

KENDALL YAMAMOTO

Ph.D. Candidate, Rosenthal Department of Management
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EDUCATION

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

RESEARCH INTERESTS

Social Worth, Diverse Identities, Status Dynamics, Cultural Influences

DISSERTATION

"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 positive work relationships, 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 three studies: a qualitative exploration and 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

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

**Equal authorship in alphabetical order*

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

**Equal authorship*

RESEARCH IN PROGRESS

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 [Qualitative study complete, quantitative study in progress]

Hussain, I., **Yamamoto, K.**, Kakkar, H., & Tangirala, S. Voice dilution: Why more arguments aren't always better when pitching ideas to the manager. [Two studies complete, one study in progress]

Howell, T., Gray, S. M., Strassman, J., **Yamamoto, K.** Women entrepreneurs and same gender cofounder selection. [Theory building and data collection stage]

*Equal authorship in alphabetical order

INVITED CONFERENCE PRESENTATIONS

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

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

TEACHING EXPERIENCE

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 2017

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

SERVICE

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

- 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

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