

CRISTIANO L. GUARANA

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Academic Appointments

2017 – present **INDIANA UNIVERSITY, KELLEY SCHOOL OF BUSINESS, Bloomington/IN**
Assistant Professor, Department of Management and Entrepreneurship

2015 – 2017 **UNIVERSITY OF VIRGINIA, DARDEN SCHOOL OF BUSINESS, Charlottesville/VA**
Post-Doctoral Researcher

Education

- 2015 **UNIVERSITY OF WASHINGTON, FOSTER SCHOOL OF BUSINESS, Seattle/WA**
Ph.D. in Business Administration
- Dissertation title: Ambivalence: When cognitive conflicts can help individuals overcome cognitive traps
 - Committee: Morela Hernandez (chair), Bruce Avolio, Terence Mitchell, and Gregory Bigley
- 2010 **THE OHIO STATE UNIVERSITY, FISHER COLLEGE OF BUSINESS, Columbus/OH**
Master of Labor and Human Resources
- Thesis title: The moderator effect of organizational identification on the relationship between work context and workforce engagement/burnout
 - Committee: Robert Heneman, David Greenberger, and Stefanie Wilk
- 2007 **OHIO UNIVERSITY, COLLEGE OF BUSINESS, Athens/OH**
Executive M.B.A.
- 2000 **INSTITUICAO TOLEDO DE ENSINO, CIENCIAS ECONOMICAS, Brazil**
B.A. in Economics

Areas of Expertise

Leadership, ambivalence, sleep, attentional focus, job engagement, and ethics.

Selected Publications

Guarana, C. L., Rothman, N. B., Melwani, S. (in press). Leader subjective ambivalence: Enabling team task performance via information-seeking processes. *Personnel Psychology*. <https://doi.org/10.1111/peps.12516>.

Guarana, C. L., Stevenson, R., Gish, J. J., Ryu, J. W., & Crawley, R. (2022). Owls, larks, or investment sharks? The role of circadian process in amateur startup investing. *Journal of Business Venturing*, 37(1), 106165.

- Selected Media coverage by ScienceDaily, Mint, and Indiana Daily Student.

Fehr, R., Gupta, A., & **Guarana, C. L.** (2021). Rewarding morality: How corporate social responsibility shapes top management team compensation votes. *Organizational Behavior and Human Decision Processes*, 167, 170-188.

Guarana, C. L., Barnes, C. M., Ryu, J. W., & Crawley, R. A (2021). A chronotype circadian model of charismatic leadership expressions and perceptions. *Leadership Quarterly*, 32(6), 101509.

- Selected Media coverage by Harvard Business Review, Inc.com, CNBC, and The Australian.

Guarana, C. L., Ryu, J. W., O'Boyle, E., Lee, J., & Barnes, C. B (2021). Sleep and self-control: A systematic review and meta-analysis. *Sleep Medicine Reviews*, 51, 101514. Impact factor: 11.609 (2019).

Guarana, C. L., Barnes, C. M., & Ong, W. J. (2021). The effects of blue-light filtration on sleep and work outcomes. *Journal of Applied Psychology*, 6(5), 784–796.

- Selected Media coverage by Harvard Business Review, Forbes, IU News, The Aspen Institute, Science Daily, American Association for the Advancement of Science, The Ladepeche, Pourquoi docteur, News-Medical.Net, Medical Dialogues, Futurity, Android Kosmos.

Walter, S., Gonzalez-Mule, E., **Guarana, C. L.**, O'Boyle, E., Berry, C., & Baldwin, T. (2021). The race discipline gap: A cautionary note on archival measures of behavioral misconduct. *Organizational Behavior and Human Decision Processes*, 166, 166-178.

- Selected media coverage by Fox5DC, ScienceNews, and Black Enterprise.

Heng, Y. T., Wagner, D., Barnes, C. M., & **Guarana, C. L.** (2018). Archival research: Expanding the methodological toolkit in social psychology. *Journal of Experimental Social Psychology*, 78, 14-22.

Barnes, C. M., Dang, C., Leavitt, K., **Guarana, C. L.**, & Uhlmann, E. L. (2018). Archival data in micro-organizational research: A toolkit for moving to a broader set of topics. *Journal of Management*, 44(4), 1453-1478.

Hernandez, M. & **Guarana, C. L.** (2018). An examination of the temporal intricacies of job engagement. *Journal of Management*, 44(5), 1711-1735.

- Selected media coverage by Fortune and Darden Idea to Action.

Guarana, C. L., & Barnes, C. M. (2017). Lack of sleep and the development of leader-follower relationships over time. *Organizational Behavior and Human Decision Processes*, 141, 57-73.

- Selected Media coverage by Harvard Business Review, and Inc.com.

Guarana, C. L., Li, J., & Hernandez, M. (2017). Examining the effects of manager-subordinate

gender match on Managerial Response to Voice. *Journal of Experimental Social Psychology*, 72, 147-160.

- Selected Media coverage by MIT Sloan Management Review.

Cho, K., Barnes, C., & **Guarana, C. L.** (2016). Sleepy punishers are harsh punishers: Daylight saving time and legal sentences. *Psychological Science*, 28(2), 242-247.

- Selected media coverage by The Times (of London), The Tonic (Vice News), Bloomberg Business, Boston Globe, Quartz, Discover Magazine Blog, Harvard Business Review, ScienceDaily, NZ Herald, Psy Post, The Evolving Planet.

Guarana, C. L. & Hernandez, M. (2016). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. *Journal of Applied Psychology*, 101(7), 103-1029.

- Selected media coverage by The British Psychological Society, and Darden Idea to Action.

Barnes, C., **Guarana, C. L.**, Nauman, S., & Kong, D. (2016). Too tired to inspire or be inspired: Sleep deprivation and charismatic leadership. *Journal of Applied Psychology*, 101(8), 1191-1199.

- Selected media coverage by The Atlantic, Huffington Post, Harvard Business Review, Inc.com, Business Insider, Van Winkle's, BPS Research Digest, Entrepreneur.com

Additional Refereed Publications

Guarana, C. L. & Avolio, B. J. (2022). Unpacking psychological ownership: How transactional and transformational leaders motivate ownership. *Journal of Leadership and Organizational Studies*, 29(1)96-114.

Li, J., Barnes, C. M., Yam, K. C., **Guarana, C. L.** & Wang, L. (2019). Don't like it when you need it the most: Examining the effect of manager ego depletion on managerial voice endorsement. *Journal of Organizational Behavior*, 40, 869–882.

Elberly, M., Bluhm, D., **Guarana, C. L.**, Avolio, B., & Hannah, S. (2017). Staying after the storm: How transformational leadership relates to follower turnover intentions in extreme contexts. *Journal of Vocational Behavior*, 102, 72-85.

Guarana, C. L. & Hernandez, M. (2015). Building sense out of situational complexity: The role of ambivalence in creating functional leadership processes. *Organizational Psychology Review*, 5(1), 50-73.

- Selected media coverage Darden Idea to Action.

Burch, T. C., & **Guarana, C. L.** (2014). The comparative influences of transformational leadership and leader-member exchange on follower engagement. *Journal of Leadership Studies*, 8(3), 6-25.

Best Paper Proceedings

Fehr, R., & **Guarana, C. L.** (2017). Do shareholders reward morality? An examination of corporate social responsibility and say-on-pay. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

- Finalist for the Best Paper by the Managerial and Organizational Cognition Division

Guarana, C. L. & Hernandez, M. (2015). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

- Winner of Best Student Paper by the Managerial and Organizational Cognition Division

Bluhm, D., Elberly, M., **Guarana, C. L.**, Hannah, S. & Avolio, B. (2015). Against all odds: Job embeddedness and leadership in extreme contexts. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

- Finalist for the Best Convention Paper Award by the Human Resources Division

Manuscripts Under Review

Raveendhran, R., Ryu, J. W., & **Guarana, C. L.** I Speak Up to My Tech-Savvy Leader: Technological Savviness and Voice. Under Review at *Organizational Behavior and Human Decision Processes*.

Barnes C. B., **Guarana, C. L.**, Lee., J & Eknogkar, K. Using Wearable Technology (Closed Loop Acoustic Stimulation) to Improve Sleep Quality and Work Outcomes. Under Review at *Journal of Applied Psychology*.

Research in Progress

Koval, C. Z., Hernandez, M., **Guarana, C. L.** & Shea, C. Topic: Accented speech in team contexts. Data analysis has been finalized; in preparation for *Academy of Management Journal*.

Guarana, C. L., Hernandez, M. & Crawley, R. Topic: Ambivalence and stewardship. Data analysis has been finalized; in preparation for *Journal of Applied Psychology*.

Guarana, C. L., & Hernandez, M. Follower ambivalence: Good of the team, not so good for the follower. Data collection for second study under way. Target journal: *Journal of Applied Psychology*.

Guarana, C. L., Barnes C. B., & Lee., J. Energy management and work outcomes. Data collection under way. Target journal: *Journal of Applied Psychology*.

Guarana, C. L., Hernandez, M., & Owsik, C. The role of ambivalence in prompting

contemplation and moral awareness in ethical decision-making. Data collection under way. Target journal: *Journal of Applied Psychology*.

Ryu, J. W., & **Guarana, C. L.** When to ask for help? The impact of chronotype on helping behaviors. Data collection under way. Target journal: *Journal of Applied Psychology*.

Ryu, J. W., Raveendhran, R., & **Guarana, C. L.** The impact of artificial intelligence on feedback acceptance. Data collection under way. Target journal: *Journal of Applied Psychology*.

Hernandez, M., & **Guarana, C. L.** The Influence of Job Engagement on Attentional Focus and Creativity. Data collection under way. Target journal: *Journal of Applied Psychology*.

Hernandez, M., **Guarana, C. L.**, & Halgin, D. Topic: Social network and stewardship. Data collection of field study is underway; in preparation for *Academy of Management Journal*.

Scholarly Presentations

***Guarana, C. L.**, & Hernandez, M. (2022). Follower ambivalence: Good of the team, not so good for the follower. Data collection for second study under way. *Ambivalence conference*, Bethlehem, PA.

*Barnes C. B., **Guarana, C. L.**, Lee., J & Eknogkar, K. (2022). Using Wearable Technology (Closed Loop Acoustic Stimulation) to Improve Sleep Quality and Work Outcomes. *Positive organizational scholarship conference*, Ann Arbor, MI.

*Barnes C. B., **Guarana, C. L.**, Lee., J & Eknogkar, K. (2022). Using Wearable Technology (Closed Loop Acoustic Stimulation) to Improve Sleep Quality and Work Outcomes. *Academy of Management Annual Meeting*, Seattle, WA.

***Guarana, C. L.**, Hernandez, M, & Owsik, C. (2021). The Role of Ambivalence in Prompting Contemplation and Moral Awareness in Ethical Decision-Making. *Society for Personality and Social Psychology Virtual Conference*.

***Guarana, C. L.**, Barnes, C. M, & Ong, W. J. (2020). The Effects of Blue-Light Suppression on Work. *Academy of Management Annual Meeting*, Vancouver, Canada.

- Symposium "Chronobiology & Sleep @ Work"

Raveendhran, R., Ryu, J. W., & **Guarana, C. L.** (2020). I Speak Up to My Tech-Savvy Leader: Technological Savviness and Voice. *Academy of Management Annual Meeting*, Vancouver, Canada.

***Guarana, C. L.**, Barnes, C. M, Ryu, J. W., & Crawley, R. (2019). The daily charismatic leadership cycle: A chronotype explanation of dynamic charismatic leadership. *Academy of Management Annual Meeting*, Boston, MA.

- Showcase symposium "Setting the Clock on Dynamic Leader Behaviors: Empirical and Theoretical Extensions "

- Fehr, R., Gupta, A., & **Guarana, C. L.** (2018). Corporate social responsibility and top management team compensation: A study of shareholder voting behavior. *International Association for Business & Society*, Hong Kong.
- Fehr, R., & **Guarana, C. L.** (2017). Rewarding moral TMTs: Corporate social responsibility, TMT moral character, and shareholder voting patterns. *Academy of Management Annual Meeting*, Atlanta, GA.
- Li, J., Barnes, C. M., Yam, K. C., **Guarana, C. L.** & Wang, L. (2017). Effects of manager ego depletion on managerial voice endorsement. *Society for Industrial and Organizational Psychology*, Orlando, FL.
- ***Guarana, C. L.**, & Barnes, C. M. (2016). Sleepy first impressions: Lack of sleep and the development of leader-follower relationships over time. *Academy of Management Annual Meeting*, Anaheim, CA.
- Showcase symposium "Human Energy in Work Organizations: A Look at the Everyday".
- ***Guarana, C. L.** & Hernandez, M. (2016). The role of identified ambivalence in ethical decision-making processes. Paper to be presented at the *19th International Symposium on Ethics, Business and Society*, to be held at IESE, Barcelona, Spain.
- Barnes, C., **Guarana, C. L.**, Naumann, S., & Kong, D. (2016). Too tired stir the hearts of others: Sleep deprivation and charisma. *Society for Industrial and Organizational Psychology*, Anaheim, CA
- ***Guarana, C. L.** & Hernandez, M. (2015). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. *Academy of Management Annual Meeting*, Vancouver, British Columbia.
- Bluhm, D., Elberly, M., **Guarana, C. L.**, Hannah, S. & Avolio, B. (2015). Against all odds: Job embeddedness and leadership in extreme contexts. *Academy of Management Annual Meeting*, Vancouver, British Columbia.
- Barnes, C., Wagner, D. T., & **Guarana, C. L.** (2015). Law and error: Daylight saving time and police harassment. *Western Academy of Management Conference*, Kauai, Hawaii.
- ***Guarana, C. L.** & Hernandez, M. (2014). Building sense out of situational complexity: Functional ambivalence and leadership processes. *Academy of Management Annual Meeting*, Philadelphia, PA.
- ***Guarana, C. L.**, Li, J., & Hernandez, M. (2014). The effects of gender social comparison on leader's voice endorsement. *Academy of Management Annual Meeting*, Philadelphia, PA.
- ***Guarana, C. L.** (2013). Does your company ask employees to smile? Be careful! They may be

cheating. *Academy of Management Annual Meeting*, Orlando, FL.

*Hernandez, M. & **Guarana, C. L.** (2012). Beyond job engagement: Examining the interplay of organizational identification and fit construal. *Academy of Management Annual Meeting*, Boston, MA.

***Guarana, C. L.**, Burch, T., & Hernandez, M. (2012). The competing influences of transformational leadership and LMX on follower engagement. *Academy of Management Annual Meeting*, Boston, MA.

***Guarana, C. L.** & Hernandez, M. (2011). The compensatory effect of organizational identification on workforce engagement. *Academy of Management Annual Meeting*, San Antonio, TX.

*Presentations performed by Cristiano L. Guarana.

Invited Presentations

- School of Optometry, Indiana University. Topic: Sleep at Work: The impact of sleep on leadership and job performance. (2021)
- Centro de Pesquisa, Insper (Brazil). Topic: Attentional traps: Should leaders avoid or embrace them? (2018)

Doctoral Dissertation Committee Member

- Ji Woon Ryu – Kelley School of Business – Title: Stigma, Feedback, and Technology
- Gregory O'Donnell – School of Education – Title: Principal Coaching Strategies for a Catholic Context: A Case Study

Teaching Material

Ethics beneath the surface. Technical note co-authored with Jared Harris & Morela Hernandez. Darden Business Publishing UVA-E-0409.

- Featured by Harvard Business Publishing

Understanding your data: Analytical tools. Coursera: <https://www.coursera.org/learn/uva-darden-understanding-data-tools>

Teaching Experience

Indiana University, Kelley School of Business:

SEMINAR IN ORGANIZATIONAL BEHAVIOR (BUS-Z-601)

Doctoral Seminar, Spring 2022-present

LEADING ORGANIZATIONS (BUKD-Z-596)

Online MBA Program, Fall 2019-present

MANAGING PEOPLE (BUS-Z-304)

Undergraduate Program, Fall 2017-2018

ORGANIZATIONAL BEHAVIOR AND LEADERSHIP (BUKD-U-702)
Online MBA Program, Fall 2017-present

University of Washington, Foster School of Business:
LEADERSHIP AND ORGANIZATIONAL BEHAVIOR (MGMT300)
Undergraduate Program, Winter 2015

LEADERSHIP DEVELOPMENT, ELECTIVE COURSE (MGMT401)
Undergraduate Program, Fall 2013

Fundacao Getulio Vargas:
MULTILEVEL MODELING
Graduate Program, 2018

Awards and Honors

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| <i>2021</i> | Trustee Teaching Award at Indiana University. |
| <i>2020</i> | Outstanding Reviewer Award. Business Horizon. |
| <i>2020</i> | Innovative Teaching Award at Kelly School of Business. |
| <i>2020</i> | Finalist of the Trustee Teaching Award at Indiana University. |
| <i>2019</i> | Finalist of the Exeter Centre for Leadership Rising Star Award. |
| <i>2017</i> | Selected for inclusion in the Academic Keys Who's Who in Business Higher Education. |
| <i>2016</i> | Outstanding Reviewer Award. Organizational Behavior (OB) Division of the Academy of Management. |
| <i>2015</i> | Outstanding Reviewer Award. Managerial and Organizational Cognition (MOC) Division of the Academy of Management. |
| <i>2015</i> | Outstanding Teaching Award. Awarded to Ph.D. students by the Dean of the Business school for their demonstration of teaching excellence. |
| <i>2014</i> | Outstanding Reviewer Award. Managerial and Organizational Cognition (MOC) Division of the Academy of Management. |
| <i>2013</i> | Outstanding Reviewer Award. Managerial and Organizational Cognition (MOC) Division of the Academy of Management. |
| <i>2010</i> | Weidler Scholar Award. The Ohio State University. Awarded to a student for their demonstration of distinguished academic performance in the Master of |

Professional Service

Editorial Review Board:

Member of the editorial review board of *Organizational Behavior and Human Decision Processes* (2022-present).

Member of the editorial review board of the *Academy of Management Journal* (2021-present).

Member of the editorial review board of *Personnel Psychology* (2021-present).

Member of the editorial review board of *Business Horizon* (2021-present).

Academy of Management:

Elected Representative at Large for the Managerial and Organizational Cognition (MOC) Division of the Academy of Management (2022–present).

Chief Technology Officer for the Managerial and Organizational Cognition (MOC) Division of the Academy of Management (2015–present).

Panelist, “Researching Ambivalence: Broadening our Sight by Accounting for Complexity in Human Experience and Interaction” at Academy of Management (2020).

Co-organizer, “Review in the Rough” PDW of the Managerial and Organizational Cognition (MOC) Division of the Academy of Management, 2020.

Co-organizer, “Review in the Rough” PDW of the Managerial and Organizational Cognition (MOC) Division of the Academy of Management, 2019.

Co-organizer, “Review in the Rough” PDW of the Managerial and Organizational Cognition (MOC) Division of the Academy of Management, 2018.

Chair of paper session titled "Abusive Supervision, Power, and Social Influence" at the Academy of Management (2015).

Chair of paper session titled “Leadership and leadership narrative” at the Academy of Management (2014).

Ambassador for MOC Division (2014–2015).

Volunteer for the “Adopt a member” program. Mentoring Program for new members at the Academy of Management (2012–2015).

Ad-Hoc Reviewing:

Academy of Management Review

Journal of Applied Psychology

Organizational Science

Organizational Behavior and Human Decision Processes

Organizational Psychology Review

Indiana University:

Kelley Direct Policy Committee (2021)

Staff Support Task Force (2020)

MBA Committee (2020)

Center of Rural Engagement collaborator (2019)

Doctoral Student Program Committee (2018-present)

Recruiting Committee (2019-present)

Ideas in the Rough organizer (2018-present)
Guest Speaker for the Kelley Club Kick-Off (2017)
Organizational Behavior Curriculum Committee Member (2017)

University of Washington:

Treasurer for the Doctoral Business Students Association at University of Washington (2014–2015).

Industry Experience

1995–2008 GUARANA INSURANCE BROKERAGE COMPANY, Brazil
Partner and executive director.

- Elaborated a leadership and talent development program to increase the pool of internal candidates for promotion and career advancement.
- Nominated member of Allianz Brokerage Board by Allianz Insurance Company CEO; participated in the review of Allianz strategy, brand management initiatives, and the evaluation of core competences.

2007–2008 INDEPENDENT CONSULTANT, Brazil
Management consultant for mid-size companies.

- Responsible for developing and implementing strategies for medium size companies.
- Developed and implemented Balanced Scorecard projects (strategy communication, implementation, and feedback).

Memberships

Academy of Management
American Psychological Association
Behavioral Science and Policy Association
Society for Human Resource Management

Special Skills

Fluent in English and Portuguese

References

Morela Hernandez
Associate Professor of Business Administration
Darden School of Business
University of Virginia
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434-924-4917

Bruce J. Avolio
Professor of Management
Foster School of Business
University of Washington

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Christopher M. Barnes
Associate Professor of Management
Foster School of Business
University of Washington
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Bidhan (Bobby) L. Parmar
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