

## **TUNDE OGUNFOWORA, PHD**

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Haskayne School of Business  
University of Calgary  
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### **Education**

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<b>University of Calgary</b> Doctor of Philosophy, Industrial and Organizational Psychology	Sept 2006 – Nov 2009
<b>McGill University</b> Master of Arts, Psychology	Sept 2004 – May 2006
<b>University of Calgary</b> Bachelor of Science, First Class Honors, Psychology	Sept 2000 – April 2004

### **Academic Positions**

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<b>Professor</b> Organizational Behaviour and Human Resources Haskayne School of Business University of Calgary, AB, Canada	July 2024 – present
<b>Associate Professor</b> Organizational Behaviour and Human Resources Haskayne School of Business University of Calgary, AB, Canada	July 2016 – June 2024
<b>Assistant Professor</b> Human Resources and Organizational Dynamics Haskayne School of Business University of Calgary, AB, Canada	July 2013 – June 2016
<b>Assistant Professor</b> Organizational Behaviour and Human Resources Goodman School of Business, Brock University, St. Catharines, ON Canada	July 2012 – June 2013
<b>Assistant Professor</b> Organizational Behaviour and Human Resources Faculty of Business Administration, University of Regina, SK, Canada	July 2010 – June 2012

## **Administrative Position**

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### **PhD Program Director**

Haskayne School of Business  
University of Calgary, AB, Canada

July 2023 – present

## **Research Interests**

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*Behavioral Business Ethics* with specialization in the following areas:

- Morally oriented Leadership (e.g., Ethical leadership, Abusive supervision).
- Moral Cognitions at work (e.g., Moral Disengagement, Moral Courage, and Moral Ownership).
- Moral Emotions at work (e.g., Guilt, Shame, Envy, and Resentment).
- Moral Behaviors at work (e.g., Unethical behaviors, Deviance, Prosocial/Citizenship behaviors).
- Moral Leadership, Social Responsibility (CSR), and External Stakeholders (consumers, job applicants).
- Moral Character traits at work (e.g., Honesty-Humility, Moral Identity, Conscientiousness).
- Personality structure and applications to the workplace (HEXACO@work Personality Model)

## **Research Grants, Awards, and Scholarships**

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### **National Awards**

*SSHRC Insight Development Grant (\$68,539)*

April 2024 – March 2026

- Principal Applicant: Yanhong Li; Co-investigators: Addison Maerz; **Babatunde Ogunfowora**
- Title: The ebb and flow of workplace moral courage: A diary study unveiling within-person fluctuations.

*SSHRC Insight Grant (\$71,794)*

April 2023 – March 2028

- Principal Applicant: Lucas Dufour; Co-investigators: **Babatunde Ogunfowora**; Meena Andiappan
- Title: Socializing scruples: The effects of morally oriented socialization on newcomer's unethical pro-organizational behavior over time.

*SSHRC Insight Grant (173,634)*

April 2020 – March 2025

- Sole Applicant: **Babatunde Ogunfowora**; Collaborator: Piers Steel
- Title: Construct clean up time: Moral character traits and their cognitive-emotional links to moral and immoral employee behaviours at work.
- Ranked 8<sup>th</sup> of applications submitted to the Business, management, and related fields (14B) – Stream B.

*SSHRC Insight Development Grant (\$51,794)*

June 2020 – May 2022

- Principal Applicant: Meena Andiappan; Co-applicant: **Babatunde Ogunfowora**
- Title: When doing good becomes doing bad: The effects of repeated necessary evil enactment on moral disengagement.

*SSHRC Insight Grant (\$131,272)*

July 2018 – June 2022

- Principal Applicant: Joshua Bourdage; Co-applicants: **Babatunde Ogunfowora**; Nicolas Roulin.
- Title: Manipulation and Influence in the Workplace
- Ranked 7<sup>th</sup> of applications submitted to the Business, management, and related fields (14B) – Stream B.

*SSHRC Insight Development Grant (\$72,372)*

June 2014 – May 2016

- Principal Applicant: **Babatunde Ogunfowora**; Co-applicant: Meena Andiappan.
- Title: CEO ethical leadership and the recruitment process: Cultivating an ethical workforce by attracting

ethical job seekers.

- Ranked 1<sup>st</sup> of all applications (new scholars) submitted to the Business and Management; Economics; and related fields 1 (430-3A).

SSHRC Insight Development Grant (\$66,609)

June 2014 – May 2016

- Principal Applicant: Joshua Bourdage; Co-applicant: **Babatunde Ogunfowora**.
- Title: Understanding workplace impression management: The role of target characteristics.
- Ranked 4<sup>th</sup> of all applications (new scholars) submitted to the Business and Management; Economics; and related fields 4 (430-3D).

SSHRC Standard Research Grant (\$9800)

April 2011 - March

2012

- Sole applicant: **Babatunde Ogunfowora**.
- Title: An investigation of the effects of ethical leadership on the attraction of organizational insiders and outsiders.
- SSHRC 4A one-year grant.

**University and Faculty Awards**

Future Fund Professorship in Behavioral Business Ethics

April 2024 – March 2029

- Haskayne research award for publishing high-quality research in high-impact journals.

Haskayne CHAIR Fellowship (\$30,000)

2023 - 2024

- Haskayne research award for publishing high-quality research in high-impact journals.

Future Fund Fellowship (\$12,500)

2022

- Haskayne research award for publishing high-quality research in high-impact journals.

Dean's Research Scholar

2020, 2021, 2022

- Haskayne School of Business Dean's award for publication in high impact journals in the Eyes High journal list.

CCAL Leadership Research Grant (\$10,000; declined)

2019-2020

Haskayne Research Fellowship

2018-2019

- Recognition of research accomplishments during the period of July 1, 2015-June 30, 2017.

University of Calgary Eyes High Doctoral Recruitment Scholarship (\$100,000)

Sept 2017 – August 2021

- Principal Applicant: Babatunde Ogunfowora
- Institutional funding competition to support the recruitment of top doctoral students (4-year term).

HROD Research Grant (\$34,120)

Dec 2013 – Nov 2015

- Co-applicants: Ogunfowora, Babatunde; Meurs, James; Weinhardt, Justin.
- Title: Leadership, motivation, and stress
- Competitive award by the Haskayne School of Business, University of Calgary

Vice President's Research (VPR) Grant (\$5000)

Nov 2013 – May 2015

- Title: Attracting Ethical Job Applicants through CEO Ethical leadership

Recognition of Teaching Excellence

- Dean's office, Faculty of Business, University of Regina

**Publications** (\* student collaborators)

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1. **Ogunfowora, B.**, Andiappan, M., Stackhouse, M., & \*Varty, C. T. (2023). CEO ethical leadership as a unique source of substantive and rhetorical ethical signals for attracting job seekers: The moderating role of job seekers' moral identity. *Journal of Organizational Behavior*, 44(9), 1380-1399. **AJG 4.**
2. **Ogunfowora, B.**, \*Nguyen, V. Q., \*Lee, C. S., Babalola, M. T., & Ren, S. (2023). Do moral disengagers experience guilt following workplace misconduct? Consequences for emotional exhaustion and task performance. *Journal of Organizational Behavior*, 44(3), 476-494. **AJG 4.**
3. **Ogunfowora, B.**, \*Nguyen, V. Q., Steel, P., & \*Hwang, C. C. (2022). A meta-analytic investigation of the antecedents, theoretical correlates, and consequences of moral disengagement at work. *Journal of Applied Psychology*, 107(5), 746-775. **Financial Times (FT) 50, AJG 4\*.**
4. Babalola, M. T., Garcia, P., Ren, S., Ogunfowora, B., Gok, K. (2022). Stronger together: Understanding when and why group ethical voice inhibits group abusive supervision. *Journal of Organizational Behavior*, 43 (3), 386-409. **AJG 4.**
5. Ogunfowora, B., \*Maerz, A., & \*Varty, C. T. (2021). How do leaders foster morally courageous behavior in employees? Leader role modeling, moral ownership, and felt obligation. *Journal of Organizational Behavior*, 42(4), 483-503. **AJG 4.**
6. Ogunfowora, B., Weinhardt, J. M., & \*Hwang, C. C. (2021). Abusive supervision differentiation and employee outcomes: The roles of envy, resentment, and insecure group attachment. *Journal of Management*, 47(3), 623-653. **Financial Times (FT) 50, AJG 4\*.**
7. Ogunfowora, B., Stackhouse, M., \*Maerz, A., \*Varty, C., \*Hwang, C., & \*Choi, J. (2021). The impact of team moral disengagement composition on team performance: The roles of team cooperation, team interpersonal deviance, and collective extraversion. *Journal of Business and Psychology*, 36, 479-494.
8. Babalola, M. T., Bligh, M. C., Ogunfowora, B., Guo, L., & Garba, O. A. (2019). The mind is willing, but the situation constrains: Why and when leader conscientiousness relates to ethical leadership. *Journal of Business Ethics*, 155 (1), 75-89. **Financial Times (FT) 50, AJG 3.**
9. Ogunfowora, B., \*Stackhouse, M., & Oh, W. (2018). Media depictions of CEO ethics and stakeholder support of CSR initiatives: The Mediating Roles of CSR Motive Attributions and Cynicism. *Journal of Business Ethics*, 150 (2), 525-540. **Financial Times (FT) 50, AJG 3.**
10. Hershcovis, M. S., Ogunfowora, B., Reich, T. C., & Christie, A. M. (2017). Targeted workplace incivility: The roles of belongingness, embarrassment, and power. *Journal of Organizational Behavior*, 38, 1057-1075. **AJG 4.**
11. Tucker, S., Ogunfowora, B., & \*Diekrager, D. (2016). Safety in the c-suite: How chief executive officers influence organizational safety climate and employee injuries. *Journal of Applied Psychology*, 101(9), 1228-1239. **Financial Times (FT) 50, AJG 4\*.**

12. Woodley, H. J., Bourdage, J. S., Ogunfowora, B., & \*Nguyen, B. (2016). Examining Equity Sensitivity: An Investigation Using the Big Five and HEXACO Models of Personality. *Frontiers in psychology*, 6: 2000.
13. Ogunfowora, B., & Schmidt, J. (2015). A longitudinal study of the antecedents and consequences of collective personality. *Human Performance*, 28 (3), 222-243. **AJG 3.**
14. Ogunfowora, B. (2014). It's all a matter of consensus: Leader role modeling strength as a moderator of the links between ethical Leadership and employee outcomes. *Human Relations*, 67 (12), 1467-1490. **Financial Times (FT) 50, AJG 4.**
15. Ogunfowora, B. (2014). The impact of ethical leadership within the recruitment context: The roles of organizational reputation, applicant personality, and value congruence. *The Leadership Quarterly*, 25 (3), 528-543. **AJG 4.**
16. Ogunfowora, B. & Bourdage, J. (2014). Does Honesty-Humility influence evaluations of leadership emergence? The mediating role of moral disengagement. *Personality and Individual Differences*, 56, 95-99. **AJG 3.**
17. Ogunfowora, B. (2013). When the abuse is unevenly distributed: The effects of abusive supervision variability on work attitudes and behaviors. *Journal of Organizational Behavior*, 34(8), 1105-1123. **AJG 4.**
18. Ogunfowora, B., Bourdage, J., & Nguyen, B. (2013). An exploration of the dishonest side of Self-Monitoring: Links to moral disengagement and unethical business decision making. *European Journal of Personality*, 27(6), 532-544.
19. Schmidt, J., Ogunfowora, B., & Bourdage, J. (2012). No person is an island: The effects of group characteristics on individual trait expression. *Journal of Organizational Behavior*, 33(7), 925-945. **AJG 4.**
20. Ogunfowora, B., Bourdage, J., & Lee, K. (2010). Rater personality and performance dimension weighting in making overall performance judgments. *Journal of Business and Psychology*, 25(3), 465 - 476.
21. Lee, K., Ashton, M. C., Ogunfowora, B., Bourdage, J. S., & Shin, K. (2010). The personality bases of socio-political attitudes: The role of Honesty-Humility and Openness to Experience. *Journal of Research in Personality*, 44(1), 115-119.
22. Lee, K., Ashton, M. C., Pozzebon, J.A., Visser, B. A., Bourdage, J. S., & Ogunfowora, B. (2009). Similarity and assumed similarity in personality reports of well-acquainted persons. *Journal of Personality and Social Psychology*, 96(2), 460-472. **AJG 4.**
23. Ogunfowora, B., & Drapeau, M. (2008). A study on the relationship between personality traits and theoretical orientation preferences. *Counselling and Psychotherapy Research*, 8(3), 151-159.
24. Ogunfowora, B., & Drapeau, M. (2008). Comparing counselling and clinical psychology practitioners: Similarities and differences on theoretical orientations revisited. *International Journal for the Advancement of Counselling*, 30(2), 93-103.

25. Lee, K., Ogunfowora, B., & Ashton, M. C. (2005). Personality traits beyond the Big Five: Are they within the HEXACO space? *Journal of Personality*, 73(5), 1437-1463.

**Conference Presentations** (student collaborators are identified with \*)

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**Conference Proceedings**

- Ogunfowora, B., Sharma, V., \*Khalilinejad, M., & Moore, \*K. W. (2024). Using the Situational Eight DIAMONDS MODEL” to understand daily moral disengagement at work: Consequences for genuine and instrumental citizenship behaviors. In S. Taneja (Ed.), *Best paper proceedings of the 84th Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.
- Maerz, A., Varty, C., & Ogunfowora, B. (2018). Supervisors don't do it alone: How role models affect employee ethical and safety behavior at work. In L. A. Toombs (Ed.), *Best paper proceedings of the 78th Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.
- Ogunfowora, B., \*Stackhouse, M., Oh, W. (2015). CSR motive attributions: The roles of executive leadership ethics and consumer cynicism. In L. A. Toombs (Ed.), *Best paper proceedings of the 75th Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643. Finalist for the **Best Paper Award** in the Social Issues in Management (SIM) division.
- Ogunfowora, B., Bourdage, J., & \*Nguyen, B. (2010). The effects of supervisor-focused justice climate on employee behaviors: A replication and extension. In L. A. Toombs (Ed.), *Best paper proceedings of the 70th Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.

**Conference Presentations**

- Ogunfowora, B., Sharma, V., \*Khalilinejad, M., & \*Moore, K. W. (2024). Using the Situational Eight DIAMONDS MODEL” to understand daily moral disengagement at work: Consequences for genuine and instrumental citizenship behaviors. Paper presented at the 84<sup>th</sup> annual meeting of the Academy of Management, Boston, MA, USA. August 4-8.
- Ogunfowora, B., \*Morgan, J., \*Khalilinejad, F., \*MacLean, K. (2024). The HEXACO at Work (HEXACO@Work) Inventory – Scale development and initial construct validity evidence. Oral presentation at 4<sup>th</sup> World Conference on Personality, Curaçao. April 2-5.
- Ogunfowora, B., Bourdage, J., & \*Guenther, K. (2023). Am I being gaslighted at work? A leader-centric nomological network of employee experienced gaslighting in the workplace. Paper presented at the 83<sup>rd</sup> annual meeting of the Academy of Management, Boston, MA, USA. August 4-8.
- Morgan, J. A., Ogunfowora, B., Nguyen, V. Q., & Bourdage, J. S. (2023). Moral disengagement in the workplace: Measurement and utility of discrete disengagement tactics. Paper presented at the 23<sup>rd</sup> European Academy of Management, Dublin, Ireland. June 14-16.
- Ogunfowora, B., Andiappan, M., Stackhouse, M., & \*Varty, C. (2022). CEO ethical leadership and CSR as unique sources of substantive and rhetoric signals for attracting job seekers: The moderating role of moral identity. Paper presented at the Western Academy of Management, Island of Hawaii, Hawaii, USA. March 16-19.
- Ogunfowora, B., \*Lee, C., \*Nguyen, Q, Babalola, M., & Ren, S. (2020). Do moral disengagers feel guilt and

- shame? Moral self-condemnation following immoral work behaviors. Paper presented at the 80<sup>th</sup> annual meeting of the Academy of Management, Virtual event. August 7-11.
- Ogunfowora, B., Bourdage, J., \*Maerz, A., Stackhouse, M., & \*Hwang, C. (2020). An exploration of how ethical leaders mitigate the deviance of dispositionally dishonest employees. Paper presented at the 80<sup>th</sup> annual meeting of the Academy of Management, Virtual event. August 7-11.
- \*Maerz, A., \*Varty, C., & Ogunfowora, B. (2018). Supervisors don't do it alone: How role models affect employee ethical and safety behavior at work. Paper presented at the 78<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL, USA. August 5-9.
- \*Maerz, A., Bourdage, J., & Ogunfowora, B. (2018). How and when (low) Honesty-Humility leads to employee deviance at work. The roles of moral disengagement and supervisor leadership. Symposium paper presented at the 19<sup>th</sup> European Conference on Personality, Zadar, Croatia. July 17-21.
- Nguyen, Q., & Ogunfowora, B. (2018). Moral disengagement and adverse outcomes in the workplace: A meta-analysis. 29<sup>th</sup> International Congress of Applied Psychology, Montreal, QC. June 26-30.
- Ogunfowora, B., \*Maerz, A., & \*Varty, C. (2016). Does social learning theory matter? An investigation of the impact of supervisory and non-supervisory role models on employee behaviour. Symposium paper presented at the 31<sup>st</sup> International Congress of Psychology conference. Yokohama, Japan. July 24-29.
- Ogunfowora, B., Weinhardt, J., & Hwang, C. (2016). The impact of abusive supervision differentiation on workgroup attachment. Symposium paper presented at the 76<sup>th</sup> annual meeting of the Academy of Management, Anaheim, CA, USA. August 5-9.
- Babalola, M. T., Bligh, M. C., Ogunfowora, B., Guo, L. (2016). When and why conscientious leaders are seen as ethical: A moderated mediation model. Paper presented at the 76<sup>th</sup> annual meeting of the Academy of Management, Anaheim, CA, USA. August 5-9.
- Ogunfowora, B., & Weinhardt, J. (2015). Understanding abusive supervision climate from an interpersonal perspective. Symposium paper presented at the 75<sup>th</sup> annual meeting of the Academy of Management, Vancouver, BC, Canada. August 7-11.
- Ogunfowora, B., \*Stackhouse, M., Oh, W. (2015). CSR motive attributions: The roles of executive leadership ethics and consumer cynicism. Paper presented at the 75<sup>th</sup> annual meeting of the Academy of Management, Vancouver, BC, Canada. August 7-11.
- Tucker, S., Ogunfowora, B., & Diekrager, D. (2015). The impact of CEO ethical leadership on frontline employee injuries. Symposium paper presented at the 30<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology. Philadelphia, Pennsylvania: USA. April 23-25.
- Bourdage, J.S., \*Maerz, A., Ogunfowora, B., Henley, L., & Vockeroth, E. (2015). Disentangling the link between Honesty-Humility and detrimental workplace behaviors: The role of ethical leadership and organizational justice. Symposium paper presented at the annual International Society for the Study of Individual Differences (ISSID) conference. London, Ontario: Canada. July 27-31.

- \*Hwang, C., & Ogunfowora, B. (2015). A study on leadership, team member characteristics, and team effectiveness. Poster presented at 76<sup>th</sup> annual convention of the Canadian Psychological Association, Ottawa, Ontario, Canada. June 4-6.
- \*Maerz, A., & Ogunfowora, B. (2015). Ethical leadership and ethical role modeling: A study of leadership and role modeling within and outside the workplace. Poster presented at 76<sup>th</sup> annual convention of the Canadian Psychological Association, Ottawa, Ontario, Canada. June 4-6.
- \*Maerz, A., \*Choi, J., Ogunfowora, B., \*Song, Y., \*Varty, C., \*del Fierro, M., \*Hwang, C., & \*Ritchie, E. (2015). You are only as good as the company you keep: The impact of team moral disengagement composition on team performance. Poster presented at 76<sup>th</sup> annual convention of the Canadian Psychological Association, Ottawa, Ontario, Canada. June 4-6.
- Bourdage, J., \*Law, S., & Ogunfowora, B. (2015). Impression management behavior: A function of the target characteristics? Poster presented at 76<sup>th</sup> annual convention of the Canadian Psychological Association, Ottawa, Ontario, Canada. June 4-6.
- Ogunfowora, B., & \*Matthews, M. (2014). Supervisor moral attentiveness, ethical leadership, and employee unethical decision making. Paper presented at the 74<sup>th</sup> annual meeting of the Academy of Management, Philadelphia, PA, USA. August 1-5.
- Ogunfowora, B., & \*Matthews, M. (2014). Do supervisor moral cognitions affect employee ethical choice? The roles of ethical leadership and employee cognitions. Paper presented at the 14<sup>th</sup> Annual Conference of the European Academy of Management (EURAM), Valencia, Spain. June 4-7.
- Ogunfowora, B., \*Dube, B., & Bourdage, J. (2013, June). An examination of the validity of leadership emergence ratings. 74<sup>th</sup> Convention of the Canadian Psychological Association Quebec City, Quebec: Canada. June 13-15.
- Ogunfowora, B. (2013). *The Effects of CEO Ethicality on Prospective Job Applicants: The role of Honesty-Humility Personality*. Symposium paper presented at the 1<sup>st</sup> World Conference on Personality. Stellenbosch, South Africa. March 19-23.
- Ogunfowora, B. (2013). *A longitudinal study of collective personality: Stability, Antecedents, and Consequences*. 28<sup>th</sup> Annual Convention of the Society of Industrial and Organizational Psychology. Houston, Texas: USA. April 11-13.
- Schmidt, J.A., Bourdage, J.S., & Ogunfowora, B. (2013). *Understanding performance variability: The role of group personality faultlines*. 28<sup>th</sup> Annual Convention of the Society of Industrial and Organizational Psychology. Houston, Texas: USA. April 11-13.
- Ogunfowora, B., Bourdage, J., & \*Wiltshire, J. (2012). *The effects of CEO ethicality on the attraction of prospective job applicants*. 12<sup>th</sup> Annual European Academy of Management (EURAM) Conference. Rotterdam: The Netherlands. June 6- 8.
- Ogunfowora, B., Bourdage, J., & \*Nguyen, B. (2012). *“You underestimate the power of the dark side”: An exploration of the dishonest side of self-monitoring*. 27<sup>th</sup> Annual Convention of the Society of Industrial and Organizational Psychology. San Diego, California: USA. April 11-13.



- Schmidt, J., & Ogunfowora, B. (2011). *Performance camouflage: Does the conceptualization of performance variability hide trends?* 26th Annual Convention of the Society of Industrial and Organizational Psychology. Chicago, Illinois: USA. April 14-16.
- Bourdage, J.S., Lee, K., \*Wiltshire, J., & Ogunfowora, B. (2011). *Liar Liar? Self-coworker correlations in personality and impression management.* 26th Annual Convention of the Society of Industrial and Organizational Psychology. Chicago, Illinois: USA. April 14-16.
- Bourdage, J.S., Lee, K., \*Wiltshire, J., & Ogunfowora, B. (2011). *Good soldiers versus good actors: Investigating the personality correlates of OCB motives.* 15th European Congress of Work and Organizational Psychology. Maastricht: The Netherlands. May 25-28.
- \*Wiltshire, J., Lee, K., Bourdage, J., & Ogunfowora, B. (2011). *Exploring potential moderators of the relationship between perceptions of organizational politics and its outcomes.* 15th European Congress of Work and Organizational Psychology. Maastricht, The Netherlands. May 25-28.
- Ogunfowora, B., Bourdage, B., & \*Nguyen, B. (2010). *The effects of supervisor-focused justice climate on employee behaviors: A replication and extension.* 70<sup>th</sup> Annual Meeting of the Academy of Management. Montreal, Quebec: Canada.
- Schmidt, J., Bourdage, J., & Ogunfowora, B. (2010). *Cross-level interactions of individual conscientiousness, group personality, and emergent states.* 70<sup>th</sup> Annual Meeting of the Academy of Management. Montreal, Quebec: Canada.
- \*Nguyen, B., Ogunfowora, B., & Bourdage, J.S. (2010). *An investigation of major personality traits underlying self-monitoring.* 25<sup>th</sup> Annual Convention of the Society of Industrial and Organizational Psychology (SIOP) conference. Atlanta, Georgia: United States.
- Bourdage, J., Ogunfowora, B., \*Nguyen, B., Lee, K., & Schmidt, J. (2010). *Understanding political skill: An examination of personality correlates of political skill and influence on supervisor ratings of OCB.* 71<sup>st</sup> Convention of the Canadian Psychological Association. Winnipeg, Manitoba: Canada.
- \*Nguyen, B., Ogunfowora, B., Bourdage, J., & Lee, K. (2010). *Examining the personality correlates of equity sensitivity.* 71<sup>st</sup> Convention of the Canadian Psychological Association. Winnipeg, Manitoba: Canada.
- Ogunfowora, B., & Bourdage, J. (2009). *The validity of behavior-based competencies in predicting leadership emergence.* 69<sup>th</sup> Annual Meeting of the Academy of Management. Chicago, Illinois: United States.
- Ogunfowora, B., & Lee, K. (2009). *The relative validity of ethical leadership in predicting employee performance behaviours.* 70<sup>th</sup> Convention of the Canadian Psychological Association. Montreal, Quebec: Canada.
- Schmidt, J., Ogunfowora, B., & Bourdage, J. (2009). *Individual personality, group personality composition, and job performance behaviors.* 24th Annual Society of Industrial and Organizational Psychology (SIOP) conference. New Orleans, Louisiana: United States.
- Bourdage, J., Lee, K., & Ogunfowora, B. (2009). *Antecedents and consequences of Impression Management: A field study.* 24th Annual Society of Industrial and Organizational Psychology (SIOP) conference. New Orleans, Louisiana: United States.

Bourdage, J., & Ogunfowora, B. (2008). *Rater personality and job performance dimension weightings*. 23rd Annual Society of Industrial and Organizational Psychology (SIOP) conference. San Francisco, California: United States.

Martodam, Y., Cox, V., & Ogunfowora, B. (2008). *Fostering the future of leadership development at the VRRRI*. Annual Alberta Council of Disability Services (ACDS) Conference. Edmonton, Alberta: Canada.

### **Invited Talks**

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2023 *On the structure and nomological network of gaslighting within the context of leader-employee dyads at work*. Queen's Management School, Queen's University Belfast.

2023 *Strategic talent retention: Embracing quiet hiring, overcoming quiet quitting*. Panel moderator, Strategic Capabilities Network.

2022 *Ethical leadership in accounting (Invited guest PhD accounting seminar)*. University of Calgary.

2020 *Ethical leadership in a global economy*. Deakin University

2017 *Mentoring at the interface: From leadership research proposals to high quality publications*. Academy of Management Leadership Research Mentoring.

2014 *Linking CEO ethical leadership to frontline employee safety behaviors*. University of Western Australia

2013 *Ethical leadership and the attraction of job seekers*. Western University, Ontario.

### **Technical Reports and Other Publications**

Andiappan, M., Stackhouse, M., & Ogunfowora, B. (July 9, 2023). The ethical values and behaviours of CEOs play a crucial role in attracting new talent. *The Conversation*.

Media coverage of JOM paper on Abusive Supervision Differentiation: Picking on one employee can poison the whole workplace. *The Globe and Mail*. November 26, 2019.

Media Coverage of JOM paper on Abusive Supervision Differentiation: How connections with coworkers affect our reaction to toxic management. [Association for Psychological Science News \(August 22, 2019\)](#)

Bourdage, J., & Ogunfowora, B. (2016). The pitfalls of office politics and how to avoid them. *The Globe and Mail*. Sept 29, 2016.

Ogunfowora, B. (2015). How a hostile working environment affects your organization. *The Globe and Mail*. Jan 29, 2015.

Ogunfowora, B. (2011). Who am I? What do I do? *Canadian Society for Industrial/Organizational Psychology (CSIOP) newsletter*, 27(4), 10-11.

Ogunfowora, B. (2009). Hiring for fit: Taking organizational culture into account. *Business Edge*, 1 (8), 16-17.

Ogunfowora, B., & Bourdage, J. (2009). *Report on the validation study of the VRRRI leadership competency model*. Prepared for the Vocational Rehabilitation and Research Institute (VRRRI). Calgary, AB: VRRRI.

Bourdage, J., & Ogunfowora, B. (2009). The cost benefits of a leadership development program: Results of a utility analysis. *Disability Digest*.

Ogunfowora, B., & Bourdage, J. (2008). *Utility analysis and return on investment (ROI) estimates of the leadership development program*. Prepared for the Vocational Rehabilitation and Research Institute (VRRRI). Calgary, AB: VRRRI.

Ogunfowora, B. (2008). The leadership development initiative of a Community Disability Services agency. *Disability Digest*.

Ogunfowora, B., & Simpson, N. (2007). *The leadership development initiative*. Prepared for the Vocational Rehabilitation and Research Institute (VRRRI). Calgary, AB: VRRRI.

## Teaching

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### *Haskayne School of Business, University of Calgary*

Linear and Multilevel Modeling in Mplus (MGST 799.12) - PhD	Sept 2015 – present
Organizational behavior (OBHR 601) - MBA and executive MBA	Sept 2016 – present
Advanced Leadership (OBHR 621/721) – MBA and executive MBA	Jan 2016 – present
Executive Education seminars (topics: leadership, culture, and organizational behaviour)	Sept – Dec 2017
Recruitment and Selection (OBHR 559)	Sept 2016; Jan 2018
Working with People (MGST 495); multiple sections	May 2014 – Oct 2015

### *Department of Psychology, University of Calgary*

#### Independent research courses

Research in Psychology: Leader ethical role modeling at work (Psyc 504)	Sept 2014 – April 2015
Research in Psychology: Abusive supervision at work (Psyc 504)	Sept 2014 – April 2015

### *Goodman School of Business, Brock University*

Organizational Behaviour (OBHR 2P91)	Sept 2012 – April 2013
Organizational Behaviour and Design (MBA 5P04; Graduate seminar)	

### *Faculty of Business, University of Regina*

Introduction to Organizational Behaviour (BUS 260)	May 2010 – April 2012
Staffing Organizations (BUS 356)	
Management of Performance (BUS 361)	
Managing Diversity (GBUS 876; Graduate seminar)	
Strategic Human Resources Management (MBA 843; Graduate seminar)	

### *Department of Psychology, University of Calgary*

#### *Sessional Instructor*

**Course:** Personnel Psychology (Psych 421)

Jan 2009 – April 2009

#### *Lab Instructor*

**Courses:**

- Experimental Design and Quantitative Methods (Psych 312) Fall/Winter 2007-2008
- Psychometrics (Psych 407) Fall, 2006
- Design & Analysis in Research (Psych 411) Winter, 2006

## **Student training and supervision**

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### Doctoral student supervision

1. Mohammad Khalilinejad Jan 2023 – present
  - Gaslighting in the workplace
2. Quan Nguyen Sept 2017 – present
  - Moral cognitions and attitudes in the workplace; workplace safety
3. Madelynn Stackhouse July 2015 – August 2017
  - Topic: Supervisor Unforgiveness in the Workplace: A Risk Protection Framework
  - Co-supervised with Dr. Loren Falkenberg

### Undergraduate honours thesis supervision

July 2015 – April 2016

1. Christine Hwang
  - Topic: The consequences of abusive supervision differentiation on employee affiliation with the work team.
2. Christianne Varty July 2015 – April 2016
  - Topic: Validation of a leader role modeling measure in the workplace safety context.

### Full year undergraduate independent research courses

1. Kaitlyn Guenther (co-supervision with Dr. Bourdage) Sept 2020-April 2021
  - Topic: Gaslighting in the workplace.
2. Addison Maerz Sept 2014 – April 2015
  - Topic: The development and validation of an ethical role modeling in the workplace measure.
3. Christine Hwang Sept 2014 – April 2015
  - Topic: Employee reaction to the abusive treatment of fellow team members: The roles of employee Honesty-Humility and moral courage.

### Leadership and Individual Differences lab

- Includes undergraduate students and a supervising graduate student.
- Lab members are involved in different aspects of the research process, including research survey design, research implementation,

## **University Services**

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### Dissertations and Theses

Committee membership (Field of Study exam and/or dissertation/thesis evaluation committee)

1. Mehnaz Rafi (PhD, Haskayne School of Business)
2. Ton Vuong (PhD, Haskayne School of Business)
3. Jason Parker (DBA, Haskayne School of Business)
4. Ghinwa El-Ariss (PhD, Department of Psychology)
5. Zhanna Lyubykh (PhD, Haskayne School of Business)
6. Brenda Nguyen (PhD, Haskayne School of Business)
7. Madelynn Matthews-Stackhouse (PhD, Haskayne School of Business)
8. Julie Choi (PhD, Department of Psychology)
9. Clara Lee (PhD, Department of Psychology)
10. Amanda Deacon (MSc. thesis, Department of Psychology)

11. Eden-Raye Lukacik (MSc. thesis, Department of Psychology)
12. Naomi Lee (MSc. thesis, Department of Psychology)
13. Sarah Besenski (BA Honours thesis, Department of Psychology)
14. Elaine Etay (BA Honours thesis, Department of Psychology)
15. Mitchell Godor (BA Honours thesis, Department of Psychology)

*Administrative Services*

1. Hiring committee, OBHR faculty hires (2014; 2018; 2019; 2022; 2023)
2. Hiring committee, OBHR Canada Research Chair EDI competition (2022 – 2023)
3. Haskayne Cluster Hires, OBHR area applications reviewer (2022-2023)
4. Hiring committee, Haskayne professional staff hire (research facilitator position)
5. Hiring committee, I/O Psychology area, Department of Psychology (2022)
6. Committee Member, Haskayne Tenure and Promotion Committee (2021- present)
7. Committee Member, Graduate Award Competition (GAC) (2018)
8. Committee member, CCAL Leadership Research Grant (2022)
9. Committee Member, MBA Advisory Committee
10. Committee Member, CCAL Academic Advisory Group (AAG)
11. Committee Member, Haskayne Assurance of Learning (AACSB)
12. Committee Member, Haskayne Strategy Steering Committee
13. Ethics and Research, Guided Path, Canadian Centre for Advanced Leadership (CCAL) Initiative
14. Committee Member, Strategy and Organizations Recruitment/Hiring Committee
15. Committee member, HROD curriculum review
16. Column writer for Haskayne, Leadership lab in the Globe and Mail
17. Faculty and AHS leadership development initiatives (2017- 2022)
  - Leadership development and assessment, Cumming School of Medicine and broader AHS.
  - Gender, Equity, Civility working group.

*External Committee Services*

1. Doctoral thesis external examiner (2022): Shambhavi Tiwari, Dept of Psychology, University of Copenhagen, Denmark
2. Doctoral thesis external examiner (2021): Manuel Rengifo, Melbourne School of Psychological Sciences, University of Melbourne, Australia
3. Doctoral thesis external examiner (2015): Kim Louw, Dept of Psychology, University of Western Australia

*Assurance of Learning (AACSB) Committee Member*  
Goodman School of Business, Brock University

Sept 2012 – April 2013

*Undergraduate Program Committee Member*  
Faculty of Business, University of Regina

Sept 2011 – June 2012

*Faculty Representative to the Faculty of Social Sciences*  
Faculty of Business, University of Regina

Sept 2010 – April 2011

## **Professional Services**

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### Editorial Board Member

1. Journal of Applied Psychology Jan 2024 – present
2. Journal of Organizational Behavior Nov 2022 – present

### Ad-hoc Reviewer:

1. Journal of Applied Psychology (ABS 4\*; FT 50)
2. Journal of Management Studies (ABS 4\*; FT 50)
3. Journal of Management (ABS 4; FT 50)
4. Organizational Behavior and Human Decision Processes (ABS 4; FT 50)
5. Human Relations (ABS 4; FT 50)
6. Journal of Organizational Behavior (ABS 4)
7. Journal of Vocational Behavior (ABS 4)
8. The Leadership Quarterly (ABS 4)
9. Journal of Occupational and Organizational Psychology (ABS 4)
10. Journal of Occupational and Health Psychology (ABS 4)
11. Personality and Social Psychology Bulletin
12. Journal of Business Ethics (ABS 3; FT 50)
13. Applied Psychology: An International Review (ABS 2)
14. International Journal of Selection and Assessment (ABS 3)
15. Personnel Review (ABS 2)
16. African Journal of Management (ABS 3)
17. Scandinavian Journal of Work and Organizational Psychology

### Conference Reviewer for:

1. Academy of Management Annual Meeting
2. Annual conference of the Society of Industrial and Organizational Psychology (SIOP)
3. Convention of the Canadian Psychological Association, Canadian Society of Industrial/Organizational Psychology (CSIOP) division

### Grant Reviewer

1. Initial Application Assessment Evaluator for SSHRC Insight Grant Competition (2013, 2021)

## **Professional Affiliations**

1. Member of the Academy of Management
2. Member of the European Academy of Management
3. Member of the Society of Industrial and Organizational Psychology (SIOP)
4. Member of the Canadian Psychological Association (Canadian SIOP division)

## **Non-Academic Positions**

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### *Strategy Consultant*

#### **Cummings School of Business, University of Calgary**

May 2017

- Co-led a strategy session with senior management on the links between leadership, corporate strategy, and organizational culture at the CSM.

### *Consultant*

July 2009 – Nov 2009

#### **SPB Organizational Psychology**

- Worked as part of a team of consultants to deliver organizational effectiveness mandates to external

clients in various industries.

- Organizational development initiatives included: Employee Selection Processes and Tools, e-solutions for employment testing, Job Analysis, Training, and Leadership Assessment and Development.

*Human Resources Consultant*

May 2007 – June 2009

**The Vocational and Rehabilitation Research Institute**

Leadership Development

- Designed a leadership development program aimed at identifying and supporting the development of emerging leaders within the agency.
- Worked as part of team to design and implement a pilot run of the leadership development program.
- Conducted a utility analysis and return on investment (ROI) evaluation of the leadership program.

Performance Management

- Worked on revamping the organization's existing performance management system.
- Designed and implemented training for users of the revised performance review system.
- Conducted job analysis of newly created jobs to identify critical tasks, knowledge, skills, and abilities, as well as core performance standards for evaluating employee performance.