

# Nicolais Chighizola

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## CURRENT POSITION

**United States Air Force Academy** USAF Academy, CO  
Center for Character and Leadership Development (present).

\* *Service obligation fulfilled through academic appointment following PhD sponsorship by the US Air Force.*

\* *On academic job market 2025-2026. Available to begin a faculty position in Summer 2026.*

## EDUCATION

**University of Maryland, Robert H. Smith School of Business** College Park, MD  
Ph.D., Organizational Behavior and Human Resource Management (2021).

**United States Air Force Academy** USAF Academy, CO  
B.S., Political Science (2006).

## RESEARCH INTERESTS

- Power
- Leadership
- Teams, Intragroup conflict

## REFEREED PUBLICATION

- Foulk, T. A., **Chighizola, N.**, & Chen, G. (2020). Power corrupts (or does it?): An examination of the boundary conditions of the antisocial effects of experienced power. *Social and Personality Psychology Compass*.

## MANUSCRIPTS INVITED FOR REVISION & UNDER REVIEW

- **Chighizola, N.\*** & Park, H.\* The unspeakable matters: Toward a theory of discursive sacred zones and silence. [Revise-and-Resubmit, *Academy of Management Review*]  
\*Equal author contributions. Names appear in alphabetical order.
- **Chighizola, N.**, Tu, M.-H., & Foulk, T. A. The struggle within: Reducing the toll of power struggles on team members. [Under Review, *Journal of Management*]

## SELECTED WORKS IN PROGRESS

- **Chighizola, N.**, Foulk, T. A., & Schaerer, M. Sensitive to power, cued to cooperate and compete: Team members' dual responses to power sensitivity. [Writing stage. Target: *Organization Science*]
- **Chighizola, N.**, Foulk, T. A., & Chen, G., Staying power: The impact of team experiences on employees' future responses to power as leaders. [Writing stage. Target: *Journal of Applied Psychology*]
- **Chighizola, N.**, Foulk, T. A., Gençay, O., & Chen, G. Giving power to the people: Empowering leadership's impact on leaders' prosocial use of power. [Writing stage. Target: *Journal of Applied Psychology*]
- **Chighizola, N.\*** & Gabriel, A. S.\* Daily emotional display patterns in work teams. [Field study completed. Target: *Academy of Management Journal*]  
\*Equal author contributions. Names appear in alphabetical order.

- Foulk, T. A., Tu, M.-H., Schaerer, M., **Chighizola, N.**, & Krishnan, S. The dark side of positive self-reflection: Understanding the costs and consequences of domain-incongruent self-affirmations at work and at home. [In preparation for submission to *Organization Science*]
- Gençay, O., Paik, Y., Seo, M., Derfler-Rozin, R., & **Chighizola, N.** Professional identification and embeddedness in interdisciplinary teams. [Field study completed. Target: *Journal of Applied Psychology*]

## TEACHING EXPERIENCE

### United States Air Force Academy

- Instructor, *Organizational Dynamics* (Undergraduate Management Core)
  - Instructor ratings: **5.7 / 6.0** Fall 2024
  - Instructor ratings: **5.8 / 6.0** Spring 2025

### Air University, Squadron Officer School

- Instructor, *Leadership* (Master's-level Leadership Program)
  - Instructor ratings: **5.7 / 6.0** Fall 2016 – Spring 2018
  - \* *Ranked #1 of 11 instructors in the department.*
  - \* *Received **Master Instructor** (1 out of 74) distinction in the school.*

## CONFERENCE PRESENTATIONS

- **Chighizola, N.** & Foulk, T. A. (2025). The deviant (and beneficial) effects of power sensitivity. To be presented at the Annual Meeting of the Academy of Management, Copenhagen, Denmark (scheduled).
- **Chighizola, N.\*** & Park, H.\* (2025). The unspeakable matters: Toward a theory of discursive sacred zones and silence. To be presented at the Annual Meeting of the Academy of Management, Copenhagen, Denmark (scheduled).
  - \*Equal author contributions. Names appear in alphabetical order.
- Paik, Y., Seo, M., Gençay, O., Derfler-Rozin, R., & **Chighizola, N.** (2024). Overcoming the barriers of disciplinary status and hierarchy in interdisciplinary teams. Presented at the Annual Meeting of the Academy of Management, Chicago, IL.
- Foulk, T. A., **Chighizola, N.**, Gençay, O., & Chen, G. (2021). Giving power to the people: Empowering leadership's impact on leaders' prosocial use of power. Presented at the Annual Meeting of the Academy of Management (virtual).
- **Chighizola, N.**, Foulk, T. A., & Chen, G. (2019). When leaders empower: Pathways from psychological power and empowerment. Presented at the Annual Meeting of the Academy of Management, Boston, MA.

## AWARDS & HONORS

### Air University

- Squadron Officer School MVP (Peer-voted award for greatest schoolwide impact by instructor) (2018)
- Master Instructor (Based on exceptional teaching evaluations and contributions to pedagogy) (2018)
- US Air Force PhD Tuition Scholarship (2018)
- Department's Instructor of the Year (2017)

### US Air Force Academy

- US Air Force Academy Superintendent's List (x5) (Top 5% of class) (2004 – 2006)
- US Air Force Academy Dean's List (x5) (2004 – 2006)

## ACADEMIC SERVICE

### Ad-hoc Reviewer

- Academy of Management Annual Meeting (2019 – present)

### US Air Force Academy

- Summer Program Student Supervisor and Faculty Liaison (2025 – present)
- National Character & Leadership Symposium Liaison (2025 – present)

### Air University

- Chief Organizer, Space and AI Research Symposium (2018)
- Lead, Field Exercise and Capstone Development (2017 – 2018)

### University of Maryland

- M&O Department Organizer, Career and Professional Socialization Series (2020 – 2021)
- OB Department Organizer, Student Presentation Series (2019 – 2021)

## OTHER PROFESSIONAL EXPERIENCE

### United States Air Force

- **Director of Academic Partnership, Air University, USAF Academy** 2024 – present
  - Overhauled a leadership development program in collaboration with three institutions, presenting reform strategies to executive stakeholders and gaining approval from four senior decision-makers.
- **Operations Supervisor, Squadron Officer School** 2017 – 2018; 2021 – 2024
  - Integrated emerging research and national security concepts into the school's curriculum and authored schoolwide briefing materials for Department of Defense and Congressional leaders.
  - Coached 5 student cohorts in Pentagon-sponsored think tank groups on research principles and methods and led workshops to help develop solutions to complex defense challenges for executive-level Air Force leaders.
  - Developed and launched a new leadership course for emerging professionals in a specialized federal agency, coordinating instructional content, experiential learning, and international readiness review.
- **Air Force Aircraft Commander and Instructor Pilot** 2007 – 2016
  - Instructed and mentored over 150 personnel, including students and career aircrew members, on tactical airlift procedures, mission planning, and airborne operations.
  - Commanded a six-person aircrew through over 760 flight hours in combat environments, ensuring mission success and crew safety under high-stress conditions.

## PROFESSIONAL AFFILIATIONS

- Academy of Management (AOM)
- American Psychological Association (APA)

## REFERENCES

### Dr. Trevor A. Foulk

Associate Professor  
Department of Management  
Warrington College of Business  
University of Florida  
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### Dr. Michael Schaerer

Associate Professor  
Organizational Behavior &  
Human Resources  
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### Dr. Rellie Derfler-Rozin

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