

Michal Lehmann, PhD

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Education

PhD (2022). Organizational Behavior and Human Resources Management, The Hebrew University Business School, The Hebrew University of Jerusalem.

Thesis: *Humility as a Dyadic Phenomenon: Relational Predictors of Humility and Dyadic Outcomes in Organizations.* **Supervisor:** Prof. Avraham N. Kluger.

MBA *magna cum laude* (2013). Organizational Behavior and Human Resources Management and Marketing, The Hebrew University Business School, The Hebrew University of Jerusalem.

Thesis: *Does Support from the Manager Increase Promotion Motivation?*
Supervisor: Prof. Avraham N. Kluger.

BA *magna cum laude* (2007). International Relations and Middle Eastern Studies, The Hebrew University of Jerusalem.

Academic Positions

Assistant professor (2026-present). Industrial and Organizational Psychology, Department of Psychology, University of Central Florida.

Postdoc (2023–2026). Tepper School of Business, Carnegie Mellon University.

Postdoc (2022–2023). The Department of Psychology, The Hebrew University of Jerusalem.

Publications

1. Porter, T., Bowes, S. M.*, & Koetke, J.* , **Lehmann, M.*** (2025). Intellectual Humility and Trust. *Current Opinion in Psychology*.
<https://doi.org/10.1016/j.copsyc.2025.102231>
2. **Lehmann, M.**, Kluger, A. N., Cojuharenco, I., & Itzchakov, G. (2025). Cultivating Humility in Business Education: A Listening-Focused Pedagogy for Future Leaders, *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-025-06099-2>
3. **Lehmann, M.**, Genzer, S., Kassem, N., Van Tongeren, D. R., & Perry, A. (2025). Intellectual Humility Predicts Empathic Accuracy and Empathic Resilience, *Personality and Social Psychology Bulletin*.
<https://doi.org/10.1177/01461672241313427>

4. **Lehmann, M.**, Kluger, A. N., & Schodl, M. M. (2024). Watch My Back, I Will Flourish: Secure Base and Promotion Tasks. *Journal of Management, Spirituality & Religion*, 21(3), 369–394. <https://doi.org/10.51327/JXFZ1001>
5. Kluger, A. N., **Lehmann, M.**, Aguinis, H., Itzhakov, G., Gordoni, G., Zyberaj, J., & Bakaç, C. (2024). A Meta-analytic Systematic Review and Theory of the Effects of Perceived Listening on Work Outcomes. *Journal of Business and Psychology*, 39, 295–344. <https://doi.org/10.1007/s10869-023-09897-5>
6. **Lehmann, M.**, Pery, S., Kluger, A. N., Hekman, D. R., Owens, B. P., & Malloy, T. E. (2023). Relationship-specific (dyadic) Humility: How Your Humility Predicts My Psychological Safety and Performance. *Journal of Applied Psychology*, 108(5), 809–825. <https://doi.org/10.1037/apl0001059>
7. **Lehmann, M.**, Kluger, A. N., & Van Tongeren, D. R. (2023). Am I Arrogant? Listen to Me and We Will Both Become More Humble. *The Journal of Positive Psychology*, 18(3), 350–362. <https://doi.org/10.1080/17439760.2021.2006761>
8. Kluger, A. N., Borut, L., **Lehmann, M.**, Nir, T., Azoulay, E., Einy, O., & Gordoni, G. (2022). A New Measure of the Rogerian Schema of the Good Listener. *Sustainability*, 14(19), 12893. <https://www.mdpi.com/2071-1050/14/19/12893>
9. Kluger, A. N., Malloy, T. E., Pery, S., Itzhakov, G., Castro, D. R., Lipetz, L., Sela, Y., Turjeman-Levi, Y., **Lehmann, M.**, New, M., & Borut, L. (2020). Dyadic Listening in Teams: Social Relations Model. *Applied Psychology: An International Review*, 70(3), 1045–1099. <https://doi.org/10.1111/apps.12263>
10. Kluger, A. N., & **Lehmann, M.** (2018). Listening First, Feedback Later. *Management Research: The Journal of the Iberoamerican Academy of Management Science*, 16(4), 343–352. <https://doi.org/10.1108/MRJAM-12-2017-0797>

* Denotes authors' equal contribution to the paper.

Papers under Review

Gündemir, S., Appels, M., **Lehmann, M.**, Spelman, T., & Gastl, P. Title masked for blind review. [minor revisions requested in *PNAS NEXUS*]

Selected Works in Progress

The Effect of Team Representational Gaps and Intellectual Humility on Multi-Cultural Team Processes and Performance (with Laurie R. Weingart & Ella Miron-Spektor).
[working paper]

How Intentional Listening Fosters Positivity Resonance and Information Elaboration in Dyads (with Anat Perry, David R. Hekman, Sarit Pery, Yael Barak, & Avraham N. Kluger).
[working paper]

The Dyadic Nature of Intellectual Humility and Communication in Project Teams (with Laurie R. Weingart). [data collection phase]

The Dyadic Nature of Intellectual Humility, Conflict Expression and Communication in Hackathon Teams (with Laurie R. Weingart & Kenneth Goh). [data collection phase]

The Role of Representational Gaps in Child Advocacy Centers' Multidisciplinary Teams (with Anna Mayo, Laurie R. Weingart, Elizabeth McGuier, Kristin Behfar, & Greg Flett). [data collection phase]

Development of Listening Skills and Its Outcomes: A Field Experiment (with Avi Kluger, Peter Schmidt, Eli Wortmann-Kolundzija, & Tatjana Rajnis). [data collection phase]

How Intentional Listening Increases Intellectual Humility (with Ayelet Fishbach, Anat Perry, & Einav Hart). [data collection phase]

Grants, Awards, & Scholarships

AOM OB Division Best Reviewer Award (2026).

AOM Conflict Management Division Travel Award, \$600 (2025).

Program for Postdoctoral Scholarships for Excellent Female PhD Graduates of The Hebrew University, \$10,000 (2023-2024).

[Templeton Applied Research on Intellectual Humility](#): How Intentional Listening Fosters Intellectual Humility, \$240,000 (2023-2026; Role: Co-PI with Anat Perry and Ayelet Fishbach).

Research grant of the Faculty of Social Sciences of the Hebrew University for the research titled *Creating a Behavioral Measure of Intellectual Humility* (2022).

Gal-Ed Award for Exceptional Academic Achievements, School of Business Administration, The Hebrew University (2021).

Israeli Thought Foundation Postdoctoral Scholarship for Research in Psychology (2021–2022).

The Hebrew University President's Scholarship for Excellent Doctoral Students (2017–2021).

Balzuska Scholarship for Excellent Doctoral Students (2016).

Shtesel Scholarship for Excellent Doctoral Students (2015).

American Supporters Scholarship for Excellence in MBA Studies (2012).

Refereed Conference Presentations

Hart, E., **Lehmann, M.**, Fishbach, A., Perry, A. (2026, August). *When Discomfort Becomes Learning: The Power of Intellectual Humility*. A paper presented at the 86th Annual Meeting of the Academy of Management, Philadelphia, USA.

Lehmann, M., Weingart, L. R., & Miron-Spektor, E. (2026, August). *Team Intellectual humility improves team processes and performance in diverse teams*. A paper presented at the 86th Annual Meeting of the Academy of Management, Philadelphia, USA.

Lehmann, M. (2026, August). *Making the Most of It: Being Successful in a Post-Doc and Beyond*. Panelist at a Professional Development Workshop at the 86th Annual Meeting of the Academy of Management, Philadelphia, USA.

Weingart, L. R., & **Lehmann, M.** (2026, July). *Conflict expression tendencies and subjective value in negotiation*. A paper presented at the International Association for Conflict Management (IACM) Annual Conference, Vienna, Austria.

Hart, E., **Lehmann, M.**, Fishbach, A., Perry, A. (2026, June). *Don't Avoid the Awkward: Embracing Discomfort in Disagreement Increases Intellectual Humility*. A paper presented at the Behavioral Science & Policy Association (BSPA) Annual Conference, Boston, USA.

Lehmann, M., Weingart, L. R., & Miron-Spektor, E. (2026, February). *Team Intellectual humility improves team processes and performance in diverse teams*. A paper presented at the Society for Personality and Social Psychology (SPSP) Annual Meeting, Chicago, USA.

Kluger, A. N., Schmidt, P., Wortmann-Kolundzija, E., **Lehmann, M.**, & Rajnis, T. (2025, July). *Development of Listening Skills and Its Outcomes: A Field Experiment*. A paper presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Lehmann, M., Pery, S., & Barak, Y., Kluger, A. N., & Perry, A. (2025, July). *The Power of Two: How Dyadic Listening Drives Intellectual Humility and Co-creation in Teams*. A paper presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Lehmann, M., Weingart, L. R., & Miron-Spektor, E. (2025, July). *Navigating the Double-Edged Sword of Listening in Teams: Understanding Its Benefits and Pitfalls through Representational Gaps*. A paper presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Lehmann, M., Weingart, L. R., & Miron-Spektor, E. (2025, July). *Listening as a Double-Edged Sword in Multi-Cultural Teams with Representational Gaps*. A paper to be presented at the Interdisciplinary Network for Group Research (INGRoup) Conference, Rotterdam, The Netherlands.

Lehmann, M., Weingart, L. R., & Miron-Spektor, E. (2025, February). *How Intellectual Humility Predicts Team Processes and Outcomes in Multicultural Teams*. A paper presented at the Society for Personality and Social Psychology (SPSP) Annual Meeting, Denver, USA.

Lehmann, M., Genzer, S., Kassem, N., Van Tongeren, D. R., & Perry, A. (2024, August). *Intellectual Humility Predicts Empathic Accuracy and Empathic Resilience*. A paper presented at the 84th Annual Meeting of the Academy of Management, Chicago, USA.

Lehmann, M., Kluger, A. N., Cojuharenco, I., & Itzhakov, G. (2024, April). *Can Humility Be Trained in an MBA Program? The Effect of a Listening-Skills Class*. A paper presented at the Society for Industrial and Organizational Psychology (SIOP), Chicago, USA.

Lehmann, M., Genzer, S., Kassem, N., Van Tongeren, D. R., & Perry, A. (2023, August). *Intellectual Humility and Empathic Accuracy Between People from Diverse Backgrounds*. A paper presented at the 83rd Annual Meeting of the Academy of Management, Boston, USA.

Lehmann, M., Genzer, S., Kassem, N., Van Tongeren, D. R., & Perry, A. (2023, February). *I Truly Understand You: Intellectual Humility and Empathic Accuracy of Diverse Others*. A paper presented at the Society for Personality and Social Psychology (SPSP) Annual Meeting, Atlanta, USA.

Lehmann, M., Genzer, S., Kassem, N., Van Tongeren, D. R., & Perry, A. (2023, January). *I Don't Understand It All, But I Understand You: Intellectual Humility and Empathic Accuracy of Diverse Others*. A paper presented at the 6th Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.

Lehmann, M., Pery, S., Kluger, A. N., & Hekman, D. R. (2022, May). *Relationship-Specific (Dyadic) Humility: How Your Humility Predicts My Psychological Safety and Performance*. A paper presented at the Association for Psychological Science Convention, Chicago, USA.

Lehmann, M., Pery, S., Kluger, A. N., & Hekman, D. R. (2021, August). *You Cause My Humility: The Dyadic Effect of Co-worker Humility on Performance*. A paper presented at the 81st Annual Meeting of the Academy of Management, Virtual.

Lehmann, M., & Kluger, A. N. (2020, January). *Am I Arrogant? Listen to Me, and Both of Us Will Turn Humble*. A paper presented at the 4th Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.

Lehmann, M., Pery, S., Hekman, D. R., & Kluger, A. N. (2019, August). *The Dyadic Nature of Humility in Teams*. A paper presented at the 79th Annual Meeting of the Academy of Management, Boston, USA.

Lehmann, M., & Kluger, A. N. (2018, August). *Am I Arrogant? Listen to Me, and Both of Us Will Turn Humble*. A paper presented at the 78th Annual Meeting of the Academy of Management, Chicago, USA.

Schneider, A., Vesertsog, S., Tikva-Shafran, S., **Lehmann, M.,** & Zelker, R. (2016, September). *Secure Attachment with the Nurse-in-charge and the Relationship with Patient-Security Perception and Communication at Work*. A paper presented at the 14th Israeli Conference of the Association for Research in Nursing, Jerusalem, Israel.

Tikva-Shafran, S., **Lehmann, M.,** Zelker, R., & Porat, N. (2015, December). *Approaching Failures or Promoting Success: Relationship of the Nurse with the Nurse-in-charge as an Antecedent of Motivation Type in Providing Service to Patients*. A poster presented at the 22nd Conference of the Israeli Society for Quality in Medicine, Tel Aviv, Israel.

Tikva-Shafran, S., **Lehmann, M.,** Zelker, R., & Porat, N. (2015, September). *Relationship with the Nurse-in-charge as an Antecedent of Motivation Type in Providing Service to Patients*. A paper presented at the 13th Israeli Conference of the Association for Research in Nursing, Petah Tikva, Israel.

Lehmann, M., & Kluger, A. N. (2015, July). *If I Get Support from My Manager, Will I Be More Motivated at Work?* A paper presented at the 14th European Congress of Psychology (ECP), Milan, Italy.

Lehmann, M., & Kluger, A. N. (2014, June). *Secure Base and Promotion Focus at Work*. A paper presented at the 1st Israeli PhD Conference of Organizational Behavior, The Hebrew University of Jerusalem, Jerusalem, Israel.

Lehmann, M., & Kluger, A. N. (2014, January). *Does Support from the Manager Increase Promotion Focus?* A poster presented at the 2nd Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.

Lehmann, M., & Kluger, A. N. (2013, May). *Does Secure Base from the Manager Increase Promotion Focus?* A paper presented at the 16th European Association of Work and Organizational Psychology (EAWOP), Münster, Germany.

Symposium Chairing

Symposium co-chair. (2026, August). *Embracing Disagreement: Psychological Barriers and Mechanisms for Constructive Conflict*. The 86th Annual Meeting of the Academy of Management, Philadelphia, Denmark.

Symposium co-chair. (2025, August). *Mind the Gap: How to Build and Manage Diverse (Great) Teams*. The 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Symposium co-chair. (2023, August). *Leading From the Back: An Updated Look at Leader Humility*. The 83rd Annual Meeting of the Academy of Management, Boston, USA.

Symposium co-chair. (2023, January). *All About Me: Affective, Cognitive, and Behavioral Consequences of Self-Concept*. The 6th Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.

Symposium chair. (2020, January). *Transcendent and Other-oriented Leaders: Interventions to Increase Leader Humility and Prestige in Organizations*. The 4th Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.

Symposium co-chair. (2018, August). *The Virtue of Humility in the Workplace: Antecedents, Benefits, and Boundary Conditions*. The 78th Annual Meeting of the Academy of Management, Chicago, USA.

Invited Talks

If You Want Me to Co-Create Ideas with You, Just Listen to Me. Dr. Anita W. Woolley's Lab, Carnegie Mellon University, Pittsburgh, USA (2025).

The Dyadic Nature of Humility. CBDR Seminar Series, Carnegie Mellon University, Pittsburgh, USA (2024).

Intellectual Humility Predicts Empathic Accuracy and Empathic Resilience. Department of Social Psychology, Brown Bag Series, University of Pittsburgh, Pittsburgh, USA (2023).

The Power of Dyads in the Workplace: Listening and Humility. The Neuroleadership Summit, New York City, USA (2023).

Intellectual Humility Promotes Understanding of Others. Department of Organizational Behavior, Research Seminar Series, The Hebrew University Business School, Jerusalem, Israel (2023).

Predictors and Outcomes of Humility Among Co-workers. Department of Organizational Psychology, Vrije University, Amsterdam, The Netherlands (2022).

Predictors and Outcomes of Humility Among Co-workers. Booth School of Business, University of Chicago, USA (2023).

Empathy and Humility between Groups in Israel. The Israeli Thought Institute, Tel Aviv, Israel (2022).

Teaching

Instructor (2017–2026):

Carnegie Mellon University, Tepper School of Business: Team Conflict and Multiparty Negotiation (MBA).

The Hebrew University of Jerusalem, The Hebrew University Business School. Courses: *Foundations of Behavioral Sciences* (BA), *Organizational Behavior and Human Resources Management* (MBA International Program).

Teaching Assistant

The Hebrew University of Jerusalem, School of Business Administration. Courses: *Organizational Behavior* (EMBA), *Theoretical Considerations in Human Resources Management* (MBA), *Creativity in Organizations* (MBA).

The Interdisciplinary Center Herzliya, School of Business. Courses: *Organizational Behavior* (MBA), *Positive Psychology* (MBA).

Media Coverage

[*Want to Increase Your Emotional Intelligence? New Psychology Research has a Simple Suggestion*](#), Inc., 5.12.25.

[*Intellectually Humble People Show Heightened Empathic Accuracy and Emotional Resilience*](#), Psypost, 4.22.25.

[*Turning annual performance reviews into ‘humble encounters’ yields dividends for employees and managers*](#), The Conversation, 12.8.23.

[*New Research Explains How Humility and Being a Good Listener Go Hand-In-Hand*](#), Forbes, 4.25.22.

[*To Cultivate Humility, Lend an Ear*](#), The Templeton Foundation, 8.1.22.

Podcasts

Lehmann, M. (2023). [*The Powerful Impact of Humility and Good Listening: Working Together Hand in Hand for Bottom-line Results*](#) [Audio podcast episode]. In Listen In with Raquel Ark. Libsyn.

Lehmann, M. (2022). [*Empathy as a Social Emotion*](#) (In Hebrew), The Israeli Thought Institute.

Professional Membership and Service

Research Community Service

Co-founder and Co-facilitator of the [Humility Research Hub](#) (2023-present).

Co-organizer of The 1st Israeli PhD Conference of Organizational Behavior (June, 2014), The Hebrew University Business School, The Hebrew University of Jerusalem, Jerusalem, Israel.

Membership

The Academy of Management (2018–2026).

INGRoup (2024-2026).

SIOP (2023-2024).

SPSP (2022-2026).

APS (2019, 2022).

Ad-hoc Reviewer

Organization Science

Journal of Applied Psychology

Journal of Social and Personal Relationships

National Science Foundation

Journal of Business Ethics

Social and Personality Psychology Compass

Journal of Happiness Studies

The Journal of Positive Psychology

Group & Organization Management

The Academy of Management Annual Meeting

Administrative Roles at the University

Accounting student consultant (2017–2021). Hebrew University Business School, The Hebrew University of Jerusalem.

MBA student consultant (2015–2017). Hebrew University Business School, The Hebrew University of Jerusalem.

Positions Outside Academia

2014–2015: Marketing manager at The Provident Fund of the Employees of the Hebrew University.

2011–2014: Key Account Manager at Oran Safety Glass.

2008–2014: International Inside Sales Training Manager at McAfee.

2005–2008: Training & Professionalism Manager at Deltathree.

Languages

Hebrew: Mother tongue, English: Mother tongue level, Arabic: Basic, Russian: Basic.

Other Noteworthy Achievements

The former champion of Israel in fencing (Epee).