

Erik G. Helzer

Curriculum Vitae

Associate Professor of Practice
Management and Organization
Academic Director, Fulltime MBA Program
Executive Education Faculty Director for
Leadership Curriculum
The Johns Hopkins Carey Business School

Office 1247
100 International Drive
Baltimore, MD 21202
ehelzer@jhu.edu

Education

Cornell University

Ph. D. in Social and Personality Psychology, August 2012
Minor: Cognitive Science
Dissertation: Understanding Agency in Self and Other: A Meta-Cognitive Perspective
Committee Chair: David Dunning
Committee Members: Thomas Gilovich, Melissa Ferguson, Michael Goldstein

Oregon State University

B.A. in Psychology, Philosophy (Summa Cum Laude), University Honors College, 2005
Thesis: Beyond Free Will: An Empirical Case for a Capacity Model of Human Agency
Committee Chair: John Edwards
Committee Members: Flo Leibowitz, Sharyn Clough

Employment

2025-present Associate Professor of Practice, Management and Organization, The Johns Hopkins Carey Business School
2020-2024 Associate Professor, Strategic Leadership and Management, Department of Defense Management, Naval Postgraduate School
2014-2020 Assistant Professor, Management & Organization, The Johns Hopkins Carey Business School
2012-2014 Post-Doctoral Scholar, The Character Project, Psychology Department, Wake Forest University
2005-2007 Lab Instructor, Psychology Department, Oregon State University

Research Interests

Behavioral ethics, moral psychology
Decision-making, judgmental accuracy
Self- and peer assessment

Scholarly Publications

- Bauman, C. W., & Helzer, E. G. (2024). Interpersonal consequences of moral judgments about others. In N. Ellemers, S. Pagliaro, & F. van Nunspeet (Eds.), *Routledge Handbook on the Psychology of Morality*.
- Helzer, E. G., Cohen, T. R., Kim, Y., Iorio, A., & Aven, B. (2023). Moral beacons: Understanding moral character and moral influence. *Journal of Personality*, 1-18.
<https://doi.org/10.1111/jopy.12865>
- Helzer, E. G., Cohen, T. R., Kim, Y. (2023). The character lens: A person-centered view of moral recognition and ethical decision-making. *Journal of Business Ethics*, 182, 483-500.
- Cohen, T. R., Helzer, E. G., & Creo, R. A. (2021). Honesty among lawyers: Moral character, game framing, and honest disclosures in negotiations. *Negotiation Journal*, 38, 199-234.
- Helzer, E. G., Myers, C. G., Sutcliffe, K. M., Abernathy, J., & Fahim, T. (2020). Gender bias in collaborative medical decision making: Emergent evidence. *Academic Medicine*, 95, 1524-1528.
- Helzer, E. G., & Rosenzweig, E. (2020). Examining the role of harm-to-others in lay perceptions of greed. *Organizational Behavior and Human Decision Processes*, 160, 106-114.
- Critcher, C. R., Helzer, E. G., & Tannenbaum, D. (2020). Moral character evaluation: Testing another's moral-cognitive machinery. *Journal of Experimental Social Psychology*, 87, 103906.
- Helion, C., Helzer, E. G., Kim, S., & Pizarro, D. A. (2020). Asymmetric memory for harming versus being harmed. *Journal of Experimental Psychology: General*, 149, 889-900.
- Helzer, E. G., & Kim, S. H. (2019). Creativity for workplace well-being. *Academy of Management Perspectives*, 33, 134-147.
- Helzer, E. G., Furr, R. M., & Jayawickreme, E. (2018). Moral character: Current insights and future directions. In V. Zeigler-Hill & T. Shackelford (Eds.), *SAGE Handbook of Personality and Individual Differences Vol. 2: Origins of Personality and Individual Differences*. London: SAGE Publishing.
- Duffy, K. A., Helzer, E. G., Hoyle, R. H., Helzer, J. F., & Chartrand, T. L. (2018). Pessimistic expectations and poorer experiences: The role of (low) extraversion in anticipated and experienced enjoyment of social interaction. *PLoS ONE*, 13,
<https://doi.org/10.1371/journal.pone.0199146>

- Helzer, E. G., & Critcher, C. R. (2018). What do we evaluate when we evaluate moral character? In K. Gray & J. Graham (Eds.), *Atlas of Moral Psychology* (pp. 99-107). New York: Guilford Press.
- Helzer, E. G., Fleeson, W., Barranti, M., Meindl, P., & Furr, R. M. (2017). Once a utilitarian, consistently a utilitarian? Examining principledness in moral judgment via the robustness of individual differences. *Journal of Personality*, *85*, 505-517. doi: 10.1111/jopy.12256
- Hartley, A. G., Furr, R. M., Helzer, E. G., Jayawickreme, E., Velasquez, K. R., & Fleeson, W. (2016). Morality's centrality to liking, respecting, and understanding others. *Social Psychological and Personality Science*. doi: 10.1177/1948550616655359
- Blackie, L. E. R., Jayawickreme, E., Helzer, E. G., Foregard, M. J. C., Roepke, A. M. (2015). Investigating the veracity of self-perceived post-traumatic growth: A profile analysis approach to corroboration. *Social Psychological and Personality Science*, *6*, 788-796.
- Helzer, E. G., & Jayawickreme, E. (2015). Control and the "good life": Primary and secondary control as distinct indicators of well-being. *Social Psychological and Personality Science*, *6*, 653-660.
- Fleeson, W., Furr, R. M., Jayawickreme, E., Helzer, E. G., Hartley, A. G., & Meindl, P. (2015). Personality science and the foundations of character. In C. Miller, R. M. Furr, A. Knobel, & W. Fleeson (Eds.), *Character: New Directions from Philosophy, Psychology, and Theology* (pp. 41-74). New York: Oxford University Press.
- Helzer, E. G., Furr, R. M., Hawkins, A., Barranti, M., Blackie, L. E. R., & Fleeson, W. (2014). Agreement on the perception of moral character. *Personality and Social Psychology Bulletin*, *40*, 1698-1710.
- Jayawickreme, E., Meindl, P., Helzer, E. G., Furr, R. M., & Fleeson, W. (2014). Virtuous states and virtuous traits: How the empirical evidence regarding the existence of broad traits saves virtue ethics from the situationist critique. *Theory and Research in Education*, *12*, 283-308.
- Dunning, D., & Helzer, E. G. (2014). Beyond the correlation coefficient in studies of self-assessment accuracy. *Perspectives on Psychological Science*, *9*, 126-130.
- Fleeson, W., Furr, R. M., Jayawickreme, E., Meindl, P., & Helzer, E. G. (2014). Character: The prospects for a personality-based perspective on morality. *Social and Personality Psychology Compass*, *8*, 171-191.
- Helzer, E. G., & Dunning, D. (2014). Context, as well as inputs, shape decisions, but are people aware of it? *Behavioral and Brain Sciences*, *37*, 30-31.
- Fukukura, J., Helzer, E. G., & Ferguson, M. J. (2013). Prospecption by any other name? A response to Seligman et al. *Perspectives on Psychological Science*, *8*, 146-150.
- Helzer, E. G., & Dunning, D. (2012). Why and when peer prediction is superior to self-prediction: The weight given to future aspiration versus past achievement. *Journal of Personality and Social Psychology*, *103*, 38-53.

- Helzer, E. G., & Edwards, J. E. (2012). Causal uncertainty prompts abstract construal of behavior. *Social Cognition, 30*, 519-536.
- Helzer, E. G., & Gilovich, T. (2012). Whatever is willed will be: A temporal asymmetry in attributions to will. *Personality and Social Psychology Bulletin, 38*, 1235-1246. (**Winner of 2013 SPSP Student Publication Award**)
- Helzer, E. G., & Dunning, D. (2012). On motivated reasoning and self-belief. In S. Vazire & T. D. Wilson (Eds.), *Handbook of self-knowledge* (pp. 379-396). New York: Guilford.
- Helzer, E. G. (2012). How much do intentions tell us about behavior? *International Association for Correctional and Forensic Psychology Newsletter, 44*, 20-21.
- Helzer, E. G., & Pizarro, D. A. (2011). Dirty liberals!: Reminders of physical cleanliness influence moral and political attitudes. *Psychological Science, 22*, 517-522.
- Critcher, C. R., Helzer, E. G., & Dunning, D. (2010). Self-enhancement via redefinition: Defining social concepts to ensure positive views of self. In M. Alicke & C. Sedikides (Ed.), *Handbook of Self-Enhancement and Self-Protection* (pp. 69-91). New York: The Guilford Press.
- Pizarro, D. A., & Helzer, E. G. (2010). Stubborn moralism and freedom of the will. In R. F. Baumeister, A. R. Mele, & K. D. Vohs (Eds.), *Free will and consciousness: How might they work?* (pp. 101-120). New York: Oxford University Press.
- Helzer, E. G., Connor-Smith, J. K., & Reed, M. A. (2009). Traits, states, and attentional gates: Temperament and threat relevance as predictors of attentional bias to social threat. *Anxiety, Stress, and Coping: An International Journal, 22*, 57-76.

Technical Reports and Professional Publications

- Helzer, E. G., Lester, P. B., & Tick, S. (2024). Assessing the relationship between diversity and Navy unit performance. Prepared for U.S. Navy N17 Office of Navy Culture and Force Resilience. NRP Project ID: NPS-23-N093-A.
- Lester, P. B., & Helzer, E. G. (2024). The Army Character Project: Year 1 literature review & future analytic strategy. Prepared for the Directorate of Prevention, Resilience & Readiness, Headquarters, Department of the Army.
- Bacolod, M., Helzer, E. G., & Massenkoff, M. (2024). Phase II performance evaluation trait validation. Prepared for U.S. Navy N1 Manpower, Personnel, Training & Education. NRP Project ID: NPS-23-N94-A.
- Smart, B. E., Helzer, E., G., & Heissel, J. A. (2023, September). Invest in enlisted education. *Proceedings of the US Naval Institute, Vol. 149/9/1,447*.
<https://www.usni.org/magazines/proceedings/2023/september/invest-enlisted-education>
- Finkenstadt, D., & Helzer, E. (2023, March). Gamified learning can be effective. *Proceedings of the US Naval Institute, Vol. 149/3/1441*.
<https://www.usni.org/magazines/proceedings/2023/march/gamified-learning-can-be-effective>

Helzer, E. G., & Bacolod, M. (2022). Performance trait validation. Prepared for U.S. Navy N1 Manpower, Personnel, Training & Education. NRP Project ID: NPS-22-N137-A.

Helzer, E. G., Tick, S., & Nissen, M. (2022). Assessing inclusion behaviors and inclusion within the fleet. Prepared for U.S. Navy N1 - Manpower, Personnel, Training & Education. NRP Project ID: NPS-21-N315-A.

Helzer, E. G. (2013). How much do intentions tell us about behavior? *Access: The voice of clinical social work, Summer 2013*, 14-15 (Reprinted from *International Association for Correctional and Forensic Psychology Newsletter*, 44, 20-21).

Funded research projects

Helzer, E. G., Bacolod, M., Stephens, K. (2024). *Performance Evaluation and Promotion Recommendation: Best Practices for Selection Boards*. Sponsor: OPNAV N1 (Navy Personnel Command).

Navy promotion and selection boards utilize performance evaluation reports as primary inputs for determining whom to promote among the best and fully qualified talent in the Navy. These reports contain a large amount of information presented in a form that does not readily facilitate rapid, accurate information processing. In this research, we will conduct structured interviews with eligible promotion board members to assess their current use of information from performance records, as well as user experiences with the current decision support tools used in board meetings. We will also review research in cognitive psychology and behavioral economics, DoD doctrine, and industry best practices, to identify the essential design elements of future decision support tools that respond to the identified pain points in current promotion board practices. The project will answer three research questions: (1) How do selection board members process information presented to them in the Official Military Personnel File (OMPF), Performance Evaluation Records (PSR), and information displays? (2) What are the pain points in processing performance evaluation and officer record information that potentially lead to cognitive errors and biases in decision-making under cognitive load? (3) What are best practices and design principles underlying form and display specification that can be utilized to alleviate the issues identified above? The product of this study will be a recommended prototype displays that include critical promotion consideration data presented in a manner that is highly efficient, low in cognitive burden, and easy-to-interpret.

Helzer, E. G., Lester, P. B., & Tick, S. (2023). *Assessing the relationship between diversity, inclusion, and Navy unit performance*. Sponsor: OPNAV N17 (Navy Culture and Force Resilience Office).

Diversity and inclusion are key components to building a Culture of Excellence and ensuring healthy command climates. At present, little is known about the potential effects of diversity on the performance of Navy units or how diversity contributes to team performance. In this project, we will empirically assess the relationship between team diversity and work quality among Navy units that have been identified through objective measures as either high- or low-performing. We expand the study of diversity in Navy units to include a variety of dimensions on which teams may or may not be diverse, including race/ethnicity, gender, age, educational attainment, and career track. Using established indicators of unit performance, we will examine the relationships between these dimensions of diversity and unit performance, as well as team process variables that may explain why those relationships exist.

Lester, P. B., & Helzer, E. G. (2023). *The character project*. Sponsor: Army Resilience Directorate. The U.S. Army must continue to improve readiness while decreasing or eliminating maladaptive social and behavioral problems that distract from the mission and negatively impact Soldiers and Families. While the Army has several training and education programs to address these problems, the efficacy remains unclear. Although several Army publications state that character is a cornerstone for improving readiness and addressing these problems, and despite amassing over a decade's worth of high-fidelity data on the topic, the Army does not have a sufficient empirical understanding of its Soldiers' character and how it influences important outcomes. In other words, does character really matter? If so, in what ways? Thus, the goal of this research collaboration is to systematically examine the link between Soldier character and a wide range of both positive and negative behavioral outcomes, namely individual performance, attrition and other HR-related outcomes; healthcare utilization, to include medical diagnoses, with special attention toward PTSD, anxiety, depression, and other psychopathologies; and criminal behavior, to include sexual assault, sexual harassment, and violent crime.

Finkenstadt, D., Helzer, E. G., Hanfield, R., Jhala, A. (2022-2023). *Gamified learning for defense acquisition*. Sponsor: Acquisition Innovation Research Center.

This research presents an exploration of gamified learning in defense education, specifically focusing on defense acquisition. It discusses the potential benefits of gamification for enhancing learning in nontraditional defense contexts and highlights the need for collaboration among defense-focused entities. The study develops a methodology for designing adult education games and presents prototype games for acquisitions training. It refines game mechanics vocabulary and analyzes popular games to identify effective communication of acquisitions training concepts. The research underscores the novelty of applying gamification to defense acquisition and emphasizes the advantages of increased motivation, engagement, deeper processing, and better retention. The study addresses the challenge of promoting effective learning in high-risk environments and suggests decoupling the operational and learning environments as a solution.

Bacolod, M., Helzer, E. G., & Massenkoff (2023). *Performance evaluation trait validation (Phase II)*. Sponsor: OPNAV N1 (Navy Personnel Command).

A credible performance evaluation system is critical for identifying and managing talent in the United States Navy. Performance Evaluation Transformation (PET) is accelerating with multiple efforts. In FY22, the PIs of this study fielded a prototype of trait and value statements (TVS) for use in performance evaluation across Navy commands. This research established the construct, face, and content validity of the TVS using Navy doctrine, CNO guidance, and survey data.

In FY23, we expand the aperture of the previous study to ask:

1. Are the draft TVS valid and free from adverse impact over an individual's Naval career.
2. How well can the draft TVS assess current vs. potential job performance?

The proposed research will link FY22 survey data with secondary data comprised of historical FITREPs, EVALs, demographics, and other personnel information from Oct 2009-Mar 2022. A data sharing agreement to access these data was put in place by the PIs in FY22. Statistical and machine learning (ML) models using this data will establish how well the prototype predicts talent development over an individual's Naval career. We will estimate how well the TVS predict actual career outcomes like milestones, time to promotion, being above or below the

reporting senior's cumulative average (RSCA), and other metrics. To determine the extent to which the TVS are free from adverse impact, we will examine differences by gender, race, and community. The models will also assess the relative validity of the TVS in measuring current vs potential job performance. The FY22 study highlighted the importance of separating the administrative purpose of evaluations (promotion, retention) from their development purpose (feedback, job improvement). Using results from the statistical models, the FY23 study will continue to obtain fleet input to refine two separate instruments: one evaluative, one developmental. The FY23 study could then be a vehicle for fleet input as PET accelerates and the Navy adopts policy improvements.

Helzer, E. G., & Bacolod, M. (2022). *Performance evaluation trait validation* (Phase I). Sponsor: OPNAV N1 (Navy Personnel Command).

A valid and credible performance evaluation system is critical for identifying and managing talent in the US Navy. Concerns expressed by Task Force One Navy point to the need for a performance evaluation system that is both fair and objective. Yet, while multiple performance trait item banks have been developed, a systematic study on the validity of such trait items has not been conducted. Major efforts were conducted in 2002 (under the Task Force Excel 5-Vector Model) and 2019 (by NPC researchers) to generate performance trait/value statements consistent with Navy doctrine, instructions on performance appraisal, and Sailor values. In 2019 a working group identified 82 trait/value statements (from a list of over 200) to serve as the basis of revised performance evaluation metrics. The proposed research will establish the statistical validity of these draft trait/value statements for use in future performance evaluation efforts.

Tick, S. L., Nissen, M. E., Helzer, E. G. (2021). *Assessing inclusion behaviors and impact of inclusion within the fleet*. Sponsor: Office of the Chief of Naval Operations.

This study aims to develop Inclusion & Diversity metrics to track over time and to assess the impact of education/training of I&D competencies on inclusivity and positive climate, which are recognized as strategic imperatives that are instrumental in maintaining readiness and encouraging greater retention. We will use an integrated quantitative and qualitative approach. Our research objectives are the following: (1) Develop metrics to assess behaviors of inclusion within the Fleet. One ultimate metric would be retention of minority groups relative to non-minority groups at various stages of a career. For other metrics, we will be guided by FY20 ship interviews on diversity, as well as new FY21 interviews with more direct questions on what particular experiences make Sailors (particularly minorities and females) feel included/excluded. (2) Assess inclusion behaviors using the developed metrics and fleet interview responses. We will attempt to identify communities that do well and those that do not do so well. This would be overall for the Navy and for various communities (based on MOS, MOS group, Navy base, ship class, and even by ship). (3) With the set of metrics we have from before and after the implementation of the I&D competencies (retention of minorities relative to non-minorities), we will estimate the impact of the competencies on those metrics. Also, we will determine, through further ship interviews of Officers and higher-ranked Sailors, which I&D competencies are perceived to be the most impactful for fostering inclusion. (4) Determine what command practices and policy contribute to greater acceptance of diversity? We will rely on ship visits, and work with NIT to distribute surveys to a wide section of the fleet to address these research questions.

Tick, S. L., Nissen, M. E., Helzer, E. G., & Amara, J. H. (2021). *Healthy command environments: Definitions, risk factors, and protective factors*. Sponsor: Office of the Chief of Naval Operations.

This study will build from interviews conducted in a FY20 study on retention factors to explore the factors contributing to and detracting from a health command environment. We will conduct interviews of Sailors at all ranks to address four research questions: (1) What is a healthy vs. unhealthy command climate (for a unit as a whole, and the collective well-being of Sailors)? (2) How do Sailors at different parts of the command chain define a command climate to be healthy vs. unhealthy? (Is it a continuum or more categorical?) There might be substantial differences in perspectives on a healthy environment from higher-ranked vs. lower-ranked Sailors. (3) What contributes to a healthy command climate? (4) What are the risk factors for an unhealthy command climate?

Presentations

- Finkendstadt, D. J., Helzer, E. G., Larsson, I., Marshall, M. K., & Whitworth, L. M. (2022, May). Gamification in defense acquisition training and education. Talk presented at the 19th Annual Acquisition Research Symposium, Monterey, CA.
- Cohen, T. R., Helzer, E. G., & Creo, R. (2021, August). Moral character, game frames, and honesty in negotiations. Talk presented at the 80th Annual Meeting of the Academy of Management.
- Bauman, C., Helzer, E. G., & Lee, J. (2020, August). Embracing pluralism to enrich theories of ethics and ethical decision-making. Talk presented at the 79th Annual Meeting of the Academy of Management, Vancouver, B.C., Canada.
- Helzer, E. G., Cohen, T., R. & Kim, Y. (2020, August). The character lens: A person-centered view of moral recognition. Talk presented at the 79th Annual Meeting of the Academy of Management, Vancouver, B.C., Canada.
- Helzer, E. G., Cohen, T. R., & Kim, Y. (2019, November). The character lens: A person-centered view of ethical choice. Talk presented at the 45th Annual Conference for the Association for Moral Education, Seattle, WA.
- Helzer, E. G. (2019, July). The character lens: Toward a person-centered view of ethical choice. Talk presented at the Naval Postgraduate School, Monterey, CA.
- Helzer, E. G. (2019, July). Moral character and self-awareness in negotiation. Talk presented at the 32nd Annual meeting of the International Association for Conflict Management, Dublin, Ireland.
- Helzer, E. G. (2019, April). A psychological account of greedy actions. Talk presented at Tepper School of Business, Carnegie Mellon University, Pittsburgh, PA.
- Helzer, E. G., Cohen, T. R., & Kim, Y. (2018, August). The character lens: Moral character promotes ethical decision-making through moral awareness. Talk presented at the 78th Annual Meeting of the Academy of Management, Chicago, IL.
- Helzer, E. G. (2018, March). Examining the role of harm-to-others in lay perceptions of greed. Talk presented at University of Illinois Urbana-Champaign Business School.
- Helzer, E. G., & Rosenzweig, E. (2017, August). Actual and potential harm is central to perceptions of greed. Talk presented at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.

- Helzer, E. G., & Kim, S. H. (2017, August). Creativity and well-being. Talk presented at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.
- Helzer, E. G., & Gunia, B. (2017, August). Understanding empathy gaps in responses to interpersonal offenses in disputes. Talk presented at the 77th Annual Meeting of the Academy of Management, Atlanta, GA.
- Helzer, E. G. (2016, November). Examining the (surprising) stability of moral judgments. Talk presented at the 39th Annual Meeting of the Society of Southeastern Social Psychologists, Asheville, NC.
- Helzer, E. G., Cohen, T. R., & Aven, B. (2016, July). Identifying morally exceptional future business leaders and examining the possibility of moral transmission. Talk presented at the Moral Beacon Project's Initial Research Workshop, Winston-Salem, NC.
- Gunia, B. & Helzer, E. G. (2016, June). The rights-focused, interests-focused disputant: Empathy gaps in disputing strategy. Talk presented at the Annual Meeting for the International Association for Conflict Management, New York, NY.
- Helzer, E. G. (2015, October). Challenges and opportunities in the empirical study of moral character. Talk presented to the Social, Decision, and Organizational Sciences group at University of Maryland, College Park, MD.
- Helzer, E. G. (2015, September). Control and well-being. Presentation made at a meeting of the Activities and Aging Working Group, Johns Hopkins School of Nursing, Baltimore, MD.
- Helzer, E. G., & Kim, S. (2015, August). Examining the impact of mindfulness and stress on creativity. Talk presented at the 75th Annual Meeting of the Academy of Management, Vancouver, B.C., Canada.
- Helzer, E. G. (2015, April). More than situations: Reviving the study of moral character. Talk presented in the Psychology Department at Colby College, Waterville, ME.
- Helzer, E. G. (2015, February). When simulated decisions overestimate open-mindedness and decision quality. Talk presented at the Mental Simulation Preconference at the 16th Annual Meeting of the Society for Personality and Social Psychology, Long Beach, CA.
- Helzer, E. G., Fleeson, W., & Furr, R. M. (2014, October). Character through context: Exploring individual differences in "triggers" of immoral behavior. Talk presented at the Annual Meeting of the Society for Experimental Social Psychology, Columbus, OH.
- Helzer, E. G., Barranti, M., Furr, R. M., & Fleeson, W. (2014, February). Visible virtues: Agreement on perceptions of moral character. Talk presented at the 15th Annual Meeting of the Society for Personality and Social Psychology, Austin, TX.
- Blackie, L. E. R., Jayawickreme, E., & Helzer, E. G. (2014, February). Corroboration of Posttraumatic Growth Using Profile Analysis. Poster presented at the Social Personality and Health

Preconference at the 15th Annual Meeting of the Society for Personality and Social Psychology, Austin, TX.

- Helzer, E. G. (2014, January). Taking morality personally: An individual-differences approach to the study of moral behavior. Invited talk, Psychology Department, University of North Carolina, Chapel Hill, Chapel Hill, NC.
- Jayawickreme, E., Helzer, E. G., Furr, R. M. & Fleeson, W. (2014, January). Virtuous states and virtuous traits: How the empirical evidence in personality science scaffolds virtue ethics. Talk presented at the 2nd Annual Conference of the Jubilee Centre for Character and Values, Oxford, UK.
- Helzer, E. G. (2013, October). Agency and self-“exceptance”: Why people discard social wisdom when understanding the self. Invited talk, Psychology Department, Harvard University, Cambridge, MA.
- Helzer, E. G., Furr, R. M., & Fleeson, W. (2013, June). Visible virtues: Self/other agreement in the perception of moral character. Talk presented at the 39th Annual Meeting of the Society for Philosophy and Psychology, Providence, RI.
- Helzer, E. G., & Dunning, D. (2013, January). On foregone conclusions: A self/other asymmetry in decision-making progress. Poster presented at the 14th Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA.
- Helion, C., Helzer, E. G., & Pizarro, D. (2013, January). Feeling morally superior: Asymmetric assessments of moral conflict for self and other. Poster presented at the 14th Annual Meeting for the Society for Personality and Social Psychology, New Orleans, LA.
- Carter, T. J., Pope, D. & Helzer, E. (2012, November). A fairness heuristic: Pre and post-ejection bias in Major League Baseball umpires. Paper presented at the Society for Judgment and Decision Making Annual Conference, Minneapolis, MN.
- Helzer, E. G., & Pizarro, D. A. (2012, May). An intentionality bias in social judgment: Its precursors and consequences. Talk presented at the 24th Annual Convention of the Association for Psychological Science, Chicago, IL.
- Helzer, E. G., & Dunning, D. (2012, January). Self/other differences in freedom of thought: Who is right and why? Poster presented at the 13th Annual Meeting of the Society for Personality and Social Psychology, San Diego, CA.
- Helzer, E. G., Pizarro, D. A., Gilovich, T., & Dunning, D. (2011, July). Willful agents in our midst: Beliefs about agency are asymmetric and consequential. Talk presented at the 37th Annual Meeting of the Society for Philosophy and Psychology, Montreal, Quebec, Canada.
- Pizarro, D.A., Helzer, E. G., & Helion, C. (2011, January). How the desire to be morally good is shaped by the motivation to stay physically pure. Talk presented at 12th annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.

- Helzer, E. G., Pizarro, D. A., & Goldstein, M. H. (2011, January). Intentions precede accidents: Evidence for an intentionality bias in behavioral encoding. Poster presented at the 12th Annual Meeting of the Society for Personality and Social Psychology, San Antonio, TX.
- DeLong, J., & Helzer, E. G. (2010, June). Emotion in cinema through low-level visual structure. Talk presented at the conference of the Society for Cognitive Studies of the Moving Image, Roanoke, VA.
- Helzer, E. G., Wojnowicz, M., Ferguson, M. J., & Spivey, M. (2010, January). The downhill battle for self-control: Cognitive dynamics as subjective cues for experienced agency. Poster presented at 11th Annual Meeting of the Society for Personality and Social Psychology, Las Vegas, NV.
- Dunning, D., & Helzer, E. G. (2010, January). Are people better social psychologists than self-psychologists? Talk given at the 11th Annual Meeting of the Society for Personality and Social Psychology, Las Vegas, NV.
- Helzer, E. G., & Ferguson, M. J. (2009, January). God by association? Implicit and explicit attitudes and beliefs toward God and godlessness. Poster presented at 10th Annual Meeting of the Society for Personality and Social Psychology. Tampa, FL.
- Helzer, E. G., & Edwards, J. A. (2008, February). Effects of causal uncertainty on behavior construal. Poster presented at 9th Annual Meeting of the Society for Personality and Social Psychology, Albuquerque, NM.
- Helzer, E. G., & Edwards, J. A. (2007, January). Effects of causal uncertainty on global versus local processing. Poster presented at 8th Annual Meeting of the Society for Personality and Social Psychology, Memphis, TN.
- Helzer, E. G. (2007). Evaluating ethics: A literature review. Literature review presented to the Institute for Global Ethics.

Fellowships, Grants, and Awards

- Louis D. Liskin Award for Teaching Excellence in the Graduate School of Defense Management (2021)
- Dean's Award for Faculty Excellence, Johns Hopkins Carey Business School (2018)
- The Beacon Project, Wake Forest University and the Templeton Religion Trust (2016-2018)
- Dean's Award for Faculty Excellence, Johns Hopkins Carey Business School (2017)
- JHU Exploration of Practical Ethics, The Johns Hopkins University Berman Institute for Bioethics (2016-2017)
- Dean's Award for Faculty Excellence, Johns Hopkins Carey Business School (2016)
- Black and Decker Research Grant, Johns Hopkins Carey Business School (2015)
- Society for Personality and Social Psychology Student Publication Award (2013)
- Sage Graduate Fellowship, Cornell University (Spring, 2012)
- Institute for Social Sciences Research Grant (2011-2012)
- Cornell University Cognitive Science Grant (Summer, 2011)
- Sage Graduate Fellowship, Cornell University (Spring, 2011)
- Cornell University Student Travel Grant (2008, 2009, 2010, 2011)
- Sage Graduate Fellowship, Cornell University (2007-2008)

Phi Kappa Phi Graduate Studies Fellowship (2007-2008)
Liberal Arts Outstanding Senior Award, Oregon State University (2006)
Peter List Award for Excellence in the Study of Philosophy, Oregon State University (2005)
Liberal Arts Student of Excellence Award, Oregon State University (2004-2005)

Teaching/Teaching Assistantships

Degree programs:

Spring 2024 Instructor, Ethical Leadership for Public Organizations, NPS
Winter 2023 Instructor, Policy and Leadership Issues in Homeland Security, NPS
Fall 2022 Instructor, Ethical Leadership for Public Organizations, NPS
Summer 2022 Instructor, Managing for Organizational Effectiveness, NPS
Fall 2021 Instructor, Ethical Leadership for Public Organizations, NPS
Summer 2021 Instructor, Managing for Organizational Effectiveness, NPS
Fall 2020 Instructor, Ethical Leadership for Public Organizations, NPS
Summer 2020 Instructor, Managing for Organizational Effectiveness, NPS
Spring 2019 Instructor, Judgment and Decision-Making, Johns Hopkins University
Spring 2018 Instructor, Thought and Discourse Seminar in Ethical Leadership, Johns Hopkins University
Spring 2018 Instructor, Managerial Decision Behavior, Johns Hopkins University
Spring 2017 Instructor, Thought and Discourse Seminar in Ethical Leadership, Johns Hopkins University
Spring 2017 Instructor, Managerial Decision Behavior, Johns Hopkins University
Spring 2016 Instructor, Thought and Discourse Seminar in Ethical Leadership, Johns Hopkins University
Spring 2016 Instructor, Managerial Decision Behavior, Part 2, Johns Hopkins University
Fall 2014 Instructor, Managing Conflict: A Problem-Solving Approach, Johns Hopkins University
Fall 2014 Instructor, Effective Teams, Johns Hopkins University
Summer 2012 Instructor, Introduction to Social Psychology, Cornell University
Fall 2011 Instructor, Psychology & the Big Questions of Life, Cornell University
Summer 2011 Instructor, Introduction to Social Psychology, Cornell University
Fall 2010 Instructor, Psychology & the Big Questions of Life, Cornell University
Fall 2009 Instructor, Psychology & the Big Questions of Life, Cornell University
2008 – 2010 Teaching Assistant, Psychology and Law; Social Psychology; Developmental Psychology, Cornell University
2006 – 2007 Instructor, Research Methods Lab, Oregon State University
2004 – 2005 Teaching Assistant, Introduction to Philosophy, Oregon State University

Executive education:

Leadership and Communication for Managerial Success
Ethical Leadership (session in Navy Senior Leadership Seminar)
Foundations of Leadership and Management
Interpersonal Communication and Conflict Management
Fostering Effective Feedback
Strategic Conflict Management
Judgment and Decision-Making (session in Healthcare Leadership and Management program)
Negotiations and Difficult Conversations (session in Healthcare Leadership and Management program, co-taught with Brian Gunia)

Interventions and Ethical Perspectives on Equity (session in Women in Leadership program)

Ad hoc Reviewer

Management Science
Organizational Behavior and Human Decision Processes
Journal of Management Studies
Psychological Science
Personality and Social Psychology Bulletin
Journal of Personality and Social Psychology
Behavioral and Brain Science
Cognition
Group Processes and Intergroup Relations
Judgment and Decision-Making
Journal of Research in Personality
Basic and Applied Social Psychology
Journal of Philosophical Psychology
Journal of Experimental Psychopathology
Journal of Experimental Psychology: Applied
European Journal of Social Psychology
Environment and Behavior
Personality and Individual Differences
Perspectives on Psychological Science
Journal of Nonverbal Behavior
Social Psychological and Personality Science

Professional Affiliations

Academy of Management
International Association for Conflict Management
Society for Personality and Social Psychology
Naval Warfare Studies Institute

Academic References

Kathleen Sutcliffe, Ph. D.
JHU Carey Business School
100 International Drive
Baltimore, MD 21202
ksutcliffe@jhu.edu
410-234-9442

Taya Cohen, Ph. D.
Tepper School of Business
5000 Forbes Avenue
Pittsburgh, PA 15213
tcohen@cmu.edu
412-268-6677

Paul B. Lester, Ph. D.
Naval Postgraduate School
555 Dyer Road
Monterey, CA 93943
paul.lester@nps.edu
831-656-6365

David Dunning, Ph. D.
Psychology
University of Michigan
1012 East Hall
Ann Arbor, MI 49109
ddunning@umich.edu
734-763-0063

Thomas Gilovich, Ph. D.
Psychology
Cornell University
211 Uris Hall
Ithaca, NY 14853
tdg1@cornell.edu
607-255-6432

William Fleeson, Ph. D.
Psychology
Wake Forest University
PO Box 7778
Winston-Salem, NC 27109
fleesonw@wfu.edu
336-758-4232