

Orlando C. Richard, Ph.D.

Dean's Research Professorship, Full Professor of Management
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ACADEMIC BIOGRAPHY

One of the most interesting questions that scholars and executive officers are curious about and in which my research platform addresses is “How does organizational demography and inclusive diversity climates effect bottom line performance outcomes)?” The majority of my research studies fall under the domain of demographic diversity (both visible and nonvisible attributes) and has for the last two decades moved the field forward in understanding the complexities in how it relates to organizational processes and outcomes. I have published a variety of high-quality manuscripts on workforce diversity in refereed journals, thereby making a scientific impact in the business management field as well as other social sciences (e.g., psychology, social psychology, marketing, and business communications). I plan to continue publishing in other topic areas within the human resource management, organizational behavior, and strategic management fields, as a “hybrid scholar” who publishes in both more macro (e.g., *Strategic Management Journal*) and more micro journals (e.g., *Personnel Psychology*). Evidence of the impact of my research on the field is apparent from the high number of citations to my work (8300+ per Google Scholar; 2400+ per Web of Science). As a Ph.D. Project celebrated member and Spirit Circle Honoree, I am also committed to serving the Ph.D. Project by helping the next generation of racial minorities gain acceptance into doctoral programs, matriculate through their doctoral programs, and effectively navigate the promotion and tenure process. I will continuously seek to widen the pipeline for ALL but particularly women and racial minority entry into doctoral programs and faculty across all areas of business.

Dean's Research Professor

EDUCATION

Massachusetts Institute of Technology

Post-Doctorate: Human Resources and Organizational Behavior, December 1997

Emphasis: Cultural Diversity's Impact on Organizational Processes and Performance

University of Kentucky

Ph.D. Doctor of Philosophy in Business Administration, May 1997

Major: Management Emphasis: Human Resources and Organizational Behavior

Dissertation Topic: The Impact of Workforce Diversity on Organizational

Effectiveness: Universalistic and Contingency/Resource-Based Views

Grambling State University

M.B.A. Master of Business Administration; Emphasis in General Management, December 1993

Louisiana Tech University

B.S. Bachelor of Science in Business Administration; Focus in Finance, November 1991

MILITARY EXPERIENCE

United States Army Specialist, 1990-1991, Desert Storm Veteran

Louisiana National Guard Soldier, 1987-1990

ACADEMIC EXPERIENCE

Dean's Research Professor, University of Massachusetts, Amherst, Sept 2020 to current

Full Professor, University of Texas at Dallas, Promotion Approved in April 2020

Associate Professor: Management, University of Texas at Dallas, 2005 to Spring 2020

Assistant Professor of Management, University of Texas at Dallas, 2000-2005

Assistant Professor of Management, Louisiana Tech University, 1997- 2000

Instructor, University of Kentucky, MGT, 1995-1997 and in Minority Affairs, Summer 1995

Teaching/Research Assistant, Grambling State University, MGT, 1992-1993

Dean's Research Professor

Classes Taught

Organizational Behavior (Doctoral, Masters, and Undergraduate)

Research Methods (Doctoral)

Human Resource Management (Masters and Undergraduate) and Compensation (Undergraduate)

Principles of Management (Undergraduate)

Professional Development and Guidance (Undergraduate)

Refereed Journal Publications (*Denotes my current/former doctoral student mentee)

Richard, Orlando C., Stewart, M., & Triana, M. (accepted). Store leader gender and store sales performance: When and why do women and men underperform? *Human Resource Management*. <http://doi.org/10.1002/hrm.22108>

Wu, J., **Richard, Orlando C.**, & *Triana, M. (shared 2nd authorship), & Zhang, X. 2022. The performance impact of gender diversity in the top management team and board of directors: A multiteam systems approach. *Human Resource Management*, 61(2): 157-180. <https://doi.org/10.1002/hrm.22086>

Vlas, C.O, **Richard, Orlando C.**, Andrevski, G., Konrad, A.M., Yang Y. 2022. Dynamic capabilities for managing racially diverse workforces: Effects on competitive action variety and firm performance. *Journal of Business Research*, 144: 600-618. <https://doi.org/10.1016/j.jbusres.2021.11.060>

Richard, Orlando C., *Triana, M. (equal 1st author), Yucel, I., Li, M., & *Pinkham, B. 2022. The impact of supervisor-subordinate incongruence in power distance orientation on subordinate job strain and subsequent job performance. *Journal of Business and Psychology*, 37: 31–45. <https://doi.org/10.1007/s10869-021-09738-3>

Konrad, A., **Richard, Orlando C.**, & Yang, Y. 2021. Both diversity and meritocracy: Managing the diversity-meritocracy paradox with organizational ambidexterity. *Journal of Management Studies*, vol 58(8): 2180-2206. <http://doi.org/10.1111/joms.12752>

- Richard, Orlando C., *Triana, M., & Li, M.** 2021. The effects of racial diversity congruence between upper management and lower management on firm productivity. *Academy of Management Journal*, 64(9): 1355-1382. <https://doi.org/10.5465/amj.2019.0468>.
- Wu, J., *Triana, M., **Richard, Orlando C.** (equal 2nd author), & Yu, L. 2021. Gender faultline strength on board of directors and strategic change: The role of environmental conditions. *Group and Organization Management*, 46(3): 564-601.
<https://journals.sagepub.com/doi/full/10.1177/1059601121992889>
- *Triana, M., Gu, P., Chapa, O., **Richard, Orlando C.**, & Colella, A. 2021. Sixty years of discrimination and diversity research in human resource management: A review with suggestions for future research directions. *Human Resource Management*, Volume 60(1): 145-204. DOI: 10.1002/hrm.22052
- *Miller, C.D., & Richard, Orlando C. 2020. Status incongruence in supervisor-subordinate dyads: The effects on subordinate job satisfaction and creative performance. *Journal of Business Strategies*, 37(2): 66-89.
- ***Richard, Orlando C.**, *Boncoeur, O. (equal 1st author), *Chen, H., & Ford, D. 2020. Supervisor abuse effects on subordinate turnover intentions and deviant behavior: The role of power distance orientation and perceived HR climate. *Journal of Business Ethics*, 164: 549–563.
- *Chen, H., **Richard, Orlando C.**, *Boncoeur, O., & Ford, D. 2020. Work engagement, emotional exhaustion, and counterproductive work behavior. *Journal of Business Research*, Volume 114, June 2020, Pages 30-41.
- Richard, Orlando C.**, McKay, P., *Garg, S., & *Pustovit, S. 2019. The impact of supervisor-subordinate racial-ethnic and gender dissimilarity on mentoring quality and turnover intentions: Do positive affectivity and communal culture matter? *International Journal of Human Resource Management*, 30(22): 3138-3165.
- Richard, Orlando C.**, Avery, D., Luksyte, A., *Boncoeur, O., & Spitzmueller, C. 2019. Improving organizational newcomers' creative job performance through creative process engagement: The moderating role of a synergy diversity climate. *Personnel Psychology*, Fall issue 72(3): 421-444.

- Wu, J., **Richard, Orlando C.**, *Zhang, X., & *Macaulay, C. 2019. Top management team surface-level diversity, strategic change frequency, and long-term firm performance: A mediated model investigation. *Journal of Leadership and Organizational Studies*, 26(3): 304-318.
- Richard, Orlando C.**, Wu, J., Markoczy, L., & Chung, Y. 2019. Top management team demographic-faultline strength and strategic change: What role does environmental dynamism play? *Strategic Management Journal*, 40(6): 987-1009.
- *Triana, M., **Richard, Orlando C.** (Equal 1st author), & *Su, W. 2019. Gender diversity in senior management, strategic change, and firm performance: Examining the mediating nature of strategic change in context. *Research Policy*, 48(7): 1681-1693.
- *Macaulay, C. D., Peng, M. W., **Richard, Orlando C.**, & Washburn, M. 2019. Balancing on the Triple Bottom Line: An Examination of Firm CSR Strategies. *SAM Advanced Management Journal*, 83(2): 27-36.
- *Miller, C., **Richard, Orlando C.**, & Ford, D. 2019. Ethno-racial similarity, relationship conflict, and trust in supervisor-subordinate dyads. *International Journal of Conflict Management*, 30(2): 246-269.
- *Macaulay, C., **Richard, Orlando C.**, Peng, M., & Hasenhuttl, M. 2018. Alliance network centrality, board composition, and corporate social performance. *Journal of Business Ethics*, 151(4): 997-1008.
- Richard, Orlando C.**, Stewart, M., McKay, P., & Sackett, T. 2017. The impact of store unit-community racial diversity congruence on store unit sales performance. *Journal of Management*, 43(7): 2386-2403.
- Tillman, J., Hood, A., & **Richard, Orlando C.** 2017. Supervisor-subordinate relationship conflict asymmetry and subordinate turnover intentions: The mediating roles of stress and counterproductive work behaviors. *Journal of Behavioral and Applied Management* 17(3): 169-196.
- *Triana, M., **Richard, Orlando C.**, & Yucel, I. 2017. Status congruence and supervisor gender as moderators of the transformational leadership to subordinate affective organizational commitment relationship. *Personnel Psychology*, 70(2): 429–467.

- Richard, Orlando C.,** *Su, W., Peng, M., & *Miller, C. 2015: Do external diversity practices boost focal firm performance? The case of supplier diversity. *The International Journal of Human Resource Management*, 26(17): 2227-2247.
- *Andrevski, G., **Richard, Orlando C.,** Shaw, J., & Ferrier, W. 2014. Racial diversity and firm performance: The mediating role of competitive intensity. *Journal of Management*, 40(3): 820-844.
- Yucel, I., *McMillan, A., & **Richard, Orlando C.** 2014. Does CEO transformational leadership influence top executive normative commitment? *Journal of Business Research*, 67(6): 1170-1177.
- Richard, Orlando C.,** Kirby, S., & *Chadwick, K. 2013. Racial and gender diversity in management, strategy making processes, and organizational performance. *International Journal of Human Resource Management*, 24 (13): 2571-2582.
- Richard, Orlando C.,** *Roh, H., & Pieper, J. 2013. The impact of diversity practices on racial diversity in management: The moderating role of firm size. *Human Resource Management*, March–April 2013, 52(2): 215–242.
- Yucel, I., & **Richard, Orlando C.** 2013. Transformational leadership, subordinate experience, and subordinate organizational commitment: Different leadership strokes for different folks. *Bogazici Journal Review of Social, Economic, and Administrative Studies*, 27(1): 19-51.
- *Ismail, K., **Richard, Orlando C.,** & Taylor, E. 2012. Key determinants and outcomes related to relationship conflict in supervisor-subordinate dyads: A subordinate perspective. *International Journal of Conflict Management*, 23(2): 192-218.
- *McMillan-Capehart, A., *Chen, H., **Richard, Orlando C.,** & Bhuian, S. 2012. A mediation model of task conflict in vertical dyads: Linking organizational culture, subordinate values, and subordinate outcomes. *International Journal of Conflict Management*, 23(3): 307-332.
- Zoogah, D., Vora, D., **Richard, Orlando C.,** & Peng, M. 2011. Strategic alliance team diversity, coordination and effectiveness. *International Journal of Human Resource Management*, 22 (3): 510-529.

- *Ismail, K., Ford, D., & **Richard, Orlando C.** 2010. Networking building behaviour of U.S. and Central Eurasian Leaders: Role of institutional background and individual factors. *Eurasian Journal of Business and Economics*, 3(6): 1-26.
- Richard, Orlando C.**, *Ismail, K., Bhuian, S., & Taylor, E. 2009. Mentoring in supervisor-subordinate dyads: antecedents, consequences, and test of a mediation model of mentorship. *Journal of Business Research*, 62(11): 1110-1118.
- Richard, Orlando C.**, *McMillan-Capehart, A., Bhuian, S., & Taylor, E. 2009. Antecedents and consequences of psychological contracts: Does organizational culture really matter? *Journal of Business Research*, 62(8): 818-825.
- Richard, Orlando C.**, *Wu, P., & *Chadwick, K. 2009. The impact of entrepreneurial orientation on firm performance: The role of CEO position tenure and industry tenure. *International Journal of Human Resource Management*. Vol. 20(5): 1078-1095.
- Fubara, E., *McMillan-Capehart, A., & **Richard, Orlando C.** 2008. The role of organizational justice and ethical frameworks on attitudes toward Affirmative Action: The moderating role of organizational support. *Journal of Diversity Management*, (3)3: 29-40.
- Richard, Orlando C.**, Murthi, B.P.S., & *Ismail, K. 2007. The impact of racial diversity on intermediate and long-term performance: The moderating role of environmental context. *Strategic Management Journal*, 28: 1213-1233.
- Richard, Orlando C.**, Ford, D., & *Ismail, K. 2006. Exploring the performance effects of visible attribute diversity: The moderating role of span of control and organizational life cycle. *International Journal of Human Resource Management*, 17(12): 2091-2109.
- *McMillan-Capehart, A., & **Richard, Orlando C.** 2005. Perceived fairness of hiring decisions related to race and gender: Affirmative action reactions. *Equal Opportunities International*, 23 (7/8): 44-57.
- Richard, Orlando C.**, & Johnson, N.B. 2004. High performance work practices and human resource management system effectiveness: Substitutes or Complements? *Journal of Business Strategies*, 21(2): 133-148.

- Richard, Orlando C.,** Barnett, T., Dwyer, S., & *Chadwick, K. 2004. Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, 47(2): 255-266.
- Dwyer, S., **Richard, Orlando C.,** & *Chadwick, K. 2003. Gender diversity in management and firm performance: The influence of growth orientation and organizational culture. *Journal of Business Research*, 56(12): 1009-1019.
- Richard, Orlando C.,** *McMillan, A., *Chadwick, K., & Dwyer, S. 2003. Employing an innovation strategy in racial diverse workforces: Effects on firm performance. *Group and Organization Management*, 28(1): 107-126.
- Grimes, D., & **Richard, Orlando C.** 2003. Could communication form impact organizations' experience with diversity? *Journal of Business Communication*, 40: 7-27.
- Richard, Orlando C.,** & Shelor, R. 2002. Linking top management team age heterogeneity to firm performance: Integrating two mid-range theories. *International Journal of Human Resource Management*, 13(6): 958-974.
- Richard, Orlando C.,** Kochan, T., & *McMillan, A. 2002. The impact of visible diversity on organizational effectiveness. Disclosing the contents in Pandora's black box. *Journal of Business and Management*, 8(3): 265-291.
- Richard, Orlando C.,** Taylor, E., Barnett, T., & Nesbit, M. 2002. Procedural voice and distributive justice: Their influence on mentoring career help and outcomes. *Journal of Business Research*, 55(9): 725-735.
- Richard, Orlando C.,** & Johnson, N. 2001. A configurational framework for understanding the impact of human resource diversity practices on firm performance. *Journal of Managerial Issues*, 13(2): 177-195.
- Richard, Orlando C.,** & Johnson, N. 2001. Strategic human resource management effectiveness and firm performance. *International Journal of Human Resource Management*, 12(2): 299-310.

- Richard, Orlando C.,** Fubara, E., & *Castillo, M. 2000. Reactions to workforce diversity initiatives: The impact of explanations and demographic group membership. *Journal of Applied Social Psychology*, 5: 1039-1055.
- Kirby, S.L. & **Richard, Orlando C.** 2000. Impact of marketing work-place diversity on employee job involvement and organizational commitment. *Journal of Social Psychology*, 140(3): 367-378.
- Richard, Orlando C.** 2000 Racial diversity, business strategy, and firm performance: A Resource-Based View. *Academy of Management Journal*, 34(2): 164-17.
- Richard, Orlando C.,** & Kirby, S.L. 1999. Organizational justice and the justification of work force diversity programs. *Journal of Business and Psychology*, 14(1): 109-118.
- Richard, Orlando C.,** & Johnson, N.B. 1999. Making the connection between formal human resource diversity practices and organizational effectiveness: Beyond management fashion. *Performance Improvement Quarterly*, 12(1): 77-96.
- Richard, Orlando C.** 1999. Human resources diversity in ideal organizational types and firm performance: Employing the concept of equifinality. *Mid-Atlantic Journal of Business*. 35(1): 11-24.
- Dwyer, S., **Richard, Orlando C.,** & Shephard, D. 1998. An exploratory study of gender and age matching in the salesperson-prospective customer dyad: Testing similarity-performance predictions. *Journal of Personal Selling and Sales Management*, 18(4): 55-69.
- Richard, Orlando C.,** & Kirby, S.L. 1998. Women recruit's perception of workplace diversity selection decisions: A procedural justice examination. *Journal of Applied Social Psychology*, 27(2): 187-92.
- Richard, Orlando C.,** & Kirby, S. L. 1997. African-Americans' reaction to unjustified diversity programs: Do Procedures Matter? *Journal of Black Psychology*, 23(4): 388-397.
- Richard, Orlando C.,** & Kirby, S. L. 1997. Predictors of white American males' attitudes toward diversity selection processes. *Journal of Social Psychology*, 137(6): 784-786.
- Richard, Orlando C.** 1997. Cross-national human resource diversity as value-added: The contingent role of global strategy. *Mid-Atlantic Journal of Business*, 33(3): 93-100.

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Kirby, S.L. & **Richard, Orlando C.** 1996. An investigation of workforce diversity programs: Two perspectives. *Equal Opportunity International*, 15: 17-28.

Richard, Orlando C., & Grimes, D. 1996. Bicultural interrole conflict: An organizational perspective. *Mid-Atlantic Journal of Business*, 32: 155-170.

Book Chapter

Richard, Orlando C., & *Miller, C. 2013. Considering diversity as a source of competitive advantage in organizations. In *Oxford Handbook of Diversity and Work* edited by Quinetta Roberson. Oxford University Press.

Papers in Refereed Proceedings and Conferences

Blount, I, Triana, M., & **Richard, Orlando C.** 2021. Examining How Women CEOs' Financial Knowledge and Ownership Homophily Affect Venture Performance. Academy of Management. Philadelphia, Pennsylvania (VIRTUAL).

Boncoeur, O.D., Lee, H.W., **Richard, Orlando C.**, & Hollie, L. 2021. When Receipt of Gratitude Impacts Work Outcomes via Emotional Regulation amongst Coworkers. Academy of Management. Philadelphia, Pennsylvania (VIRTUAL).

Boncoeur, O. D., Teschner, R. S., **Richard, Orlando. C.**, & Hollie, L. 2020. A Multilevel Investigation of the Receipt of Gratitude on Emotional Labor and Work Withdrawal: The Moderating Role of Diversity Climate. *Manuscript presented virtually at the Southern Management Association Annual Meeting*, Saint Petersburg, Florida.

Richard, Orlando C., Triana, M., & Li, M. 2020. The effects of racial diversity congruence between upper management and lower management on firm productivity. Academy of Management. Vancouver, Canada (VIRTUAL).

Boncoeur, D., Takeuchi, R., Thompson, P., & **Richard, Orlando C.** 2020. Workplace harassment and upward displaced aggression. Society of Industrial and Organizational Psychology. Austin, Texas.

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- Boncoeur, D., Takeuchi, R., & **Richard, Orlando C.** 2019. Kicking the boss: Coworker workplace harassment and upward-displace aggression. Academy of Management. Boston, Massachusetts. *Best Paper Award*.
- Wu, J., Triana, M., **Richard, Orlando C.**, & Zhang, X. 2019. Gender faultline strength on Chinese boards of directors and strategic change: Moderating conditions. Academy of Management. Boston, Massachusetts.
- Yang, Y., Chen, H., Konrad, A., **Richard, Orlando C.**, & Beydoun, A. 2019. Embrace merit and inclusion: Creative gains from linking identity conscious to identity blind climate. Academy of Management. Boston, Massachusetts. *Best Transnational Paper Award*
- Miller, C., & **Richard, Orlando C.** 2019. Status incongruence in supervisor-subordinate dyads – The effects on subordinate job satisfaction and creative performance. Eastern Academy of Management International. Dubrovnik, Croatia.
- Boncoeur, D., Miller, C., & **Richard, Orlando C.** 2018. Gender similarity effects on LMX and information elaboration: The moderating role of collectivism. Southern Academy of Management. Lexington, Kentucky.
- Wu, J., Xinhe, X., **Richard, Orlando C.**, & Triana, M. 2018. Effects of gender-based faultline strength in corporate boards: An optimal distinctiveness theory approach. IACMR, Wuhan, China.
- Richard, Orlando C.**, Boncoeur, O., Wu, J., & Markoczy, L. 2017. TMT faultlines' impact on strategic change and the role of environmental dynamism. Academy of Management. Atlanta, Georgia.
- Wu, J., Zhang, X., & **Richard, Orlando C.** 2017. Gender heterogeneity in TMTs and boards of directors. Academy of Management. Atlanta, Georgia.
- Miller, C., **Richard, Orlando C.**, Yucel, I., & Triana, M. 2016. When men are in the minority: The differential effects of leader-follower gender in pink collar settings. Equality Diversity Inclusion Conference. Nicosia, Cyprus. *Best Paper in International Business Award*.

- Richard, Orlando C.,** Wu, J., & Markoczy, L. 2016. TMT relationship- vs. task-based demographic faultline strength on firm performance. Academy of Management. Anaheim, California.
- Miller, C., **Richard, Orlando C.,** & Ford, D. 2016. When birds of a feather don't flock together: Dyad similarity, status and conflict. Academy of Management. Anaheim, California.
- Macaulay, C., & **Richard, Orlando C.** 2015. Alliance network centrality, board gender composition, and corporate social performance. Academy of Management Proceedings. Philadelphia, Pennsylvania. Academy of Management Proceedings, Vancouver, Canada.
- Andrevski, G., **Richard, Orlando C.,** & Skaggs, S. 2014. Temporal and spatial contingencies of the managerial diversity's effect on firm performance. Academy of Management Proceedings. Philadelphia, Pennsylvania.
- Richard, Orlando C.,** & Triana, M. 2014. Unlocking the performance potential of employees who are racially dissimilar from their boss. Academy of Management Proceedings. Philadelphia, Pennsylvania.
- Macaulay, C., **Richard, Orlando C.,** Peng, M., Hasenhuttl, M., and Hazzard, C. 2014. Alliance network centrality, board composition, and corporate social performance. Academy of International Business Southwest. Dallas, Texas. *Best Paper Award in International Business*
- Macaulay, C., Peng, M., **Richard, Orlando C.,** Hasenhuttl, M., and Hazzard, C. 2014. How a firm's pollution choice affects other CSR activities. Southwest Academy of Management. Dallas, Texas.
- Richard, Orlando C.,** Tillman, J., & Hood, A. 2013. Supervisor-subordinate conflict asymmetry and intent to turnover: The mediating roles of stress and deviance. Southern Management Association. New Orleans, Louisiana.
- Richard, Orlando C.,** Tillman, J., & Hood, A. 2013. Subordinate-supervisor conflict asymmetry, job stress, and subordinate turnover intentions. Symposium Series at the Academy of Management. Orlando, Florida.

- Ismail, K., & **Richard, Orlando C.** 2012. The impact of felt stress on innovative job performance and the mediating role of organizational commitment: An empirical investigation of cubic effects. Southern Academy of Management. Fort Lauderdale, Florida.
- Richard, Orlando C.**, McKay, P., & Garg, S., & Taylor, E. 2012. Positive affectivity, clan culture, and supervisor-subordinate demographic dissimilarity effects. Academy of Management. Boston, Massachusetts.
- Richard, Orlando C.**, Stewart, M., McKay, P., & Sackett, T. 2012. Employee relations-oriented diversity and store unit effectiveness: Does community matter? Academy of Management. Boston, Massachusetts.
- Richard, Orlando C.**, & Andreovski, G. 2011. The complementary effect of managerial diversity and board of director diversity on performance. Academy of Management, San Antonio. *Best Paper Proceedings and Divisional Best Paper Award.*
- Charles, C., & **Richard, Orlando, C.** 2011. Supplier diversity, environmental munificence, and focal firm performance. Academy of Management. San Antonio, Texas.
- Chen, H., Ford, D., **Richard, Orlando, C.**, Ford, D., & Markocky, L. 2011. Moral employees and their voluntary behaviours at work. Academy of Management. San Antonio, Texas.
- Chen, H., Ford, D., **Richard, Orlando, C.**, & Markocky, L. 2011. What keeps moral employees from performing OCB? The detrimental moderating roles of abusive supervision and emotional exhaustion. Eastern Academy of Management. Bangalore, India.
- McMillan, A., Chen, H., **Richard, Orlando C.**, & Bhuian, S. 2011. A mediation model of task conflict in vertical dyads: A subordinate perspective. Southwest Academy of Management. Houston, Texas.
- Andreovski, G., **Richard, Orlando C.**, Ferrier, W., & Shaw, J. 2010. Racial diversity, competitive aggressiveness and firm performance: A moderated mediation model. Academy of Management Proceedings. Montreal, Canada. *Best Paper Award.*

- Richard, Orlando C.**, Chen, H., & Bhuian, S. 2010. Strategic orientation of business enterprises (STROBE) and business performance: The moderating role of organizational culture. Southwest Academy of Management. Dallas, Texas.
- Richard, Orlando C.**, Joshi, A., & Roh, H. 2010. Do managerial diversity practices pay off? Investigating fit with the organizational context. Western Academy of Management. Kona, Hawaii.
- Ismail, K., **Richard, Orlando C.**, & Taylor, E. 2009. Key determinants and outcomes associated with relationship conflict in supervisor-subordinate dyads: A subordinate perspective. Southern Academy of Management. Asheville, North Carolina.
- Zoogah, D., Vora, D., & **Richard, Orlando C.** 2009. Strategic alliance team diversity, coordination and effectiveness. Academy of International Business. San Diego, California.
- Vora, D., & **Richard, Orlando C.** 2009. Strategic alliance team diversity, coordination and effectiveness. Academy of Management. Chicago, Illinois.
- Andrevski, G., Shaw, J., **Richard, Orlando C.**, & Ferrier, W. 2008. Managerial racial diversity, competitive actions, and organizational performance. Academy of Management. Anaheim, California.
- Richard, Orlando C. 2008. The moderating effect of board of director diversity on the link between managerial diversity and firm performance. Academy of Management. Anaheim, California.
- Ismail, K., Ford, D., & **Richard, Orlando C.** 2007. Comparative study of network building behaviors of the U.S. and Central Eurasian leaders: the role of contextual and individual factors. Organizational Science Invited Workshop. Seattle, WA.
- Harrison, J. R., & **Richard, Orlando C.** 2007. Group diversity dynamics and decision quality. ESSA. France.
- McMillan-Capehart, A., & **Richard, Orlando C.** 2007. The role of organizational justice and ethical frameworks on attitudes toward affirmative action: The moderating role of organizational support. Southern Management Association, Nashville, TN.

- Richard, Orlando C.**, Wu, P., & Chadwick, K. 2007. The impact of entrepreneurial orientation on firm performance: The role of CEO position tenure and industry tenure. Southern Management Association, Nashville, TN.
- Ismail, K., **Richard, Orlando, C.**, Bhuian, S., & Taylor, E. 2007. Mentoring in supervisor-subordinate dyads: Test of a mediation model of mentorship. Academy of Management. Philadelphia, Penn.
- Duguid, M., Roberson, Q., & **Richard, Orlando C.** 2007. A social networks approach to board composition and firm performance. Academy of Management. Philadelphia, Penn.
- Harrison, J. R., & **Richard, Orlando C.** 2006. Group diversity and decision quality. Proceedings of the Conference on Decision Quality. Aspen, Colorado.
- McMillan-Capehart, A., & **Richard, Orlando C.** 2005. Cultural diversity in human capital, performance, and the contingent role of formalized HRM structures. Academy of Management Meetings. Honolulu, Hawaii.
- Richard, Orlando C.** Does breaking the glass ceiling impact firm performance? 2005. Presented as part of the Distinguished Lecture Series at Prairie View A & M University. Prairie View, Texas.
- Richard, Orlando, C.** 2005. Diversity in management and performance: Alternative rationales and explanations. Conference on Diversity by Organizational Behavior Division of Academy of Management and Syracuse University. Syracuse, New York.
- Harrison, J. R., & **Richard, Orlando C.** 2004. Group diversity dynamics and decision quality. Proceedings of the International Institute for Advanced Studies in Systems Research and Cybernetics. Badum-Badum, Germany.
- Richard, Orlando C.**, & Murthi, B.P.S. 2004. Does race matter within a multicultural context: Alternative modes of theorizing and theory testing. Academy of Management Proceedings. New Orleans, Louisiana. *Best Paper Award*.
- Richard, Orlando C.**, Barnett, T., & Chadwick, K. 2003. Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. Academy of Management Meetings. Seattle, Washington.

- Richard, Orlando C.,** Ford, D., Huang, Z., & Li, D. 2002. Alternative modes of theorizing on the performance impact of visible attribute diversity: Evidence from a field study and computer simulation. Proceedings of the Southern Academy of Management. Atlanta, Georgia.
- Richard, Orlando C.,** & Shelor, R. 2000. Linking top management team age heterogeneity to firm performance: Integrating two mid-range theories. Proceedings of the Southwest Academy of Management. San, Antonio, Texas.
- Richard, Orlando C.,** & Kirby, S., & Kirby, E. 2000. Linking gender diversity to firm performance: The contingent role of human resource management system effectiveness. Proceedings of the Southwest Academy of Management. San, Antonio, Texas.
- Richard, Orlando C.,** & Kochan, T. 1999. The impact of cultural diversity on organizational effectiveness: An integrative theory of process and content. Academy of Management. Chicago, Illinois.
- Richard, Orlando C.** 1998. The performance impact of coalescing racial diversity with a growth strategy: Beyond process to content. Academy of Management. San Diego, California. *Best Paper Award*.
- Richard, Orlando C.,** & Johnson, N. 1998. Making the connection between human resource diversity practice and organizational effectiveness: A combined universalistic-contingency interpretation. Academy of Management. San Diego, California.
- Richard, Orlando C.,** & Johnson, N. 1998. The impact of strategic human resource diversity practices on firm effectiveness: A configurational framework. Proceedings of the IRRA. Chicago, Illinois.
- Kirby, S, **Richard, Orlando C.,** & Kirby, E. 1998. The effects gender diversity has on organizational performance. Academy of Management. San Diego, California.
- Kirby, S., & **Richard, Orlando C.** 1997. Managing workplace diversity for the 21st Century: An exploration of the key issues. The 12th Annual Proceedings of the Texas Conference on Organizations. Lago Vista, Texas.

Richard, Orlando C. 1997. Does diversity practice pay for firm outcomes? Presented at the Fairleigh Dickinson University Center for Human Resource Management Diversity Roundtable. Madison, New Jersey.

Richard, Orlando C. 1997. Does workforce diversity matter for firm performance? Presented at the MIT Sloan Conference on Innovation in the Workplace. Madison, Wisconsin.

Richard, Orlando C., & Kochan, T. 1997. A model for organizing the literature on how cultural diversity impacts firm performance. Academy of Management 1997. Boston, Massachusetts.

Richard, Orlando C., & Kirby, S. 1996. African-Americans' reaction to unjustified diversity programs: Do procedures matter? Proceedings of the 10th Annual Recruitment and Retention of Minorities in Education Conference. Lexington, Kentucky.

Papers under Review and Revisions

Richard, Orlando C., Yang, J., & Triana, M (revision). "Title withheld to protect the integrity of the review process." *Journal of Business Ethics*

Wu, J., Triana, M., **Richard, Orlando C., & Luman, L.** (revision) "Title withheld to protect the integrity of the review process." *Journal of Management Studies*

Works in Progress

Richard, Orlando C., Li, M., & Triana, M. Racial diversity incongruence detrimental effects on Post M&A Performance. (Target is Academy of Management Journal)

Boncoeur, D., Takeuchi, R., & **Richard, Orlando C.** Kicking the boss: Coworker workplace harassment and upward-displace aggression. (Target is Journal of Management)

Richard, Orlando C., Avery, D., Boncoeur, D., Chen, H., Yang, Y., Konrad, A. The effect of integrating a human resource management climate with a diversity climate. (Target Organizational Behavior and Human Decision Processes)

Richard, Orlando C., Triana, M., & Su, W. Breaking the race-based glass ceiling in the United States computer industry: Senior management racial diversity, strategic change, and firm performance. (Target is Journal of Business Research)

Skaggs, S., **Richard, Orlando C.**, Andreovski, G., & Hollie, L. "Title withheld to protect the integrity of the review process." (Target is Journal of Business Research)

Most Notable Awards

Editor Commendation Award, Journal of Business and Psychology, 2022
Excellence in Reviewing Award, Human Resource Management Review, 2021
AMJ Impact Award Finalist (1 of 3 articles), 2021
Research Excellence Award, Isenberg School of Management, 2020
Transnational Best Paper Award, Gender and Diversity in Organizations Division, 2019
The PhD Project Spirit Circle Honoree, 2017
Alumnus Research Award, Grambling State University, 2012
Faculty Diversity Award, UT-Dallas, 2012
Academy for Global Business Advancement Distinguish Scholar Award, 2012
Distinguished Teacher in Diversity & Multicultural Education Award, 2011
Dorothy Harlow Best Paper in Gender and Diversity in Organizations Division, 2011
Distinguished Lecturer Award at Prairie View A&M University, 2005
Dorothy Harlow Best Paper in Gender and Diversity in Organizations Division, 2004
Best Paper Based on a Dissertation Award, Gender and Diversity in Organizations Division, 1998

Research Proposals Funded

MIT Sloan Foundation Grant to Diversity Research Network (Grant Writer), 1999 (\$297,643)
Louisiana Tech University Summer Research Grant, 1998 (\$850)
Alfred P. Sloan Foundation Post-Doctoral Grant, 1997 (\$6,500)
GE Faculty to the Future Grant, 1997 (\$5,500)
Harvey Wilson/SHRM Foundation Doctoral Dissertation Research Grant, 1996 (\$2,500)
Carol Martin Gatton College of Business Research Grant, 1996 (\$800)
Lyman T. Johnson Academic Fellow, 1994-1997
Croatian Distinguished Research Fellow, Summer 1995

Professional Affiliations

Eastern Academy of Management-International: 2011 to current
Southern Academy of Management: 2010 to current
Academy of Management: HR Division, and Gender and Diversity Division: 1996 to current
Management Faculty of Color Association: 2000 to current
Academy of International Business: 2002 to 2007

Dean's Research Professor

SERVICE

Dissertation committees

Dissertation Committee Chair, 2021 to present: Mengjie Xu
Dissertation Committee Co-Chair, 2021: Dorian Boncoeur
Dissertation Committee Member, 2019: Stephanie Leonard
Dissertation Committee Member, 2018: Cristina Vlas
Dissertation Committee Chair, 2016: Carliss Miller
Dissertation Committee Member, 2016: HoWook Shin
Dissertation Committee Co-Chair, 2014: Craig Macaulay
Dissertation Committee Member, 2012: Weichieh Su
Dissertation Committee Member, 2012: Omer Gokalp
Dissertation Committee Chair, 2011: Hao Chen
Dissertation Committee Member, 2005: Kiran Ismail
Dissertation Committee Member, 2005: Mine Ozer
Dissertation Committee Member, 2005: Ekin Alakent
Dissertation Committee Member, 2004: Nancy Kucinski
Dissertation Committee Member, 2003: Kwadwo Brobbey
Dissertation Co-Chair, completed 2003: Amy McMillan
Dissertation Committee Member, 2003: M. Alix Valenti
Dissertation Committee Member, 2000: Tami Knotts
Dissertation Co-Chair, 2000: Jeffrey Snell

Other Service (journal board participation bolded)

Editorial Board Member, Journal of Management Scientific Reports, May 2022 to present

Academy of Management, Human Resource Division's nominations committee, 2022

Editorial Board Member, Palgrave Studies on " Equity, Diversity, Inclusion, and Indigenization in Business", March 2022 to present

Special Issue Guest Editorial Board Member, Journal of Business and Psychology, 2020-21

Examining Committee Chair for Murat Tunc's Dissertation at UTD: May 2020

Board Member—Group and Organization Management, July 2021 to present

Editor Board Member, Human Resource Management Review, February 2020 to present

Examining Committee Chair for Hyoungh Kim's Dissertation at UTD: June 2019

IRB Board Member, November 2018 to present

Examining Committee Chair for Katherine Benavides's Dissertation at UTD: June 2017

Examining Committee Chair for Ahmad Askarian's Dissertation at UTD: April 2017

Editor Board Member, Personnel Psychology, January 2017 to present

Advisory Board, Eastern Academy of Management-International, June 2016 to present

Keynote Speaker for Black History Month at UT-Southwestern, February 2016

Associate Editor—Group and Organization Management, August 2014 to July 2020

Examining Committee Chair for Salih Gelgee's Dissertation at UTD: June 2014

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Board Member—Group and Organization Management, 2013 to August 2014

Board Member—NMIMS Management Review, 2013 to 2015

Core Committee for Women and Minorities Committee, 2011 to current

Executive Committee Member, Gender and Diversity Division of AOM, August 2011 to 2014

Judicial Affairs Officer, May 2010 to 2013

Faculty Senate, June 2010 to 2014

Management Faculty of Color Conference Co-Chair, University of Texas at Dallas, June 2009

Faculty Mentoring Committee: 2009 to current

Examining Committee Chair for Augustine Ejike Ene's Dissertation at UTD: October 2009

Panel: Multicultural & Social Justice Living Learning Communities, faculty panel: Sept 2009

Board Member—Academy of Management Review: 2005 to 2008

Examining Committee Chair for Charles F. Williams' Dissertation at UTD: June 2007

Faculty Advisor of Minority Doctoral Student Association: 2005 to 2007

Diversity Coordinator and Recruiter for School of Management: 2000 to current

Ph.D. in International Management Program Coordinator: 2001 to 2005

Search Committee Member for Director of External Relations: 1998

Faculty Advisor: Society for Human Resource Management, 1998

Faculty Search Committee: 1998, 1999, 2001, 2002, 2005

Speaker for Career Day at Dallas Student Detention Center, 2003

Cites and Media

<http://www.game-changer.net/2021/09/27/the-importance-of-a-diverse-c-suite/#.YVMIFGQpAzZ>

<https://www.nbs.net/articles/how-diversity-increases-productivity>

<https://www.hrdive.com/news/pinterests-new-di-chief-will-report-directly-to-ceo/585138/>

Citing Black Lives Matter, AT&T CEO urges employees to have difficult conversations about race

<http://www.dallasnews.com/business/att/2016/09/30/citing-black-lives-matter-att-ceo-urges-employees-difficult-conversations-race>

When the boss is half your age. New York Times.

https://www.nytimes.com/2017/03/17/your-money/retiring-older-workers-younger-bosses.html?_r=0

Fisher versus State of Texas, November 2, 2015

http://www.americanbar.org/content/dam/aba/publications/supreme_court_preview/briefs_2015_2016/14-981_amicus_resp_DeanRobertPost.authcheckdam.pdf

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