

Peter Belmi
Darden School of Business
University of Virginia
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ACADEMIC APPOINTMENT

Assistant Professor 2015 –
Darden School of Business, University of Virginia

EDUCATION

Stanford Graduate School of Business PhD 2015
Major: Organizational Behavior

San Francisco State University MS 2010
Major: Industrial-Organizational Psychology

Ateneo de Manila University BA 2007
Major: Psychology

RESEARCH INTERESTS

Power, Status, and Social Class
Inequality, Hierarchies, Intergroup Relations

AWARDS AND HONORS

Teaching

- Diversity Faculty Award (2020)
- Nominee, Outstanding Faculty Award (2020)
- Outstanding Teaching Recognition (top 10%) (2018–2019)
- Nominee, Outstanding Faculty Award (2019)
- Nominee, Diversity Faculty Award (2019)
- Poets and Quants Favorite Classes of Top MBAs (2019)
- Poets and Quants Top 40 Business Professors Under 40 (2018)
- Poets and Quants Favorite Classes of Top MBAs (2018)
- BSchools.Org Exceptional Leadership Faculty Top MBA Professors (2018)

- UVA Mead Endowment and The John Colley Award (2018)
- Outstanding Teaching Recognition (top 10%) (2017–2018)
- Nominee, Outstanding Faculty Award, 2018)
- Nominee, Diversity Faculty Award (2018)
- Nominee, Outstanding Faculty Award, (2017)
- Nominee, Diversity Faculty Award (2017)
- Outstanding Teaching Recognition (top 10%) (2016–2017)
- Outstanding Teaching Recognition (top 10%) (2015–2016)

Scholarship

- Invited Scholar, USC Alliance for Equity, Diversity, and Inclusion (2019)
- Thinkers50: 30 Management Thinkers Most Likely to Shape the Future (2018)
- Best Symposium Award, Academy of Management OB Division (2017)
- Participant, Organizational Behavior Junior Faculty Workshop (2017)
- Best Article Award, Academy of Management Discoveries (2016)
- Center for Decision Research Research Grant, University of Chicago (2015)
- OB Department Nominee, AOM Doctoral Consortium (2014)
- DARE Fellow Alternate, Vice Provost for Graduate Education (2013)
- Best Paper Award, Excellence in Ethics Research Conference (2013)
- Outstanding Research, Society for Personality and Social Psychology (2012)
- Clara Mayo Grant, Society for the Psychological Study of Social Issues (2011)
- Distinguished Graduate Student Award, San Francisco State University (2010)

PEER-REVIEWED PUBLICATIONS

8. **Belmi, P.**[†] & Schroeder, J.[†] (forthcoming). Human “Resources”: Objectification Occurs More in Work than Non-Work Contexts. *Journal of Personality and Social Psychology*.

[†] equal contribution

7. **Belmi, P.**, Neale, M., Reiff, D., & Ulfe, R. (2020). The social advantage of miscalibrated individuals: The relationship between social class and overconfidence and its implications for class-based inequality. *Journal of Personality and Social Psychology*, 118(2), 254-282.

*Selected media mentions: The New York Times, Newsweek, NPR Marketplace Morning Report, The Times London, The Times of India, MarketWatch, The Independent, The London Economic, Pacific Standard, The Daily Mail, EurekAlert, Science Daily, I-News UK, AOL UK, ANI News, The Philadelphia Inquirer, Ladders, Big Think, Study Finds, Yahoo Finance, Infosurhoy, International Business Times, ZME Science, Scienceblog.com, Xaralite, Personnel

Today, Workplace Insight, Devdiscourse, Tdnews, Web India 123, Medium, Forbes, Scientific Inquirer

6. **Belmi, P.** & Pfeffer, J. (2018). The effect of economic consequences on social judgment and choice: Reward interdependence and the preference for sociability versus competence. *Journal of Organizational Behavior*, 39, 990-1007.

*Selected media mentions: UVA Today, Ideas for Leaders, BBC News, The Wall Street Journal, Stanford GSB Insights, SalesFuel, FastCompany.com, Stacy Blackman Consulting Blog

5. **Belmi, P.** & Laurin, K. (2016). Who wants to get to the top? Class and lay theories about power. *Journal of Personality and Social Psychology*, 111(4), 567-584.

*Selected media mentions: The Boston Globe, Insight (United Kingdom), The Financial Times, UVA Today, Poets and Quants, Greater Diversity News

4. **Belmi, P.** & Pfeffer, J. (2016). Power and death: Mortality salience increases power-seeking while feeling powerful reduces death anxiety. *Journal of Applied Psychology*, 101(5): 702-720.

*Featured article

*Selected media mentions: The Boston Globe, The Stanford Report, UVA Today, Poets and Quants, Greater Diversity News

3. **Belmi, P.** & Pfeffer, J. (2015). How 'organization' weakens the norm of reciprocity: The effects of attributions for favors and a calculative mindset. *Academy of Management Discoveries*, 1, pp. 36-57.

*Best Article Award, Academy of Management Discoveries 2016

*Selected article for the inaugural issue

*Selected media mentions: The Wall Street Journal, Bloomberg Business, UVA Today, Poets and Quants, Greater Diversity News, AOM Insights

2. **Belmi, P.**, Barragan, R., Neale, M., & Cohen, G. (2015). Threats to identity can trigger social deviance. *Personality and Social Psychology Bulletin*, 41(4), 467-484.

*Best Paper Award, Excellence in Ethics Conference 2013

*Outstanding Research Award, SPSP 2012

*Winner, Clara Mayo Grant, SPSSI 2011

*Selected Media Mentions: Vox.com, UVA Today, Poets and Quants, Greater Diversity News

1. **Belmi, P.** & Neale, M. (2014). Mirror, mirror, on the wall, who's the fairest of them all? Thinking that one is attractive increases the tendency to support inequality. *Organizational Behavior and Human Decision Processes*, 124(2), 133-149.

*Selected media mentions: The New Yorker, Vox.com, Priceonomics, Financial Times, Calcalist, Yahoo News, Harvard Business Review Blog, Allure Magazine, The Daily Mail, Huffington Post, Public Radio International, Bustle, UVA Today, Poets and Quants, Greater Diversity News

MANUSCRIPTS UNDER REVIEW

Belmi, P., Raz, K., Neale, M., & Thomas-Hunt, M. (invited revision). First-generation graduates. *Administrative Science Quarterly*.

Phillips, T., Martin, S., & **Belmi, P.** (invited revision). Social class transitions: Three guiding questions for moving the study of class to a dynamic perspective. *Social and Personality Psychology Compass*.

Adams, G., Frey, E., & Pfeffer, J., & **Belmi, P.** (invited revision). Punishment. *Academy of Management Annals*.

Belmi, P., Phillips, T., & Laurin, K., Engstrom, H. (under review). Merit beliefs. *Journal of Personality and Social Psychology*.

Han, I., **Belmi, P.**, & Thomas-Hunt, M. (under review). Social class and advice-seeking. *Journal of Experimental Social Psychology*.

RESEARCH IN PROGRESS

Belmi, P. & Adams, G., & Jun, S. (writing stage). Incivility.

Belmi, P. (data collection in progress). Potential.

Belmi, P., Owsik, C., & Hall, N (data collection in progress). Social class and overestimation.

Belmi, P., & Raveendhran, R., Sell, A. (data collection in progress). Technology.

Belmi, P., & Pfeffer, J. (data collection in progress). Social class.

Belmi, P., & Levine, E., Good, K., & Shaw, A. (data collection in progress). Social class and communication.

Choi, A., Schroeder, J., **Belmi, P.**, & Kuper, D. (data collection in progress). Small talk.

PRACTITIONER PUBLICATIONS

Belmi, P., & Doris, A. (2019). Why high-class people can sometimes get away with incompetence. *Darden Ideas to Action*.

Belmi, P., & Newman, C. (2018). 5 factors that fuel income inequality. *UVA Today* (also reprinted in: *Darden Ideas to Action*).

Belmi, P. (2017). Getting ahead at work: Social class divide, power and office politics. *HR Zone*

Belmi, P. & Black, C. (2016). Power and social advantage: The vicious cycle and what to do about it. *Darden Ideas to Action*.

Belmi, P. & Bowers, K. (2016). The meaning of demeaning: Social identity threats and deviant behavior. *Darden Ideas to Action*.

CASE STUDIES AND TEACHING MATERIALS

Belmi, P. & Yemen, G. (2017). Oliver North and the Iran-Contra Deal: The Good, the Bad, the Ugly. *Darden Business Publishing*.

Belmi, P. & Yemen, G. (2016). Bryanboy. *Darden Business Publishing*.

TEACHING EXPERIENCE

DARDEN SCHOOL OF BUSINESS

Paths to Power (Residential MBA First-Year Leadership Elective)

- 2016: instructor rating: 5.00/5.00; course rating: 5.00/5.00, 65 students
- 2017: instructor rating: 4.90/5.00; course rating: 4.83/5.00, 68 students
- 2018(A): instructor rating: 5.00/5.00; course rating: 5.00/5.00, 69 students
- 2018(B): instructor rating: 4.96/5.00; course rating: 4.96/5.00, 68 students
- 2019(A): instructor rating: 4.94/5.00; course rating: 4.97/5.00, 63 students
- 2019(B): instructor rating: 4.95/5.00; course rating: 4.98/5.00, 68 students

Paths to Power (Residential MBA Second-Year Leadership Elective)

- 2017: instructor rating: 5.00/5.00; course rating: 5.00/5.00, 66 students

Leading Organizations (Residential MBA First-Year Core Course)

- 2016: instructor rating: 4.82/5.00; course rating: 4.62/5.00, 66 students
- 2017: instructor rating: 4.89/5.00; course rating: 4.67/5.00, 65 students
- 2018: instructor rating: 4.90/5.00; course rating: 4.78/5.00, 67 students
- 2019: instructor rating: 4.59/5.00; course rating: 4.46/5.00, 66 students

The Social Psychology of Organizations (Doctoral Seminar on Leadership)

- 2015: instructor rating: 5.00/5.00; course rating: 5.00/5.00, 6 students

Introduction to Leading Organizations (Darden Before Darden)

- 2018: instructor rating: 4.74/5.00; course rating: 4.54/5.00, 145 students

The Future of Power (Executive MBA LR2)

- 2018 Guest Lecture

McINTIRE SCHOOL OF COMMERCE

Introduction to Power, M.S. in Accounting Program

STANFORD GSB

Paths to Power, Residential MBA Elective Course, Winter 2012-2014

Managing Groups and Teams, Residential MBA Core Course, Fall 2012-2014

Negotiations, Executive MBA Elective Course, Summer 2012-2014

EXECUTIVE EDUCATION

National Association for Multi-Ethnicity In Communications [NAMIC]

- Managing Power in the Enterprise [2 offerings: 2018, 2019]

Partnership for Leaders in Education [PLE]

- Mid-Year One Program: Leadership and Data-Driven Instruction (2020)
- Mid-Year Two Program: Revisiting the Common Purpose, Empowering Others to Co-Create Success, and Building and Sustaining Momentum for Next-Level Change (2019, 2020)
- Organizational System Design and Results (2019)

OpenDNS

- Introduction to Negotiations (2015)

CHAired SYMPOSIA

The psychology of financial vulnerability and its effects on organizational behavior (2019). *Academy of Management Conference*, Boston, Massachusetts. (co-chair with Tianyu He, INSEAD)

Inequality as barriers to finding meaning: Some causes, consequences, and challenges of inequality. (2016). *Academy of Management Conference*, Anaheim, California. (co-chair with Juliana Schroeder, Haas School of Business)
**Showcase symposium

Some consequences of having too much: The psychology of advantage. (2015). *Society for Personality and Social Psychology Conference*, Anaheim, CA. (co-chair with Taylor Phillips, Stanford Graduate School of Business)

Bad leaders: Why they persist and how followers strive to overcome them. (2015). *Academy of Management Conference*, Vancouver, Canada. (co-chair with Nathaniel Nakashima, Stanford Graduate School of Business)
**Showcase symposium

The power of words: Social-psychological research and interventions for empowering members of historically disadvantaged groups. (2014). *Academy of Management Conference*, Orlando, FL.
** Featured Symposium for the All Academy Theme.

Eat, drink, and be merry, for tomorrow, we negotiate!. (2012). *Academy of Management Conference*, Boston, MA.

CONFERENCE PRESENTATIONS

Belmi, P. Raz, K., Neale, M., & Thomas-Hunt, M. (planned, August 2020). The consequences of revealing first-generational status. *Academy of Management Conference*, Vancouver, Canada.

Engstrom, H., **Belmi, P.**, Phillips, T., & Laurin, K. (2019). Is it fair to get ahead by playing politics: The ambiguity of political maneuvering enables self-serving judgments. *Society for Personality and Social Psychology*, New Orleans, LA.

- Schroeder, J. & **Belmi, P.** (2019). “Human” resources: Organizational contexts promote objectification. *International Association for Conflict Management*, Dublin, Ireland.
- Belmi, P.**, Phillips, T., & Laurin, K, Engstrom, H. (2019). Is it fair to get ahead by playing politics: The ambiguity of political maneuvering enables self-serving judgments. *Academy of Management Conference*, Boston, MA.
- Belmi, P.** (2019). Conflict Management Doctoral Consortium [Panelist, Professional Development Workshop]. *Academy of Management Conference*, Boston, MA.
- Han, I., **Belmi, P.**, & Thomas-Hunt, M. (2019). Why seeing growth-mindset at work matters, especially for those who grew up little: First-generation employees feel comfortable asking for advice when they believe their manager is an incremental theorist. *Positive Organizational Scholarship (POS) Research Conference*, Ann Arbor, MI.
- Belmi, P.**, & Neale, M. (2018). The social advantage of miscalibrated individuals: The relationship between social class and overconfidence and its implications for class-based inequality. *Academy of Management Conference*, Chicago, IL.
- Han, I., **Belmi, P.**, & Thomas-Hunt, M. (2018). How managerial lay theories shape the advice-seeking motivation of first-generation individuals. *Academy of Management Conference*, Chicago, IL.
- Belmi, P.** (2018). Developing Organizational Research on Financial Precarity, Inequality, and Socioeconomic Status [Discussion Leader, Professional Development Workshop]. *Academy of Management Conference*, Chicago, IL.
- Belmi, P.**, Phillips, T., & Laurin, K. (2018). Is it fair to get ahead by playing politics: The ambiguity of political maneuvering enables self-serving judgments. *International Society for Justice Research*, Atlanta, GA.
- Belmi, P.**, Phillips, T., & Laurin, K. (2018). Is it fair to get ahead by playing politics: The ambiguity of political maneuvering enables self-serving judgments. *International Association for Conflict Management*, Philadelphia, PA.
- Belmi, P.**, & Neale, M. (2018). The social advantage of miscalibrated individuals: The relationship between social class and overconfidence and its implications for class-based inequality. *Academy of Management Conference*, Chicago, IL.

- Belmi, P.**, Phillips, T., & Laurin, K. (2018). Is it fair to get ahead by playing politics: The ambiguity of political maneuvering enables self-serving judgments. *International Society of Justice Research*, Atlanta, GA.
- Belmi, P.**, Phillips, T., & Laurin, K. (2017). Is it fair to get ahead by playing politics: The ambiguity of political maneuvering enables self-serving judgments. *Academy of Management Conference*, Atlanta, GA.
- Schroeder, J. & **Belmi, P.** (2017). “Human” resources: Organizational contexts promote objectification. *Academy of Management Conference*, Atlanta, GA.
- Belmi, P.**, Raz, K., & Neale, M. (2016). A hiring bias against underrepresented minorities from low socio-economic backgrounds. *Academy of Management Conference*, Anaheim, CA.
- Belmi, P.** & Laurin, K. (2016). Seeing time as a precious resource: The role of merit beliefs and optimism on time management. *Academy of Management Conference*, Anaheim, CA.
- Schroeder, J. & **Belmi, P.** (2016). Perceiving people as resources or relations? Organizational contexts promote objectification. *Academy of Management Conference*, Anaheim, CA.
- Belmi, P.** & Laurin, K. (2016). Who wants to get to the top? Social class and lay theories about power. *Society for Personality and Social Psychology Conference*, San Diego, CA.
- Belmi, P.**, Pfeffer, J. & Neale, M. (2015). Theory and evidence that the upper class think of time as money. Poster presentation, *Society for Personality and Social Psychology Conference*, Long Beach, CA.
- Belmi, P.** & Laurin, K. (2014). Who wants to get to the top? Social class and lay theories about power. *Academy of Management Conference*, Philadelphia, PA.
- Belmi, P.** & Neale, M. (2014). Can eating with the enemy lead to higher value deals? Testing two competing perspectives on food sharing. *Society for Personality and Social Psychology Conference*, Austin, TX.
- Belmi, P.**, Cortes, R. & Cohen, G. (2013). Threats to identity can trigger social deviance. *University of Notre Dame Excellence in Ethics Research Conference*, South Bend Indiana, CA.

Belmi, P. & Neale, M. (2013). Thinking that one is attractive increases the tendency to legitimize social hierarchies. *Academy of Management Conference*, Orlando, FL.

Belmi, P. & Neale, M. (2012). Can eating with the enemy lead to higher value deals? Testing whether food sharing leads to value creating. *Society for Personality and Social Psychology Conference*, New Orleans, LA.

Belmi, P. & Neale, M. (2012). Can eating with the enemy lead to higher value deals? Testing whether food sharing leads to value creating. *Academy of Management Conference*, Boston, MA.

Belmi, P., Cortes, R. & Cohen, G. (2012). Threats to identity trigger social deviance. *Society for Personality and Social Psychology Conference*, San Diego, CA.

INVITED PRESENTATIONS

Outside of UVA

- Stanford GSB, Organizational Behavior Department, Feb 2020
- University of North Carolina at Chapel Hill, Department of Management, Feb 2020
- Society for Personality and Social Psychology, Inequality Pre-conference, Feb 2020
- University of Southern California, Marshall School of Business, Nov 2019
- Carnegie Mellon University, Center for Behavioral and Decision Research, Nov 2019
- Stanford GSB, Negotiations, Teams, and Diversity Conference, May 2019
- Harvard Business School, Organizational Behavior Unit, May 2019
- Indiana University, Department of Management and Entrepreneurship, May 2019
- Purdue University, Acceptance and Inclusion Consortium, May 2019
- Duke University, Fuqua School of Business, May 2016
- University of British Columbia, Sauder School of Business, Dec 2014
- University of Washington-Seattle, Foster School of Business, Dec 2014
- University of Virginia, Darden Graduate School of Business, Dec 2014
- University of Utah, David Eccles School of Business, Nov 2014
- Cornell University, Industrial Labor Relations School, Nov 2014
- University of Texas-Austin, McCombs School of Business, Nov 2014

Within UVA

- Pride at Darden (PAD) and the Resilience Initiative, Apr 2020
- First-Gen @ Darden, Dec 2019
- BBSA/Darden African Business Organization (DABO), Sept 2018
- Discussion on Gender Issues at Work, Feb 2018
- Pride at Darden (PAD), Feb 2018
- Graduate Women in Business (GWIB) Conference, Oct 2018

- Department of Physical Medicine and Rehabilitation, Oct 2017
- Black Business Student Association (BBSA), Sept 2017
- Unsolved Business Mysteries, Apr 2017
- Pride at Darden (PAD), Oct 2016
- Graduate Women in Business (GWIB) Conference, Sept 2016
- Department of Physical Medicine and Rehabilitation, May 2016
- Department of Psychology, Feb 2016

CONSULTING EXPERIENCE

Lenddo-EFL (formerly Entrepreneurial Finance Lab)

(www.lenddo.com)

Consultant / Research Advisor

June 2015 – Present

- Risk-assessment firm that specializes in using psychometric tools to gain a deep quantitative understanding of individual risk and consumer financing

INDUSTRY EXPERIENCE

Population Research Systems

(www.fscgroup.com)

Project Supervisor & Data Analyst

August 2009 – June 2010

- Survey research and consulting firm specializing in data collection and data analysis to support corporate decision-making and public policy development.

Paragon Strategies

(www.paragonstrategies.com)

Marketing and Project Coordinator / Researcher

June 2007 – August 2009

- Management consulting firm that specializes in employee training and organizational development

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM)

Society for Personality and Social Psychology (SPSP)

Society for Industrial-Organizational Psychology (SIOP)

Society for the Psychological Study of Social Issues (SPSSI)

International Association for Conflict Management (IACM)

MENTORING/ ADVISING

Doctoral Students at University of Virginia

- Inhyun Han (Co-chair) — Visiting Assistant Professor, Pepperdine University
- Scott Baker (Committee member) — Senior Behavioral Scientist, BetterUp
- Jordan Axt (Committee member) — Assistant Professor, McGill University
- Catherine Owsik (Committee member) — tbd
- Travis Elliott (Committee member) — tbd

MBA Students at University of Virginia (Independent Studies)

- Jennie Kim (2021) — tbd
- Aditi Sinha (2020) — McKinsey
- Jade Palomino (2020) — Facebook
- Ammar Khan (2020) — tbd
- Alexander Spencer (2020) — tbd
- Chawit Rochanakit (2020) — tbd
- Colleen Oberg (2019) — PepsiCo
- Kimberly Diaz (2019) — Google/OneTilt
- Becca Coleman (2019) — AlixPartners
- Katie O'Neill (2019) — JPMorgan Chase and Co.
- Jamal Halepota (2018) — Microsoft

Undergraduate Students at University of Virginia

- Jake Powers — Stanford GSB
- Kpakpando Anyanwu — London School of Hygiene & Tropical Medicine

SERVICE

Editorial Board

- Organizational Behavior and Human Decision Processes (OBHDP, Jan 2020–)

Ad-Hoc Reviewer

- Journal of Personality and Social Psychology: IRGP (JPSP:IRGP)
- Academy of Management Journal (AMJ)
- Organization Science (ORGSCI)
- Journal of Experimental Social Psychology (JESP)
- Organizational Behavior and Human Decision Processes (OBHDP)

- Personality and Social Psychology Bulletin (PSPB)
- Organizational Psychology Review (ORGPSYREV)
- Evolutionary Behavioral Sciences (EBS)

Professional Committees

- Darden Business School Academic Standards Committee (ASC, 2019–)

REFERENCES

Prof. Margaret Neale

Professor of Management
Stanford Graduate School of Business
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Prof. Jeffrey Pfeffer

Professor of Organizational Behavior
Stanford Graduate School of Business
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Prof. Kristin Laurin

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University of British-Columbia
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