

**ANDREW M. CARTON**

**The Wharton School  
University of Pennsylvania**

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Country of citizenship: United States

**Education**

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Duke University  
Ph.D., Business Administration, May 2011

Rutgers University, May 2004  
B.A. in Psychology  
B.A. in Political Science  
• Summa cum laude

**Academic Positions**

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Associate Professor of Management (with tenure) The Wharton School, University of Pennsylvania	2019 –
Assistant Professor of Management The Wharton School, University of Pennsylvania	2013 – 2019
Assistant Professor of Organisational Behaviour London Business School	2012 – 2013
Assistant Professor of Management Smeal College of Business, Pennsylvania State University	2011 – 2012

**Research Interests**

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My research is driven by the following question: **what can organizations do to unite people in spite of all that divides them?** I examine (1) how employees cope with intergroup hostility in constructive ways and (2) how leaders establish a common purpose. Recently I have begun to focus on how to overcome the role of distance in dividing people, especially temporal distance (what encourages people to care about the long-term consequences of their actions) and physical distance (what encourages people to help those who live and work far away from them).

## Publications in Refereed Journals

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\*denotes that co-author was a doctoral student when project began.

Carton, A. M. 2025. The six dimensions of strong theory. Forthcoming in *Organization Science*.

Preston, M. C.\* & Carton, A. M. 2024. Echoes from the past: The impact of racial transference on leader selection during succession. *Academy of Management Journal*, 67: 331-358.

Carton, A. M., Knowlton, K.,\* Coutifaris, C. V.,\* Kundro, T. G.,\* & Boysen, A. P.\* 2023. Painting a clear picture while seeing the big picture: When and why leaders overcome the tradeoff between concreteness and scale. *Academy of Management Journal*, 66: 43-66.

Knowlton, K.,\* Carton, A. M., & Grant, A. M. 2022. Help (un)wanted: Why the most powerful allies are the most likely to stumble — and when they fulfill their potential. *Research in Organizational Behavior*, 42: 100180.

Ren, Z.,\* Carton, A. M., Dimant, E., Schweitzer, M. E. 2022. Authoritarian leaders share conspiracy theories to attack opponents, galvanize followers, shift blame, and undermine democratic institutions. *Current Opinion in Psychology*, 46: 101388.

Carton, A. M. 2022. The science of leadership: A theoretical model and research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 61-93.

Gündemir, S.,\* Carton, A. M., Homan, A. C. 2019. The impact of organizational performance on the emergence of Asian American leaders. *Journal of Applied Psychology*, 104(1), 107-122.

Carton, A. M. & Lucas, B. J.\* 2018. How can leaders overcome the blurry vision bias? Identifying an antidote to the paradox of vision communication. *Academy of Management Journal*, 61(6), 2106-2129.

Carton, A. M. 2018. “I’m not mopping the floors, I’m putting a man on the moon”: How NASA leaders enhanced the meaningfulness of work by changing the meaning of work. *Administrative Science Quarterly*, 63(2), 323 – 369.

- Winner of ASQ Award for Scholarly Contribution

Carton, A. M. & Tewfik, B. A.\* 2016. A new look at conflict management in work groups. *Organization Science*, 27(5): 1125-1141.

- Winner of the Most Outstanding Publication of 2016 from the International Association of Conflict Management

Zapata, C. P., Carton, A. M., & Liu, J.\* 2016. When justice promotes injustice: Why minority leaders experience bias when they adhere to interpersonal justice rules. *Academy of Management Journal*, 59(4): 1150 – 1173.

Carton, A. M., Murphy, C.,\* & Clark, J. R. 2014. A (blurry) vision of the future: How leader rhetoric about ultimate goals influences performance. *Academy of Management Journal*, 57(6): 1544 – 1570.

- An earlier version of this paper won the Best Paper Award from the Managerial and Organizational Cognition Division of the Academy of Management, and was chosen for AOM Best Paper Proceedings (top 5% of papers)

Carton, A. M., & Cummings, J. N. 2013. The impact of subgroup type and subgroup configurational properties on work team performance. *Journal of Applied Psychology*, 98(5): 732 – 758.

- An earlier version of this paper was a finalist for the Best Student Paper Award from the Managerial and Organizational Cognition Division at the Academy of Management, and was chosen for AOM Best Paper Proceedings (top 6% of papers)

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(5): 1402 – 1421.

Carton, A. M., & Cummings, J. N. 2012. A theory of subgroups in work teams. *Academy of Management Review*, 37(3): 441 – 470.

- An earlier version of this paper won the Best Student Paper Award from the Managerial and Organizational Cognition Division of the Academy of Management, and was chosen for AOM Best Paper Proceedings (top 6% of papers)

Carton, A. M., & Rosette, A. S. 2011. Explaining bias against Black leaders: Integrating theory on information processing and goal-based stereotyping. *Academy of Management Journal*, 54(6): 1141 – 1158.

Sitkin, S. B., See, K. E., Miller, C. C., Lawless, M. W., & Carton, A. M. 2011. The paradox of stretch goals: Organizations in pursuit of the seemingly impossible. *Academy of Management Review*, 36(3): 544-566.

- Winner of 2011 *AMR* Best Paper Award
- Runner-up, Best Organizational Behavior Publication (Organizational Behavior Division of the Academy of Management)

Larrick, R. P., Timmerman, T. A., Carton, A. M., & Abrevaya, J. 2011. Temper, temperature, and temptation: Heat-related retaliation in baseball. *Psychological Science*, 22(4): 423-428.

- Winner of 2012 Cialdini Award for publication that best uses field settings to demonstrate the importance of social psychological phenomena (Society of Personality and Social Psychology)

Carton, A. M., & Aiello, J. R. 2009. Control and anticipation of social interruptions: Reduced stress and improved task performance. *Journal of Applied Social Psychology*, 39(1), 169-185.

## Awards and Honors

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- **Best Paper Awards**

- ASQ Award for Scholarly Contribution
- Best Paper Award (Faculty Submission), Distances in Organizations
- Most Outstanding Publication, International Association of Conflict Management
- Best Paper Award in MOC division of the Academy of Management
- Cialdini Award (publication that best uses field settings to demonstrate the importance of social psychological phenomena)
- Best Paper Award, *Academy of Management Review*
- Best Dissertation on Small Groups, American Psychological Association
- Best Student Paper Award in MOC division of Academy of Management
- Runner-up, Best OB Publication in OB division of the Academy of Management
- Finalist for Best Paper Award in MOC division of the Academy of Management
- Finalist for Best Student Paper Award in MOC division of Academy of Management (three times)
- AOM Best Paper Proceedings (seven times)

- **Teaching Awards**

- Wharton Teaching Excellence Award, 2024 (three awards)
- Wharton Teaching Excellence Award, 2023
- Wharton Teaching Excellence Award, 2022
- Wharton Teaching Excellence Award, 2021
- Wharton Teaching Excellence Award, 2020
- Wharton Teaching Award, 2019
- Wharton Excellence in Teaching Award, 2019
- Wharton Teaching Excellence Reward, 2018
- Wharton Excellence in Teaching Award, 2017
- Huntsman Teaching Award (awarded to one faculty member at Wharton), 2016

- Rapaport Undergraduate Teaching Award (awarded to one faculty member at Wharton), 2015
- **Reviewing Awards**
  - Best Reviewer Award, *Academy of Management Journal*
  - Best Reviewer Award, *Academy of Management Journal*
  - Outstanding Reviewer Award, MOC Division, Academy of Management
  - Outstanding Student Reviewer Award, MOC Division, Academy of Management

## Courses and Programs Taught

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- The Wharton School, Management Doctoral Program: *Introduction to Research Methods (required methods course)*
- The Wharton School, Management Doctoral Program: *Applied Research Methods and Data Analysis in Organizational Behavior (elective methods course)*
- The Wharton School, Daytime MBA and WEMBA programs: *Leading Effective Teams*
- The Wharton School, Undergraduate Program: *Teamwork and Interpersonal Influence*
- The Wharton School, Daytime MBA Program: *Managing the Established Enterprise*
- The Wharton School, Undergraduate Program: *Introduction to Management*
- The Wharton School, Executive Education (several modules and classes)
- London Business School, Daytime and Executive MBA Program: *Managing Change*
- Pennsylvania State University, Smeal College of Business: *Business, Ethics, and Society*
- Duke University, Masters Program at Sanford School of Public Policy: *Negotiations and Conflict Resolution*
- Duke University, Undergraduate Markets and Management Program: *Managerial Effectiveness*
- Duke Corporate Education

## Journal Editing

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- Associate Editor  
Academy of Management Journal                      2019 – 2022 (three-year fixed term)

## Reviewing

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- *Administrative Science Quarterly*
- *Academy of Management Journal*

- *Academy of Management Discoveries*
- *Academy of Management Review*
- *Journal of Applied Psychology*
- *Organizational Behavior and Human Decision Processes*
- *Strategic Management Journal*
- *Management Science*
- *Journal of Organizational Behavior*
- *Journal of International Business Studies*
- *Journal of Management Studies*
- *Organizational Psychology Review*
- *Organization Science*
- *Group & Organization Management*
- *Human Performance*
- *Human Relations*
- *International Journal of Knowledge Content Development & Technology*
- *Journal of Applied Social Psychology*
- *PNAS*
- *Public Administration Review*
- Academy of Management Conference
- INFORMS dissertation competition
- APA Small Groups Dissertation Competition

### **Service for the Academy of Management**

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- Representative-by-Appointment for MOC Division
- Co-organizer of “Presenting in the Rough” PDW
- Facilitator for “Reviewing in the Rough” and “Cognition in the Rough” PDWs
- Speaker for “The Productivity Process” PDW
- Committee for Best Article in Organizational Behavior (2017-2018)
- Committee for Best Student Paper Award, MOC Division (2015, 2018)

### **Service at Wharton and the University of Pennsylvania**

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- Wharton IT Steering Committee
- Academic Freedom and Responsibility Committee
- Middle States Reaccreditation Committee (2021 – 2023)
- Penn Prize Committee for University Graduate Teaching Awards Committee (chair)
- Wharton Behavioral Lab Board
- Tenure Project – faculty participant

- Wharton Teaching Excellence Committee
- Wharton Faculty Committee on Undergraduate Research (2014 – present)
- Co-organizer for New Directions in Leadership Conference (2016)
- Co-organizer for Annual Wharton OB Junior Faculty Conference (2013 – 2018)
- Management Seminar Committee (2016 – 2018)
- Head of Organizational Behavior R.A. Consortium (2013 – 2017)
- Doctoral Admissions Committee (2014 – 2016)
- Summer Program for Undergraduate Research / Summer Undergraduate Minority Research Program (advisor)
- Presentations and Lectures for Penn Student and Alumni Organizations
  - *WEMBA capstone keynote speaker (two times)*
  - *Huntsman Preceptorial* – presentation on ethics
  - *Knowledge@Wharton* – presentation on leader communication
  - *Medical School Professional Development Workshop* – lecture on leader communication
  - *PENNCAP / Penn Faculty Roundtable* – presentation on career selection
  - *Penn Admissions* – panelist for Penn’s effort to broaden student outreach
  - *Penn Alumni Day* – presentation on leader communication and network structure
  - Presentation on best practices in generating ideas for journalists
  - Presentation on the power of language for Wharton Entrepreneurship club
  - *Penn LGBT Alumni Leadership Retreat* – presentation on leader communication
  - *Quaker Days* – faculty presenter
  - *Successful Transition and Empowerment Program (STEP)* – panelist for initiative to help minority students transition to Penn
  - *Summer Program for Undergraduate Research* – presentation on research methods
  - *Undergraduate Division Staff Professional Development Workshop* – presentation on team effectiveness
  - *Wharton BizTalks* – two presentations on leader communication
  - *Wharton Business of Life Lecture* – presentation and on-stage interview
  - *Wharton Council Undergraduate Leadership Forum Orientation* – presentation on leader communication
  - *Wharton Council Undergraduate Leadership Forum Process Improvement* – presentation related to the effort of club presidents to improve procedural justice for student admission to Wharton clubs
  - *Wharton Europe Club* – moderated panel about working internationally
  - *Wharton Executive Education Webinar* – lecture on leader communication

- *Wharton Family Day* – presentation related to why families are an important source of meaningfulness at work
- *Wharton Fundraising Department* – presentation on how to manage change
- *Wharton Global Youth Program* – faculty presenter
- *Wharton Leadership Advisory Board* – presentation on CEO cognition
- *Wharton Women's Club* – two presentations on corporate strategy
- *Wharton Undergraduate Finance Club* – lecture on ethics in everyday life