

CELIA MOORE

Permanent Address

Assistant Professor, Organizational Behaviour
London Business School, Regents Park
London NW1 4SE
Email: cmoore@london.edu
Direct line: +44 (0)20 7000 893

Current Address

Visiting Scholar
Harvard Business School
Soldiers Field, Boston MA 02163
Email: cmoore@hbs.edu
Direct line: +1 617 495 0619

Academic Positions

Assistant Professor, Organisational Behaviour, London Business School	2007-present
Visiting Scholar, Organizational Behavior Group, Harvard Business School	January-June 2011
Lecturer, Rotman School of Management, University of Toronto	2005-2007

Education

Ph.D.	University of Toronto, Toronto, Canada; Organizational Behaviour	2008
M.P.A.	Columbia University, New York, USA; Labour Concentration	1999
B.A. (Hons.)	McGill University, Montreal, Canada; Philosophy Major	1995

Academic Awards

Winner, Organization Science Dissertation Proposal Competition	2006
Finalist, "Excellence in Ethics" Dissertation Proposal Competition, Notre Dame	2006

Individual Grants

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

Publications

Journal Articles

- Moore, C. (2008). Moral disengagement in processes of organizational corruption. *Journal of Business Ethics*, 80(1), 129-139.
- 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.
- Berdahl, J., & Moore, C. (2006). Workplace harassment: Double jeopardy for minority women. *Journal of Applied Psychology*, 91, 426-436.

Latham, G., Almost, J., Mann, S., & Moore, C. (2005). New developments in performance management. *Organizational Dynamics*, 33(1), 77-87. *One of the top five most frequently downloaded articles published in the journal 2003-2007*

Book Chapters

- 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., 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.
- 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.
- 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.

Work in Progress

Manuscripts Under Review

- Carson, J. & Moore, C. (2011). Respectful or rude? How small differences in negative emotional expression affect individuals in teams and team viability.
- Moore, C., Detert, J. R., Treviño, L. K., Baker, V. L., & Mayer, D. M. (2010). Why employees do bad things: moral disengagement and transgressive organizational behavior. *Revision requested.*
- Moore, C., Stuart, H. C., & Pozner, J-E. (2011). Avoiding the consequences of misconduct: Becoming licensed by and insulated from stigma.
- Weber, J. M. & Moore, C. (2010). Squires: Key followers and the social facilitation of charismatic leadership.

Working Papers

- Moore, C., & Stuart, H. C. (2011). The benefits of illegitimate behavior to team performance.
- Derfler-Rozin, R., & Moore, C. (2011). Can task design promote ethical behavior? Enhancing ethicality through task variety.

Research in Progress

- Furman, J., & Moore, C. The career implications of scientific misconduct. Finalizing data collection.
- Mayer, D., Moore, C., & Folger, R. How do ethical leaders influence their followers to stay on the straight and narrow? The mediating role of follower moral disengagement. Four studies completed. Currently writing paper.
- Moore, C. & Gino, F. Ego maintenance through cheating. Two studies completed. Collecting additional data.
- Moore, C., Gino, F., Ruedy, N., & Schweitzer, M. "Duping delight": The positive affective consequences of cheating. Two studies completed. Collecting additional data.

- Moore, C. & Tenbrunsel, A. “The lady doth protest too much”: Cognitive complexity and moral choice. Three studies completed. Currently writing paper.
- Moore, C. Do the corrupt rise to power? Investigating the relationship between moral disengagement and organizational advancement. One study completed. Analyzing additional data.
- Mulder, L., Hindriks, F., & Moore, C. Bending the borders of morality: The role of moral disengagement and moral identity in ethical decision making and the escalation of unethical behavior. Study design completed.
- Oc, B., Bashshur, M., & Moore, C. The power of voice: When followers make for fairer leaders. One study completed. Collecting additional data.
- Pfarrer, M., DeCelles, K., & Moore, C. Til death do us part? Public perceptions of convicted corporations. Finalizing 10-year panel data set (U.S. Sentencing Commission Data on organizations convicted of crimes in federal court).
- Pierce, L., & Moore, C. The effects of leadership change on the unethical behavior of teams. Analyzing panel data set (Every traffic stop in a U.S. state over 10 years).
- Pozner, J-E., Stuart, H.C., & Moore, C. Reputation management following revelations of misconduct: The impact of internal and external impression management techniques. Data collected. Currently collecting additional data.

Presentations

Refereed Conference/Symposia Presentations

- Derfler-Rozin, R., & Moore, C. (2011, August). Can task design promote ethical behavior? Paper presented at the symposium “*Cognitive approaches to behavioral ethics*”, at the the Annual Academy of Management Meeting, San Antonio, TX.
- Pfarrer, M., DeCelles, K., & Moore, C. (2011, August). Til death do us part? Public perceptions of convicted corporations. Paper presented at the symposium “*Organizational Misconduct: Who Cheats More and How Do They Respond When Discovered?*” at the the Annual Academy of Management Meeting, San Antonio, TX.
- Pozner, J-E., Stuart, H.C., & Moore, C. (2011, August). Reputation management following revelations of misconduct: The impact of internal and external impression management techniques. Paper presented at the symposium “*Organizational Misconduct: Who Cheats More and How Do They Respond When Discovered?*” at the the Annual Academy of Management Meeting, San Antonio, TX.
- Moore, C., Stuart, H. C., & Pozner, J-E. (2010, August 10). *Avoiding the consequences of misconduct: Becoming licensed by and insulated from stigma*. Paper presented at the Annual Academy of Management Meeting, Montreal, QC.
- Mayer, D. M., Moore, C., & Folger, R. (2010, August 10). Why are followers of ethical leaders more ethical? The mediating role of moral disengagement. Presented at the symposium “*A behavioral ethics approach to understanding antecedents of (un)ethical behavior in organizations*”, at the Annual Academy of Management Meeting, Montreal, QC.

- Moore, C., Detert, J. R., Treviño, L. K., Baker, V. L. (2009, August 10). *Correlates and consequences of the propensity to morally disengage: Developing and validating a measure for adults*. Paper presented at the Annual Academy of Management Meeting, Chicago, IL.
- Han, K., & Moore, C. (2009, August 11). Double standards in the evaluation of ethical behavior. Presented at the symposium “*The determinants and consequences of (un)ethical judgment and behavior*”, at the Annual Academy of Management Meeting, Chicago, IL.
- Carson, J., & Moore, C. (2009, August 11). *The disappointing consequences of anger: Comparing anger and disappointment in group work situations*. Paper presented at the Annual Academy of Management Meeting, Chicago, IL.
- Moore, C. (2008, August 12). Are the corrupt more likely to rise to power in organizations? Moral disengagement and organizational advancement. Presented at the symposium “*Pushing the Boundaries: New Questions and Answers in Behavioral Ethics Research*”, at the Annual Academy of Management Meeting, Anaheim, CA.
- Weber, J. M., Moore, C., & Aquino, K. (2007, July 9). *Beyond social motives: Evidence for the effects of moral identity, psychopathy, and the propensity to morally disengage on social dilemma behavior*. Presented at the International Conference on Social Dilemmas, Seattle WA (July 9, 2007).
- Moore, C., & Gunz, H. P. (2005, August 9). Tracing the historical roots of career theory. Paper presented at the Annual Academy of Management Meeting, Honolulu HI.
- Weber, J. M., Moore, C., & Martin, R. (2005, August 8). Loyal squires: How their psychological and operational effects make charismatic leadership possible. Paper presented at the Annual Academy of Management Meeting, Honolulu HI.
Also presented at INSEAD, Fontainebleau, France (June 15, 2005).
- Saks, A., & Moore C. (2005, May 30). Research on training and organization-level outcomes. Paper presented at the Annual Conference of the Administrative Sciences Association of Canada, Toronto ON.
- Berdahl, J., & Moore, C. (2004, April 3). Workplace harassment: Double jeopardy for minority women? Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Chicago IL.
- Latham, G., Almost, J., Mann, S., & Moore, C. (2003, June 13). The science and practice of performance appraisal. Paper presented at the Annual Conference of the Canadian Psychological Association, Hamilton ON.
- Moore, C. (2000, July 8). Women on corporate boards and in officer positions in Canada. Paper presented at the Annual Conference of the Administrative Sciences Association of Canada, Montreal QC.

Invited Conference Presentations

- Moore, C., Mayer, D. M., Folger, R., & Greenbaum, R. (2010, November 26). *How do ethical leaders influence their followers to stay on the straight and narrow? The mediating role of follower moral disengagement*. Paper presented at the conference “*Leading with Integrity: On the Psychology of Ethical Leadership*”, Erasmus Centre of Behavioural Ethics (RSM) and the Leadership Competence Centre (TiasNimbas), Tilburg, Netherlands.

- Moore, C., Stuart, H. C., & Pozner, J-E. (2010, November 12). *Avoiding the consequences of misconduct: Becoming licensed by and insulated from stigma*. Paper presented at the 16th Annual Wharton Junior Faculty Organizational Behavior Conference, Philadelphia, PA.
- Moore, C., & Tenbrunsel, A. (2010, February 19). *Three studies on framing, moral reasoning, and ethical decision making*. Research presented at the Behavioral Ethics Workshop at the University of Central Florida, Orlando.
- Moore, C. (2008, April 14). *Psychological perspectives on corruption*. Paper presented at the Centre for Justice and Social Decision Making conference on Behavioural Ethics, TiasNimbas Business School, Tilburg, Netherlands.
- Moore, C. (2008, February 29). *Moral disengagement and organizational advancement*. Research presented at the Behavioral Ethics Workshop at the University of Central Florida, Orlando.
Also presented at the London Business School/INSEAD Organizational Behavior Conference (October 13, 2007).

Invited Talks

- 2006: Queen's University, London Business School, Brock University
 2007: Harvard Business School, McGill University, Ryerson University
 2011: Harvard Business School

Symposia/Professional Development Workshops Organized

- Moore, C., & Gino, F. (2011, August). *Cognitive approaches to behavioral ethics*. Symposium organized at the Annual Academy of Management Meeting, San Antonio, TX.
- Mayer, D. M., & Moore, C. (2010, August 10). *A behavioral ethics approach to understanding antecedents of (un)ethical behavior in organizations*. Symposium organized at the Annual Academy of Management Meeting, Montreal, QC.
- Moore, C., Pozner, J-E., & Stuart, H. C. (2009, August 8). "*Working on the dark side: A manuscript development workshop for new research in organizational misconduct*", Professional Development Workshop organized at the Annual Academy of Management Meeting, Chicago, IL.

Teaching

Classes Taught

London Business School

Corporate Social Responsibility, EMBA level course, 2008, 2010

Ethics and Corporate Social Responsibility, MBA level course, 2007-2010

Seminar in Ethics, Ph.D. level course, 2007

Managing Innovation and Change, EMBA International Assignment to India, 2008-2009

University of Toronto

Human Resource Management (MGT460), Upper level undergraduate course, 2006

Organizational Behaviour (MGT262), Introductory undergraduate course, 2005

Teaching Materials Developed

Faculty lead on the team that won the bid for a £240 grant from The Pears Foundation to develop nine case studies over three years in the areas of corporate philanthropy and social responsibility.

Moore, C., Fischer, L., & McCarthy, M. (2010). Innocent drinks: Maintaining socially responsible values during growth (A).

Moore, C., Fischer, L., & McCarthy, M. (2010). Innocent drinks: Maintaining socially responsible values during growth (B).

Moore, C., Fischer, L., & McCarthy, M. (2010). Innocent drinks: Maintaining socially responsible values during growth. Teaching note.

Moore, C., & Nguyen, Q. (2011). Military contracting in a war zone (A): Rohit.

Moore, C., & Nguyen, Q. (2011). Military contracting in a war zone (A): Bill.

Moore, C., & Nguyen, Q. (2011). Military contracting in a war zone. Teaching note.

Professional Activities

Professional affiliations and memberships: Centre for Behavioral Ethics, Rotterdam, 2009-

Ad hoc reviewer: *Organization Science, Organizational Behavior and Human Decision Processes, Journal of Business Ethics, Business Ethics Quarterly, Basic and Applied Social Psychology, Cognition, Business and Society, Organization Studies, Journal of Cross Cultural Psychology*

Routledge, *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), Administrative Sciences Association of Canada Annual Conference (2004-2006)

Research Reports and Policy Papers

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 on behalf of 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 on behalf of the Canadian Alliance for Children's Healthcare.

Catalyst. (1999). *Catalyst Census of Women Corporate Officers of Canada*. New York: Catalyst. (C. Moore, principal author).

Catalyst. (1998). *Catalyst Census of Women Board Directors of Canada*. New York: Catalyst. (C. Moore, principal author).

Professional Experience

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

Coordinated the Executive Work-Life Roundtable, a national community of HR professionals; Consulted with public and private sector clients on a wide range of issues, including Human Resources Development Canada on expanding Employment Insurance provisions to support the financial and family security of parents with gravely ill children, and developing an consortium to support and open an employer-sponsored back-up childcare centre.

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 advisory services contracts for two large Canadian organizations (telecommunications and banking) to assess barriers to women's retention and advancement; explored the feasibility of international expansion, opening Catalyst's first satellite office, in Toronto, in 2000.

Ms. Magazine, New York NY, Editorial Offices 1995

Worked with the international editor and in the research department.