

HAYDEN J. R. WOODLEY
Assistant Professor
Ivey Business School
University of Western Ontario
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EDUCATION

University of Western Ontario

Doctorate of Philosophy, Industrial/Organizational Psychology 2017

Supervisor: Dr. Natalie Allen

Thesis: That's not fair! Investigating individual differences in perceptions of fairness

Master of Science, Industrial/Organizational Psychology 2012

Supervisor: Dr. Natalie Allen

Thesis: The effects of equity sensitivity and teamwork self-efficacy on team reward preference

York University

Specialized Honours Bachelor of Arts, Psychology 2008

Advisor: Dr. Mary Jo Ducharme

Thesis: Intergroup comparisons and collective efficacy

Certificate, Human Resource Management 2007

ACADEMIC APPOINTMENTS

Ivey Business School, University of Western Ontario

Assistant Professor (tenure-track)

Discipline: Organizational Behaviour

July 2020 – present

University of Western Ontario

Adjunct Assistant Professor

Department of Psychology, Faculty of Social Science

May 2018 - present

University of Prince Edward Island

Adjunct Professor

Department of Management, Faculty of Business

July 2020 – present

University of Prince Edward Island

Assistant Professor (tenure-track)

Department of Management, Faculty of Business

October 2017 – June 2020

PROFESSIONAL CREDENTIALS

Chartered Professional in Human Resources (CPHR)

2018 – present

Certified Human Resources Leader (CHRL)

2008 – 2018

RESEARCH GRANTS

Mitacs

Accelerate Research Grant (Value: \$105,000)

2020-2023

Olson, Jim (Supervisor), Woodley, Hayden (Co-Supervisor), Armstrong, Joel (Intern) & CMHA Middlesex (Partner Organization)

Title: Rates of change in organizational identification during organizational integration

Social Sciences and Humanities Research Council of Canada

Knowledge Synthesis Grant (Value: \$49,272) 2020-2021

McSorley, Grant (PI), Hsiao, Amy (Co-Applicant), Saksida, Tina (Co-Applicant)
& Woodley, Hayden (Co-Applicant)

Title: Sustainable engineering practices: Current state and future challenges

Social Sciences and Humanities Research Council of Canada

Insight Development Grant (Value: \$60,554) 2019-2021

Saksida, Tina (PI) & Woodley, Hayden (Co-Investigator)

Title: The case for women in leadership: A mixed-methods examination of gender in business education.

Social Sciences and Humanities Research Council of Canada

Partnership Engage Grant (Value: \$23,753) 2019-2020

Woodley, Hayden (PI), Benson, Alex (Co-Investigator) & Roach O'Keefe, Alaina (Co-Investigator)

Title: Don't tell me how to lead! The effects of personality on the transfer of a leadership development program

Mitacs

Accelerate Research Grant (Value: \$45,000) 2019-2020

Woodley, Hayden (Supervisor), Allen, Natalie (Co-Supervisor), & McMenamin, Julia (Intern) & Farrar, Patrick (Partner Organization)

Title: From incubator to money maker: An investigation of entrepreneurial founding teams

Social Sciences and Humanities Research Council of Canada

Explore Research Grant (Value: \$3,450) 2019-2020

Woodley, Hayden (PI) & Roach O'Keefe, Alaina (Co-Investigator)

Title: Don't tell me how to lead! The effects of personality on the transfer of a leadership development program

Social Sciences and Humanities Research Council of Canada

Insight Development Grant (Value: \$55,971) 2018-2020

Benson, Alex (PI) & Woodley, Hayden (Co-Investigator)

Title: Do great followers make great leaders? Disentangling the traits valued in followers and leaders

Mitacs

Accelerate Research Grant (Value: \$45,000) 2016-2017

Allen, Natalie (Supervisor), Woodley, Hayden (Intern) & Carswell, Julie (Partner Organization)

Title: Leader competencies and character: A novel approach to leader development

REFEREED PUBLICATIONS

Woodley, H. J. R., McLarnon, M. J. W., & O'Neill, T. A. (2019). The emergence of group potency and its implications for team effectiveness. *Frontiers in Psychology (Organizational Psychology)*. doi: 10.3380/fpsyg.2019.00992

O'Neill, T. A., McLarnon, M. J. W., Hoffart, G. C., Woodley, H. J. R., & Allen, N. J. (2018). The structure and function of team conflict state profiles. *Journal of Management*, 44, 811-836. doi: 0149206315581662

- O'Neill, T. A., Hoffart, G. C., McLarnon, M. J. W., Woodley, H. J. R., Eggermont, M., Rosehart, W., & Brennan, R. (2017). Constructive controversy and reflexivity training promotes effective conflict profiles and outcomes in student learning teams. *Academy of Management Learning & Education, 16*, 257-276. doi: 10.5465/amle.2015.0183
- Woodley, H. J. R., 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 (Personality and Social Psychology)*, doi: 10.3389/fpsyg.2015.02000
- Woodley, H. J. R., & Allen, N. J. (2014). The dark side of equity sensitivity. *Personality and Individual Differences, 67*, 103-108. doi: 10.1016/j.paid.2014.03.003

CONFERENCE PRESENTATIONS

- Jensen, L. D., Woodley, H. J. R., Hardy, J., & Benson, A. J. (February, 2020). *Do great followers make great leaders? Disentangling the traits valued in followers and leaders?* Poster presented at the Society for Personality and Social Psychology Preconference: Bringing intragroup processes back to social psychology, New Orleans, Louisiana.
- Baird, N., Woodley, H. J. R., & Benson, A. J. (February, 2020) *Where you lead, I will follow: Developing a measure and nomological network of followership motives.* Poster presented at the Society for Personality and Social Psychology Annual Convention Preconference: Bringing intragroup processes back to social psychology, New Orleans, Louisiana.
- Woodley, H. J. R., & McLarnon, M. J. W., O'Neill, T. A., & Allen, N. J. (2019, April). *Group potency: Emergence, dynamics, and team effectiveness implications.* Poster presented at the 34th annual meeting of the Society for Industrial and Organizational Psychology, Washington, DC, United States.
- Seijts, G., & Woodley, H. J. R. (2019, March). *The relationship of leader character to ethical decision making, behavior, and academic performance.* Paper presented at the 60th annual meeting of the Western Academy of Management, Rohnert Park, CA, United States.
- Allen, N. J., Stanley, D. J., Cameron, K. A., McMenemy, J., Ouslis, N., Lee, H. H., Woodley, H. J. R. (2017, July). *Group performance: A 10-year bibliometric review of conceptualizations and assessment.* Paper presented at the 12th annual meeting of the Interdisciplinary Network for Group Research, St. Louis, MO, United States.
- McLarnon, M. J. W., & Woodley, H. J. R. (2015, June). *Time for group potency: The nature and implications of group potency over time.* Poster presented at the 76th Annual Meeting of the Canadian Psychological Association, Ottawa, ON, Canada.
- Woodley, H. J. R., Allen, N. J., & Olson, J. M. (2015, June). *Attitude towards teamwork: Understanding behaviour in a team environment.* In I. Tremblay (Chair), Industrial-organizational research as a tool to face organizational challenges. Symposium presented at the 76th Annual Meeting of the Canadian Psychological Association, Ottawa, ON, Canada.
- Woodley, H. J. R., & Allen, N. J. (2015, April). *Efficacy for innovation in work teams: Does referent matter?* In J. Mathieu and S. Park (Chairs), Multilevel models of learning and motivation. Symposium presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA, United States.
- McLarnon, M. J. W., Woodley, H. J. R., Hoffart, G. C., & O'Neill, T. A. (2015, April). *Team conflict profiles and the mediating role of conflict management.* Poster presented at the 30th

- annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA, United States.
- McLarnon, M. J. W., O'Neill, T. A., Woodley, H. J. R., & Allen, N. J. (2014, June). *Teams, conflict, and types: A latent profile examination of team conflict*. Poster presented at the 75th annual meeting of the Canadian Psychological Association, Vancouver, BC.
- O'Neill, T. A., McLarnon, M. J. W., Woodley, H. J. R., & Allen, N. J. (2014, May). *A team-centric view of conflict: Implications for team outcomes*. Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI, United States.
- Woodley, H. J. R., & Allen, N. J. (2013, June). *Investigating the Dimensionality of Equity Sensitivity*. Poster presented at the 74th annual meeting of the Canadian Psychological Association, Quebec City, QC, Canada.
- Lee, H., Woodley, H. J. R., Allen, N. J., & O'Neill, T. A. (2013, June). *Predicting team conflict with the five-factor personality model*. Poster presented at the 74th annual meeting of the Canadian Psychological Association, Quebec City, QC, Canada.
- Bremner, N. & Woodley, H. J. R. (2013, June). *An examination of the big five personality factors as predictors of attitudes towards teamwork*. Poster presented at the 74th annual meeting of the Canadian Psychological Association, Quebec City, QC, Canada.
- Woodley, H. J. R. (2013, June). *The dark side of equity sensitivity*. Presented at the 14th annual meeting of the Administrative Sciences Association of Canada, Calgary, AB, Canada.
- Lee, H., Allen, N. J., Cameron, K., & Woodley, H. J. R. (2013, June). *Rethinking the measurement of team psychological safety: Referent use validity and the role of core self-evaluations*. Presented at the 14th annual meeting of the Administrative Sciences Association of Canada, Calgary, AB, Canada.
- McLarnon, M. J. W., & Woodley, H. J. R. (2013, April) *Time for group cohesion: Investigating an emergent state over time*. Poster presented at the 28th annual meeting of the Society for Industrial and Organizational Psychology, Houston, TX, United States.
- Woodley, H. J. R., & Schneider, T. J. (2013, January) *Social dominance orientation, equity sensitivity, and harm avoidance as predictors of perceived ability to deceive others*. Poster presented at the 14th annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.
- Woodley, H. J. R., O'Neill, T. A., Thussu, S., Marcotte, E., & Allen, N. J. (2012, July). *Group potency and team performance: The moderating role of cohesion*. Poster presented at the 7th annual meeting of the Interdisciplinary Network for Group Research, Chicago, IL, United States.
- Woodley, H. J. R., & Allen, N. J. (2012, June). *The dark side of equity in the workplace*. Poster presented at the 73rd annual meeting of the Canadian Psychological Association, Halifax, NS, Canada.
- Woodley, H. J. R., & Allen, N. J. (2012, June). *Teamwork self-efficacy and team reward attitude*. Poster presented at the 73rd annual meeting of the Canadian Psychological Association, Halifax, NS, Canada.
- Woodley, H. J. R. (2012, June). *Personality as a predictor of teamwork self-efficacy*. Presented at

the 13th annual meeting of the Administrative Sciences Association of Canada, St. John's, NL, Canada.

Woodley, H. J. R., & Ducharme, M. J. (2011, June). *Inter-group social comparison and collective efficacy*. Poster presented at the 72nd annual meeting of the Canadian Psychological Association, Toronto, ON, Canada.

MANUSCRIPTS UNDER REVIEW AND IN PREPARATION

Seijts, G., Monzani, L., Woodley, H. J. R. (under review). *The Amplifying and Buffering Effects of Leader Character on Subjective Well-Being*.

Woodley, H. J. R., O'Neill, T. A., & Allen, N. J. (under review). *Potency and cohesion: Are both really necessary for team performance?*

Seijts, G. & Woodley, H. J. R. (in preparation) *The relationship of leader character to ethical decision making, behavior, and academic performance*.

Woodley, H. J. R., Allen, N. J., & Olson, J. M. (in preparation). *Connecting personality and team effectiveness: The mediating role of attitude towards teamwork*.

Woodley, H. J. R., McLarnon, M. J. W. & Ducharme, M. J. (in preparation). *How did we do? The importance of providing performance feedback to work teams*

BOOK CHAPTERS

Allen, N. J., & Woodley, H. J. R. (2016). Personality and Teamwork. In V. Zeigler-Hill & T. K. Shackelford (eds.), *Encyclopedia of Personality and Individual Differences*. New York: Springer.

BRIDGE JOURNAL AND MAGAZINE CONTRIBUTIONS

Woodley, H. J. R., & Allen, N. J. (2020, January). Team Rewards: One-for-all, all-for-one, or something in between? *Canadian HR Reporter*.

Woodley, H. J. R. (2019, January). Say goodbye to generic job ads and hello to top talent. *Canadian HR Reporter*.

Woodley, H. J. R. (2018). Emotional intelligence: a global skillset. *Engage*, 4.

Woodley, H. J. R. (2014, July). When compensating teams, does personality matter? *HRPA London and District Digest*, 8.

NON-REFEREED CONTRIBUTIONS

Woodley, H. J. R. (2016). *Developing leaders: Tools and tips for today's organization* [PDF document]. Retrieved from <http://www.sigmaassessmentsystems.com>

MEDIA/PRESS CONTRIBUTIONS

Mayne, L. (2019, August). The power of difference. *Voice of Business*, Greater Charlottetown Area Chamber of Commerce.

Dobson, S. (2018, June). Transforming HR: Changing workplace means changes for the profession, says academics. *Canadian HR Reporter*.

INVITED SPEAKER

Woodley, H. J. R. (2020, July). *Diversity in the workplace: An evidence-based approach*.

Presentation given to the Lead the Shift program, Greater Charlottetown Area Chamber of Commerce, Charlottetown, Prince Edward Island, Canada

Woodley, H. J. R. (2019, September). *How am I doing? Prioritizing performance feedback in the workplace*. Presentation given to Senior Management, University of Prince Edward Island, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2019, September). *Self-awareness: Finding the leader in you*. Presentation given to the Effective Business Leadership Advancement Program, PEI Business Women's Association, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2019, August). *Making Teams Work!* Presentation given to the Legal Practice Program, Ryerson University, Toronto, Ontario, Canada.

Woodley, H. J. R. (2019, May). *What is leadership?* Presentation given to the Leaders in Action training program, Public Service Commission, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2019, April). *How am I doing? Shifting from appraising to managing performance*. Presentation given to the Prince Edward Island Chartered Professionals in Human Resources Association, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2018, December). *Pay-for-performance: An integrative and practical model*. Presentation given to the Department of Industrial-Organizational Psychology, University of Western Ontario, London, Ontario, Canada.

Woodley, H. J. R. (2018, October). *Finding the Right Blend: Balancing Face-To-Face and Online Instruction*. Panel discussion given to the Faculty, University of Prince Edward Island, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2018, August). *Making Teams Work!* Presentation given to the Legal Practice Program, Ryerson University, Toronto, Ontario, Canada.

Woodley, H. J. R. (2018, July). *Making Teams Work!* Presentation given at SHAD, University of Prince Edward Island, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2018, March). *Experiential Learning Lightning Talk showcase*. Presentation given to the Faculty, University of Prince Edward Island, Charlottetown, Prince Edward Island, Canada.

Woodley, H. J. R. (2016, December). *Creating Innovative Teams*. Presentation given to the Department of Strategic Enterprise Solutions, Fanshawe College, London, Ontario, Canada.

REVIEWER

Ad-hoc Reviewer

Mitacs

Oct. 2018 – present

Ad-hoc Reviewer

Group & Organization Management

Jan. 2018 – present

Journal of Decision Systems

June 2019 – present

Canadian Journal of Behavioural Science

May 2020 – present

TEACHING EXPERIENCE

University of Prince Edward Island*Academic Director*

Business Co-Op Program

Oct. 2017 – present

Executive MBA Courses

Leadership in Organizations

Sept. 2018 – present

MBA courses

Global Leadership and Ethics

Sept. 2019 – present

Undergraduate Courses

Human Resource Management

Jan. 2018 – present

Deakin University*Guest Lecturer*

Working in Teams

April 2018 - present

University of Western Ontario*Course Instructor*

Psychology at Work

Sept. 2015 – Dec. 2015

Psychology at Work (Distance Studies)

Jan. 2015 – April 2015

Introduction to Industrial and Organizational Psychology

May 2014 – June 2014

Organizational Behaviour

Sept. 2013 – Dec. 2013

Course Designer

Psychology at Work (Distant Studies)

May 2014 – Aug. 2014

York College of Business*Course Instructor*

Training & Development

Sept. 2009 – Dec. 2009

Introduction to Human Resource Management

Sept. 2009 – Dec. 2009

Applied Psychology

May 2009 – July 2009

Strategic Human Resource Management

Jan. 2008 – April 2008

Occupational Health & Safety

Jan. 2008 – April 2008

Compensation & Benefits

Jan. 2008 – April 2008

SERVICE EXPERIENCE**University of Prince Edward Island**

Research Ethics Board, Chair

July 2019 – *July 2020*

Research Ethics Board

Sept. 2018 – June 2019

Curriculum Committee, Faculty of Business

Jan. 2018 - present

Senate Library Committee

Mar. 2018 – Mar. 2019

Marketing Search Committee, Faculty of Business

Jan. 2018 - April 2018

CEWIL Atlantic

Research Committee

June 2018 - present

WORK EXPERIENCE

Chartered Professional of Human Resources, Prince Edward Island

Board of directors

Mar. 2018 – June 2020

Legal Practice Program, Ryerson University

Team coaching	Aug. 2018 – Dec. 2019
One Love Network Senior advisor	Mar. 2016 – present
Sigma Assessments Systems Executive coaching intern	Mar. 2016 – Mar. 2017
University of Western Ontario, Research Unit on Work & Productivity Consultant	Sept. 2012 – April 2017

RESEARCH EXPERIENCE

Ivey Business School, University of Western Ontario

Postdoctoral Associate, Ian O. Ichnatowycz Institute for Leadership	Mar. 2017 – Dec. 2017
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AWARDS AND ACHIEVEMENTS

School of Graduate and Postdoctoral Studies <i>Wall of Fame</i>	2018
Human Resource Professionals Association <i>Graduate Scholarship Award</i>	2013
Canadian Psychology Association <i>Certificate of Academic Excellence</i>	2013
School of Graduate and Postdoctoral Studies <i>Nominated for a Graduate Student Teaching Award</i>	2012
Department of Psychology, University of Western Ontario <i>Ralph S. Devereux Award</i>	2010

PROFESSIONAL MEMBERSHIPS

Society for Industrial/Organizational Psychology (SIOP)	2010 – present
Chartered Professional of Human Resources, Prince Edward Island (CPHRPEI)	2018 – present
Canadian Society of Industrial/Organizational Psychology (CSIOP)	2010 – present
Human Resource Professionals Association (HRPA)	2008 - 2018