- Cultural intelligence abroad: Goal attainment during international sojourns. Symposium presentation. SIOP 2011
- The road to forgiveness: A meta-analytic synthesis of its situational and dispositional correlates. Symposium presentation. IACM 2010
- On the (un)intended consequences of forgiveness: Creativity after conflict. Symposium presentation. AOM 2010
  –Selected as a showcase symposium
- Hedonic for some? Culture of honor and the affective consequences of revenge. Symposium presentation. AOM 2010
- Between cognitive structure and organizational chaos: Quo Vadis innovation research? Debate. SIOP 2010
- The road to forgiveness: A theoretical and meta-analytic review. Symposium Presentation. on Moral Responses in the Workplace: Justice, Forgiveness, and Revenge, Toronto, 2009
- But I said I was sorry! On the importance of matching apologies to victim self-construals. Symposium presentation. AOM 2009
  –Selected as best paper for new directions in the study of conflict, CM Division
  –Selected for the AOM best paper proceedings
- To forgive or not to forgive? A theoretical and meta-analytic review of the forgiveness nomological net. Symposium presentation. AOM 2009

- Climate for relational practices: An organizational imperative. Symposium presentation. SIOP 2009
- The proactive sojourner: Proactive personality, adjustment, and the role of cultural intelligence. Symposium presentation. AOM 2008
- Cross-cultural management: Individual level issues. Session Chair. AOM 2008
- The impact of cultural intelligence in multicultural social networks. Symposium presentation. SIOP 2008
- What Leaders Know and Tell: Leaders, Knowledge, and Account-Giving. Session Chair. AOM 2007
- A Deontic Justice Framework for Understanding Self-Construal and Apology Processes. Poster presentation. SIOP 2007

Invited Presentations

- UT Austin, Department of Psychology / Notre Dame, Mendoza College of Business / University of Queensland, Business School / University of Georgia, Terry College of Business / University of Virginia, Darden School of Business / George Mason University, Business School / CSU Sacramento School of Business, OBSERVE program / George Mason University, Organizational Design Program / University of Michigan, Ross School of Business / CEIBS / University of Central Florida, School of Business / University of Toronto, Rotman School of Management / University of Illinois Urbana-Champaign, ILR School / University of California, Berkeley, Greater Good Science Center / Peking University, Guanghua School of Management / Washington University in St. Louis, Olin Business School / Stanford University, Center for Compassion and Altruism Research and Education / Georgetown University, McDonough School of Business / University of Washington, Department of Psychology / Northwestern University, Kellogg School of Management / Georgia Institute of Technology, Department of Psychology / Singapore Management University, Lee Kong Chian School of Business / Portland State University, School of Business / National University of Singapore, School of Business / Nanyang Technological University, Nanyang Business School / London Business School / Department of Homeland Security START Center / George Mason University, Department of Psychology / The College of New Jersey, Department of Psychology

SELECTED RESEARCH & TEACHING AWARDS

- University of Washington Daytime MBA Professor of the Year
- AMR Best Paper with Managerial Implications award finalist
- AMR Best Paper award finalist
- Ascendant scholar award, Western Academy of Management
- University of Washington PhD Program Mentoring Award
- University of Washington Evening MBA Core Professor of the Year
- Best Paper with Student First Author (Kai Chi Yam), AOM HR Division
- Best Paper for New Directions in Conflict, AOM CM Division
- Best Dissertation, International Association for Conflict Management
- Best Paper for New Directions in Conflict, AOM CM Division
- National Science Foundation Graduate Research Fellowship
- Department of Homeland Security START Dissertation Fellowship

SELECTED MEDIA MENTIONS

- New York Times, BBC, NPR, Wall Street Journal, CBS News, Washington Post, Boston Globe, New York Magazine, Huffington Post, The Atlantic, Business Insider, Psychology Today, Real Simple Magazine, Chronicle of Higher Education

TEACHING EXPERIENCE (PhD, MBA, AND UNDERGRADUATE)

- Positive Organizational Scholarship (PhD)
- Negotiations (MBA)
- Leading High-Performing Organizations (MBA)
- Ethical Leadership and Decision-Making (MBA)
- Leading Organizational Change (Undergrad)
- Business, Government, and Society (Undergrad)
- Principles of Negotiation (Undergrad)
- Research Methods (Undergrad)

SELECTED SERVICE ACTIVITIES

- Associate Editor
  - Organizational Behavior and Human Decision Processes (2021-2024)
- Editorial Board Memberships
  - Academy of Management Review (2026-present)
  - Organizational Behavior and Human Decision Processes (2015-2021, 2024-present)
  - Journal of Applied Psychology (2015-2021, 2026-present)
- Ad Hoc Reviewer: Academy of Management Journal, Academy of Management Review, Academy of Management Perspectives, Administrative Science Quarterly, Organization Science, Personnel Psychology, Journal of Personality and Social Psychology, Journal of Experimental Social Psychology, Journal of Organizational Behavior, Social and Personality Psychological Science, Business Ethics Quarterly, National Science Foundation, Journal of Personality, British Journal of Social Psychology, Journal of Counseling Psychology, Journal of Social and Clinical Psychology, Journal of Cross-Cultural Psychology, Basic and Applied Social Psychology, Journal of Occupational Health Psychology, Human Relations
- Dissertation committees
  - Internal: Yu Tse Heng (Chair), Ekonkar Kaur (Chair), Shawn Quan, Blair Middlebrook, Ussama Khan, Stephen Lee, Trevor Watkins, Sam Yam, Fong Keng, Alex Murray, Jared Miller, Anne Fast (GSR), Laura Vianna (GSR)
  - External: Zhiyu Feng (NTU), Kathy Sun (UIC), Meng Zhong (UIC)