

## KENDALL YAMAMOTO

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### EDUCATION

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<b>Ph.D. in Organizational Behavior</b> The University of Texas at Austin, McCombs School of Business, Austin, TX	<b>2019-Present</b>
<b>M.S. in Management</b> The University of Texas at Austin, McCombs School of Business, Austin, TX	<b>2022</b>
<b>B.A. in Psychology, Minor in Business, Entrepreneurship, <i>Cum Laude</i></b> University of Washington, Seattle WA	<b>2017</b>

### RESEARCH INTERESTS

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Social Worth, Diverse Identities, Status Dynamics, Cultural Influences

### DISSERTATION

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#### **"What's in It for Me?": Towards the Personal Case for Diversity as an Organizational Tool for Eliciting Broad-Based Diversity Support**

*Chairs: Insiya Hussain, Shefali Patil; Committee Members: Caroline Bartel, Lisa Leslie*

Given the divisive nature of diversity issues, organizations need broad support from both advantaged and disadvantaged group members to achieve their diversity goals. Research indicates that common rationales put forth by organizations to promote diversity—the business case and the moral case—each have limitations. The business case appeals to advantaged groups but can make disadvantaged individuals feel undervalued and instrumentalized. Conversely, the moral case resonates with disadvantaged groups but may cause discomfort among advantaged individuals by confronting their privilege and implying the immorality of the status quo. In this dissertation, I introduce a third, theoretically and empirically grounded approach: the personal case for diversity. This approach proposes that organizations can foster widespread support by appealing to personal interests shared across social groups. Drawing on theories of identity threat and meaningful work, I argue that the personal case reduces status threat for advantaged groups while enhancing a sense of belonging for disadvantaged groups, compared to the business and moral cases. I test my framework across four studies: a qualitative exploration, a construct validation study, an experiment, and a field study. My research offers a novel means by which organizations can overcome the challenge of building broad-based support for diversity.

*\*Winner, Academy of Management HR Division Dissertation Proposal Award (2024)*

### PUBLICATIONS AND INVITED REVISIONS

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*\*Denotes equal authorship*

Gray, S. M.\*, Howell, T.\*, Strassman, J.\*, **Yamamoto, K.\*** (2024). Credentials or chemistry? Entrepreneur gender and cofounder selection. *Academy of Management Journal*.

**Yamamoto, K.\***, Wee, E. X. M.\*, Rhee, Y., & Avolio, B. (1<sup>st</sup> R&R). [Topic: Improv, dynamic status hierarchies, and team creativity]. *Organization Science*.

## RESEARCH IN PROGRESS

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**Yamamoto, K.** & Hussain, I. "What's in it for me?": Towards the personal case for diversity as an organizational tool for eliciting broad-based diversity support. *Working paper*.

Hussain, I., **Yamamoto, K.**, Kakkar, H., & Tangirala, S. Voice dilution: Why more arguments aren't always better when pitching ideas to the manager. *Working paper*.

Gray, S. M.\*, Howell, T.\*, Strassman, J.\*, **Yamamoto, K.\*** Women entrepreneurs and same gender cofounder selection. *Data collection*.

**Yamamoto, K.** From campus to career: Entry barriers for first-generation college graduates. *Data collection*.

## INVITED RESEARCH PRESENTATIONS

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Cornell University, School of Industrial and Labor Relations, Organizational Behavior Department	2024
University College London, School of Management	2024
Arizona State University, Department of Management and Entrepreneurship	2024

## CONFERENCE PRESENTATIONS & SYMPOSIA

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**Co-Organized New Perspectives on Allyship Promotion Symposium – "What's in it for me?": Towards the personal case for diversity as an organizational tool for eliciting broad-based diversity support**

- Annual Meeting of the Academy of Management, Chicago, IL 2024

**Co-Organized Hierarchy and Teams Symposium – The mindset of “yes-and” effects on team creativity: The paradoxical effect of improv principles in teams.**

- Annual Meeting of the Academy of Management, Boston, MA 2023

**The mindset of “yes-and” effects on team creativity: The paradoxical effect of improv principles in teams.**

- 2023 INGRoup Conference, Bellevue, WA 2023

**To thine own self be true: Entrepreneur gender, self-construal, and team formation strategies.**

- East Coast Doctoral Conference, New York, NY 2023

**To thine own self be true: Entrepreneur gender, self-construal, and team formation strategies.**

- Texas McCombs Ph.D. Conference, Austin, TX. 2022

**Leader implicit diversity theories: How leaders' beliefs about diversity affect inclusive leadership and team performance**

- The Trans-Atlantic Doctoral Conference, Virtual 2021

**Leader beliefs about the value of diversity and information elaboration behaviors in teams**

- Annual Meeting of the Academy of Management, Virtual 2020

**Validating a measure of strategic thinking**

- Society for Industrial-Organizational Psychology Annual Conference, National Harbor, MD 2019

## PRESS FEATURES

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[Texas McCombs Big Ideas](#) (2024), [Phys.org](#) (2024), [Knowridge](#) (2024)

**TEACHING EXPERIENCE**

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**McCombs School of Business, The University of Texas at Austin**

Organizational Behavior (Undergraduate and Masters Course) Summer 2023

- Instructor Rating: 5 / 5

Inclusive Classrooms Leadership Certificate Seminar for Excellence in Teaching 2022

**Foster School of Business, The University of Washington, Seattle**

Learning Leadership in Theory and Practice (Section Leader for Undergraduate Course) 2017

**SERVICE**

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**The University of Texas at Austin**

- McCombs Representative, Ph.D. Project Conference 2024
- Volunteer, [UT Strive Grad Prep Academy](#) 2023-Present
- Ph.D. Student Assembly Organizer, UT Management Department 2023-Present
- Volunteer Mentor, [UT Horns Helping Horns](#) 2022-Present
- Management Department Representative, McCombs Ph.D. Student Council 2022-2023
- Ph.D. Student Community Engagement Organizer, UT Management Department 2021-2022

**HONORS & AWARDS**

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Academy of Management HR Division Dissertation Proposal Award 2024

Spring Start Dissertation Writing Fellowship 2024

P.E.O. Scholar Award Nominee 2023

Sawtooth Academic Grant 2023

Husky Leadership Certificate Recipient, University of Washington 2016

Dean's List, University of Washington 2013-2017

Richard and Sandra Gleason Scholarship Award, Outstanding Membership 2013, 2014

Mary Smith Kennedy Award, Exceptional Service 2013-2014

Betty Brockman Jones Award, Academic Achievement 2013-2014

**OTHER PROFESSIONAL EXPERIENCE**

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Research Consultant, The Center for Leadership & Strategic Thinking, Seattle, WA 2017-2019

**NON-ACADEMIC INTERESTS**

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Yoga, Water Activities, Traveling