

# JOHN ANGUS D. HILDRETH

Doctoral Candidate - Management of Organizations  
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## EDUCATION

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### UNIVERSITY OF CALIFORNIA, BERKELEY

PhD	Doctor of Philosophy (Organizational Behavior)	anticipated May 2016
MS	Master of Science (Organizational Behavior)	December 2012
MBA	Master of Business Administration	May 2010

### INSTITUTE AND FACULTY OF ACTUARIES

FIA	Fellow of the Institute of Actuaries (Actuarial Science)	July 2002
Dipl	Diploma in Actuarial Techniques (Actuarial Science)	July 2000

### UNIVERSITY OF CAMBRIDGE

MA (Cantab)	Master of Arts (Mathematics)	March 2000
BA	Bachelor of Arts (Mathematics)	June 1996

## RESEARCH INTERESTS

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- Loyalty and ethical decision making
- Power and status
- The functioning and performance of top teams

## PUBLISHED MANUSCRIPTS

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**Hildreth, J.A.D.**, Gino, F., & Bazerman M. (in press). Blind loyalty? How group loyalty makes us see evil or engage in it. *Organizational Behavior and Human Decision Processes*.

**Hildreth, J.A.D.**, Anderson, C. (in press). Failure at the top: How power undermines collaborative performance. *Journal of Personality and Social Psychology*.

Anderson, C., **Hildreth, J.A.D.**, & Howland, L. (2015). Do people possess a fundamental desire for status? A review of the empirical literature. *Psychological Bulletin*, 141, 574-601

**Hildreth, J. A. D.**, Moore, D. A., & Blader, S. L. (2014). Revisiting the Instrumentality of Voice: Having Voice in the Process Makes People Think They Will Get What They Want. *Social Justice Research*, 27(2), 209-230.

## DISSERTATION

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*Title:* “The Moral Psychology of Loyalty”

*Committee:* Cameron Anderson (Chair), Jennifer Chatman, Leif Nelson & Dacher Keltner.

My dissertation investigates the psychology of loyalty, which I define as *the principle of partiality that gives rise to expectations for behavior on behalf of the object of one’s loyalty* including self-sacrifice, trustworthiness and pro-sociality. I consider how loyalty to groups affects ethical decision-making. Although conventional wisdom suggests loyalty to one’s group or organization is a common cause of unethical and illegal acts, I found that loyalty can foster both more and less cheating behavior, depending on the context and the expectations communicated by the group. Moreover, I show that loyalty is unique among ethical principles in having this dual aspect. This research builds on recent advances in moral psychology to emphasize the importance of loyalty to individual psychology and provides evidence that loyalty can have positive benefits. This work also contributes to existing research on behavioral ethics by identifying another important factor that can lead good people to engage in unethical behavior. And, it is the first research to demonstrate that loyalty affects actual ethical behavior.

## MANUSCRIPTS UNDER REVIEW

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Self, W.T., Mitchell, G. Mellers, B.A., Tetlock, P.E., & **Hildreth, J.A.D.** Balancing Fairness and Efficiency: The Impact of Identity-Blind and Identity-Conscious Accountability on Applicant Screening.

## MANUSCRIPTS IN PREPARATION

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**Hildreth, J.A.D.** & Anderson, C. The moral psychology of loyalty (Status: data collection 50% complete. Target Journal: *Psychological Science*)

**Hildreth, J.A.D.** & Anderson, C. Loyalty and trust (Status: data collection 75% complete. Target Journal: *Organizational Behavior and Human Decision Processes*)

Anderson C., & **Hildreth, J.A.D.**, Status and Subjective Well-being (Status: data collection 50% complete. Target Journal: *Journal of Personality and Social Psychology*)

**Hildreth, J.A.D.** & Anderson, C. Social dominance in groups (Status: data collection complete. Analysis underway. Target Journal: *Organizational Science*)

Chatman, J.A., **Hildreth J.A.D.** & Anderson, C. Do as I say not as I do: How leaders’ interpersonal style and power influence organizational culture. (Status: Data collection and analysis complete. Drafting Manuscript. Target Journal: *Leadership Quarterly*)

**Hildreth, J.A.D.** & Anderson, C. Power and Loyalty in groups (data collection 50% complete. Target Journal: *Academy of Management Journal*)

## CONFERENCE PRESENTATIONS

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**Hildreth, J.A.D.,** Anderson, C. (2015) Creative conflict: How coordination impedes top team innovation. Poster to be presented at the 2016 Society for Personality and Social Psychology Conference, San Diego, CA

**Hildreth, J.A.D.,** Anderson, C. (2015) Failure at the top: How power undermines collaborative performance. Poster presented at the 2015 Society for Personality and Social Psychology Conference, Long Beach, CA

**Hildreth, J.A.D.,** Gino, F. & Bazerman, M. (2015) Blind loyalty? How group loyalty makes us see evil. Presented at the 2015 Berkeley-Stanford Organizational Behavior PhD Conference, Berkeley, CA

**Hildreth, J.A.D.,** Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. Poster presented at the 2014 INFORMS Annual Meeting, San Francisco, CA

**Hildreth, J.A.D.,** Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. In “Know Your Enemy: Status Comparisons and Rivalry in Competitive Environments” Symposium. Presented at the 2014 Academy of Management Meetings, Philadelphia, PA

Chatman, J.A., **Hildreth J.A.D.** & Anderson, C. (2014) Do as I say not as I do: How leaders’ interpersonal style and power influence organizational culture. In “Leadership and Organizational Culture: Exploring a Multi-Faceted Relationship” Symposium. Presented at the 2014 Academy of Management Meetings, Philadelphia, PA

**Hildreth, J.A.D.,** Gino, F. & Bazerman, M. (2014) Blind loyalty? How group loyalty makes us see evil. In “Topics in Empirical Business Ethics” Symposium. Presented at the 2014 Annual Meeting of the Society for Business Ethics, Philadelphia, PA

**Hildreth, J.A.D.,** Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. Presented at the 2014 London Business School Trans-Atlantic Doctoral Conference, London, UK

**Hildreth, J.A.D.,** Moore, D.A., & Blader, S.L. (2014) Revisiting the instrumentality of voice: Having a voice in the process makes people think they will get what they want. Poster presented at the 2014 Society for Personality and Social Psychology Conference, Austin, TX

**Hildreth, J.A.D.,** Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. Presented at the 2014 Berkeley-Stanford Organizational Behavior PhD Conference, Stanford, CA

## **GRANTS, FELLOWSHIPS, AWARDS**

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### **GRANTS**

Haas School of Business Behavioral Lab Mini Grants (\$1,500)	2015
Society of Personality and Social Psychology Conference Travel Award (\$500) (160/627 granted)	2015
UC Berkeley Graduate Division Conference Travel Grant (\$1,000)	2013-14
UC Berkeley Graduate Assembly Travel Award (\$300)	2014
Haas School of Business Behavioral Lab Mini Grants (\$1,500)	2014
Institute for Research on Labor & Employment Graduate Student Research Grant (\$15,000)	2013
UC Berkeley COR Research Enabling Grant (\$1,000)	2012-13
Haas School of Business Behavioral Lab Mini Grants (\$3,000)	2013
UC Berkeley Experimental Social Psychology Laboratory Grant (\$1,000)	2012
Haas School of Business Behavioral Lab Mini Grants (\$9,000)	2012
UC Berkeley Experimental Social Psychology Laboratory Grant (\$1,000)	2011
Haas School of Business Behavioral Lab Mini Grants (\$4,000)	2011
UC Berkeley Experimental Social Psychology Laboratory Grant (\$2,000)	2010

### **FELLOWSHIPS**

Institute and Faculty of Actuaries	2002
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### **AWARDS**

Berkeley Haas Dissertation Fellowship Award (\$15,000 + one semester fees and tuition)	2015
UC Berkeley, MBA Honors list (top 10%)	2010
UC Berkeley, Gloria W. Appel Award for Outstanding Leadership in Entrepreneurship	2010
UC Berkeley, Certificate in Entrepreneurship	2010
UC Berkeley, Haas School of Business, Merit Scholarship (50%)	2008-2010
Chicago Graduate School of Business, Merit Scholarship, (Not taken)	2008
London Business School, Annual fund Scholarship, (Not taken)	2008

### **UNIVERSITY SERVICE**

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Graduate Assembly (UC Berkeley Graduate Student Government) – Delegate	2010-2015
- Faculty Awards Committee	2014-2015
- Academic Integrity Task Force /University Honor Code Committee	2013-2014
- Communications Committee	2011-2012
- International Students Committee	2010-2011
Haas MORS PhD Student Group Coordinator	2011-2014
Organizations Research Group Founder /Member	2014
Berkeley-Stanford Organizational Behavior PhD Conference Organizer	2013-2014

## **TEACHING INTERESTS**

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Organizational Behavior, Leadership, Business Ethics, Power and Politics, Negotiations, Managerial Decision-Making, Research Methods

## **TEACHING EXPERIENCE**

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**Haas School of Business, University of California, Berkeley** **Fall 2013 & Fall 2015**  
EW MBA254-3A Power and Politics Online Class (GSI for Professor Cameron Anderson)

**Haas School of Business, University of California, Berkeley** **Fall 2011 & Fall 2012**  
MBA254-1A & 1B Power and Politics in Organizations (GSI for Professor Cameron Anderson)

**Haas School of Business, University of California, Berkeley** **Fall 2011**  
MBA295D.1 New Venture Finance (GSI for Adj. Professor Mario M. Rosati)

## **PROFESSIONAL SERVICE**

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Academy of Management Annual Meeting Reviewer 2011 -2015  
- Organizational Behavior  
- Management of Cognition

Ad hoc Journal Reviewer 2014 - 2015  
- Organizational Behavior and Human Decision Processes  
- Social Justice Research

## **PROFESSIONAL AFFILIATIONS**

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Fellow, Institute and Faculty of Actuaries 2002 - present

Member, INFORMS 2014

Member, Society for Business Ethics 2014 - present

Member, Society for Judgment and Decision Making 2011 - present

Member, Society for Personality and Social Psychology 2010 - present

Member, Academy of Management 2009 - present

Member, Institute and Faculty of Actuaries 1997 – present

## PROFESSIONAL EXPERIENCE

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### **PRICEWATERHOUSECOOPERS IL** **Senior Manager** Office of the Global CEO

**NEW YORK, US**  
**2005-2007**

- Managed the Office of the Global CEO of a \$25Billion Revenue organization of 150,000 people.
- Oversaw the day-to-day affairs of PwC's Global CEO and PwC's top three global executive teams including the PwC Leadership Team (top 8 global executives), PwC's Global Management Team (top 10 global functional leaders) and PwC's Extended Leadership Team (the eighteen most powerful regional and territory CEOs and global functional leaders).
- Crafted the strategic agendas and oversaw all internal communication and information flow of these top teams.
- Drove the 'Agenda for the Future,' a once in a decade strategic review of PwC's short-, medium-, and long-term goals affecting multi-billion dollar spend on communication /work platforms, the global network structure and organizational culture.
- Partnered extensively with PwC's global leaders to create and communicate strategy, manage network crises and operations, and reposition the brand and culture for an organization of 150,000 people.
- Oversaw the business content of PwC's Annual Global Leadership Summit of 150 country and regional CEOs, 50 global industry and functional leaders, and members of PwC's Global Board and global leadership teams.
- Created and directed an innovative business program for PwC's premier annual global leadership conference which received universal acclaim from PwC's 200+ most senior executives.
- Led a team of 50 and managed key stakeholders globally to successfully deliver a four-day international conference which received 20% higher positive feedback than any previous year.
- Developed and delivered presentations on diverse subject matter for the CEO and Global Board.
- Established global town hall meetings in London and New York for 500 partners and staff.
- Designed and implemented IT platforms to facilitate improved knowledge management and communication among global leaders. Streamlined finances to reduce costs by more than \$1m.

### **PRICEWATERHOUSECOOPERS LLP**

**LONDON, UK**

<b>Senior Manager</b>	HR Transaction Services	<b>2005 &amp; 2008</b>
<b>Manager</b>	HR Transaction Services	<b>2004 - 2005</b>
<b>Manager</b>	Mergers & Acquisitions, Human Resource Services	<b>2003 - 2004</b>
<b>Manager</b>	Financial Reporting, Global Human Resource Services	<b>2002 - 2003</b>
<b>Consultant</b>	Financial Reporting, Global Human Resource Services	<b>2001 - 2002</b>

- Directed an international team from 15 countries to deliver the largest HR vendor due diligence project for a Fortune 500 company, which generated more than US \$1 million in fee income.

- Identified and converted business opportunities which expanded the scope of client engagements, generated additional fee income of US \$1 million, and enhanced client relationships.
- Mentored and coached management, mid-level, and entry-level employees in daily job responsibilities, and introduced a radically different approach to managing staff career development which was widely adopted.
- Cultivated positive and enduring relationships with a high profile network of international contacts within PwC and throughout the business community in the UK and overseas.
- Led international multi-disciplinary teams of 30+ members on wide ranging global projects.
- Created and implemented an innovative financial system which improved key performance indicators significantly, and reduced cash collection times by 40%.
- Graduated from PwC's 2004 Young Leadership Program, which was a 1-year course sponsored by the UK Firm for high-potential managers that accelerated the development of leadership skills.
- Acknowledged for vision, drive and innovation with a Business Team Recognition Award

**AON CONSULTING**

**LONDON, UK**

<b>Consultant</b>	Actuarial Benefits Consulting	<b>2000</b>
<b>Assist. Consultant</b>	Actuarial Benefits Consulting	<b>1999 - 2000</b>
<b>Actuarial Student</b>	Actuarial Benefits Consulting	<b>1997 – 1999</b>

- Investigated the mortality experience for one of the Company's largest client pension plans, which led to the trustees securing additional funding from the plan sponsor to enhance the security of plan members' benefits.
- Wrote a valuation program for one of the team's most complex benefit plans, which included learning the programming language, understanding the plan benefits and researching regulatory and trust rules.
- Chairman of the Office Social Committee. Planned events for an office of more than 200 people

## REFERENCES

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**Dr. Cameron P. Anderson**

[Dissertation Chair]

Lorraine Tyson Mitchell Chair in Leadership & Communication II

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**Dr. Jennifer A. Chatman**

[Orals Committee Chair]

Paul J. Cortese Distinguished Professor of Management

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**Dr. Leif D. Nelson**

Ewald T. Grether Professor in Business Administration & Marketing

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