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## Laura J. Kray

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### ***PERSONAL INFORMATION***

Management of Organizations Group  
Haas School of Business  
University of California, Berkeley  
(Psychology: Faculty affiliate)

510-642-0829  
*ljkray@berkeley.edu*

### ***ACADEMIC POSITIONS***

2010-present	The Ned & Carol Spieker Leadership Chair Professor Haas School of Business University of California, Berkeley
2007-2010	Harold Furst Chair of Management Philosophy and Values Associate Professor Haas School of Business University of California, Berkeley
2005-2007	Associate Professor Haas School of Business University of California, Berkeley
2002-2005	Assistant Professor Haas School of Business University of California, Berkeley
1999-2002	Assistant Professor Eller College of Business and Public Administration University of Arizona
1997-1999	Post-Doctoral Fellow, Dispute Resolution Research Center Kellogg Graduate School of Management Northwestern University

### ***EDUCATION***

1993-1997	University of Washington, Seattle Ph.D., Psychology (Social and Personality)
1989-1993	University of Michigan, Ann Arbor Bachelor of Arts, Organizational Studies

## **AWARDS AND FELLOWSHIPS**

Diversity, Equity, and Inclusion Teaching Award, *BerkeleyHaas Executive MBA Program*, 2022. Inaugural Recipient.

Most Influential Paper Award, *International Association of Conflict Management*, Dublin, Ireland, July, 2019.

Fellow, *Center for Advanced Study in the Behavioral Sciences*, Stanford University, 2017-18.

Fellow, *Association for Psychological Science*, 2018.

Fellow, *Society for Personality and Social Psychology*, 2018.

Best Practitioner-Oriented Paper Award, *Academy of Management Organizational Behavior Division*, Chicago, IL, August, 2018.

Best Empirical Paper Award, *International Association of Conflict Management Meeting*, New York, NY, June, 2016.

Fellow, *Women and Public Policy Program*, Kennedy School of Government, Harvard University, Fall 2012.

Most Influential Paper Award: 2000-2003; Conflict Management Division, *Academy of Management Meeting*, Anaheim, CA, 2008.

Schwabacher Fellowship (Highest honor for Assistant Professors), Haas School of Business, 2004-2005.

“Club 6,” Recognition for Excellence in Teaching, Haas School of Business, 2003-present.

Best Empirical Paper Award, *International Association of Conflict Management Meeting*, Cergy, France, June, 2001.

Robbins Fellowship in Management and Policy, University of Arizona, 2001-2004.

Best Paper Award, *Academy of Management Meetings, Conflict Management Division*, San Diego, CA, August, 1998.

Post-Doctoral Research Award, *Dispute Resolution Research Center*, J. L. Kellogg Graduate School of Management, Northwestern University, 1997-1999.

Best Empirical Paper Award, *International Association of Conflict Management Meetings*, Bonn, Germany, June, 1997.

**RESEARCH GRANTS**

## Negotiation and Team Resources-Peterson Research Grant

- *Negotiating the Gender Gap in Household Labor* (\$10,000) (Collaborative project with Charlotte Townsend; 2021)
- *Women Do Ask? Gender and Negotiation*. (\$10,000) (Collaborative project with Margaret Lee; 2019)

## National Science Foundation

- *The Role of Counterfactual Mind-sets in Debiasing Group Decisions*. Decision, Risk, & Management Sciences program. June, 2002. (\$200,000) (Collaborative project with Adam Galinsky).
- *Gender Stereotypes and the Gender Gap: A New Look at Female-Male Negotiations*. Co-funded by the POWRE and Decision, Risk, & Management Sciences programs. July, 2000. (\$75,000)

## David Eckles Fund for Diversity and Social Impact at Berkeley-Haas School of Business

- Fall, 2015(2); Spring 2016

## Institute for Research on Labor and Employment Grant, University of California

- 2012-2013; 2011-2012; 2010-2011; 2009-2010; 2008-2009; 2006-2007; 2004-2005.

## Faculty Research Grant, Committee on Research, University of California

- 2012-2013; 2011-2012; 2010-2011; 2009-2010; 2008-2009; 2007-2008; 2006-2007; 2005-2006.

## Junior Faculty Research Grant, Committee on Research, University of California, 2004-2005.

## Office of the President's Academic Enrichment Grant, University of California, 2002-2003.

## Foreign Travel Grant, University of Arizona Office of International Affairs. Summer, 2001.

## Dispute Resolution Research Center Grant, Kellogg Graduate School of Management.

- *Accountability and risk preference in self choice-advice discrepancy*. Spring, 1999.
- *Self-interest, social identity and the social construction of injustice*. Fall, 1999.

**PUBLICATIONS: ARTICLES**

Kray, L. J., Kennedy, J. A., & Rosenblum, M. (in press). Who do they think they are?: A social-cognitive account of gender differences in social sexual identity and behavior at work. *Organizational Behavior and Human Decision Processes*.

Van Zant, A., Kennedy, J. A., & Kray, L. J. (in press). Does hoodwinking others pay?: The psychological and relational consequences of undetected negotiator deception. *Journal of Personality and Social Psychology*.

Mishra, S., & Kray, L. J. (in press). The mitigating effect of desiring status on backlash against ambitious women. *Journal of Experimental Social Psychology*.

Jarvis, S. N., Ebersole, C. R., Nguyen, C. Q., Zhu, M., & Kray, L. J. (in press). Stepping up to the mic: Gender gaps in participation in live question-and-answer sessions at academic conferences. *Psychological Science*.

Kennedy, J., & Kray, L. J. (in press). Gender similarities and differences in dishonesty. *Current Opinion in Psychology*.

Chatman, J., Sharps, D., Mishra, S., Kray, L. J., & North, M. (in press). Agentic but not warm: Age-gender interactions and the consequences of stereotype incongruity perceptions for middle-aged professional women. *Organizational Behavior and Human Decision Processes*.

Mishra, S., Lee, M., & Kray, L. J. (in press). Precarious manhood increases men's receptivity to social sexual behavior from attractive women at work. *Journal of Experimental Social Psychology*.

Lee, M., & Kray, L. J. (2021). A gender gap in managerial span of control: Implications for the gender pay gap. *Organizational Behavior and Human Decision Processes*, 167, 1-17.

Llorens, A., Tzovara, A., Bellier, L., Bhaya-Grossman, I., Bidet-Caulet, A., Chang, W. K., Cross, Z. R., Dominguez-Faus, R., Flinker, A., Fonken, Y., Gorenstein, M., Holdgraf, C., Hoy, C. W., Ivanovam M. V., Jimenez, R. T., Jun, S., Kam, J. W. Y., Kidd, C., Marcelle, E., Marciano, D., Martin, S., Myers, N. E., Ojala, K., Perry, A., Pinheiro-Chagas, P., Ries, S., Saez, I., Skelin, I., Slama, K., Staveland, B., Bassett, D. S., Buffalo, E. A., Fairhall, A. L., Kopell, N. J., Kray, L. J., Lin, J. J., Nobre, A. C., Riley, D., Solbakk, A., Wallis, J. D., Wang, X., Yuval-Greenberg, S., Kastner, S., Knight, R. T., Dronkers, N. F. (2021). Gender bias in academia: A lifetime problem that needs solutions. *Neuron*, 109(13), 2047-2074.

Mobasserri, S., Srivastava, S., & Kray, L. J. (2021). The limits of a brief social psychological intervention: Evidence from a field experiment. *Academy of Management Discoveries*, 7(1), 85-103.

Canning, E. A., Murphy, M., Emerson, K. T. U., Chatman, J. A., Dweck, C. S., & Kray, L. J. (2020). Cultures of genius at work: Organizational mindsets predict cultural norms, trust, and commitment. *Personality and Social Psychology Bulletin*, 46(4), 626-642.

Kouchaki, M., & Kray, L. J. (2018). "I won't let you down:" Personal ethical lapses arising from women's advocating for others. *Organizational Behavior and Human Decision Processes*, 147, 147-157.

- Winner of "Best Empirical Paper Award," International Association of Conflict Management, 2016

Kray, L. J., Howland, L., Russell, A., & Jackman, L. M. (2017). The effects of implicit gender role theories on gender system justification: Fixed beliefs strengthen masculinity to preserve the status quo. *Journal of Personality and Social Psychology, 112*, 98-115.

Kennedy, J., Kray, L. J., Ku, G. (2017). A social-cognitive approach to understanding gender differences in negotiator ethics: The role of moral identity. *Organizational Behavior and Human Decision Processes, 138*, 28-44.

- Winner of “Most Influential Paper Award,” International Association of Conflict Management, 2019

Wang, C. S., Whitson, J. A., Anicich, E. M., Kray, L. J., & Galinsky, A. D. (2017). Challenge your stigma: Reappropriating stereotypes and slurs. *Current Directions in Psychological Science, 26*, 75-80.

Haselhuhn, M. P., Schweitzer, M. E., Kray, L. J., & Kennedy, J. (2017). Perceptions of high integrity can persist after deception: How implicit beliefs moderate trust erosion. *Journal of Business Ethics, 145*, 215-225.

Shirako, A., Kilduff, G., & Kray, L. J. (2015). Is there a place for sympathy in negotiations?: Finding strength in weakness. *Organizational Behavior and Human Decision Processes, 131*, 95-109.

Kennedy, J. & Kray, L. J. (2015). A pawn in someone else’s game?: The cognitive, motivated, and paradigmatic barriers to women’s excelling in negotiation. *Research in Organizational Behavior, 35*, 3-28.

Kang, S., Galinsky, A. D., Kray, L. J. & Shirako, A. (2015). Power affects performance when the pressure is on: Evidence for low-power threat and high-power lift. *Personality and Social Psychology Bulletin, 41*, 726-735.

Haselhuhn, M. P., Kennedy, J., Kray, L. J., Van Zant, A. & Schweitzer, M. E. (2015). Gender differences in trust dynamics: Women trust more than men following a trust violation. *Journal of Experimental Social Psychology, 56*, 104-109.

Kray, L. J., Kennedy, J., & Van Zant, A. (2014). Not competent enough to know the difference? Gender stereotypes about women’s ease of being misled predict negotiator deception. *Organizational Behavior and Human Decision Processes, 125*, 61-72.

Van Zant, A. B., & Kray, L. J. (2014). “I can’t lie to your face”: Minimal face-to-face interaction promotes honesty. *Journal of Experimental Social Psychology, 55*, 234-238.

Kennedy, J., & Kray, L. J. (2013). Who is willing to sacrifice sacred values for money and social status? Gender differences in reactions to ethical compromises. *Social Psychological and Personality Science, 5*, 52-59.

Kray, L. J., Locke, C., & Van Zant, A. (2012). Feminine charm: An experimental analysis of its costs and benefits in negotiations. *Personality and Social Psychology Bulletin*, *38*, 1343-1357.

Kray, L. J., & Haselhuhn, M. P. (2012). Male pragmatism in negotiators' ethical reasoning. *Journal of Experimental Social Psychology*, *48*, 1124-1131.

Wong, E. M., Haselhuhn, M. P., & Kray, L. J. (2012). Improving the future by considering the past: The impact of upward counterfactual reflection and implicit beliefs on negotiation performance. *Journal of Experimental Social Psychology*, *48*, 403-406.

Ersner-Hershfield, H., Galinsky, A. D., Kray, L. J., & King, B. (2010). Company, country, connections: Counterfactual origins increase organizational commitment, patriotism, and social investment. *Psychological Science*, *21*, 1479-1486.

Kray, L. J., George, L., Liljenquist, K., Galinsky, A., Tetlock, P., & Roese, N. (2010). From what *might* have been to what *must* have been: Counterfactual thinking creates meaning. *Journal of Personality and Social Psychology*, *98*, 106-118.

Kray, L. J., Galinsky, A. D., & Markman, K. (2009). Counterfactual structure and learning from experience in negotiations. *Journal of Experimental Social Psychology*, *45*, 979-982.

Kray, L. J., & Gelfand, M. (2009). Relief versus regret: The impact of gender and negotiating norm ambiguity on reactions to having one's first offer accepted. *Social Cognition (Special Issue on Negotiations)*, *27*, 414-432.

Kray, L. J., Paddock, L., & Galinsky, A. D. (2008). The effect of past performance on expected control and risk attitudes in integrative negotiations. *Negotiation and Conflict Management Research*, *1*, 161-178.

Kray, L. J., & Haselhuhn, M. (2007). Implicit negotiation beliefs and performance: Longitudinal and experimental evidence. *Journal of Personality and Social Psychology*, *93*, 49-64.

Markman, K. D., Lindberg, M. J., Kray, L. J., & Galinsky, A. D. (2007). Implications of counterfactual structure for creative generation and analytical problem solving. *Personality and Social Psychology Bulletin*, *33*, 312-324.

Kray, L. J., Galinsky, A. D., & Wong, E. (2006). Thinking within the box: The relational processing style elicited by counterfactual mind-sets. *Journal of Personality and Social Psychology*, *91*, 33-48.

Reb, J., Goldman, B. M., Kray, L. J., & Cropanzano, R. (2006). Different wrongs, different remedies? Reactions to organizational remedies after procedural and interactional injustice. *Personnel Psychology*, *59*, 31-64.

Kray, L. J., & Thompson, L. (2005). Gender stereotypes and negotiation performance: A review of theory and research. In B. Staw & R. Kramer (Eds.), *Research in Organizational Behavior Series*, 26, 103-182.

Haines, E. L., & Kray, L. J. (2005). Self-power associations: The possession of power affects women's self-concepts. *European Journal of Social Psychology*, 35, 643-662.

Kray, L. J., Thompson, L., & Lind, E. A. (2005). It's a bet! A problem solving approach promotes the construction of contingent agreements. *Personality and Social Psychology Bulletin*, 31, 1039-1051.

Liljenquist, K., Galinsky, A. D., & Kray, L. J. (2004). Exploring the rabbit hole of possibilities with myself or with my group: The benefits and liabilities of activating counterfactual mind-sets for information sharing and group coordination. *Journal of Behavioral Decision Making*, 17, 263-279.

Kray, L. J., Reb, J., Galinsky, A., & Thompson, L. (2004). Stereotype reactance at the bargaining table: The effect of stereotype activation and power on claiming and creating value. *Personality and Social Psychology Bulletin*, 30, 399-411.

- Reprinted in "Negotiation: Theory and Practice" legal textbook (M.L. Nelken, 2007).

Galinsky, A., & Kray, L. J. (2004). From thinking about what might have been to sharing what we know: The role of counterfactual mind-sets on information sharing in groups. *Journal of Experimental Social Psychology*, 40, 606-618.

Kray, L. J., & Galinsky, A. D. (2003). The debiasing effect of counterfactual mind-sets: Increasing the search for disconfirmatory information in groups. *Organizational Behavior and Human Decision Processes*, 91, 69-81.

Kray, L. J., & Lind, E. A. (2002). The injustices of others: Social reports and the integration of others' experiences in organizational justice judgments. *Organizational Behavior and Human Decision Processes*, 89, 906-924.

Kray, L. J., Galinsky, A. D., & Thompson, L. (2002). Reversing the gender gap in negotiations: An exploration of stereotype regeneration. *Organizational Behavior and Human Decision Processes*, 87, 386-410.

Kray, L., & Robinson, R. (2001). Partisanship and the status quo. *European Journal of Social Psychology*, 31, 321-335.

Kray, L. J., Thompson, L., & Galinsky, A. (2001). Battle of the sexes: Gender stereotype confirmation and reactance in negotiations. *Journal of Personality and Social Psychology*, 80, 942-958.

- Co-Recipient of "Most Influential Paper Award: 2000-2003," Conflict Management Division, Academy of Management

- Reprinted in “*Negotiation: Theory and Practice*” legal textbook (M.L. Nelken, 2007).

Lind, E. A., Kray, L., & Thompson, L. (2001). Primacy effects in justice judgments: Testing predictions from fairness heuristic theory. *Organizational Behavior and Human Decision Processes*, 85, 1-22.

Kray, L. J. (2000). Contingent weighting in self-other decision making. *Organizational Behavior and Human Decision Processes*, 83, 82-106.

Kray, L., & Gonzalez, R. (1999). Differential weighting in choice versus advice: I’ll do this, you do that. *Journal of Behavioral Decision Making*, 12, 207-217.

Lind, E. A., Kray, L., & Thompson, L. (1998). The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Organizational Behavior and Human Decision Processes*, 75, 1-22.

Thompson, L., Kray, L., & Lind, E. A. (1998). Cohesion and respect: An examination of group decision making in social and escalation dilemmas. *Journal of Experimental Social Psychology*, 34, 289-311.

### **PUBLICATIONS: CHAPTERS, INVITED ARTICLES, BOOK REVIEWS, AND PROCEEDINGS**

Jazaieri, H., & Kray, L. J. (2020). Deception in negotiations—the unique role of gender. In M. Olekalns & J. A. Kennedy (Eds.), *Handbook of Research in Negotiation*. United Kingdom: Edward Edgar Publishing.

Kray, L. J., & Kennedy, J. A. (2017). Changing the narrative: Women as negotiators—and leaders. *California Management Review*, 60, 70-87.

- Winner of “*Best Practitioner-Oriented Article*,” Academy of Management, Organizational Behavior Division, 2018

Kray, L. J., & Haselhuhn, M. P. (2017). Multifaceted masculinity: Implications for men’s lives. *PsycCRITIQUES*, 62, 25, 5.

Howland, L., & Kray, L. J. (2016). Are gender roles fixed or malleable?: An implicit theory relevant to “having it all.” In I. M. Welpe, P. Brosi, L. Ritzenhöfer, T. Schwarzmüller, *Selection and assessment of women and men as business leaders – Challenges, opportunities, and solutions*. Springer.

Haselhuhn, M., Schweitzer, M. E., Kray, L., & Kennedy, J. A. (2016, Feb 17). When trust is easily broken, and when it’s not. *Harvard Business Review*.

Van Zant, A., & Kray, L. J. (2015). Negotiation and conflict resolution. In G. Wu & G. Keren (Eds.), *Wiley-Blackwell Handbook of Judgment and Decision Making* (pp. 828-848).



Bowles, H. R., & Kray, L. J. (2013). Negotiation is a man's game: Ultimate truth or enduring myth? *Gender & Work: Challenging Conventional Wisdom. Research Symposium in honor of 50 years of women MBA*. Harvard Business School Press.

Hershfield, H. E., Brown, C. E., & Kray, L. J. (2013). Any second could be *the* second: How thinking about what might have been affects the emergence of meaning and commitment across the adult life span. In C. Routledge & J. Hicks (Eds.), *The Experience of Meaning in Life: Classical Perspectives, Emerging Themes, and Controversies* (pp. 151-162).

Kray, L. J., Hershfield, H. E., George, L. & Galinsky, A. D. (2013). Twists of fate: Moments in time and what might have been in the emergence of meaning. In K. Markman, T. Proulx, & M. Lindberg (Eds.), *The Psychology of Meaning*. Washington, DC: American Psychological Association.

Haselhuhn, M. P., & Kray, L. J. (2012). Gender and negotiations. In B. Goldman, & D. Shapiro (Eds.), *The Psychology of Negotiations in the 21<sup>st</sup> Century Workplace*. Society of Industrial/Organizational Psychology Frontier Series.

Paddock, E. L., & Kray, L. J. (2011). The role of gender in negotiation. In M. Benoliel (Ed.), *Negotiation Excellence: Successful Deal Making* (pp. 229-245). World Scientific Publishing.

Haselhuhn, M. P., & Kray, L. J. (2011). The impact of implicit negotiation beliefs on motivation and cognition in group negotiations. In E. A. Mannix, M. A. Neale, & J. R. Overbeck (Eds.), *Research on Managing Groups and Teams, 14*, 137-161.

Kray, L. J., & Shirako, A. (2011). Stereotype threat in organizations: Its scope, triggers, and possible interventions. In M. Inzlicht, & T. Schmader (Eds.), *Stereotype Threat: Theory, Process, and Application*. NY: Oxford University Press.

Kray, L. J., Locke, C., & Haselhuhn, M. (2010). In the words of Larry Summers: Gender stereotypes and implicit beliefs in negotiations. In A. A. Stanton, M. Day, & I. Welpe (Eds.), *Neuroeconomics and the Firm* (pp. 101-115). Northampton, MA: Edward Elgar Publishing.

Wong, E. M., Kray, L. J., Galinsky, A. D., & Markman, K. D. (2010). Stimulating creativity in groups. In E. Mannix, M. Neale, & J. Goncalo (Eds.), *Research on Managing Groups and Teams: Creativity and groups*. Bingley, UK: JAI Emerald.

Wong, E., Galinsky, A. D. & Kray, L. J. (2009). The counterfactual mind-set: A decade of research. In K. Markman, B. Klein, & J. Suhr (Eds.), *The Handbook of Simulation and Imagination*. NY: Psychology Press.

Kray, L. J., & Haselhuhn, M. P. (2008). What it takes to succeed: An examination of the relationship between negotiators' implicit beliefs and performance. In D. Forsyth, A. Goethals, and C. Hoyt (Eds.), *Social Psychology and Leadership*. West Port, CT: Praeger.

Kray, L. J., & Locke, C. (2008). To flirt or not to flirt? Sexual power at the bargaining table. *Negotiation Journal*, 24(4), 483-493.

Kray, L. J. (2007). Leading through negotiation: Harnessing the power of gender stereotypes. *California Management Review*, 50, 159-173.

Kray, L. J., & Babcock, L. (2005). Gender in negotiations: A motivated social cognitive analysis. In A. Kruglanski & J. Forgas (Eds.), *Frontiers in Social Psychology*. NY: Psychology Press.

Galinsky, A. D., Liljenquist, K. A., Kray, L. J., & Roese, N. R. (2005). Finding meaning from mutability: Making sense and deriving meaning from counterfactual thinking. In D. R. Mandel, D. J. Hilton, & P. Catellani (Eds.), *The Psychology of Counterfactual Thinking*, 110-125. London: Routledge.

Kray, L. J. (2005). Review of M. Gelfand & J. Brett (Eds.), *The handbook of negotiation and culture*. *Administrative Science Quarterly*, 50, 157-159.

Kray, L. J., & Lind, E. A. (2002). The integration of others' experiences in organizational justice judgments. *Academy of Management Best Paper Proceedings*, Conflict Management Division.

Robinson, R. J., & Kray, L. (2001). Status vs. quo: Naïve realism and the search for social change and perceived legitimacy. In John T. Jost and Brenda Major (Eds.), *The Psychology of Legitimacy: Emerging Perspectives on Ideology, Justice, and Intergroup Relations*. Oxford: Blackwell.

Kray, L., & Thompson, L. (1998). The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Academy of Management Best Paper Proceedings*, Conflict Management Division.

Thompson, L., Peterson, E., & Kray, L. (1995). Social context in negotiation: An information-processing perspective. In R. Kramer and D. Messick (Eds.), *Negotiation as a Social Process*. New York: Russell Sage.

### ***SOME WORK IN PROGRESS***

Lee, M., & Kray, L. J. Does negotiating propensity account for the gender pay gap?: Comparing beliefs to reality. *Revise and resubmit, Academy of Management Discoveries*.

Townsend, C., Kray, L. J., & Russell, A. Holding the belief that gender roles can change reduces women's work-family conflict during the COVID-19 pandemic. *Revise and resubmit, Personality and Social Psychology Bulletin*.

Haselhuhn, M. P., & Kray, L. J. Precarious manhood, precarious ethics?: Gender threat leads to misconduct by men.

Jarvis, S.N., Nguyen, C. Q., Zhu, M., Ebersole, C. R., & Kray, L. J. Persistence of disproportionate gender participation in virtual conference Q&A sessions.

Donnelly, K., Kray, L. J., & Roese, N. J. Written in the stars or just a coincidence? Gender differences in belief in fate.

Brown, C. L., Kornblum, H., & Smith, P., & Kray, L. J. Gender, time horizons, and commitment to career and family.

Kennedy, J. A., McDonnell, M., Stephens, N. M., & Kray, L. J. Great expectations: Are women expected to be more ethical than men?

### ***INVITED ADDRESSES***

- 2023 Society for Personality and Social Psychology (scheduled)
- 2022 International Association of Conflict Management Virtual Seminar  
Psychology and Economics Lunch Seminar, UC Berkeley
- 2019 Tuck School of Business, Dartmouth University  
Gies College of Business, University of Illinois, Urbana-Champaign
- 2018 Jones Graduate School of Business, Rice University  
University of California, Davis, Department of Psychology  
Center for Advanced Study in the Behavioral Sciences, Stanford University  
Institute of Personality and Social Psychology, UC Berkeley
- 2017 University of California, Riverside  
Stanford University, Department of Psychology
- 2016 Owen Graduate School of Management, Vanderbilt University  
London Business School  
Yale School of Management, Yale University
- 2015 Marshall School of Business, University of Southern California  
Booth School of Business, University of Chicago
- 2014 Anderson School of Management, UCLA  
Paul Merage School of Business, University of California, Irvine  
Batten School of Leadership and Public Policy, University of Virginia
- 2013 Rotman School of Management, Toronto, Canada  
Graduate School of Business, Columbia University  
Tepper School of Business, Carnegie Mellon University  
Sloan School of Management, MIT
- 2012 Stern School of Business, New York University  
Kennedy School of Government, Harvard University  
Sloan School of Management, MIT
- 2011 Anderson School of Management, UCLA  
University of Pennsylvania, Positive Psychology Center  
Miami University of Ohio, Department of Psychology  
Kenan-Flagler Business School, University of North Carolina
- 2010 London School of Economics

- Harvard Business School, Negotiations, Organizations, and Markets Unit
- 2009 Keizai Koho Center (Japan Institute for Social and Economic Affairs), Tokyo, Japan  
University of California at Davis, Department of Psychology  
Kennedy School of Government, Harvard University  
Stanford University, Department of Psychology
- 2008 INSEAD  
Leiden University, The Netherlands  
University of Michigan, Interdisciplinary Consortium on Organizational Studies  
London Business School  
University of Rome, Italy  
Anderson School of Management, UCLA  
The Wharton School, University of Pennsylvania
- 2007 Eller College of Business, University of Arizona  
Kennedy School of Government, Harvard University  
University of Rome, Italy  
University of California, Hastings School of Law  
University of California, San Francisco  
Harvard Business School, Harvard University  
Graduate School of Business, Stanford University  
Stern School of Business, New York University  
Ross School of Business, University of Michigan  
McCombs School of Business, University of Texas
- 2006 Institute of Industrial Relations, UC Berkeley  
Graduate School of Business, Columbia University
- 2005 London Business School  
McCombs School of Business, University of Texas, Austin  
Boalt School of Law, University of California, Berkeley  
Graduate School of Business, University of Chicago  
Tepper School of Business, Carnegie Mellon University  
INSEAD
- 2004 Kennedy School of Government, Harvard University
- 2002 Australian Graduate School of Management, University of New South Wales  
University of California, Riverside  
Department of Psychology, University of California, Santa Cruz  
Haas School of Business, University of California, Berkeley  
Fuqua School of Business, Duke University
- 2001 David Eccles School of Business, University of Utah  
Marshall School of Business, University of Southern California
- 2000 Graduate Women in Business Association, University of Arizona
- 1999 Women in Science and Engineering, Northwestern University
- 1998 Eller College of Business and Public Administration, University of Arizona  
Cox School of Business, Southern Methodist University  
Kellogg School of Management, Northwestern University
- 1997 Department of Psychology, New York University

**CONFERENCE PRESENTATIONS**

- 2022 Symposium co-organized with Charlie Townsend, "Work hard parent hard: Gender and work life conflict in the COVID-19 pandemic." *Academy of Management*, Seattle, WA. (co-sponsored by the Organizational Behavior, Conflict Management, and Gender and Diversity in Organizations divisions)

Symposium co-organized with Sonya Mishra, "New insights on navigating formal organizational hierarchies and informal identity-based hierarchies." *Academy of Management*, Seattle, WA. (co-sponsored by the Conflict Management and Gender and Diversity in Organizations divisions)

Symposium co-organized with Sonya Mishra, "Pitfalls and promises in advancing organizational diversity." *International Association of Conflict Management*, Ottawa, Canada.

- 2021 Gender differences in span of control: Implications for the gender pay gap. *EDGE in Tech Leadership Round Table*, CITRIS and the Banatao Institute, UC Berkeley College of Engineering.

Escaping backlash? The mitigating effect of desiring status on backlash against ambitious women. *Academy of Management (virtual)* (with Mishra, S.)

Female actor attractiveness leads to men's favorable perceptions of social sexual workplace behavior. *Academy of Management (virtual)* (with Mishra, S. & Lee, M.)

Gender role mindsets: A lens for examining why women still can't "have it all." *International Association of Conflict Management (virtual)* (with Townsend, C.)

Escaping backlash? The mitigating effect of desiring status on backlash against ambitious women. *International Association of Conflict Management (virtual)* (with Mishra, S.)

- 2020 Gender role mindsets: A lens for examining who can have it all. *Academy of Management (virtual)* (with Townsend, C.)

Why don't lies pay? Deceiver guilt undermines negotiator subjective value. *International Association of Conflict Management (virtual)* (with Van Zant, A. & Kennedy, J.)

- 2019 Flirting with fire: Disentangling the effects of gender and power on sexual harassment. *Academy of Management* (with Rosenblum, M.)

The role that negotiations do (or do not) play in explaining the gender pay gap. *Academy of Management* (with Lee, M.)

- The limits of brief social-belonging interventions: Evidence from a field experiment. *Academy of Management* (with Mobasserri, S. & Srivastava, S.)
- Women don't ask? A new look at the role of negotiations in the gender pay gap. *Negotiation, Teams, and Diversity Conference in Honor of Margaret A. Neale*, Stanford Graduate School of Business
- Gender role mindsets: A lens for judging the legitimacy of the social system and shaping beliefs about whether men and women can "have it all." *Mindsets and Organizational Transformation Conference*, London Business School
- 2018 Mitigating implicit bias: Tools for the neuroscientist: Negotiation. *Society for Neuroscience Conference* (virtual)
- Why don't lies pay? Deceiver guilt undermines negotiator subjective value. *Academy of Management* (with Van Zant, A., & Kennedy, J.)
- Organizational mindsets predict cultural norms and employee trust and commitment. *Academy of Management* (with Chatman, J., Murphy, M., Dweck, C., Emerson, K., & Canning, E.)
- Implicit gender role theories and the status quo. *Association for Psychological Science*, San Francisco, CA.
- Masculinity as a psychologically permeable barrier to gender equality. *NSF Workshop: Fostering gender and work-life inclusion for faculty in understudied contexts: An organizational Science lens*. Purdue University, West Lafayette, IN
- 2017 Who are the flirts? Dispositional and situational predictors of strategic sexual behavior. *International Association of Conflict Management*, Berlin, Germany (with Rosenblum, M.)
- Implicit theories of gender roles. *Gender & Work Symposium: Images, Identities and the Space(s) Between*. Harvard Business School, Cambridge, MA.
- 2016 Who are the flirts? Dispositional and situational predictors of (strategic) social sexual behavior. *Academy of Management*, Anaheim, CA (with Rosenblum, M.)
- An identity approach to understanding gender differences in negotiator ethics *Academy of Management*, Anaheim, CA (with Kennedy, J., & Ku, G.)
- 2015 Gender differences in fate cognition. *The Psychology of Meaning and Purpose Conference*, Tel-Aviv, Israel.
- Gender differences in morality.

- Women in the Law Conference, Ethics Panel, Federal Bar Association, Washington DC.*
- Getting credit for experience: Differences in evaluations of male and female university faculty across the course of their careers. *Academy of Management*, Vancouver, Canada (with Chatman, J., & Sharp, D.)
- Personal and organizational lay theories of intelligence predict employees' experiences. *Academy of Management*, Vancouver, CA (with Emerson, K., Murphy, M., Dweck, C., & Chatman, J.)
- 2014 Owning the dance, negotiating with confidence.  
Invited Speaker: *Forte Foundation Annual Conference, UCLA.*
- When opportunity knocks, female negotiators are disproportionately deceived. *Academy of Management*, Philadelphia, PA. (with Kennedy, J. & Van Zant, A.)
- Flirting your way to the top: A gender difference in the propensity to flirt. *American Psychological Society*. San Francisco, CA.
- When opportunity knocks, female negotiators are disproportionately deceived. Symposium: Are power and gender mutually reinforcing or offsetting? *Society of Personality and Social Psychology*. Austin, TX.
- 2013 Keynote Speaker: An insider's guide to negotiating effectively. *Society of Judgment and Decision Making Meeting, Women's Luncheon, Toronto*
- Gender differences in moral disengagement: One explanation for why women are more prosocial than men. *Academy of Management Meeting*, Orlando, FL. (with Kennedy, J. & Ku, G.)
- Negotiation is a man's game: Ultimate truth or enduring myth? *Gender & Work: Challenging Conventional Wisdom Conference*, Cambridge, MA (with Bowles, H. R.)
- 2012 Male pragmatism in negotiators' ethical reasoning. *International Association of Conflict Management Meetings*. Stellenbosch, South Africa. (with Haselhuhn, M.)
- Invited symposium: From what might have been to what must have been: Counterfactual thinking creates meaning. *Association for Psychological Science Meetings*, Chicago, IL
- Battle of the (same) sexes: How we take advantage of presumed trust from same sex others. *Society of Industrial and Organizational Psychology Meetings*. San Diego, CA. (with Van Zant, A.)

- Invited symposium, Gender and negotiation. *Society of Industrial and Organizational Psychology Meetings*. San Diego, CA.
- 2011 Gender discrimination in negotiators' ethical decision making. *Focus on Asymmetry, Conflict and Emotions (FACE) Conference*, Paris, France.
- Gender bias in negotiator deception. *International Association of Conflict Management Meetings*, Istanbul, Turkey.
- Looking toward the future by considering the past: The role of counterfactual narratives and implicit beliefs in negotiation performance. *National Communication Association Convention*, New Orleans, LA. (with Wong, E.M., & Haselhuhn, M.P.)
- Top Four Paper, Peace and Conflict Communication Division.
- 2009 Flirtation at the bargaining table. *Academy of Management Meetings*, Chicago, IL. (with Locke, C.)
- Negotiating flirts: Likable losers. *American Psychological Society Meetings*, San Francisco, CA. (with Locke, C.)
- 2008 Negotiating flirts: Likable losers. *Academy of Management Meetings*, Anaheim, CA. (with Locke, C.)
- Negotiating norm ambiguity and gender impact reactions to having a first offer accepted. *Academy of Management Meetings*, Anaheim, CA. (with Gelfand, M.)
- 2007 Interplay between power and gender in negotiations. *American Psychological Association Convention*. San Francisco, CA. (with Brion, S.)
- In the words of Larry Summers: Gender stereotypes and implicit negotiation beliefs. *Academy of Management Meetings*, Philadelphia, PA. (with Locke, C., & Haselhuhn, M.)
- Relief versus regret: The impact of gender on reactions to having one's first offer accepted. *Academy of Management Meetings*, Philadelphia, PA. (with Gelfand, M.)
- Adding versus subtracting what might have been: The impact of counterfactual thinking on integrative negotiations. *International Association of Conflict Management*, Budapest, Hungary. (with Galinsky, A., & Markman, K.)
- Gender stereotypes and implicit negotiation beliefs. *International Association of Conflict Management*, Budapest, Hungary. (with Locke, C., & Haselhuhn, M.)
- Thinking within the box: The relational processing style elicited by counterfactual mind-sets. *3<sup>rd</sup> European Spring Conference on Social Psychology*, St. Moritz (Champf er), Switzerland.



- “If only I had versus if only I had not.” Implications of counterfactual structure for creative generation and analytical problem solving. *Society of Personality and Social Psychology Meetings*, Memphis, TN. (with Markman, K. D., Lindberg, M., & Galinsky, A. D.)
- 2006 Antecedents and consequences of procedural justice. *Academy of Management Meetings*, Atlanta, GA.
- Gender and first offers: The role of stereotype threat. *International Association of Conflict Management*. Montreal, Canada. (with Gelfand, M.)
- Flirting at the bargaining table: Differential effects for men and women. *International Association for Conflict Management*. Montreal, Canada. (with Locke, C.)
- 2005 Implicit negotiation theories. *Academy of Management Meetings*, Honolulu, HI (with Haselhuhn, M.)
- 2004 The differential impact of individual and group level activation of counterfactual mind-sets. *Academy of Management Meetings*, New Orleans, LA. (with Liljenquist, K., & Galinsky, A.)
- Historical frames: How a consideration of past successes and failures affects strategic and contractual risk in integrative negotiations. *Academy of Management Meetings*, New Orleans, LA. (with Paddock, L.)
- Gender and negotiations: A motivated social cognitive analysis. *Kellogg Frontiers in Negotiations Conference*, Chicago, IL. (with Babcock, L.)
- 2003 The debilitating effect of counterfactual mind-sets on creativity. *Academy of Management Meetings*, Seattle, WA. (with Galinsky, A. D.)
- It's a bet! Instrumental and relational influences in the construction of contingent agreements. *Academy of Management Meetings*, Seattle, WA. (with Thompson, L., & Lind, E. A.)
- A different way to “get even:” Organizational remedies to procedural and interactional injustices. *Academy of Management Meetings*, Seattle, WA. (with Reb, J., Goldman, B., & Hale, J.)
- 2002 The debiasing effect of counterfactual mind-sets on group decisions. *Academy of Management Meetings*, Denver, CO. (with Galinsky, A.)
- The injustices of others: Social reports and organizational justice. *Academy of Management Meetings*, Denver, CO. (with Lind, E. A.)

- Power and stereotype activation in mixed-gender negotiations. *International Association of Conflict Management*. Park City, UT. (with Reb, J., Galinsky, A., & Thompson, L.)
- A different way to “get even” after unjust terminations: Remedies, not retaliation as a means to restore organizational justice. *International Association of Conflict Management*. Park City, UT. (with Reb, J., & Goldman, B.)
- 2001 The gender gap in negotiations: An exploration of stereotype confirmation, regeneration, and reactance. *Society of Experimental Social Psychology*, Spokane, WA. (with Thompson, L., & Galinsky, A.)
- Reversing the gender gap in negotiations: An exploration of stereotype regeneration. *International Association of Conflict Management*, Cergy, France. (with Galinsky, A., & Thompson, L.)
- Reacting against stereotypes: Reversing the gender gap in negotiations. *Western Psychological Association*, Maui, HI. (with Galinsky, A., & Thompson, L.)
- Gender stereotype confirmation and reactance in negotiations. *Western Psychological Association*, Maui, HI. (with Thompson, L., & Galinsky, A.)
- 2000 Battle of the sexes: The role of gender stereotypes in negotiations between men and women. *Wharton Organizational Behavior Conference*, Philadelphia, PA.
- Battle of the sexes: Gender stereotype confirmation and reactance in negotiations. *Academy of Management Meetings*, Toronto, Canada. (with Thompson, L., & Galinsky, A.)
- Power, gender, and integrative bargaining. *Academy of Management Meetings*, Toronto, Canada. (with Galinsky, A., & Thompson, L.)
- 1999 Primacy effects in justice judgments. *Academy of Management Meetings*, Chicago, IL. (with Lind, E. A., & Thompson, L.)
- Resolving differences under the organizational limelight: A matter of common bonds. *International Association of Conflict Management*, San Sebastian, Spain. (with Thompson, L., & Lind, E. A.)
- 1998 The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Academy of Management Meetings*, San Diego, CA. (with Thompson, L., & Lind, E. A.)
- Status vs. quo: The search for social change and perceived legitimacy. *Psychology of Legitimacy Conference*, Palo Alto, CA. (with Robinson, R. J.)

- 1997 Negotiator construal and the status quo. *International Association of Conflict Management Meetings*, Bonn, Germany. (with Robinson, R.)
- 1996 Adversity in organizations: Reactions to injustice. *Psychology of Adversity Conference*, Amherst, MA. (with Lind, E. A., & Thompson, L.)
- 1995 Evaluating the injustices of others: Group responses to unfair treatment. *International Association of Conflict Management Meetings*, Elsinore, Denmark. (with Lind, E. A., & Thompson, L.)

Socially-shared conceptions of justice at the workplace: An experimental analysis. *Social Justice Conference Meetings, Ethics Symposium*, Reno, NV. (with Lind, E. A., & Thompson, L.)

- 1994 The bright and dark side of group identity. *Society of Experimental Social Psychologists Meetings*, Lake Tahoe, NV. (with Thompson, L., & Lind, E. A.)

Group identity in social dilemma and entrapment situations. *International Association of Conflict Management Meetings*, Eugene, OR. (with Thompson, L, & Lind, E. A.)

### **TEACHING (MBA and EXECUTIVE)**

*Gender Equity and Leadership in the 21<sup>st</sup> Century*

*Managerial Negotiations*

*Leading High Impact Teams*

*Women's Executive Leadership Program (Founding Faculty Director, since 2008)*

### **PROFESSIONAL ACTIVITIES**

Member	Academy of Management Association for Psychological Science International Association of Conflict Management Society of Experimental Social Psychology Society for Personality and Social Psychology
Editorial Board Member	<i>Research in Organizational Behavior (Editor in chief, 2019-present)</i> <i>California Management Review</i> <i>Journal of Personality and Social Psychology (past)</i> <i>Journal of Experimental Social Psychology (past)</i> <i>Social Psychological and Personality Science (past)</i> <i>Organizational Behavior and Human Decision Processes (past)</i>
Ad-Hoc Reviewer	<i>Academy of Management Discoveries</i>

*Academy of Management Journal*  
*Academy of Management Review*  
*Administrative Science Quarterly*  
*California Management Review*  
*European Journal of Social Psychology*  
*Group Decision and Negotiation Journal*  
*Group Dynamics: Theory, Research, and Practice*  
*International Journal of Conflict Management*  
*INFORMS Dissertation Competition Judge (2018)*  
*Israeli National Science Foundation*  
*Journal of Applied Psychology*  
*Journal of Applied Social Psychology*  
*Journal of Behavioral Decision Making*  
*Journal of Economic Psychology*  
*Journal of Experimental Social Psychology*  
*Learning and Individual Differences*  
*Management Science*  
*Memory & Cognition*  
*National Science Foundation*  
*Organization Science*  
*Personality and Social Psychology Bulletin*  
*Proceedings of National Academy of Sciences*  
*Psychological Bulletin*  
*Psychological Review*  
*Psychological Science*  
*Science Advances*  
*International Association of Conflict Management Meetings*  
*Academy of Management Meetings, Conflict Management*

Administration

Chair, Management of Organizations Group  
Haas School of Business, 2021-present.

Chancellor's Advisory Committee on the Status of Women,  
UC Berkeley, 2020-2022.

Chancellor's Signature Initiatives, Inequality and Opportunity  
Group, UC Berkeley, 2018-2019.

Faculty Director, Center for Equity, Gender, and Leadership,  
Berkeley-Haas School of Business, 2018-present.

Chair & Member, Executive MBA Program Committee, Haas  
School of Business, University of California, Berkeley, 2019-  
2021.

Academic Freedom Committee, UC Berkeley, 2018-2020.

Policy and Planning Committee, UC Berkeley-Haas, 2015-2017.

Chair, Police Review Board, UC Berkeley, 2016-2017.  
Member since 2013.

Haas Endowed Chair Selection Committee, 2013-2016; 2019-2021.

Doctoral Program Field Advisor, MORS group, Haas School of Business, University of California, Berkeley, 2002-2006; 2010-2016; 2019-2020.

UC Berkeley Academic Senate Committee on Undergraduate Scholarships, Honors, and Financial Aid, 2013-2015.

Faculty Director (Founding), Haas Behavioral Lab, 2009-2012.

Faculty Equity Advisor, Haas School of Business, 2009-2011.

Chair, Organizational Behavior and Industrial Relations Group, 2008-2009.

Chair & Member, School-Wide Hiring Committee, Haas School of Business, University of California, Berkeley, 2005-2007.

Chair, Best Paper Award Selection Committee, Academy of Management, Conflict Management Division, 2009.

Chair & Member, MBA Program Committee, Haas School of Business, University of California, Berkeley, 2003-2006.

Teaching Mentor, Haas School of Business, University of California, Berkeley, Fall, 2003.

Member, Faculty Diversity Committee, Haas School of Business, University of California, Berkeley, 2003-2005.

Presenter, Conflict Management Division Doctoral Student Consortium, Academy of Management meetings, Denver, CO, June, 2002.

Faculty Recruiting Committee Chair, Department of Management and Policy, University of Arizona, 2001-2002

Program Committee, International Association of Conflict  
Management Meeting, 2001

Ph.D. Program Committee, Department of Management and  
Policy, University of Arizona, 2000-2001