

## **Ingrid Smithey Fulmer**

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College of Management  
Georgia Institute of Technology  
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### **Education**

Ph.D., Management - Organization Studies, Vanderbilt University (2003).

Master of Tax Accounting, The University of Alabama.

Bachelor of Business Administration, University of Memphis. Summa cum laude. (majors in accounting and marketing)

### **Academic Appointments - Management**

Cecil B. Day Term Assistant Professor of Business Ethics and Organizational Behavior (July 1, 2009 to present).

Assistant Professor, College of Management, Georgia Institute of Technology (2006 to present).

Assistant Professor, Eli Broad Graduate School of Management, Michigan State University (2003-2006).

Visiting Instructor, Eli Broad Graduate School of Management, Michigan State University (2002-2003).

### **Research Interests**

- I am interested in the relationships among human resource management practices, the proximal effects of those practices (e.g., employee attitudes), and organizational performance. Within this stream, I am particularly interested in compensation and reward systems, especially with regard to executive pay.

- I study the effects of individual differences (e.g., in personality, emotion, communication media preferences) on social behaviors such as interpersonal influence, teamwork, and organizational citizenship. Currently, I am also examining how individual differences in personality moderate responsiveness to performance-contingent pay.

- I have recently begun to explore the ethical dimensions of intentional, goal-directed, and sometimes deceptive management of emotions (one's own and the emotions of others) as a means of influence in and around organizations.

## **Editorial Board Appointments**

*Academy of Management Review* (2008 to present)

*Personnel Psychology* (2008 to present)

*Negotiation and Conflict Management Research* (2006 to present)

## **Publications in Refereed Journals**

Anthony Nyberg, Ingrid Smithey Fulmer, Barry Gerhart, and Mason Carpenter (in press). Agency theory revisited: CEO returns and shareholder interest alignment. *Academy of Management Journal*.

Ingrid Smithey Fulmer (2009). The elephant in the room: Labor market influences on CEO compensation. *Personnel Psychology*, 62(4), 659-696.

Ingrid Smithey Fulmer, Bruce Barry, and Adam Long (2009). Lying and smiling: Informational and emotional deception in negotiation. *Journal of Business Ethics*, 88(4), 691-709.

Remus Ilies, Ingrid Smithey Fulmer, Matthias Spitzmuller, and Michael Johnson (2009). Personality and citizenship behavior: The role of job satisfaction. *Journal of Applied Psychology*, 94, 945-959.

Ingrid Smithey Fulmer and Bruce Barry (2009). Managed hearts and wallets: Ethical issues in emotional influence by and within organizations. *Business Ethics Quarterly*, 19, 155-191.

Greg Stewart, Ingrid Smithey Fulmer, and Murray Barrick (2005). An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes. *Personnel Psychology*, 58, 343-365.

Bruce Barry and Ingrid Smithey Fulmer (2005). Methodological challenges in the study of negotiator affect. *International Negotiation*, 9, 485-502.

- Reprinted in Carnevale, P.J., & De Dreu, C.K.W. (Eds.) (2006). *Methods of negotiation research* (pp. 149-164). Leiden, The Netherlands: Martinus Nijhoff.

Ingrid Smithey Fulmer and Bruce Barry (2004). The “smart” negotiator: Cognitive ability and emotional intelligence in negotiation. *International Journal of Conflict Management*, 15, 245-272.

Bruce Barry and Ingrid Smithey Fulmer (2004). The medium and the message: The adaptive use of communication media in dyadic influence. *Academy of Management Review*, 29, 272-292.

- Selected as one of three finalists for the 2005 *Academy of Management Review* Best Paper Award.

Ingrid Smithey Fulmer, Barry Gerhart, and Kimberly Scott (2003). Are the 100 best better? An empirical investigation of the relationship between being a “Great Place to Work” and firm performance. *Personnel Psychology*, 56, 965-993.

- Summarized by E.J. Romero as “Are the great places to work also great performers?” Research brief in *Academy of Management Executive*, 18, 150-152.

### **Manuscripts Under Review and Working Papers**

Ingrid Smithey Fulmer and Wendy J. Walker. More bang for the buck?: Personality as a moderator of responsiveness to pay. Revise and resubmit at *Journal of Applied Psychology*.

Tan Chow, Ingrid Smithey Fulmer, and Beth Olson. Development of an instrument designed to measure attitudes toward workplace breastfeeding support. Under review at *Breastfeeding Medicine*.

### **Edited Book Chapters**

Barry Gerhart, Sara Rynes, and Ingrid Smithey Fulmer (2009). Pay and performance: Individuals, groups, and executives. *The Academy of Management Annals*, Volume 3. Philadelphia, PA/Colchester, Essex, UK: Academy of Management and Taylor & Francis.

Bruce Barry, Ingrid Smithey Fulmer, and Nathan Goates (2006). Bargaining with feeling: Emotionality in and around negotiation. In L. Thompson (Ed.), *Negotiation Theory and Research* (pp. 99-127), part of the *Frontiers in Social Psychology* series [A. Kruglanski and J. Forgas (Series Eds.)]. New York: Psychology Press.

Bruce Barry, Ingrid Smithey Fulmer, and Gerben Van Kleef (2004). I laughed, I cried, I settled: The role of emotion in negotiation. In M. Gelfand and J. Brett (Eds.), *The Handbook of Negotiation and Culture* (pp. 71-94). Stanford University Press.

### **Refereed Conference Proceedings**

Ingrid Smithey Fulmer, Alison E. Barber, D. Scott DeRue, and Frederick Morgeson (2006). The person and the situation: Job seeker personality in the choice and outcomes of career coaching. *Best Paper Proceedings, 65<sup>th</sup> Annual Academy of Management*, Atlanta, Georgia.

Anthony Nyberg, Barry Gerhart, and Ingrid Smithey Fulmer (2006). Performance matters: The relationship between CEO wealth creation and firm performance. *Best Paper Proceedings, 65<sup>th</sup> Annual Academy of Management*, Atlanta, Georgia.

### **Other Publications**

Ingrid Smithey Fulmer (in press). Review of G. Akerlof and R. Shiller, "Animal Spirits: How Human Psychology Drives the Economy and Why it Matters for Global Capitalism" (Princeton, NJ: Princeton University Press, 2009). *Human Resource Management*.

Ingrid Smithey Fulmer (2009). Review of C. Finn, "Troublemaker: A Personal History of School Reform Since Sputnik" (Princeton, NJ: Princeton University Press, 2008). *Human Resource Management*, 48, 843-846.

### **Research Projects in Other Stages (partial list)**

Are workers at the 100 Best bitter? Effects of executive pay on employee relations and productivity. Manuscript in preparation (with Anthony Nyberg and Barry Gerhart).

A normative and descriptive theory of social affect in organizations (working title). Manuscript in preparation (with Bruce Barry).

Emotion in corporate discourse: Do emotions affect perceptions of organizational performance and reputation? (working title). Data analysis underway (with Yuri Mishina, Nikos Dimotakis, and Kelly Schwind-Wilson).

The person and the situation: Job seeker personality in the choice and outcomes of career coaching. Working manuscript (with Alison E. Barber, D. Scott DeRue, and Frederick Morgeson).

Reciprocal and interactive effects of mentor and protégé personality on mentor and protégé outcomes. Data analysis stage (with Alison E. Barber, D. Scott DeRue, and Frederick Morgeson).

Members' perceptual accuracy and mental models of role structures in self-managed teams: A multilevel theoretical perspective. Manuscript in preparation (with Greg Stewart).

The influence of managers' attitudes on workplace climate for breastfeeding support for new mother employees. Data collection and writing stage (with Beth Olson, Sarah Hojnacki, Tan Chow, and Tracie Bolton).

### **Invited (Non-conference) Presentations**

“Aligning Pay and Benefits Systems to Support Work Design.” Paperboard Packaging Council Seminar/Workshop, September 2005.

Texas A&M University, Mays Business School. Fall 2005.

University of Connecticut School of Business, Management Department Seminar, April 2005.

Cornell University, School of Industrial and Labor Relations. November 2001.

### **Conference Presentations**

Ingrid Smithey Fulmer and Bruce Barry (2009). The management of emotion by and within organizations: Exploring the ethical frontier. Presented at International Association for Business and Society Annual Conference, Snowmass, Colorado.

Bruce Barry and Ingrid Smithey Fulmer (2008). Asymmetrical hearts and wallets: Ethical issues in emotional influence. Presented at the Conference on Asymmetry, Cognitions, and Emotions, Leiden University, The Netherlands.

## **Conference Presentations – continued**

Ingrid Smithey Fulmer (2008). The elephant in the room: Labor market influences on CEO pay design. Presented at Academy of Management Annual Meeting, Anaheim, California.

Ingrid Smithey Fulmer and Wendy J. Walker (2008). Pay and task performance: The role of individual differences. Presented at Society for Industrial and Organizational Psychology Conference, San Francisco, California.

Ingrid Smithey Fulmer (2007). External labor market influences on CEO pay design and disclosure. Presented at Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Matthias Spitzmuller, Ingrid Smithey Fulmer, Remus Ilies, and Michael Johnson (2006). Personality and citizenship behavior: The role of affect and satisfaction. Submitted as part of a symposium titled “Examinations of Mood and Extra-Role Behavior.” Presented at Academy of Management Annual Meeting, Atlanta, Georgia.

Ingrid Smithey Fulmer, Alison E. Barber, D. Scott DeRue, and Frederick Morgeson (2006). The person and the situation: Job seeker personality in the choice and outcomes of career coaching. Presented at Academy of Management Annual Meeting, Atlanta, Georgia.

- Selected as a nominee for Best Paper Award in Careers Division.

Anthony Nyberg, Barry Gerhart, and Ingrid Smithey Fulmer (2006). Performance matters: The relationship between CEO wealth creation and firm performance. Presented at Academy of Management Annual Meeting, Atlanta, Georgia.

Ingrid Smithey Fulmer and Greg Stewart (2006). Perceptual accuracy regarding leadership roles in “leaderless” teams. Submitted as part of a symposium titled “Team Leaders: Who Are They and What Do They Do?” Presented at Society for Industrial and Organizational Psychology Conference, Dallas, Texas.

Leigh Anne Liu, Ingrid Smithey Fulmer, and Bruce Barry (2004). Emotion in influence: A connectionist model. Presented at the Seventeenth Conference of the International Association for Conflict Management, Pittsburgh, Pennsylvania.

Greg Stewart, Ingrid Smithey Fulmer, and Murray Barrick (2003). Linking individual personality to team characteristics through role configuration. Submitted as part of a symposium on Collective Personality. Presented at 2003 Society for Industrial and Organizational Psychology Conference, Orlando, Florida.

Ingrid Smithey Fulmer and Bruce Barry (2002). The “smart” negotiator: Cognitive ability and emotional intelligence in negotiation. Presented at the Fifteenth Conference of the International Association for Conflict Management, Park City, Utah.

Bruce Barry and Ingrid Smithey Fulmer (2001). How influence in organizations is affected by computer-mediated communication: A theoretical framework. Presented at the Fourteenth Conference of the International Association for Conflict Management, Cergy (Paris), France.

## **Conference Presentations – continued**

Simon Tidd and Ingrid Smithey Fulmer (2001). Do methodological artifacts explain the task conflict/relationship conflict linkage? The case of negative affect as a source of measurement error. Poster at the Fourteenth Conference of the International Association for Conflict Management, Cergy (Paris), France.

Bruce Barry, Ingrid Smithey Fulmer and Adam Long (2000). Ethically marginal bargaining tactics: Sanction, efficacy, and performance. Presented in showcase symposium on *Ethics in Conflict and Negotiation* at the annual meeting of the Academy of Management, Toronto.

Ingrid Smithey Fulmer, Barry Gerhart, and Kimberly Scott (2000). Are the 100 best better? An empirical investigation of the relationship between being a “Great Place to Work” and firm performance. Presented at the annual meeting of the Academy of Management, Toronto.

Bruce Barry, Ingrid Smithey Fulmer and Adam Long (2000). Attitudes regarding the ethics of bargaining tactics as predictors of negotiation outcomes. Presented at the Thirteenth Conference of the International Association for Conflict Management, St. Louis, Missouri.

## **Grants**

Co-investigator: U.S. Department of Agriculture. Workplace climate for breastfeeding support: perception of new mother employees, and the role of company policies and manager attitudes. (Principal investigator: Beth Olson, Michigan State University Department of Food Science and Human Nutrition.) Total direct costs - \$36,092

## **Awards**

### *Professional*

“*Thank a Teacher*” certificate, Spring 2008. This is a student-nominated award sponsored by the Georgia Tech Center for the Enhancement of Teaching and Learning.

Richard J. Lewis Quality of Excellence Award, 2006, Eli Broad Graduate School of Management, Michigan State University. The Broad Coaches team was selected for its work to establish and provide support for the Broad Career Coaches Program. Lewis Quality Awards are given annually to individuals or teams within the Broad School that engage in innovative activities to further the mission of the Broad School.

### *Academic*

University Graduate Fellow, Vanderbilt University.

Graduate Council Fellow, The University of Alabama.

Cecil C. Humphreys Presidential Scholar, University of Memphis.

## **Teaching Experience - Management**

*Georgia Institute of Technology:*

Human Resource Management  
MBA Elective (to begin spring 2010)

Social and Ethical Responsibilities of Business Organizations and Managers  
Undergraduate Elective

Seminar in Organizational Behavior I  
PhD Seminar

Managing Human Resources within a Regulatory Environment  
Undergraduate Business Major Requirement

*Michigan State University:*

Compensation and Reward Systems  
Undergraduate Elective

Human Resource Compensation  
MBA Elective (Full-time MBA program)

Human Resource Management  
Weekend MBA Core

Organization Design  
Weekend MBA Core

*Vanderbilt University (as a PhD student):*

Human Resource Management  
Undergraduate Elective

## **Dissertation/Thesis/Summer Paper Committees**

Marieke C. Schilpzand (expected 2010). Ph.D., Georgia Institute of Technology. Dissertation title: "The Impact of Cognitive Diversity and Team Climate on the Similarity and Accuracy of Shared Mental Models in Teams: A Socio-Cognitive Approach."

Akshi Kakar-Gupta (2009). First summer paper, Georgia Institute of Technology. "Influence of Affect on Individual Creativity: Revisiting Theory and Proposing Moderators."

Samantha Collins (2009). First summer paper, Georgia Institute of Technology. "Organizational Attraction: A Review of the Literature and Model of the Effects of Pro-Environmental Communications on Attraction" (Reading committee chairperson.)

## **Dissertation/Thesis/Summer Paper Committees - continued**

Sarah Hojnacki (expected fall 2009). Master of Science, Michigan State University. “The Development and Piloting of an Instrument that Assesses Formal Means of Company Breastfeeding Support.”

Wendy J. Walker (2009). Ph.D., Georgia Institute of Technology. Dissertation title: “Predicting Two Types of Socialization Behavior: The Role of Age, Experience, and Context.”

Christopher Meyer (2006). Ph.D., Michigan State University. Dissertation title: “Affective Impact on Justice Perceptions.”

## **Professional Activities**

Editorial review board:

*Academy of Management Review*  
*Personnel Psychology*  
*Negotiation and Conflict Management Research*

Reviewer:

*Academy of Management Journal*  
*Administrative Science Quarterly*  
*Journal of Applied Psychology*  
*Journal of Applied Social Psychology*  
*Organizational Behavior and Human Decision Processes*

Academy of Management HR Division Executive Committee -- Representative at Large (elected position) (2009-2012)

Selection committee member for *Academy of Management Review* Best Paper of 2008 Award.

Invited content reviewer for Society of Human Resources Management (SHRM) Foundation Effective Practice Guidelines Report, *Implementing Total Reward Strategies*, published in 2007.

Conference reviewer, Academy of Management Annual Meeting (Human Resource Management Division and Business Policy and Strategy Division).

Conference reviewer, Society for Industrial and Organizational Psychology Annual Meeting.

Conference reviewer, International Association of Conflict Management Annual Meeting.

Discussant, “Influences of Board Composition,” Academy of Management Annual Meeting, Business Policy and Strategy Division, August 2008, Anaheim, California.

Paper Session Chair, “Compensation Concerns,” Academy of Management Annual meeting, Human Resource Management Division, August 2008, Anaheim, California.

## **Professional Activities – continued**

Presenter, HR Doctoral Student Consortium. Academy of Management Annual Meeting, Human Resource Management Division, August 2008, Anaheim, California, and August 2004, New Orleans, Louisiana.

Member of Mahoney Mentoring Award Committee. Academy of Management Annual Meeting, Human Resource Management Division. 2006 and 2007.

Paper Session Chair, “HRM and Firm Performance,” Human Resource Management Division, Academy of Management Annual Meeting, August 2006, Atlanta, Georgia.

Symposium Co-Chair (with Christopher M. Barnes), “Examinations of Mood and Extra-Role Behavior,” Management and Organization Cognition Division. Academy of Management Annual Meeting, August 2006, Atlanta, Georgia.

Paper Session Chair, “HR Practices, Employee Commitment, and Employee Turnover,” Human Resource Management Division, Academy of Management Annual Meeting, August 2005, Honolulu, Hawaii.

Paper Session Chair, “I Can’t Hear You: Performance Feedback,” Human Resource Management Division, Academy of Management Annual Meeting, August 2004, New Orleans, Louisiana.

Paper Session Chair, “Identity, Conflict, and Diversity: New Research From Multiple Perspectives,” Conflict Management Division, Academy of Management Annual Meeting, August 2002, Denver, Colorado.

## **College/University Service**

### *Georgia Institute of Technology*

Honors Committee (2006- present)  
PhD Program Task Force (2007-2008)  
OB Faculty Recruiting Committee co-chair (fall 2007)

### *Michigan State University*

Involved in design, implementation, and evaluation of Broad Career Coaches Program.  
Advisor to undergraduate HR majors in the MSU Honors College (2003-2005).

## **Certifications**

Certified Public Accountant (inactive)

## **Professional Affiliations**

Academy of Management  
Society for Industrial and Organizational Psychology  
Society for Business Ethics  
The International Association for Conflict Management  
Labor and Employment Relations Association  
Society for Human Resource Management  
American Institute of Certified Public Accountants

## **Other Work Experience**

1997 – 1998 Program Coordinator and Instructor (Accounting), Jefferson State Community College, Birmingham, Alabama.  
1995 - 1997 Manager, Healthcare Consulting Division. Warren, Averett, Kimbrough & Marino, P.C., Birmingham, Alabama.  
1994 - 1995 Assistant Vice-President, Corporate Tax Department. AmSouth Bank, Birmingham, Alabama.  
1990 - 1994 Manager, Tax Department. Browder & Associates, P.C., Birmingham, Alabama.  
1988 - 1990 Tax Consultant and Senior Tax Consultant. Ernst & Young, LLC, Birmingham, Alabama.

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