

**RICHARD F. MARTELL, Ph.D.**  
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## **EDUCATION**

PhD           New York University; Industrial-Organizational Psychology  
MA            New York University; General Psychology  
BA            Sonoma State University; Psychology

## **ACADEMIC APPOINTMENTS**

<b><u>Oregon State University</u></b>	
Management Instructor	2013
College of Business	
<b><u>Montana State University</u></b>	2012-2013
Visiting Professor of Management	
College of Business	
<b><u>Wilfrid Laurier University, Ontario, Canada</u></b>	2005-2008**
Professor of Management (w/tenure)	
School of Business and Economics	
Department of HRM/OB	
<b><u>Montana State University</u></b>	1997-2005
Associate Professor of Psychology (w/tenure)	
<b><u>Columbia University, Teachers College, New York, NY.</u></b>	
Associate Professor (w/tenure)	1996-1997
Assistant Professor	1992-1996
	Seat in Faculty of Graduate School of Arts and Sciences, Columbia College
	PhD sponsor in Graduate School of Arts and Sciences, Columbia College
<b><u>Rice University, Houston, TX.</u></b>	1988-1992
Assistant Professor of Psychology	

\*\*Note my five-year academic sabbatical as owner of MARTELL CONSULTING LLC, a firm dedicated to OB/HRM/DIVERSITY business management consulting.

## **TEACHING EXPERIENCES**

Human Resource Management (UG)  
Organizational Behavior (UG, MS, PHD)  
Supervisory Management Skills (UG)  
Management and Organization (UG)

Conflict Resolution and Negotiation (MA, MBA, PHD)  
Social Cognition in Organizations (MA, MS, PHD)  
Psychological Aspects of Organizations (MA, MBA, PHD)  
Industrial-Organizational Psychology (UG)  
Personal Identity & Diversity at Work (UG, MS)  
Social Psychology Seminar (UG)  
Theories of Social Psychology (PHD)  
Research Methods (UG, MS)

## **RECENT COURSE EVALUATIONS**

### **MONTANA STATE UNIVERSITY: COLLEGE OF BUSINESS**

***OVERALL INSTRUCTOR RATING:*** (1) Unacceptable – (5) Excellent

#### **Spring 2013**

##### **BMGT 335. Management & Organization**

(Core UG Course in Organization Behavior)

Section 004: 4.44/5.00

##### **BMGT 366. Supervisory Management Skills**

(Advanced UG Skills-Based Course for Developing Managerial Abilities)

Section 003: 4.14/5.00

#### **FALL 2012**

##### **BMGT 335. Management & Organization**

Section 002: 4.67/5.00

Section 006: 4.52/5.00

Section 007: 4.16/5.00

##### **BMGT 329. Human Resource Management (formerly BMGT 403)**

(Core UG Course in Human Resource Management)

Section 001: 4.73/5.00

#### **SPRING 2012**

##### **BMGT 403. Human Resource Management**

Section 003: 4.50/5.00

### **WILFRID LAURIER UNIVERSITY: COLLEGE OF BUSINESS & ECONOMICS**

***COMBINED RATING/9 dimensions:*** (1) Strongly Disagree – (7) Strongly Agree  
Strongly Negative Rating – Strongly Positive Rating

#### **FALL 2007**

##### **BU288. Organizational Behavior I.**

(Core UG Course in Organization Behavior)

Section A2: 6.08/7.00

#### **FALL 2005**

## **BU288. Organizational Behavior I**

Section B: 6.07/7.00

Section C: 6.11/7.00

### **ADDITIONAL EVIDENCE OF MY TEACHING EFFECTIVENESS**

- Twice awarded a Dean's Teaching Commendation based on student ratings of my *Organizational Behavior* courses at Wilfrid Laurier University, School of Business and Economics.
- Twice awarded Teaching Commendations while at Columbia University based on student ratings of the following two courses: *Psychological Aspects of Organizations* and *Practicum in Conflict Resolution* (co-taught).
- Twice nominated for the Montana State University Presidential Excellence in Teaching Award. The Letter of Nomination is included in these materials and the letters of support are available upon request.

### **RESEARCH INTERESTS**

#### **Organizational Stratification**

- Examining the evolutionary nature of organizational stratification
- Assessing the manner in which micro-level and macro-level forces produce organizations segregated by gender and race
- Exploring the implications of treating organizational segregation as an emergent phenomenon for research and practice

#### **Performance Management**

- Investigating the impact of cognitive biases on performance assessment ratings
- Designing training programs to enhance accuracy of performance assessments

#### **Effects of Stigma and Bias on Employment Decision-Making**

- Identifying personnel practices that are *less* likely to adversely affect stigmatized groups in the workplace

#### **Organizational Misconduct**

- Effects of culture on the ethical and legal transgressions of organizations

### **RESEARCH PUBLICATIONS**

Martell, R.F., Emrich, C., & Robison-Cox, J. (2012) From bias to exclusion: A multilevel emergent theory of gender segregation in organizations. *Research in Organizational Behavior*, 32, 137–162.

Robison-Cox, J.F., Martell, R.F., & Emrich, C. G. (2007). Simulating gender stratification.

*Journal of Artificial Societies and Social Simulation*, 10, 1-8.

- Martell, R. F., & Evans, D. (2005). Source-monitoring training: Toward reducing rater-expectancy effects in behavioral measurement. *Journal of Applied Psychology*, 90, 956-963.
- Martell, R.F., & Leavitt, K. (2002). Reducing the performance-cue bias in work behavior ratings: Can groups help? *Journal of Applied Psychology*, 87, 1032-1041.
- Martell, R.F., & DeSmet, A. (2001). A diagnostic-ratio approach to measuring beliefs about the leadership abilities of male and female managers. *Journal of Applied Psychology*, 86, 1223-1231.
- Martell, R.F., Parker, C., Emrich, C.E., & Swerdlin, M. (1998). Sex stereotyping and the executive suite: Much ado about something. *Journal of Social Behavior and Personality*, 13, 127-138.
- Martell, R.F. (1996). What mediates gender bias in work behavior ratings? *Sex Roles*, 35, 153-169.
- Martell, R.F., Lane, D.M., & Emrich, C.E. (1996). Male-Female differences: A computer simulation. *American Psychologist*, 51, 157-158.
- Martell, R.F. (1996). Sex discrimination at work. In K.M. Borman and P. Dubeck (Eds.), *Handbook of women and work*. New York: Garland Publishing.
- Martell, R.F., Guzzo, R.A., & Willis, C.E. (1995). A methodological and substantive note on the performance-cue effect in ratings of work-group behavior. *Journal of Applied Psychology*, 80, 191-195.
- Heilman, M.E., Block, C.J., & Martell, R.F. (1995). Sex stereotypes: Do they influence perceptions of managers? *Journal of Social Behavior and Personality*, 10, 237-252.
- Martell, R.F. & Borg, M. (1993). A comparison of the behavioral rating accuracy of groups and individuals. *Journal of Applied Psychology*, 78, 43-50.
- Martell, R.F., & Willis, C.E. (1993). Effects of observers' performance expectations on behavior ratings of work groups: Memory or response bias? *Organizational Behavior and Human Decision Processes*, 56, 91-109.
- Martell, R.F. (1991). Sex bias at work: The effects of attentional and memory demands on performance ratings of men and women. *Journal of Applied Social Psychology*, 21, 1939-1960.

Martell, R.F., & Guzzo, R.A. (1991). The dynamics of implicit theories of group performance: When and how do they operate? *Organizational Behavior and Human Decision Processes*, 50, 51-74.

Heilman, M.E., Block, C.J., Martell, R.F., & Simon, M.C. (1989). Has anything changed? Current characterizations of men, women, and managers. *Journal of Applied Psychology*, 74, 935-942.

Heilman, M.E., Martell, R.F., & Simon, M.S. (1988). The vagaries of sex bias: Conditions regulating the undervaluation, equivaluation, and overvaluation of female job applicants. *Organizational Behavior and Human Decisions Processes*, 41, 98-110.

Heilman, M.E., & Martell, R.F. (1986). Exposure to successful women: Antidote to sex discrimination in applicant screening decisions? *Organizational Behavior and Human Decision Processes*, 37, 376-390.

## **RESEARCH MANUSCRIPTS IN PREPARATION**

Martell, R.F., & Lamb, A. Statistical evidence of adverse impact is not less probative in age discrimination cases: Separating fact from fiction using computational modeling (Status: Study completed; Submission to *Journal of Applied Psychology*).

Martell, R.F., & Moody, A. A meta-analytic review of the performance-cue bias: Toward improving the accuracy of performance assessment. (Status: Coding and statistical analyses completed; Submission to *Journal of Management*).

## **RESEARCH IN PROGRESS**

Martell, R.F. Testing a multi-level emergent theory of gender-based stratification using computational modeling.

Martell, R.F. An integrative review of organizational misconduct: What we know, what we don't.

Martell, R.F. The adverse effects of involuntary unemployment and criminal background checks on the recruitment and hiring of African Americans.

## **FUNDED RESEARCH GRANTS**

National Science Foundation: **Principal Investigator**. Gender Bias and Organizational Mobility. \$86,820.

National Science Foundation, Office of Experimental Program to Stimulate Competitive Research (EPSCoR) program: **Principal Investigator**. Simulating the Effects of Gender Bias on Organizational Mobility, Status Attainment and Segregation. \$22,588.

Office for Research and Creative Activities, Montana State University. Scholarship and Creativity Grant: **Principal Investigator**. Sensitive dependence in the workplace: Can a little gender bias cause the glass ceiling in organizations? \$5,000.

Office for Research and Creative Activities, Montana State University. Scholarship and Creativity Grant: **Principal Investigator**. Effects of human resource management practices on small firm financial performance. \$11,000.

Office of International Education, Montana State University. **Principal Investigator**. Work attitudes, values and motivation of Georgian students and managers—Implications for a newly developing market economy. \$3,000.

EPSCoR funds to attend National Science Foundation Social, Behavioral and Economic Sciences Conference on Funding Opportunities. Rapid City, SD. \$850.00

## **RESEARCH GRANT PROPOSAL (in-progress)**

**Testing a multilevel emergent theory of organizational stratification using computational modeling.** By integrating research on emergence and signaling theory, the proposed research will explore the manner in which micro-level and macro-level factors conspire, oftentimes unwittingly, to produce a level of gender stratification that no one had predicted nor desired. Using agent-based modeling, my interest is in (1) identifying promotion models that produce greater (vs. lesser) gender segregation based on differences in their path-dependency and the role of employment history (e.g., strict tournament model vs. contest model), (2) assessing the effects of gender differences in *early job challenge* and *visibility* (viz., physical proximity to key decision-makers) on the mobility and status attainment of managerial women. Also of interest is using managerial cost accounting to estimate the economic utility loss associated with gender bias in selection and promotion. Given the interdisciplinary nature of this research proposal, the grant will be submitted to NSF programs in *Sociology; Decision, Risk and Management Sciences; Social Psychology; and Science of Organizations*.

## **PRESENTATIONS**

Martell, R. F., Emrich, C.G., & Robison-Cox, J. (August, 2013). A multilevel emergent theory of gender segregation in organizations. In D. Sreedhari (Symposium Chair), *Subtle Gender Bias and Desegregation of Promotion Ladders: Challenges and Remedies*. Symposium Proposal for the 2013 Academy of Management Meeting, Orlando, Florida

Martell, R.F. (May 9-11, 2013). *INVITED KEYNOTE SPEAKER*. The adverse effects of implicit bias and micro-inequities in the workplace: Much ado about something. Sixth Annual Southern Utah Federal Law Symposium. Sponsored by Federal Bar Association: Utah Chapter St George, Utah.

Martell, R.F. (2012). From bias to exclusion: A multilevel emergent theory of organizational stratification. Asper School of Business. University of Manitoba, Winnipeg, Canada.

Martell, R.F. (July 2009). What social science research tells us about workplace discrimination. The Elizabeth J. Cabraser Summer Brown Bag Lecture in Public Interest Law, sponsored by the Legal Aid Society, Employment Law Center, San Francisco, CA.

Martell, R.F. (March 2009). Toward better understanding the causes of discrimination in the workplace. 2009 Metropolitan Washington Employment Lawyers Association (MWELA) Conference. Washington, DC.

Martell, R.F. (March 2006). Current social science research on stereotyping in the workplace. Title VII Conference. The Impact Fund, Oakland, CA.

Martell, R.F. (2005). Expectancy-effects in work performance assessment: Causes, consequences, and interventions. School of Business and Economics, Wilfrid Laurier University, Ontario, Canada.

Martell, R.F. (2005). What mediates the performance-cue bias in work behavior ratings? And how can it be attenuated? Department of Psychology, University of Waterloo, Ontario, Canada.

Martell, R.F. (2005). From bias to exclusion. Department of Psychology, St. Louis University, St. Louis, MO.

Martell, R. F. (April, 2003). Chair. From research to practice: Social-cognitive approaches to improving performance ratings. Symposium presented at the 2003 Society of Industrial-Organizational Psychology Annual Convention, Orlando, FL.

Martell, R.F. (2003). From bias to exclusion. Human Resources Administration Department, Fox College of Business. Temple University. Philadelphia, PA.

Martell, R. F., & Evans, D. (April, 2003). Reducing the effects of rater expectations on work behavior ratings: A source monitoring approach. Presented at the 2003 Society of Industrial-Organizational Psychology Annual Convention, Orlando, FL.

Martell, R. F. (April, 2002). Chair. Why so few women at the top? Symposium presented at the 2002 Society of Industrial-Organizational Psychology Annual Convention, Toronto, Canada.

Swaney, B., Small, J., & Martell, R.F. (2002). Understanding gender bias in work behavior ratings: A source monitoring approach. National Leadership Alliance Meeting, Atlanta, GA.

Swaney, B., Small, J., & Martell, R.F. (2002). Gender bias in work behavior ratings. Annual Society for the Advancement of Chicanos and Native Americans in Science Conference. Anaheim, CA.

Martell, R.F., & Robison-Cox, J. (April, 2002). Gender bias and organizational mobility: A computer simulation. In R.F. Martell (Chair), Symposium presented at the 2002 Society of Industrial-Organizational Psychology Annual Convention, Toronto, Canada.

Martell, R.F. (2001). Chair: Session on gender-related issues. Western Psychological Association Annual Meeting. Maui, HI

Martell, R.F., & Bobocel, R. (2000). Leader of a roundtable discussion on: Ways of conducting research on employment discrimination. Psychological and Organizational Perspectives on Discrimination in the Workplace: Research, Theory, and Practice. A Scholarly Conference (by invitation only) sponsored by Rice University. Houston, TX.

Heilman, M.E., Eagly, A., & Martell, R.F. (2000). Co-leader of a roundtable discussion on: Gender discrimination in the workplace. Psychological and Organizational Perspectives on Discrimination in the Workplace: Research, Theory, and Practice. Houston, TX.

Martell, R.F. (1999). Sensitive dependence in organizations: Invited Paper: Midwestern Psychological Association Annual Meeting, Chicago, IL.

Martell, R.F. (1998). When just a little gender bias hurts a lot. In R.F. Martell (Chair), Symposium presented at the Society for the Psychological Study of Social Issues Annual Convention, Ann Arbor, MI.

Martell, R.F. (1998). Sex stereotyping and the executive suite: Much ado about something. Society for the Psychological Study of Social Issues Annual Convention, Ann Arbor, MI.

Martell, R.F. (1997, November). Social cognition: Basic processes and applications. A series of lectures presented at Tbilisi State University, Department of Psychology, Tbilisi, Republic of Georgia.

Martell, R.F. (1997, November). Importance of early stimulation for infant psycho-social development. Tbilisi Children's Home, Tbilisi, Republic of Georgia.

Martell, R.F. (1996, March). Reducing gender bias in organizations. Department of



Management and Systems, College of Business and Economics. Washington State University, Pullman, WA.

- Martell, R.F. (1995). Sex bias in work assessments and organizational mobility. Division II: Dean's Breakfast Talk. Columbia University, NY.
- Parker, C., & Martell, R.F. (1994). The relationship between sex stereotypes and characteristics of successful executives. Academy of Management National Meeting, Dallas, TX.
- Martell, R.F., & Crawford, M.S. (1993). Motivated strategies in performance appraisal: Effects of rater accountability. Society for Industrial and Organization Psychology Annual Meeting, San Francisco, CA.
- Crawford, M.S., & Martell, R.F. (1993). The influence of accountability on order effects in preliminary selection decisions. American Psychological Association Convention, Toronto, Canada.
- Martell, R.F. (1993). Stereotyping and discrimination at work. The Council on Scholarship on Women and Gender. Columbia University, NY.
- Martell, R.F., Lane, D., & Willis, C. (1992). When a little bias hurts a lot. American Psychological Association Convention, Washington, D.C.
- Borg, M., & Martell, R.F. (1992). A comparison of the behavioral rating accuracy of groups and individuals. American Psychological Society Convention, San Diego, CA.
- Block, C.J., Heilman, M.E., & Martell, R.F. (1992). Perceptions of men and women in managerial roles: Influences of sex stereotypes. Canadian Psychological Association, Quebec City, Canada.
- Martell, R.F. (1991). An industrial-organizational psychologist's approach to investigating gender bias at work. Department of Psychology, Texas A & M University, College Station, TX.
- Martell, R.F. (1990) Pinpointing the cognitive processes that mediate sex bias in work performance ratings. American Psychological Society Convention, Dallas, TX.
- Martell, R.F. (1990). When complexity leads to bias: The effects of attentional and memory demands on performance ratings of men and women. Academy of Management Annual Meeting, San Francisco, CA.
- Willis, C.E., & Martell, R.F. (1990). Performance cue effects in behavior ratings of work groups: Memory or response bias? American Psychological Society Convention, Dallas, TX.

## **OB/HRM/DIVERSITY BUSINESS CONSULTING**

**Martell Consulting LLC, Owner.** As the owner of Martell Consulting, a nationally-recognized firm dedicated to OB/HRM/Diversity-related issues, my responsibilities included (a) assessing whether company employment policies and practices comport with professional standards, (b) outlining recommended changes to company employment policies and practices and (c) advising companies as to the quality and legal defensibility of their employment policies and practices. A key element of my work involved the study of a company's leadership and corporate culture and assessing whether the existing environment enhanced or reduced the likelihood of organizational misconduct. This requires a high level of expertise and the ability to interact effectively with managers at all levels. **Representative TitleVII and FLSA class action cases in which I consulted**

- Gutierrez, et al., v. **Johnson & Johnson**
- McReynolds v. **Merrill Lynch Pierce Fenner Smith, Inc**
- Ellis, et al., v. **Costco**
- DaSilva, et al., v. **Publicis Groupe SA**
- EEOC v. **Wal-Mart Stores**
- Amochaev, et al., v. **CitiGroup Global Markets/Smith Barney**
- Thompson, et al., v. **Northrop Grumman Ship Systems**
- Tucker, et al., (and EEOC) v. **Walgreens**
- Remien, et al., v., **EMC Corporation**
- McClain, et al., v., **Lufkin Industries**
- Carter, et al., v. **United Parcel Service of America, Inc**
- Williams, et al., v. **H&R Block**
- Wren, et al., v. **RGIS**
- Taylor, et al. v. **Turner Industries, LLC.**

### **Columbia University Advanced Program in Organizational Development and Human Resource Management.**

Core faculty consultant in the Advanced Program in Organizational Development and Human Resource Management ("ODHRM") offered by Columbia University in partnership with the University of Michigan's Ross School of Business. This involved my in-residence participation in directing a three week residential training program for senior-level executives employed by companies around the world.

### **Citicorp, N.A., Consultant.**

Talent Management; Assist in the design of assessment center.

### **Metropolitan Insurance Company, Personnel Research Department.**

Survey design and analysis.

## **PROFESSIONAL ACTIVITIES**

**Editorial Board:** Journal of Applied Psychology (1999-current).

**Ad-Hoc Reviewer:** Academy of Management Review, Group and Organizational Management, Academy of Management Journal, Journal of Organizational Behavior, Sex Roles, Journal of Applied Social Psychology, Organizational Behavior and Human Decision Processes, Journal of Occupational and Organizational Behavior.

**Invited Reviewer:** Industrial and Organizational Psychology: Perspectives on Science and Practice. *Special Volume on Stereotyping and Discrimination in the Workplace*. 12/2008, Vol. 1.

**Grant Reviewer:** Social Sciences & Humanities Research Council of Canada (SSHRC-CRSH). Federal funding agency for university-based research.

**Professional Memberships:** Academy of Management, American Psychological Society, Society for Industrial and Organizational Psychology, Society for Human Resource Management.

## RESEARCH HONORS AND AWARDS

Montana State University	Awarded funding to sponsor Native American “Leadership Alliance” students to work in my research lab.
New York University	Douglas H. Fryer Award for Outstanding Scholarship on Behavior in Organizations.
New York University	Dean’s Graduate School of Arts & Sciences Dissertation Fellowship.