

CRISTIANO L. GUARANA

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Academic Appointments

2017 – present **INDIANA UNIVERSITY, KELLEY SCHOOL OF BUSINESS**, Bloomington/IN
Assistant Professor, Department of Management and Entrepreneurship

2015 – 2017 **UNIVERSITY OF VIRGINIA, DARDEN SCHOOL OF BUSINESS**, Charlottesville/VA
Post-Doctoral Researcher

Education

2015 **UNIVERSITY OF WASHINGTON, FOSTER SCHOOL OF BUSINESS**, Seattle/WA
Ph.D. in Business Administration

- Dissertation title: Ambivalence: When cognitive conflicts can help individuals overcome cognitive traps
- Committee: Morela Hernandez (chair), Bruce Avolio, Terence Mitchell, and Gregory Bigley

2010 **THE OHIO STATE UNIVERSITY, FISHER COLLEGE OF BUSINESS**, Columbus/OH
Master of Labor and Human Resources

- Thesis title: The moderator effect of organizational identification on the relationship between work context and workforce engagement/burnout
- Committee: Robert Heneman (chair), David Greenberger, and Stefanie Wilk

2007 **OHIO UNIVERSITY, COLLEGE OF BUSINESS**, Athens/OH
Executive M.B.A.

2000 **INSTITUICAO TOLEDO DE ENSINO, CIENCIAS ECONOMICAS**, Brazil
B.A. in Economics

Research Interests

Attentional focus, work ambivalence, sleep, job engagement, leadership, and ethics.

Abbreviated Research Statement

My research centers on why, how, and when leaders and followers' limited attentional resources affect their decisions, relationships, and behaviors in complex organizational contexts. I investigate the role of identified ambivalence in curtailing leaders and followers' limited attentional resources helping them to process relevant situational cues and make more effective decisions. I examine the detrimental effects of sleep deprivation in leaders and followers' attentional resources. I study the influence of job engagement in narrowing leaders and followers' attentional resources to specific aspects of their jobs to the detriment of others.

Refereed Publications

Elberly, M., Bluhm, D., **Guarana, C. L.**, Avolio, B., & Hannah, S. (2017). Staying after the storm: How transformational leadership relates to follower turnover intentions in extreme contexts. *Journal of Vocational Behavior*, *102*, 72-85.

Guarana, C. L., & Barnes, C. M. (2017). Sleepy first impressions: Lack of sleep and the development of leader-follower relationships over time. *Organizational Behavior and Human Decision Processes*, *141*, 57-73.

- Selected Media coverage by Harvard Business Review, and Inc.com.

Guarana, C. L., Li, J., & Hernandez, M. (2017). Examining the effects of manager-subordinate gender match on Managerial Response to Voice. *Journal of Experimental Social Psychology*, *72*, 147-160.

- Selected Media coverage by MIT Sloan Management Review.

Cho, K., Barnes, C., & **Guarana, C. L.** (2016). The effects of sleep deprivation on third-party punishment. *Psychological Science*, *28*(2), 242-247.

- Selected media coverage by The Times (of London), The Tonic (Vice News), Bloomberg Business, Boston Globe, Quartz, Discover Magazine Blog, Harvard Business Review, ScienceDaily, NZ Herald, Psy Post, The Evolving Planet.

Guarana, C. L. & Hernandez, M. (2016). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. *Journal of Applied Psychology*. *101*(7), 103-1029.

- Selected media coverage by The British Psychological Society, and Darden Idea to Action.

Barnes, C., **Guarana, C. L.**, Nauman, S., & Kong, D. (2016). Too tired to inspire or be inspired: Sleep deprivation and charismatic leadership. *Journal of Applied Psychology*. *101*(8), 1191-1199

- Selected media coverage by The Atlantic, Huffington Post, Harvard Business Review, inc.com, Business Insider, Van Winkle's, BPS Research Digest, Entrepreneur.com

Hernandez, M. & **Guarana, C. L.** (2016). A temporal model of job engagement. *Journal of Management*. doi: 10.1177/0149206315622573

- Selected media coverage by Fortune and Darden Idea to Action.

Barnes, C. M., Dang, C., Leavitt, K., **Guarana, C. L.**, & Uhlmann, E. L. (2015). Archival data in micro-organizational research: A toolkit for moving to a broader set of topics. *Journal of Management*. doi:10.1177/0149206315604188

Guarana, C. L. & Hernandez, M. (2015). Building sense out of situational complexity: The role of ambivalence in creating functional leadership processes. *Organizational Psychology Review*. *5*, 1, 50-73.

- Selected media coverage Darden Idea to Action.

Burch, T. C., & **Guarana, C. L.** (2014). The comparative influences of transformational leadership and leader-member exchange on follower engagement. *Journal of Leadership Studies*, 8, 3, 6-25.

Best Paper Proceedings

Fehr, R., & **Guarana, C. L.** (2017). Rewarding moral TMTs: Corporate social responsibility, TMT moral character, and shareholder voting patterns. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

- Finalist for the Best Paper by the Managerial and Organizational Cognition Division

Guarana, C. L. & Hernandez, M. (2015). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

- Winner of Best Student Paper by the Managerial and Organizational Cognition Division

Bluhm, D., Elberly, M., **Guarana, C. L.**, Hannah, S. & Avolio, B. (2015). Against all odds: Job embeddedness and leadership in extreme contexts. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

- Finalist for the Best Convention Paper Award by the Human Resources Division

Manuscripts Currently Under Review

Fehr, R., Gupta, A., & **Guarana, C. L.** Rewarding moral TMTs: Corporate social responsibility, TMT moral character, and shareholder voting patterns. Under review at *Administrative Science Quarterly*.

Guarana, C. L. & Avolio, B. J. Psychological Ownership: Different Targets for Different Outcomes. Under review at *Academy of Management Review*.

Guarana, C. L., & Hernandez, M. Ethical decision making processes and identified ambivalence. Under review at *Journal of Business Ethics*.

Hernandez, M., & **Guarana, C. L.** The unintended consequences of job engagement on out-role creativity. Under review at *Journal of Applied Psychology*.

Hernandez, M., **Guarana, C. L.**, & Halgin, D. An empirical examination of the contextual antecedents and performance outcomes of stewardship behavior. Under review at *Academy of Management Journal*.

Li, J., Barnes, C. M., Yam, K., **Guarana, C. L.**, & Wang, L. Don't like it when you need it the most: Examining the effect of manager ego depletion on managerial voice endorsement. Under review at *Organizational Behavior and Human Decision Processes*.

Research in Progress

Wagner, D. T., Barnes, C., & **Guarana, C. L.** Law and error: Daylight saving time, race, and police harassment. In preparation for *Journal of Applied Psychology*.

Guarana, C. L., & Parmar, B. When ethical failure leads to ethical behavior: Examining the effects of mindset and attributions on ethical behavior. Data collection of third experimental study is underway; in preparation for *Academy of Management Journal*.

Hernandez, M., & **Guarana, C. L.** Too distant to care: The relationship between construal level and ethical behavior. Data collection of second experimental study is underway; in preparation for *Journal of Personality and Social Psychology*.

Scholarly Presentations

Fehr, R., & **Guarana, C. L.** (2017). Rewarding moral TMTs: Corporate social responsibility, TMT moral character, and shareholder voting patterns. Academy of Management Annual Meeting, Atlanta, GA.

Guarana, C. L., & Barnes, C. M. (2016). Sleepy first impressions: Lack of sleep and the development of leader-follower relationships over time. Academy of Management Annual Meeting, Anaheim, CA.

- Showcase symposium "Human Energy in Work Organizations: A Look at the Everyday".

Guarana, C. L. & Hernandez, M. (2016). The role of identified ambivalence in ethical decision-making processes. Paper to be presented at the 19th International Symposium on Ethics, Business and Society, to be held at IESE, Barcelona, Spain.

Barnes, C., **Guarana, C. L.**, Naumann, S., & Kong, D. (2016). Too tired stir the hearts of others: Sleep deprivation and charisma. Society for Industrial and Organizational Psychology, Anaheim, CA

Guarana, C. L. & Hernandez, M. (2015). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. Academy of Management Annual Meeting, Vancouver, British Columbia.

Bluhm, D., Elberly, M., **Guarana, C. L.**, Hannah, S. & Avolio, B. (2015). Against all odds: Job embeddedness and leadership in extreme contexts. Academy of Management Annual Meeting, Vancouver, British Columbia.

Barnes, C., Wagner, D. T., & **Guarana, C. L.** (2015). Law and Error: Daylight Saving Time and Police Harassment. Western Academy of Management Conference, Kauai, Hawaii.

Guarana, C. L. & Hernandez, M. (2014). Building sense out of situational complexity: Functional ambivalence and leadership processes. Academy of Management Annual Meeting, Philadelphia, PA.

Guarana, C. L., Li, J., & Hernandez, M. (2014). The effects of gender social comparison on leader's voice endorsement. Academy of Management Annual Meeting, Philadelphia, PA.

Guarana, C. L. (2013). Does your company ask employees to smile? Be careful! They may be cheating. Academy of Management Annual Meeting, Orlando, FL.

Hernandez, M. & **Guarana, C. L.** (2012). Beyond job engagement: Examining the interplay of organizational identification and fit construal. Academy of Management Annual Meeting, Boston, MA.

Guarana, C. L., Burch, T., & Hernandez, M. (2012). The competing influences of transformational leadership and LMX on follower engagement. Academy of Management Annual Meeting, Boston, MA.

Guarana, C. L. & Hernandez, M. (2011). The compensatory effect of organizational identification on workforce engagement. Academy of Management Annual Meeting, San Antonio, TX.

Teaching Material

Ethics beneath the surface. Technical note co-authored with Jared Harris & Morela Hernandez. Darden Business Publishing UVA-E-0409.

- Featured by Harvard Business Publishing

Teaching Experience

LEADERSHIP AND ORGANIZATIONAL BEHAVIOR (MGMT300), INSTRUCTOR

University of Washington, Foster School of Business

Undergraduate Program, Winter 2015

- Average Student Evaluation Rating: 4.8/5.0

LEADERSHIP DEVELOPMENT, ELECTIVE COURSE (MGMT401), INSTRUCTOR

University of Washington, Foster School of Business

Undergraduate Program, Fall 2013

- Average Student Evaluation Rating: 4.8/5.0

ORGANIZATIONAL BEHAVIOR, (MGMT500), Invited guest for Goal Setting class (one-day class)

University of Washington, Foster School of Business

MBA Program, Fall 2014

- Average Student Evaluation Rating: 4.6/5.0 (taught twice)

BUSINESS SIMULATION COURSE, On-line instructor

Fundacao Getulio Vargas, Brazil

Executive Education Program, 2007-2010

- Average Student Evaluation Rating: 4.8/5.0 (taught 15 times)

STRATEGY COURSE, On-line instructor

Fundacao Getulio Vargas, Brazil
Executive Education Program, 2005-2010

- Average Student Evaluation Rating: 4.9/5.0 (taught 9 times)

HUMAN RESOURCES, On-line instructor
Fundacao Getulio Vargas, Brazil

Executive Education Program, 2009

- Average Student Evaluation Rating: 4.9/5.0

Awards and Honors

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| 2017 | Selected for inclusion in the Academic Keys Who's Who in Business Higher Education. |
| 2016 | Outstanding Reviewer Award. Organizational Behavior (OB) Division of the Academy of Management. |
| 2015 | Outstanding Reviewer Award. Managerial and Organizational Cognition (MOC) Division of the Academy of Management. |
| 2015 | Outstanding Teaching Award. Awarded to Ph.D. students by the Dean of the Business school for their demonstration of teaching excellence. |
| 2014 | Outstanding Reviewer Award. Managerial and Organizational Cognition (MOC) Division of the Academy of Management. |
| 2013 | Outstanding Reviewer Award. Managerial and Organizational Cognition (MOC) Division of the Academy of Management. |
| 2010 | Weidler Scholar Award. The Ohio State University. Awarded to a student for their demonstration of distinguished academic performance in the Master of Labor and Human Resources Program at Fisher Business School. |
| 2010 | Beta Gamma Sigma International Honor Society The Ohio State University Chapter. |

Professional Service

Academy of Management:

Communications Manager for the Managerial and Organizational Cognition (MOC) Division of the Academy of Management (2015–present).

Chair of paper session titled "Abusive Supervision, Power, and Social Influence" at the Academy of Management (2015).

Chair of paper session titled "Leadership and leadership narrative" at the Academy of Management (2014).

Ambassador for MOC Division (2014–2015).

Volunteer for the "Adopt a member" program. Mentoring Program for new members at the

Academy of Management (2012–2015).

Ad-Hoc Reviewing:

Organizational Behavior and Human Decision Processes
Organizational Psychology Review

Indiana University:

Guest speaker for the Kelley Club Kick-Off (2017)
Organizational behavior curriculum committee member (2017)

University of Washington:

Treasurer for the Doctoral Business Students Association at University of Washington (2014–2015).

Industry Experience

1995–2008 GUARANA INSURANCE BROKERAGE COMPANY, Brazil
Partner and executive director.

- Elaborated a leadership and talent development program to increase the pool of internal candidates for promotion and career advancement;
- Nominated member of Allianz Brokerage Board by Allianz Insurance Company CEO; participated in the review of Allianz strategy, brand management initiatives, and the evaluation of core competences.

2007–2008 INDEPENDENT CONSULTANT, Brazil
Management consultant for mid-size companies.

- Responsible for developing and implementing strategies for medium size companies.
- Developed and implemented Balanced Scorecard projects (strategy communication, implementation and feedback).

Memberships

Academy of Management
American Psychological Association
Behavioral Science and Policy Association
Society for Human Resource Management

Special Skills

Fluent in English and Portuguese

References

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